TUCSON AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT • RYAN AIRFIELD

AGENDA

TUCSON AIRPORT AUTHORITY | Board of Directors Regular Meeting
Wednesday, December 2, 2026 | 3:00 P.M.
7250 S. Tucson Blvd. 85756 | TAA Board Room

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Tucson Airport Authority (TAA) and to the public, that the **Board of Directors** will hold a meeting, open to the public, on **Wednesday, December 2, 2026 beginning at 3:00 P.M.**

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

The agenda for the meeting is as follows:

1. **CALL TO ORDER | ROLL CALL**
   - Michael Hammond, Chair
   - Phil Swaim, Vice Chair
   - Vance Falbaum, Secretary
   - Judy Rich, Director
   - Todd Jackson, Director
   - Fran Katz, Director
   - Ellen Wheeler, Director
   - Calline Sanchez, Director
   - Tim Overton, Director
   - Carol Stewart, Director

2. **CONSENT AGENDA**
   Matters listed under the Consent Agenda are routine and will be enacted by one motion and one vote. There will be no separate discussion of the item(s) on the Consent Agenda, unless removed from the Consent Agenda by the Board Chair, after a request from 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 September 2, 2026.

   b. **Appointments to the TAA Audit Council**
      The Board will consider and may adopt Resolution No. 2026-19, approving the appointments of TAA Members to fill open seats of the TAA Audit Council.

   c. **TAA DBE Participation Triennial Goal FY27 to FY29**
      The Board will consider and may adopt Resolution No. 2026-20, approving the Tucson Airport Authority's Disadvantage Business Enterprise (DBE) Participation Goal, pursuant to 49 CFR Part 26, for FY27 to FY29.

3. BOARD CHAIR REPORT

- **a.** TAA Advocacy

4. PRESIDENT/CEO REPORT

- **a.** Industry and TAA Airport
- **b.** Strategic Plan 3.0 | Update

5. ACTION ITEMS

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

- **a. 2027 TAA Membership Nominations**
  The Board of Directors will consider and may direct reconsideration by the Nominating Council of new members, continuing members, and board member recommendations made by the Nominating Council for consideration by the Members during the 2027 Annual Meeting.

- **b. Request for Additional RAC CFC Budget Authority for UST Repair**
  The Board will consider and may adopt Resolution No. 2026-21, pursuant to Resolution No. 2026-14, which created the TAA Customer Facility Charge (CFC) Program, approving a new Eligible Project under the CFC Program related to rental car center underground storage tanks.

6. DIVISION UPDATES

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

- **a.** Air Service Development | Update
- **b.** ASE | Update
- **c.** Financial | Update

7. EXECUTIVE SESSION

The Board may vote to go into Executive Session for the following purpose(s):

- **a. Legal Advice and Consultation**
  The Board will consult with the Executive Vice President/General Counsel, or his designee, for legal advice, and discussion and consultation with TAA attorneys and representatives to consider its position and instruct its attorneys regarding the TAA's position on threatened or contemplated litigation and ongoing litigation, and regarding the TAA's position regarding contracts that are the subject of negotiations, on Ryan Airfield public records, leasing and permitting matters, and environmental litigation, as provided in A.R.S. §§ 38-431.03(A)(3) and (4).

8. RETURN TO REGULAR SESSION

9. NEXT MEETING

Monday, January 25, 2027, immediately following the TAA Annual Meeting, which begins at 9:00 A.M. | Hacienda Del Sol Guest Ranch Resort, 5501 N. Hacienda Del Sol Rd. Tucson, AZ 85718, Casa Feliz Room.

10. ADJOURN

TUCSON AIRPORT AUTHORITY |Board of Directors Regular Meeting
Wednesday, September 2, 2026|3:00 P.M.|TAA Board Room and Microsoft Teams

THIS REGULAR MEETING OF THE TUCSON AIRPORT AUTHORITY (TAA) BOARD OF DIRECTORS WAS HELD IN A HYBRID MANNER. BOARD MEMBERS ATTENDED THE MEETING IN PERSON OR VIRTUALLY VIA MICROSOFT TEAMS. MEMBERS OF THE PUBLIC WERE INVITED TO ATTEND IN PERSON.

1. **CALL TO ORDER | ROLL CALL**

Chair Michael Hammond called the meeting to order at 3:01 P.M.

Directors Present: Chair Michael Hammond, Vice Chair Phil Swaim, Secretary Vance Falbaum (via Teams), Director Tim Overton, Director Todd Jackson (via Teams), Director Ellen Wheeler, Director Fan Katz, Director Calline Sanchez (via Teams), and Director Carol Stewart (via Teams).

Directors Absent: Treasurer Rhonda Piña, and Director Judy Rich

****Director Tim Overton began virtually and later joined the meeting in-person at 3:18 P.M.**

Staff Present: President/CEO Danette Bewley, Executive Vice President/Chief Operating Officer Bruce Goetz, Executive Vice President/General Counsel Chris Schmaltz, Vice President of Operations John Ivanoff, Vice President and Chief Revenue Officer John Voorhees, Vice President and Chief Financial Officer Mary Fowler, Chief People Officer Kim De La Torre, Chief Communication Officer Austin Wright, Deputy General Counsel Kim Outlaw Ryan, Deputy General Counsel LeCarie Whitfield, IT Customer Support Technician Hector Lopez, and TAA Clerk Carolina Cordova.

TAA Members Present: Steve Bossé

2. **SWEARING IN CEREMONY**

Board Members, TAA Staff, and members of the public convened in the Gallery located on the departure level at TUS to witness the swearing in of TAA's new Chief of Police, Thomas Bailey. The ceremony was well attended, including Chief Bailey's family and friends, members of the TAA Police Department and TAA staff, and Chiefs of Police from other departments within Pima County.

The Board returned to the Board Room for the rest of the meeting.

3. CONSENT AGENDA

Chair Michael Hammond opened the floor for Board discussion on the Consent Agenda. There being no discussion, a motion was made and seconded.

Motion by Director Ellen Wheeler, seconded by Director Fran Katz, to approve the Consent Agenda. The Motion carried by the following vote:

Ayes (9) **Hammond, Swaim, Falbaum, Jackson, Overton, Wheeler, Stewart, Katz, Sanchez**

Nays (0)

4. BOARD CHAIR REPORT

a. TAA Advocacy

- Chair Michael Hammond expressed the importance of the Members being advocates of the TAA and to be involved with the community. He reported that TUS is the official airport for the University of Arizona, which is a milestone achievement. Several community events were mentioned and recommended that Members attend.
- Chair Michael Hammond commented on TAA's regional economic impact of $10.9 billion dollars.
- Chair Michael Hammond noted TUS has on average 55 flights daily at this time of the year. He reminded the Board to take the opportunity to fly TUS.
- The Fall Member Business Meeting and Mixer will be held on October 15, 2026. He expressed the importance for all TAA Members to attend this event.

5. PRESIDENT/CEO REPORT

a. President/CEO Danette Bewley provided an industry and TAA Airport System update:

- President/CEO Danette Bewley commented on Chief Bailey's swearing-in and presented in PowerPoint the modernization of the TAA Police Department's badges, patches, and fleet. The new designs are consistent with TAA's branded messaging and look.
- President/CEO Danette Bewley's PowerPoint presentation also included a report to the Board on the severe storm that occurred the evening of August 19, 2026. In addition to damage in various areas of TAA, much of the damage impacted the economy parking lot and parking system. Customer vehicles were damaged during the storm from blowing debris. TAA is working with insurance brokers on a restoration plan. President/CEO Danette Bewley acknowledged the TAA Police Department's work in diligently documenting damage at the economy lot.

b. Executive Vice President/ Chief Operating Officer (EVP/COO) Bruce Goetz provided a Strategic Plan update:

- EVP/COO Bruce Goetz highlighted information provided in the PowerPoint presentation included in the Board materials. Specifically, EVP/COO Bruce Goetz mentioned that passenger revenue is up 12.2% year over year. Two different TAA tenants have started construction on 12,000 sf hangars.
- Employee retention is 98% for employees who achieve an "exceeds" performance rating. We are able to demonstrate that top performing employees remain employed in our organization.
- Under Project Excellence, EVP/COO Bruce Goetz mentioned two major projects: the ASE project, on which concrete pour of the new runway continues; and the upgrade of camera and access control systems which are underway.
- Under TAA Champions, President/CEO Danette Bewley and CCO Austin Wright have been very involved attending community events and sharing the Fly Tucson First message.
- Chair Michael Hammond asked questions relating to the concrete batch plant utilized during the ASE project. EVP/COO Bruce Goetz explained that the batch plant was rented from the contractor and will be disassembled upon project completion. Chair Michael Hammond asked for clarification of the 12.2% increase in passenger revenue. VP/CRO John Voorhees explained that this increase is primarily attributable to an increase in parking revenue.

6. <u>PRESENTATION/ DISCUSSION</u>

President/CEO Danette Bewley, EVP/GC Christopher Schmaltz, and VP/CFO Mary Fowler presented an Airport Finance Report and Budget Overview.

- President/CEO Danette Bewley provided a brief overview of FAA regulations applicable to TAA financing, highlighting the federal revenue use policy and self-sustaining entity policies, and grant assurances among the requirements we are subject to when accepting federal grant funding. She explained TAA's revenue sources are categorized as aeronautical revenue or non-aeronautical revenue. TAA utilizes a residual rate making methodology, meaning the airlines accept the risk of revenue shortfalls. TAA has demonstrated good fiscal management and the airlines trust that we are not exceeding our budget and burdening them at the end of the year to make up any shortfall. We have finally reached an agreement on terms with the airlines for a ten-year Airline Use Agreement (AUA), which will be circulating for signatures soon. We have redefined the cost allocations between the terminal and the airfield, and the rate equations are based on actual use. We always want to know what our cost per Enplaned Passengers (CPE) is, which is an important metric to the airlines. Our rate is right where we need to be to be effective as airport managers and leaders, and to retain and attract air service.
- EVP/GC Christopher Schmaltz explained revenue is broadly defined under federal law and regulation as all revenue we receive as part of TAA's operations. Federal law places

restrictions on how we may use that revenue. The money needs to be spent to the airport's benefit. When we spend money off airport to sponsor state of the town events, those are explicitly related to marketing in those jurisdictions to reinforce and attract use of TUS. We also use revenues to invest in infrastructure improvements both onsite and off-site property holdings to make our land more attractive to developers and diversify our revenue sources. We have an incredible finance team who monitors closely how money is being spent because the risk to us –losing our grants -- is significant.

- VP/CFO Mary Fowler explained in greater detail the key components of the rate calculations within the new AUA agreement. Within aeronautical revenue, we have signatory airline and non-signatory airline rates. The rate calculation pursuant to the new formular applies to signatory airlines. Non-signatory airlines pay a 25% premium. VP/CFO Mary Fowler explained cost allocation between terminal space and landing fees, mentioning some cost categories. She explained sources of non-aeronautical revenue, highlighting rental cars, concessions, facility rentals, and land rents. Non-aeronautical revenue diversifies our revenue sources, so we are not as reliant on airline performance.
- VP/CFO Mary Fowler explained the budget revenue mix; passenger airline rates and charges, concessions, and other operating revenue. She noted that 75% of our revenue is driven by airline and airline-related activities. Key revenue sources that operate outside of the residual model are (1) the special reserve funds in the industrial area of which 25% is used to offset the airline's cost, (2) Passenger Facility Charges (PFCs), which are restricted funds maintained outside of the airport system that may be used with FAA approval; and (3) Customer Facility Charges (CFCs) which are generated from rental car users and used for rental car facility programs. EVP/GC Christopher Schmaltz added that raising more revenue on the CFCs gives the TAA a revenue stream that benefits the system while not adding a cost to the airlines.
- VP/CFO Mary Fowler provided additional clarification about how the new AUA defines the four cost centers and calculates rates for each cost center. The four cost centers Airfield, Terminal, Landside, and Ryan Airfield. The new rate calculations help to ensure that revenue, less expenses, are properly allocated to the cost center where the benefit lies.
- VP/CFO Mary Fowler explained that with regard to expenses, where an expense may be allocated directly to a cost center, then it is applied to that rate base.
- Lastly, VP/CFO Mary Fowler discussed how funding of capital projects may affect the rate calculation. When we fund capital projects through cash, that cost is allocated to the rate base entirely in that year. Alternatively, with debt financing, the project costs are allocated to the rate calculation over the debt repayment schedule. We can also do a mix of both. Grants and PFCs may be used for capital projects and may not hit the rate base. Much of this is determined by capital planning.
- To summarize, under the prior agreement, we only had the landing fee, and all costs essentially rolled down into one fee. Under the new model, we know where the costs fall, what areas are profitable, and it becomes clearer to the airlines how much each

area offsets the costs. VP/CFO Mary Fowler further demonstrated the rate calculations for the FY27 budget year in the PowerPoint demonstration. We have a residual rate model. We calculate the rate in our annual budget, which goes to the airlines for consultation and Financial Council review, and then today to the Board for approval. Once the budget is approved and the AUA is executed, the rates will be effective October 1st of every year. The excess revenues we generate that are outside of this residual model go back to TAA.

- Chair Michael Hammond commented that the budget is a well thought out budget, which the airlines have approved, and the Financial Council recommends to the Board for approval.
- VP/CFO Mary Fowler then reported FY26 (through June 30, 2026) figures.
- The Board had no additional discussion or questions regarding the FY27 Budget or FY26 financial reporting.

7. ACTION ITEMS

Chair Michael Hammond called on each action item for approval and opened the floor for Board discussion to each item separately. Chief People Officer Kim DeLaTorre and Vice President/Chief Revenue Officer John Voorhees provided a brief overview of each item respectively and were present for any questions, which there were none.

Motion by Director Vance Falbaum, seconded by Director Tim Overton, to approve Resolution No. 2026-16, approving the FY27 Operating and Capital Budget, which includes Major Maintenance Program, Capital Outlay Program, Capital Improvement Program, CFC program, and authorizing environmental program expenditures for the fiscal year beginning October 1, 2026, and ending on September 30, 2027. The Motion carried by the following vote:

Ayes (9) Hammond, Swaim, Falbaum, Jackson, Overton, Wheeler, Stewart, Katz, Sanchez

Nays (0)

Motion by Director Fran Katz, seconded by Director Ellen Wheeler, to approve Resolution No. 2026-17, approving the Tucson Airport Authority Compensation Plan dated October 1, 2026. The Motion carried by the following vote:

Ayes (9) Hammond, Swaim, Falbaum, Jackson, Overton, Wheeler, Stewart, Katz, Sanchez

Nays (0)

Motion by Director Tim Overton, seconded by Director Calline Sanchez, to approve Resolution No. 2026-18, approving the delegation of authority to the President/CEO, or her designee, to negotiate and execute an agreement with the Jupiter Power allowing

Jupiter Power to complete feasibility assessments on sixty (60) acres of land in Sonora East for the proposed construction of an electrical storage facility. The Motion carried by the following vote:

Ayes (9) **Hammond, Swaim, Falbaum, Jackson, Overton, Wheeler, Stewart, Katz, Sanchez**

Nays (0)

8. **DIVISION UPDATES**

   a. **Chief Communications Officer Austin Wright provided a brief update on Air Service Development:**
      - The airlines are low on landed weight and passengers. We attribute this decrease to the impact of fuel prices, and increases in labor and maintenance costs, which are impacting airlines' ability to operate efficiently.
      - Despite lower-than-expected projections, TUS has seen 6% more seats available for sale. This is largely attributed to additional flights to Phoenix (PHX).
      - Frontier Airlines is in survival mode and not returning to TUS in the fall. We project 4% fewer passengers for the year ahead, largely attributable to the loss of Frontier Airlines.
      - Across the country, travel demand is expected to grow by only 1.5%.
      - We continue to try and stop leakage to PHX. Our primary messaging is the ease of use of our airport. Marana and Oro Valley are big target markets.
      - We continue to offer free parking promotions to encourage traveling from TUS. We are developing innovative promotions involving concessions to generate consumer spending within the airport. CCO Austin Wright reports that he and President/ CEO Danette Bewley continue marketing TUS at local events.
      - CCO Austin Wright will attend the Routes World Conference to meet with airlines to focus on developing additional air service to TUS.
      - Chair Michael Hammond asked about reporting of international travel and international travelers. CCO Austin Wright advised that the TAA Marketing Department has ongoing marketing data studies to identify international traveler destinations, mentioning Canada and Mexico travel. He added that international travel is not popular at this moment.

   b. **Executive Vice President/General Counsel Christopher Schmaltz and TAA Clerk Carolina Cordova presented a Member Resource Page:**
      - A brief overview of the newly created *Member Resource Page* and the intention behind its creation was presented. Discussion and feedback were welcomed. Vice Chair Phil Swaim recommended that a tile for Talking Points for TAA Champions be added to the member resource page.

9. **NEXT MEETING**

Wednesday, December 2, 2026, at 3:00 P.M.|TAA Board Room

10. ADJOURN

Chair Michael Hammond adjourned the meeting at 4:17 P.M.

APPROVED BY:

_____
Vance Falbaum, Secretary
Date: _____

Prepared by:

_____
Carolina Cordova, TAA Clerk
Date: _____

DRAFT

Date: December 2, 2026

To: Board of Directors
From: Danette Bewley, President/CEO
Re: Recommended Audit Council Appointments

Background:

Recent circumstances have resulted in vacancies on the Audit Council and created the need to appoint Members to new positions on the Audit Council, and to add Members to the Audit Council to provide a full Council to fulfill its responsibilities to the Board and TAA. Two Members of the Audit Council can no longer serve on the Council: Rhonda Piña, who due to her election to Oro Valley Town Council can no longer serve on the Board or a TAA advisory council under the Bylaws; and Isaac Figueroa, who has resigned/will resign as a TAA Member because he is relocating to Florida. In addition, these two individuals leaving the Council are the Chair and Vice Chair of the Audit Council.

These departures leave two vacancies on the current 2026 Audit Council. That said, the TAA needs to fill the vacancies AND appoint a new Chair and Vice Chair to serve until the January 2027 Board meeting, when the annual update to the Advisory Councils occurs. TAA staff does not anticipate any additional changes to the composition of the TAA Audit Council that is recommended today.

Strategic Plan | Analysis

These appointments fall squarely under the Strategic Plan pillars of Project Excellence and TAA Champions. The Audit Council fulfills a key function in the financial health of the TAA, and the Members play a key role in contributing to the advice that the Board of Directors relies on to make decisions in TAA's financial interest.

The changes and the timing are necessary for TAA to fulfill its obligations to the business enterprise. An Audit Council of seven (7) members, including the Chair and Vice-Chair, is important to the interests of the TAA because the Annual Comprehensive Financial Report (ACFR) for FY24 and FY25, respectively, are nearing completion. All TAA audits must first go to the TAA Audit Council for review and consideration. The Audit Council will hear the TAA Auditors' detailed report and findings, and may provide feedback to TAA's Auditors, if any, and ultimately make a recommendation to the Board of Directors on the acceptance of the respective audits.

Timely review and approval of the FY24 and FY25 audits, respectively, are important, as they must be completed before TAA can begin the FY26 audit with the new external audit firm in January, helping to restore TAA to a regular audit timeline and comply with applicable regulatory requirements. An Audit Council meeting will be scheduled in mid-January 2027 to review the FY24 and FY25 audits.

These appointments will enable the Audit Council to fulfil its obligations to TAA under the Bylaws. The recommended new roster and leadership for the Audit Council is as follows:

	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
		Term Start Date	**Term End Date**	
1.	**Amanda Wiggins, Chair**	January 26, 2026	January 23, 2028	1st Term
2.	**Tony Penn, Vice Chair**	December 2, 2026	January 24, 2027	1st Term
3.	Rob Elias	January 26, 2026	January 23, 2028	1st Term
4.	Cristina Baena	January 26, 2026	January 23, 2028	2nd Term
5.	Nancy McClure	January 26, 2026	January 23, 2028	2nd Term
6.	Shannon Murphy	January 27, 2025	January 24, 2027	2nd Term
7.	Elliot Cheu	December 2, 2026	January 24, 2027	1st Term

Cost Analysis:
There is no cost to the TAA associated with these appointments.

Recommendation:
Adopt Resolution No. 2026-19 approving the proposed appointments to the Audit Council.

Attachments:
1. Resolution 2026-19

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING APPOINTMENTS TO FILL AUDIT COUNCIL VACANCIES.

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

The Chair of the Board of Directors new appointments, to fill vacancies and leadership for the Tucson Airport Authority Audit Council, attached to this resolution and incorporated herein by reference, are approved as detailed in Exhibit A.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this second day of December, 2026.

Michael S. Hammond
Chair of the Board

ATTEST:

Vance Falbaum, Secretary

APPROVED AS TO FORM:

Christopher Schmaltz, Executive Vice President and General Counsel

DRAFT

EXHIBIT A

Tucson Airport Authority Audit Council appointments

(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
		Term Start Date	**Term End Date**	
1.	**Amanda Wiggins, Chair**	January 26, 2026	January 23, 2028	1st Term
2.	**Tony Penn, Vice Chair**	December 2, 2026	January 24, 2027	1st Term
3.	Rob Elias	January 26, 2026	January 23, 2028	1st Term
4.	Cristina Baena	January 26, 2026	January 23, 2028	2nd Term
5.	Nancy McClure	January 26, 2026	January 23, 2028	2nd Term
6.	Shannon Murphy	January 27, 2025	January 24, 2027	2nd Term
7.	Elliot Cheu	December 2, 2026	January 24, 2027	1st Term

Date: December 2, 2026

To: Board of Directors
From: Bert Resimont, Compliance Audit Manager
Re: DBE Participation Goal for Fiscal Years (FY) 2027-2029 (Triennial Submittal)

Background:

As a condition of receiving federal financial assistance from the Federal Aviation Administration (FAA), the Tucson Airport Authority (TAA) is required to establish and administer a Disadvantaged Business Enterprise (DBE) Program in accordance with U.S. Department of Transportation (USDOT) regulations set forth in 49 CFR Part 26. Under these regulations, TAA must take all necessary and reasonable steps to ensure that eligible DBEs—small business concerns that are majority owned and controlled by individuals who have been individually determined to be socially and economically disadvantaged—are afforded a fair and equal opportunity to participate in TAA's USDOT-assisted construction contracting activities.

Analysis:

TAA is required every three years, to establish an overall, aspirational Disadvantaged Business Enterprise (DBE) annual participation goal for its federally assisted projects. In developing this goal, TAA evaluates its anticipated capital improvement program, identifies the types of construction trades and professional services required, and analyzes the relative availability of eligible certified DBEs within the relevant local market area. The goal is then adjusted, as appropriate, based on TAA's historical contracting experience and observed levels of DBE participation. The resulting triennial DBE goal and supporting methodology are made available for public review and comment in accordance with FAA DBE program requirements.

Based on this review and analysis, TAA's proposed aspirational DBE participation goal for federally assisted construction projects for FY27-FY29 (the period beginning October 1, 2027, and ending September 30, 2029) is 1.85%.

TAA administers its DBE Program using DBE-neutral measures consistent with 49 CFR Part 26. Through ongoing outreach, small-business engagement, and other DBE-neutral strategies, TAA has steadily increased DBE participation over time and expects to continue building upon these efforts to promote fair competition and meaningful DBE participation in its federally assisted contracting opportunities.

Public Consultation:

As required by 49 CFR Part 26, TAA undertook the following actions to provide public notice of the proposed DBE goal and to solicit public review and comment:

- July 21, 2026 – TAA sent out a notice for a public consultation meeting to discuss the availability of DBE and non-DBE firms, the effects of discrimination on opportunities for DBEs and TAA's efforts to establish a level playing field for the participation of DBEs.

- July 21, 2026 – TAA posted a notice on its website and published a notice with the proposed goal for DBE participation at 1.85% for FY27-FY29.
- September 9, 2026 – TAA held a virtual public consultation meeting via Microsoft TEAMS. TAA invited contractor associations such as the Associated Minority Contractors of Arizona and the Arizona Alliance of Construction Trades. TAA also provided the notice to Reproductions, Inc., Shirley's Plan Service, and the Arizona Commerce Authority, which invited anyone to participate in the meeting and to provide comment.

Recommendation:

TAA staff recommends the TAA Board of Directors adopt Resolution No. 2026-20 approving the Tucson Airport Authority's Disadvantaged Business Enterprise (DBE) Participation Goal, pursuant to 49 CFR Part 26, for the period FY27–FY29.

Attachments:

1. Resolution No. 2026-20
2. DBE Policy Statement
3. TAA DBE Triennial Goal Methodology 2027-2029
4. Updated TAA-DBE Part 26 Program

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC. (TAA), APPROVING THE TUCSON AIRPORT AUTHORITY'S FAA PART 26 DISADVANTAGED BUSINESS ENTERPRISE (DBE) PARTICIPATION GOAL FOR FISCAL YEARS 2027-2029 (FY27-FY29).

WHEREAS the U.S. Department of Transportation (USDOT) requires entities receiving grants from the Federal Aviation Administration (FAA) under 49 CFR Part 26 to ensure that Disadvantaged Business Enterprises (DBEs) are afforded a fair opportunity to compete for federally funded transportation contracts; and

WHEREAS TAA desires to apply for and receive such grants from the FAA for its various construction projects; and

WHEREAS USDOT regulations require TAA to periodically adopt and circulate a policy statement expressing its commitment to the DBE program, stating its objectives and outlining responsibilities for its implementation; and

WHEREAS TAA staff conducted a review and analysis and solicited feedback from interested parties regarding its proposed goal for DBE participation in federal funded projects for FY27-FY29; and

WHEREAS the Board of Directors accepts the staff recommendations as outlined in the attached Policy Statement and associated Board Memorandum.

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

The President/CEO or her designee is hereby authorized to adopt the Disadvantaged Business Enterprise (DBE) participation overall goal for federally funded projects at 1.85% for fiscal years 2027 – 2029.

The President/CEO is directed to cause the submission of the adopted goal and supporting documentation to the FAA for approval, implement the goal in accordance with 49 C.F.R. Part 26 and any applicable FAA requirements, and execute the updated DBE policy statement (attached hereto as Exhibit A and incorporated by reference herein).

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this 2nd day of December, 2026.

_____

Michael S. Hammond
Chair of the Board

ATTEST:

APPROVED AS TO FORM:

_____

Vance Faulbaum, Secretary

_____

Christopher Schmaltz, Executive Vice President and General Counsel

DRAFT

EXHIBIT A

TUCSON AIRPORT AUTHORITY POLICY NO. 2026 – 20

DISADVANTAGED BUSINESS ENTERPRISE (DBE)

PROGRAM POLICY STATEMENT

DRAFT

Tucson Airport Authority Disadvantaged Business Enterprise Program (DBE) Policy Statement

Policy No.	2026-11
Effective Date	12/2/2026
Authorized By	President/CEO
Supersedes Policy No.	2023-11
Business Owner	Airport Development

The Tucson Airport Authority (TAA), certificated operator of Tucson International Airport (TUS) and Ryan Airfield (RYN), has received Federal financial assistance from the U.S. Department of Transportation (USDOT) and, as a condition of receiving this assistance, has signed an assurance that it will comply with the requirements of USDOT regulations (49 CFR Part 26; hereinafter, the "DBE Regulations") concerning the participation of disadvantaged business enterprises ("DBEs") in USDOT programs.

It is the policy of TAA to comply with the requirements of the DBE Regulations and to ensure that DBEs, as defined in the DBE Regulations, have a fair and equal opportunity to participate in TAA's USDOT-assisted projects or concession contracts. To the extent reasonably possible and consistent with other legal requirements, it is the goal of TAA:

- To ensure nondiscrimination in the award and administration of TAA's USDOT-assisted or concession contracts;
- To create a level playing field on which DBEs can compete fairly for TAA's USDOT-assisted contracts;
- To ensure that the DBE program operates in a nondiscriminatory manner and without regard to race or sex, while maximizing efficiency of service.
- To ensure that only firms that fully meet 49 C.F.R. Part 26's eligibility standards are permitted to participate as DBEs;
- To help remove barriers to the participation of DBEs in TAA's USDOT assisted contracts;
- To promote the use of DBEs in all types of federally assisted contracts and procurement activities; and
- To assist the development of firms that can compete successfully in the marketplace outside the DBE program; and
- To provide appropriate flexibility in establishing and providing opportunities for DBEs.

