SOUTHWEST CHAPTER AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES
General Membership Meeting
Naples Ballroom 1-4 | Peppermill Hotel and Casino
Tuesday, August 10, 2021 | 12:00 p.m. – 1:15 p.m.
(lunch will be served at 11:45 a.m.)

AGENDA

1. Call to Order and Verification of Quorum – Judy Ross

2. Accept Minutes from the General Membership Meeting held virtually on January 27, 2021 (Approval Required) – Judy Ross

3. President's Report – Judy Ross

4. Election of 2021-2022 Officers and Directors – Jennifer Maples/Jorge Rubio

5. FY 2020-2021 Financial Reports – Jorge Rubio/Corinne Nystrom

6. Action Item
    a. 2021-2022 Budget – Jorge Rubio/Corinne Nystrom

7. Committee Reports
    a. 2021 Summer Conference – Ken Moen/Brian Martinezmoles
    b. 2022 Winter Conference
    c. 2022 Summer Conference – Omar Daamoul
    d. AAAE Accreditation Update/Final Interview Workshops – Kevin Smith/Mark Witsoe
    e. AAAE Corporate Committee Report
    f. AAAE Update – All AAAE Representatives
    g. Academic Relations Committee – David Sperling/Graham Ritz
    h. Awards, Resolutions, and Recognition – Brett Godown
    i. Corporate Member Update – Michael Hill/David Sperling
    j. Credentials – Gladys Brown/Brett Godown
    k. Diversity, Equity, and Inclusion – Harry Barrett Jr./TJ Chen
    l. Engagement/Education (Ad Hoc) – Alex Smith/Michael Hill
    m. Ethics – Jennifer Maples/Corinne Nystrom
    n. Governance – Corinne Nystrom**/**Brett Godown
    o. Legislative and Industry Engagement – Ken Moen/Ed Faron/Harry Barrett Jr.
    p. Membership – Alice Bimrose/Barney Helmick
    q. Scholarship – Welton Trang
    r. Strategic Plan/Business Plan (Ad Hoc) – Mark Witsoe/Jennifer Maples
    s. Technology – Cole Hartfiel/Justin Bollum
    t. Time and Place – Jorge Rubio/Corinne Nystrom

8. Director Comments

9. Member Comments

10. Adjourn

SOUTHWEST CHAPTER AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES
Virtual General Membership Meeting – Zoom
Wednesday, January 27, 2021 | 12:00 p.m. – 1:30 p.m. Pacific Time

MEETING MINUTES - DRAFT

1. Call to Order, Review Agenda and Verification of Quorum
    a. President Ross called the meeting to order at 12:05 p.m. after a count confirmed a quorum of Executive, Executive Emeritus and Corporate members were present.
    b. One agenda adjustment:
        i. Removed "2020-2021 Draft Budget Midyear Adjustment" as an action item.
    c. President Ross thanked 2021 Winter Conference Committee Chair Sean Moran and Vice Chair Ken Moen for their efforts in planning the virtual conference, as well as all committee members, including Technology Committee Chair Cole Hartfiel and the KCA team.

2. Action Items
    a. Minutes from the General Membership Meeting held virtually on July 21, 2020
        i. **ACTION:** Second Vice President Nystrom made a motion to approve the minutes as presented. Director Smith seconded the motion, which passed unanimously.
    b. Governance
        i. Bylaws
            1. Second Vice President Nystrom referenced the report included in the handout packet and stated based on discussions which took place over the last two Board of Directors meetings, the Governance Committee drafted and was presenting recommended changes to the Bylaws for membership approval. Nystrom stated the Board approved all presented changes and if the membership approves, the amended Bylaws will be updated and sent to AAAE. A discussion took place. **ACTION:** Joe Husband made a motion to approve all Bylaw amendments as presented. Rayvon Williams seconded the motion, which passed unanimously.
        ii. Policy Decisions
            1. Second Vice President Nystrom referenced the report included in the handout packet and presented the following Policy Decision changes:
                a. Revised Policy Decision numbers to reflect current year
                b. Title of Policy Decision 21-12; updated to 'Diversity, Equity and Inclusion'
                c. Verbiage revisions to Policy Decision 21-19
                d. New Policy Decision, 21-20, titled "Chapter Vision, Mission, Values, and Focus Areas" to capture and reflect the efforts of the 2019/20 Strategic Planning Committee
                e. New Policy Decision, 21-21, titled "Contribution to AAAE Foundation"

            ACTION: Director Brown made a motion to approve all Policy Decision amendments as presented, with the addition of including "if budget allows" to Policy Decision 21-21. Courtney Johnson seconded the motion, which passed unanimously.
3. FY 2020-2021 Financial Reports
    a. Q2 Balance Sheet and Profit and Loss Statement
        i. First Vice President Rubio thanked the committee members, referenced the financial reports included in the handout packet, and noted a majority of the 2021 Winter Conference income and expenses will be reported in Q3 financials. It was stated Winter Conference income and expenses were significantly reduced due to the event being held virtually.

b. 2020-2021 Year-End Projections Report
    i. First Vice President Rubio referenced the report included in the handout packet and noted the following:
        1. AAAE Foundation was appropriately reflected in the year-end projection report to show a $7,500 program fund contribution per proposed Policy Decision 21-21
        2. The Board Approved Programs line item decreased by $1,500, compared to previous years, due to the State Aviation Days not taking place this fiscal year
        3. The projections include AAAE returning the $25,000 from the Foundation to the Chapter to support scholarships
c. Investment Update
    i. First Vice President Rubio reported since the last meeting, the Finance Committee researched various investment options, including a partnership with AAAE, and reached out to the Southeast Chapter of AAAE to learn about their investment endowment agreement. After speaking with a private financial advisor, it was determined due to the current Federal Interest Rates, any investment in either in mutual funds or Certificates of Deposits would not generate a significant rate of return. The committee has agreed to continue researching options and present their recommendation to the Board during the April meeting. Rubio stated approximately $85,000 was transferred from a Certificates of Deposit to SWAAAE's savings account.

4. President's Report
    a. President Ross welcomed new Board members and reported the following updates:
        i. Liliana Valle resigned from the Board as she moved out of the country. Michael Musca, Assistant Director of Aviation at the City of Fresno Airport Department, was appointed to complete Valle's Southern California Director term
        ii. Dean Schultz retired from Reno-Tahoe International Airport and joined Wood Rodgers as a Corporate member. Ken Moen, Airport Manager of Carson City Airport Authority, was appointed to complete Schultz's term as Nevada Director
        iii. Harry Barrett of Palm Springs International Airport is now Chair of the Diversity, Equity and Inclusion committee
    b. President Ross reviewed the following goals set for her year as President and thanked all committee chairs, vice chairs and committee members for their efforts thus far:
        i. Enhance academic engagement. David Sperling, as the Academic Relations Committee Chair, has done well in leading the committee and hosting a student session and lunch during the virtual 2021 Winter Conference
        ii. Strategic plan was adopted by the Board and the ad hoc committee is making process on developing a business plan
        iii. Provide networking opportunities throughout the year to keep members engaged. The Board has received positive feedback on the monthly virtual "coffee breaks", as well as the new member newsletter and social media engagement. President Ross thanked Director Smith and Corporate Director Hill for their efforts in planning and executing quarterly virtual Education Sessions.

5. AAAE Update
    a. President Ross stated the AAAE Board of Directors met on January 10 and celebrated significant anniversaries of the staff, including Todd Hauptli's 30 years of service and Spencer Dickerson's 40 years of service. It was reported Spencer will be retiring at the end of the year.
    b. AAAE Annual Conference was rescheduled to July 11-13, 2021, at the Mandalay Bay Resort and Casino in Las Vegas, NV. Due to the Annual Conference moving to the same geographical area as SWAAAE's 2021 Summer Conference, as well as overlapping dates, the Board of Directors discussed postponing the conference with the host airport and hotel to August 8-11, 2021. The Board of Directors and conference planning committee are still discussing the conference model (hybrid, in-person etc.) and will announce updates as details are confirmed.
    c. A link to the full AAAE report was included in the handout packet.

6. Election of Representatives to AAAE Positions
    a. Appointment of SWAAAE's AAAE Nominating Committee Representative
        i. First Vice President Rubio recognized Nominating Committee members and stated Immediate Past President Maples remains Chair of the Committee but has recused herself from this year's AAAE election process to avoid a conflict of interest. Rubio announced Carl Newman was approved by the Board and appointed as SWAAAE's AAAE Nominating Committee Representative.
    b. AAAE Elections – Candidates to Address the Audience
        i. AAAE Chapter Representative
            1. One nomination packet was submitted by Jennifer Maples and was approved by the committee. The candidate addressed the audience.
            2. It was stated election results would be announced via email after the 2021 Winter Conference.
        ii. AAAE Secretary/Treasurer
            1. It was reported no submissions were received.

7. Committee Reports
    a. Awards, Resolutions and Recognition
        i. Committee Chair Godown reported solicitation for the annual chapter awards will start within the coming months and will provide more detailed information regarding each award. Godown encouraged those participating in the meeting to start considering peers to nominate.
        ii. The committee is reviewing the awards section of the procedures manual and will be updating for clarity. Additionally, the committee is reviewing each award and will edit as necessary to provide continuity and clarity. The awards will not change, just clarified.
    b. Membership
        i. Committee Chair Bimrose recognized committee members, referenced the report included in the handout packet and noted the committee is conducting outreach to generate more interest in members to submit for the Spotlights. The committee is also starting outreach to non-SWAAAE AAAE members to encourage them to join the chapter and will perform an audit of current members. It was reported the next membership committee meeting was scheduled for February 17; Bimrose encouraged interested members to volunteer for the committee.
    c. Strategic Plan
        i. Committee Chair Witsoe referenced the report included in the handout packet, thanked committee members, and stated the committee is analyzing and scoring business ideas against key metrics, including alignment with SWAAAE's mission, vision and values, cost, time of implementation and execution (staff/volunteers needed). Next steps include the committee presenting the top ideas to the Executive Committee and Finance Committee prior to the April Board meeting.

8. Director Comments
    a. Director Godown congratulated Winter Conference Chair Moran and the conference committee for a job well done

9. Member Comments
    a. None.

10. Closing Remarks and Adjournment
    a. The meeting adjourned at 1:23 p.m.

TO: SWAAAE President and Board of Directors **DATE**: July 30, 2021

FROM: Jorge Rubio, A.A.E., C.A.E., First Vice President and Committee Chair

SUBJECT: Finance Committee Report

Committee Members

The Finance Committee consists of: First Vice President Jorge Rubio (Chair), Second Vice President Corinne Nystrom (Vice Chair), Past President Mark Witsoe, Past President John Stout, Executive Member Courtney Johnson, Corporate Member David Sperling, and Executive Member Alex Kovacs.

2020-2021. Fourth - Quarter (Q4) Financial Reports

The Profit and Loss report and the Balance Sheet are included in the packet.

The Profit and Loss Report shows that SWAAAE exceeded expectations for FY 2021 by $54,181 of budgeted Net Income, bringing this line item to a positive $19,452.74 versus the budgeted amount of negative -$34,729. Here are a few items to point out:

- Membership Dues are 11% higher than budgeted revenue at $44,027.
- Gross Profit is at $107,457 or at 82.19% of adopted FY 2021 budget.
- Membership income received until June 30, 2021 will be deferred to FY2022 as membership renewals for FY22 start in April 2021.
- Total Expenses show a reduction to $89,650 or 53% from budget primarily due to not having an in-person 2021 Winter Conference.

The Balance Sheet reflects the following:

- Under Assets, the Total Checking/Savings line item show an amount of $322,948.13 which is an increase of $99,662 over 2020. This amount includes regular Association revenue and the $25,000 provided by AAAE for Scholarships.
- Total Liabilities amount to $110,681, which is $75,505 higher than the previous year, but it is primarily due to the deferred summer conference.
- Total Equity includes Retained Earnings and Net Income of $215,690.
- Total Liabilities and Equity also equal $322,948.13

SOUTHWEST CHAPTER / AAAE
Balance Sheet Prev Year Comparison
As of June 30, 2021

	June 30, 21	June 30, 20	$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
CHASE CHECKING	98,430.72	25,413.44	73,017.28	287.32%
CHASE SAVINGS	112,247.43	112,201.60	45.83	0.04%
CHASE SAVINGS 2	87,269.82	4.04	87,265.78	2,160,044.06%
CHASE SAVINGS 3	25,000.56	1.38	24,999.18	1,811,534.78%
Certificate of Deposit	0.00	85,665.34	-85,665.34	-100.0%
Total Checking/Savings	322,948.53	223,285.80	99,662.73	44.64%
Other Current Assets				
Winter Conference Prepaid Exp	1,000.00	1,000.00	0.00	0.0%
Summer Conf Prepaid Expenses	2,423.60	1,423.60	1,000.00	70.24%
PREPAID EXPENSES	0.00	0.00	0.00	0.0%
Total Other Current Assets	3,423.60	2,423.60	1,000.00	41.26%
Total Current Assets	326,372.13	225,709.40	100,662.73	44.6%
Fixed Assets				
OFFICE EQUIPMENT				
Original Cost	17,052.04	17,052.04	0.00	0.0%
Accumulated Depreciation	-17,052.04	-16,069.84	-982.20	-6.11%
Total OFFICE EQUIPMENT	0.00	982.20	-982.20	-100.0%
Total Fixed Assets	0.00	982.20	-982.20	-100.0%
TOTAL ASSETS	**326,372.13**	**226,691.60**	**99,680.53**	**43.97%**
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
Accounts Payable	1,681.43	9,284.10	-7,602.67	-81.89%
Total Accounts Payable	1,681.43	9,284.10	-7,602.67	-81.89%
Other Current Liabilities				
Deferred Board Meeting Expense	-300.00	0.00	-300.00	-100.0%
Deferred MGMT Direct Expenses	0.00	0.00	0.00	0.0%
Deferred Winter Conference	0.00	0.00	0.00	0.0%
Deferred Summer Conference	79,440.36	5,000.00	74,440.36	1,488.81%
Deferred Membership Dues	29,860.00	20,892.50	8,967.50	42.92%
Total Other Current Liabilities	109,000.36	25,892.50	83,107.86	320.97%
Total Current Liabilities	110,681.79	35,176.60	75,505.19	214.65%
Total Liabilities	110,681.79	35,176.60	75,505.19	214.65%
Equity				
Retained Earnings	196,237.60	152,580.05	43,657.55	28.61%
Net Income	19,452.74	38,934.95	-19,482.21	-50.04%
Total Equity	215,690.34	191,515.00	24,175.34	12.62%
TOTAL LIABILITIES & EQUITY	**326,372.13**	**226,691.60**	**99,680.53**	**43.97%**

SOUTHWEST CHAPTER / AAAE
Profit & Loss Prev Year Comparison
July 2020 - June 2021

	Jul 20 - Jun 21	Budget	$ Over Budget	% of Budget	Jul 19 - Jun 20	$ Change	% Change
Ordinary Income/Expense							
Income							
MEMBERSHIP DUES							
Total MEMBERSHIP DUES	44,027.50	40,000.00	4,027.50	110.07%	45,839.00	-1,811.50	-3.95%
SUMMER CONFERENCE							
Exhibitors	0.00				28,350.00	-28,350.00	-100.0%
Sponsors	100.00				58,112.73	-58,012.73	-99.83%
Registrations	0.00				99,685.00	-99,685.00	-100.0%
SUMMER CONFERENCE - Other	0.00	0.00	0.00	0.0%	0.00	0.00	0.0%
Total SUMMER CONFERENCE	100.00	0.00	100.00	100.0%	186,147.73	-186,047.73	-99.95%
MRY - WINTER CONFERENCE							
Registrations	16,480.00				106,051.00	-89,571.00	-84.46%
Exhibitors	0.00				9,000.00	-9,000.00	-100.0%
Sponsors	19,250.00				54,550.00	-35,300.00	-64.71%
WINTER CONFERENCE - Other	0.00	90,000.00	-90,000.00	0.0%	0.00	0.00	0.0%
Total MRY - WINTER CONFERENCE	35,730.00	90,000.00	-54,270.00	39.7%	169,601.00	-133,871.00	-78.93%
SCHOLARSHIP FUND	25,000.00				0.00	25,000.00	100.0%
MISCELLANEOUS INCOME							
Accreditation Workshop	2,600.00	750.00	1,850.00	346.67%	1,952.26	647.74	33.18%
Total MISCELLANEOUS INCOME	2,600.00	750.00	1,850.00	346.67%	1,952.26	647.74	33.18%
Total Income	107,457.50	130,750.00	-23,292.50	82.19%	403,539.99	-296,082.49	-73.37%
Gross Profit	107,457.50	130,750.00	-23,292.50	82.19%	403,539.99	-296,082.49	-73.37%
Expense							
OPERATING EXPENSE ITEMS							
SUMMER CONFERENCE EXPENSE							
Hotel	0.00				12,614.58	-12,614.58	-100.0%
Program	100.00				3,281.33	-3,181.33	-96.95%
Special Events	0.00				18,532.91	-18,532.91	-100.0%
General Admin	0.00				6,688.78	-6,688.78	-100.0%
SUMMER CONFERENCE EXPENSE - Other	68.33	80.00	-11.67	85.41%	71,314.86	-71,246.53	-99.9%
Total SUMMER CONFERENCE EXPENSE	168.33	80.00	88.33	210.41%	112,432.46	-112,264.13	-99.85%
WINTER CONFERENCE EXPENSE							
Supplies	0.00				1,010.45	-1,010.45	-100.0%
Hotel	0.00				71,909.88	-71,909.88	-100.0%
Program	1,119.82				14,266.61	-13,146.79	-92.15%
Special Events	150.00				25,533.91	-25,383.91	-99.41%
General Admin	3,169.00				14,446.06	-11,277.06	-78.06%
WINTER CONFERENCE EXPENSE - Other	0.00	75,000.00	-75,000.00	0.0%	0.00	0.00	0.0%
Total WINTER CONFERENCE EXPENSE	4,438.82	75,000.00	-70,561.18	5.92%	127,166.91	-122,728.09	-96.51%
OFFICER EXPENSES	513.54	1,000.00	-486.46	51.35%	1,218.54	-705.00	-57.86%
BOARD MEETING EXPENSE	1,478.89	3,000.00	-1,521.11	49.3%	3,291.10	-1,812.21	-55.06%
MANAGEMENT SERVICES							
MGMT SERVICES FEE	53,701.68	53,800.00	-98.32	99.82%	61,633.80	-7,932.12	-12.87%
MGMT SERVICES DIRECT EXPENSES	660.96	3,000.00	-2,339.04	22.03%	2,360.25	-1,699.29	-72.0%
Total MANAGEMENT SERVICES	54,362.64	56,800.00	-2,437.36	95.71%	63,994.05	-9,631.41	-15.05%
INITIATION PINS	0.00	100.00	-100.00	0.0%	490.00	-490.00	-100.0%
POSTAGE & FREIGHT	339.42	400.00	-60.58	84.86%	365.43	-26.01	-7.12%
PRINTING	92.15	300.00	-207.85	30.72%	530.24	-438.09	-82.62%
ACCOUNTING SERVICES	759.90	750.00	9.90	101.32%	760.00	-0.10	-0.01%
WEBSITE SERVICES	3,132.00	3,132.00	0.00	100.0%	8,153.17	-5,021.17	-61.59%
TECHNOLOGY							
TECHNOLOGY	164.89				4,371.83	-4,206.94	-96.23%
TECHNOLOGY - Other	0.00	0.00	0.00	0.0%			
Total TECHNOLOGY	164.89	0.00	164.89	100.0%	4,371.83	-4,206.94	-96.23%
INSURANCE EXPENSE	1,922.00	1,900.00	22.00	101.16%	1,885.00	37.00	1.96%
CREDIT CARD SERVICES	3,229.72	3,587.00	-357.28	90.04%	9,337.57	-6,107.85	-65.41%
MISCELLANEOUS EXPENSE	0.00	500.00	-500.00	0.0%	2,020.00	-2,020.00	-100.0%
Total OPERATING EXPENSE ITEMS	70,602.30	146,549.00	-75,946.70	48.18%	336,016.30	-265,414.00	-78.99%
DEPRECIATION EXPENSE	982.20	2,730.00	-1,747.80	35.98%	1,964.39	-982.19	-50.0%

CURRENT PROGRAM FUND							
AAAE FOUNDATION--PART. CHAPTER	7,500.00	5,000.00	2,500.00	150.0%	7,500.00	0.00	0.0%
AAAE AIRPORT LEGISLATIVE MEMBER	1,000.00	1,000.00	0.00	100.0%	2,500.00	-1,500.00	-60.0%
AAAE AIRPORT REGULATORY MEMBERS	1,000.00	1,000.00	0.00	100.0%	1,000.00	0.00	0.0%
AAAE NATIONAL AIRPORTS CONF	1,500.00	1,500.00	0.00	100.0%	1,500.00	0.00	0.0%
AAAE ANNUAL CONF. SPONSORSHIP	1,500.00	1,500.00	0.00	100.0%	0.00	1,500.00	100.0%
AAAE CONTRACT TOWER ASSOCIATION	1,000.00	1,000.00	0.00	100.0%	2,600.00	-1,600.00	-61.54%
AWARDS	565.71	450.00	115.71	125.71%	590.19	-24.48	-4.15%
STIPENDS	500.00	500.00	0.00	100.0%	500.00	0.00	0.0%
SCHOLARSHIP PROGRAM	3,000.00	3,000.00	0.00	100.0%	5,500.00	-2,500.00	-45.46%
BOARD APPROVED PROGRAMS	500.00	2,750.00	-2,250.00	18.18%	5,680.00	-5,180.00	-91.2%
Total CURRENT PROGRAM FUND	18,065.71	17,700.00	365.71	102.07%	27,370.19	-9,304.48	-34.0%
Total Expense	89,650.21	166,979.00	-77,328.79	53.69%	365,350.88	-275,700.67	-75.46%
Net Ordinary Income	17,807.29	-36,229.00	54,036.29	-49.15%	38,189.11	-20,381.82	-53.37%
Other Income/Expense							
Other Income							
INTEREST	62.28	1,500.00	-1,437.72	4.15%	80.50	-18.22	-22.63%
DIVIDENDS	1,583.17	0.00	1,583.17	100.0%	665.34	917.83	137.95%
UNREALIZED GAIN (LOSS) INV	0.00	0.00	0.00	0.0%	0.00	0.00	0.0%
CAPITAL GAINS(LOSSES)	0.00	0.00	0.00	0.0%	0.00	0.00	0.0%
Total Other Income	1,645.45	1,500.00	145.45	109.7%	745.84	899.61	120.62%
Net Other Income	1,645.45	1,500.00	145.45	109.7%	745.84	899.61	120.62%
Net Income	**19,452.74**	**-34,729.00**	**54,181.74**	**-56.01%**	**38,934.95**	**-19,482.21**	**-50.04%**