The Compliance Manager has been designated as the DBE Liaison Officer (DBELO). In that capacity, the Compliance Manager is responsible for implementing all aspects of the DBE program. The DBELO shall report directly to the President/CEO with respect to the implementation of the TAA DBE Program. Implementation of the DBE program is accorded the

same priority as compliance with all other legal obligations incurred by TAA in its financial assistance agreements with the United States Department of Transportation.

TAA has:

- disseminated this policy statement to the TAA Board of Directors and all the components of our organization.
- has distributed this statement to DBE and non-DBE business communities in our area.
- distributed to the public via the TAA website.

A copy of this policy statement shall be available through the solicitation processes for all USDOT-assisted contracts.

Authorized by:

Danette Bewley
President/CEO

Date

DRAFT

TUCSON AIRPORT AUTHORITY
Disadvantaged Business Enterprise (DBE) Triennial Goal
For Federally Funded Projects
Fiscal Years 2027-2029

The Tucson Airport Authority ("TAA"), as a recipient of funds administered by the United States Department of Transportation ("DOT") for use on approved airport projects, is required to develop goals for participation of disadvantaged business enterprises ("DBEs") in those projects. The goal is expressed in terms of the percentage of DOT assisted contracts awarded by TAA that are paid to DBEs. For fiscal years 2027-2029 (FY27-FY29), TAA anticipates awarding approximately $25 million dollars in federal funds for projects not yet awarded at Tucson International Airport and Ryan Airfield.

Methodology. The first step in developing a goal is identifying the marketplace from which TAA obtains its contractors. The second step is to determine the general availability of DBEs in that marketplace doing the kind of work for which TAA will be contracting on federally funded projects during this fiscal year. The final step is to refine that base figure as appropriate to arrive at the overall goal.

Marketplace. Based on TAA's current bidder list, approximately 82% (1,291 of 1,572) of firms that have expressed an interest in TAA projects are located within Arizona. The remaining 18% (281 of 1,572) are located outside Arizona. Accordingly, TAA has determined that Arizona represents the primary geographic market area for purposes of determining DBE availability. TAA enters into agreements on federally funded projects in the areas of construction as well as professional services such as architectural/engineering services, surveying, and consulting. The relevant market for which TAA must determine DBE availability is focused on these types of businesses within the state of Arizona.

Base Availability Figure. To determine general DBE availability within TAA's marketplace, TAA, in accordance with DOT regulations, relies primarily on relevant DBE directories, and census bureau data.

As described in DOT regulations, one method is to express the number of DBEs available to TAA as a percentage of the firms available in the relevant market area, based on census information obtained from the NAICS codes. After consultation with FAA representatives, it is apparent that the following method is the most appropriate for TAA in determining DBE availability. Each DBE business in the AZ Unified Certification Program directories indicate a work specialty. Because out-of-state certified DBEs have performed only minimal work at TAA, only in-state contractors were considered in the analysis. The number of DBEs in each specialty was then compared to statewide registered businesses having a similar NAICS code listing.

This statewide analysis of registered businesses was obtained from the NAICS County Business Patterns Code Comparison.

To obtain the overall base figure:

- TAA totaled the number of certified DBE firms in the business categories and specialties in which TAA anticipates awarding federally assisted contracts during FY27-FY29. This total represented the numerator and equaled 481 DBE firms.
- TAA then totaled the number of firms within the same NAICS codes using applicable Census data. This total represented the denominator and equaled 26,011 firms.
- Dividing the numerator (481) by the denominator (26,011) yields a base figure of 0.01849, or 1.85 percent, representing the relative availability of DBE firms within TAA's market area.

Adjustment

TAA reviewed its DBE participation on federally assisted contracts for Fiscal Years 2023-2025 ("FY23-FY25"). During this period, TAA achieved an average DBE participation rate of 13.57%. However, with guidance from the FAA, TAA determined that historical participation should not be considered for an adjustment to the Step 1 base figure because the historical goal achieved for FY23-FY25 included certified firms that benefited from the disadvantaged presumption of the prior rule.

TAA reviewed the adjustment factors identified in 49 CFR § 26.45(d), including current DBE capacity, disparity study evidence, financing/bonding data, and employment and training data. No additional evidence was identified that supports an adjustment to the Step 1 base figure. Accordingly, TAA has established an overall DBE goal of 1.85% for federally assisted contracts awarded during FY27-FY29. We will express our contract goals as a percentage of the total number of DOT-assisted contracts awarded.

TAA expects to meet its overall DBE goal of 1.85% through DBE-neutral means. TAA will continue to implement DBE-neutral outreach and participation measures designed to provide DBEs with opportunities to compete for and perform work on federally assisted contracts. Accordingly, TAA projects that 100% of its overall DBE goal will be achieved through race-neutral participation. For reporting purposes, DBE-neutral participation includes, but is not necessarily limited to, the following: DBE participation through a prime contract a DBE obtains through customary competitive procurement procedures and DBE participation through a subcontract on a prime contract that does not carry a DBE goal.

Overall Goal

After considering all the above, TAA's overall aspirational goal for FY27-FY29 is 1.85%.

TAA DBE-Neutral Activities

TAA will meet its overall goal by using race-neutral means of facilitating DBE participation. As a responsible corporate citizen, TAA encourages DBE participation to the extent reasonably possible and consistent with other legal requirements.

The following measures are being taken with respect to all contracting and purchasing opportunities:

- Participate in outreach events such as:
  - DBE and Small Business Expos and Networking Events Sponsored by Arizona Department of Transportation
  - Reverse Trade Shows (Spring and Fall)
    Sponsored by National Institute of Governmental Purchasing Chapters
  - Southern Arizona Procurement Fair
    Sponsored by Southern Arizona Procurement Fair
  - DBE Outreach Meeting
    Sponsored by Tucson Airport Authority
- Maintain a DBE Directory, through the AZUCP, as a source of identifying all DBEs currently certified by TAA; provide access information to the DBE Directory to prospective proposers and contractors at all pre-submittal and pre-bid meetings; and provide access information to the DBE Directory with all solicitation documents.
- Make plans and specifications available for inspection by contractors at no cost during regular office hours of TAA.
- Establish prompt payment clauses in all contracts to facilitate the receipt of timely progress payments by subcontractors for work completed, following requests for payment.
- Include instructions for obtaining DBE certification applications and instructions in all proposal and bid documents.
- Maintain an "Interest List" of all consultants, contractors and suppliers who have expressed an interest in contracting with TAA. The list will identify the DBE status of the firm. The interest list is made available at all outreach activities and at all pre-submittal and pre-bid meetings.
- Utilization, when possible, of intergovernmental purchasing agreements that incorporate participation of DBE's, such as: State of Arizona procurement, City of Tucson Procurement, Mohave Educational Services Cooperative and Western States Contracting Alliance.
- Links on the TAA website that contain all contracting and procurement opportunities.
- Links on the TAA website, which will enable access to the AZUCP website, which contains the DBE Directory, DBE certification application and instructions; contact information for certifying agencies; Arizona DBE calendar for training and special events.
- Notification/outreach to the Associated Minority Contractors of America–Arizona (AMCA), various Chambers of Commerce and other agencies that would connect to the TAA website to access procurement opportunity notices.
- Direct mail campaign via email to the Associated Minority Contractors of America–Arizona (AMCA), Alliance of Construction Trades, Tucson Hispanic Chamber of

Commerce, and Tucson Black Chamber of Commerce contacts so they can then distribute TAA procurement opportunity notices directly to their membership.

- Direct mail campaign via email to all firms listed on TAA's interests lists of all procurement opportunities at TAA.
- Advertisements of procurements are published in The Daily Territorial, AAAE Airport Report, Arizona Airports Association and AAAE websites, and ANTN Digicast Aviation News.
- Hold annual meetings with interested parties to discuss TAA's goal setting process; procurement opportunities; and to provide time for any questions about working with TAA.



Tucson Airport Authority

DBE Program Plan | 49 CFR Part 26

12/2/2026

UPDATED DBE POLICY STATEMENT GOES HERE

SUBPART A – GENERAL REQUIREMENTS

Section 26.1 Objectives

The objectives are found in the policy statement on the first page of this program.

Section 26.3 Applicability

TAA is the recipient of Federal airport funds authorized by 49 U.S.C. 47101, *et seq.*

Section 26.5 Definitions

TAA will use terms in this program that have their meaning defined in Part 26, §26.5.

"AZUCP" means the Arizona Unified Certification Program being developed by grant recipients within the State of Arizona, including TAA.

"CEO" means TAA's Chief Executive Officer.

"DBE" means a disadvantaged business enterprise as defined in the DBE Regulations.

"DBE Program" means TAA's DBE Program.

"DBE Regulations" means 49 CFR Part 26.

"DBELO" or "Liaison Officer" means the DBE Liaison Officer appointed by the CEO pursuant to the Policy. The name, address, and telephone number of the Liaison Officer is listed under Section 26.25 of this document.

"DOT" means the United States Department of Transportation.

"FAA" means the United States Federal Aviation Administration.

"Policy Statement" means the policy statement dated June 6, 2023, a copy of which is included in the front of this document.

"TAA" means Tucson Airport Authority.

"UCP" means the unified certification program being developed by DOT grant recipients in the State of Arizona, including TAA.

Other capitalized terms used herein and not otherwise defined shall have the meanings given in the DBE Regulations.

Section 26.7 Non-discrimination Requirements

TAA will never exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any contract covered by 49 CFR Part 26 based on race, color, sex, or national origin.

In administering its DBE program, TAA will not, directly or through contractual or other arrangements, use criteria or methods of administration that have the effect of defeating or substantially impairing accomplishment of the objectives of the program with respect to individuals of a particular race, color, sex, or national origin.

Section 26.11 Record Keeping Requirements

Reporting to DOT: 26.11(b)
TAA will provide data about its DBE Program to the Department as directed by DOT operating administration.

DBE participation will be reported to the FAA as follows:

TAA will submit all DBE reports in accordance with FAA reporting instructions and deadlines in effect at the time of reporting. TAA will similarly report the required information about participating DBE firms. All reporting will be done through the FAA official reporting system, or another format acceptable to the FAA as instructed thereby.

TAA will cooperate with the Arizona UCP and FAA in providing information necessary to satisfy USDOT annual DBE directory and MAP-21 reporting requirements.

DBE-Neutral and DBE-Conscious Participation
TAA intends to achieve its overall DBE goal through DBE-neutral means. For reporting purposes, DBE-Neutral participation includes, but is not limited to:

- DBE participation achieved through a prime contract awarded through customary competitive procurement procedures;
- DBE participation achieved through a subcontract on a contract that does not carry a DBE contract goal;
- DBE participation that exceeds an established DBE contract goal, and
- DBE participation achieved through a subcontract award in which the prime contractor did not consider the firm's DBE status in making the award.

TAA will monitor DBE participation and will evaluate whether the use of DBE-conscious measures is necessary to achieve its overall DBE goal, consistent with 49 CFR Part 26.

Bidders List: 26.11(c)

TAA will create and maintain a Bidders List collected via the "Tucson Airport Authority Interest List Form" and enter it into a system designated by DOT. The purpose of the list is to provide as accurate data as possible about the universe of DBE and non-DBE contractors and subcontractors who seek to work on TAA DOT-assisted contracts, for use in helping to set TAA's overall goals. The Interest List form will include the firm name, firm address including ZIP code, the firm's status as DBE or non-DBE, race and gender of firm's majority owner, NAICS codes applicable to each scope of work the firm sought to perform in its bid, age of the firm and annual gross receipts of firm.

This information will be collected in the following ways:

- TAA will collect DBE and non-DBE contractor and subcontractor information from the Bidder's Tucson Airport Authority Interest List Form, found under Attachment 3, which every bidder is required to fill out and submit with their bids or initial responses to negotiated procurements." - 49 CFR 26.11(c)(3).
- This form is also available on the TAA website and can be filled out by anyone desiring to perform work for TAA.

Records Retention and Reporting:

TAA will maintain records documenting a firm's compliance with the requirements of this part. Other compliance-related records will be retained for a minimum of three (3) years unless otherwise provided by applicable record retention requirements for the financial assistance agreement, whichever is longer.

Section 26.13 Federal Financial Assistance Agreement

Assurance: 26.13(a)

TAA has signed the following assurances, applicable to all DOT-assisted contracts and their administration:

Assurance:

Each financial assistance agreement TAA signs with a DOT operating administration (or a primary recipient) will include the following assurance:

- The Tucson Airport Authority shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of any DOT-assisted contract or in the administration of its DBE program or the requirements of 49 CFR Part 26. TAA shall take all necessary and reasonable steps under 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts. The TAA DBE program, as required by 49 CFR Part 26 and as approved by DOT, is incorporated by reference in this agreement. Implementation of this program is a legal obligation and failure to carry out its terms shall be treated as a violation of this agreement. Upon notification to the TAA of its failure to carry out its approved program, the Department may impose sanctions as

provided for under 49 CFR Part 26 and may, in appropriate cases, refer the matter for enforcement under 18 U.S.C. 1001 and/or the Program Fraud Civil Remedies Act of 1986 (31 U.S.C. 3801 *et seq*).

Contract Assurance:

TAA will ensure that the following clause is included in each DOT-funded contract it signs with a contractor (and each subcontract the prime contractor signs with a subcontractor):

- The contractor, subrecipient, or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the recipient deems appropriate, which may include, but is not limited to:
    1) Withholding monthly progress payments;
    2) Assessing sanctions;
    3) Liquidated damages; and/or
    4) Disqualifying the contractor from future bidding as non-responsible.

SUBPART B - ADMINISTRATIVE REQUIREMENTS

Section 26.21 DBE Program Updates

TAA is required to have a DBE program meeting the requirements of this part as it will receive grants for airport planning or development and will award prime contracts, cumulative total value of which exceeds $250,000 in FAA funds in a federal fiscal year. TAA is not eligible to receive DOT financial assistance unless DOT has approved TAA's DBE program and TAA is in compliance with it and Part 26. TAA will continue to carry out the DBE program until all funds from DOT financial assistance have been expended. TAA does not have to submit regular updates of its DBE program document, as long as it remains in compliance. However, significant changes in the program, including those required by regulatory updates, will be submitted for DOT approval.

Section 26.23 Policy Statement

The Policy Statement is elaborated on the first page of this DBE program.

Section 26.25 DBE Liaison Officer (DBELO)

TAA has designated the following individuals as DBE Liaison Officers:

DBE Program Liaison Officer
Bert Resimont
Compliance Audit Manager
Grants and Compliance
7250 S. Tucson Blvd, Suite 300
Tucson, AZ 85756
Telephone Number: (520) 573-4892
E-mail Address: bresimont@flytucson.com

Assistant DBE Program Liaison Officer
Carolyn Laurie
Director, Grants and Compliance
7250 S. Tucson Blvd., Suite 300
Tucson, AZ 85756
Telephone Number: (520) 573-4859
Telephone Number: (520) 573-4859
E-mail Address: claurie@flytucson.com

In that capacity, the DBELO is responsible for implementing all aspects of the DBE program and ensuring that TAA complies with all provisions of 49 CFR Part 26. The DBELO has direct, independent access to the President/Chief Executive Officer of TAA concerning DBE program matters. An organizational chart displaying the DBELO's position in the organization is found in Attachment 2 to this program.

The DBELO is responsible for developing, implementing and monitoring the DBE program, in coordination with other appropriate officials and TAA staff. The DBELO works closely with the Procurement and Legal Departments in the administration of the program. The duties and responsibilities of the group include the following:

- Gathers and reports statistical data and other information as required by DOT.
- Reviews third party contracts and purchase requisitions for compliance with this program.

- Analyzes available data regarding DBE participation and works with all departments to set overall annual goals.
- Ensures that bid notices and requests for proposals are available to DBEs in a timely manner.
- Identifies contracts and procurements so that DBE goals are included in solicitations (both race-neutral methods and contract specific goals) and monitors results.
- Analyzes TAA's progress toward attainment and identifies ways to improve progress.
- Participates in pre-bid meetings.
- Advises the President/CEO/governing body on DBE matters and achievement.
- Participates with the legal counsel and project director to determine contractor compliance with good faith efforts.
- Provides DBEs with information and assistance in preparing bids, obtaining bonding and insurance.
- Plans and participates in DBE training seminars and events.
- Acts as liaison to the Uniform Certification Program in Arizona.
- Provides outreach to DBEs and community organizations to advise them of opportunities.
- Verifies DBE status using the Uniform Certification Program directory of certified DBEs.

Section 26.27 DBE Financial Institutions

TAA has assessed the availability of financial services from institutions owned and controlled by socially and economically disadvantaged individuals by consulting with DBE organizations and other grant recipients in the community. TAA will review availability of DBE-owned financial institutions at least annually. TAA will continue its efforts to identify these institutions through biannual engagement with banking associations, DBE organizations, and other grant recipients across the state.

Section 26.29 Prompt Payment Mechanisms

TAA requires that all subcontractors performing work on DOT-assisted contracts be promptly paid for work performed pursuant to their agreements, in accordance with all relevant federal, state, and local law. Prompt payment and return of retainage requirements in this part also apply to lower-tier subs. 49 CFR 26.29(f)

In accordance with 49 CFR §26.29, TAA established a contract clause implementing this requirement and requires prime contractors to pay subcontractors for satisfactory performance of their contracts no later than seven (7) days from the prime contractor's receipt of each payment from TAA.

TAA ensures prompt and full payment of retainage from the prime contractor to the subcontractor within seven (7) days after the subcontractor's work is satisfactorily completed. Pursuant to §26.29, TAA has selected the following method to comply with this requirement:

- TAA will hold retainage from prime contractors and provide for prompt and regular incremental acceptances of portions of the prime contracts, pay retainage to prime contractors based on these acceptances, and require a contract clause obligating the prime contractor to pay all retainage owed to the subcontractor for satisfactory completion of the accepted work within seven (7) days after TAA's payment to the prime contractor.
- To implement this measure, TAA includes the following clause from FAA Advisory Circular 150/5370-10 in each DOT-assisted prime contract:
- The Contractor is required to pay all subcontractors for satisfactory performance of their contracts no later than seven (7) days after the Contractor has received a partial payment.
- Contractor must provide TAA with evidence of prompt and full payment of retainage held by the Prime Contractor to the subcontractor within thirty (30) days after the subcontractor's work is satisfactorily completed. A subcontractor's work is satisfactorily completed when all the tasks called for in the subcontract have been accomplished and documented as required by TAA. When TAA has made an incremental acceptance of a portion of a prime contract, the work of a subcontractor covered by that acceptance is deemed to be satisfactorily completed.

Section 26.31 Directory

TAA is a non-certifying organization. The AZUCP maintains a directory identifying all firms eligible to participate as DBEs, which contains all the elements required by §26.31.

Section 26.33 Over-concentration

TAA has not identified that over-concentration exists in the types of work that DBEs perform.

Section 26.35 Business Development Programs

TAA has not established a formal business development program as described under 49 CFR Part 26; however, it actively implements outreach measures to support small business and DBE participation. These efforts include providing technical assistance to firms on how to identify TAA procurement opportunities, submit responsive bids or proposals, and effectively market their services to prime contractors for potential subcontracting opportunities. TAA's outreach activities are designed to promote DBE and small business participation and ensure nondiscriminatory access to contracting opportunities consistent with federal requirements. TAA satisfies this requirement primarily through implementation of its Small Business Element Program (Attachment 10).

Section 26.37 Monitoring Responsibilities

TAA implements and carries out appropriate mechanisms to ensure compliance with 49 CFR Part 26 program requirements by all program participants, including prompt payment, and describes and sets forth these mechanisms in TAA's DBE program.

TAA actively monitors participation by utilizing the online B2Gnow software application to monitor and report running tallies of actual DBE attainments (e.g., payments made to DBE firms), including a means of comparing these attainments to commitments.

Monitoring Payments to DBEs and non-DBEs

TAA clearly understands and acknowledges that reliance on complaints or notifications from subcontractors about a contractor's failure to comply with prompt payment and retainage requirements is not a sufficient monitoring and oversight mechanism. Therefore, TAA undertakes proactive monitoring and oversight of prime contractors' compliance with subcontractor prompt payment and return of retainage requirements of 49 CFR Part 26. Such monitoring activities will be accomplished through the following method(s):

- Monitoring prime contractor postings of payments to an online database called B2Gnow (Fly Tucson Diversity Compliance) that is accessible to subcontractors to alert them to the start of the 7-day clock for payment
- Monitoring the use of an automated system (PMWeb) that requires real time entry of payments to, and receipts by, prime contractors and subcontractors and regularly monitoring that system
- Conducting monthly audits of TAA payments to prime contractors and payments prime contractors make to subcontractors for accuracy and timely pay
- TAA undertakes ongoing monitoring of prime payments to subcontractors over the course of any covered contract. Such monitoring activities will be accomplished through the following method(s):
    1. Implement a monitoring and enforcement mechanism to ensure that work committed to DBEs at contract award or subsequently (i.e., as the result of modification to the contract) is performed by the DBEs to which the work was committed. Conduct quarterly Commercially Useful Function (CUF) reviews, investigations and document verification of actual contracted work/tasks performed by DBEs.
    2. Implement a monitoring and enforcement mechanism that will include written certification that TAA has reviewed contracting records and monitored work sites for this purpose. Monitoring and enforcement will include virtual and in-person meetings DBE Program 49 CFR Part 26 – Revised 9/30/2024 DBE Program 49 CFR Part 26 with contractors and documenting results in TAA's online diversity compliance system B2Gnow.
    3. Utilize an online diversity compliance system (B2Gnow) that will provide for a running tally of actual DBE attainments (e.g., payment made to DBE firms), including a means of comparing these attainments to commitments. In our reports

of DBE participation to DOT, TAA will show both commitments and attainments, as required by the DOT uniform reporting form.

TAA requires prime contractors to maintain records and documents of payments to subcontractors, including DBEs, for a minimum of three (3) years unless otherwise provided by applicable record retention requirements for TAA's financial assistance agreement, whichever is longer. These records will be made available for inspection upon request by any authorized representative of TAA or DOT. This reporting requirement extends to all subcontractors, both DBE and non-DBE. TAA proactively reviews contract payments to subcontractors including DBEs monthly. Payment reviews will evaluate whether the actual amount paid to DBE subcontractors is equivalent to the amounts reported to TAA by the prime contractor.

Prompt Payment Dispute Resolution

TAA will take the following steps to resolve disputes as to whether work has been satisfactorily completed for purposes of §26.29:

- A meeting between the prime contractor and applicable subcontractors, also to include staff from TAA, such as project manager and DBELO, shall begin the dispute resolution process.

TAA has established, as part of its DBE program, the following mechanisms(s) to ensure prompt payment and return of retainage:

- Alternative Dispute Resolution (ADR)
- The Prime Contractor, prior to TAA issuing the Notice to Proceed, must submit to TAA a detailed alternative dispute resolution plan for approval.
- A contract clause providing that the prime contractor will not be reimbursed for work performed by subcontractors unless and until the Prime Contractor ensures that subcontractors are promptly paid for the work they have performed.
- The Prime Contractor agrees to pay each subcontractor under this Prime contract for satisfactory performance of its contract no later than seven (7) days from the receipt of each payment the Prime Contractor receives from TAA. Failure by the Prime Contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as TAA deems appropriate, which may include, but is not limited to:
    1. Withholding monthly progress payments;
    2. Assessing sanctions;
    3. Liquidated damages; and/or
    4. Disqualifying the Prime Contractor from future bidding as non-responsible.

Prompt Payment Complaints

Complaints by subcontractors regarding the prompt payment requirements are handled according to the following procedure.

- If affected subcontractor is not comfortable contracting prime directly regarding payment or unable to resolve payment discrepancies with prime, subcontractor should contact the DBELO to initiate a complaint.
- If filing a prompt payment complaint with the DBELO does not result in timely and meaningful action by TAA to resolve prompt payment disputes, affected subcontractor may contact the responsible FAA contact.
- Pursuant to Sec. 157 of the FAA Reauthorization Act of 2018, all complaints related to prompt payment will be reported in a format acceptable to the FAA, including the nature and origin of the complaint and its resolution.

Enforcement Actions for Noncompliance of Participants

TAA will provide appropriate means to enforce the requirements of §26.29. These means include:

- In accordance with the contract, assessing liquidated damages against the prime contractor for each day beyond the required time period the prime contractor fails to pay the subcontractor
- Advise subcontractors of the availability of the payment and performance bond to assure payment for labor and materials in the execution of the work provided for in the contract
- Pay subcontractors directly and deduct this amount from the retainage owed to the prime
- Issue a stop-work order until payments are released to subcontractors, specifying in the contract that such orders constitute unauthorized delays for the purpose of calculating liquidated damages if milestones are not met
- Termination of contract

TAA will actively implement the enforcement actions detailed above.

Monitoring Contracts and Work Sites

TAA reviews contracting records and engages in active monitoring of work sites to ensure that work committed to DBEs at contract award or subsequently (e.g., as the result of modification to the contract) is actually performed by the DBEs to which the work was committed and such work is counted according to the requirements of 26.55. Work site monitoring is performed by the DBELO with the assistance of project managers and consultants. TAA will maintain written certification that contracting records have been reviewed and work sites have been monitored for this purpose. Monitoring of worksites includes:

- Interviews conducted with prime and subcontractor employees, including worksite photographic documentation and verification of equipment ownership;
- Monthly reviews of invoices received for project work to verify accuracy of invoice amounts and work being completed per the contract;
- Ensuring that prime contractors are conducting and documenting their own CUF reviews of subcontractors per TAA's requirements, and TAA reviews for accuracy and files for historical documentation.

Section 26.39 Fostering Small Business Participation.

TAA has created a Small Business element to structure contracting requirements to facilitate competition by small business concerns, taking all reasonable steps to eliminate obstacles to their participation, including unnecessary and unjustified bundling of contract requirements that may preclude small business participation in procurements as prime contractors or subcontractors.

TAA's Small Business Program Element is incorporated as Attachment 10 to this DBE Program. The program element will be actively implemented to foster small business participation. Implementation of the small business element is required for TAA to be considered by DOT as implementing this DBE program in good faith.

SUBPART C – GOALS, GOOD FAITH EFFORTS, AND COUNTING

Section 26.43 Set-asides or Quotas

TAA does not use quotas in any way in the administration of this DBE program.

Section 26.45 Overall Goals

TAA will establish an overall DBE goal covering a three-year federal fiscal year period if TAA anticipates awarding DOT/FAA funded prime contracts the cumulative total value of which exceeds $250,000 during any one or more of the reporting fiscal years within the three-year goal period. In accordance with Section 26.45(f) TAA will submit its Overall Three-year DBE Goal to FAA by August 1 of the year in which the goal is due, as required by the schedule established by and posted to the website of FAA at:

https://www.faa.gov/about/dbe-and-acdbe-program-reporting-requirements-recipients

The DBE goals will be established in accordance with the 2-step process as specified in 49 CFR Part 26.45. If TAA does not anticipate awarding prime contracts the cumulative total value of which exceeds $250,000 in DOT funds during any of the years within the three-year reporting period, an overall goal will not be developed. However, this DBE Program will remain in effect, and TAA will seek to fulfill the objectives outlined in 49 CFR Part 26.1.

Step 1:
The first step is to determine a base figure for the relative availability of DBEs in the market area. TAA will use DBE Directory information and Census Bureau Data as a method to determine the base figure. TAA understands that the exclusive use of a list of prequalified contractors or plan holders, or a list of bidders that does not comply with the requirements of 49 CFR Part 26.45(c)(2), is not an acceptable alternative means of determining the availability of DBEs.

Step 2:
The second step is to adjust, if necessary, the "base figure" percentage from Step 1 so that it reflects as accurately as possible the DBE participation the recipient would expect in the absence of discrimination. Adjustments may be made based on past participation, information from a disparity study (to the extent it is not already accounted for in the base goal), and/or information about barriers to entry into past competitiveness of DBEs on contracts. TAA will examine all the evidence available in its jurisdiction to determine what adjustment, if any, is needed. If the evidence does not suggest an adjustment is necessary, then no adjustment shall be made.

Any methodology selected will be based on demonstrable evidence of local market conditions and be designed to ultimately attain a goal that is rationally related to the relative availability of DBEs in TAA's market.

In establishing the overall goal, TAA will provide consultation and publication. This includes consultation with general contractor groups, community organizations, and other officials or organizations which could be expected to have information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for DBEs, and the efforts by TAA to establish a level playing field for the participation of DBEs. The consultation will include a virtual scheduled, direct, interactive exchange (e.g., video conference, teleconference) with as many interested stakeholders as possible focused on obtaining information relevant to the goal methodology to the operating administration for review pursuant to §26.45(f). The goal submission will document the consultation process in which TAA engaged. Notwithstanding paragraph (f)(4) of §26.45, the proposed goal will not be implemented until this requirement is met.

In addition to the consultation described above, TAA will publish a notice announcing the proposed overall goal before submission to the FAA on August 1st. The notice will be posted on the TAA official internet web site and may be posted in other sources (e.g., trade association publications). If the proposed goal changes following review by FAA, the revised goal will be posted on the TAA official internet web site.

The public will also be informed that the proposed overall goal and its rationale are available for inspection during normal business hours at the principal office of TAA. This notice will provide that TAA and FAA will accept comments on the goals for 30 days from the date of the notice. Notice of the comment period will include the addresses to which comments may be sent (including offices and websites) where the proposal may be reviewed. **The public comment period will extend beyond the August 1st deadline if necessary.**

The Overall Three-Year DBE Goal submission to FAA will include a summary of information and comments received, if any, during this public participation process and TAA responses.

TAA will begin using the overall goal on October 1 of the relevant period unless other instructions from FAA have been received.

Project Goals

If permitted or required by the FAA Administrator, an overall goal may be expressed as a percentage of funds for a particular grant or project or group of grants and/or projects, including entire projects. Like other overall goals, a project goal may be adjusted to reflect changed circumstances, with the concurrence of the appropriate operating administration. A project goal is an overall goal and must meet all the substantive and procedural requirements of this section pertaining to overall goals. A project goal covers the entire length of the project to which it applies. The project goal will include a projection of the DBE participation anticipated to be

obtained during each fiscal year covered by the project goal. The funds for the project to which the project goal pertains are separated from the base from which the regular overall goal, applicable to contracts not part of the project covered by a project goal, is calculated.

If a goal is established on a project basis, the goal will be used by the time of the first solicitation for a DOT-assisted contract for the project.

Prior Operating Administration Concurrence

TAA understands that prior FAA concurrence with the overall goal is not required. However, if the FAA review suggests that the overall goal has not been correctly calculated or that the method employed by TAA for calculating is inadequate, FAA may, after consulting with TAA, adjust the overall goal or require that the goal be adjusted by TAA. The adjusted overall goal is binding. In evaluating the adequacy or soundness of the methodology used to derive the overall goal, the U.S. DOT operating administration will be guided by the goal setting principles and best practices identified by the Department in guidance issued pursuant to §26.9.

A description of the methodology to calculate the overall goal and the goal calculations can be found in Attachment 5 to this program.

Section 26.47 Failure to Meet Overall Goals

TAA cannot be penalized or treated by the Department as being in noncompliance with Part 26, because DBE participation falls short of an overall goal, unless TAA fails to administer its DBE program in good faith.

TAA understands that to be considered as being in compliance with this part, an approved DBE Program and overall DBE goal, if applicable, must be maintained, and this DBE Program must be administered in good faith.

TAA understands that if the awards and commitments shown on the Uniform Report of Awards or Commitments and Payments at the end of any fiscal year are less than the overall goal applicable to that fiscal year, the following actions must be taken in order to be regarded by the Department as implementing this DBE Program in good faith:

- Analyze in detail the reasons for the difference between the overall goal and our awards and commitments in that fiscal year;
- Establish specific steps and milestones to correct the problems identified in the analysis to enable us to meet the goal for the new fiscal year;
- Prepare, within 90 days of the end of the fiscal year, the analysis and corrective actions developed under paragraph (c)(1) and (2) of section 26.47. TAA will retain a copy of analysis and corrective actions in records for a minimum of three years and will make it available to FAA upon request.

Section 26.51 Means Recipients Use to Meet Overall Goals

Breakout of Estimated Race-Neutral & Race-Conscious Participation

TAA intends to meet the maximum feasible portion of its overall goal by using DBE-neutral means of facilitating participation. DBE-neutral participation includes any time a DBE wins a prime contract through customary competitive procurement procedures or is awarded a subcontract on a prime contract that does not carry a DBE contract goal.

DBE-neutral means may include, but are not limited to the following:

- Arranging solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitate participation by DBEs and other small businesses and by making contracts more accessible to small businesses, by means such as those provided under § 26.39.
- Plan or participate in community outreach activities for the purpose of informing potential contractors and interested parties of available business opportunities, discuss TAA's goal setting process and procurement opportunities, and answer questions about working with TAA.
- Maintain a current DBE Directory, through the AZUCP, as a source of identifying all DBEs currently recognized by TAA; provide access information to the DBE Directory to prospective proposers and contractors at all pre-submittal meetings; and provide access information to the DBE Directory with all solicitation documents.
- Make plans and specifications available for inspection by contractors at no cost during regular office hours of TAA.
- Establish prompt payment clauses in all contracts to facilitate the receipt of timely progress payments by subcontractors for work completed, following requests for payment.
- Maintain an "Interest List" of all consultants, contractors, suppliers and DBEs who have expressed an interest in contracting with TAA. This interest list form is located on TAA's website and can be completed and submitted online. This interest list is part of TAA's community outreach efforts and involves sharing information on how to complete/submit the online form at events, and for general business interest phone calls and emails. When procurement solicitations occur, email notifications are sent to firms on the interest list who have expressed interest in specific NAICS code or work categories. Utilization, when possible, of intergovernmental purchasing agreements that incorporate participation of DBEs, such as State of Arizona Procurement, Mohave Educational Services Cooperative and Western States Contracting Alliance.
- Utilization, when possible, of intergovernmental purchasing agreements that incorporate participation of DBEs, such as State of Arizona Procurement, Mohave Educational Services Cooperative and Western States Contracting Alliance.
- TAA website link that contains all contracting and procurement opportunities.

- TAA website links enabling access to the AZUCP website, which contains the DBE Directory, DBE certification application and instructions, contact information for certifying agencies, Arizona DBE calendar for training and special events.
- Direct mail campaign via email to chambers of commerce and other local trade associations for distribution of TAA procurement opportunity notices directly to their membership.

The breakout of estimated DBE-neutral participation can be found in Attachment 5 to this program.

TAA will arrange solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitate participation by DBEs and other small businesses and by making contracts more accessible to small businesses, by means such as those provided under § 26.39.

Contract Goals

Contract goals will be established only on those DOT-assisted contracts that have subcontracting possibilities. Contract goals will be expressed as a percentage of the total amount of a DOT-assisted contract.

Section 26.53 Good Faith Efforts Procedures in Situations where there are Contract Goals

Demonstration of Good Faith Efforts (Pre-Award)

In cases where a contract goal has been established, the contract in question will only be awarded to a bidder/offeror that has made good-faith efforts to meet the contract goal. The bidder/offeror can demonstrate that it has made good faith efforts by either meeting the contract goal or documenting that it has made adequate good faith efforts to do so. Examples of good faith efforts are found in Appendix A to Part 26.

The DBELO is responsible for determining whether a bidder/proposer who has not met the contract goal has documented sufficient good faith efforts to be regarded as responsive.

TAA will ensure that all information is complete and accurate and adequately documents the bidder/offeror's good faith efforts before TAA commits to the performance of the contract by the bidder/offeror.

In all solicitations for DOT/FAA-assisted contracts for which a contract goal has been established, the following information will be required of every bidder/offeror:

- Award of the contract will be conditioned on meeting the requirements of this section;
- All bidders or offerors will be required to submit the following information to the recipient, at the time provided in paragraph (b) (3) of this section:
    1. The names and addresses of DBE firms that will participate in the contract;

2. A description of the work that each DBE will perform. To count toward meeting a goal, each DBE firm must be certified in a NAICS code applicable to the kind of work the firm would perform on the contract;
3. The dollar amount of the participation of each DBE firm participating;
4. Written documentation of the bidder/offeror's commitment to use a DBE subcontractor whose participation it submits to meet a contract goal; and
5. Written confirmation from each listed DBE firm that is participating in the contract in the kind and amount of work provided in the prime contractor's commitment. Each DBE listed to perform work as a regular dealer or distributor must confirm its participation according to the requirements of SS 26.53 (c)(1).
6. If the contract goal is not met, evidence of good faith efforts (as elaborated in Appendix A of Part 26). The documentation of good faith efforts must include copies of each DBE and non-DBE subcontractor quote submitted to the bidder when a non-DBE subcontractor was selected over a DBE for work on the contract;

- The bidder/offeror will be required to present the information stipulated in paragraph (2) of this section;
- Under sealed bid procedures, as a matter of responsiveness, or with initial proposals, under contract negotiation procedures;

Provided that, in a negotiated procurement, such as a procurement for professional services, the bidder/offeror may make a contractually binding commitment to meet the goal at the time of bid submission or the presentation of initial proposals but provide the information required by paragraph (b)(2) of this section before the final selection for the contract is made by TAA. This paragraph (b)(3)(ii) does not apply to design-build procurement, which must follow the provisions in paragraph (e) of 49 CFR § 26.53.

For each DBE listed as a regular dealer or distributor TAA will make a preliminary counting determination to assess its eligibility for 60 or 40 percent credit, respectively, of the cost of materials and supplies based on its demonstrated capacity and intent to perform as a regular dealer or distributor, as defined in §§ 26.55(e)(2)(iv)(A), (B), (C), and (3) under the contract at issue. The preliminary determination will be made based on DBE's written responses to relevant questions and its affirmation that its subsequent performance of a commercially useful function will be consistent with the preliminary counting of such participation. Where the DBE supplier does not affirm that its participation will meet the specific requirements of either a regular dealer or distributor, TAA will make appropriate adjustments in counting such participation toward the bidder's good faith efforts to meet the contract goal. The bidder is responsible for verifying that the information provided by the DBE supplier is consistent with the counting of such participation toward the contract goal.

In a design-build contracting situation, in which TAA solicits proposals to design and build a project with minimal project details at time of letting, TAA may set a DBE goal that proposers must meet by submitting a DBE Open-Ended DBE Performance Plan (OEPP) with the proposal. The OEPP replaces the requirement to provide the information required in paragraph (b) of §

26.53(b). To be considered responsive, the OEPP must include a commitment to meet the goal and provide details of the types of subcontracting work or services (with projected dollar amounts) that the proposer will solicit DBEs to perform. The OEPP must include an estimated time frame in which actual DBE subcontracts would be executed. Once the design-build contract is awarded, TAA will provide ongoing monitoring and oversight to evaluate whether the design-builder is using good faith efforts to comply with the OEPP and schedule. TAA and the design-builder may agree to make written revisions of the OEPP throughout the life of the project, e.g., replacing the type of work items the design-builder will solicit DBEs to perform and/or adjusting the proposed schedule, as long as the design-builder continues to use good faith efforts to meet the goal.

TAA will apply the requirements of this section to DBE bidders/offerors for prime contracts. In determining whether a DBE bidder/offeror for a prime contract has met a contract goal, TAA **will count** the work the DBE has committed to performing with its own forces as well as the work that it has committed to be performed by DBE subcontractors and DBE suppliers.

Administrative Reconsideration of Good Faith Efforts Determinations

Within 5 business days of being informed by TAA that its bid/proposal is not responsive because it has not documented adequate good faith efforts, a bidder/offeror may request administrative reconsideration. Bidder/Offerors should make this request in writing to the following reconsideration official: Tucson Airport Authority, Chief Executive Officer, 7250 South Tucson Boulevard, Suite 300, Tucson, Arizona 85756. The reconsideration official will not have played any role in the original determination that the bidder/offeror did not document sufficient good faith efforts.

As part of this reconsideration, the bidder/offeror will have the opportunity to provide written documentation or argument concerning the issue of whether it met the goal or made adequate good faith efforts to do so. The bidder/offeror will have the opportunity to meet in person with the TAA Reconsideration Official to discuss the issue of whether the goal was met or the bidder/offeror made adequate good faith efforts to do so. The result of the reconsideration process is not administratively appealable to the Department of Transportation.

TAA will send the bidder/offeror a written decision on reconsideration, explaining the basis for finding that the bidder did or did not meet the goal or make adequate good faith efforts to do so. The result of the reconsideration process is not administratively appealable to the Department of Transportation.

Good Faith Efforts Procedural Requirements (Post-Solicitation)

The awarded contractor will be required to make available upon request a copy of all DBE subcontracts. The contractor shall ensure that all subcontracts or agreements with DBEs to supply labor or materials include all required contract provisions and mandate that the subcontractor and all lower tier subcontractors perform in accordance with the provisions of Part 26.

Prime contractors will be prohibited from terminating a DBE subcontractor listed in response to a covered solicitation (or an approved substitute DBE firm) without the prior written consent of TAA. This includes, but is not limited to, instances in which a prime contractor seeks to perform work originally designated for a DBE subcontractor with its own forces or those of an affiliate, a non-DBE firm, or another DBE firm.

Such written consent will be provided only if TAA agrees, for reasons stated in the concurrence document, that the prime contractor has good cause to terminate the DBE firm. For purpose of this paragraph, good cause includes the following circumstances:

- The listed DBE subcontractor fails or refuses to execute a written contract;
- The listed DBE subcontractor fails or refuses to perform the work of its subcontract in a way consistent with normal industry standards. Provided however, that good cause does not exist if the failure or refusal of the DBE subcontractor to perform its work on the subcontract results from the bad faith or discriminatory action of the prime contractor;
- The listed DBE subcontractor fails or refuses to meet the prime contractor's reasonable, non-discriminatory bond requirements.
- The listed DBE subcontractor becomes bankrupt, insolvent, or exhibits credit unworthiness;
- The listed DBE subcontractor is ineligible to work on public works projects because of suspension and debarment proceedings pursuant to 2 CFR Parts 180, 215 and 1,200 or applicable state law;
- We have determined that the listed DBE subcontractor is not a responsible contractor;
- The listed DBE subcontractor voluntarily withdraws from the project and provides to us written notice of its withdrawal;
- The listed DBE is ineligible to receive DBE credit for the type of work required;
- A DBE owner dies or becomes disabled with the result that the listed DBE contractor is unable to complete its work on the contract;
- Other documented good cause that TAA has determined compels the termination of the DBE subcontractor. Provided that good cause does not exist if the prime contractor seeks to terminate a DBE it relied upon to obtain the contract so that the prime contractor can self-perform the work for which the DBE contractor was engaged or so that the prime contractor can substitute another DBE or non-DBE contractor after contract award.

Before transmitting a request to TAA to terminate and/or substitute a DBE subcontractor, the prime contractor must give notice in writing to the DBE subcontractor, with a copy to TAA, of its intent to request to terminate and/or substitute the DBE, and the reason(s) for the request.

The prime contractor must give the DBE five days to respond to the prime contractor's notice and advise TAA and the prime contractor of the reasons, if any, why the DBE objects to the proposed termination of its subcontract and why the prime contractor's action should not be approved. If required in a particular case as a matter of public necessity (*e.g.,* safety), a response period shorter than five days may be provided.

In addition to post-award terminations, the provisions of this section apply to pre-award deletions of our substitutions for DBE firms put forward by offerors in negotiated procurements.

Each prime contract will include a provision stating:

- The contractor shall utilize the specific DBEs listed in the contractor's [*bid/solicitation*] response to perform the work and supply the materials for which each is listed unless the contractor obtains prior written consent of TAA as provided in 49 CFR Part 26, §26.53(f). Unless such consent is provided, the contractor shall not be entitled to any payment for work or material unless it is performed or supplied by the listed DBE.

TAA will require a contractor to make good faith efforts to replace a DBE that is terminated or has otherwise failed to complete its work on a contract with another certified DBE. These good faith efforts shall be directed at finding another DBE to perform at least the same amount of work under the contract as the DBE that was terminated, to the extent needed to meet the contract goal that was established for procurement. The good faith efforts shall be documented by contractor. If TAA requests documentation from the contractor under this provision, the contractor shall submit the documentation within seven (7) days, which may be extended for an additional seven (7) days, if necessary, at the request of the contractor. TAA shall provide a written determination to the contractor stating whether good faith efforts have been demonstrated.

If the contractor fails or refuses to comply in the time specified, the contracting office/representative of TAA may issue an order stopping all or part of payment/work until satisfactory action has been taken. If the contractor still fails to comply, the contracting officer may issue a termination for default proceedings.

Section 26.55 Counting DBE Participation

DBE participation will be counted toward overall and contract goals as provided in §26.55. The participation of a DBE subcontractor will not be counted toward a contractor's final compliance with its DBE obligations on a contract until the amount being counted has been paid to the DBE. In the case of post-award substitution or additions, if a firm is not currently certified as a DBE in accordance with the standards of subpart D of Part 26 at the time of the execution of the contract, the firm's participation will not be counted toward any DBE goals, except as provided for in §26.87(j).

SUBPART D – CERTIFICATION STANDARDS

Section 26.65 Business Size Determinations

For FAA-funded projects **only**, pursuant to the April 2024 DBE Final Rule 2024-05583 (89 FR 24898), firms whose gross receipts exceed the traditional DBE size cap may remain eligible for FAA-funded projects if they remain below the applicable SBA size standard for the NAICS codes in which they are certified.

Section 26.61 – 26.73 Certification Process

TAA is a non-certifying member of the AZUCP. The Arizona UCP will use the certification standards of Subpart D of Part 26 to determine the eligibility of firms to participate as DBEs in DOT-assisted contracts. To be certified as a DBE, a firm must meet all certification eligibility standards. Certifying AZUCP members shall make all certification decisions based on the facts. Certification procedures administered through the AZUCP may utilize unsworn declarations where authorized under 49 CFR Part 26.

For information about the certification process or to apply for certification, firms should contact:

City of Tucson:	https://tucsonaz.diversitycompliance.com/
City of Phoenix:	https://phoenix.diversitycompliance.com/
Arizona Department of Transportation:	https://adotdoors.dbesystem.com/

Links to partner websites for Arizona Uniform Certification application forms and documentation requirements are found in Attachment 8 to this program.

SUBPART E – CERTIFICATION PROCEDURES

Section 26.81 Unified Certification Programs

TAA is a member of the UCP administered by the State of Arizona. The UCP will meet all the requirements of Section 26.81.

TAA is not a certifying agency; therefore, Sections 26.83 through 26.89 are being omitted.

SUBPART F – COMPLIANCE AND ENFORCEMENT

Section 26.101 Compliance Procedures Applicable to TAA

TAA understands that if it fails to comply with any requirement of this part, TAA may be subject to formal enforcement action under §26.103 or §26.105 or appropriate program sanctions by the concerned operating administration, such as the suspension or termination of Federal funds, or refusal to approve projects, grants, or contracts until deficiencies are remedied. Program sanctions may include, in the case of the FHWA program, actions provided for under 23 CFR 1.36; in the case of the FAA program, actions consistent with 49 U.S.C. 47106(d), 47111(d), and 47122; and in the case of the FTA program, any actions permitted under 49 U.S.C. chapter 53 or applicable FTA program requirements.

TAA understands that, as provided in statute, it will not be subject to compliance actions or sanctions for failing to carry out any requirement of this part because it has been prevented from complying because a federal court has issued a final order in which the court found that the requirement is unconstitutional.

Section 26.103 Enforcement Actions Applicable to FHWA and FTA Programs

The provisions of this section apply to enforcement actions under FHWA and FTA programs. **ONLY** paragraph (2) of this section is also applicable in FAA programs.

(1) **Noncompliance Complaints.**
Any person who believes that a recipient has failed to comply with its obligations under this part may file a written complaint with the concerned operating administration's Office of Civil Rights. A complaint must be filed no later than 180 days after the date of the alleged violation or the date on which the complainant learned of a continuing course of conduct in violation of this part. In response to a complainant's written request, the Office of Civil Rights may extend the time for filing in the interest of justice, specifying in writing the reason for so doing. The Office of Civil Rights may protect the confidentiality of a complainant's identity as provided in § 26.109(b). Complaints under this part are limited to allegations of violation of the provisions of this part.

(2) **Compliance Reviews.**
The concerned operating administration may review the recipient's compliance with this part at any time, including reviews of paperwork and on-site reviews, as appropriate. The Office of Civil Rights may direct the operating administration to initiate a compliance review based on complaints received.

(3) **Reasonable Cause Notice.**
If it appears, from the investigation of a complaint or the results of a compliance review, that TAA is in noncompliance with part 26, the appropriate DOT office will promptly

send TAA, return receipt requested, a written notice advising that there is reasonable cause to find TAA in noncompliance. The notice states the reasons for this finding and directs TAA to reply within 30 days concerning whether you wish to begin conciliation.

(4) **Conciliation.**

A. If TAA requests conciliation, the appropriate DOT office shall pursue conciliation for at least 30, but not more than 120, days from the date of the request. The appropriate DOT office may extend the conciliation period for up to 30 days for good cause, consistent with applicable statutes
B. If TAA and the appropriate DOT office sign a conciliation agreement, then the matter is regarded as closed and TAA is regarded as complying. The conciliation agreement sets forth the measures TAA has taken or will take to ensure compliance. While a conciliation agreement is in effect, TAA remains eligible for FHWA or FTA financial assistance.
C. The concerned operating administration shall monitor the implementation of the conciliation agreement and ensure that its terms are complied with. If TAA fails to carry out the terms of a conciliation agreement, TAA is in noncompliance.
D. If TAA does not request conciliation, or a conciliation agreement is not signed within the time provided earlier in this section, then enforcement proceedings begin. (5) Enforcement actions. a. Enforcement actions are taken as provided in this subpart. b. Applicable findings in enforcement proceedings are binding on all DOT offices.

(5) **Enforcement Actions**.

A. Enforcement actions are taken as provided in this subpart.
B. Applicable findings in enforcement proceedings are binding on all DOT offices.

Section 26.105 Enforcement Actions Applicable to FAA Programs

Compliance with all requirements of this part by airport sponsors and other recipients of FAA financial assistance is enforced through the procedures of Title 49 of the United States Code, including 49 U.S.C. 47106(d), 47111(d), and 47122, and regulations implementing them.

The provisions of § 26.103(b) and this section apply to enforcement actions in FAA programs.

Any person who knows of a violation of this part by a recipient of FAA funds may file a complaint under 14 CFR part 16 with the Federal Aviation Administration Office of Chief Counsel.

Section 26.107 Enforcement Actions Applicable to Participating Firms

If a firm that does not meet the eligibility criteria of subpart D of this part attempts to participate in a DOT-assisted program as a DBE on the basis of false, fraudulent, or deceitful

statements or representations or under circumstances indicating a serious lack of business integrity or honesty, the Department may initiate suspension or debarment proceedings against the firm under 2 CFR parts 180 and 1200.

If a firm, in order to meet DBE contract goals or other DBE program requirements, uses or attempts to use, on the basis of false, fraudulent or deceitful statements or representations or under circumstances indicating a serious lack of business integrity or honesty, another firm that DBE Program 49 CFR Part 26 – Revised 9/30/2024 DBE Program 49 CFR Part 26 does not meet the eligibility criteria of subpart D of this part, the Department may initiate suspension or debarment proceedings against you under 2 CFR parts 180 and 1200.

In a suspension or debarment proceeding brought under paragraph (a) or (b) of this section, the concerned operating administration may consider the fact that a purported DBE has been certified by a recipient. Such certification does not preclude the Department from determining that the purported DBE, or another firm that has used or attempted to use it to meet DBE goals, should be suspended or debarred.

The Department may take enforcement action under 49 CFR Part 31, Program Fraud and Civil Remedies, against any participant in the DBE program whose conduct is subject to such action under 49 CFR part 31.

The Department may refer to the Department of Justice, for prosecution under 18 U.S.C. 1001 or other applicable provisions of law, any person who makes a false or fraudulent statement in connection with participation of a DBE in any DOT-assisted program or otherwise violates applicable Federal statutes.

Section 26.109 Information, Confidentiality, Cooperation and Intimidation or Retaliation

Information that may reasonably be regarded as confidential business information, consistent with Federal, state, and local law will be safeguarded from disclosure to third parties. TAA will ensure that entity identifying information and personal identifying information (as such terms are defined in A.R.S. § 13-2001) is secure and cannot be accessed, viewed or acquired unless authorized or required by law. TAA will safeguard from disclosure to third parties' information that may reasonably be regarded as confidential business information, consistent with Federal, state, and local law.

Notwithstanding any provision of Federal or State law, information that may reasonably be construed as confidential business information will not be released to any third party without the written consent of the firm that submitted the information. However, this information will be transmitted to DOT in any certification appeal proceeding under §26.89 or to any other state to which the individual's firm has applied for certification under § 26.85.

All participants in the Department's DBE program (including, but not limited to, recipients, DBE firms and applicants for DBE certification, complainants and appellants, and contractors using DBE firms to meet contract goals) are required to cooperate fully and promptly with DOT and recipient compliance reviews, certification reviews, investigations, and other requests for information. Failure to do so shall be a ground for appropriate action against the party involved (e.g., with respect to recipients, a finding of noncompliance; with respect to DBE firms, denial of certification or removal of eligibility and/or suspension and debarment; with respect to a complainant or appellant, dismissal of the complaint or appeal; with respect to a contractor which uses DBE firms to meet goals, findings of non-responsibility for future contracts and/or suspension and debarment).

The TAA, contractor, or any other participant in the program will not intimidate, threaten, coerce, or discriminate against any individual or firm for the purpose of interfering with any right or privilege secured by this part or because the individual or firm has made a complaint, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing under this part. TAA understands that it is in noncompliance with Part 26 if it violates this prohibition.