SOUTHWEST CHAPTER / AAAE
2021-2022 DRAFT Budget

	Draft Budget 2021-2022	Actuals 2020-2021	Budget 2020-2021	Actuals 2019-2020	Budget 2019-2020	Actual 2018-2019	Budget 2018-2019	Actual 2017-2018
Income								
MEMBERSHIP DUES	43,000	42,027	40,000	46,029	42,500	45,371	40,000	41,255
SUMMER CONFERENCE (In Person)	-	-	-	186,148	155,000	165,642	165,642	183,618
SUMMER CONFERENCE (VIRTUAL)	-	100						
SUMMER CONFERENCE (HYBRID)	145,000							
WINTER CONFERENCE (In Person)	-	-	90,000	169,601	147,000	156,655	150,000	129,408
WINTER CONFERENCE (VIRTUAL)		35,730						
WINTER CONFERENCE (HYBRID)	150,000							
INTEREST and DIVIDENDS INCOME	1,700	1,645	1,500	743	1,500	1,012	150	4,415
MISCELLANEOUS INCOME (i.e. Accrediation WS)	750	2,600	750	1,952	750	568	1,000	1,302
Total Income	**340,450**	**82,102**	**132,250**	**404,473**	**346,750**	**369,248**	**356,792**	**359,998**
Expenses								
OPERATING EXPENSE ITEMS								
SUMMER CONFERENCE EXPENSE (in Person)	-			112,432	121,000	121,017	122,000	166,116
SUMMER CONFERENCE EXPENSE (VIRTUAL)	-	168	80					
SUMMER CONFERENCE (HYBRID)	100,000							
WINTER CONFERENCE EXPENSE (In Person)			75,000	125,618	102,000	104,115	100,000	100,306
WINTER CONFERENCE EXPENSE (VIRTUAL)		4,439						
WINTER CONFERENCE (HYBRID)	115,000							
OFFICER EXPENSES	2,000	513	1,000	1,219	3,000	1,826	1,000	2,022
BOARD MEETING EXPENSE	3,000	1,479	3,000	3,291	4,000	3,374	3,000	4,345
MANAGEMENT SERVICES								
MGMT SERVICES FEE	59,540	53,701	53,800	*61,634*	*56,672*	*55,660*	*55,322*	*54,660*
MGMT SERVICES DIRECT EXPENSES	3,000	661	3,000	*2,360*	*3,000*	*2,851*	*3,000*	*3,663*
Total MANAGEMENT SERVICES	62,540	54,362	56,800	63,994	59,672	58,511	58,322	58,323
SWAAAE PINS	100	-	100	490	500	37	0	490
POSTAGE & FREIGHT	400	340	400	365	400	347	500	212
PRINTING	200	92	300	530	250	324	250	290
ACCOUNTING SERVICES	759	760	750	760	750	750	750	750
WEBSITE SERVICES	3,780	3,132	3,132	8,153	8,264	3,859	2,500	3,904
TECHNOLOGY	5,200	165	-	4,372	5,368	1,033	500	2,761
INSURANCE EXPENSE	1,922	1,922	1,900	1,885	1,900	1,873	2,000	1,861
CREDIT CARD SERVICES	7,000	3,230	3,587	9,338	7,000	7,012	6,000	10,100
MISCELLANEOUS EXPENSE	500	-	500	2,020	500	70	500	450
Total OPERATING EXPENSE ITEMS	**364,941**	**70,602**	**146,549**	**334,467**	**314,604**	**304,148**	**297,422**	**352,004**
NON OPERATING EXPENSES								

SOUTHWEST CHAPTER / AAAE
2021-2022 DRAFT Budget

	Draft Budget 2021-2022	Actuals 2020-2021	Budget 2020-2021	Actuals 2019-2020	Budget 2019-2020	Actual 2018-2019	Budget 2018-2019	Actual 2017-2018
DEPRECIATION	-	982	2,730	0	2,730	1,964	2,730	3,274
Total Non Operating Expenses	**-**	**982**	**2,730**		**2,730**	**1,964**	**2,730**	**3,274**
CURRENT PROGRAM FUND								
AAAE FOUNDATION--PART. CHAPTER	7,500	7,500	5,000	7,500	7,500	7,500	7,500	7,500
AAAE AIRPORT LEGISLATIVE MEMBER	1,000	1,000	1,000	2,500	2,500	2,500	2,500	1,000
AAAE AIRPORT REGULATORY MEMBERS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
AAAE NATIONAL AIRPORTS CONF	1,500	1,500	1,000	1,500	1,500	1,000	1,000	1,000
AAAE ANNUAL CONF. SPONSORSHIP	1,500	1,500	1,000	0	1,500	1,000	1,000	1,000
AAAE CONTRACT TOWER ASSOCIATION	1,000	1,000	1,500	2,600	2,600	2,600	1,000	500
AWARDS	600	566	450	590	600	537	1,000	463
STIPENDS	500	500	500	500	500	500	1,000	1,000
SCHOLARSHIP PROGRAM	3,000	3,000	3,000	5,500	8,000	8,000	8,000	4,500
BOARD APPROVED PROGRAMS*	8,500	500	2,750	5,680	9,500	16,000	2,500	500
Total CURRENT PROGRAM FUND	**26,100**	**18,066**	**17,200**	**27,370**	**35,200**	**40,637**	**26,500**	**18,463**
Total Expenses	**391,041**	**89,650**	**166,479**	**361,837**	**352,534**	**346,749**	**326,652**	**373,741**
Change in Net Assets	**(50,591)**	**(7,548)**	**(34,229)**	**42,636**	**(5,784)**	**22,499**	**30,140**	**(13,743)**
Fund Balance	**322,940**	**246,118**		**223,283**		**$240,232.00**		**$242,063.84**
CHASE CHECKING	98,430	21,638		25,414		81,105.00		$57,327.30
CHASE SAVINGS 1	112,247	112,224		112,202		74,127.00		$100,031.09
CHASE SAVINGS 2 (Includes prior CD)	87,263	87,256		85,665		85,000.00		$84,705.45
CHASE SAVINGS 3 (AAAE SCHOLARSHIP)	25,000	25,000		1				
LIQUID ASSETS				**$ 223,283**		**$ 240,232**		**$242,064**
MINIMUM LIQUIDITY Per PD 21-04 >$100K	**$ 140,944**	**$ 180,388**	**$ 176,281**		**$ 166,129**		**$ 100,000**	
FUTURE YEAR PROJECTIONS								
NET PROJECTED FUND BALANCE:	$ 272,349	$ 238,570	$ 189,054					
RESTRICTED TO SCHOLARSHIP	$ 25,000	$ 25,000	$ -					
PROJECTED YEAR END BALANCE FY2022	**247,349**	**213,570**	**189,054**					

Include State Aviation Days (Typically $500 for each State AZ, CA, NV), $5,000 for the new AAAE scholarship and $2,000 for Strategic Committee Commitment.

AAAE BOARD OF DIRECTORS AND POLICY REVIEW COUNCIL MEETING

JULY 10, 2021 | LAS VEGAS, NEVADA

AGENDA
AAAE Board of Directors and Policy Review Council Meeting
July 10, 2021 | Las Vegas, Nevada

A. Welcome and Announcements*
1 – 1:15 p.m.

B. Guest Speaker*
1:15 – 1:45 p.m.

Dr. Gavin Macgregor-Skinner BVSc, MSc, MPH, MRCVS
Director of GBAC, a Division of ISSA
Certified Forensic Operator®, Certified Bio-Forensic Restoration Specialist®

C. Chair's Report*
1:45 – 1:50 p.m.

D. President's Report*
1:50 – 1:55 p.m.

E. Financial Reports
1:55 – 2:05 p.m.

1. 2021 First Five Months' Financial Results
2. AAAE Investment Management

F. Consent Agenda Items
2:05 – 2:10 p.m. *These items will be approved by a single vote during the Board meeting. A Board member may remove any of these items by advising staff in advance of the Board meeting the items they wish to remove from the consent agenda.*

1. Approval of Applications for Membership
2. Approval of Membership Status Report
3. Approval of Foundation Financial Report
4. Approval of January 2021 AAAE Board/PRC Meeting Minutes
5. Approval of Changes to the South Central Chapter By-Laws
6. Approval of Cyrus Callum, A.A.E. as BOE Chair for 2021-2022*
7. Approval to recommend non-accredited members to vote at membership business meetings at the Vegas Annual Conference*

G. Open Discussion of Washington Policy
2:10 – 2:55 p.m.

1. Legislative Affairs

2. Regulatory Affairs
3. Transportation Security Policy
4. International Facilitation Subcommittee

Break 2:55 – 3:15 p.m.

H. Committee Reports

3:15 – 4 p.m. *Five-minute verbal reports by Internal Committees (listed in **blue bold** below). Additional committees listed will not provide verbal reports, but have submitted written reports, included in the meeting document. Q&A from Board/PRC members for committees and any motions/action items from committees.*

1. Transportation Security Services
2. Operations/Safety/Planning/ Emergency Management
3. Facilities and Technical Services
4. Environmental Services
5. Air Service
6. International Association of Airport Executives (IAAE)
7. U.S. Contract Tower Association
8. Diversity, Equity & Inclusion
9. General Aviation Airports
10. Finance and Administration
11. Industrial Aviation/Military Relations
12. **Board of Examiners**
13. **Corporate**
14. **Foundation**
15. **Training**
16. **Academic Relations**
17. **Audit**
18. **Annual Conference**
19. **National Airports Conference**

I. AAAE Internal Association Issues

4 – 4:45 p.m.

1. 2021 Nominating Committee Update*
2. Membership Update
   a. Membership Recruitment and Retention
   b. AAAE GBAC Star Facility Accreditation Program
3. AAAE Programs & Services Update
   c. Airport Consortium on Trust Program (ACT)
   d. AAAE Training Services
   e. Transportation Security Clearinghouse (TSC)
   f. App-Based Transportation (ABT) Clearinghouse
4. Other Association Issues*

J. Information Items

Not scheduled for presentation at the Board/PRC meeting; a Board/PRC member may request to have any of these items discussed at the Board/PRC meeting.

1. *Airport Magazine* and @AAAEDelivers Social Media
2. AAAE Conference Calendar
3. AAAE Board Bylaws and Responsibilities
4. AAAE and Chapter Leadership Lists
5. AAAE Staff Update

K. Other items*

AMER. ASSOC. OF AIRPORT EXEC.
Balance Sheet
For the Five Months Ending Monday, May 31, 2021

	4/30/2021	5/31/2021	5/31/2020
ASSETS			
Petty Cash	138.11	138.11	138.11
AAAE Checking	292,515.53	719,470.83	576,947.70
TSC Operations Checking	2,867,045.34	3,669,273.13	3,102,487.93
TOTAL OPERATING CASH	3,159,698.98	4,388,882.07	3,679,573.74
Accounts Receivable	4,632,252.78	5,114,353.13	2,749,857.60
AAAE's Securities and CD's	13,268,413.38	13,248,435.75	7,324,657.26
Foundation Securities and CD's	5,527,677.19	5,555,292.14	4,450,147.36
Prepaid Expenses	261,553.50	231,272.60	235,713.60
Split Dollar	474,385.00	476,051.67	426,997.02
457 B and 457 F	3,966,281.05	4,036,281.05	3,701,968.77
Note Receivable--DTIS (Write Down)	0.00	0.00	0.00
Due to/from other Funds	(132,815.77)	(161,107.53)	(57,708.69)
Ownership Stake in DTIS	1,009,908.79	1,023,869.23	1,102,757.55
TOTAL CURRENT ASSETS	32,167,354.90	33,913,330.11	23,613,964.21
Building and Land	4,743,211.18	4,735,406.09	4,829,067.17
Leasehold Improvements	439,708.71	424,851.48	606,585.05
Furniture & Fixtures	37,221.47	35,228.45	61,247.09
Computer Equipment & Software	200,306.97	187,848.40	340,743.73
TOTAL OTHER ASSETS	5,420,448.33	5,383,334.42	5,837,643.04
TOTAL ASSETS	37,587,803.23	39,296,664.53	29,451,607.25
LIABILITIES			
Accounts Payable	517,179.34	790,817.09	773,743.63
Refunds Payable - Customer	0.09	0.09	0.00
Accrued Expenses	3,318,265.46	4,284,391.26	1,441,517.19
Payroll Withholding	4,945.78	2,803.56	10,706.87
Accrued Wages/Vacation	357,713.03	405,200.68	259,829.24
Line of Credit	0.00	0.00	600,000.00
Deferred Revenue	9,745,890.87	9,792,055.32	9,906,353.99
Tenant Deposits	8,163.17	8,163.17	8,163.17
TOTAL CURRENT LIABILITIES	13,952,157.74	15,283,431.17	13,000,314.09
Mortgage Payable--601 Madison	6,000,000.00	6,000,000.00	1,367,029.91
457 B and 457 F	3,966,281.05	4,036,281.05	3,701,968.77
Capital Lease -- Computers	0.00	0.00	0.00
TOTAL LONG TERM LIABILITIES	9,966,281.05	10,036,281.05	5,068,998.68
TOTAL LIABILITIES	23,918,438.79	25,319,712.22	18,069,312.77
FUND BALANCE			
Beginning Fund Balance	12,010,424.04	12,010,424.04	11,549,737.58
YTD Fund Balance	1,658,940.40	1,966,528.27	(167,443.10)
TOTAL FUND BALANCE	13,669,364.44	13,976,952.31	11,382,294.48
TOTAL LIABILITY & FUND BALANCE	37,587,803.23	39,296,664.53	29,451,607.25
Current Assets/Current Liabilities	2.31	2.22	1.82

Off Balance Sheet Assets:

1. AAAE Headquarters Market Value is approx $13.76 million (based on 2021 City of Alexandria Tax records)
2. AAAE Shares of SBCN, LLC is $9.1 million (based on 2006 SBCN closing price)

AMER. ASSOC. OF AIRPORT EXEC.
Income Statement
For the Five Months Ending Monday, May 31, 2021

	Actual	Last Year	Variance	Actual Y-T-D	PRIOR YEAR FINAL	2021 Budget	Last Year Y-T-D	Year to Year Variance
OPERATING REVENUES								
Domestic Member Dues	168,061.55	162,313.79	5,747.76	846,185.52	2,045,576.04	2,130,848.70	835,594.21	10,591.31
INT'L Membership Dues	4,910.28	4,755.13	155.15	11,626.12	37,184.87	32,000.00	17,981.11	(6,354.99)
Domestic Conference Income	14,955.00	(18,205.00)	33,160.00	896,365.50	2,982,091.63	5,187,346.00	2,310,688.59	(1,414,323.09)
INT'L Conference Income	126,987.30	-	126,987.30	130,488.30	15,375.20	1,001,000.00	0.00	130,488.30
Exam Fees	68,425.00	97,980.00	(29,555.00)	375,973.65	608,684.61	573,000.00	290,280.00	85,693.65
ERTC	179,596.24	-	179,596.24	179,596.24	-	573,001.00	0.00	179,596.24
TSC (and Other)	1,487,871.94	658,635.35	829,236.59	6,230,635.12	12,273,318.88	13,113,818.95	5,692,770.38	537,864.74
ABT	2,250,612.57	433,611.15	1,817,001.42	7,884,041.19	24,044,970.72	46,611,011.78	15,896,468.83	(8,012,427.64)
Federal Affairs	209,774.91	365,482.98	(155,708.07)	882,207.91	2,915,071.64	2,307,500.00	1,050,845.76	(168,637.85)
Magazine	(17,651.74)	(8,810.00)	(8,841.74)	90,530.02	297,514.50	432,000.00	108,373.50	(17,843.48)
ANTN	65,520.32	62,240.01	3,280.31	505,221.92	787,037.95	1,066,000.00	335,635.64	169,586.28
Training	125,130.00	30,035.00	95,095.00	558,223.00	784,589.50	555,000.00	241,485.00	316,738.00
IET	196,756.94	325,455.07	(128,698.13)	1,224,254.90	2,737,567.36	2,822,826.00	1,277,239.53	(52,984.63)
INT'L Training and Technology Services	295.00	590.00	(295.00)	76,540.00	55,280.00	165,000.00	(4,260.00)	80,800.00
Foundation	12,895.84	5,943.21	6,952.63	102,969.82	235,043.93	263,500.00	131,119.92	(28,150.10)
Contract Tower Association	23,293.75	12,150.00	11,143.75	218,256.25	571,085.00	570,000.00	394,510.00	(176,253.75)
Airport Consortium on Customer Trust (ACT)	47,750.01	4,633.35	43,116.66	363,375.01	351,233.37	210,000.00	37,900.02	325,474.99
AAAE Real Estate	158,220.23	163,906.94	(5,686.71)	791,101.15	1,932,894.86	1,827,146.79	820,323.27	(29,222.12)
TOTAL REVENUE	5,123,405.14	2,300,716.98	2,822,688.16	21,367,591.62	52,674,520.06	78,867,998.22	29,436,955.76	(8,069,364.14)
EXPENDITURES								
Salaries & Benefits	8,738.44	8,753.58	(15.14)	43,496.34	113,213.20	111,710.21	49,490.68	(5,994.34)
G&A Direct Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Overhead	2,583.84	2,341.35	242.50	13,322.09	35,048.29	36,415.89	15,568.35	(2,246.26)
TOTAL G&A Direct Expenses	11,322.28	11,094.92	227.36	56,818.43	148,261.49	148,126.10	65,059.03	(8,240.60)
OTHER PROGRAMS								
DOMESTIC MEMBER SERVICES								
Salaries & Benefits	23,808.85	23,850.09	(41.24)	118,510.61	308,461.93	304,366.88	134,842.86	(16,332.24)
Overhead	7,039.97	6,379.26	660.71	36,297.51	95,492.97	99,219.13	42,417.68	(6,120.17)
Direct Expenses	10,570.88	5,035.91	5,534.97	36,549.31	76,801.48	131,980.00	42,533.53	(5,984.22)
TOTAL DOMESTIC MEMBER SERVICES	41,419.70	35,265.25	6,154.44	191,357.43	480,756.38	535,566.00	219,794.07	(28,436.64)
INT'L MEMBER SERVICES								
Salaries & Benefits	881.18	882.71	(1.53)	4,386.15	11,416.36	11,264.80	4,990.61	(604.47)
Overhead	260.55	236.10	24.45	1,343.39	3,534.25	3,672.16	1,569.90	(226.51)
Direct Expenses	0.00	0.00	0.00	0.00	0.00	2,700.00	0.00	0.00
TOTAL INT'L MEMBER SERVICES	1,141.73	1,118.81	22.93	5,729.54	14,950.61	17,636.96	6,560.52	(830.98)
DOMESTIC CONFERENCE								
Salaries & Benefits	102,370.71	102,548.03	(177.32)	509,559.12	1,326,291.26	1,308,683.78	579,782.73	(70,223.61)
Overhead	30,269.70	27,428.84	2,840.86	156,068.11	410,590.33	426,611.67	182,382.97	(26,314.86)
Direct Expenses	16,010.02	73,909.71	(57,899.69)	401,359.91	1,389,951.38	2,192,931.00	1,327,062.94	(925,703.03)
TOTAL DOMESTIC CONFERENCE	148,650.43	203,886.58	(55,236.14)	1,066,987.14	3,126,832.97	3,928,226.45	2,089,228.64	(1,022,241.51)

AMER. ASSOC. OF AIRPORT EXEC.
Income Statement
For the Five Months Ending Monday, May 31, 2021

	Actual	Last Year	Variance	Actual Y-T-D	PRIOR YEAR FINAL	2021 Budget	Last Year Y-T-D	Year to Year Variance
INT'L CONFERENCE								
Salaries & Benefits	20,023.80	20,058.48	(34.68)	99,670.21	259,423.74	255,979.70	113,406.01	(13,735.80)
Overhead	5,920.78	5,365.10	555.68	30,527.06	80,311.83	83,445.62	35,674.27	(5,147.21)
Direct Expenses	22,054.55	0.00	22,054.55	23,702.62	6,761.63	572,000.00	756.71	22,945.91
TOTAL INT'L CONFERENCE	47,999.13	25,423.59	22,575.54	153,899.89	346,497.20	911,425.32	149,836.99	4,062.90
FOUNDATION								
Foundation Award Programs	25.00	(2,500.00)	2,525.00	(517.36)	179,110.90	235,800.00	10,534.37	(11,051.73)
TOTAL FOUNDATION	25.00	(2,500.00)	2,525.00	(517.36)	179,110.90	235,800.00	10,534.37	(11,051.73)
DOMESTIC TRAINING AND TECHNOLOGY SERVICES								
Salaries & Benefits	236,357.44	236,766.83	(409.39)	1,176,489.68	3,062,192.24	3,021,539.42	1,338,624.65	(162,134.98)
Overhead	69,887.85	63,328.75	6,559.09	360,336.05	947,986.73	984,977.42	421,092.82	(60,756.77)
Domestic Training and Tech. Direct Expenses	110,358.62	25,409.48	84,949.14	595,004.78	964,894.87	1,163,272.39	388,332.93	206,671.85
TOTAL DOMESTIC TRAINING AND TECHNOLOGY SERVICES	416,603.91	325,505.07	91,098.84	2,131,830.51	4,975,073.85	5,169,789.24	2,148,050.40	(16,219.90)
INT'L TRAINING AND TECHNOLOGY SERVICES								
Salaries & Benefits	400.78	401.47	(0.69)	1,994.92	5,192.42	5,123.48	2,269.84	(274.92)
Overhead	118.51	107.38	11.12	611.00	1,607.46	1,670.18	714.03	(103.02)
Direct Expenses	2,392.92	257.50	2,135.42	26,932.92	17,257.25	68,600.00	4,560.60	22,372.32
TOTAL INT'L TRAINING AND TECHNOLOGY SERVICES	2,912.21	766.36	2,145.85	29,538.84	24,057.12	75,393.66	7,544.47	21,994.37
TSC (and OTHER) Direct Expenses								
Salaries & Benefits	115,562.94	115,763.11	(200.17)	575,224.57	1,497,206.69	1,477,330.18	654,497.70	(79,273.13)
Overhead	34,170.47	30,963.51	3,206.96	176,180.17	463,501.95	481,587.92	205,886.15	(29,705.99)
Direct Expenses	1,174,602.33	561,699.54	612,902.79	4,870,012.73	9,516,687.43	11,139,833.48	4,453,520.71	416,492.02
TOTAL TSC (and OTHER)	1,324,335.74	708,426.16	615,909.58	5,621,417.47	11,477,396.07	13,098,751.58	5,313,904.56	307,512.90
ABT Direct Expenses								
Salaries & Benefits	87,179.06	87,330.06	(151.00)	433,941.34	1,129,471.71	1,114,477.16	493,743.88	(59,802.54)
Overhead	25,777.72	23,358.44	2,419.28	132,907.85	349,659.37	363,303.16	155,317.62	(22,409.78)
Direct Expenses	2,214,692.63	411,202.34	1,803,490.29	7,752,610.87	23,695,609.78	46,256,888.50	15,718,570.57	(7,965,959.70)
TOTAL ABT	2,327,649.41	521,890.84	1,805,758.57	8,319,460.06	25,174,740.86	47,734,668.82	16,367,632.07	(8,048,172.02)
AIRPORT MAGAZINE								
Salaries	8,249.99	8,264.28	(14.29)	41,065.04	106,884.94	105,465.97	46,724.31	(5,659.28)
Overhead	2,439.42	2,210.47	228.94	12,577.43	33,089.21	34,380.36	14,698.12	(2,120.70)
Direct Expenses	1,691.44	(3,215.08)	4,906.52	44,607.05	148,502.59	217,770.00	45,344.03	(736.98)
TOTAL MAGAZINE	12,380.84	7,259.67	5,121.17	98,249.51	288,476.74	357,616.33	106,766.47	(8,516.95)

AMER. ASSOC. OF AIRPORT EXEC.
Income Statement
For the Five Months Ending Monday, May 31, 2021

	Actual	Last Year	Variance	Actual Y-T-D	PRIOR YEAR FINAL	2021 Budget	Last Year Y-T-D	Year to Year Variance
FEDERAL AFFAIRS								
Salaries & Benefits	255,687.93	256,130.80	(442.88)	1,272,708.86	3,312,633.57	3,268,655.96	1,448,104.04	(175,395.18)
Overhead	75,603.62	68,508.10	7,095.53	389,806.13	1,025,517.81	1,065,533.78	455,531.88	(65,725.76)
Direct Expenses	6,803.12	5,898.27	904.85	42,961.60	94,542.61	142,700.00	51,664.98	(8,703.38)
TOTAL ALM	338,094.67	330,537.17	7,557.50	1,705,476.58	4,432,693.98	4,476,889.74	1,955,300.90	(249,824.32)
CONTRACT TOWER ASSOCIATION								
Salary & Benefits	6,728.28	6,739.93	(11.65)	33,490.58	87,169.99	86,012.75	38,106.00	(4,615.42)
Overhead	1,989.46	1,802.75	186.71	10,257.52	26,985.89	28,038.89	11,987.05	(1,729.53)
Direct Expenses	7,000.00	3,525.55	3,474.45	31,888.95	70,875.50	65,000.00	46,003.61	(14,114.66)
TOTAL CONTRACT TOWER	15,717.74	12,068.23	3,649.51	75,637.05	185,031.39	179,051.64	96,096.66	(20,459.61)
AIRPORT CONSORTIUM ON CUSTOMER TRUST (ACT)								
Salary & Benefits	2,401.10	2,405.26	(4.16)	11,951.70	31,108.13	30,695.15	13,598.79	(1,647.09)
Overhead	709.98	643.34	66.63	3,660.57	9,630.39	10,006.17	4,277.79	(617.21)
Direct Expenses	0.00	0.00	0.00	186,635.16	180,165.43	67,150.00	9,508.55	177,126.61
TOTAL ACT	3,111.08	3,048.60	62.47	202,247.43	220,903.95	107,851.32	27,385.13	174,862.30
AAAE REAL ESTATE LLC								
Salary & Benefits	26,208.16	26,253.56	(45.40)	130,453.40	339,546.88	335,039.15	148,431.51	(17,978.11)
Overhead	7,749.42	7,022.12	727.30	39,955.36	105,116.18	109,217.84	46,692.29	(6,736.93)
Direct Expenses	102,345.16	12,233.92	90,111.24	170,233.43	559,323.60	503,314.48	112,438.18	57,795.25
TOTAL LLC	136,302.74	45,509.60	90,793.14	340,642.19	1,003,986.66	947,571.47	307,561.98	33,080.21
TOTAL EXPENSES	4,827,666.62	2,229,300.85	2,598,365.77	19,998,774.71	52,078,770.16	77,924,364.62	28,871,256.27	(8,872,481.56)
EBITDA	295,738.52	71,416.13	224,322.39	1,368,816.91	595,749.90	943,633.60	565,699.49	803,117.42
EBITDA as a % of Revenue	6%	3%		6%	1%		2%	
Depreciation	37,113.91	48,594.98	(11,481.07)	185,747.32	536,588.12	687,950.00	245,762.82	(60,015.50)
Interest	20,000.00	4,347.92	15,652.08	100,666.67	113,695.16	288,000.00	30,050.17	70,616.50
EBIT	238,624.61	18,473.23	220,151.38	1,082,402.92	(54,533.38)	(32,316.40)	289,886.50	792,516.42
INVESTMENT ACTIVITIES								
Interest Income	154.73	3,625.08	(3,470.35)	36,681.66	196,877.41	100,000.00	50,694.92	(14,013.26)
AAAE Investment Gains/(Losses)	27,246.38	84,742.87	(57,496.49)	258,167.97	299,997.70	150,000.00	(189,242.49)	447,410.46
Foundation Investment Gains/(Losses)	27,601.71	123,302.22	(95,700.51)	366,171.13	479,671.97	150,000.00	(159,447.70)	525,618.83
DTIS Gain/(Loss)	13,960.44	(56,799.29)	70,759.73	223,104.59	(461,327.24)	(360,000.00)	(159,334.33)	382,438.92
TOTAL CONSOLIDATED INVESTMENT ACTIVITY	68,963.26	154,870.88	(85,907.62)	884,125.35	515,219.84	40,000.00	(457,329.60)	1,341,454.95
TOTAL NET INCOME	307,587.87	173,344.11	134,243.76	1,966,528.27	460,686.46	7,683.60	(167,443.10)	2,133,971.37

AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES
INVESTMENT POLICY DEFINITIONS, SCHEDULES AND HIGHLIGHTS

Policy Definitions:

Finance Committee: The Executive Committee of AAAE shall serve as the Finance Committee.

Management Committee: The AAAE President and Senior Vice President of Finance shall serve as the Management Committee.

AAAE Operating Fund: Those funds expected to be spent in the normal course of business during the current budget cycle and monies held to meet expenses from unanticipated activities required of AAAE to fulfill its mission. These monies shall be known as the AAAE Operating and Short-Term Reserve Fund.

AAAE Investment Fund: Those funds expected to be maintained as long-term financial assets of the association.

Policy Schedules:

Quarterly Report **Report to the Finance Committee**

A. Schedule of Investments
B. Year to Date Interest Income
C. Current Yield

Semi-Annual Report **Report to Board of Directors**

A. Portfolio Content
B. Investment strategy
C. Portfolio performance
D. Proposed changes to objectives and guidelines

Annual Report

A. Staff review of policy statement for relevancy
B. Executive Committee review for necessary revisions
C. Annual financial plan that projects funds available for investment and date funds may be needed for operations or capital expenditure.

Policy Highlights:

Objectives of the policy are to preserve capital while optimizing the investment return and allowing for liquidity. This should be accomplished using a target asset mix of 30% equity funds and 70% fixed income/cash equivalents. A 10% variance from the target triggers a rebalancing consideration.

AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES FOUNDATION INVESTMENT POLICY DEFINITIONS, SCHEDULES AND HIGHLIGHTS

Policy Definitions:

Finance Committee: The Executive Committee of AAAE shall serve as the Finance Committee.

Management Committee: The AAAE President and Senior Vice President of Finance shall serve as the Management Committee.

AAAE Foundation Operating Fund: Those funds expected to be spent in the normal course of business during the current budget cycle and monies held to meet expenses from unanticipated activities required of AAAE Foundation to fulfill its mission. These monies shall be known as the AAAE Foundation Operating and Short-Term Reserve Fund.

AAAE Foundation Investment Fund: Those funds expected to be maintained as long-term financial assets of the association.

Policy Schedules:

Quarterly Report **Report to the Finance Committee**

A. Schedule of Investments
B. Year to Date Interest Income
C. Current Yield

Semi-Annual Report **Report to Board of Directors**

A. Portfolio Content
B. Investment strategy
C. Portfolio performance
D. Proposed changes to objectives and guidelines

Annual Report

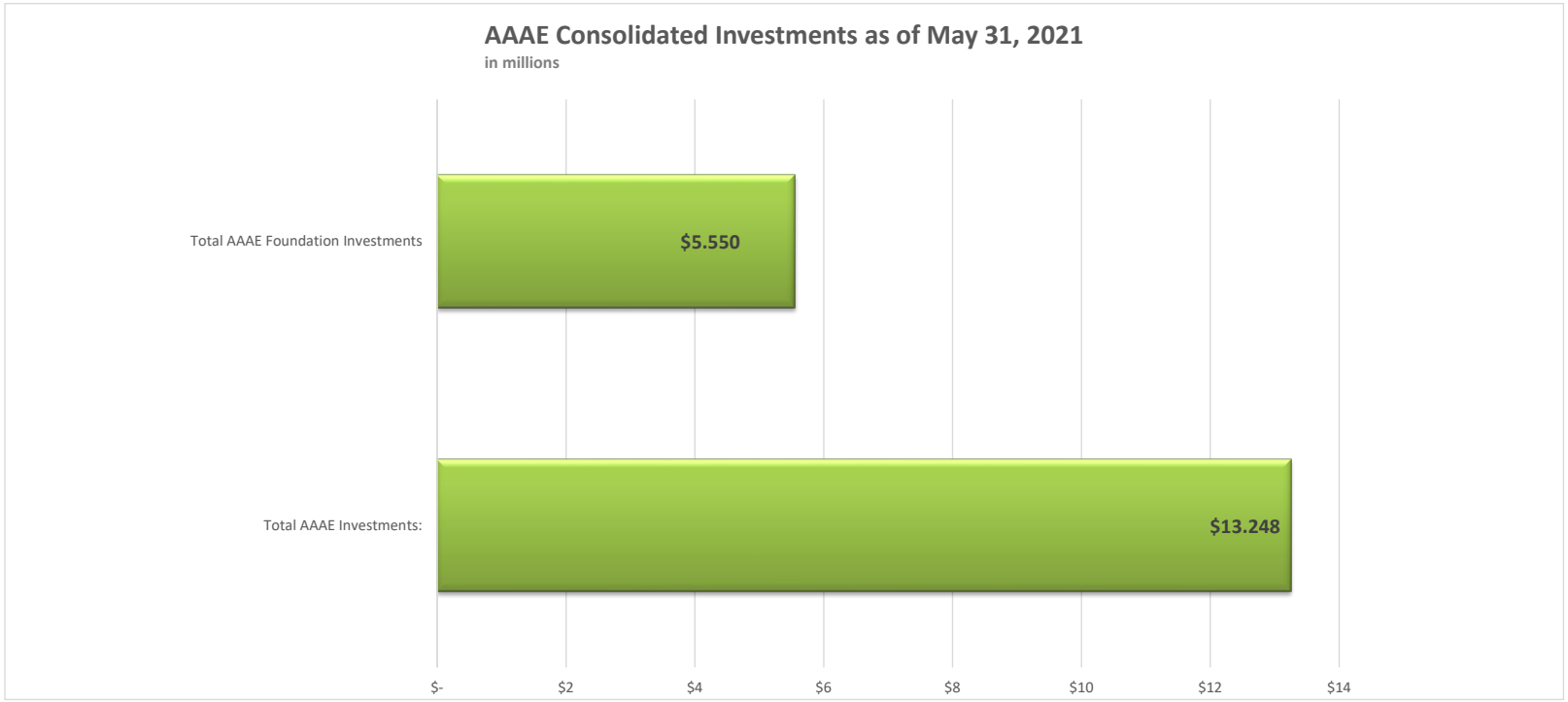
A. Staff review of policy statement for relevancy
B. Executive Committee review for necessary revisions
C. Annual financial plan that projects funds available for investment and date funds may be needed for operations or capital expenditure.

Policy Highlights:

Objectives of the policy are to preserve capital while optimizing the investment return and allowing for liquidity. This should be accomplished using a target asset mix of 50% equity funds and 50% fixed income/cash equivalents. A 10% variance from the target triggers a rebalancing consideration.

AAAE Consolidated Investment Portfolio as of May 31, 2021

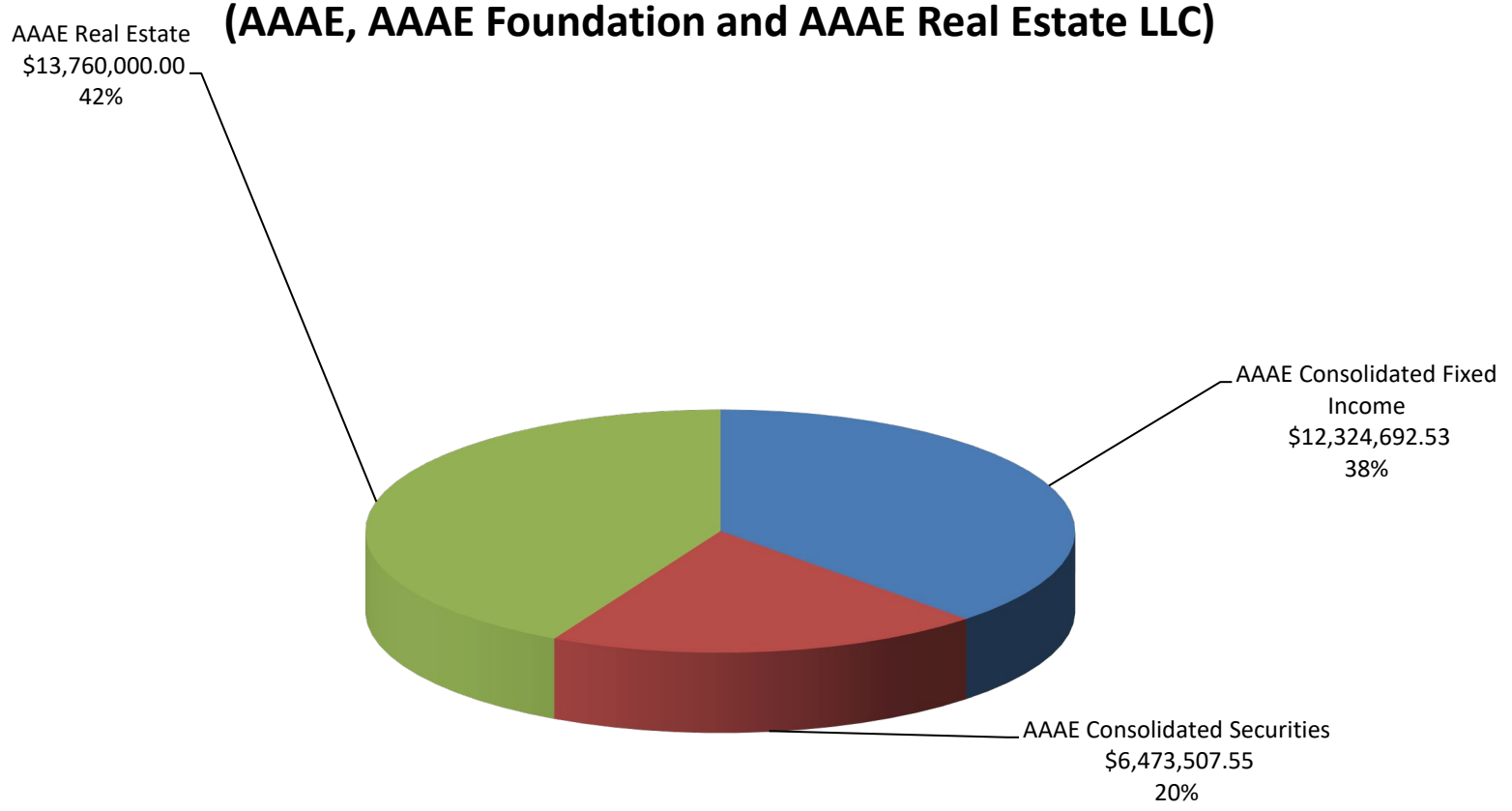
AAAE Fixed Income:	$	10,368,334.51
AAAE Securities:	$	2,880,093.31
Total AAAE Investments:	**$**	**13,248,427.82**
AAAE Foundation Fixed Income	$	1,956,358.02
AAAE Foundation Securities	$	3,593,414.24
Total AAAE Foundation Investments	**$**	**5,549,772.26**
AAAE Real Estate	$	13,760,000.00
Grand Total Consolidated AAAE Investments:	**$**	**32,558,200.08**



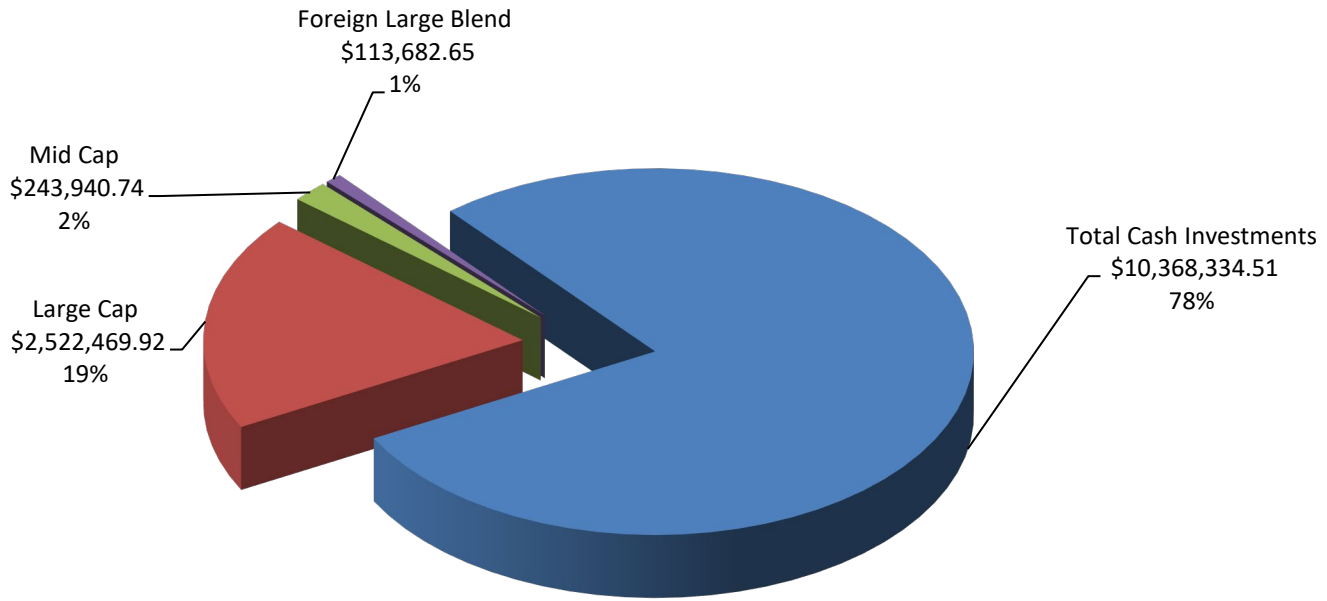
Investments by Individual Entity:

AAAE Fixed Income:		
Vanguard--Federal Money Market	$	4,194,901.04
Vanguard--Balanced Index Fund	$	452,623.62
Vanguard Inflation Protected Sec (VAIPX)	$	1,081,084.58
Capital One Bank	$	350,426.20
Total AAAE Fixed Income Investments	**$**	**6,079,035.44**
Lafayette Federal Credit Union (LFCU)		
Loan Proceeds	$	3,812,192.13
Interest Reserve	$	318,729.32
Tax Reserve	$	158,377.62
TOTAL LFCU	**$**	**4,289,299.07**
Total AAAE Fixed Income Investments	**$**	**10,368,334.51**
AAAE Securities Investments		
Vanguard--Balanced Index Fund	$	678,935.42
Vanguard Mid Cap Index Fund (VIMAX)	$	243,940.74
Vanguard Large Cap Index Fund (VLCAX)	$	442,922.20
Vanguard Emerging Markets Admiral Class Index Fund VEMAX	$	113,682.65
Vanguard Total Stock Market (VTSAX)	$	1,400,612.30
Total AAAE Securities	**$**	**2,880,093.31**
Grand Total AAAE Investments	**$**	**13,248,427.82**
Foundation Fixed Income:		
Vanguard Federal Money Market Fund	$	1,132,871.16
Vanguard Federal Money Market Fund (WIA)	$	426,079.04
Vanguard Inflation Protected Sec (VAIPX)	$	204,927.07
Amerant Bank	$	-
Goldman Sachs (WIA)	$	192,480.75
Hancock Whitnet (WIA)	$	-
Total Foundation Fixed Income Investments	**$**	**1,956,358.02**
Foundation Securities:		
Vanguard 500 Index VFIAX (Dunham Fund)	$	442,699.57
Vanguard Emerging Markets VEMAX	$	130,742.61
Vanguard Mid Cap VIMAX	$	308,031.17
Vanguard Small Cap VSMAX	$	308,634.52
Vanguard Life Strategy VASGX (WIA)	$	847,715.72
Vanguard 500 Index VFIAX (Native American Indian)	$	114,681.07
Vanguard Total Stock Market Admiral Class VTSAX	$	1,096,308.10
Vanguard Total Stock Market Admiral Class VTSAX (Innovation and Entrepreneurship Scholarship)	$	341,827.80
Total Foundation Securities	**$**	**3,593,414.24**
Grand Total Foundation Investments	**$**	**5,549,772.26**
AAAE Real Estate	**$**	**13,760,000.00**
Total Consolidated Investments	**$**	**32,558,200.08**

Consolidated Investments by Asset Allocation May 31, 2021 (AAAE, AAAE Foundation and AAAE Real Estate LLC)