ATTACHMENTS

1. Regulations: 49 CFR Part 26
2. Organizational Chart
3. Bidder Interest List Collection Tools
4. Arizona DBE Directory Link
5. 49 CFR § 26.45: Overall DBE Three-Year Goal Methodology
6. Demonstration of Good Faith Efforts | Forms 1 – 4
7. DBE Monitoring and Enforcement Mechanisms
8. DBE Certification | Links to DBE Certification Application, Personal Net Worth Statement, AZUCP Partners
9. Arizona UCP Agreement
10. Small Business Element Program

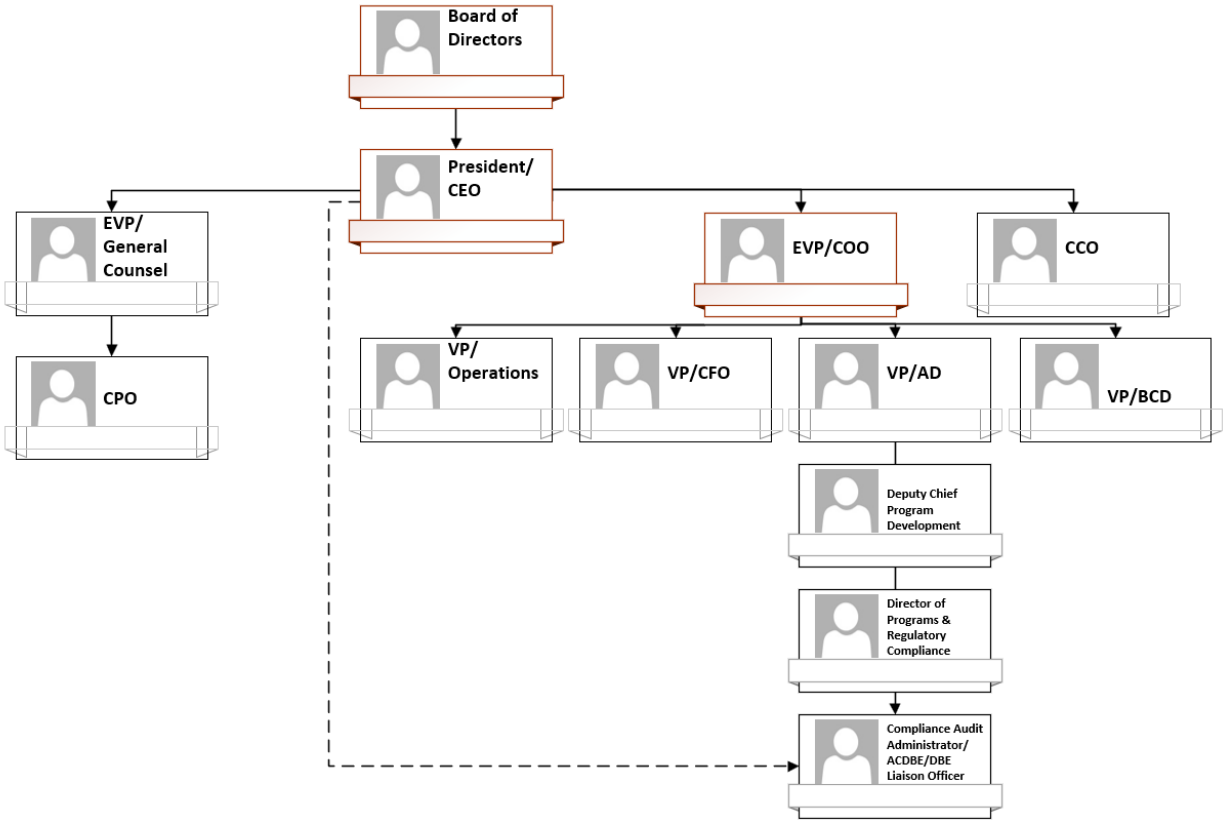
ATTACHMENT 1
Regulations: 49 CFR Part 26

Title 49 Subtitle A Part 26

https://www.ecfr.gov/cgi-bin/text-idx?SID=69edb4528b8ac03be84fff9af9fe902f&mc=true&node=pt49.1.26&rgn=div5

ATTACHMENT 2
Organizational Chart

Tucson Airport Authority Organizational Chart



ATTACHMENT 3
Bidder Interest List Collection Tools

DBE Sample Active Participants List - Collection Tool

Firm Name	Street Address	Street Address (Line 2)	City	State	ZIP Code	DBE or Non-DBE Status	NAICS Code(s) of Scope(s) Bid	Race of Majority Owner	Gender of Majority Owner	Age of Firm	Annual Gross Receipts

TUCSON AIRPORT AUTHORITY
SUBMITTER LIST FORM

The Tucson Airport Authority ("TAA") receives federal grant funding and, in compliance with USDOT regulations, requires completion of the following information about firms submitting for projects or contracts. Please complete this form for your firm and submit with your response.

Firm understands and agrees that the following information will be submitted to the United States Department of Transportation for statistical tracking.

Name of Firm: _____

Contact Person: _____

Address of Firm: _____

Telephone: _____

Fax: _____

Email Address: _____

Specialty of Firm: _____

Is the firm currently certified as a Disadvantaged Business Enterprise ("DBE") and/or Small Business Enterprise ("SBE") by any Partner(s) of the Arizona Unified Certification Program (City of Tucson, City of Phoenix, Arizona Department of Transportation)?

DBE: ___ Yes ____ No **ACDBE**: ___ Yes ___ No **SBE**: ____Yes ____No

If yes, please state from which certifying agency the firm received certification: _____

Age of firm (number of years since commencing business): _____

NAICS code(s) applicable to each scope of work the firm seeks to perform in its bid: _____

Annual gross receipts of the firm:

_____ Less than $500,000

_____ $500,000 - $999,999

_____ $1,000,000 - $1,999,999

_____ $2,000,000 - $4,999,999

_____ $5,000,000 - $9,999,999

_____ $10,000,000 - $14,999,999

_____ $15,000,000 - $20,000,000

_____ Over $20,000,000

Submitter List Form; 7/2026

ATTACHMENT 4
Arizona DBE Directory Link

https://utracs.azdot.gov

ATTACHMENT 5

49 CFR § 26.45: Overall DBE Three-Year Goal Methodology

TAA establishes overall DBE participation goals in accordance with 49 CFR §26.45 using a two-step goal-setting methodology based on the relative availability of DBEs in its market area. TAA submits its overall DBE goal and supporting methodology to the FAA for review and approval on a triennial basis. The approved goal methodology, including the DBE-neutral and DBE-conscious breakout, is maintained as a separate document.

Attachment 6
Demonstration of Good Faith Efforts | Forms 1 - 4

FORM 1: Disadvantaged Business Enterprise (DBE) Utilization – Qualification Based Award

TUCSON AIRPORT AUTHORITY
06/22

STATEMENT OF PROPOSED DBE UTILIZATION **Note: This form must be filled out completely**					
PROJECT NO. & NAME:					
COMPANY NAME / ADDRESS	CONTACT	PHONE	NAICS CODE TYPE OF WORK	CERTIFYING AGENCY	% OF PROJECT TEAM
					%
					%
					%
					%
					%
					%
					%
					%
					%
					%
					%
					%
					%
					%
					%
		TOTAL PERCENTAGE DBE TEAM UTILIZATION			%

I hereby certify by signing below that the foregoing DBE firms shall be contracted to work on the trades identified above and/or supply material and/or equipment for this project. The information shown above is a true reflection of the proposed DBE utilization. **Only certified Disadvantaged Business Enterprises currently certified by Arizona Department of Transportation, City of Phoenix, and City of Tucson are eligible to be counted towards DBE utilization on this project.**

FIRM NAME:

PRINTED NAME & TITLE:

FORM 2: Disadvantaged Business Enterprise (DBE) Utilization – Price Based Award

TUCSON AIRPORT AUTHORITY
06/22

STATEMENT OF PROPOSED DBE UTILIZATION **Note: This form must be filled out completely**						
PROJECT NO. & NAME:						
COMPANY NAME / ADDRESS	CONTACT	PHONE	NAICS CODE TYPE OF WORK	CERTIFYING AGENCY	DOLLAR AMOUNT	% OF AGREEMENT AMOUNT
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
					$ -	%
TOTAL AGREEMENT AMOUNT	$ -		TOTAL DBE UTILIZATION DOLLAR & PERCENT AMOUNT		$ -	%

I hereby certify by signing below that the foregoing DBE firms shall be contracted to work on the trades identified above and/or supply material and/or equipment for this project. The information shown above is a true reflection of the proposed DBE utiliz certify Only certified Disadvantaged Business Enterprises currently certified by Arizona Department of Transportation, City of Phoenix, and City of Tucson are eligible to be counted towards DBE utilization on this project.

FIRM NAME:

PRINTED NAME & TITLE:

SIGNATURE: DATE:

FORM 3: LETTER OF INTENT

TUCSON AIRPORT AUTHORITY
DISADVANTAGED BUSINESS ENTERPRISE
AGREEMENT PARTICIPATION CERTIFICATION

Project Number: _____

Project Name: _____

This form must be completed and signed by each DBE Subconsultant/Subcontractor/Supplier/Manufacturer participating in the above referenced project and submitted by the Design Professional/Consultant/Prime Contractor/Vendor.

I, _____, certify that _____
(DBE Representative Printed Name) *(DBE Firm Name)*

will be participating in the above referenced project as indicated on the Statement of Proposed DBE Utilization Form submitted by _____.
(Official Name of Design Professional/Consultant/Prime Contractor/Vendor)

Type of work to be performed: _____

Dollar Value of Work: _____

_____
Signature

_____
Title

_____
Date

DBE Agreement Participation Certification Form

FORM 4: DBE Regular Dealer/Distributor Affirmation Form

OMB Approval Pending 04/17/2024

U.S. Department of Transportation

DBE Regular Dealer/Distributor Affirmation Form

Bidder Name:

Contract Name/Number:

Sections 26.53(c)(1) of Title 49 Code of Federal Regulations requires recipients to make a preliminary counting determination for each DBE listed as a regular dealer or distributor to assess its eligibility for 60 or 40 percent credit, respectively, of the cost of materials and supplies based on its demonstrated capacity and intent to perform as a regular dealer or distributor, as defined in section 26.55(e)(2)(iv)(A),(B),(C), and (3) under the contract at issue. The regulation requires the recipient's preliminary determination to be made based on the DBE's written responses to relevant questions and its affirmation that its subsequent performance of a commercially useful function will be consistent with the preliminary counting of such participation. The U.S. Department of Transportation is providing this form as a tool for recipients, prime contractors, regular dealers, and distributors to use to carry out their respective responsibilities under this regulation. The form may be used by each DBE supplier whose participation is submitted by a bidder for regular dealer or distributor credit on a federally-assisted contract with a DBE participation goal. The form may also be used by prime contractors in connection with DBE regular dealer or distributor participation submitted after a contract has been awarded provided such participation is subject to the recipient's prior evaluation and approval. If this form is used, it should be accompanied by the bidder's commitment, contract, or purchase order showing the materials the DBE regular dealer or distributor is supplying. Use of this tool is not mandatory. If a recipient chooses a different method for complying with Section 26.53(c)(1), it must include that method in its DBE Program Plan.
DISCLAIMER: This form has not yet received OMB/PRA approval and is subject to change. We are making it available for your voluntary use.

DBE Name:	Total Subcontract/Purchase Order Amount:
Authorized DBE Representative (Name and Title):	NAICS Code(s) Related to the Items to be Sold/Leased:

1. Will **all** items sold or leased be provided from the on-hand inventory at your establishment? ☐ **YES** ☐ **NO**

   (If "YES," you have indicated that your performance will satisfy the regular dealer requirements and may be counted at 60%. STOP here. Read and sign the affirmation below. If "NO" Continue.)

   a) Are you selling bulk items (e.g., petroleum products, steel, concrete, concrete products, sand, gravel, asphalt, etc.) or items not typically stocked due to their unique characterisics (aka specialty items)?
   ☐ **YES** ☐ **NO** **(If "YES," Go to Question 2. If "NO" Continue.)**

   b) Will at least 51% of the items you are selling be provided from the inventory maintained at your establishment, and will the minor quantities of items delivered from and by other sources be of the general character as those provided from your inventory?
   ☐ **YES** ☐ **NO*** **(If "YES," you have indicated that your performance will satisfy the regular dealer requirements and may be counted at 60%. STOP here. Read and sign the affirmation below.**

   ***If 1.,1.a), and 1. b) above are "NO," your performance on the whole will not satisfy the regular dealer requirements; therefore, only the value of items to be sold or leased from inventory can be counted at 60%. (Go to Question 3. to determine if the items delivered from and by other sources are eligible for Distributor credit.)**

2. Will you deliver all bulk or specialty items using distribution equipment you own (or under a long-term lease) and operate?
   ☐ **YES** ☐ **NO[1]**

   (If "YES," you have indicated that your performance will satisfy the requirements for a regular dealer of bulk items and may be counted at 60%. STOP here. Read and sign the affirmation below.)

   [1] If "NO," your performance will not satisfy the requirements for a regular dealer of bulk items; the value of items to be sold or leased cannot be counted at 60%. (Go to Question 3.)

3. Will the written terms of your purchase order or bill of lading from a third party transfer responsibility, including risk for loss or damage, to your company at the point of origin (e.g. a manufacture's facility) ? ☐ **YES[2]** ☐ **NO[3]**

   a) Will you be using sources **other than** the manufacturer (or other seller) to deliver or arrange delivery of the items sold or leased ? ☐ **YES[2]** ☐ **NO[3]**

[2] If your responses to 3 and 3.a) are "YES," you have indicated that your performance will satisfy the requirements of a distributor; therefore, the value of items sold or leased may be counted at 40%.

[3] If you responded "NO" to either 3 or 3.a), counting of your participation is limited to the reasonable cost of fees or commissions charged, including transportation charges for the delivery of materials or supplies; the cost of materials or supplies may not be counted.

I affirm that the information that I provided above is true and correct and that my company's subsequent performance of a commercially useful function will be consistent with the above responses. I further affirm that my company will independently negotiate price, order specified quantities, and pay for the items listed in the bidder's commitment. This includes my company's responsibility for the quality of such items in terms of necessary repairs, exchanges, or processing of any warranty claims for damaged or defective materials.

Printed Name and Signature of DBE Owner/Authorized Representative:

The bidder acknowledges its responsibility for verifying the information provided by the DBE named above and ensuring that the counting of the DBE's participation is accurate. Any shortfall caused by errors in counting are the responsibility of the bidder.

Printed Name and Signature of Bidder's Authorized Representative:

ATTACHMENT 7

DBE Monitoring and Enforcement Mechanisms

Tucson Airport Authority has available several remedies to enforce the DBE requirements contained in its contracts, including, but not limited to, the following:

1. Breach of contract action, pursuant to the terms of the contract and A.R.S. § 32-1185, as follows;
   - Withholding payments to the contractor under the contract until the contractor complies; and/or
   - Deduction from the contract funds due or to become due the contactor; and/or
   - Disqualification of the contractor as non-responsible, and/or
   - Cancellation, termination, or suspension of the contract in whole or in part. TAA will make prompt compliance determinations regarding its prime contractor. A letter of noncompliance will include the specific areas in which the contractor failed to comply. Failure by a contractor to carry out commitments and policies set forth herein shall constitute a breach of contract and may result in termination of the contract or whatever corrective action TAA considers appropriate.

In addition, the Federal government has available several enforcement mechanisms that it may apply to firms, including, but not limited to, the following:

1. Suspension or debarment proceedings pursuant to 49 CFR Part 26
2. Enforcement action pursuant to 49 CFR Part 31
3. Prosecution pursuant to 18 U.S.C. § 1001.

ATTACHMENT 8

DBE Certification | Links to DBE Certification Application, Personal Net Worth Statement, AZUCP Partners

https://www.transportation.gov/sites/dot.gov/files/2025-02/UCA%204.09.2024%20%281%29.pdf

DBE Certification Application Form:
https://www.transportation.gov/sites/dot.gov/files/2025-02/UCA%204.09.2024%20%281%29.pdf

Personal Net Worth Statement:
https://www.transportation.gov/sites/dot.gov/files/2024-09/Personal%20Net%20Worth%20Statement%204.9.2024%20%28revised%29.pdf

For businesses with offices located within Pima County contact the City of Tucson:

Procurement Operations
City Hall, 255 W. Alameda, 8th Floor East
Tucson, AZ 85701
520.837.4000

https://tucsonaz.gob2g.com/

For businesses with offices located within Maricopa County contact the City of Phoenix:

City of Phoenix
Equal Opportunity Department
Business Relations Division
251 W. Washington St. 7th Floor
Phoenix, AZ 85003
602.262.6790 or 602.534.1557/TTY

https://phoenix.gob2g.com/?TN=phoenix

For businesses with offices located in counties other than Maricopa or Pima Counties contact Arizona Department of Transportation:

Arizona Department of Transportation
Business Engagement and Compliance Office
1801 W. Jefferson #101, MD154A
251 W. Washington St. 7th Floor
Phoenix, AZ 85007
602.712.7761

https://azdot.gov/business/business-engagement-and-compliance/business-registration-and-certification/dbe

ATTACHMENT 9
Arizona UCP Agreement

ADOT

CITY OF TUCSON

ARIZONA UNIFIED CERTIFICATION PROGRAM (AZUCP)

Memorandum of Understanding

This Memorandum of Understanding acknowledges that you (recipient named below) are a recipient of United States Department of Transportation (USDOT) funding and as such, you are a partner in the efforts related to the inclusion of Disadvantaged Business Enterprises (DBE) and Airport Concession Disadvantaged Enterprises (ACDBE) certified in the State of Arizona. The AZUCP, comprised of the Arizona Department of Transportation, City of Phoenix, and City of Tucson, certify firms consistent with the AZUCP Agreement and according to 49 CFR Parts 23 and 26.

Tucson Airport Authority

Name of Federal-Aid Recipient

By signing this Memorandum of Understanding, the federal-aid recipient (named above) understands and will agree to all of the following:

1. We will comply with the administration of the DBE Program as prescribed by the regulations and requirements of USDOT and its modal agencies (i.e. Federal Aviation Administration, Federal Highway Administration, and Federal Transit Administration).

2. We will support the efforts of the AZUCP in conducting outreach and certifying firms as DBE and/or ACDBE in accordance with the eligibility requirements and guidelines outlined in 49 CFR Parts 23 and 26.

3. We acknowledge that we are not a DBE/ACDBE certifying agency within the state of Arizona and we agree to accept all firms certified by the AZUCP as DBE's and/or ACDBE's in order to be utilized for DBE credit on all applicable USDOT-assisted contracts.

4. We will ensure non-discrimination in the award and administration of all USDOT-assisted contracts and create a level playing field on which DBE's can compete by removing barriers for the participation of DBE firms.

5. We will provide outreach, education, and/or training to assist in the development of firms to compete in the relevant market area outside of the DBE Program.

6. We herein affirm that we will immediately notify the AZUCP of any firm that does not meet the DBE eligibility criteria or if any firm is suspected or confirmed to have provided false, fraudulent, deceitful statements or representations or any other circumstances that indicate an issue regarding any firm's eligibility to participate in the DBE Program.

On the 5 day of September, 20 18, by signature below, the undersigned Federal-Aid Recipient agrees to the terms and conditions cited herein as a matter of compliance with 49 CFR Parts 23 and 26 and the AZUCP Agreement.

Bonnie A. Allin

Authorized Signature

Bonnie A. Allin, President/CEO

Name and Title

September 5, 2018

Date

ATTACHMENT 10

Small Business Element Program

Small Business Element Program

1. Objective/Strategies

As part of this program element, TAA will implement the following strategies:

- On prime contracts not having DBE contract goals, encouraging the prime contractor to provide subcontracting opportunities of the size that small businesses, including DBEs, can reasonably perform, rather than self-performing all the work involved.
- Conduct outreach and provide information on resources to assist and support small businesses doing business with TAA.

2. Definition

- DBE firms are eligible under the TAA small business program.
- The small business standard must be no larger than the Small Business Administration's size standards.
- Personal net worth eligibility standards shall be those established by USDOT under 49 CFR Part 26 and adjusted periodically. The personal net worth standard used in determining eligibility is posted online on at https://www.transportation.gov/DBEPNW.
- All businesses meeting the criteria outlined in this small business element will be considered small businesses.

3. Verification

- TAA will document proper certifications or small business status and will refer to the State or other proper authority any concerns of potential/suspected fraudulent certifications.
- At time of bid, TAA will verify small business size standards and tax records.
- Small business enterprises that are not certified by the state will be verified by TAA as to their size, ownership, business record, tax records, and any other documentation available from business to prove eligibility as a small business. Verification will be accomplished via owner interview(s) and document verification.

4. Monitoring/Record Keeping

TAA will:

- Review contracts by both DBE and SBC (Small Business Concern) status on a quarterly basis via B2Gnow compliance software to monitor participation and achievements.
- Review the Small Business Element Program annually to determine if program objectives are being met, and if not, document actions to be taken to meet objectives.
- Conduct quarterly meetings with departments to discuss non-compliant contracts.
- Maintain a bidders and active participants list for DBE tracking and submissions on solicitations.

5. Assurances

TAA makes the following assurances:

- This program is authorized under state law;
- Certified DBEs that meet the size criteria established under the program are presumptively eligible to participate in the program and will be determined under the guidelines of the Arizona UCP program;
- No geographic preferences or limitations will be imposed on any federally assisted procurement included in the program (i.e., there is no local or other geographic preference). The program is open to small businesses regardless of their locations;
- There is no limit on the number of contracts awarded to firms participating in the program but that efforts will be made to avoid creating barriers to the use of new, emerging, or untried businesses;
- Steps will be taken to encourage those firms that are eligible for DBE certification to become certified.

ACI NORTH AMERICA
AIRPORTS COUNCIL INTERNATIONAL

AIRPORT INDUSTRY
LEGISLATIVE PRIORITIES
2027 AGENDA

APPROPRIATIONS

Transportation-HUD

- Provide at least $4 billion for the Airport Improvement Program (AIP).
- Provide additional funding for supplemental discretionary AIP grants.
- Provide dedicated funding to help airports transition to fluorine-free firefighting foam.

Homeland Security

- Fund TSA's Law Enforcement Officer reimbursements, exit lane staffing, and legacy K9 reimbursements.
- Continue funding for advanced TSA screening technology, including computed tomography (CT), credential authentication technology (CAT) machines, and explosives detection systems (EDS).
- Increase CBP and TSA officer staffing at airports.

AIRPORT INFRASTRUCTURE FUNDING AND FINANCING

Passenger Facility Charge (PFC)

- Adjust the PFC cap for inflation, which has not been raised since 2000; index it annually going forward.
- Eliminate PFC exemptions for non-revenue passengers.
- Extend PFC eligibility to all lawful airport capital costs.

Airport Improvement Program (AIP)

- Increase the authorized AIP funding level.
- Update airport funding allocations to reflect new service options, such as motorcoach services, that help connect smaller markets to air service.
- Authorize supplemental discretionary AIP funding for terminals and other PFC-eligible projects.

Infrastructure Grant Programs

- Restore the Airport Terminal Program (ATP).
- Restore the Airport Infrastructure Grant (AIG) program.

TIFIA Loan Program for Airports

- Reauthorize the TIFIA for Airports program permanently and make it easier for airports to participate.

Municipal Bonds

- Protect the tax-exempt status of municipal bonds.
- Exempt private activity bonds (PABs) from the Alternative Minimum Tax (AMT).
- Reinstate tax-exempt advance refunding of municipal bonds.

AIRPORT REGULATORY RELIEF AND PROPRIETOR RIGHTS

- Provide airports Comprehensive Environmental Response, Compensation, and Liability Act exemption for PFOA and PFOS, which the federal government required airports to use through firefighting foams containing PFAS (including PFOA and PFOS) that EPA has since designated as a hazardous substance under CERCLA.

(over)

AIRPORT REGULATORY RELIEF AND PROPRIETOR RIGHTS (*continued*)

- Support efforts to significantly reform the National Environmental Policy Act (NEPA) and accelerate environmental reviews for airport infrastructure projects.
- Oppose efforts to prevent airports from using ADS-B technology to collect lawful airport fees, which fund airport operations and critical safety projects, and impose burdensome, time-consuming federal requirements on airport operators, regardless of how they collect fees.
- Protect airport operators' authority to manage ground transportation access.
- Refrain from imposing additional grant assurances on airports.

AIR TRAFFIC CONTROL MODERNIZATION

- Support the *Modern Skies Act*, which would make significant additional investments in air traffic control (ATC) and airport infrastructure modernization.
- Provide dedicated funding to upgrade aging ATC towers, both FAA-owned and airport-owned, to improve aviation safety and efficiency.
- Ensure FAA coordinates with airports on capital improvement projects.
- Ensure new entrant aircraft operators pay their fair share of the cost of the ATC services and infrastructure they use.
- Apply the domestic passenger ticket tax to airline bag fees so the resulting revenue bolsters the Airport and Airway Trust Fund.

AVIATION SYSTEM CONTINUITY DURING GOVERNMENT SHUTDOWNS

- Support the *Aviation Funding Stability Act*, which would allow FAA to draw from the Airport and Airway Trust Fund during a federal government shutdown.
- Support the *Aviation Funding Solvency Act*, which would allow FAA to access the Aviation Insurance Revolving Fund during a federal government shutdown.
- Support the *Keep America Flying Act*, which would continue pay for air traffic controllers, TSA officers, and other aviation workers during a federal government shutdown.

SURFACE TRANSPORTATION REAUTHORIZATION AND INFRASTRUCTURE

- Restore and improve the TIFIA for Airports program to help airports finance critical infrastructure projects.
- Improve ground transportation access to and connections with airports.
- Ensure airports are included in any new infrastructure legislation beyond surface transportation, through direct federal funding or an increase to the outdated federal PFC cap.

ORIENTATION BRIEF · 120TH CONGRESS

Airports 101

What Members of Congress and Hill staffers should know about America's airports



1 Airports power the national economy.

12.8M jobs supported

$619B in annual payroll

$1.8T in annual economic output

Demand is climbing. Annual U.S. passenger enplanements are projected to continue increasing through 2050.



2 Airports rely on many sources of funding and financing.



Self-generated revenue covers ~98% of operating costs

Aeronautical: landing fees, terminal rent, gate & jet bridge use

Non-aeronautical: parking, concessions, rental cars, land rent, advertising

Capital projects rely on bonds, user fees & grants

Bonds are loans repaid on a fixed schedule. Passenger Facility Charge (PFC) revenue and Airport Improvement Program (AIP) grants fund runways, safety, and capacity upgrades. PFCs also fund critical terminal projects.

3 Airport infrastructure needs continue to grow.

$173.9B

in airport infrastructure needs, 2025–2029

Up 51% from the 2021 estimate, driven by demand, aging facilities and construction costs



BUT CAPACITY TO PAY IS CONSTRAINED

$151B in outstanding airport municipal bond debt

$4.4B in average annual debt repayments over the next 30 years

Revenue spent servicing debt on past projects can't fund the next ones.

4 Airport operators are a key part of the aviation ecosystem.



Airport and airfield operations and maintenance



Airport planning and design



Management and leasing of key facilities

Airport operator

Local public entity: city, county, state or independent airport authority

- Builds & maintains runways, taxiways, terminals
- Plans and finances capital projects
- Operates baggage handling systems
- Aircraft rescue firefighting & airport police
- Snow removal, lighting & wildlife control
- Leases space to airlines & concessions
- Manages roads, parking & ground transport

Airlines

Private carriers & tenants

- Fly & maintain aircraft
- Set routes, schedules & fares
- Staff counters, gates & baggage
- Pay landing fees & rent

FAA

Federal regulator

- Provides air traffic control services
- Certifies airport safety standards
- Awards AIP grants
- Approves PFC applications

TSA & CBP

Federal security and regulator

- TSA screens passengers & bags
- CBP processes international arrivals
- Airports provide the space

5 Federal funding and supportive policy for airports remains critical.

$4.50
cap per flight segment since 2000

Passenger Facility Charge (PFC)

A local user fee (max $18 per round trip) for FAA-approved safety, security and capacity projects. The cap has lost more than half its purchasing power.

~$4B
in grants per year

Airport Improvement Program (AIP)

FAA grants paid from the Airport & Airway Trust Fund (aviation excise taxes). Meets less than 12% of identified airport needs.

$20B
for airports, FY2022–26

Infrastructure law programs

AIG (Airport Infrastructure Grants) and ATP (Airport Terminal Program) grants. Expiring programs that have supercharged airport projects should be extended.

~30%
of airport funding

Tax-exempt municipal bonds

Including Private Activity Bonds. Federal tax treatment keeps borrowing costs down for the largest capital projects.

ACI-NA is available as a resource.

202-293-8500
1615 L Street NW, Suite 300 · Washington, DC

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Pima*Foundation*™

October 17, 2026

Tucson Airport Authority
President/CEO Danette M. Bewley, A.A.E
7250 S. Tucson Blvd., Suite 300
Tucson, AZ 85756

Dear Danette:

Your commitment to supporting students continues to create life-changing opportunities. We are delighted to introduce this fall's recipient(s) of the **TUS "Wheels Up" for Aviation Scholarship**. Their achievements and aspirations reflect the values behind your investment in education. Below, I share a grateful testimony

'This scholarship helps relieve some of the financial pressure that comes with tuition, books, and other educational expenses, allowing me to focus more fully on my studies while continuing to support my children's goals and dreams… They have watched me return to school, study after I have gone to bed, and remain committed even when life has been challenging. I hope that seeing this investment in my education encourages them to continue believing in themselves and to pursue their own dreams with confidence." TeNiesha P., Social Services-AAS.

Pima Foundation is proud to support Pima Community College through meaningful financial assistance that expands access to education and strengthens the local workforce. By investing in scholarships, student support services, and programs, we are helping reduce financial barriers for students and empowering them to complete their education with confidence. Your partnership helps us continue this mission.

What's happening at Pima Foundation and Pima Community College:

- For the fifth year, the college is experiencing enrollment growth. The first day of classes registered 19,447 students. That is 2.20% over last year's enrollment.
- Do you know a Pima student looking for information about scholarships? The 2026 PCC Scholarship Fair will take place on Tuesday, November 10, from 10:00 am to 1:00 pm at West Campus. This is a great opportunity to meet scholarship donors and learn about campus resources. For more information about this event, visit https://events.pima.edu/events/pima-annual-scholarship-fair or reach out to scholarships@pima.edu.

We are beyond thrilled to see another successful academic year. Over 800 students were awarded scholarships during the 2025-26 academic year, totaling $806,454. This can only be achieved with your investment and your partnership. Thank you!

Sincerely,

Zulma Tapia
Donor Relations Manager
Zulma@PimaFoundation.org

PimaFoundation

Fall 2026 Recipients

TUS Wheels Up for Aviation Technology

"Your generosity is more than financial support; it is a reminder that there are people in our community who believe in students and want to help us succeed." — Jace O., Computer Systems Admin.-AAS

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

#	Student Name	Program of Study	Award Amount	New/Renewed Award
1	Dustin Lauth-Clements	Airframe Mechanics-CERT	$2,500.00	New
2	Antonio Moran	Airframe Mechanics-CERT	$2,500.00	New
3	Waric Cohen	Airframe Mechanics-CERT	$2,500.00	New

After awarding students for the fall semester, the balance in your fund is $9,356. This amount may or may not be enough to award students during the 2027 spring semester.

If available, the remaining balance will fund both new awards and any renewals earned by eligible students. Depending on the award amount and the number of students awarded, all available scholarship funding may not be utilized during the year. Please let us know if you have questions.

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

The 2027 spring scholarship application cycle will open on November 1. To view scholarships offered through the Foundation, visit pima.scholarshipuniverse.com/public. Additional Pima Foundation scholarships are available at pimafoundation.org/apply-for-scholarships.

Date: December 2, 2026

To: Board of Directors
From: Bruce Goetz, Executive Vice President / COO
Re: Strategic Plan 3.0 Quarterly Update

Background:
In November 2024 the Board of Directors adopted a new update to our Strategic Plan, Version 3.0. The attached report provides full detail of the progress made for the months of July through September (Q4 FY26) 2026. This memorandum highlights a few items reflecting our progress on Strategic Plan 3.0.

Expand Prosperity:

1. Commercial revenue remains a strong positive story. Parking revenues are 20% above the previous year due to an increase in parking rates. Overall concessions revenue per enplaned passenger is showing a 13% increase year over year, even though passenger volume has not increased.

2. Land development activity is advancing across multiple opportunities. Million Air's new 12,000sf hangar is almost complete, and an additional private hangar should start construction by the end of this calendar year. Raytheon will soon execute a land lease of 37 acres with TAA for their necesssary development, adding $455,000 of new non-aeronautical revenue. Pratt and Whitney has also completed their new engine testing facility.

3. The Airline Airport Use Agreement is substantially complete. The process with the airlines has remained consistently collaborative and productive.

Accelerate Performance:

1. TAA has achieved strong results in attracting and retaining talent, demonstrating the effectiveness of our workforce strategy and total rewards program. In September, we completed a market adjustment for the TAA Police Department ensuring we are one of the top paying police departments in the region to attract and retain exceptional talent.

2. People Operations is becoming a more strategic business partner. The team is working with Executive leaders and Directors to assess talent gaps, risks, team capability, and capacity tied directly to organizational goals, with examples including a conflict management workshop and expanded recruiting pipelines for hard-to-fill Finance roles.

3. Performance management year-end closeout began in October and was completed in November.

Project Excellence:

1. ASE - By the end of September, nearly 90% of the concrete for the new runway had been placed. Taxiway intersections from the runway to the mid-field taxiway Bravo will be poured in October and November. In September, the TAA received an additional $43 million to complete construction of the new runway. Overall, the new runway is scheduled for completion in late spring of 2027 with commissioning scheduled in June or July (per FAA schedule). Keep in mind, however, that this does not mean the new runway will be operational. The is remaining work to connect the center taxiway to both the new runway and the existing runway. The speed in which we can perform this work depends on the level of federal funding the TAA receives in FY28.

2. Cybersecurity remains a top priority to meet TSA regulatory mandates and to ensure our systems are hardened against cyberattacks. New network firewalls, switches, and WiFi access points were completed this quarter.

TAA Champions:

1. President/CEO was the keynote speaker at the Chamber for Southern Arizona and State of Sahaurita events, with TAA as a primary sponsor.

2. TAA representatives, coordinating with Visit Tucson, attended numerous airline meetings in October to attract new carriers and routes to Tucson. TUS is projecting more seats available for November and December despite tough market conditions that resulted from higher jet fuel prices.

3. Work continues with the Biz Tucson testimonial series, showcasing community leaders who are advancing the interests of TAA at the local and regional level. Biz Tucson magazine recently highlighted Courtney Spector, the Director of Brand Partnerships with the University of Arizona.

TUCSON™
AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT • RYAN AIRFIELD

Strategic Plan 3.0 Update

Bruce Goetz
Executive Vice President/COO

December 2, 2026

Strategic Initiatvies

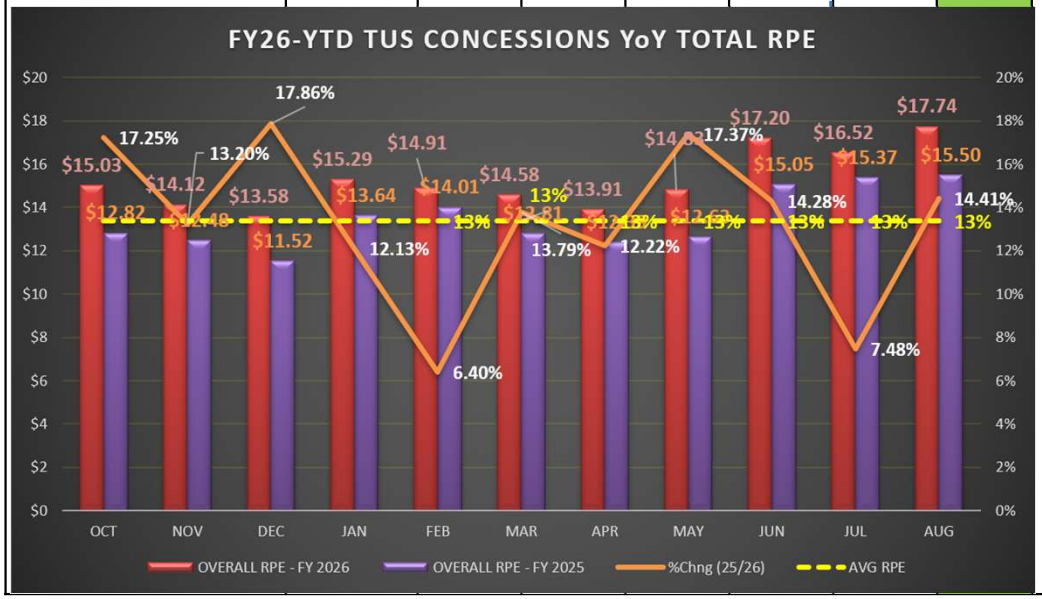


TUCSON AIRPORT AUTHORITY

TAA QUARTERLY BOARD REPORT

Period Ending September 30, 2026

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status
Develop Business Intelligence practices to timely track and positively influence airport revenue generation trends	John Voorhees						On Track



Focus Areas

- **Develop Business Intelligence practices to timely track and positively influence airport revenue generation trends.**
- **Begin planning initiatives related to terminal modernization, including enabling projects. Align concessions and parking programs with terminal modernization project.**

Board Update

- The travelling public continues to show strong support for TUS Concessions. Concessions revenue continues to outperform TUS enplanements. Revenue per enplaned passenger (RPE) remains strong growing 13.1% YOY through Q3 FY26 at $15.25.
- The TUS parking operation remains our strongest revenue source due to the rate increase last October. Early estimates indicate FY26 parking revenue was $12,972,573 . This was an increase of 20.72% over FY25. With no rate increase during FY27 staff expects growth to be modest but positive at the beginning of the year with a light revenue lift after the economy covered lot expansion project is completed in Spring 2027.
- Hudson (Retail Prime Concessionaire) has completed numerous upgrades to its point-of-sale systems as part of its lease extension agreement with TAA. The Retail Concession request for proposal will be published in November to solicit bids to manage the TUS retail operation.
- Areas (Food and Beverage Prime Concessionaire) will rebrand Empire Pizza offering a local and healthy food option on the A-Concourse. Details are pending TAA review. Expect the new offering to be constructed in 2027 as part of Areas' lease extension.
- Lamar Advertising successfully won the advertisement concessions RFP bid. Pending Board approval, the concessionaire has doubled its Minimum Annual Guarantee and invested significant capital to improve advertisement opportunities in the terminal. New larger screens will feature ad space on the concourses. This will bring new revenue to the airport system.

Progress Legend

Overall Goal Timeline | Current Status Within Goal | Goal Complete | Behind Schedule | Goal Not Started due to timing of priorities

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status	Focus Areas	Board Update
Market/Develop TAA land to enhance the revenue stream and ensure economic stability	John Voorhees						On Track	➢ **Continue to market/develop TAA land to enhance the revenue stream and ensure economic stability.**	➢ Million Air has nearly completed construction of its new 12KSF hangar in the Valencia General Aviation apron. The company has also completed paving a section of land to accommodate more parking with the tenant. JMK Investments will soon begin construction of a 12K SF hangar for storage of a private aircraft. ➢ Project Farm negotiations are nearing completion. TAA is evaluating the subject parcel for environmental remediation efforts prior to agreeing to business terms. Project Farm is eager to reach an agreement and secure the site. ➢ Raytheon will soon execute a lease amendment to expand their leasehold by 37 acres. The effort is pending the identification and characterization of numerous environmental monitoring wells on the subject parcel. The new lease will provide $455K additional non-aeronautical revenue. ➢ Pratt and Whitney has completed the construction of the permanent engine test facility site. The company has turned over its previous site (on the A-17 ramp) back to TAA control. ➢ TAA will soon execute its first lease as a result of increased property visibility on the LoopNet real estate advertisement website. The new lease will provide over $16K/month lift in revenue not attributable to airline traffic.

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

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status	Focus Areas	Board Update
Negotiate Airline Use Agreement • **Finalize new AUA into a fully adopted long term agreement between the airlines and the TAA**	Austin Wright						Complete	➢ **Increase air service in underserved key domestic and international markets.** ➢ **Develop Business Intelligence practices to timely track and positively influence airport revenue generation trends.** ➢ **Begin planning initiatives related to terminal modernization, including enabling project, concessions and parking programs with terminal modernization project.** ➢ **Continue to market/develop TAA land to enhance the revenue stream and ensure economic stability.**	➢ The TAA has met on a monthly cadence with the airlines to finalize the AUA. The AUA creation is complete. The signed AUA packets are expected by to TAA by mid November.
Expand Air Service Development Options • **Continue to focus on capacity growth with existing carriers** • **Work to engage airline partners to add new markets** • **Align marketing efforts with air service initiatives to drive demand at TUS**	Austin Wright						On Track		➢ TAA continues to stay engaged with airlines. We re-engaged Volaire Consulting for Air Service Development support. They recently completed a data study showing travel trends to and from Mexico for our region. ➢ TAA continues to attend airline meetings and air service conferences including Routes Americas, Routes Worlds, and Take Off North America. ➢ While demand has normalized as a result of cost fluctuation (fuel has doubled in cost in 2026). TUS is projecting more seats available for Nov and Dec 2026, which shows despite tough market conditions, TUS continues to perform well.

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

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status	Focus Areas	Board Update
Evaluate, update, and implement Market-Driven Total Rewards.	Kim DeLaTorre						Complete	➢ **Leverage competitive employment packages to attract and retain top-tier talent as indicated by reductions in regrettable attrition and increased offer acceptance.** ➢ **Update the TAA employment processes and policies in support of the workforce of the future.**	➢ Developed and implemented cost-of-living adjustments for all team members and a market adjustment for the Police Department effective for October 2026. ➢ Introduced and launched bilingual pay and an additional holiday, as approved by the TAA Board of Directors. ➢ Negotiated strong value for TAA team members in benefit offering (TAA pays 71%-93% of employee medical premiums depending on plan, compared to market at ~70%) with a successful open enrollment in August 2026.
Increase efficiency and embed People Operations as business partners in the Airport system.	Kim DeLaTorre						On Track	➢ **Expand workforce analysis to support organizational priorities, by closely examining team capabilities and capacities, acquiring resilient talent, and utilizing data to support leadership decision-making.**	➢ TAA People Operations is partnering with leaders from the Executive Team to Directors to assess current talent gaps and risks to link learning, development, and talent acquisition priorities. ➢ People Business Partners are working with business leaders to review team capability and capacity directly related to organizational goals, enabling proactive talent investment and planning decisions. Examples of recent team development outcomes include expanding team charters and conflict workshops and plans for operational workforce planning in FY27.
Unlock potential through expanded leader driven Performance Management.	Kim DeLaTorre						On Track	➢ **Continued focus on position specific and behavioral based Performance Management preparing leaders to unlock potential through clear expectations, goals, and consistent feedback to discuss progress.**	➢ Continued focus on performance management and leader empowerment. Continued assessment shows positive trend for retaining exceeds performers (88% retention of 138 team members that "exceeded" in FY25). ➢ End of year review is scheduled for October – November, teams are closing out goals.
Benchmark and invest in Culture and Team Member Engagement.	Kim DeLaTorre						Complete	➢ **Employ competitive benchmarking for the TAA employee value proposition using data-driven best practices and research for workplaces.**	➢ People Operations continues to research and leverage best practices regarding an expanded survey approach for the organization; and embedding best practices into policy changes, processes, and team member engagement opportunities. ➢ Key advancements in this area include structured onboarding, evaluation of stay and exit interview feedback. On the horizon is elevating the employee value proposition and linking how our brand of being "easy" is directly tied to our team member's and their hard work. ➢ Strong participation and feedback in FY26 Pulse Survey.

Progress Legend

Overall Goal Timeline | Current Status Within Goal | Goal Complete | Behind Schedule | Goal Not Started due to timing of priorities

TAA QUARTERLY BOARD REPORT

Period Ending September 30, 2026

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status	Focus Areas	Board Update
ASE Program: Complete Construction and Commissioning of the New Commercial Runway	Bruce Goetz						On Track	➢ **Continue construction of the ASE Program; deliver project results that meet FAA safety standards and criteria.** ➢ **Continued development of a comprehensive funding strategy for infrastructure improvements; optimize grant funding opportunities in conjunction with appropriate financing.** ➢ **Begin the design of enabling projects that support future concourse modernization; begin construction of enabling projects as grant funding is available and airline support is obtained.**	➢ New taxiway Bravo will have final surface layer completed by April 2026. Markings, signage and lighting remain scheduled pending completion of final paving. ➢ Nearly 90% of the concrete as been placed on the new runway. Completion of runway 12R-30L is scheduled for completion in July 2027. ➢ TAA received an additional $43 million to complete work on runway 12R-30L. ➢ CMAR2 selection is complete and the contractor should be issued a contract in October 2026. ➢ Parcel F security and RTX, Inc fencing and ECM demolition is planned to be completed in the 2nd quarter of 2027.
ASE Program: Update City of Tucson and Pima County Zoning Code and Comprehensive Planning Documents to Reflect Airfield Configuration at the Completion of the ASE Program	Bruce Goetz						Not Started		➢ TAA staff is finalizing proposed changes for TAA leadership review and approval. The City of Tucson shared that they do not have capacity to work on the updates to Airport Environs Zones until at least Summer 2027.
Implement Sustainability Management Plan	Bruce Goetz						Complete	➢ **Completion of review of updated draft plan documents leading to final plan documents**	➢ The Sustainability Master Plan was completed in September.
Develop Comprehensive Pavement Management Program	Bruce Goetz						Complete		➢ Project was completed in December 2024. Pavement maintenance projects are underway.

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

Strategic Plan 3.0
Project Excellence

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status	Focus Areas	Board Update
Scope Enterprise Documentation Strategy	Anthony Casella						On Track	➢ **Steering Committee to be created to gather requirements from departments**	➢ Phase 1 is complete; however, Phase 2 will not start until late FY 26 due to the efforts needed to comply with TSA Cyber Security mandates along with the Airport Management System taking priority. ➢ Phase 2: • Procure a document management system to manage both digital and paper documents. This system will assist in the retention and deletion of files as well as archiving • Building a best practice framework to present to steering committee for discussion • Requirements to be defined by departments via the steering committee • Procurement methodology to be defined.
TAA Cyber Security Program	Anthony Casella						On Track	➢ **SIEM – Security Information and Event Management system** ➢ **DLP – Data Loss Prevention** ➢ **Network Segmentation** ➢ **LAPS – Local Administrator Password Solution**	➢ To further secure our environment, the following systems are in various design/implementation phases: • SIEM solution is fully installed and being configured • DLP – This is a slightly longer implementation cycle since it involves every departments input on how to classify data/files. Deployment meeting complete, Installation to begin July 26' within IT first, then Legal • Network Segmentation design complete for OT and IT segmentation, significantly improving the security posture of critical systems. Most network equipment is physically installed and is currently being configured • LAPS – this has been fully implemented.

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

TAA QUARTERLY BOARD REPORT

Period Ending September 30, 2026

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status	Focus Areas	Board Update
Implement Airport Management System	Anthony Casella						**Behind Schedule**	➢ **Stakeholder meetings occurring to define requirements and workflows** ➢ **Prioritization of modules based on milestones** ➢ **Part 139, SMS, Lease Management, Assets, Work Orders, etc.**	➢ This project has fallen behind during this reporting period as is being addressed through legal avenues. ➢ The implementation teams continue to pursue an appropriate comprehensive solution to meet the operational needs of the Airport and its affected teams. ➢ A new vendor has been selected, and scope and fee negotiations have started.
Implement new Financial System	Anthony Casella						**Not Started**		➢ This project is related to the Airport Management System (noted above). Until legal issues are remedied and a new path identified, this project will remain on hold.
Install new Access Control System	Anthony Casella						**On Track**	➢ **Stakeholder meetings continue weekly to define requirements, workflows, and configurations** ➢ **Video Management System (VMS) implementation and configuration** ➢ **Security camera replacements**	➢ All equipment has been received. ➢ Cameras are being installed – 80ea currently installed. ➢ Implementation timeframe: 12 months.
Project Management Office (PMO)	Anthony Casella						**Complete**		➢ Microsoft Project Web App has been implemented and PMO team members are utilizing to manage their respective projects. ➢ Executive dashboards are complete. High-level real-time tracking of project status ➢ New Project Intake process has been implemented with more efficient automation and decision-making logic.

Progress Legend

Overall Goal Timeline | Current Status Within Goal | Goal Complete | Behind Schedule | Goal Not Started due to timing of priorities

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status	Focus Areas	Board Update
Leverage the Board of Directors and Membership to be positive voices of advocacy in our community. • **Continue to regularly communicate via Member Advisory and Top 3 for Advocacy the top points where our Member network can expand outreach efforts** • **Support the TAA with efforts that require influence and expertise**	Austin Wright						n Track	➢ **Board and Membership continue to serve as a strategic tool for championing the mission of the TAA.** ➢ **Airline relationships and strategic management of the TAA cost structure will have a positive result in increased air service, and a higher revenue yield for the TAA.** ➢ **TAA is recognized as an industry leader, positioning TUS as a top performing airport to allow for future growth and prosperity.**	➢ TAA continues to communicate on a regular cadence in the Member Advisory and E-News, while leveraging all social media platforms for the most up to date information on airport happenings. ➢ The TAA had key sponsorships and speaking roles at the Sahuarita State of the Town and the Chamber of Southern Arizona Annual Luncheon. We continue to remind the community about the importance of flying local and the associated economic impact of our airport system.
Continue Outreach and Partnerships within the Tourism Sector • **Establish key partnership with University of Arizona** • **Leverage tourism partners like Visit Tucson to attract business and air service to the region** • **Maintain our position as an airport that is a community and business partner that is easy to do business with; fostering revenue growth and expansion**	Austin Wright						On Track		➢ TAA continues to work closely with Visit Tucson and regional resorts to understand tourism trends and capture traffic at TUS. ➢ TAA continues to engage in our community through partnerships and sponsorships, most recently becoming the "Official Airport of the University of Arizona." ➢ The TAA continues to attend and engage in discussions with the Oro Valley Tourism Office, while also serving in key advisory roles (Board of Directors) for Visit Tucson. Through DMO relationships we have been able to ensure TUS remains the airport of choice for regional tourism.

Progress Legend

Overall Goal Timeline | Current Status Within Goal | Goal Complete | Behind Schedule | Goal Not Started due to timing of priorities

Goal	Owner	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27	Status	Focus Areas	Board Update
➢ **Leverage Community and Industry Champions to advance the interests of the TAA at a National, Regional, and local level** ➢ **Airlines champion TAA because of its cost-effective structure** ➢ **The community values the TAA because of its ease of use and strong economic impact** ➢ **Nationally the TAA is well positioned with legislators to be positioned appropriately for funding and advancement opportunities.**	➢ Austin Wright						➢ On Track	➢ **Board and Membership continue to serve as a strategic tool for championing the mission of the TAA.** ➢ **Airline relationships and strategic management of the TAA cost structure will have a positive result in increased air service, and a higher revenue yield for the TAA.** ➢ **TAA is recognized as an industry leader, positioning TUS as a top performing airport to allow for future growth and prosperity.**	➢ The TAA engages regularly with our legislative delegation, most recently lobbying for updates to HB2875(unmanned aircraft delivery) and HB2641 (prohibition of PFAS containing firefighting foam). Our input helped to produce improved legislation in these areas at the state level. ➢ We continue to share our $10.9 billion annual economic impact statistics at all public facing presentations. ➢ Leveraged community leaders for a testimonial series with Biz Tucson, most recently highlighting Courtney Spector, Director of Brand Partnerships at the University of Arizona

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

Date: December 2, 2026

To: Board of Directors
From: Carolina Cordova, TAA Clerk
Re: New Member, Continuing Member, Director, and Officer Nominations for 2027

Background:
During the 2026 nominating period (April 1 to October 1, 2026), the TAA received four (4) new Member nomination packets, one (1) request to continue active membership for an additional five years, and seven (7) self-nominations for election to the Board of Directors. The Nominating Council considered the nominations during its meeting on October 7, 2026. The Council's actions are presented below.

The Board of Directors, by a majority vote of its membership, may direct the Nominating Council to reconsider its recommendation of any individual for new membership, continuing membership, or director nominations. Any nominations that are not returned to the Nominating Council will be placed on the ballot to be voted on by the Members during the Annual Meeting on January 25, 2027. (TAA Bylaws § 2.2.2).

New Membership:
All four (4) new Member nominees below were voted to be placed on the Members' ballot for election. As of the date of this Memorandum, assuming all four (4) are elected, the TAA will have fifty-seven (57) active Members and two (2) tolled Members in 2027 for a total of fifty-nine (59). This calculation includes any known Members transitioning to Emeritus Member status in 2027, and Members requesting to extend their membership for an additional five (5) years, following further action by the Board and Members.

One Member, Rhonda Piña, was elected to the Town Council of Oro Valley, and her membership is tolled when she takes the oath of office pursuant to TAA Bylaws § 2.1.3) The TAA is limited by the Bylaws to sixty (60) active and tolled Members (TAA Bylaws § 2.1.3, ¶ 4, and 2.2.2, ¶ 5).

Nominees	Profession	Nominated By
Matt Basiliere Hospitality Asset Management	Hospitality	Tim Medcoff
Kristen Sharp President/CEO of Oro Valley Chamber	Chamber	Rhonda Piña
J. Felipe Garcia President/CEO of Visit Tucson	Tourism/Hospitality	Carol Stewart
Sarah Hanna Director of Pima County Stadium District	Public Administration	Ellen Wheeler

Continuing Members

The Nominating Council considered the request from one (1) active member to continue his membership for an additional five (5) years under the Bylaws. The Council voted to place this request on the Members' ballot. See below:

Member	Year Joined
Michael Hammond	2011

Board of Directors:

The Council voted to recommend that three (3) existing Board Member nominees be placed on the ballot for election to the Board of Directors. Todd Jackson and Ellen Wheeler are eligible to serve an additional 3 year term; Judy Rich is eligible to serve a 1 year term.

Additionally, the Council voted to recommend one (1) new Board Member nominee be placed on the ballot for election to the Board of Directors to serve an initial three (3) year term.

If all are elected, the Board of Directors will have eleven (11) Members in 2027. The TAA Bylaws allow for a minimum of seven (7), and a maximum of eleven (11) Directors (TAA Bylaws § 4.1.1).

Nominees	Status	Board Service	Term	TAA Membership
Judy Rich	Incumbent	9 years	4th	2017
Todd Jackson	Incumbent	5 years	3rd	2014
Ellen Wheeler	Incumbent	3 years	2nd	2013
Tony Penn	New	N/A	1st	2016

2027 Corporate Officers:

Corporate officers are elected by the Board for a one (1) year term, with the exception of the Chair of the Board, who is elected for a two (2) year term (TAA Bylaws § 4.1.2, ¶ 2). The Council voted to recommend the following slate of corporate officers for 2027.

Corporate Officers	Position	Term
Phil Swaim	Chair	January 25, 2027 - January 29, 2029
Vance Falbaum	Vice Chair	January 25, 2027 - January 24, 2028
Ellen Wheeler	Secretary	January 25, 2027 - January 24, 2028
Tim Overton	Treasurer	January 25, 2027 - January 24, 2028

Strategic Plan | Analysis:

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

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

Cost Analysis:

The administrative costs for new members include complimentary parking, purchasing name tags, and including them in the organization's social functions. These costs have a negligible impact on the TAA's overall operating budget.

Recommendation:

The Board may consider and may direct the Nominating Council to reconsider the new member, continuing member, and director nominations, which will be voted on by the active Members during the 2027 Annual Meeting on January 25, 2027. If the Board does not direct reconsideration to the Nominating Council, then these nominations will proceed for consideration by the Members at the Annual Meeting on January 25, 2027. If the Board directs reconsideration on any nominee, the Nominating Council will meet prior to the Annual Meeting, to reconsider the nominee(s) so directed. The Nominating Council's determination on the nominee(s) is (are) final and will be forwarded to the Members for consideration (or not) at the 2027 Annual Meeting. (TAA Bylaws § 2.2.2)

Attachments:

1. Draft Minutes – Nominating Council Meeting, October 7, 2026
2. New member nomination packets (4)
3. Continuing membership form (1)
4. Director self-nominations forms (4)

ATTACHMENT ONE

October 7, 2026, Nominating Council [DRAFT] Minutes

TUCSON AIRPORT AUTHORITY | Nominating Council
Wednesday, October 7, 2026 | 9:00 A.M. | TAA Board Room and Microsoft Teams

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

1. **CALL TO ORDER | ROLL CALL**

Chair Brand Hazen called the meeting to order at 8:59 A.M.

Council Members Present: Chair Brandt Hazen (via Teams), Vice Chair Taunya Villicaña, Council Member Carol Stewart, *Council Member Shaima Namazifard (via Teams), Council Member Tony Penn (via Teams), *Council Member Keri Silvyn, and Council Member Rhonda Piña (via Teams)

*Joined the meeting at 9:01 A.M.

Staff Present: President/CEO Danette Bewley, Vice President and Chief Operating Officer Bruce Goetz, Executive Vice President/General Counsel Christopher Schmaltz, Deputy General Counsel Kim Outlaw Ryan, Deputy General Counsel LeCarie Whitfield, Legal Secretary Jennifer Marek, Customer Support Technician Hector Lopez, and TAA Clerk Carolina Cordova

TAA Board of Directors Present: Vice Chair Phil Swaim

2. **APPROVAL OF MINUTES**

Motion by Council Member Taunya Villicaña, seconded by Council Member Shaima Namazifard, to approve the minutes of the Nominating Council meeting held September 21, 2026. The motion carried by the following vote:

Ayes (7) Hazen, Villicaña, Penn, Namazifard, Stewart, Piña, Silvyn
Nays (0)

3. **PRESIDENT/CEO REPORT**

a. President/CEO Danette Bewley reported the following:

i. President/CEO Danette Bewley reported that the airlines presented quarterly forecasts showing an increase in capacity at TUS over the winter months, which was pleasantly surprising. She discussed that our reasonable cost structure results in our market being attractive to the airlines.

4. NOMINATIONS AND APPLICATIONS/DISCUSSION

a. Nominations for New Members

The Council discussed the qualifications of the four nominees for new member, including factors such as profession relating to tourism and hospitality, community involvement, and how each individual could contribute to increasing diversity within the Membership.