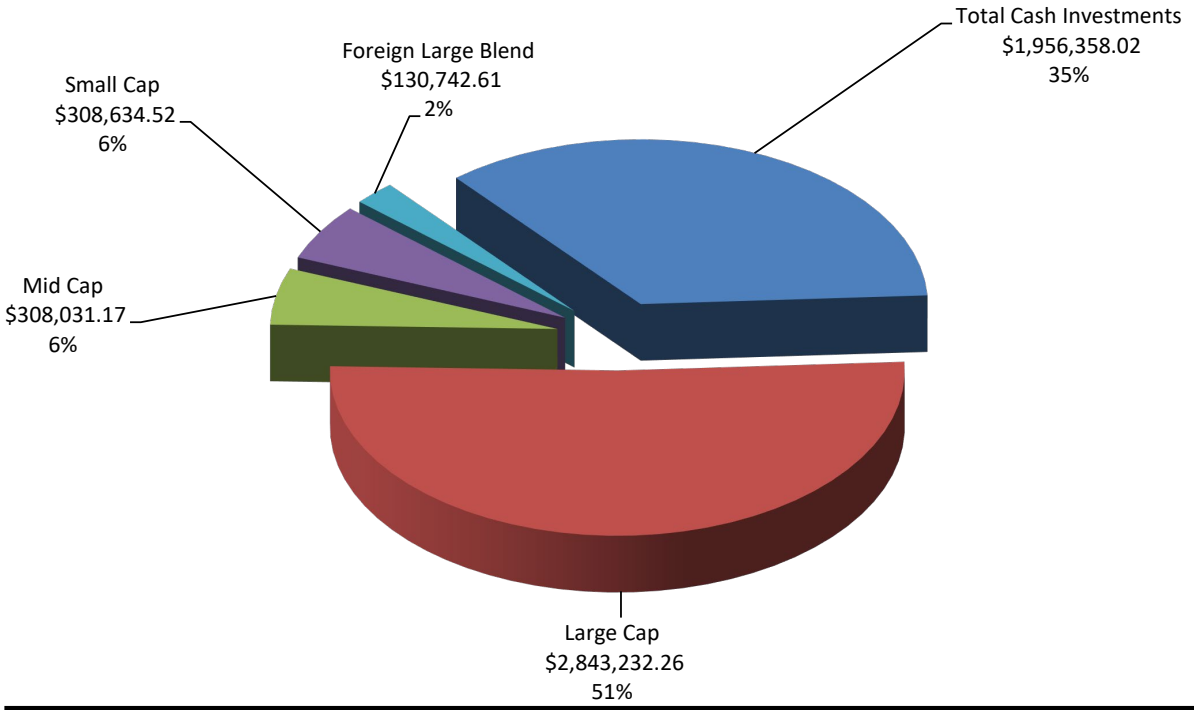


AAAE Portfolio View by Asset Allocation & Fund Category May 31, 2021



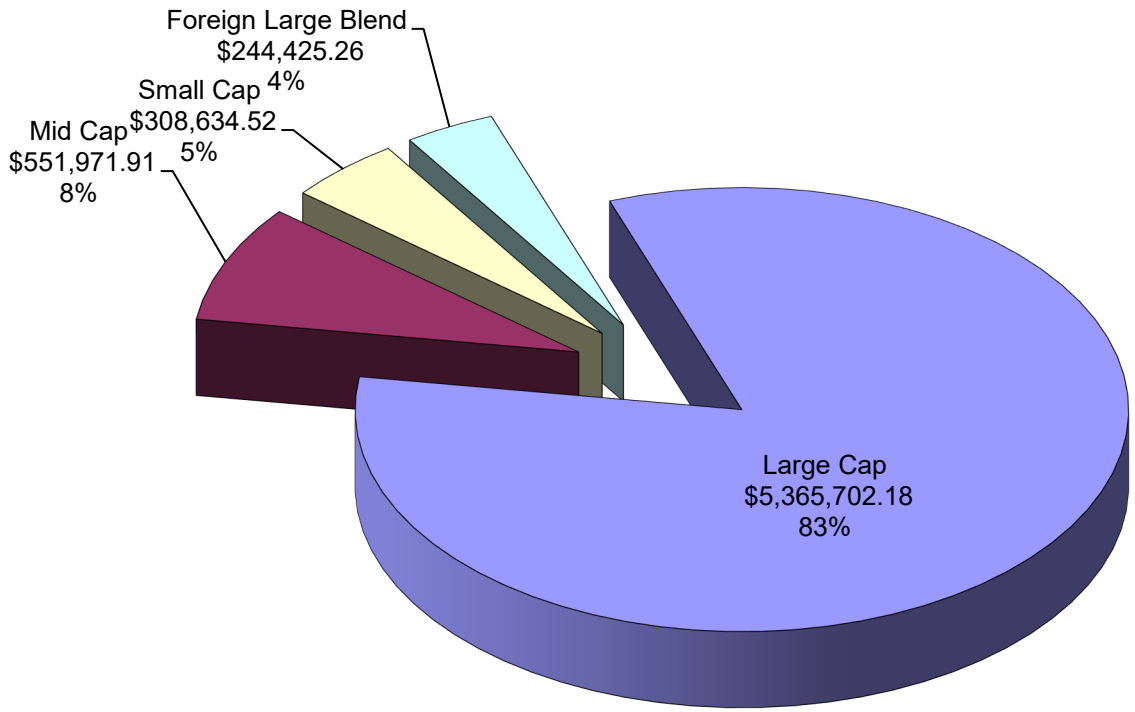
The overall portfolio reports within tolerance limits of the plan. The policy does not address allocations within the fund category. The chart above is based on the AAAE total portfolio which includes cash.

AAAE Foundation Portfolio View by Asset Allocation & Fund Category - May 31, 2021

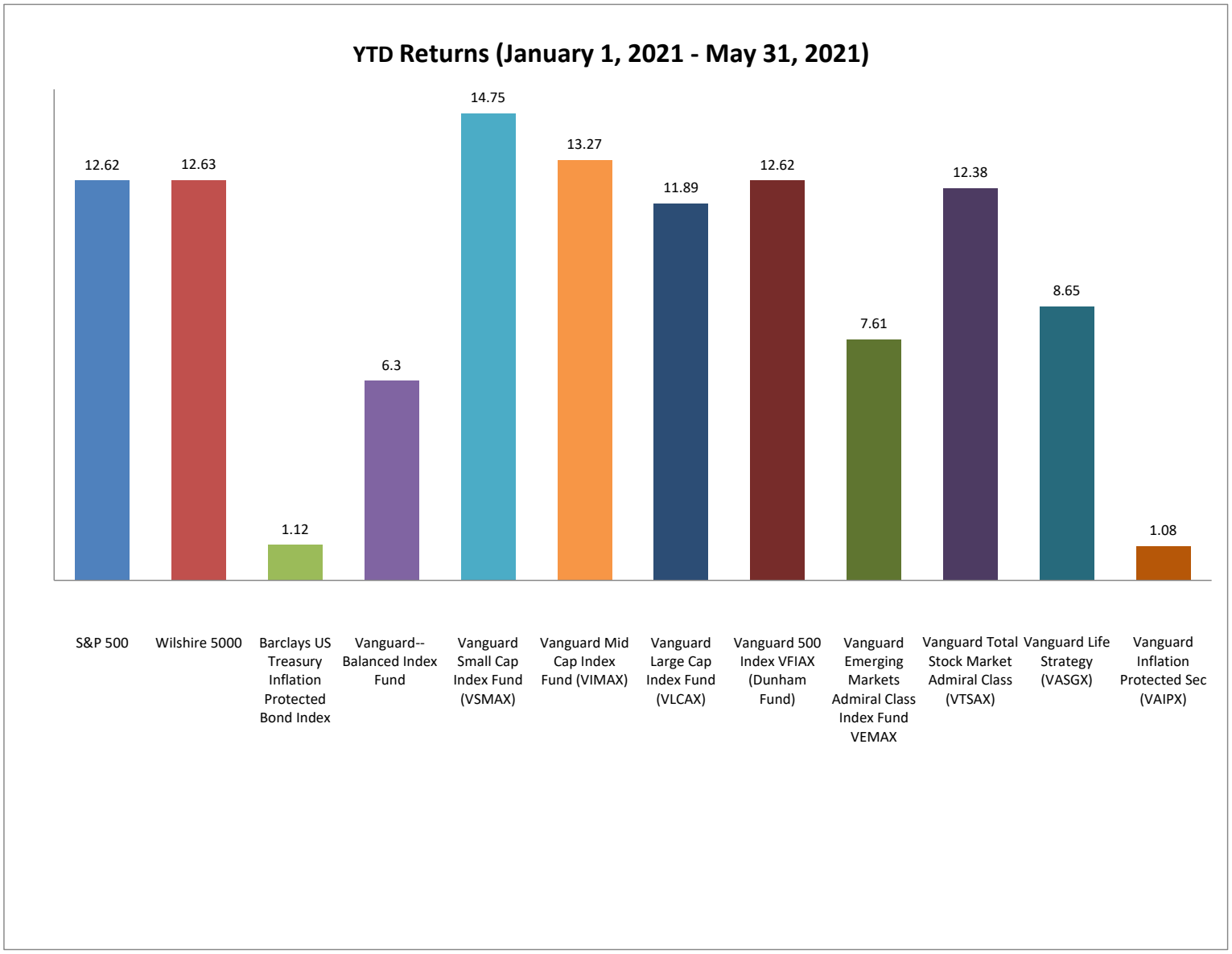


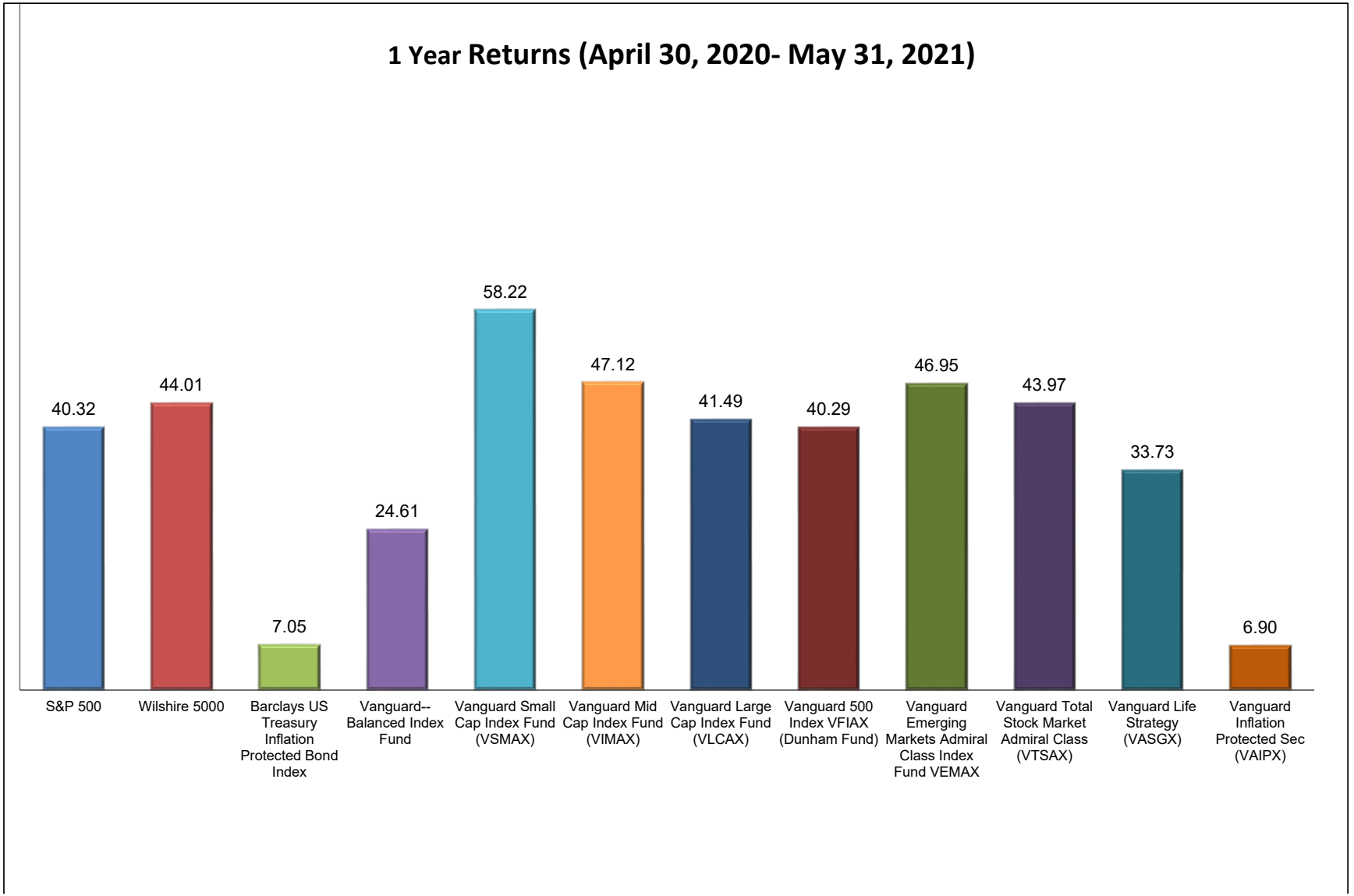
The overall portfolio currently reports 5% outside tolerance limits of the plan as of May 31. In June, $275,000 in Scholarship payments were made which brought to 60% equity and 40% cash. The portfolio is within the tolerance limits as of June 30.

Consolidated AAAE Investment Securities by Fund Category May 31, 2021

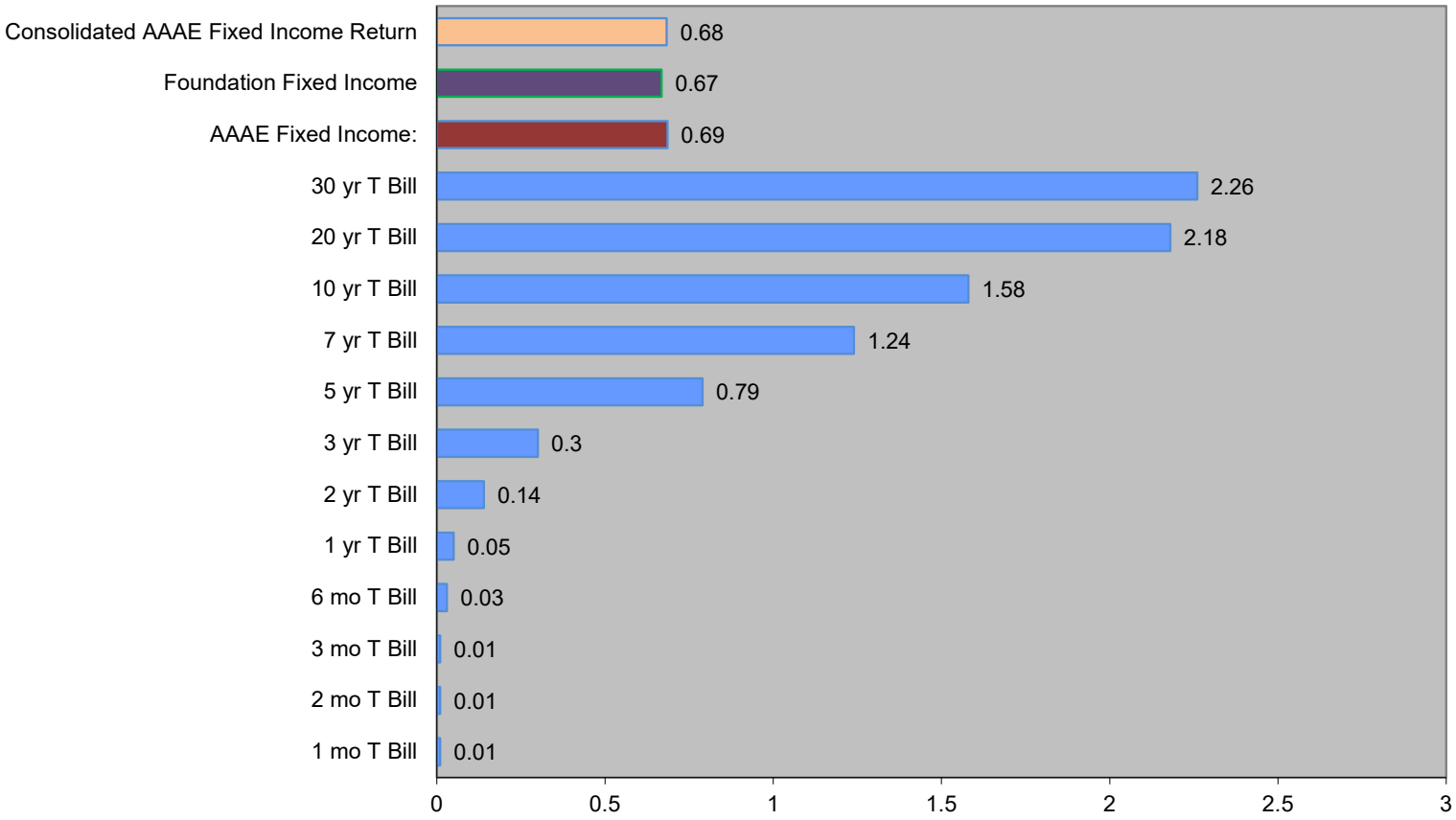


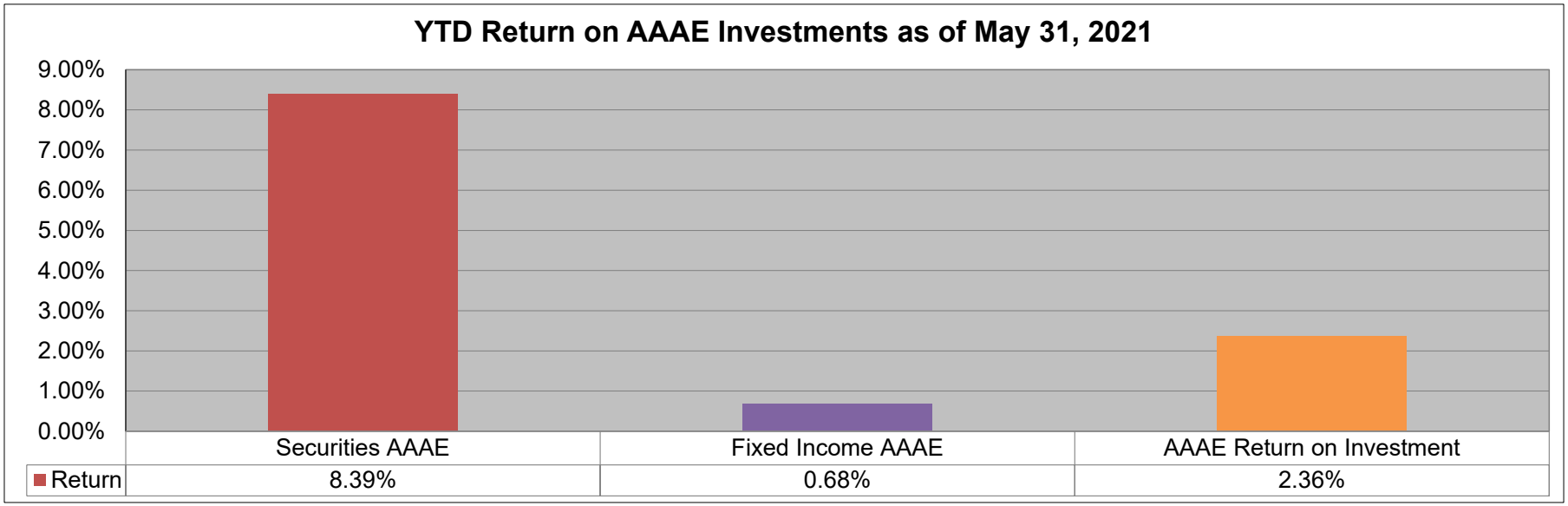
The policy does not have defined limits by fund category.