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

i. **MATT BASILIERE**

Motion by Council Member Keri Silvyn seconded by Council Member Taunya Villicaña, to nominate Matt Basiliere for Membership with the Tucson Airport Authority for an initial 15-year term, subject to review by the Board of Directors and election by the full Membership at the Tucson Airport Authority's Annual Meeting on January 25, 2027 (Pursuant to TAA Bylaws §§ 2.1.2(a)(ii), 2.2, and 3.5). The motion carried by the following vote:

Ayes (7) Hazen, Villicaña, Penn, Namazifard, Stewart, Piña, Silvyn
Nays (0)

ii. **KRISTEN SHARP**

Motion by Council Member Keri Silvyn seconded by Council Member Taunya Villicaña, to nominate Kristen Sharp for Membership with the Tucson Airport Authority for an initial 15-year term, subject to review by the Board of Directors and election by the full Membership at the Tucson Airport Authority's Annual Meeting on January 25, 2027 (Pursuant to TAA Bylaws §§ 2.1.2(a)(ii), 2.2, and 3.5). The motion carried by the following vote:

Ayes (7) Hazen, Villicaña, Penn, Namazifard, Stewart, Piña, Silvyn
Nays (0)

iii. **J. FELIPE GARCIA**

Motion by Council Member Keri Silvyn seconded by Council Member Taunya Villicaña, to nominate J. Felipe Garcia for Membership with the Tucson Airport Authority for an initial 15-year term, subject to review by the Board of Directors and election by the full Membership at the Tucson Airport Authority's Annual Meeting on January 25, 2027 (Pursuant to TAA Bylaws §§ 2.1.2(a)(ii), 2.2, and 3.5). The motion carried by the following vote:

Ayes (7) Hazen, Villicaña, Penn, Namazifard, Stewart, Piña, Silvyn
Nays (0)

iv. **SARAH HANNA**

Motion by Council Member Keri Silvyn seconded by Council Member Taunya Villicaña, to nominate Sarah Hanna for Membership with the Tucson Airport Authority for an initial 15-year term, subject to review by the Board of Directors and election by the full Membership at the Tucson Airport Authority's Annual Meeting on January 25, 2027 (Pursuant to TAA Bylaws §§ 2.1.2(a)(ii), 2.2, and 3.5). The motion carried by the following vote:

Ayes (7) Hazen, Villicaña, Penn, Namazifard, Stewart, Piña, Silvyn
Nays (0)

b. Continuing Member Application

The Council considered the Application for Continuing Membership submitted by Michael S. Hammond.

Motion by Council Member Taunya Villicaña, seconded by Council Member Tony Penn, to forward to the Members for vote on the request of Member MICHAEL HAMMOND to continue membership for an additional five (5) years, subject to review by the Board of Directors and election by the full Membership at the Tucson Airport Authority's Annual Meeting on January 25, 2027 (Pursuant to TAA Bylaws §2.2, and 3.5). The motion carried by the following vote:

Ayes (7) Hazen, Villicaña, Penn, Namazifard, Stewart, Piña, Silvyn
Nays (0)

c. Nominations for Board of Directors

*Council Member Tony Penn voluntarily resigned his seat on the Nominating Council at 9:17 A.M. and left the Meeting prior to the Council's discussion of nominees for Board of Directors, due to his submitted self-nomination for election to the Board of Directors.

The Council considered and discussed the self-nominations of seated Directors for re-election to an additional term.

Motion by Council Member Taunya Villicaña, seconded by Council Member Carol Stewart, to recommend TODD JACKSON for an additional three (3) year term on the Board of Directors, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority Annual Meeting (Pursuant to TAA Bylaws §§ 2.2, 3.5, and 4.1.2). The motion carried by the following vote:

Ayes (6) Hazen, Villicaña, Namazifard, Stewart, Piña, Silvyn
Nays (0)

Motion by Council Member Taunya Villicaña, seconded by Council Member Carol Stewart, to recommend JUDY RICH for an additional one (1) year term on the Board of Directors, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority Annual Meeting (Pursuant to TAA Bylaws §§ 2.2, 3.5, and 4.1.2). The motion carried by the following vote:

Ayes (6) Hazen, Villicaña, Namazifard, Stewart, Piña, Silvyn
Nays (0)

Motion by Council Member Taunya Villicaña, seconded by Council Member Carol Stewart, to recommend ELLEN WHEELER for an additional three (3) year term on the Board of Directors, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority Annual Meeting (Pursuant to TAA Bylaws §§ 2.2, 3.5, and 4.1.2). The motion carried by the following vote:

Ayes (6) Hazen, Villicaña, Namazifard, Stewart, Piña, Silvyn
Nays (0)

Council Member Carol Stewart recommended that the "Conflict of Interest" form be included in the Director Interest Self-Nomination Packet as it is currently included in the packet for new member nominations. Council Member Keri Silvyn recommended that a question be added where nominees would provide additional information as to how the nominee has served and advocated for the TAA. President/CEO Danette Bewley agreed that both additions to the nominating materials will be implemented for the 2028 nominating period.

The Council considered Board of Director self-nominations by Members who have not previously served on the Board.

Motion by Council Member Keri Silvyn, seconded by Council Member Rhonda Piña, to nominate TONY PENN for an initial three (3) year term on the Board of Directors, commencing on January 25, 2027, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority's Annual Meeting (Pursuant to TAA Bylaws §§ 2.2, 3.5, and 4.1.2). The motion carried by the following vote:

Ayes (6) Hazen, Villicaña, Namazifard, Stewart, Piña, Silvyn
Nays (0)

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

5. RECOMMENDATIONS ON CORPORATE OFFICERS FOR 2027

Based on discussion, the recommended slate for the 2027 Corporate Officers is the following:

Officers	*Position*
Phil Swaim	Chair
Vance Falbaum	Vice Chair
Ellen Wheeler	Secretary
Tim Overton	Treasurer

A single motion by Council Member Keri Silvyn, seconded by Council Member Taunya Villicaña, to recommend to the Board of Directors the slate of corporate officers for 2027: Chair Phil Swaim, Vice Chair Vance Falbaum, Secretary Ellen Wheeler, and Treasurer Tim Overton (Pursuant to TAA Bylaws §§ 2.2 and 5.1). The motion carried by the following vote:

Ayes (6) Hazen, Villicaña, Namazifard, Stewart, Piña, Silvyn
Nays (0)

President/CEO Danette Bewley extended her gratitude to the Nominating Council for their hard work.

6. NEXT MEETING

(If necessary) Wednesday, December 15, 2026, at 9:00 A.M. | TAA Board Room

7. ADJOURN

Chair Brandt Hazen adjourned the meeting at 9:40 A.M.

APPROVED BY: **PREPARED BY:**

_____ _____
Brandt Hazen, Chair Carolina Cordova, TAA Clerk

Date: _____ Date: _____

ATTACHMENT TWO

New Member Nomination Packets (4)

TUCSON AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT · RYAN AIRFIELD

NEW MEMBER NOMINATION FORM

An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk ***no later than 11:59 p.m. on October 1, 2026****.*

GENERAL INFORMATION	
Name: Matt Basiliere	Length of residency*: 14 years
Home Address: [redacted]	
E-mail Address: [redacted]	
Home Phone No.:	Mobile Phone No.: [redacted]

PROFESSIONAL INFORMATION	
Company: Southwest Value Partners	Profession/Industry: Hospitality Investment
Position/Title: Hospitality Asset Management	
Work Address: [redacted]	
Work Phone No.: [redacted]	Work E-mail Address: [redacted]

DEMOGRAPHIC INFORMATION (Optional)

What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	☐	**Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
	☑	**White:** a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.
	☐	**Black or African American:** a person that has origins in any of the Black racial groups of Africa.
	☐	**Asian:** a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
	☐	**Native Hawaiian or Other Pacific Islander:** a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
	☐	**American Indian or Alaska Native:** a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
	☐	**Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.
	☐	**Prefer not to disclose.**

What is your gender? Please mark the one box that describes the gender with	☑	Male	**What is your age?** Please mark one box below.	☐ Under 40
	☐	Female		☑ 41-50
	☐	Non-binary		☐ 51-60
				☐ Over 60

Do you have a disability? Please mark the appropriate box.	☐	Yes, I have a disability (or previously had a disability).
	☑	No, I do not have (nor have I previously had) a disability.
	☐	Prefer not to disclose.

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

Is the potential nominee a local, State, or Federal elected official or government employee? *If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.*	YES	NO
	☐	☑

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

Matt Basiliere leads the Hospitality Asset Management function at Southwest Value Partners (SWVP), a private equity real estate investment firm, where he oversees ownership-level strategy, operations, and investment for a national portfolio that includes two of Southern Arizona's largest resort destinations and premier country clubs, the JW Marriott Tucson Starr Pass Resort & Spa, The Westin La Paloma Resort & Spa, La Paloma Country Club, and The Club at Starr Pass. His career spans hotel operations, management, and institutional ownership, giving him direct line-of-sight into how air service, group and convention demand, and destination marketing translate into regional economic activity.

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

ORGANIZATION/INVOLVEMENT	DURATION OF SERVICE
Castlehill Country Day School - Co-Owner	9 years
The Purdue Club of Southern Arizona - Board of Directors	5 years
Hotel Asset Managers Association (HAMA) - Board of Director	7 years

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

Mr. Basiliere brings a combination of operator experience and real estate ownership perspective to the promotion of air service and commerce at TUS. Having spent his career in hotel management, ownership, and investment, he has direct, financial line-of-sight into how air service impacts group demand, leisure visitation, convention wins, and ultimately the economic vitality of the region. He recognizes that airports are far more than infrastructure; they are conduits for economic activity and storytellers of a destination's identity. Mr. Basiliere believes passionately that Tucson's story deserves to be shared with the world, and that its distinctive brand of hospitality is a genuine market differentiator. In that role, he will bring to bear active relationships across major hotel brands, institutional ownership networks, meeting planner and trade media, and industry data providers to advocate for TUS air service growth and destination positioning.

QUESTIONNAIRE

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

Mr. Basiliere brings a passion for Tucson, its people, and its economic viability, informed by a career observing how destinations integrate travel infrastructure into their communities. He offers TAA owner-level insight into air service economics across Southern Arizona resorts, an institutional capital perspective on destination investment, comparative benchmarking from hospitality markets including Nashville and San Diego, and active relationships across hotel brands, meeting planner media, and industry organizations that can be deployed in support of TUS air service growth. He views TAA membership as a platform to contribute measurably, not as a credential.

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Ali Farhang	[redacted]	
2.	Fabrizio Poli		
3.	Rob DeMore		

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE
Mr. Tim Medcoff		5/5/26

Due Date: **October 1, 2026, by 11:59 p.m.**

Email to:
ccordova@flytucson.com

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

Member/Board of Directors Annual Disclosure Statement

(Adopted August 7, 2012)

Name:	**Matt Basiliere**

In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.

I have the following personal or financial interests to disclose in accordance with the Policy:

Southwest Value Partners, my employer, is the General Partner in the Funds which own The Westin La Paloma Resort & Spa, La Paloma Country Club, The JW Marriott Starr Pass Resort and Spa, and The Club at Starr Pass.

In addition, I currently have the following business, contractual or other financial relations with the TAA:

None

I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.

SIGNATURE	DATE
Matt Basiliere	**May 6, 2026**

Matt Basiliere

Senior hospitality asset management executive with a proven record of driving portfolio-wide value creation, capital deployment, and operational excellence across large-scale group hotels, resorts, country clubs, and lifestyle assets.

Experience & Select Accomplishments

Director, Hospitality Asset Management — Southwest Value Partners

2021 - Present

- Leading value-add hospitality asset management discipline, serving a portfolio of 17 hotels and 2 country clubs generating ~$550MM in annual revenue, with a value exceeding $2B.
- Driving value creation strategies across the portfolio, including:
  - Directing strategy for large group, meetings-focused hotels to capture value from capital investment, including the transformation of the 575-key JW Marriott Starr Pass.
  - Leading capital strategy for repositioning of Union Station Nashville Yards; improvements projected to deliver $35M+ incremental value.
  - Partnering with brand and management leadership to reposition luxury villa offering in premier leisure market.
- Focusing property efforts to achieve and promote numerous significant industry awards and accolades including:
  - Multiple Conde Nast Readers' Choice Awards, Multiple T+L Best of Destinations Awards
  - Grand Hyatt Nashville's consecutive (2023 & 2024) Cvent #1 Meetings Hotel in North America
- Executed hospitality transactions including:
  - Acquisition of four hotels and one country club, assessing existing operations and market positioning, creating pro formas, and identifying value creation strategies.
  - Sale of one hotel generating returns of 2.3x Multiple on Invested Capital and 30% IRR.
- Delivering portfolio-wide initiatives including the administration and renewal of property and casualty lines of insurance representing >$3B of TIV and $13MM of premium (including non-hospitality assets).

Senior Asset Manager — Southwest Value Partners

2016 - 2021

- Oversaw asset management for portfolio growing from 12 hotels and 1 country club representing $225MM in annual revenue to 18 hotels and 1 country club representing $300MM in annual revenue.
- Opened the Grand Hyatt Nashville in October 2020 with the strongest group pre-sell in Hyatt's history.
- Stewarded sale of 3 hotels generating consolidated returns of 3.4x MOIC and 33% IRR.
- Effectively navigated the pandemic, developing daily cash forecasting infrastructure, expeditiously enrolling in PPP and local government assistance programs, and strategically maintaining leaders for a faster-than-market recovery.
- Executed numerous value creation initiatives including:
  - Collaborated with club manager to underwrite and execute the renovation and repositioning of La Paloma Country Club generating >$1.5MM incremental annual NOI.
  - Underwriting and construction of a best-in-class ocean front function space at The Westin Hilton Head Island generating >$1.3MM of incremental annual NOI.
- Onboarded and trained 4 asset managers to execute on firm's value creation strategy.

Matt Basiliere

Senior Investment Professional — Southwest Value Partners

2013 - 2016

- Performed asset management for portfolio growing from 7 hotels and 1 country club representing $105MM in annual revenue to 12 hotels and 1 country club representing $225MM in annual revenue.
- Created hospitality asset management platform, including reporting tools and systems, benchmarking, and value creation culture.

Six Sigma Black Belt, Operations Support — Starwood Hotels & Resorts

2009 – 2013

- Conducted complete assessment of Starwood Metro-Market Sales clusters' processes and performance resulting in reorganization and implementation of revised SOP's, tools, and methods.
- Managed a cross functional team creating an innovative meeting space concept for the Westin Global Brand team.
- Created methodology for targeted 6-week Lean Hotel Operations visits yielding over $100MM in annual portfolio-wide savings.
    - Personally led 17 visits resulting in an annualized $31MM in cost savings and $800K in incremental revenue.
- Developed StarShift software, standardizing labor scheduling across 161 Starwood managed properties in North America contributing to a rooms' labor productivity improvement of 10%.
- Liaised with North America Service Culture team to create and deliver suite of workplace organization and change management training modules. Over 600 property leaders participated.
- Deployed associate-driven Kaizen problem solving approach. 52 facilitators certified; >110 sessions conducted successfully; improved guest and associate issues.

Director of Six Sigma — The Westin Maui Resort & Spa

2006 – 2009

- Conceptualized and implemented premium luau generating $220K profit annually.
- Targeted guest satisfaction performance improvements based on quantitative analysis conducted on multiple data sources. Efforts resulted in Overall Satisfaction improving by a sustained 30 bps YOY.
- Partnered with Human Resources team during union labor realignment discussions resulting in improved reduction in force process.

Hotel Operations — Marriott Hotels & Resorts

1998 – 2006

- Excelled in roles with escalating responsibility in rooms, recreation, and food & beverage at three properties and multiple task force assignments. Experience culminated in leading team in high volume full-service environment. Recipient of multiple Leader of the Quarter and Spirit to Serve awards.

Education

Purdue University — West Lafayette, IN

Bachelor of Science, Management

- Specialization in Management Systems & Organizational Behavior

Bachelor of Science, Computer Graphics

- Specialization in 3D Animation & Postproduction Video

May 6, 2026

Tucson Airport Authority
Attn: Nominating Council
7250 S. Tucson Blvd., Ste. 300
Tucson, AZ 85756

Dear Members of the Nominating Council:

I am writing to express my interest in becoming a member of the Tucson Airport Authority. I am grateful to Mr. Tim Medcoff for his nomination and for the opportunity to offer my candidacy for your consideration. I am also appreciative of the recent opportunity to meet President and CEO Danette Bewley, whose vision for TAA reinforced my conviction that this is an organization I would like to contribute to.

Why TAA, and Why Now

Tucson has been home to my family for fourteen years. In that time, I have watched this region's hospitality and tourism economy evolve, sometimes constrained, often undercapitalized relative to its potential, and yet remarkably resilient. Tucson International Airport is the single piece of infrastructure most directly tied to whether that potential is realized. Every group RFP our resorts compete for, every leisure traveler who chooses Tucson over a peer destination, every convention booking that moves the regional economy is enabled or frustrated by the air service TUS is able to attract and retain. TAA's mission to promote air transportation and commerce is not abstract to me; it is the condition precedent for the economic activity I work within every day.

Equally important, TUS has materially elevated the traveler experience in recent years. The terminal modernization, the quality and thoughtfulness of the passenger journey, and the consistent professionalism of the people who work there have made TUS a genuine asset in how Tucson presents itself to first-time visitors. Just as meaningfully, TAA has built a reputation for taking care of the people who work for and with it, a culture that is neither universal in this industry nor accidental. Both of those things matter to me, and both inform why I want to be part of this organization.

I am applying now because I believe I can contribute meaningfully to TAA's mission at a moment when Tucson's hospitality sector, and the assets I oversee, are actively competing for the group, convention, and leisure demand that drives air service case-making. The perspective I offer is one the Council may not have in abundance: that of an institutional investor actively underwriting Tucson as a destination.

What I Bring to the Work

I lead the Hospitality Asset Management function at Southwest Value Partners (SWVP), a private equity real estate investment firm. In that role, I oversee ownership-level strategy, operations, and investment for a portfolio that includes two of Southern Arizona's largest resort destinations, the JW Marriott Tucson Starr Pass Resort & Spa and the Westin La Paloma Resort & Spa, along with La Paloma Country Club and The Club at Starr Pass. My broader portfolio includes assets in Nashville, San Diego, and other markets.

That portfolio gives me a vantage point I believe is useful to TAA:

- **Direct, financial line-of-sight into air service economics.** I see daily how lift constraints, connectivity gaps, and seasonality affect group pace, RFP win rates, ADR, and ultimately the investment case for capital deployed into Tucson's hospitality inventory.
- **Comparative benchmarking across markets.** Overseeing assets in Nashville, San Diego, and other competing destinations, I have direct visibility into what peer markets are doing to attract air service, convention business, and leisure demand, and where Tucson is advantaged, disadvantaged, or simply under-told.

- **Active industry relationships.** My work involves ongoing engagement with Marriott, Hilton, and Hyatt at the brand and ownership levels; with institutional investors evaluating hospitality opportunities; with meeting planners and industry trade media; and with peer asset managers through my service on the Board of Directors of the Hotel Asset Managers Association (HAMA), the leading professional body for hotel owners and third-party asset managers.
- **A systems-level view of destinations.** My work requires me to think about how airports, convention centers, hotel supply, and destination marketing function together as an integrated system. That perspective translates directly to the kinds of questions TAA Councils deliberate.

How I Would Contribute

I view TAA membership as a platform for work, not a credential. Specifically, I would hope to contribute to:

- **Air service development and retention** by bringing a hotelier's view of how group and leisure demand signals translate into airline route decisions, and helping TAA tell that story credibly to carriers.
- **Destination positioning** by contributing to how Tucson is marketed and differentiated against peer Southwest destinations competing for the same discretionary visitor and group spend.
- **Strategic and capital questions** by offering an institutional investor's perspective when TAA evaluates terminal, concessions, or long-term development opportunities that require an understanding of how capital markets and tenant economics interact.

I am open to the Council assignment(s) where the Board believes I can be most useful, and I would welcome a conversation about where my experience best fits.

A Note on Advocacy

I believe airports are more than infrastructure. They are conduits for economic activity and, equally important, they are the first and last impressions of a place. Tucson has a distinctive story, its cultural heritage, its landscape, its science and aerospace economy, its growing reputation as a culinary and outdoor destination, and a brand of hospitality that genuinely differentiates it from other Southwest markets. That story deserves a bigger stage, and TUS is the venue through which much of that story first reaches the world.

I would be privileged to help tell it.

I have disclosed, consistent with the Conflict of Interest Policy, SWVP's ownership of the Southern Arizona assets referenced above. I understand the expectations around disclosure and recusal, and I am fully committed to operating within the letter and spirit of the Policy.

Thank you for your consideration. I am happy to provide any additional information the Council requires and would welcome the opportunity to meet in person.

Sincerely,



Matt Basiliere
Hospitality Asset Management
Southwest Value Partners

TUCSON AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT · RYAN AIRFIELD

NEW MEMBER NOMINATION FORM

An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk ***no later than 11:59 p.m. on October 1, 2026.***

GENERAL INFORMATION	
Name: Kristen Sharp	Length of residency*: 15 years
Home Address: [redacted]	
E-mail Address: [redacted]	
Home Phone No.:	Mobile Phone No.: [redacted]

PROFESSIONAL INFORMATION	
Company: Oro Valley Chamber of Commerce	Profession/Industry: Business Organization
Position/Title: President/ CEO	
Work Address: [redacted]	
Work Phone No. [redacted]	Work E-mail Address: [redacted]

DEMOGRAPHIC INFORMATION (Optional)

What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	☐	**Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
	☑	**White:** a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.
	☐	**Black or African American:** a person that has origins in any of the Black racial groups of Africa.
	☐	**Asian:** a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
	☐	**Native Hawaiian or Other Pacific Islander:** a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
	☐	**American Indian or Alaska Native:** a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
	☐	**Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.
	☐	**Prefer not to disclose.**

What is your gender? Please mark the one box that describes the gender with	☐	Male	**What is your age?** Please mark one box below.	☑ Under 40
	☑	Female		☐ 41-50
	☐	Non-binary		☐ 51-60
				☐ Over 60

Do you have a disability? Please mark the appropriate box.	☐	Yes, I have a disability (or previously had a disability).
	☑	No, I do not have (nor have I previously had) a disability.
	☐	Prefer not to disclose.

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

Is the potential nominee a local, State, or Federal elected official or government employee? *If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.*	YES	NO
	☐	☑

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

Kristen Sharp is President and CEO of the Oro Valley Chamber of Commerce, where she leads business advocacy, economic development initiatives, strategic partnerships, and organizational operations. Her experience spans executive leadership, business development, marketing and communications, sales, and operations across the nonprofit, education, and private sectors. Throughout her career, she has built partnerships among businesses, government agencies, and community organizations to advance regional economic growth and strengthen Southern Arizona's business community.

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

ORGANIZATION/INVOLVEMENT	DURATION OF SERVICE
Greater Oro Valley Chamber of Commerce	7 years
Arizona State 4-H Foundation	2 years
Law Enforcement Wives Club	5 years

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

Kristen has long advocated for Southern Arizona as a place to live, work, visit, and invest, and understands the importance of a strong airport system to regional economic development, tourism, and business growth.
As President and CEO of the Oro Valley Chamber, she works with business leaders who depend on reliable air service and supports efforts to increase use of Tucson International Airport.

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

Kristen brings experience in economic development, business advocacy, and regional collaboration. She understands the opportunity to reduce air travel leakage from Northwest Pima County by encouraging residents and businesses to choose Tucson International Airport, strengthening the region's economy in the process. Her collaborative approach and strong regional partnerships would be valuable assets to the Tucson Airport Authority.

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Mary Murphy	[redacted]	
2.	Eric Renaud		
3.	Kay Williams		

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE
Rhonda Pina	Rhonda Pina Digitally signed by Rhonda Pina DN: cn=Rhonda Pina, o=Pima County, ou=Community and Workforce Development, email=rhonda.pina@pima.gov, c=US Date: 2026.08.12 12:56:21 -07'00'	08/06/2026

Due Date: October 1, 2026, by 11:59 p.m.

Email to:
ccordova@flytucson.com

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

Member/Board of Directors Annual Disclosure Statement

(Adopted August 7, 2012)

Name:	Kristen Sharp

In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a **Conflict of Interest Policy** applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.

I have the following personal or financial interests to disclose in accordance with the Policy:

In addition, I currently have the following business, contractual or other financial relations with the TAA:

TAA is a member of the Oro Valley Chamber of Commerce and pays yearly dues.

I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.

SIGNATURE	DATE
Kristen Sharp	8/6/26

Kristen Kallash Sharp

Oro Valley, AZ 85755
|

Community-focused executive with experience leading membership-based organizations, building cross-sector partnerships, and strengthening relationships between business, nonprofit, and public sector leaders. Known for strategic leadership, stakeholder engagement, and aligning organizational priorities with community impact.

EDUCATION:

University of Arizona
Master of Science in Agricultural Education

University of Missouri- Columbia
Bachelor of Science in Agricultural Education

EMPLOYMENT:

President/ CEO – *Greater Oro Valley Chamber of Commerce, Oro Valley, AZ* Oct. 2022 – Present

- Provide strategic leadership and oversight for all Chamber operations, including financial management, budgeting, investments, and human resources to ensure long-term organizational stability.
- Manage and develop a small but dynamic team, fostering professional development, clear communication, and a positive, high-performing work environment.
- Advocate for the business community, fostering strong relationships with elected officials, nonprofit partners, community leaders, and regional stakeholders.
- Serve as a liaison between the business community and local government to advance collaborative initiatives that support community and economic priorities.
- Represent the Chamber at public forums, business roundtables, and regional events.
- Develop and implement strategies for membership growth and retention, resulting in the Chamber's highest membership numbers to date.
- Enhanced the Chamber's flagship events, setting new benchmarks for attendance and revenue while establishing them as premier events respected across the region.
- Established and launched new programs, including Women in Leadership, Gen Z Committee, industry-specific focus groups, and Wisdom Wednesday to strengthen stakeholder engagement and broaden community participation.
- Successfully navigated the aftermath of an office fire and spearheaded the purchase of the Chamber's first-ever building, enhancing organizational stability, maintaining operational continuity, and strengthening the Chamber's presence in the community.

Events Director – *Greater Oro Valley Chamber of Commerce, Oro Valley, AZ* June 2019 – Oct. 2022

- Led execution of major events, including State of the Town, Annual Meeting, Economic Outlook, and Business Summit, consistently achieving at least a 25% profit margin while ensuring strong sponsor, exhibitor, and attendee experience.
- Built and maintained strong relationships with Chamber members, elected officials, nonprofit organizations, and community partners to advance shared community goals.
- Scheduled, planned and executed all smaller networking events, meetings and ribbon cuttings.
- During the pandemic, maintained relationships with members and implemented new ways of helping businesses and individuals in the community, both members and non-members, while quickly adapting to virtual events, both large and small.
- Managed print and digital marketing and generated non-dues revenue by increasing advertising sales.

Teacher – *St. Mark's Early Childhood Center, Tucson, AZ* May 2017 – June 2019

- Taught important life skills to pre-kindergarten children, as well as children aged 1-5.
- Supported office operations, including financial transactions, document preparation, social media management, and event coordination.

Store Manager – *Bose Corporation, Tucson, AZ* Sep. 2015 – Feb. 2017

- Directed daily operations, including labor allocation, team leadership, and performance management to drive customer satisfaction and employee engagement.
- Led full-cycle people management, including hiring, training, development, evaluation, and terminations.
- Oversaw inventory control, financial reporting, and operational compliance.
- Analyzed performance metrics and KPIs to identify opportunities and implement strategies for improvement.

Store Manager – *Hollister Co., Tucson, AZ* Nov. 2012 – Sep. 2015

- Led a team of over 100 associates, including four Assistant Managers and three Managers in Training, to achieve goals in productivity, teamwork, safety, and quality.
- Collaborated across departments to improve operational efficiency and support revenue growth.
- Implemented and monitored performance plans to strengthen individual development and overall team effectiveness.