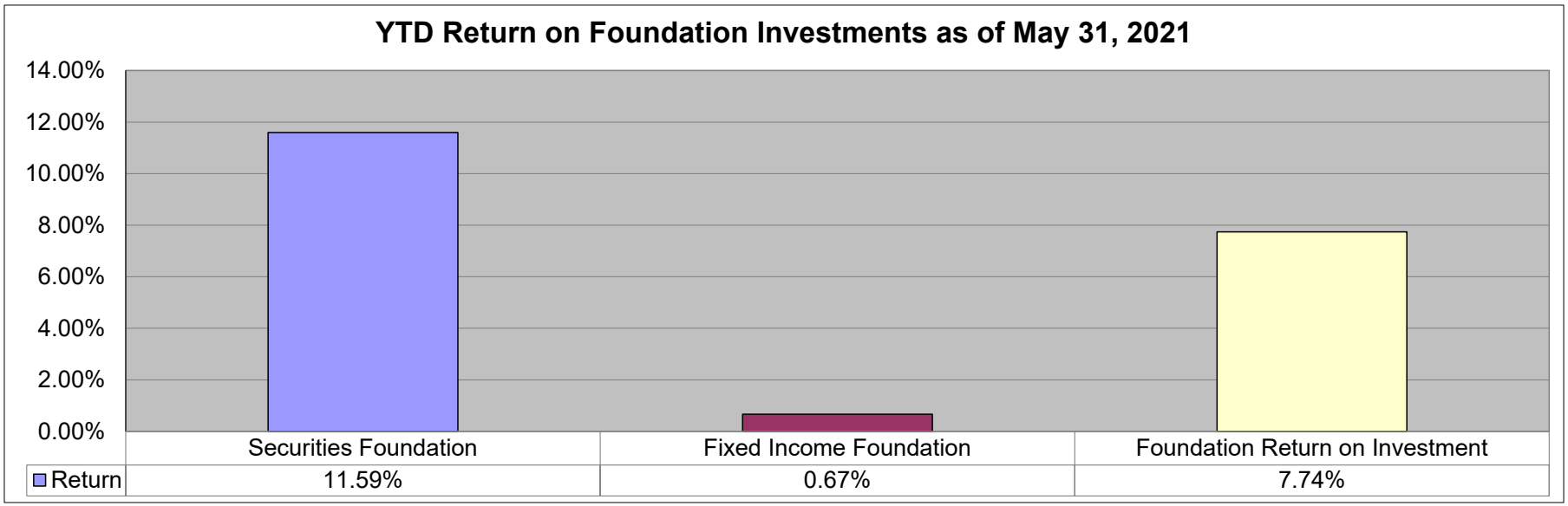

YTD Returns (January 1, 2021 - May 31, 2021)
12.62
12.63
1.12
6.3
14.75
13.27
11.89
12.62
7.61
12.38
8.65
1.08
S&P 500
Wilshire 5000
Barclays US Treasury Inflation Protected Bond Index
Vanguard--Balanced Index Fund
Vanguard Small Cap Index Fund (VSMAX)
Vanguard Mid Cap Index Fund (VIMAX)
Vanguard Large Cap Index Fund (VLCAX)
Vanguard 500 Index VFIAX (Dunham Fund)
Vanguard Emerging Markets Admiral Class Index Fund VEMAX
Vanguard Total Stock Market Admiral Class (VTSAX)
Vanguard Life Strategy (VASGX)
Vanguard Inflation Protected Sec (VAIPX)


1 Year Returns (April 30, 2020- May 31, 2021)
40.32
44.01
7.05
24.61
58.22
47.12
41.49
40.29
46.95
43.97
33.73
6.90
S&P 500
Wilshire 5000
Barclays US Treasury Inflation Protected Bond Index
Vanguard--Balanced Index Fund
Vanguard Small Cap Index Fund (VSMAX)
Vanguard Mid Cap Index Fund (VIMAX)
Vanguard Large Cap Index Fund (VLCAX)
Vanguard 500 Index VFIAX (Dunham Fund)
Vanguard Emerging Markets Admiral Class Index Fund VEMAX
Vanguard Total Stock Market Admiral Class (VTSAX)
Vanguard Life Strategy (VASGX)
Vanguard Inflation Protected Sec (VAIPX)

AAAE Fixed Income vs T Bills May 31, 2021




YTD Return on AAAE Investments as of May 31, 2021
9.00%
8.00%
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
Securities AAAE
Fixed Income AAAE
AAAE Return on Investment
Return
8.39%
0.68%
2.36%


YTD Return on Foundation Investments as of May 31, 2021
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
Securities Foundation
Fixed Income Foundation
Foundation Return on Investment
Return
11.59%
0.67%
7.74%

New Member Roster

Academic Member

From 12/17/2020 to 6/21/2021

Mr. Justin Foust
2250 Mccormack Way
Palm Shores, FL 32935
Phone: (772) 971-9252
justinfoust.com@gmail.com

Mr. Charles Carver
Auburn University
367 Butternut Dr
Auburn, AL 36830-5761
Phone: (334) 590-2030
cfc0019@auburn.edu

Mr. Benjamin Landgraf
Student
Central Washington University
17503 25th Ave NE Unit P305
Marysville, WA 98271-4847
Phone: (443) 521-6424
landgrafb@cwu.edu

Mr. Christopher McCray-Jackson
3134 S Market St Apt 1103
Gilbert, AZ 85295-1336
Phone: (757) 871-0977
cjavonn0@gmail.com

Mr. Braden N. Bass
Auburn University
680 N Gay St Unit 87
Auburn, AL 36830
Phone: (479) 684-8345
bnb0029@auburn.edu

Ms. Adrien Hagele
Student
Central Washington University
2420 N Airport Rd
Ellensburg, WA 98926
Phone: (503) 693-7093
adrienhagele@icloud.com

Mr. Drew Kinzer
311 E GLENN AVE
APT A
AUBURN, AL 36830
Phone: (205) 223-3039
drewkinzer22@gmail.com

Mr. Corey Bullock
Broward County Aviation Department
320 Terminal Dr Ste 200
Fort Lauderdale, FL 33315-3608
Phone: (954) 359-6188
cobullock@broward.org

Ms. Kennedy R. Vessey
Central Washington University
PO Box 11700
Olympia, WA 98508-1700
Phone: (360) 580-6304
vesseyk@cwu.edu

Mr. Kuho Sin
875 South Geneva Road
Building 3-204
Orem, Utah 84058
Korea, Republic Of
Phone: (682) 300-7983
ohuse456@gmail.com

Mr. Owen Colombo
California Baptist University
2004 Star Ln
Alpine, CA 91901-2840
Phone: (619) 633-8348
owendcolombo@gmail.com

Ms. Katrina N. Konkel
Student
Central Washington University
2815 Barrel Cactus Dr
Henderson, NV 89074-3245
Phone: (702) 468-4767
konkelk@cwu.edu

Mr. Micheal A. Sullivan, II
Arizona State University
3776 W 27th Ln
Yuma, AZ 85364-5977
Phone: (928) 750-1331
msullivan2015@gmail.com

Mr. James Miramontes
Student
Central Washington University
2420 N Airport Rd Apt 9301
Ellensburg, WA 98926
Phone: (858) 336-8874
miramontesj@cwu.edu

Mr. Cameron B. Bowlby
Central Washington University
2420 Airport Rd
Ellensburg, WA 98926
Phone: (360) 689-6742
cambow727@gmail.com

Academic Member
From 12/17/2020 to 6/21/2021

Ms. Noorulain Ijaz
Student
Central Washington University
400 E University Way
Ellensburg, WA 98926
Phone: (253) 249-8953
noorulainijaz9@gmail.com

Mr. Brandon Chang
Student
Central Washington University
4313 Rossevelt Ave
Sacramento, CA 95820
Phone: (916) 919-0721
changbr@cwu.edu

Mr. Colmore M. Daniel
Eastern Michigan University
E-102 The Village
900 Oakwood St
Ypsilanti, MI 48197-6229
Phone: (913) 378-4981
colmoredaniel@gmail.com

Mr. Anthony Joreski
Student
Central Washington University
707 E Washington Ave
Ellensburg, WA 98926-3825
Phone: (509) 899-1343
anthony.joreski@cwu.edu

Ms. Elyse Berger
Student
Cypress College
4718 Larwin Ave
Cypress, CA 90630-3513
Phone: (714) 876-5783
Berger.elyse@yahoo.com

Ms. Sophie J. Runyon
Student
Elizabeth City State University
108 S Griffin St
Elizabeth City, NC 27909-4161
Phone: (704) 785-6398
sjrunyon876@students.ecsu.edu

Mr. Kai A. Butler
Student
Central Washington University
400 E University Way
Ellensburg, WA 98926
Phone: (206) 535-5145
kai.butler@cwu.edu

Mr. Nolan Francis
Eastern Kentucky University
120 Alcott Ct
Elizabethtown, KY 42701-6745
Phone: (270) 723-2318
nolan_francis2@mymail.eku.edu

Mr. Dawson W. Campbell
Elizabeth City State University
126 Long Pine Rd
South Mills, NC 27976-9611
Phone: (757) 818-1300
dawsoncampbell77@gmail.com

Mr. Wen-Yen Huang
Student
Central Washington University
400 E University Way
Ellensburg, WA 98926
Phone: 886918090604
huangwe@cwu.edu

Mr. Jacobb Diebolt
Student
Eastern Michigan University
144 Poplar St Apt 3
Wyandotte, MI 48192-9001
Phone: (313) 433-9447
jaked514570@gmail.com

Ms. Ingrid E. Watts
Elizabeth City State University
3840 Waterside Dr Apt 308
Elizabeth City, NC 27909
Phone: (252) 670-9876
orientalpirate303@gmail.com

Mr. Kevin Powers
Student
Central Washington University
400 E University Way
Ellensburg, WA 98926
Phone: (509) 699-1895
powerskev@CWU.EDU

Mr. Anthony J. Howes
Eastern Michigan University
2178 Spartans Trl
Pinckney, MI 48169-9294
Phone: (248) 245-0149
tjhowes1@gmail.com

Mr. Noah R. Gunter
Student
Elizabeth City State University
3314 Carbonton Rd
Sanford, NC 27330-6353
Phone: (919) 770-0407
noah.gunter@gmail.com

Academic Member
From 12/17/2020 to 6/21/2021

Ms. Amanda Alvarez
Embry-Riddle Aeronautical University - Daytona Beach
2900 N 24th Ave Apt 5204
Hollywood, FL 33020-1452
Phone: (786) 340-2537
alvara28@my.erau.edu

Mr. Luis A. Mendoza
Embry-Riddle Aeronautical University - Prescott
1617 Bonavista Pl
Prescott, AZ 86301-7421
Phone: (281) 832-2213
mendozl9@my.erau.edu

Ms. Lauren E. Bubarth
Fairmont State University
1310 Chestnut St
Connellsville, PA 15425-4709
Phone: (724) 208-9278
bubarthlauren@gmail.com

Cameron Atkins
Embry-Riddle Aeronautical University - Prescott
7102 E Horizon Way
Prescott Valley, AZ 86315-3401
Phone: (435) 359-7115
cameronaatkins98@gmail.com

Ms. Nobi Buntin
Embry-Riddle Aeronautical University - Worldwide
1212 Punahou St Apt 3606
Honolulu, HI 96826-1042
Phone: (408) 656-7959
nobibuntin@gmail.com

Mr. Wynn G. Martin
Fairmont State University
124 Barbara Ann Dr
Stafford, VA 22554-7903
Phone: (540) 699-9557
wmartin4@students.fairmontstate.edu

Ms. Zihui Zhu
Embry-Riddle Aeronautical University - Prescott
3700 Willow Creek Rd 8351
Prescott, AZ 86301-3720
Phone: (408) 529-9196
Zhuz2@my.erau.edu

Mr. Mark Wegele
Embry-Riddle Aeronautical University - Worldwide
110 W Evergreen Pear Ave
Queen Creek, AZ 85140
Phone: (480) 540-3421
mwegele@hotmail.com

Mr. John D. Ewing
Fairmont State University
129 Kennedy Ave
Follansbee, WV 26037-1911
Phone: (304) 604-2888
jewing1@students.fairmontstate.edu

Mr. Adrian Nagle
Student
Embry-Riddle Aeronautical University - Prescott
1468 W 111th Ave
Northglenn, CO 80234-3397
Phone: (720) 492-6007
afnaglev@gmail.com

Ms. Malorie Haynes
Embry-Riddle Aeronautical University - Worldwide
3929 W 242nd St
Torrance, CA 90505
Phone: (808) 292-7021
Haynesmalorie@gmail.com

Mr. Joseph Kidd
Fairmont State University
609 Hickory Ln Apt A
Bridgeport, WV 26330
Phone: (281) 726-4744
jkidd3242@gmail.com

Mr. Johnathan Wang
Embry-Riddle Aeronautical University - Prescott
3131 N Main Street
Apt. N207
Prescott Valley, AZ 86314
Phone: (626) 715-9098
wangj16@my.erau.edu

Mr. Jericho R. James
Fairmont State University
626 Edgewood Dr
Weston, WV 26452-8549
Phone: (304) 545-3007
jjames19@students.fairmontstate.edu

Ms. Sophia Perez
Student
Fairmont State University
11006 Silverbell Dr
Morgantown, WV 26508-9127
Phone: (304) 820-8801
sophiaperez020@gmail.com

Academic Member
From 12/17/2020 to 6/21/2021

Ms. Nicole Cook
Fairmont State University
PO Box 223
Farmington, WV 26571-0223
Phone: (304) 365-1358
ndcook00@gmail.com

Mr. Enrique Green Armas
Farmingdale State College
24 Gerrymander Dr
Centerport, NY 11721
Phone: (631) 327-7573
enriquegreen94@icloud.com

Mr. Anwaar Bilal
Student Chapter Secretary
Hampton University
100 Cemetery Rd
Hampton, VA 23668
Phone: (908) 922-6365
anwaarb908@gmail.com

Mr. Aaron S. Boggs
Student Pilot
Fairmont State University
464 Harley O Staggers Dr
Keyser, WV 26726
Phone: (304) 790-4388
aaronboggz8@gmail.com

Mr. Zachary Miller
Student
Florida Institute of Technology
2025 Barnes Dr
Wooster, OH 44691-4557
Phone: (330) 466-6136
20zamiller@gmail.com

Mr. Daniel Austin
Student Chapter Vice President
Hampton University
100 East Queen St
Hampton, VA 23668
Phone: (301) 303-3013
daniel.austin@my.hamptonu.edu

Mr. Kevin Blaney
Fairmont State University
413 Guffey St
Fairmont, WV 26554-4029
Phone: (304) 694-4233
kev9989@yahoo.com

Mr. Adam Stelmack
Student
Florida Institute of Technology
2659 Big Sur Ave
Orange Park, FL 32065
Phone: (470) 786-0147
AdamStelmack@protonmail.com

Mr. Bilal Wilburn
Student Chapter Member
Hampton University
100 East Queen St
Hampton, VA 23668
Phone: (661) 916-0669
bilalwilburn@gmail.com

Mr. Sotiris Geros
Farmingdale State College
265 Riverside Dr Apt 4G
New York, NY 10025-5203
Phone: (212) 799-3623
geros5@farmingdale.edu

Mr. Alexander Fray
Student
Florida Institute of Technology
2817 Cameron St
Melbourne, FL 32901-7011
Phone: (321) 460-4094
afray2019@my.fit.edu

Mr. David Lyles Holly
Student Chapter Treasurer
Hampton University
800 Benevita Pl Apt 303
Hampton, VA 23666
david.lylesholly@my.hamptonu.edu

Mr. Michael L. Abbazia
Student
Farmingdale State College
2134 59th St
Brooklyn, NY 11204-2502
Phone: (347) 907-2820
mlabbazia@gmail.com

Mr. Deshaun Diggs
Student Chapter Member
Hampton University
1932 Grace Point Ln
Nolensville, TN 37135-8517
Phone: (615) 915-8177
diggs98@gmail.com

Miss Jailah Long
Student Chapter Member
Hampton University
100 East Queen St
Hampton, VA 23668
Phone: (513) 368-0398
jailah.long@my.hamptonu.edu

Academic Member
From 12/17/2020 to 6/21/2021

Mr. Ryan J. Ford
Student Chapter President
Hampton University
100 E Queen St
Hampton, VA 23668
Phone: (301) 275-8211
ryanjford8@gmail.com

Mr. Mark A. Woody
Harding University
305 Acorn Ct
Smyrna, TN 37167-3558
Phone: (615) 410-6806
mwoody1@harding.edu

Mr. Grant A. Fisher
Student
Kent State University
17 Southgate Dr
Norwalk, OH 44857-2315
Phone: (419) 677-1945
gfisher5@kent.edu

Mr. Sterling Jones
Student Chapter Member
Hampton University
95 Mariners Cove Rd Apt C
Hampton, VA 23669
Phone: (469) 643-7013
sterling.jones2@my.hamptonu.edu

Mr. Benjamin S. Nevison
Student
Kent State University
606 Tracht Meadows Dr
Huron, OH 44839-1039
Phone: (419) 503-0077
bneviso2@kent.edu

Ms. Emmy Jewell
Liberty University
PO Box 604
Yucca, AZ 86438-0604
Phone: (310) 528-3918
emmyjewell7@gmail.com

Mr. Xavier Farrackan
Student Chapter Member
Hampton University
100 E Queen St
Hampton, VA 23668-0108
Phone: (240) 351-3909
xavier.farrackan@hamptonu.edu

Mr. Noral G. Copeland
Kent State University
26285 Cambridge Dr
Oakwood Village, OH 44146
Phone: (216) 513-1856
ncopela4@kent.edu

Mr. Brian Ysasaga
Metropolitan State University of Denver
922 S Dearborn Way Apt 3
Aurora, CO 80012
Phone: (303) 549-5552
bysasaga@msudenver.edu

Mr. Julian Payne Dillard
Student Member
Hampton University
5705 Mary A Ct
Bladensburg, MD 20710
Phone: (202) 258-7590
julian.paynedillard@my.hamptonu.edu

Mr. Grant L. Hagler
Student
Kent State University
8008 Candlewood Dr
Alexandria, VA 22306-3221
Phone: (571) 733-8029
ghagler@kent.edu

Mr. Mitchell A. Johnson
Metropolitan State University of Denver
909 Saddlebrook Ln
Fort Collins, CO 80525-6966
Phone: (303) 520-8062
JohnsonMA333@gmail.com

Miss Viktoria Ljungman
Pilot
Hampton University
1301 Wilson Rd
Norfolk, VA 23523
Phone: (757) 726-3769
viktorialj@gmail.com

Ms. Holly Csaszar
Kent State University
240 Circle Ln
Webster, NY 14580-1304
Phone: (585) 626-8393
hcsaszar@kent.edu

Mr. Alexis B. Nava
Middle Georgia State College
10460 Worthington Hills Mnr
Roswell, GA 30076-1749
Phone: (770) 896-5935
nalex422@gmail.com

Academic Member
From 12/17/2020 to 6/21/2021

Mr. Jackson K. Vogt
Middle Tennessee State University
2017 Hollidon Rd
Decatur, GA 30033-1023
Phone: (678) 246-9803
JKV2M@MTMAIL.MTSU.EDU

Mr. Aidan Adams
Oklahoma State University
16717 Cypress Landing Cv
Austin, TX 78717-5537
Phone: (512) 818-3043
aidan.adams@okstate.edu

Mr. Wesley Provost
Student
The Master's University
21726 Placerita Canyon Rd
Newhall, CA 91321-1200
Phone: (815) 668-1343
wesprovost@protonmail.ch

Mr. Grant T. Glaesmann
Oklahoma State University
10932 Cinderella Ln
Dallas, TX 75229-4009
Phone: (214) 733-3106
grantglaesmann@yahoo.com

Mr. Blake Walls
Airport Management and Operations
Student
Purdue University
6117 W First Watch Way
McCordsville, IN 46055-9259
Phone: (317) 750-8951
blake.walls317@gmail.com

Mr. Anthony Kwa
Student
The Ohio State University
417 Aviation Bldg W 19th Ave
Columbus, OH 43210
Phone: (614) 364-3103
kwaanthony@yahoo.com

Mr. Logan A. Hutto
Oklahoma State University
2929 Ellington Ct
McKinney, TX 75072-3973
Phone: (469) 247-6911
Logan.hutto@okstate.edu

Ms. Caitlin Sinead Neil
Student
Southern Illinois University
4446 N McVicker Ave
Chicago, IL 60630-3120
Phone: (773) 951-5559
caitlin.neil@siu.edu

Ms. Lexi Schupbach
University of Cranfield
16625 Doyle Rd
Stockbridge, MI 49285-9303
Phone: (517) 962-8168
schupbach.lexi@gmail.com

Mr. Jacob Morgan
Oklahoma State University
403 Debra Ct
Stillwater, OK 74074-8341
jacobmorgan44@prodigy.net

Mr. Derrick L. Hudson, Jr.
Student
Texas Southern University
6519 Cypresswood Summit Dr
Humble, TX 77338
Phone: (513) 289-2530
Derrick.hudsonjr@gmail.com

Mr. Gabe Stahl
Student
University of North Dakota
2900 Demers Ave Apt 404
Grand Forks, ND 58201-4270
Phone: (512) 705-2625
gabedstahl@gmail.com

Mr. Andrew Foster
Oklahoma State University
1919 Birchwood Ct
Stillwater, OK 74075-8255
Phone: 13162070639
andrew.foster10@okstate.edu

Mr. Joshua Flores
Texas Southern University
20618 Cypress Green Ln
Cypress, TX 77433-1732
Phone: (713) 299-9397
j.flores1521@student.tsu.edu

Mr. Liban A. Maalin
University of North Dakota
1233 7th St S Apt E103
Waite Park, MN 56387
Phone: (763) 898-6734
liban.musse@ndus.edu

Academic Member
From 12/17/2020 to 6/21/2021

Ms. Amanda McDonald
Student
University of North Dakota
1920 University Ave
Grand Forks, ND 58203-3344
Phone: (763) 568-1360
Amanda.mcdonaldus@gmail.com

Mr. Jefferson A. Pilco Tenezaca
Vaughn College of Aeronautics and Technology
18 Courtney Dr
New City, NY 10956-6112
Phone: (845) 200-8898
pilcojefferson@gmail.com

Mr. Jon Mayer
Student
Western Michigan University
1262 Shawn Ct
Hartland, MI 48353-3465
Phone: (810) 986-5278
jonathan.p.mayer@wmich.edu

Mr. Andrew M. Neikirk
University of North Texas
1408 Teasley Ln Apt 3512
Denton, TX 76205
Phone: (757) 663-8264
dneikirk89@gmail.com

Mr. Tommaso Rossi
Vaughn College of Aeronautics and Technology
22-40 90th St
East Elmhurst, NY 11369
Phone: (347) 345-5611
tommi.rossi13@gmail.com

Ms. Karlee M. Erickson
Student
Western Michigan University
11411 Stephan Bridge Rd
Roscommon, MI 48653-9737
Phone: 19893908651
karlee.m.erickson@wmich.edu

Ms. Emanuelle Ortiz Ramos
Student
University of Oklahoma
2500 Asp Ave A205C
Norman, OK 73072
Phone: (787) 674-9328
emanuelle_or@ou.edu

Mr. Enzo Guarnaccia
Vaughn College of Aeronautics and Technology
Flushing, NY 11358

Ms. MacKynze G. Slatinsky
Student
Western Michigan University
4104 Brest Rd
Newport, MI 48166-9612
Phone: (734) 693-7536
smackynze@yahoo.com

Mr. Andrew Wertheimer
Student
University of Oklahoma
14020 E Lakeview Dr
Wichita, KS 67230-9537
Phone: (316) 734-8468
awertheimer64@ou.edu

Mr. Jackson T. Overstreet
Undergrad Student
Western Michigan University
43W409 Kenmar Dr
Elburn, IL 60119-9677
Phone: (630) 479-3448
jtostreet@gmail.com

Ms. Olarotimi G. Ponder
Western Michigan University
640 Albemarle St
Bluefield, WV 24701-4606
Phone: (404) 493-9778
olarotimi.g.ponder@wmich.edu

Mr. Steven C. Davidson
Utah Valley University
2410 Noccalula Rd
Gadsden, AL 35904-3229
Phone: (256) 613-6379
davidson.steven304@gmail.com

Ms. Paige Giuliano
Western Michigan University
14141 136th Ave
Grand Haven, MI 49417
Phone: (616) 795-6529
paige.c.giuliano@wmich.edu

New Member Roster

Academic Grad Member

From 12/17/2020 to 6/21/2021

Mr. Jared S. Ash
1228 SE Rosehill Dr
Lees Summit, MO 64081-2766
Phone: (816) 709-6136
jaredash9@gmail.com

Mr. George Edwards
Everglades University
834 38th Ave N
Saint Petersburg, FL 33704-1134
Phone: (813) 454-7697
GWilliamE@outlook.com

Mr. Robert Reynders
Metropolitan State University of Denver
2829 S Locust St
Denver, CO 80222-7114
Phone: (720) 692-8020
rreynder@msudenver.edu

Mr. Bart Nelson, III
Auburn University
335 Aviation Way
Auburn, AL 36830-5997
Phone: (205) 567-3563
bartnelson@auburn.edu

Ms. Kristen Broderick
Student
Florida Institute of Technology
1055 E San Jose Ave
Burbank, CA 91501-1321
Phone: (818) 738-5958
broderickkristen@gmail.com

Mr. Tanner Pastore
Metropolitan State University of Denver
12770 W 84th Cir
Arvada, CO 80005-5181
Phone: (720) 383-0782
tanner.pastore@gmail.com

Mr. Dylan L. Johnson
Student
Eastern Kentucky University
410 Jason Dr Apt H14
Richmond, KY 40475-2288
Phone: (859) 588-5762
mcjohnson258@gmail.com

Ms. Sarah K. Pagano
Airport Operations Manager
Jack Barstow Airport
3490 Kettering Rd
Saginaw, MI 48603-2359
Phone: (989) 525-5206
sarahkpagano@gmail.com

Ms. Molly Dill
Student
Metropolitan State University of Denver
1051 14th St Apt. 23051
Denver, CO 80202
Phone: (720) 258-5311
mdill5@msudenver.edu

Mr. James Swift
Embry-Riddle Aeronautical University - Worldwide
3171 Armstrong St
San Diego, CA 92111-5700
Phone: (310) 384-1139
swiftj@my.erau.edu

Mr. Ray C. Phillips, ACE
Liberty University
20447 E Shady Ridge Rd
Parker, CO 80134-6652
Phone: (303) 886-8903
coloradoblueskies@gmail.com

Ms. Melanie Smith
Student
Metropolitan State University of Denver
8430 Everett Way Apt C
Arvada, CO 80005
Phone: (720) 985-3027
msmith1022@gmail.com

Mr. Joseph M. Moore
Everglades University
8508 Canterbury Lake Blvd
Tampa, FL 33619-6674
Phone: (813) 992-3042
jmdmoore@verizon.net

Ms. Micah J. Diaz
Student
Metropolitan State University of Denver
719 S Lee Ct
Lakewood, CO 80226-3925
Phone: (240) 608-9661
mdiaz39@msudenver.edu

Mr. Dylan Swanson
Metropolitan State University of Denver
2480 S Eagle Way
Aurora, CO 80014-2430
Phone: (720) 437-9551
Dylan.J.Swanson1@gmail.com

Academic Grad Member
From 12/17/2020 to 6/21/2021

Mr. Kendrick D. Childs
Metropolitan State University of Denver
401 Tall Oaks Ave
Tupelo, MS 80216
Phone: (662) 871-5155
kchilds6@msudenver.edu

Mr. Samuel Hostetler
Purdue University
7723 Walker Cup Dr
Brownsburg, IN 46112-9183
Phone: (317) 801-1824
hostetl2@purdue.edu

Mr. Colby Linder
Airfield Operations Agent
Tulsa Airports Improvement Trust
5102 N Hunters Rdg
Stillwater, OK 74075-1250
Phone: (918) 838-5092
colbylinder@tulsaairports.com

Ms. Emily L. Webb
Metropolitan State University of Denver
12394 W Ken Caryl Cir Apt 303
Littleton, CO 80127-3157
Phone: (970) 764-0901
Emily.Webb529@gmail.com

Mr. Andrew J. White
Purdue University
1651 Stony Ln
North Kingstown, RI 02852-2915
Phone: (401) 266-9566
white741@purdue.edu

Mr. Andrew Sites
University of Central Missouri
971 SE 13 Hwy
Leeton, MO 64761
Phone: (660) 238-5340
andrewsites3@gmail.com

Mr. Jose A. Pascual
Student
Metropolitan State University of Denver
1655 Havana St Unit 401
Aurora, CO 80010
Phone: (720) 767-6147
jpascua1@msudenver.edu

Mr. Kyle P. Hecker
Student
Southern Illinois University
304 N 19th St
Herrin, IL 62948-1433
Phone: (224) 234-2122
heckerkyle@gmail.com

Ms. Sadia B. Imran
Student
University of Central Missouri
1216 Easton Dr
Carol Stream, IL 60188-4817
Phone: (773) 906-2070
sadia.imran@live.com

Trinh Tran
Metropolitan State University of Denver
9023 Apache Plume Dr Unit F
Parker, CO 80134-5378
Phone: (720) 381-9979
ttran98@msudenver.edu

Mr. Candido Terrazas, III
Texas A&M University - Central Texas
1359 Ashberry Trl
Georgetown, TX 78626-7369
Phone: (512) 508-0625
c_terrazasiii@yahoo.com

Mr. Amos P. Pangaribuan
University of Central Missouri
114 W South St Apt 441
Warrensburg, MO 64093
Phone: (202) 779-6085
pangaribuanamos@yahoo.com

Mr. Caylen Enfield
Oklahoma State University
426 NW 37th Ave
Cape Coral, FL 33993-5516
Phone: (405) 923-6873
caylen.enfield@okstate.edu

Mr. Randi T. Caraway
Texas Southern University
3100 Cleburne St
Houston, TX 77004
Phone: (346) 401-0244
randi.caraway@yahoo.com

Mr. Alexander G. Terrell
University of Central Missouri
221 Rolling Meadows
Hannibal, MO 63401
Phone: (573) 795-0337
aterrell1201@gmail.com

Academic Grad Member
From 12/17/2020 to 6/21/2021

Mr. Kalid Manke
Student
University of Central Missouri
7361 Summer Manor Dr
St. Louis, MO 63129
Phone: (314) 614-9767
mankekalid@gmail.com

Mr. Ian Meriwether
Student
University of North Dakota
1721 University Dr Apt B
Grand Forks, ND 58203-3466
Phone: (206) 909-3979
ian.meriwether@ndus.edu

Mr. Jacob Griffith
University of Central Missouri
1403 Chapel Drive
Harrisonville, MO 64093
Phone: (816) 832-6378
jrg96070@ucmo.edu

Ms. Victoria K. Omark
Student
University of North Dakota
2550 Laughlin View Dr
Bullhead City, AZ 86429
Phone: (928) 754-2134
vomark@flyifp.com

Mr. Carlos Soto Lorenzo
University of La Verne
2116 Enloe Dr
Clovis, NM 88101-8654
Phone: (801) 860-2213
carlos.sotolorenzo@laverne.edu

Mr. Seth R. Williams
Student
University of North Texas
3725 Vitruvian Way Apt 459
Addison, TX 75001-4596
Phone: (830) 624-9495
Seth.Riley.Williams@gmail.com

Ms. Maria N. Held
Student
University of New Mexico
3505 Calle Cuervo NW Apt 335
Albuquerque, NM 87114
Phone: (323) 516-3586
mheld@unm.edu

Mr. Kyle J. Christensen
Utah Valley University
1260 E 820 N
Provo, UT 84606
Phone: (801) 882-1378
10910010@my.uvu.edu

Mr. Josh Unger
Student
University of North Dakota
2900 Demers Ave
Grand Forks, ND 58201
Phone: (763) 218-5512
joshunger14@hotmail.com

Ms. Victoria McSmith
Westminster College
2700 4th Ave Apt 202
Seattle, WA 98121-1244
Phone: (973) 722-1036
vcmic2017@gmail.com

New Member Roster

Affiliate Member

From 12/17/2020 to 6/21/2021

Ms. Charie M. Pierce
357 Terry St Apt 212
Atlanta, GA 30312
Phone: (302) 415-4515
charie.pierce@gmail.com

Mr. John Rios
Comptroller
A.B. Won Pat Guam International Airport Authority
PO Box 8770
Tamuning, GU 96931
Guam
Phone: (671) 642-0300
john.rios@guamairport.net

Mr. Jamie Gray
Alexandria International Airport
1611 Arnold Dr
Alexandria, LA 71303
Phone: (318) 427-6408
jgray@englandairpark.org

Kerry Washington
1630 W National Ave Apt 308
Milwaukee, WI 53204-1134
Phone: (414) 747-5325
kwashington3274@sbcglobal.net

Mr. John M. Quinata
Executive Manager
A.B. Won Pat Guam International Airport Authority
PO Box 8770
Tamuning 96931
Guam
Phone: (671) 646-0300
john.quinata@guamairport.net

Mr. Daniel Nowak
Anchorage Airport Police & Fire Department
6040 De Havilland Ave
Anchorage, AK 99502-1081
Phone: (907) 266-2550
daniel.nowak@alaska.gov

Mr. Jonathan G. Shaide
PO Box 67
Fairview, MT 59221-0067
Phone: (406) 480-2161
Jonathangshaide@gmail.com

Mr. James F. Krum
Vice President of Finance & Administration
Akron-Canton Airport
5400 Lauby Rd., Box 9
North Canton, OH 44720-1598
Phone: (330) 499-4059
Fax: (330) 499-5176
jkrum@akroncantonairport.com

Mr. Timothy J. Ritcey
Aspen/Pitkin County Airport
2667 Highway 133
Carbondale, CO 81623
Phone: (248) 396-6190
ritcey.tim@gmail.com

Mr. Artemio Hernandez, Ph.D.
Deputy Executive Manager
A.B. Won Pat Guam International Airport Authority
PO Box 8770
Tamuning, Guam 96913
Guam
Phone: (671) 646-0300
ahernandez@guamairport.net

Mr. Matthew J. Cannon
Director, Development & Government Affairs
Albany County Airport Authority
737 Albany Shaker Rd
Main Terminal Ste 300
Albany, NY 12211-1057
Phone: (518) 242-2253
mcannon@albanyairport.com

Mr. Rich Englehart
Interim Airport Director
Aspen/Pitkin County Airport
233 E Airport Rd Ste A
Aspen, CO 81611-3502
Phone: (970) 429-6135
rich.englehart@pitkincounty.com

Mr. Kenneth F. McDonald
Properties & Facilities Superintendent
A.B. Won Pat Guam International Airport Authority
PO Box 8770
Tamuning 96931
Guam
Phone: (671) 642-4450
ken.mcdonald@guamairport.net

Mr. Juan Vaquera
Operations Officer
Albuquerque International Sunport
2200 Sunport Blvd SE
Albuquerque, NM 87106
jvaquera@cabq.gov

W. Peyton Tyler
Aspen/Pitkin County Airport
300 Wulfsohn Rd Apt A310
Glenwood Springs, CO 81601-9005
williamptyler@gmail.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. William R. Parton
Athens-Ben Epps Airport
1010 Ben Epps Dr
Athens, GA 30605-2265
Phone: (706) 613-3420
russ.parton@accgov.com

Ms. Anita Walker
Accountant IV
Bill and Hillary Clinton National Airport
One Airport Rd
Little Rock, AR 72202
Phone: (501) 537-7313
awalker@clintonairport.com

Mr. Ryan Goldman
Environmental Compliance Specialist
Broward County Aviation Department
320 Terminal Dr Ste 200
Fort Lauderdale, FL 33315-3608
Phone: 19543596216
rgoldman@broward.org

Mr. David Robinson
Business Development Director
Auburn University Regional Airport
700 Airport Rd
Auburn, AL 36830
Phone: (334) 844-1227
robinda@auburn.edu

Mrs. Rachel Y. Bader
Manager, Air Service Development
Bill and Hillary Clinton National Airport
1 Airport Rd
Little Rock, AR 72202
Phone: (501) 837-0850
rbader@clintonairport.com

Ms. Danica Byam
Program/Project Coordinator
Broward County Aviation Department
3400 SW 2nd Ave
Fort Lauderdale, FL 33315
Phone: (954) 359-2596
dbyam@broward.org

Mr. Steven R. Kresmery
Avflight Corporation
3711 La Casita Ave Apt 201
Traverse City, MI 49684-4697
Phone: (586) 337-7555
skresmery@yahoo.com

Ms. Ashley R. Helms
Deputy Public Works Director - Airports
Bishop Airport
703 Airport Rd
Bishop, CA 93514
ahelms@inyocounty.us

Mrs. Diane Lemke
Financial Analyst, Aviation
Buffalo Niagara International Airport
4200 Genesee St
Cheektowaga, NY 14225
Phone: (716) 630-6031
diane.lemke@nfta.com

Ms. Gina M. Slade, PMP, PMI-ACP, CSM
IT Project Manager
Baltimore/Washington International Thurgood Marshall Airport
PO Box 8766
Baltimore, MD 21240-0766
Phone: (410) 859-7614
gslade@bwiairport.com

Mr. Craig Farmer
Engineer
Blue Grass Airport
4000 Terminal Dr
Lexington, KY 40510
Phone: (859) 425-3154
cfarmer@bluegrassairport.com

Mr. Ricardo S. Figueroa
Airport Operations Specialist
Burlington International Airport
1200 Airport Dr
South Burlington, VT 05403
Phone: (802) 316-6014
rfigueroa@btv.aero

Mr. Nicholas P. Vidrine
Airport Business Manager
Baton Rouge Metropolitan Airport
9430 Jackie Cochran Dr Ste 300
Baton Rouge, LA 70807
Phone: (225) 355-0333
nvidrine@brla.gov

Mr. Denis Godfrey
Airport Manager
Boulder Municipal Airport
3327 Airport Rd
Boulder, CO 80301-5400
Phone: (303) 441-3108
Godfreyd2@bouldercolorado.gov

Mr. Gael M. Chassereau
Airport Operations Specialist
Burlington International Airport
1200 Airport Dr S
South Burlington, VT 05403
Phone: (802) 881-2039
gchassereau@btv.aero

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Nicole M. Noll-Williams
President and Chief Executive Officer
Capital Region Airport Authority
4100 Capitol City Blvd
Lansing, MI 48906
Phone: (517) 886-3714
Fax: (517) 321-6197
nnoll-williams@craa.com

Mr. Dominic J. Gorno, IV
Maintenance Technician
Capital Region Airport Commission
1 Richard E Byrd Terminal Dr Ste C
Richmond, VA 23250
Phone: (804) 226-8570
gorno06@gmail.com

Mr. Dan Kittinger
Deputy Director, Operations & Public Safety
Casper/Natrona County International Airport
8500 Airport Pkwy
Casper, WY 82604
dkittinger@iflycasper.com

Officer Kenneth C. Walker, III
Police Officer
Capital Region Airport Commission
1 Richard E Bryd Terminal Dr Ste C
Richmond, VA 23250
Phone: (804) 226-0001
kwalker@flyrichmond.com

Mr. Paul Hope
Police Officer
Capital Region Airport Commission
361 Holly Spring Ln
Bruington, VA 23023-4175
Phone: (757) 603-7159
phope@flyrichmond.com

Mr. Nathan A. Yokoyama
Manager, Engineering & Construction
Charleston County Aviation Authority
1932 Ronlin Farm Rd
Awendaw, SC 29429-5940
Phone: (843) 270-6196
nyokoyama@iflychs.com

Ms. Carlene Lawson-McCloud
Supervisor
Capital Region Airport Commission
3212 Tuxedo Blvd
Richmond, VA 23223-5420
Phone: (804) 226-3064
cmccloud@flyrichmond.com

Mr. Lester L. Jones
Maintenance Technician
Capital Region Airport Commission
506 Pulaski Ave
Richmond, VA 23222-1338
Phone: (805) 306-0781
ljones@flyrichmond.com

Mrs. Cassandra Ivey
Accounting Assistant
Charleston County Aviation Authority
5500 International Blvd Ste 101
North Charleston, SC 29418-6919
Phone: (843) 767-7028
civey@iflychs.com

Ms. Maureen V. Bowen
Dispatcher
Capital Region Airport Commission
1208 New York Ave
Glen Allen, VA 23060-3812
Phone: (804) 502-5509
mbowen@flyrichmond.com

Mr. Jeremy Niles
Utility and Grounds Supervisor
Capital Region Airport Commission
1 Richard E Byrd Terminal Dr
Richmond, VA 23250
Phone: (804) 228-2258
jniles@flyrichmond.com

Ms. Sandra J. Smith
Internal Auditor
Charleston County Aviation Authority
5500 International Blvd Ste 100
North Charleston, SC 29418
Phone: (843) 767-7188
sjsmith@iflychs.com

Ms. Diane Doggett
Finance
Capital Region Airport Commission
1 Richard E Byrd Terminal Dr Ste C
Richmond, VA 23250
Phone: (804) 226-3016
ddoggett@flyrichmond.com

Ms. Phyllis Waddy
Procurement Assistant
Capital Region Airport Commission
1 Richard E Byrd Terminal Dr
Richmond, VA 23250
Phone: (804) 226-3060
pwaddy@flyrichmond.com

Ms. Austin Bruner
Staff Attorney
Charleston International Airport
5500 International Blvd Ste 101
North Charleston, SC 29418-6919
Phone: (843) 767-7102
abruner@iflychs.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Lisa Pedigo
Charlotte County Airport Authority
28000 Airport Rd Ste A1
Punta Gorda, FL 33982-2409
Phone: (941) 639-1101
lpedigo@flypgd.com

Mr. Robert Morford
Manager, Emergency Management Services
Chicago Department of Aviation
10601 W Higgins Rd Bldg 850
Chicago, IL 60631
Phone: (630) 780-7169
robert.morford@cityofchicago.org

Mr. Sunday O. Odiyeye
Assistant Engineer
City of Dallas
Dallas, TX
sunday.odiyeye@dallascityhall.com

Ms. Chelsea Radcliff
Charlotte Douglas International Airport
2544 Weddington Ave Apt 2454
Charlotte, NC 28204-1012
chelsea.radcliff@cltairport.com

Ms. Rhonda K. Methvin
Planning Manager
City of Albuquerque
PO Box 9948
Albuquerque, NM 87119-1048
Phone: (505) 244-7738
rmethvin@cabq.gov

Virginia Bendle, Affiliate
Director of HR
City of Naples Airport Authority
500 Terminal Dr
Naples, FL 34104-3570
Phone: (239) 643-0733
vbendle@flynaples.com

Mr. Jack P. McAfee
Airport Planner
Chattanooga Metropolitan Airport Authority
1001 Airport Rd Ste 14
Chattanooga, TN 37421
jmcafee@chattairport.com

Garrett J.K. Moon
City of Amarillo
10801 Airport Blvd
Amarillo, TX 79111
garrett.moon@amarillo.gov

Mr. Richard Graham
Aviation Superintendent
City of Phoenix Aviation Department
2485 E Buckeye Rd
Phoenix, AZ 85034-4301
Phone: (602) 273-4564
richard.graham@phoenix.gov

Mr. Clifton C. Cox
Airport Board Member
Cheyenne Regional Airport
PO Box 2210
Cheyenne, WY 82003-2210
Phone: (307) 421-8851
ccox@cheyenneairport.com

Mr. Dennis Dale Kramer
Chief of Planning & Engineering
City of Cleveland Department of Port Control
35988 Falcon Crest Ave
Avon, OH 44011-1881
dkramer1184@gmail.com

Mr. Matthew K. Heil
Special Projects Administrator
City of Phoenix Aviation Department
2485 E Buckeye Rd
Phoenix, AZ 85034-4301
Phone: (602) 273-3487
matthew.heil@phoenix.gov

Ms. Katie J. Pfister
Office Manager
Cheyenne Regional Airport
PO Box 2210
Cheyenne, WY 82003-2210
Phone: (307) 287-2650
kpfister@cheyenneairport.com

Mr. Mark Fragale
Manager III, Facility Maintenance
City of Dallas
8008 Herb Kelleher Way LB 16
Dallas, TX 75235
Phone: (469) 520-0156
mark.fragale@dallascityhall.com

Mr. Steve Christopher
City of Roswell
1 Jerry Smith Cir
Roswell, NM 88203
Phone: (575) 291-9676
s.christopher@roswell-nm.gov

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Dylan Russell
Learning and Development Specialist
ClearedDirect LLC
10000 Logistics Ln
Austin, TX 78719-9812
dylanrussell477@gmail.com

Mr. Aaron J. Brown
Columbia Metropolitan Airport
3250 Airport Blvd Ste 10
West Columbia, SC 29170
Phone: (803) 822-5050
a.brown@flycae.com

Ms. Gina Sanchez
Contracts - Funds Administrator
Corpus Christi International Airport
1000 International Dr
Corpus Christi, TX 78406
Phone: (361) 289-0171
ginas@cctexas.com

Ms. April Harrison
Strategic Performance Manager
Cleveland Airport System
5300 Riverside Dr
Cleveland, OH 44135
Phone: (216) 265-3322
aharrison@clevelandairport.com

Ms. Adrian Sellers
Columbus Airport
3250 W Britt David Rd
Columbus, GA 31909
Phone: (706) 324-2449
asellers@flycolumbusga.com

Ms. Noemi Perez
Senior Management Analyst
Corpus Christi International Airport
1000 International Blvd
Corpus Christi, TX 78406
Phone: (361) 289-0171 ext 1248
noemi@cctexas.com

Mr. William P. Monaghan
Cleveland Hopkins International Airport
764 University Ave
Elyria, OH 44035-7241
Phone: (540) 220-7341
Monaghan.WP@Icloud.com

Mr. Erick Araiza, ACE
Airport Operations Coordinator
Columbus Regional Airport Authority
615 Aster Lane
Gahanna, OH 43230
Phone: (614) 778-2447
araiza.erick@gmail.com

Mr. Jeremy Patton
Airport Manager
Cortez Municipal Airport
123 Roger Smith Ave
Cortez, CO 81321
Phone: (970) 565-7458
jerpat686@gmail.com

Mrs. Lori Hague
Business Development Manager
Colorado Air and Space Port
5200 Front Range Pkwy
Watkins, CO 80137
Phone: (303) 261-9100
lhague@adcogov.org

Mr. Peter Bezzini, III, ACE
Airport Maintenance Crew Leader
Connecticut Airport Authority
Airport Maintenance
85-168 Light Ln
Windsor Locks, CT 06096-1076
Phone: (860) 840-1968
pbezzini@bradleyairport.com

Mr. Shawn Raysin, KSEE
Assistant Airport Manager
County of San Diego
1960 Joe Crosson Dr
El Cajon, CA 92020
Phone: (619) 956-4810
shawn.raysin@sdcounty.ca.gov

Ms. Nicole L. Hime
Senior Office Specialist
Colorado Springs Airport
Attn: Badging
7770 Milton E Proby Pkwy Ste 50
Colorado Springs, CO 80916-4961
Phone: (719) 550-1995
nicole.hime@coloradosprings.gov