Graduate Teaching Assistant – *University of Arizona, Tucson, AZ* Jul. 2011 – Jul 2012

- Conducted research and data analysis using SPSS and authored a thesis focused on team building skills.
- Developed and led an undergraduate Study Abroad program in the Czech Republic and supported the creation of a Cooperative International Agricultural Education Program in Mexico.
- Taught and managed four undergraduate courses totaling approximately 460 students and evaluated the College of Agriculture and Life Sciences Ambassador program, presenting recommendations for improvement.

Agricultural Education Teacher – *Monroe City R-1 Schools, Monroe City, MO* Jul. 2009 – Jun. 2011

- Managed program budget and departmental resources, ensuring necessary equipment, supplies, and subcontractor services aligned with budget and schedule requirements.
- Coordinated fundraising activities and maintained accurate financial and participation records.
- Planned and executed banquets, fairs, and events, ensuring timely preparation of materials and awards.
- Taught agricultural education while developing students' leadership, career readiness, and life skills.
- Coached multiple district and state competitive teams, including the 2010 Advanced Public Speaking State Champion.

Office Automation Clerk/ Lab Technician – *USDA, Columbia, MO* May 2006 – Dec. 2008

- Supported research scientists with laboratory testing, data entry, and documentation of scientific findings.
- Edited and prepared scientific papers for publication.

SKILLS AND CERTIFICATIONS:

- Public speaking and organizational representation
- Stakeholder engagement and relationship management
- Organizational leadership and team development
- Microsoft Office Suite (Word, Excel, PowerPoint, Publisher); ChamberMaster, Constant Contact, Canva, and social media platforms
- Global People Management Initiative Certification
- College Teaching Certification

PROFESSIONAL RECOGNITION:

- Woman of Impact, IMPACT of Southern Arizona
- Women Leading the Region, BizTucson

Chair
Susan Swan
Swan Pilates

Vice Chair
Zoe Burcham
Kinghorn Law / Financial

Secretary
Mary Schulz
Schulz Financial Group

Treasurer
Bruce Barnett
Pima Federal Credit Union

Directors

Cody Barnhart
Northwest Healthcare / Oro Valley Hospital

Lisa Bayless
Long Realty

Lydia Camarillo
Golder Ranch Fire District

Casey Carillo
University of Arizona Center for Innovation

Shelby Francom
El Conquistador Tucson, A Hilton Resort

Renee McCuistion
America First Credit Union

Lee-Anne Palin
Southwest Solutions

Maria Parham
Splendido at Rancho Vistoso

Don Pearson
Roche Tissue Diagnostics

James Piper
Piper Family Painting

Rick Price
The Views Golf Club

Emma Reyes
Republic Services

Brian Stewart
Pima Community College

Ex-officio
Paul Melcher
Town of Oro Valley

August 6, 2026

Dear Members of the Nominating Council,

Thank you for considering my application for membership with the Tucson Airport Authority.

Throughout my career, I've had the opportunity to bring businesses, local governments, nonprofits, and community organizations together to strengthen Southern Arizona. Whether it's advocating for businesses, launching regional initiatives, or building partnerships, I've always enjoyed finding ways to connect people around a common goal. That's what makes this opportunity so exciting to me.

Tucson International Airport is one of our region's greatest assets. It supports economic development, tourism, business growth, and the overall quality of life that makes Southern Arizona such a great place to live and work. At the same time, I see a real opportunity to encourage more residents and businesses in Northwest Pima County to choose Tucson International Airport instead of driving to Phoenix. We all know people who automatically make the trip to Sky Harbor without considering TUS first. Changing that mindset doesn't just benefit the airport. It supports our local economy, strengthens our business community, and reinforces why investing in our own region matters.

As an Oro Valley resident, I hear those conversations regularly, both personally and professionally. I think there's an opportunity to better tell the story of why choosing Tucson International Airport matters and to help people see the value beyond simply comparing flight options.

If selected, I would bring a collaborative, business focused perspective and a genuine desire to learn. I believe some of the best ideas come from listening, asking good questions, and working alongside people with different experiences. I would be honored to contribute in whatever way is most valuable while helping strengthen the Tucson Airport Authority's connections throughout Southern Arizona.

Thank you for your time and consideration. I appreciate the opportunity to be considered and hope to serve alongside the outstanding leaders who help guide the future of our region's airport system.

Sincerely,

Kristen Sharp
President/ CEO, Oro Valley Chamber

Our Mission: To cultivate vibrant economic region by empowering and uniting the Greater Oro Valley business community.

TUCSON AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT · RYAN AIRFIELD

NEW MEMBER NOMINATION FORM

An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk ***no later than 11:59 p.m. on October 1, 2026.***

GENERAL INFORMATION	
Name: Jose Felipe Garcia Villarreal	Length of residency*: 32 years
Home Address: [redacted]	
E-mail Address: [redacted]	
Home Phone No.: [redacted]	Mobile Phone No.: [redacted]

PROFESSIONAL INFORMATION	
Company:	Profession/Industry: Tourism & Hospitality
Position/Title: President & CEO	
Work Address: [redacted]	
Work Phone No.: [redacted]	Work E-mail Address: [redacted]

DEMOGRAPHIC INFORMATION (Optional)

What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	☑	**Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
	☑	**White:** a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.
	☐	**Black or African American:** a person that has origins in any of the Black racial groups of Africa.
	☐	**Asian:** a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
	☐	**Native Hawaiian or Other Pacific Islander:** a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
	☐	**American Indian or Alaska Native:** a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
	☑	**Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.
	☐	**Prefer not to disclose.**

What is your gender? Please mark the one box that describes the gender with	☑	Male
	☐	Female
	☐	Non-binary

What is your age? Please mark one box below.	☐	Under 40
	☐	41-50
	☑	51-60
	☐	Over 60

Do you have a disability? Please mark the appropriate box.	☐	Yes, I have a disability (or previously had a disability).
	☑	No, I do not have (nor have I previously had) a disability.
	☐	Prefer not to disclose.

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

Is the potential nominee a local, State, or Federal elected official or government employee? *If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.*	YES	NO
	☐	☑

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

Felipe Garcia serves as President & CEO of Visit Tucson, the official destination marketing organization for metropolitan Tucson. As a Certified Travel Associate (CTA), he leads strategic initiatives to promote Tucson as a premier travel destination, driving visitor growth and economic impact for the region.
His expertise spans destination marketing, tourism development, stakeholder engagement, and economic development. In his role, Felipe collaborates extensively with hospitality partners, government entities, and community organizations to enhance Tucson's visitor infrastructure and experience. He brings strategic leadership in areas directly relevant to the airport, including regional connectivity, tourism trends, and the critical relationship between air service and destination competitiveness.

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

ORGANIZATION/INVOLVEMENT	DURATION OF SERVICE
U.S. Department of Commerce – District Export Council –	16 years
Food Capitals – President of the Board –	4 years
Arizona-Mexico Commission – Co-Chair of Tourism Committee –	20 years
Arizona Tourism Advisory Council – Member –	4 years

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

My role at Visit Tucson requires me to actively promote Tucson's accessibility and air connectivity to airlines, meeting planners, and travel media across local, national, and international markets. I have partnered closely with the TAA team on air connectivity initiatives, supporting their leadership in developing relationships with airline executives and promoting new routes. I understand that robust airport infrastructure and TAA's strategic direction are essential to destination competitiveness.
Through Visit Tucson, I maintain relationships with travel industry stakeholders and economic development partners that can amplify TAA's efforts. I see my role as supporting and following TAA's lead in air service development, bringing destination marketing data and tourism demand insights that complement their expertise. My goal is to be a collaborative partner who helps articulate TAA's value as a critical economic engine driving tourism, business investment, and regional prosperity.
I am proud of my community and known for my passion and love for Tucson. This same passion will translate when working with TAA to advocate for our airport's success and our region's future.

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

TAA will benefit from my unique perspective on the direct relationship between air service and destination success. As CEO of Visit Tucson, I bring real-time insights into visitor demand patterns, tourism trends, and the competitive landscape that influences traveler behavior and airline route decisions. My established relationships with travel industry stakeholders, convention organizers, and community partners can help amplify TAA's initiatives and provide valuable market intelligence. I also bring experience in stakeholder collaboration and public-private partnerships that are essential to advancing regional goals.
I would be glad to discuss the best fit for me based on my experience and the needs of TAA. My commitment to community engagement and passion for Tucson's success will ensure active, informed participation that supports TAA's mission and enhances our region's connectivity and economic vitality.

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Jose Felipe Garcia Villarreal	Hilary Van Alsburg [redacted]	
2.	Jose Felipe Garcia Villarreal	Amy Draper [redacted]	
3.	Jose Felipe Garcia Villarreal	Sally Kane [redacted]	

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE

Due Date: October 1, 2026, by 11:59 p.m.

Email to:
ccordova@flytucson.com

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

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

Name:	**Jose Felipe Garcia Villarreal**

In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.

I have the following personal or financial interests to disclose in accordance with the Policy:

As President & CEO of Visit Tucson, I disclose the following organizational relationships with TAA:

1. Organizational Collaboration: Visit Tucson collaborates with TAA on marketing initiatives, air service development efforts, and occasionally hosts or supports meetings and events related to promoting Tucson's air connectivity. These activities are part of our aligned missions to enhance Tucson's accessibility and economic development.
2. Cross-Board Membership: A TAA staff member currently serves on Visit Tucson's Board of Directors.
3. Courtesy Services: TAA occasionally provides Visit Tucson with parking validation and access to a parking spot for client pick-up purposes.
4. No Financial Conflicts: Visit Tucson does not have contractual, vendor, or direct financial relationships with TAA beyond the courtesy services noted above. Our collaborative work involves mission-aligned partnership activities rather than financial transactions.

I have no personal financial interests in companies or entities that do business with TAA, nor do I serve on boards of other organizations that have business relationships with TAA.

In addition, I currently have the following business, contractual or other financial relations with the TAA:

Visit Tucson receives occasional courtesy parking validation and access to a parking spot for client pick-up purposes from TAA. There are no formal contracts, vendor agreements, or other financial transactions between Visit Tucson and TAA.

I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.

SIGNATURE	DATE
	**August 25, 2026**

J. FELIPE GARCIA VILLARREAL

https://www.linkedin.com/in/jfelipegarcia/

Executive Profile: Results-driven executive with deep experience in destination marketing, economic development, and international partnerships. Proven record of building strategic alliances, opening new markets, and delivering revenue growth.

Areas of Expertise

- **Destination Marketing**
- **Advocacy**
- **Strategic Partnerships**
- **Economic Development**

Employment

PRESIDENT & CEO – Tucson, Ariz. 2021-Present
Metropolitan Tucson Convention & Visitors Bureau DBA Visit Tucson

- Set organizational strategy, oversee budget and operations, and lead stakeholder engagement.
- Advance advocacy with public-sector partners and strengthen private-sector investment.
- Champion brand, marketing, and market development initiatives.

EXECUTIVE VICE PRESIDENT – Tucson, Ariz. 2012-2021
Metropolitan Tucson Convention & Visitors Bureau

- Worked with CEO and CFO to develop annual budget.
- Lead advocacy programs with our local government partners.
- Created programs to bring private sector revenue into the organization.
- Worked with leadership team to create stronger collaboration between departments.
- Oversaw the Mexico marketing team and Film Office.

V.P. COMMUNITY AFFAIRS & MEXICO MARKETING– Tucson, Ariz. 2004-2012
Metropolitan Tucson Convention & Visitors Bureau

- Represented the Bureau in community organizations and events.
- Developed and promoted cultural tourism in the region.
- In charge of sales to the Mexico market.

ECONOMIC DEVELOPMENT SPECIALIST – Tucson, Ariz. 2000-2004
Tucson-Mexico Trade Office / City of Tucson

- Worked with the public and private sector to increase trade between Tucson and Mexico.
- Developed strategic plans for bi-national business integration.
- Co-organized several trade missions throughout Mexico.
- Facilitated access to key public and private organizations in Mexico for local companies.
- Worked with local agencies to build up specific programs to develop high-tech industry initiatives between Ottawa, Tucson and Mexico.

TRADE EXPERT – Tucson, Ariz. 1994-1999
National Law Center for Inter-American Free Trade

- Developed a program for law firms throughout the hemisphere to report updates to trade-related statutes and regulations.
- Worked under a contract with a Fortune 500 company to analyze patterns of liability in different Latin-American countries.
- Invited guest to participate in the revisions of the Civil Code of Argentina.
- Counseled different North American financial corporations about secured lending in Mexico.

ASSISTANT DIRECTOR & PUBLIC RELATIONS – Monterrey, Mexico. 1993-1994
Cortez Hermanos, S. de R.L.

- Assisted in the negotiations with insurance firms.
- Represented the companies in public relations.
- Worked with the legal counsel reviewing contracts and litigation.

Education

MASTERS IN INTERNATIONAL TRADE AND INVESTMENT LAW – 1995
University of Arizona College of Law – Tucson, Ariz.

LAW DEGREE – 1993
Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) – Monterrey, Mexico.

Boards Working Groups and Affiliations

PRESENT

- U.S. Department of Commerce – District Export Council Appointee
- Food Capitals by the Delice Network (Lyon, France) – President
- Tucson City of Gastronomy – Board Member, VP of Executive Committee
- Arizona-Mexico Commission – Co-Chair of Tourism Committee
- Arizona Tourism Advisory Council - Member
- Tucson-Mexico Sister Cities – Honorary Board Member
- Tucson Downtown Partnership *(Board Member)*

FORMER

- U.S. Department of Justice – Liaison Tucson, Arizona
- Puro Mexicano Tucson Film Festival *(Board Member)*
- Metropolitan Tucson Chamber of Commerce *(Board Member)*
- Tucson Hispanic Chamber of Commerce *(Board Member)*
- Tucson Pima Arts Council *(Board Member)*
- Tucson Culinary Festival *(Board Member)*
- Arizona Sonora Desert Museum – Trustee
- Terry Lundgren Center for Retailing *(Advisory Board Member)*
- Camara de Empresarios y Profesionistas de Arizona *(Advisory Board Member)*
- Tucson Children's Museum *(Board Member)*
- Pima Association of Governments – Transportation Enhancement Task Force *(Member)*
- Maquiladora Image Working Group. *(1994-1997)*
- North-American Surface Transportation Committee. *(1994)*
- North-American Secure Lending Committee. *(1994-1995)*
- Second Committee for the Amendments of Argentina's Civil Code. *(1999)*

September 10, 2026

Dear Members of the Tucson Airport Authority Selection Committee,

I am writing to express my interest in serving as a TAA member. It would be an honor to contribute to the important work of our region's airport and to support the exceptional expertise and leadership that TAA has demonstrated under its current team.

As President & CEO of Visit Tucson, I work closely with TAA on initiatives that strengthen our community's air connectivity and economic vitality. I hope to share my knowledge of real-time data on visitor demand patterns, tourism trends, and competitive market dynamics that can inform strategic planning and route development priorities.

I have established relationships with travel industry stakeholders and convention organizers, which complement TAA's efforts. My experience in stakeholder collaboration and public-private partnerships has prepared me to be an engaged and effective council member who supports TAA's mission and follows the leadership's strategic direction.

I am proud of my community and known for my passion and love for Tucson. This same dedication will translate to my work with TAA, ensuring active participation that enhances our region's connectivity and prosperity. I would welcome the opportunity to discuss the best fit of my experience with TAA's needs.

Thank you for considering my nomination.

Kind Regards,



J. Felipe Garcia, CTA
President & CEO
Visit Tucson

TUCSON AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT · RYAN AIRFIELD

NEW MEMBER NOMINATION FORM

An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk no later than 11:59 p.m. on October 1, 2026.

GENERAL INFORMATION	
Name: Sarah Hanna	Length of residency*: 33 years
Home Address: [redacted]	
E-mail Address: [redacted]	
Home Phone No.: N/A	Mobile Phone No.: [redacted]

PROFESSIONAL INFORMATION	
Company: Pima County	Profession/Industry: Sports, Events, Tourism
Position/Title: Director- Pima County Stadium District - Kino Sports Complex	
Work Address: [redacted]	
Work Phone No.: [redacted]	Work E-mail Address: [redacted]

DEMOGRAPHIC INFORMATION (Optional)

What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	☐	**Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
	☑	**White:** a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.
	☐	**Black or African American:** a person that has origins in any of the Black racial groups of Africa.
	☐	**Asian:** a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
	☐	**Native Hawaiian or Other Pacific Islander:** a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
	☐	**American Indian or Alaska Native:** a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
	☐	**Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.
	☐	**Prefer not to disclose.**

What is your gender? Please mark the one box that describes the gender with	☐	Male	**What is your age?** Please mark one box below.	☐ Under 40
	☑	Female		☑ 41-50
	☐	Non-binary		☐ 51-60
				☐ Over 60

Do you have a disability? Please mark the appropriate box.	☐	Yes, I have a disability (or previously had a disability).
	☑	No, I do not have (nor have I previously had) a disability.
	☐	Prefer not to disclose.

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

Is the potential nominee a local, State, or Federal elected official or government employee? *If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.*	YES	NO
	☑	☐

Pima County, Director of Pima County Stadium District - Kino Sports Complex. Attached is the current job description. Please note, it is in draft form, as their Human Resources Department is in the process of updating their leadership job descriptions. HR Director, requested this current draft version be used, as it is the most up-to-date.

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

Sarah has been the director of a 300-acre sports complex with Pima County for the past three years . Prior to that , she worked for 13 years in Risk Management for Pima County as a Program Manager overseeing the county's 3rd party liabilities, special event/contract insurance and Notice of Claims filed against Pima County. Prior to her time at Pima County, she was the director for large outdoor and indoor waterparks in AZ, IA and CT. In the waterpark industry, she was a speaker and on faculty at International Aquatic Safety School and published articles in World Waterpark Magazine. Additionally, she was an associate for Ellis & Associates, which licenses and oversaw risk management for 99% of the world's private waterparks (examples include, Disney, Atlantis, Six Flags, Schlitterbahn) during her tenure with them. In her associate role, she conducted audits, taught courses and was a subject matter expert on committees.

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

ORGANIZATION/INVOLVEMENT	DURATION OF SERVICE
Women Leading Southern Arizona	2.5 years
Big Brothers Big Sisters of America	3 years
St Francis de Sales Church	12 years
Davis Monthan Air Force Base Honorary Commander	Induction ceremony on November 20, 2026

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

Sarah is a regular user of the Tucson Airport for herself and her family. In her work at Pima County, Pima County Stadium District is funded partially by Hotel Bed Taxes and Rental Car Taxes. The district's focus is to be an economic driver in the region with sports and events tourism. This includes youth sports and both professional national and international sports. The vitality and success of TAA is directly connected to how successful the district can be in hosting events outside of the local area. Availability of flights from TIA is a regular discussion topic when negotiating with user groups of all levels. She consistently touts the ease of using TIA, how close the airport is to her facilities and amenities offered on site.

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

Sarah brings a solution-oriented energy focused on forward momentum, rather than rehashing past problems. She has strong contacts in the community that will give her a wide perspective of what the community would like to see TAA accomplish in their strategic plans. Sarah works with many potential national and international users of TIA on a regular basis, including professional sports teams from around the world and governing bodies such as FIFA, MLB, and MLS to name a few. Her advocacy greatly benefits TIA.

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Jan Lesher	[redacted]	
2.	Nancy McClure		
3.	Blake Eager		

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE
Ellen Wheeler	Ellen Wheeler	September 27, 2026

Due Date: October 1, 2026, by 11:59 p.m.

Email to:
ccordova@flytucson.com

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

Sarah Hanna

Tucson, AZ; [redacted]

EDUCATION

Bachelor of Science in Justice Studies with Minor in Political Science **May 2005**
Arizona State University

Associate in Risk Management (ARM) **December 2022**
The Institutes

EXPERIENCE

Director **July 2023-Current**
Pima County Stadium District-Kino Sports Complex- Tucson, AZ

- Positions: Deputy Director, appointed Director in June 2024
- Plans, organizes and directs all functions, programs and activities of Kino Sports Complex/Stadium District
- Responsible for all management and operations of the Events, Grounds and Administrative teams
- Formulates department procedures and policies, analyzes program effectiveness, and directs changes in programs
- Directs the preparation of the annual budget and evaluates and monitors expenditures
- Establishes policies and guidelines for negotiation of contracts and directs the negotiations
- Coordinates with various county departments for maintenance and Capital Improvement Projects
- Harmonizes with user groups to foster positive relationships and strengthen future facility use

Liability & Safety Program Manager **January 2012-July 2023**
Pima County Finance & Risk Management- Tucson, AZ

- Positions: Loss Control Officer, promoted to Liability and Safety Program Manager in 2013
- Reviewed, researched, assessed and provided guidance to county departments for liability exposures
- Claims handling of Notice of Claims filed against the county for various types of claims
- Assisted in the writing and administration of Admin Procedure 30-28 Vandalism and Theft Procedure
- Received, investigated, processed and managed internal property damage claims from other departments
- Conducted Special Events liability assessments for departments for both insurance limits and acceptance of liability
- Assisted in the writing of Admin Procedure 30-33 Driver Safety Committee and Chaired the Committee

Water Resort Director **February 2010-July 2011**
Coco Key/Sage Hospitality- Waterbury, CT

- Responsible for all financial, safety and operations of Water Resort, Arcade, Front Desk and Special Events
- Received perfect marks for all 5 audits from our risk management consultants for safety, operations and training
- Established aggressive cash control SOP's that exposed discrepancies and increased revenue
- Helped design and implement multi-tiered retail merchandise plan and storefront that was adopted portfolio wide
- Streamlined the hiring process to lower cost and shorten timeline by over 1 week
- Increased cross training of employees from 10% to 70% of staff
- Modified marketing to grass-roots approach that is within forecast and still producing profitable results

Director of Aquatics **February 2008-February 2010**
Blue Bayou Waterpark- Baton Rouge, LA

- Received perfect marks for all 6 audits from our risk management consultants for safety, operations and training
- 30+ acre Waterpark with 13 attractions, including 23 slides, 4 being the largest of their kind in the world
- Responsible for hiring, disciplinary action and development of 250+ employees that was comprised of Lifeguards, Instructors, Supervisors, Managers, Maintenance, Emergency Medical Technicians and Paramedics
- Created comprehensive Maintenance Manual that included preventative maintenance schedule, lifecycle estimates
- Improved staff retention rate from 22% to 70% after first summer season
- Responsible for all aspects of safety in the park, including working with claims adjuster, internal audits, Ellis and Associates, Baton Rouge Health, Police, Fire and Sheriff Departments

Sarah Hanna

Tucson, AZ; [redacted]

Oasis Waterpark Manager **August 2002-February 2008**
Arizona Grand Resort and Spa- Phoenix, AZ

- Positions: Lifeguard Trainer, Recreation Supervisor, Recreation Manager, F&B Manager and Department Manager
- Led a staff of 200+ comprised of Lifeguards, F&B, Maintenance, Security and Stewards
- 7-acre Waterpark, 2.8 million in Food & Beverage/retail yearly, located at a large 4 Diamond Resort
- Responsible for park safety including; insurance claims/audits, internal audits and working with Maricopa County Health Dept, AZ Department of Liquor Licenses and Control and Phoenix Police/Fire to ensure guest safety
- Hosted International Aquatic Conference for 6 years, that developed strong industry contacts
- Planned and executed 100K summer entertainment schedule along with numerous private parties of 1,000+ guests

ACCOMPLISHMENTS AND PREVIOUS CERTIFICATIONS

- Liquor Agent for Series 5 Government Liquor License
- OSHA 10 Hour
- OSHA General Industry Hazard Awareness
- Certified Playground Safety Inspector (CPSI)
- ATSA Certified Traffic Control Technician & Traffic Control Supervisor
- Certified Forklift Operator/Instructor
- International Aquatic Safety School speaker in ’09, ’10 & ’11
- Published 3 times in international aquatic publications
- Ellis & Associates Instructor Trainer & Associate
- American Red Cross BLS Instructor
- Emergency Care & Safety Institute Instructor Trainer
- Pima County Sheriffs Department Active Shooter Training & Aggressive Behavior
- Certified Pool Operator
- ALIC Liquor
- TIPS and ServSafe Manager
- Certified Hospitality Department Trainer
- Achieve Global Frontline Leadership
- Franklin Covey Situational Leadership

REFERENCES AVAILABLE ON REQUESTS

TUCSON AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT • RYAN AIRFIELD

Member/Board of Directors Annual Disclosure Statement

(Adopted August 7, 2012)

Name:	Sarah Hanna

In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a **Conflict of Interest Policy** applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.

I have the following personal or financial interests to disclose in accordance with the Policy:

None.

In addition, I currently have the following business, contractual or other financial relations with the TAA:

None

I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.

SIGNATURE	DATE
	9/28/2026

Sarah Hanna
Pima County Stadium District – Kino Sports Complex
[redacted]

September 27, 2026

Dear Tucson Airport Authority Board Members,

I am honored to submit my interest in serving as a member of the Tucson Airport Authority (TAA). As a native Tucsonan, a public-sector leader, and someone whose career is directly connected to tourism, economic development, and the quality of life of our region, I welcome the opportunity to contribute to the continued growth and success of Tucson International Airport (TIA), Ryan Airfield, and the communities they serve.

Southern Arizona is my home, and although I have had opportunities during my career to pursue professional paths elsewhere, I made the deliberate decision to return to Tucson and build my career here. That decision reflects not only my personal connection to this community, but also my belief in Southern Arizona's potential and my desire to contribute to its future. I believe my commitment and understanding of what makes our region economically competitive, welcoming, and sustainable is an important perspective to bring to the TAA.

In my current position as Director of Pima County Stadium District- Kino Sports Complex, I have a unique viewpoint on the relationships between public infrastructure, tourism, economic development, community investment, and regional partnerships. Kino Sports Complex is supported through the Pima County Stadium District, which is funded partly through hotel bed taxes and rental car taxes. Sporting events, tournaments, training activities, and other large-scale events bring visitors to our region who utilize hotels, car rentals, restaurants, transportation, retail establishments, and other local businesses. This gives me direct appreciation for the interdependence of Southern Arizona's visitor economy and the vital roles of convenient, reliable, and competitive service and infrastructure.

I see TIA as much more than a transportation facility. It is one of Southern Arizona's most important gateways and economic assets. The airport influences tourism, business recruitment and retention, workforce mobility, military and defense activities, aerospace development, major events of our region. For many visitors/prospective investors, Tucson International Airport provides both their first and last impression of Southern Arizona.

I also recognize that the TAA’s responsibilities extend beyond TIA. Ryan Airfield is an important component of our regional aviation system, supporting general aviation, flight training, aviation businesses, and broader economic-development opportunities. Maintaining a long-term outlook regarding Ryan Airfield's infrastructure, compatible land use, accessibility, safety, and future development is important to ensure our regional airport system continues to meet Southern Arizona's evolving needs.

I understand that governing an airport system of this scale requires balancing immediate operational requirements with long-term strategic considerations. Safety and security must remain foundational, while the Authority must simultaneously incorporate fiscal, investment, customer experience, technology, infrastructure resiliency, and environmental considerations. Other impacts include economic development, airline relationships, community partnerships, and changing expectations among travelers and businesses. Understanding competing priorities, evaluating risk, and maintaining focus on the long-term interests of the organization is most effective through concerted governance.

My professional experience has required many of these same disciplines. At Kino Sports Complex, I work within a public-sector environment involving budgets, public private partnerships, facilities and infrastructure, major events, tourism, risk management, and coordination among governmental, private-sector, nonprofit, and community stakeholders. I understand how successful regional initiatives rarely occur within organizational boundaries; they depend upon relationships, collaboration, responsible allocation of resources, and the ability to bring different interests together around common objectives.

I will bring that collaborative and regional perspective to the TAA membership. I would also bring the perspective of a lifelong Tucsonan who has watched our community evolve and who believes strongly that our airport must continue evolving with it. As Southern Arizona grows and competes for tourism, businesses, major events, talent, and investment, our aviation infrastructure will become increasingly important to our regional competitiveness.

Thank you for considering my application. I would be honored to have the opportunity to serve the Tucson Airport Authority and the Southern Arizona community that I am proud to call home.