Mr. Kenneth Black
Facilities Manager
Corpus Christi International Airport
1000 International Dr
Corpus Christi, TX 78406
Phone: (903) 503-4554
kennyb@cctexas.com

Mr. Derek Ables
Airport Operations Specialist
Crater Lake-Klamath Regional Airport
1825 Academy Ave
Klamath Falls, OR 97601-2101
dwables24@gmail.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Vanessa V. Borusqueta
Department Budget Analyst
Dallas Airport System
7555 Lemmon Ave
Dallas, TX 75209-3017
Phone: (214) 670-8407
vanessa.romualdo@dallascityhall.com

Mr. Eric L. Coulston
Police Officer
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
ecoulston@dfwairport.com

Mr. Jose R. Rubio
Pavement Maintenance Worker III
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
jrubio@dfwairport.com

Mr. Eric K. Bitting
Airport Operations Agent
Dallas Fort Worth International Airport
625 E Vista Ridge Mall Dr Apt 1331
Lewisville, TX 75067-3713
Phone: (336) 473-1686
bitting_e@yahoo.com

Mr. Errick D. Morrison
Automotive Technician
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
emorrison1@dfwairport.com

Mr. Joseph R. Shook, Sr.
Electronics Technician
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
jshook@dfwairport.com

Mr. Jacob Jochimsen
Dallas Fort Worth International Airport
1100 Lake Carolyn Pkwy Apt 3031
Irving, TX 75039
Phone: (682) 241-7171
jakejochimsen@gmail.com

Mr. Jacob D. Braem
Police Recruit
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
jbraem@dfwairport.com

Ms. Lile M. Finau
Guest Liaison
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
lfinau1@dfwairport.com

Mr. Daniel M. White
Assistant Fire Chief
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
dawhite@dfwairport.com

Mr. Jarred A. Hogan
Police Recruit
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
jhogan@dfwairport.com

Mr. Levy E. Johnigan, IV
Signs & Marking Technician
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
ljohnigan@dfwairport.com

Ms. Donnetta A. Cole
Business Specialist
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
dcole@dfwairport.com

Ms. Jackqueline A. Madrid
Risk Analyst
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
jmadrid@dfwairport.com

Mr. Mohammad A. Baloch
Electronics Technician
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
mbaloch@dfwairport.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Min J. Dunkle
CX Contract Services Manager
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
mdunkle@dfwairport.com

Ms. Sametria Ellison-McCann
Civilian Detention Officer
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
semccann@dfwairport.com

Mr. Nick Grue
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261
Phone: (972) 973-5564
nick.grue@nrel.gov

Ms. Meghan D. Ford
Risk Analyst
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
mford@dfwairport.com

Mr. Thomas N. Keller
Airfield Operations Agent
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
tkeller@dfwairport.com

Ms. Katherine Christiensen
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261
Phone: (972) 973-5564
katherine.christiensen@nrel.gov

Mr. Melvin L. Paige
Waste/Recycling Technician
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
mpaige@dfwairport.com

Mr. Wilson C. Akinocho
Pavement Maintenance Worker III
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
wakinocho@dfwairport.com

Ms. Angela M. Candelaria
Civilian Detention Officer
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
acandelaria@dfwairport.com

Mr. Ryan M. Baird
Police Recruit
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
rbaird@dfwairport.com

Ms. Eliza Hotchkiss
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261
Phone: (972) 973-5564
eliza.hotchkiss@nrel.gov

Mr. Angel L. Castro Ayala
Signs & Marking Technician
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
acayala@dfwairport.com

Ms. Rona L. Kay
Senior Terminal Experience Manager
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
rkay@dfwairport.com

Mr. Scott Cary
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261
Phone: (972) 973-5564
scott.cary@nrel.gov

Ms. Alexis L. Fluent
Police Recruit
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
afluent@dfwairport.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Andres F. Londono
Pavement Maintenance Worker III
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
alondono@dfwairport.com

Ms. Alexis Santhanam
Airfield Operations Agent
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
asanthanam@dfwairport.com

Mr. Zachary Countryman
Senior Airport Operations Officer
Dallas Love Field
11967 Salisbury Dr
Frisco, TX 75035-6918
Phone: (580) 304-9947
zachary.countryman@dallascityhall.com

Mr. Aaron Taylor
Pavement Maintenance Worker III
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
ataylor@dfwairport.com

Ms. Jennifer L. Perricelli-Rice
Terminal Experience Manager
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
Phone: (972) 973-8038
jprice@dfwairport.com

Ms. Joanne Magley
Director, Marketing, Customer Service & Media Relations
Daytona Beach International Airport/County of Volusia
700 Cataline Dr. Ste 300
Room 301
DeLand, FL 32144
Phone: (386) 248-8030
jmagley@flydab.com

Mr. Brian D. Foster
Police Recruit
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
bfoster@dfwairport.com

Mr. Logan Bonds
Airport Operations Officer (Airside)
Dallas Love Field
3387 Hawes Ave
Dallas, TX 75235-4811
Phone: (651) 319-6850
logan.bonds@dallascityhall.com

Mr. Kelvin Lesene, Jr.
Airport Operations Manager
Delaware River & Bay Authority
151 N Dupont Hwy
New Castle, DE 19720
Kelvin.Lesene@drba.net

Mr. Chay L. Holcomb
Grounds Maintenance Worker II
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
cholcomb@dfwairport.com

Ms. Kailey R. Hetzel
Airport Operations Officer
Dallas Love Field
3387 Hawes Ave
Dallas, TX 75235
Phone: (208) 957-4347
kailey.hetzel@dallascityhall.com

Mr. Buck Clifford, ACE
Ramp Tower Controller
Denver International Airport
8500 Pena Blvd
Denver, CO 80249-6340
Phone: (720) 308-3583
buck.clifford@flydenver.com

Mr. Charles M. Keown
Pavement Maintenance Worker III
Dallas Fort Worth International Airport
PO Box 619428
Dallas, TX 75261-9428
ckeown@dfwairport.com

Mr. Connor L. Fieman
Dallas Love Field
4040 Travis St Apt 102
Dallas, TX 75204
connorfieman@yahoo.com

Mr. George Karayiannakis
Senior Vice President, Airline & Commerical Affairs
Denver International Airport
8500 Pena Blvd
Denver, CO 80249-6340
Phone: (303) 342-2000
george.karayiannakis@flydenver.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Sean M. Conlan, C.M., ACE
Assistant Manager, Terminal Operations
Denver International Airport
8500 Pena Blvd
Denver, CO 80249-6340
Phone: (720) 243-0164
sean.conlan@flydenver.com

Mr. Steve Chrisman
Airport Manager
Eastern Oregon Regional Airport
2016 Airport Rd
Pendleton, OR 97801
Phone: (541) 276-7754
Steve.chrisman@ci.pendleton.or.us

Ms. Claudette Adan Oppe
Financial Compliance Officer
Eugene Airport
28855 Lockheed Dr
Eugene, OR 97402-9511
Phone: (541) 682-8352
OOppe@eugene-or.gov

Mr. Michael Sheehan
Senior Vice President, Airport Infrastructure Management
Denver International Airport
8500 Pena Blvd
Denver, CO 80249
Phone: 303-342-2139
michael.sheehan@flydenver.com

Ms. Vicki A. Saunders
Accounting & Administrative Supervisor
Eastern West Virginia Regional Airport
170 Aviation Way
Martinsburg, WV 25405
Phone: (540) 486-0790
vsaunders@flymrb.com

Chief Stanley T. Klepper
Public Safety Manager
Fort Wayne-Allen County Airport Authority
3801 W Ferguson Rd Ste 209
Fort Wayne, IN 46809
Phone: (260) 747-4146
klepper@fwairport.com

Mr. Mark A. Cordova
Denver International Airport
21478 Randolph Pl
Denver, CO 80249-8329
Phone: (720) 384-3652
mark.cordova@flydenver.com

Mr. Jeffery Lankford
Business & Marketing Coordinator
Easton Airport
29051 Corkran Rd
Easton, MD 21601-7063
Phone: (410) 770-8055
jlankford@talbgov.org

Mr. Matthew C. Carson
Airport Manager
French Lick Municipal Airport
9764 W County Road 375 S
French Lick, IN 47432-9443
Phone: (812) 936-2222
matthew.carson73@gmail.com

Ms. Sandra Scanlon
Engineer-Architect Director
Denver International Airport
8500 Pena Blvd
Denver, CO 80249-6340
Phone: (303) 342-4492
sandra.scanlon@flydenver.com

Mr. Adam Fox
Airport Manager
El Reno Regional Airport
6600 S Mustang Field Rd
El Reno, OK 73036
Phone: (405) 295-9343
Afox@cityofelreno.com

Mr. Temiloluwa D. Bankole
Airport Operations Supervisor
Gary/Chicago International Airport
6001 Airport Rd
Apt 1302
Gary, IN 46406
Phone: (219) 949-4925
temi@gciairport.com

Ms. Jana M. Kayser, C.M.
Business Development Manager
Duluth Airport Authority
4701 Grinden Dr
Duluth, MN 55811
Phone: (218) 625-7775
jkayser@duluthairport.com

Mr. Jakob Richardson
Erie Regional Airport Authority
4411 W 12th St
Erie, PA 16505
Phone: (814) 833-4258
jrichardson@erieairport.org

Mr. Lavan Edwards
Airport Maintenance Supervisor
Gary/Chicago International Airport
6001 W Airport Rd
Gary, IN 46406-1514
Phone: (219) 949-4925
lavan@gciairport.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. David Cripps
Gerald R. Ford International Airport
5500 44th St SE
Grand Rapids, MI 49512
dcripps@grr.org

Mr. Michael J. Dickerson
Glacier Park International Airport
4170 US-2
Kalispell, MT 59901
Phone: (406) 257-5994
mdickerson@glacierairport.com

Mr. Mirash V. Moossa
Controls Engineer
Hamad International Airport
PO Box 24659
Doha 24659
Qatar
Phone: +97466139334
mirash.moossa@gmail.com

Mr. Thomas Cizauskas
Purchasing Manager
Gerald R. Ford International Airport
5500 44th St SE
Grand Rapids, MI 49512
Phone: (616) 233-6061
tcizauskas@grr.org

Mrs. Diana Hershner
Greater Orlando Aviation Authority
8652 Casa Verde Rd
Orlando, FL 32827-4338
Phone: (407) 825-3070
dhershner@goaa.org

Mr. Richard A. Malott, III
Harris County Airport
16290 GA Highway 315
Ellerslie, GA 31807-5723
Phone: (706) 322-6945
rmalott@flycolumbusga.com

Mr. Jason L. Swartz
Operations Officer
Gerald R. Ford International Airport
5500 44th St SE
Grand Rapids, MI 49512
Phone: (616) 233-6000
Fax: (231) 233-6025
jswartz@grr.org

Ms. Yovannie Rodriguez
Shareholder
Greater Orlando Aviation Authority
1560 Magnolia Ave
Winter Park, FL 32789-1626
Phone: (407) 489-2695
Yovannierod@gmail.com

Ms. Jacqwendlyn M. Coleman
Concessions Director
Hartsfield-Jackson Atlanta International Airport
PO Box 20509
Atlanta, GA 30349
Phone: (404) 382-2221
Fax: (404) 209-4944
marlene.coleman@atl.com

Mr. Justin D. Heitman
Gilmer County Airport
50 Owensby Mill Dr
Ellijay, GA 30536-6261
Phone: (770) 282-9133
justin@heitmanint.com

Ms. Jacqueline Reich, ACE
Greenville-Spartanburg International Airport
2000 GSP Dr Ste 1
Greer, SC 29651-6633
Phone: (864) 848-6246
jreich@gspairport.com

Ms. Erissa Ivey
Contract Administrator
Hartsfield-Jackson Atlanta International Airport
2200 Rental Car Center Pkwy
College Park, GA 30337
Phone: (404) 530-5605
erissa.ivey@atl.com

Mr. James Mandeville
Glacier Park International Airport
4170 Highway 2 E
Kalispell, MT 59901
jmandeville@glacierairport.com

Mr. Joseph Capriola
Greenville-Spartanburg International Airport
2000 Gsp Dr Ste 1
Greer, SC 29651-6633
jcapriola@gspairport.com

Mr. Willie Bolden
Ground Transportation Operations Representative
Hartsfield-Jackson Atlanta International Airport
PO Box 20509
Atlanta, GA 30320-2509
willie.bolden@atl.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Matthew Becerra
Hillwood Development Corporation
2221 Alliance Blvd Ste 100
Fort Worth, TX 76177-4301
Phone: (801) 580-1708
matthew.becerra@hillwood.com

Mr. Amr A. Radwan, LEED AP, CCM, PMP
PMO
Houston Airport System
2303 Mid Ln Apt 509
Houston, TX 77027-3840
Phone: (713) 202-7220
aradwan216@gmail.com

Ms. Catherine Canepa
Interim Senior Administrative Analyst
Humboldt County Department of Aviation
3651 Boeing Ave
Mckinleyville, CA 95519
Phone: (707) 267-9161
ccanepa@co.humboldt.ca.us

Ms. Katarzyna James, C.M., ACE
Shift Lead/Security Control Technician
Horry County Department of Airports
1100 Jerport Rd
Myrtle Beach, SC 29577
Phone: (843) 839-7372
jamesk@horrycounty.org

Mr. Greg Hoffnung
Senior Staff Analyst
Houston Airport System
16930 John F Kennedy Blvd
Houston, TX 77032-6020
Phone: (281) 627-6150
gregory.hoffnung@houstontx.gov

Mr. Samuel Sachs
Airport Director
Indianapolis Executive Airport
11329 E State Road 32
Zionsville, IN 46077-9757
Phone: (317) 385-3015
sam.sachs@hamiltoncounty.in.gov

Ms. Heather Boudreaux
Deputy Director
Houma-Terrebonne Airport
10264 E Main St
Houma, LA 70363-5537
Phone: (985) 872-4646
Fax: (985) 876-4115
hb@houma-airport.com

Ms. Tambre C. Moten, MSODL, SHRM-SCP
Senior Staff Analyst, Aviation Risk and Regulatory Compliance
Houston Airport System
16930 John F Kennedy Blvd
Houston, TX 77032-6020
Phone: (281) 233-1352
tambre.moten@houstontx.gov

Mr. Craig Coon
Airport Manager
Iowa Falls Municipal Airport
16041 Highway 65
Iowa Falls, IA 50126-8443
airport@cityofiowafalls.com

Ms. Andrea Dupre
Administrative Manager
Houma-Terrebonne Airport Commission
10264 E Main St
Houma, LA 70363-5537
Phone: (985) 872-4646
am@houma-airport.com

Mr. Aik Sia Neo, ACE
SMS Manager- IAH
Houston Airport System
12610 Banchory Leaf Dr
Humble, TX 77346-4913
Phone: (281) 650-5171
neoaiksia@yahoo.com

Ms. Jordyn McDougall
Jackson Hole Airport
PO Box 159
Jackson, WY 83001-0159
jordyn.mcdougall@jhairport.org

Mr. Kyle Highstreet
Houma-Terrebonne Airport Commission
10264 E Main St
Houma, LA 70363-5537
Phone: (985) 872-4646
khighstreet@houma-airport.com

Mr. Len Franklin
Airport Director
Houston Southwest Airport
503 McKeever Rd., Ste. 1505
Arcola, TX 77583-2675
Phone: (281) 431-2581
manager@houstonairport.com

Mr. Von Anderson
Jackson Medgar-Wiley Evers International Airport
100 International Dr
Pearl, MS 39208
Phone: (601) 360-8637
vanderson@jmaa.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Dr. Dexter M. Brookins, Ph.D.
Jackson Municipal Airport Authority
100 International Dr Ste 300
Pearl, MS 39208-2306
Phone: (601) 664-3516
dbrookins@jmaa.com

Mr. Raphael Lopez, ACE
John F. Kennedy International Airport
5 Van Siclen Ct
Brooklyn, NY 11207-2012
Phone: (718) 244-4111
Fax: (718) 340-4930
relopez@panynj.gov

Ms. Amy Goethals
Admin Manager II, Concession & Advertising Manager
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626
Phone: (949) 252-6036
agoethals@ocair.com

Mr. Michael Gater, PHR, SHRM-CP
Director of Human Resources and Administration
Jackson Municipal Airport Authority
100 International Drive
Jackson, MS 39208
Phone: (601) 966-2585
mgater@jmaa.com

Mr. Richard Francis
Assistant Airport Director
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626-4608
Phone: (949) 252-5166
rfrancis@ocair.com

Mr. Evan Chanco
Assistant Budget Manager
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92628
Phone: (949) 252-6066
evchanco@ocair.com

Mr. Jerone Benjamin
Jackson Municipal Airport Authority
100 International Dr Ste 300
Pearl, MS 39208-2306
Phone: (601) 360-8604
jbenjamin@jmaa.com

Mr. Dave Pfeiffer
Deputy Airport Director, Business Development
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626-4608
Phone: (949) 252-5291
DPfeiffer@ocair.com

Mr. Jason Villasenor
Admin Manager I, Airport Safety & Loss Control Manager
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626
Phone: (949) 252-5154
jvillasenor@ocair.com

Ms. Ashley Shorter
Jacksonville Aviation Authority
14201 Pecan Park Rd
Jacksonville, FL 32218-9411
Phone: (904) 741-2228
ashley.shorter@flyjacksonville.com

Mr. Nikolas Gaskins
Administrative Manager II, Access and Noise
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626-4608
Phone: (949) 252-5188
ngaskins@ocair.com

Ms. Rosanne Jin
Budget Manager
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626
Phone: (949) 252-5191
rjin@ocair.com

Ms. Jan Menard
Senior Manager, Landside Facilities
Jacksonville International Airport
14201 Pecan Park Rd
Jacksonville, FL 32218-9411
Phone: (904) 741-2268
jan.menard@flyjacksonville.com

Ms. Rhonda Marshall
Admin Manager II, Safety and Insurance Manager
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626-4608
rmarshall@ocair.com

Ms. Evanna Barbic
Admin Manager II, Aviation & Ground Trans
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626-4608
Phone: (949) 252-5232
ebarbic@ocair.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Komal Kumar
Finance Manager
John Wayne-Orange County Airport
3160 Airway Ave
Costa Mesa, CA 92626-4608
Phone: (949) 252-5198
kkumar@ocair.com

Mr. Eland G. Conway, II, CM
Airport Manager
Kenai Municipal Airport
PO Box 190874
Anchorage, AK 99519-0874
econway@kenai.city

Ms. Kim Payne, C.M.
Assistant Manager
LaGuardia Airport
5 Marine Air Terminal Bldg 30 2nd Fl
Flushing, NY 11371
Phone: (718) 533-3457
kpayne@panynj.gov

Mr. Scott A. Rinkenberger
Deputy Airport Manager
Juneau International Airport
1873 Shell Simmons Dr Ste 200
Juneau, AK 99801-7005
Phone: (907) 789-7821
scottr@jnuairport.com

Ms. Ciara Gamble, ACE
Airport Duty Manager
King County International Airport
7277 Perimeter Rd S Ste 200
Seattle, WA 98108
Phone: (206) 477-2979
cgamble@kingcounty.gov

Ms. Elaine Almonte, C.M.
Supervising Office Assistant
LaGuardia Airport
Hanger 7C 3rd Fl
Flushing, NY 11371
Phone: (718) 533-3451
ealmonte@panynj.gov

Mr. Christopher A. O'Brien
Juneau International Airport
1873 Shell Simmons Dr Ste 200
Juneau, AK 99801-7005
Phone: (907) 789-4001
christopher.obrien@jnuairport.com

Mr. Keith Bennett
Deputy (MPO) ARFF/Airport Police
King County International Airport
7277 Perimeter Rd S Ste 200
Seattle, WA 98108-3844
Phone: (206) 296-7392
keith.bennett@kingcounty.gov

Rainier Calingasan, C.M., ACE
Administrator
LaGuardia Airport
Hangar 7 Center 3rd Fl
Flushing, NY 11371
Phone: (929) 243-1123
rcalinga@panynj.gov

Ms. Elizabeth Thomas
Airport Operations Agent
Kansas City Aviation Department
601 Brasilia Ave
Kansas City, MO 64153
Phone: (913) 602-4232
elizabeth.j.thomas@kcmo.org

Mr. Ryan C. Celestine
Lafayette Airport Commission
109 Emerald Down Dr
Lafayette, LA 70507-2765
Phone: (469) 734-7960
celestine08@yahoo.com

Mr. John Tankersley
Lake Charles Regional Airport
500 Airport Blvd
Suite 104
Lake Charles, LA 70607
jtankersley@flylakecharles.com

Ms. Kimberly Randolph
Senior Admin
Kansas City Aviation Department
601 Brasilia Ave
Kansas City, MO 64153
Phone: (816) 243-5052
kimberly.randolph@kcmo.org

Mr. Nicholas Sinanan
Lafayette Airport Commission
112 Cane Dr
Lafayette, LA 70508-4312
Phone: (337) 501-8699
invasion70508@gmail.com

Mr. Jonathan Lowery
Airport Manager
Lanett Municipal Airport
4445 51st Ave SW
Lanett, AL 36863-5707
Phone: (334) 476-3126
jlowery@cityoflanett.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Amy Terrell
Airport Manager
Laramie Regional Airport
555 General Brees Rd
Laramie, WY 82070-9736
Phone: (307) 742-4164
aterrell@laramieregionalairport.com

Mr. Art Vander Vis
Assistant Deputy Director
Los Angeles County Aviation
900 S Fremont Ave
Alhambra, CA 91803
Phone: (626) 300-4600
avander@dpw.lacounty.gov

Ms. Stacy Barnes
Emergency Management Coordinator I
Los Angeles World Airports
15640 Janine Dr
Whittier, CA 90603-1315
Phone: (424) 626-6583
sbarnes@lawa.org

Mr. Mark Trank
Assistant Port Attorney
Lee County Port Authority
11000 Terminal Access Rd Ste 8671
Fort Myers, FL 33913
Phone: (239) 590-4406
mtrank@leegov.com

Ms. Courtney Kenard
Property Manager
Los Angeles International Airport
7136 Kittyhawk Ave Apt 3
Los Angeles, CA 90045-2137
Phone: (424) 646-5267
ckenard@lawa.org

Ms. Michelle Schwartz
Chief Corporate Strategy & Affairs Officer
Los Angeles World Airports
1 World Way
Los Angeles, CA 90045
mschwartz@lawa.org