Sincerely,



Sarah Hanna

ATTACHMENT THREE

Continuing Member Form (1)

TUCSON AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT • RYAN AIRFIELD

APPLICATION FOR CONTINUING MEMBERSHIP/ CONVERSION TO EMERITUS MEMBER

GENERAL INFORMATION	
Name:	MICHAEL S. HAMMOND
TAA Member since (year):	2011

Continuing Member: Active Members may serve for 15 years and may request to serve an additional five years as an Active Member, or transition to Emeritus Member. The continuing member application is considered by the TAA Nominating Council and the Board of Directors and subject to vote by the TAA Membership at the Annual Meeting. *Active Members who wish to apply for continuing membership must complete and submit this nomination form to the TAA Clerk* ***no later than 11:59 p.m. on October 1, 2026.***

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

Emeritus Members will:

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

Please select an option below:	
I wish to extend my term as an Active Member for an additional five (5) years	☒
I wish to convert to Emeritus Member status	☐

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

SIGNATURE	DATE
[signature]	19 MAY 26

ATTACHMENT FOUR

Director Self-Nomination Forms (4)

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk ***no later than 11:59 p.m. on October 1, 2026.***

GENERAL INFORMATION	
Name:Judith Rich	TAA Member since (year):2018
Home Address: [redacted]	
E-mail Address: [redacted]	
Home Phone No.:	Mobile Phone No.: [redacted]

PROFESSIONAL INFORMATION	
Company:	Profession/Industry:
Position/Title:	
Work Address:	
Work Phone No.:	Work E-mail Address:

DEMOGRAPHIC INFORMATION (Optional)		
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	☐	**Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
	☒	**White:** a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.
	☐	**Black or African American:** a person that has origins in any of the Black racial groups of Africa.
	☐	**Asian:** a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
	☐	**Native Hawaiian or Other Pacific Islander:** a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
	☐	**American Indian or Alaska Native:** a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
	☐	**Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.
	☐	**Prefer not to disclose.**

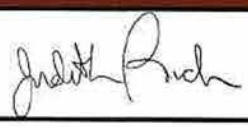
What is your gender? Please mark the one box that describes the gender with which you primarily identify.		
	☐	Male
	☒	Female
	☐	Non-binary

What is your age? Please mark one box below.		
	☐	Under 40
	☐	41-50
	☐	51-60
	☒	Over 60

Do you have a disability? Please mark the appropriate box.		
	☐	Yes, I have a disability (or previously had a disability).
	☒	No, I do not have (nor have I previously had) a disability.
	☐	Prefer not to disclose.

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

I have significant airport recent historical knowledge.

SIGNATURE	DATE
	8/24/2026

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk ***no later than 11:59 p.m. on October 1, 2026.***

GENERAL INFORMATION	
Name: Todd Jackson	TAA Member since (year): 2014
Home Address: [redacted]	
E-mail Address: [redacted]	
Home Phone No.: [redacted]	Mobile Phone No.: [redacted]

PROFESSIONAL INFORMATION	
Company: Jackson Roof PLLC	Profession/Industry: Attorneys
Position/Title: Owner/Attorney	
Work Address: [redacted]	
Work Phone No.: [redacted]	Work E-mail Address: [redacted]

DEMOGRAPHIC INFORMATION (Optional)

What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	☐	**Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
	X ☐	**White:** a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.
	☐	**Black or African American:** a person that has origins in any of the Black racial groups of Africa.
	☐	**Asian:** a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
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	☐	**American Indian or Alaska Native:** a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
	☐	**Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.
	☐	**Prefer not to disclose.**

What is your gender? Please mark the one box that describes the gender with which you primarily identify.	X ☐	Male
	☐	Female
	☐	Non-binary

What is your age? Please mark one box below.	☐	Under 40
	☐	41-50
	☐	51-60
	X ☐	Over 60

Do you have a disability? Please mark the appropriate box.	☐	Yes, I have a disability (or previously had a disability).
	X ☐	No, I do not have (nor have I previously had) a disability.
	☐	Prefer not to disclose.

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

I have served on the Finance and the Governance committees and am currently serving on the board of directors. From this experience, I believe I have developed a broad working knowledge of the history, challenges, successes, and immediate and long term needs of our airport. I would be honored to serve another term with this organization and support its critical mission for our community.

SIGNATURE	DATE
	June 2, 2026

TUCSON AIRPORT AUTHORITY

DIRECTOR INTEREST FORM

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk no later than 11:59 p.m. on October 1, 2026.

GENERAL INFORMATION	
Name: Ellen Wheeler	TAA Member since (year): 2013
Home Address: [redacted]	
E-mail Address: [redacted]	
Home Phone No.: [redacted]	Mobile Phone No.: [redacted]

PROFESSIONAL INFORMATION	
Company: Retired	Profession/Industry: Law/Government
Position/Title: Assistant County Administrator, Pima County (retired)	
Work Address:	
Work Phone No.:	Work E-mail Address:

DEMOGRAPHIC INFORMATION (Optional)

What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	☐	**Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
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	☐	**Asian:** a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
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	☐	**Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.
	☐	**Prefer not to disclose.**

What is your gender? Please mark the one box that describes the gender with which you primarily identify.	☐	Male	**What is your age?** Please mark one box below.	☐ Under 40
	☒	Female		☐ 41-50
	☐	Non-binary		☐ 51-60
				☒ Over 60

Do you have a disability? Please mark the appropriate box.	☐	Yes, I have a disability (or previously had a disability).
	☒	No, I do not have (nor have I previously had) a disability.
	☐	Prefer not to disclose.

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

I have many years of experience in law, government and non-profit organizations that I believe are relevant to my role on the Board of Directors. In addition, I am deeply rooted in the Tucson community, having been born and reared in Tucson, attending the University of Arizona for undergrad and law school, and raising a family here.

My work experience includes 14 years with the federal government, working as legal counsel and then an administrator for a small agency. As a result, I am very familiar with federal funding, the legislative process and the federal system overall – all of which is relevant to my service on the TAA board. When I worked for Pima County, I was involved for a time with the county's efforts to remediate groundwater contamination. Those issues and the governing laws and policies were similar to those involved in the Tucson Airport Remediation Project (TARP).

I also have served on a number of non-profit boards and am very familiar with board governance. I currently am the board chair for the Tucson Botanical Gardens. Through my years of service as a volunteer in the community, I have established strong relationships throughout Tucson that may be of benefit to TAA.

Finally, I believe that I have learned much about TAA through my first term as a member of the board, and that my experience as a board member will enhance my ability to contribute in a second term.

SIGNATURE	DATE
Ellen Wheeler	August 15, 2026

TUCSON AIRPORT AUTHORITY
TUCSON INTERNATIONAL AIRPORT • RYAN AIRFIELD

DIRECTOR INTEREST FORM

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk ***no later than 11:59 p.m. on October 1, 2026.***

GENERAL INFORMATION	
Name: R. Tony Penn	TAA Member since (year): 2016
Home Address: [redacted]	
E-mail Address: [redacted]	
Home Phone No.: [redacted]	Mobile Phone No.: [redacted]

PROFESSIONAL INFORMATION	
Company: PENEX Consulting	Profession/Industry: Business Development Co
Position/Title: President and CEO	
Work Address: [redacted]	
Work Phone No.: [redacted]	Work E-mail Address: [redacted]

DEMOGRAPHIC INFORMATION (Optional)

What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	☐	**Hispanic or Latino:** a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
	☐	**White:** a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.
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	☐	**Two or More Races:** a person who primarily identifies with two or more of the above race/ethnicity categories.
	☐	**Prefer not to disclose.**

What is your gender? Please mark the one box that describes the gender with which you primarily identify.	☒	Male	**What is your age?** Please mark one box below.	☐ Under 40
	☐	Female		☐ 41-50
	☐	Non-binary		☐ 51-60
				☒ Over 60

Do you have a disability? Please mark the appropriate box.	☐	Yes, I have a disability (or previously had a disability).
	☒	No, I do not have (nor have I previously had) a disability.
	☐	Prefer not to disclose.

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

TAA will benefit from my deep commitment to business and economic development, regional collaboration, and effective governance. A TAA member since 2016, I bring nearly ten years of institutional knowledge and service, including multiple years on the Finance Committee, service as Finance Committee Chair, and current service on the Nominating Council. I also served six years on the Tucson Metro Chamber of Commerce Board, including as Board Chair. As President and CEO of PENEX Consulting and the former longtime President and CEO of United Way of Tucson and Southern Arizona, I offer extensive executive leadership, financial oversight, strategic planning, community advocacy, and partnership-building experience. I would bring a regional perspective, sound judgment, and a strong commitment to advancing TAA's role as an economic engine for Southern Arizona.

SIGNATURE	DATE
R. Tony Penn	September 20, 2026



R. Tony Penn

R. Tony Penn is an accomplished chief executive, governance leader, and business advisor whose career spans nonprofit leadership, technology, aerospace, electronic manufacturing, economic development, and public service. He currently serves as President of PENEX Consulting, LLC, and Division President of Anthem Executive. Through these roles, he advises organizations on executive leadership and transition, executive search, strategy and growth, organizational design, governance, partnerships, succession planning, and strategic fundraising.

Penn recently completed a yearlong assignment as Interim Chief Executive Officer of the Boys & Girls Clubs of Tucson. Leading an organization with seven Clubhouses, approximately 100 employees, and a multimillion-dollar budget, he helped stabilize operations and finances, strengthen governance and board engagement, modernize policies, diversify revenue, rebuild organizational culture, and prepare the Club for a successful transition to permanent executive leadership.

Before launching PENEX Consulting, Penn served for 15 years as President and Chief Executive Officer of United Way of Tucson and Southern Arizona (with $25M in assets). He led a sustained organizational turnaround, diversified revenue, strengthened the organization's financial position, and expanded annual community impact. During his tenure, United Way received a $10 million unrestricted gift, the largest single gift in the organization's history.

Earlier in his career, Penn spent 20 years with Teradyne Corporation as a Regional Director and Principal Electronic Systems Engineer, supporting major technology, aerospace, defense, automotive, and manufacturing clients across the southern United States. Tony is also a proud veteran of the United States Air Force, serving honorably for 4 years as a cryptographic technician in support of the Air Technical Intelligence Center (ATIC), Foreign Technology Division (FTD).

Penn brings extensive board and civic leadership experience to his candidacy. He previously served nine years on the Tucson Airport Authority, including service as Finance Committee Chair. He also served six years on the Tucson Metro Chamber Board of Directors, including as Board Chair. He was also appointed by Arizona Supreme Court Chief Justice to serve on the Arizona Judicial Council (ATC). Tony served with distinction for 6 years, as the ATC helped shape statewide court policy and administration. His additional civic and regional leadership has included service with Sun Corridor Inc. and other community organizations.

A Qualified Financial Expert, a graduate of Wayland Baptist University, cum laude earning a bachelor's degree in Electronic Systems Engineering and Christian Studies. He completed graduate study through the University of Texas at San Antonio College of Public Policy and executive education in Governing for Excellence at Harvard Business School. His recognition includes Congressional commendations for leadership and selection as the 2021 Greater Tucson Leadership Man of the Year and Father of the Year by the Father's Day Council in 2019.

Date: December 2, 2026

To: TAA Board of Directors
From: John Voorhees, Vice President/Chief Revenue Officer
Re: Rental Car Center Underground Storage Tank Repairs – CFC Program Request

Background

On September 2, 2026, the TAA Board authorized implementation of a new Customer Facility Charge (CFC) Program, including FY27 budget authority to repair a failed Underground Fuel Storage Tank (UST) operated by Enterprise Rental Car. The supporting Board memorandum noted plans to inspect all tanks and the potential need to repair each tank based on the inspection results.

Following the Board's action, TAA staff inspected the six (6) remaining USTs, which are of similar age, and determined that all require repair. The tanks are double-walled fiberglass structures, and none are leaking externally. However, several USTs exhibit significant internal wear, with minor breaches in the interior lining observed in some tanks.

The USTs operated by the Enterprise/National car rental family of brands (Enterprise) were in the most critical condition. To maintain operational continuity, staff authorized Enterprise to proceed immediately with repairs to USTs #5 and #6. TAA will reimburse Enterprise for these repairs in accordance with its contractual maintenance obligations. The project was funded under the President/CEO's existing authority.

Staff recommend repairing the five (5) remaining USTs by constructing new interior walls within the existing tanks. This approach would address the immediate deficiencies and could extend tank service life by approximately 10–15 years. That estimate remains speculative and depends in part on the tanks' external condition. The cost of these repairs exceeds staff's current budget authority.

In order to utilize funding under the new CFC Program, Board authorization is required to fund and execute repairs to the five (5) remaining USTs.

Strategic Plan | Analysis:

This investment advances the Strategic Plan initiatives Expand Prosperity and Project Excellence. Relining the existing USTs addresses current repair needs and extends system service life, providing time for staff to assess the long-term requirements of the RAC facilities.

Cost Analysis

The FY27 budget authorizes the President/CEO to allocate $465,000 for UST repairs from the Rental Car (RAC) Maintenance Fund and CFC collections under the new program. This authority

will fund reimbursement to Enterprise for repairs to USTs #5 and #6 but does not cover the remaining USTs.

CFC collections would fund repairs to the remaining USTs in the RAC area. Staff project that the new CFC program will generate approximately $208,000 per month after satisfying existing airline CFC debt obligations. These recurring revenues above existing costs would determine the timing and funding of the remaining repairs.

Repairs are estimated at $265,000 per UST, including relining, taxes, evaluation, and preparation, plus approximately $15,000 in one-time site costs for permitting, fencing, trash removal, and environmental disposal. Completing the tanks consecutively would avoid repeated mobilization costs. Given the project's cost and complexity, staff propose phasing repairs to the five (5) remaining tanks during FY27 as CFC revenues become available, aligning expenditures with cash collections.

To maintain operational continuity during repairs, staff also propose purchasing an Above-Ground Storage Tank (AST) for $35,752.34, plus approximately $30,000 for site development, including electrical connections and traffic controls for temporary fueling. Staff evaluated renting an AST; however, a project duration of up to one year and the need for deployment and redeployment are expected to make rental costs considerably higher than ownership costs. Purchasing the AST would also retain value for TAA as a backup system for future UST maintenance.

The projected cost to repair the five (5) remaining USTs is approximately $1,800,000, including a 20% contingency (10% for design and 10% for construction). This amount represents the requested authorization ceiling and provides flexibility to manage cost variability as repairs are phased during FY27.

Together with the existing $465,000 authorization for repairs to USTs #5 and #6, the additional $1.8 million would bring the total authorized funding for repairs to all seven (7) USTs to approximately $2.3 million.

Recommendation

Staff recommends the Board adopt Resolution No. 2026-21 authorizing the President/CEO to allocate $1,800,000 from CFC collections to repair the five remaining USTs at the RAC.

Attachments:

1. Resolution No. 2026-21

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., AUTHORIZING THE PRESIDENT/CHIEF EXECUTIVE OFFICER TO EXECUTE CONTRACTS AND RELATED DOCUMENTS NECESSARY TO COMPLETE UNDERGROUND STORAGE TANK REPAIRS AND APPROVING THE USE OF CUSTOMER FACILITY CHARGE FUNDS.

WHEREAS the Tucson Airport Authority (TAA) Board of Directors created a Customer Facility Charge (CFC) program to collect CFCs from rental car customers by the rental car companies operating out of the Tucson International Airport Rent A Car facility (RAC) for ongoing maintenance, repair and to meet future capital needs; and

WHEREAS the TAA has identified necessary repairs to underground fuel storage tank (USTs) system serving the rental car operations at the RAC; and

WHEREAS completion of these repairs is necessary to maintain the safe, reliable, and compliant operation of the UST systems in support of a significant source of revenue to TAA and our rental car partners; and

WHEREAS TAA desires to authorize the timely completion of the repairs and to fund the project costs using CFCs as they become available.

NOW, THEREFORE, 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 execute contract(s) necessary to complete recommended necessary repairs to the RAC USTs up to a maximum authorized total expenditure of an additional $1,800,000; and

2. All repairs shall be paid from the collected CFC program funds, net of previously obligated CFC funds.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this 2nd day of December, 2026.

[continues on the next page]

_____

Michael S. Hammond
Chair of the Board

ATTEST:

APPROVED AS TO FORM:

_____

Vance Faulbaum, Secretary

_____

Christopher Schmaltz, Executive Vice President and General Counsel

DRAFT

Date: December 2, 2026

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

Tucson International Airport (TUS) year-over-year capacity for winter and spring will outpace the originally filed schedules and our previous forecast. While airline seats are flat for November, at almost 7,400 departing seats per day, they will increase significantly beginning in December.

Airlines will offer almost 7,800 daily departing seats in December, up 6% over 2025. In January, scheduled seats will be up 7%, while February seats will be up 12% to more than 8,000 departing seats per day. March 2027 capacity is now scheduled to be up 2% from 2026, with almost 8,100 daily departing seats – the highest monthly average since the pandemic.

These capacity increases are led by American, with its peak 2027 spring capacity up 24% from 2026, mainly due to the use of larger aircraft. Southwest's spring capacity will be up 19%, with its addition of Phoenix nonstops. Alaska's peak capacity will be up 14%, with 737s operating some Portland frequencies. United's spring capacity will be up 13%, while Delta will be up 4%. These capacity gains more than make up for the loss of Frontier's service.

The air service development (ASD) team attended the Routes World Conference in October 2026. TAA met with Alaska, American, Delta, Condor, Discover (a German leisure-focused trans-Atlantic carrier), Porter, Southwest, Viva, Volaris, and WestJet. Visit Tucson and Volaire Aviation Consulting attended the conference with TAA.

The ASD team commissioned a new study of Tucson's Mexico travelers, based on mobile device data. Volaire found that the Tucson Metro Area generates an average of 653 passengers per day each way (PDEW) to and from Mexico, or 477,000 annual passengers, including both those who fly and those who drive. When travelers to Nogales and nearby communities are removed, Tucson still generates 561 PDEW or 410,000 annual Mexico travelers in fly markets. In the peak Spring season, Tucson generates an average of as many as 1,371 Mexico PDEW.

This data provides strong evidence of potential market demand for nonstop air service between Tucson and Mexico, and supports TAA's efforts to attract international routes. The study data was used in our presentations to airlines at Routes World.

The ASD team hosted incumbent airlines at a University of Arizona football game on November 6, 2026. Representatives from Alaska, American, Delta, and Southwest attended this regional visit.

While there is positive momentum in the Tucson air service market, U.S. airlines are navigating a year defined by a fuel shock that has squeezed margins even as passengers keep flying. After U.S. and Israeli military engagement with Iran earlier this year, shipping through the Strait of Hormuz was disrupted, contributing to rising oil and jet fuel prices. U.S. carriers spent nearly $6.5 billion on fuel in April 2026 versus about $3.6 billion a year earlier. Globally, the International Air Transport Association (IATA) expects industry net profits to fall to about $23 billion in 2026, compared with $45 billion in 2025.

Meanwhile, a global aircraft order backlog of 18,100 planes, coupled with deliveries still below pre-pandemic peaks, continues to limit airline capacity growth. Airlines' pricing has also become harder to manage. During Q2, some domestic leisure fares fell sharply when Frontier and JetBlue added capacity on routes previously served by Spirit. These conditions require carriers to balance strong demand against high operating costs, operational fragility, and uneven fare pressure.

The ASD team is consistently monitoring these factors, working with carriers to explain Tucson's market advantages, such as premium revenue, and updating business cases with current challenges in mind.

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FY26 Financial Results

Board of Directors Meeting

December 2, 2026

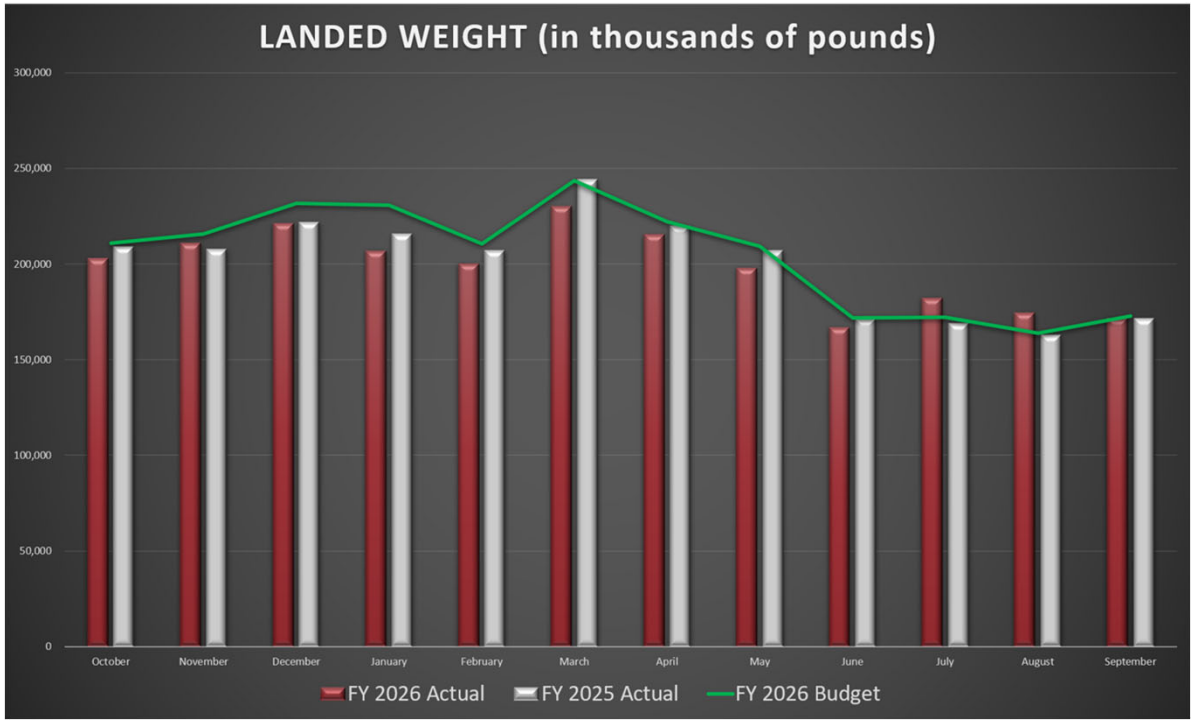
FY26 Financial Results

	Actual	Budget	Actual vs. Budget
Operating Revenues	$ 66,812,507	$ 61,664,542	8.3%
Operating Expenses	46,602,828	49,957,166	6.7%
Operating Income	$ 20,209,679	$ 11,707,375	

Financial results for FY26 are unaudited.

TUCSON AIRPORT AUTHORITY

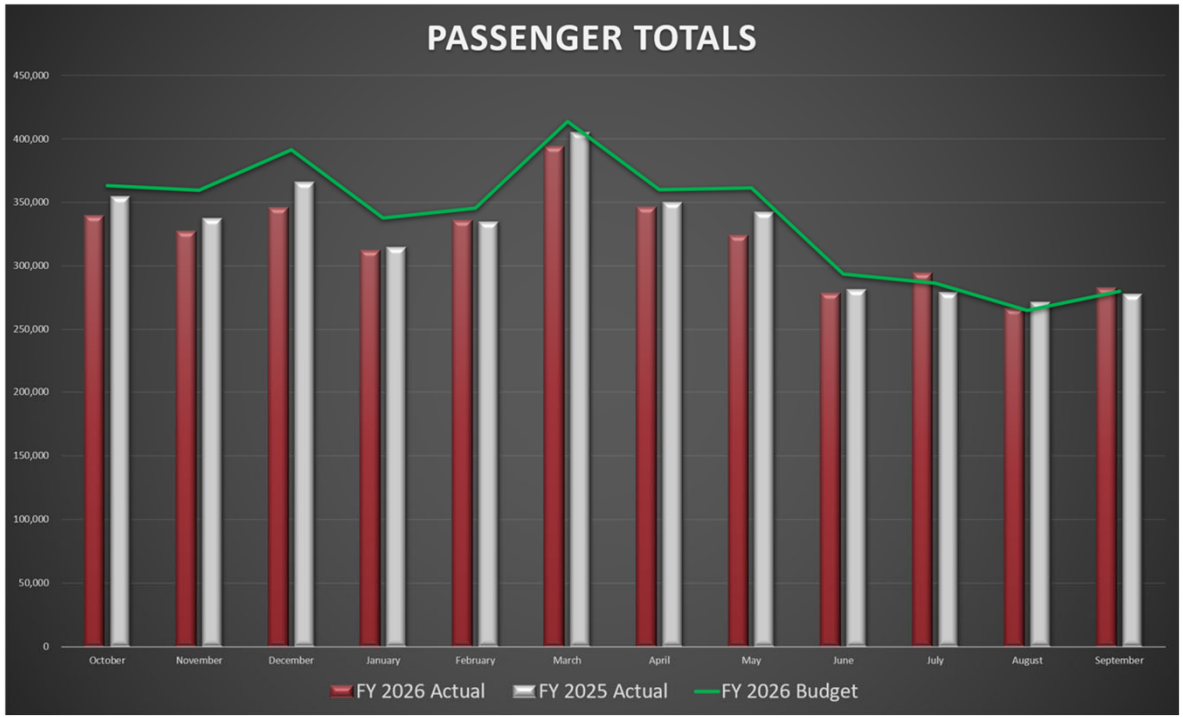
FY26 Operating Statistics



- Sept 2026 (FY26) Landed Weight is 0**.61% lower** than budget, 0**.20% higher** than Sept 2025 (FY25)
- FY26 Landed Weight is 3**.02% lower** than budget, 1**.06% lower** than FY25

TUCSON AIRPORT AUTHORITY

FY26 Operating Statistics



- Sept 2026 passenger volume is **1.09% higher** than budget, **1.65% higher** than Sept 2025
- FY26 passenger volume is **5.10% lower** than budget, **1.76% lower** than FY25

TUCSON AIRPORT AUTHORITY

FY26 Operating Revenue

Description	Actual	Budget	Actual vs. Budget	
Landing fees	$ 8,079,868	$ 7,554,124	$ 525,744	7.0%
Space rentals	16,737,908	16,311,981	$ 425,927	2.6%
Land rent	4,620,655	4,633,449	$ (12,794)	-0.3%
Concession revenue	29,955,339	26,259,212	$ 3,696,127	14.1%
Reimbursed Services	3,691,883	3,437,201	$ 254,682	7.4%
Other Operating Revenue	3,726,854	3,468,575	$ 258,279	7.4%
Total operating revenues	$ 66,812,507	$ 61,664,542	$ 5,147,965	8.3%

Financial results for FY26 are unaudited.

TUCSON AIRPORT AUTHORITY

FY26 Concessions Revenue

Description	Actual	Budget	Actual vs. Budget	
Rental Cars	$ 10,653,651	$ 9,166,037	$ 1,487,614	16.2%
Parking	13,381,044	11,901,001	1,480,043	12.4%
Ground Transportation	471,895	467,726	4,169	0.9%
Advertising	247,292	180,000	67,292	37.4%
Food & Beverage	1,709,525	1,490,532	218,993	14.7%
News & Gifts	1,442,503	1,449,616	(7,113)	-0.5%
Transportation Network Company	1,719,306	1,339,452	379,854	28.4%
Peer-to-Peer Car Rental	154,049	111,517	42,532	38.1%
Other Concessions	176,074	153,330	22,744	14.8%
Total	$ 29,955,339	$ 26,259,212	$ 3,696,127	14.1%

Financial results for FY26 are unaudited.

TUCSON AIRPORT AUTHORITY

FY26 Operating Expenses

Operating Expenses	Actual	Budget	Actual vs. Budget	
Personnel expenses	$ 31,159,328	$ 31,827,942	$ 668,614	2.1%
Contractual services	9,719,237	11,104,213	$ 1,384,976	12.5%
Materials and supplies	4,254,061	5,077,382	$ 823,321	16.2%
Other operating expenses	1,470,201	1,947,630	$ 477,429	24.5%
Total operating expenses	$ 46,602,828	$ 49,957,166	$ 3,354,339	6.7%

Financial results for FY26 are unaudited.

TUCSON AIRPORT AUTHORITY

FY26 vs. FY25

	FY26	FY25	Increase (Decrease)
Operating Revenues	$ 66,812,507	$ 59,153,529	12.9%
Operating Expenses	46,602,828	45,197,243	3.1%
Operating Income	$ 20,209,679	$ 13,956,286	

Financial results for FY25 and FY26 are unaudited.

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Thank You!