Mr. Jason Erdkamp
Long Beach Airport
11 Tanglewood Ln
Rancho Santa Margarita, CA 92688-5511
rideairplanes@gmail.com

Ms. Georgianna M. Streeter
Program Manager
Los Angeles World Airports
7301 World Way West
Los Angeles, CA 90045
Phone: (424) 646-7754
gstreeter@lawa.org

Mr. Grant Firestone
Special Projects Coordinator
Los Angeles World Airports
1 World Way
Los Angeles, CA 90045
Phone: (424) 646-5121
gfirestone@lawa.org

Mr. Albert Cinotti, ACE, IACE
Chief Airport Fire Safety Officer
Long Island MacArthur Airport
100 Arrival Ave Ste 100
Ronkonkoma, NY 11779-7398
Phone: (631) 467-3279
acinotti@islipny.gov

Ms. Lee Ann DeBerry, ACE
Principal Security Officer
Los Angeles World Airports
7303 World Way West
Los Angeles, CA 90045
Phone: (424) 646-6190
ldeberry@lawa.org

Mr. John Kim, C.M.
Chief Airport Planner I
Los Angeles World Airports
1 World Way
Los Angeles, CA 90045
Phone: (424) 646-5118
jkim4@lawa.org

Mr. Geoff Rodgers
Los Alamos County
1040 Airport Rd
Los Alamos, NM 87544
geoff.rodgers@lacnm.us

Ms. Jilliann Perez
Airport Information Specialist I
Los Angeles World Airports
7333 World Way W Ste 301
Los Angeles, CA 90045
Phone: (424) 646-5061
JPEREZ3@LAWA.ORG

Mr. Anthony Arakelian, C.M.
Emergency Management Coordinator I
Los Angeles World Airports
2471 Sawtelle Blvd Apt 101
Los Angeles, CA 90064-1745
Phone: (424) 223-8736
aarakelian2@lawa.org

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Andrew R. Marino, C.M.
Airport Superintendent of Operations
Los Angeles World Airports
1833 7th St Apt 10
Santa Monica, CA 90401-3327
Phone: (914) 420-7950
Amarino@lawa.org

Ms. Qianqian Cai, C.M.
Architectural Associate
Los Angeles World Airports
1242 1/2 Gordon St
Los Angeles, CA 90038-1910
Phone: (224) 704-2933
qqian.cai@gmail.com

Ms. Tamara McCrossen-Orr
Chief of Airport Planning II
Los Angeles World Airports
9108 Beverlywood St
Los Angeles, CA 90034-1912
Phone: (424) 646-6734
tmccrossen@gmail.com

Mr. Edmond Khodaverdi, C.M.
Los Angeles World Airports
130 S Cedar St Apt 4
Glendale, CA 91205
ekhodaverdi@lawa.org

Mr. Jorge Diaz, C.M.
Elevator Repair Supervisor 1
Los Angeles World Airports
7407 World Way W
Los Angeles, CA 90045-5830
Phone: (424) 646-7973
jdiaz@lawa.org

Mr. Muhammad K. Tanveer
Airport Police
Los Angeles World Airports Police
12117 Yearling St
Cerritos, CA 90703-7617
Phone: (562) 508-8544
mtanveer@lawa.org

Mr. Francisco M. Serrano
Personnel Analyst
Los Angeles World Airports
7301 World Way W Fl 5
Los Angeles, CA 90045
Phone: (424) 646-8653
fserrano@lawa.org

Mr. Silas C. Minor, Jr., C.M.
Civil Engineer Airports (Project Manager)
Los Angeles World Airports
1884 Jaybrook Dr
Rancho Palos Verdes, CA 90275-2030
Phone: (424) 646-5703
sminor@lawa.org

Mr. David Keller
Airport Operations Principal Coordinator
Louis Armstrong New Orleans International Airport
115 Asphodel Dr
Luling, LA 70070-3041
Phone: (504) 303-7500
Fax: (504) 463-1065
davidk@flymsy.com

Mr. Brandon Nunn-Zia
Strategic Engagements Liaison
Los Angeles World Airports
1 World Way
Los Angeles, CA 90045
Phone: (424) 646-5108
bnunn@lawa.org

Ms. Laura Tecuapetla
Civil Engineering Associate I
Los Angeles World Airports
3224 Castalia Ave
Los Angeles, CA 90032-2112
LTECUAPETLA@LAWA.ORG

Mr. Reid P. Nuss
Aviation Safety and Compliance Officer
Louisiana Department of Transportation
26 Jamie Ln
Mandeville, LA 70471-7257
Phone: (985) 264-3366
reidpatricknuss@gmail.com

Chief Cecil Rhambo
Chief of Police
Los Angeles World Airports
6320 W 96th St
Los Angeles, CA 90045-5233
Phone: (424) 646-5348
crhambojr@lawa.org

Mr. Tom Wong, C.M.
Los Angeles World Airports
6101 W Imperial Hwy Ste 200
Los Angeles, CA 90045
Phone: (424) 646-5854
twong2@lawa.org

Ms. Cheryl Keefe
Property and Contract Coordinator
Manchester - Boston Regional Airport
1 Airport Rd Ste 300
Manchester, NH 03103-3395
Phone: (603) 624-6539
ckeefe@flymanchester.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Ryan Billings, ACE
Communications Specialist
Massachusetts Port Authority
15 Parkside Pl Apt 106
Revere, MA 02151-1163
billingsr89@gmail.com

Yin Chen
Metropolitan Knoxville Airport Authority
PO Box 15600
Knoxville, TN 37901-5600
Phone: (865) 342-3008
yin.chen@tys.org

Mr. Rajui Audain
Operations Industrial Engineer
Metropolitan Washington Airports Authority
1 Aviation Cir
Washington, DC 20001-6000
rajui.audain@mwaa.com

Mr. Barry Shelton
Assistant City Manager
McKinney National Airport
222 N Tennessee St
McKinney, TX 75069-3937
Phone: (972) 547-7527
bshelton@mckinneytexas.org

Mr. Kevin Martin
Metropolitan Knoxville Airport Authority
2055 Alcoa Hwy
Alcoa, TN 37701-3179
Phone: (865) 342-3004
kevin.martin@tys.org

Mr. Andrew Hascall
Deputy Vice President
Metropolitan Washington Airports Authority
1 Aviation Cir
Washington, DC 20001-6000
andrew.hascall@mwaa.com

Mr. Roger Venables
Aviation Director
Meacham International Airport
201 American Concourse Ste 330
Fort Worth, TX 76106
Phone: (817) 392-6334
roger.venables@fortworthtexas.gov

Neale R. Bedrock, Esq.
Executive Vice President, General Counsel and Chief Compliance Officer
Metropolitan Nashville Airport Authority
140 BNA Park Dr Ste 520
Nashville, TN 37214-4103
Phone: (615) 275-4434
neale.bedrock@flynashville.com

Mr. Thomas Beatty
Deputy Vice President
Metropolitan Washington Airports Authority
1 Aviation Cir
Washington, DC 20001-6000
beatty.thomas@mwaa.com

Mr. Jeffrey M. Swan
Public Safety Manager
Metropolitan Airport Authority
PO Box 9009
Moline, IL 61265-9009
Phone: (309) 757-1750
jswan@qcairport.com

Kristin Lee Arline
Metropolitan Nashville Airport Authority
4030 Sunninghill Dr
Old Hickory, TN 37138-0634
Phone: (615) 295-4222
kristin.arline@flynashville.com

Ms. Heidi L. Anthony, AMPAP
Airside Operations Supervisor
Miami-Dade Aviation Department
PO Box 025504
Miami, FL 33190-5504
Phone: (305) 869-1505
hanthony@miami-airport.com

Mr. Tim Simon
Vice President, Finance and Revenue Development
Metropolitan Airports Commission
6040 28th Ave S
Minneapolis, MN 55450
Phone: (612) 916-4097
Tim.Simon@mspmac.org

Mr. Tyler M. Drown
Metropolitan Nashville Airport Authority
373 Jack Porter Rd
Lafayette, TN 37083-3127
Phone: (949) 633-9086
tyler.drown@flynashville.com

Mr. Alec N. Takashige
Operations Technician
Minot International Airport
525 Park St Apt 15
Minot, ND 58701-4393
Phone: (808) 541-7055
alec.takashige@gmail.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Jamela Berry
Mobile Airport Authority
8400 Airport Blvd
Mobile, AL 36608
jamelaberry@yahoo.com

Mr. Jacob Thomas
Airport Operations Supervisor
Myrtle Beach International Airport
122 Epworth Drive
Jacksonville, NC 28546-5808
jwt1988@gmail.com

Mr. Steven J. Pawlak
Manager, Airport Operations Center
Newark Liberty International Airport
52 James Ave
Clark, NJ 07066-1231
Phone: (732) 713-7537
spawlak@panynj.gov

Mr. Matthew Nelson, C.M., ACE, ATP
Director of Operations
Mojave Air & Space Port
1434 Flight Line Ste 58
Mojave, CA 93501-2017
Phone: (661) 754-4206
matt@mojaveairport.com

Mr. Brian Ghent, ACE
Communications Center Manager
Myrtle Beach International Airport
1100 Jetport Rd
Myrtle Beach, SC 29577
Phone: (843) 839-7372
ghentb@horrycounty.org

Ms. Kathy Connolly, C.M.
Senior Program Manager
Newark Liberty International Airport
PO Box 111
34 Mendham Rd
Gladstone, NJ 07934-2119
Phone: (973) 961-6260
kconnolly@panynj.gov

Mrs. Dorea M. Elmadih
Director of Operations
Monroe Regional Airport
5400 Operations Rd Rm 200
Monroe, LA 71203
Phone: (318) 732-7437
dorea.elmadih@ci.monroe.la.us

Ms. Jennifer Monville
Naples Airport Authority
160 Aviation Dr N
Naples, FL 34104-3568
Phone: (239) 643-0733
Jmonville@flynaples.com

Mr. Richard Raghnal, C.M.
AOA
Newark Liberty International Airport
1 Conrad Rd
Newark, NJ 07114
Phone: (973) 961-6015
rraghnal@panynj.gov

Mr. Michael B. LaPier
Executive Director
Monterey Regional Airport
200 Fred Kane Dr Ste 200
Monterey, CA 93940-5353
Phone: (831) 648-7000
mike@montereyairport.com

Mr. Shane Baggett, ACE
Electrical Manager
New Orleans Aviation Board
PO Box 20007
New Orleans, LA 70141
Phone: (504) 303-7683
shaneb@flymsy.com

Ms. Grace Van Kirk, C.M.
Supervisor, Airport Transportation Services
Newark Liberty International Airport
1 Conrad Rd Bldg 1 2nd Fl
Newark, NJ 07114
Phone: (973) 961-6265
gvankirk@panynj.gov

Mr. Victor Chinwendu Mgbachi
FBO Manager
Murtala Muhammed International Airport
ExecuJet Aviation Nigeria
Hangar 1, Along Gate 1,
Ikeja, Lagos +23401
Nigeria
Phone: +2348033602917
victor.mgbachi@execujet.com.ng

Ms. Stacie Mullins
Supervisor Transportation Services, Landside Ops
Newark Liberty International Airport
1 Conrad Rd
Newark, NJ 07114
Phone: (973) 961-6329
smullins@panynj.gov

Mr. John Cox
Chief Financial Officer
Niagara Frontier Transportation Authority
181 Ellicott St
Buffalo, NY 14203
John.cox@nfta.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. David State
NFTA General Counsel
Niagara Frontier Transportation Authority
181 Ellicott St
Buffalo, NY 14203
Phone: (716) 855-7686
David.State@nfta.com

Mr. Benjamin E. Tramutolo
Airport Operations Agent
Northwest Florida Beaches International Airport
6300 W Bay Pkwy Box A
Panama City, FL 32409
Phone: (850) 867-1160
btramutolo@pcairport.com

Mr. Kevin L. Lee
Pensacola International Airport
447 Shiloh Dr
Pensacola, FL 32503-7713
Phone: (850) 712-3798
kllrcl74@gmail.com

Ms. Mary Perla
BNIA Senior Counsel
Niagara Frontier Transportation Authority
4200 Genesee St
Buffalo, NY 14225
Phone: 63060034
Mary.Perla@nfta.com

Mr. Grayson B. Ardies
State Director of Aeronautics
Oklahoma Aeronautics Commission
110 N Robinson Ave Ste 200
Oklahoma City, OK 73102-9021
Phone: (405) 604-6900
Fax: (405) 604-6919
gardies@oac.ok.gov

Mr. Oscar Williams
Airport Operations Duty Manager
Pensacola International Airport
2430 Airport Blvd Ste 225
Pensacola, FL 32504-8964
OWilliams@cityofpensacola.com

Mr. Samuel Seafeldt
Manager
North Platte Regional Airport
PO Box 1517
North Platte, NE 69103-1517
Phone: (308) 532-1900
lbfmanager@outlook.com

Ms. Nicole Walker
Ontario International Airport Authority
1923 E Avion Ave
Ontario, CA 91761-7720
nwalker@flyontario.com

Mr. Lewis Garvin
Airport Marketing Manager
Pensacola International Airport
2430 Airport Blvd Ste 225
Pensacola, FL 32504-8964
Phone: (850) 436-5000
lgarvin@cityofpensacola.com

RAdmi Nicholas A. Fondano
Director, Construction
Northwest Arkansas Regional Airport
One Airport Blvd Ste 100
Bentonville, AR 72713
Phone: (479) 205-1420
nicholas.fondano@flyxna.com

Mr. Javier A. Gamboa Villamil
Airport Planner
Palm Beach County - Airports
846 Palm Bch Intl Airport Airport
West Palm Beach, FL 33406-1470
Phone: (561) 656-5989
jgamboa@pbia.org

Mrs. Barbara R. Maxwell
Perryville Regional Airport
1856 Highway H
Perryville, MO 63775-7318
Phone: (573) 543-5360
barbaramaxwell@cityofperryville.com

Mr. Bradley Haywood
Northwest Arkansas Regional Airport
1 Airport Blvd
Bentonville, AR 72713
bradley.haywood@flyxna.com

Ms. Victoria Carpenter
Palm Springs International Airport
3400 E Tahquitz Canyon Way Ste 1
Palm Springs, CA 92262
Phone: (760) 318-3808
victoria.carpenter@palmspringsca.gov

Mr. Allen Mehta
Acting Chief Information Officer
Philadelphia International Airport
International Plaza One Ste 300
Philadelphia, PA 19113
Allen.Mehta@phl.org

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Gerald Temple
Phoenix Sky Harbor International Airport
2515 E Buckeye Rd
Phoenix, AZ 85034-4921
jerry.temple@phoenix.gov

Ms. Marion Slaton
Operations Chief
Pitt-Greenville Airport
400 Airport Rd Unit A
Greenville, NC 27834
Phone: (252) 902-2042
Marion.Slaton@pittcountync.gov

Ms. Julie Collins
Director, Customer Experience & Brand Strategy
Port of Seattle
PO Box 1209
Seattle, WA 98121
collins.j@portseattle.org

Mr. Ward Helm
Special Projects Administrator
Phoenix Sky Harbor International Airport
500 S 24th St
Phoenix, AZ 85034-3500
Phone: (602) 509-9246
ward.helm@phoenix.gov

Mr. Daniel Shearer
Airport Manager
Pittsfield Municipal Airport
832 Tamarack Rd
Pittsfield, MA 01201-8097
dshearer@cityofpittsfield.org

Mr. Chris Caudill
Asset Manager
Port of Seattle
PO Box 68727
Seattle, WA 98168-0727
Phone: (206) 787-3121
caudill.c@portseattle.org

Mr. Michael S. McKelvey, ACE
Airport Duty Manager
Phoenix Sky Harbor International Airport
3116 E Roveen Ave
Phoenix, AZ 85032-6571
Phone: (817) 995-7616
michael.mckelvey@phoenix.gov

Mr. Alan Evans
Airport Manager
Pocatello Regional Airport
PO Box 4169
Pocatello, ID 83205-4169
aevans@pocatello.us

Mr. Kyle G. Fuqua
Port San Antonio
2738 Johnson Grass
San Antonio, TX 78251-2352
Phone: (210) 865-6519
Kyle.Fuqua@PORTSANANTONIO.US

Ms. Sarah Moratto
Small Business Engagement Manager
Phoenix Sky Harbor International Airport
2485 E Buckeye Rd
Phoenix, AZ 85034-4301
Phone: (602) 273-3382
sarah.moratto@phoenix.gov

Mr. Garrin Black
Airport Opertions Specialist
Port of Portland
7200 NE Airport Way
Portland, OR 97218
Phone: (503) 460-4825
garrin.black@portofportland.com

Mr. Carlos Banks
Airport Operations Specialist
Portland International Airport
7200 NE Airport Way
Portland, OR 97218-1016
carlos.banks@portofportland.com

Mr. Brian Lehrich
Accounting Director
Phoenix-Mesa Gateway Airport Authority
5835 S Sossaman Rd
Mesa, AZ 85212-6014
Phone: (480) 988-7624
blehrich@gatewayairport.com

Mr. Blake Barnes
Airport Duty Manager
Port of Portland
7200 NE Airport Way
Portland, OR 97218
blake.barnes@portofportland.com

Ms. Anne Elliott
Airport Operations Specialist
Portland International Airport
7200 NE Airport Way
Portland, OR 97218-1016
anne.elliott@portofportland.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Ben Treadwell
Portland International Jetport
967 Shore Rd
Cape Elizabeth, ME 04107
Phone: (207) 373-8498
btreadwell@portlandmaine.gov

William G. Patterson, A.M.F.
Deputy Fire Chief
Raleigh-Durham Airport Authority
11914 Field Towne Lane
Raleigh, NC 27614
Phone: (919) 830-6590
Fax: (919) 840-7631
will.patterson@rdu.com

Mr. Arthur Rempp
Reno-Tahoe Airport Authority
2770 Vassar St
Reno, NV 89502-3226
Phone: (775) 328-6684
arempp@renoairport.com

Mr. Victor Popov
Operations Coordinator
Portland International Jetport
24 Spiller Rd
Gorham, ME 04038-2186
Phone: (207) 572-2236
vpopov@portlandmaine.gov

Mr. Christopher M. Slavik
Patrol Division Captain
Raleigh-Durham Airport Authority
1050 Cargo Dr
Morrisville, NC 27560-7679
Phone: (919) 840-7176
christopher.slavik@rdu.com

Ms. Marion K. White, AIA, NCARB, LEED AP
Vice President, Design & Construction
Rhode Island Airport Corp.
2000 Post Rd
Warwick, RI 02886
Phone: (401) 691-2310
mwhite@pvdairport.com

Ms. Brooklyn Johnson
Airport Operations Specialist
Provo Municipal Airport
1377 S 350 E
Provo, UT 84606-6121
Phone: (801) 852-6715
brojohnson@provo.org

Mr. Neill Goodart
Operations Captain, Station 8 ARFF
Rapid City Fire Department
10 Main St
Rapid City, SD 57701-2832
Phone: (605) 394-4185
neill.goodart@rcgov.org

Mr. Joseph Ottaviano
Assistant Vice President, Chief of Police
Rhode Island Airport Corp.
2000 Post Rd
Warwick, RI 02886
Phone: (401) 691-2420
Fax: (401) 691-2575
jottaviano@pvdairport.com

Mr. Steven R. Gleason, ACE
Airport Manager
Provo Municipal Airport
1377 S 350 E
Provo, UT 84606-6121
Phone: (801) 852-6751
sgleason@provo.utah.gov

Mr. Randall Carlton
Chief Financial Officer
Reno-Tahoe Airport Authority
2770 Vassar St
Reno, NV 89502-3226
Phone: (775) 328-6410
rcarlton@renoairport.com

Mr. Kody Johnson
Airport Maintenance Supervisor
Richard B. Russell Regional Airport
304 Russell Field Rd NE
Rome, GA 30165
Phone: (706) 295-7835
johnsonk@floydcountyga.org

Mr. Edgar M. Torrellas
Puerto Rico Airport Authority
Urb University Gdns
1002 Calle Duke
San Juan, PR 00927-4942
Phone: (787) 729-8715
etorrellas@prpa.pr.gov

Mr. Klayton Beddoes, ACE
Reno-Tahoe Airport Authority
2945 E Nashua Pl
Sparks, NV 89436-2522
Phone: (775) 219-4917
Kbeddoes@renoairport.com

Mr. Amine Bounimi
Police Officer
Richmond International Airport
1 R.E.B. Terminal Drive
Richmond, VA 23250
Phone: 8042263080
abounimi@flyrichmond.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Leonard Williams
Police Officer
Richmond International Airport
1 Richard E Byrd Terminal Dr
Richmond, VA 23250
Phone: (804) 226-0001
lwilliams@flyrichmond.com

Barry Robinson
Operations Shift Coordinator
Rick Husband Amarillo International Airport
PO Box 1971
Amarillo, TX 79105-1971
Phone: (806) 335-1671
barry.robinson@amarillo.gov

Ms. Jamie Burton, ACE
Airport Operations Officer
Sacramento International Airport
7001 Lindbergh Dr
Sacramento, CA 95837
Phone: (916) 874-0708
burtonj@saccounty.net

Mr. Michael J. Thomas
Officer, Police
Richmond International Airport
1 Richard E Byrd Terminal Dr
Richmond, VA 23250
Phone: (804) 226-0001
mthomas@flyrichmond.com

Mr. Michael Dean
Airport Administration
Riverside Municipal Airport
6951 Flight Rd
Riverside, CA 92504-1956
Phone: (951) 351-6176
mdean@riversideca.gov

Mr. Wing K. Kwok
Sacramento International Airport
401 Richmond Dr Apt 217
Millbrae, CA 94030-1601
wkkwok118@gmail.com

Mrs. Lisa P. Woods
Dispatch Supervisor
Richmond International Airport
6956 Charles City Rd
Henrico, VA 23231-6645
Phone: (804) 226-8588
lwoods@flyrichmond.com

Mr. Michael Wilcox, C.M.
Airfield Operations Supervisor
Roberts Field, Redmond Municipal Airport
1300 SE USFS Dr
Redmond, OR 97756
mike.wilcox@flyrdm.com

Mr. Ivan J. Zarate
Administrative Clerk
Salinas Municipal Airport
1020 Zinfandel Dr
Gonzales, CA 93926-9411
Phone: (831) 789-6585
ivanzarate1997@gmail.com

Mr. Shadrack K. Chumba
Richmond International Airport
621 Hibiscus Ct
Henrico, VA 23075-2750
tachasis@outlook.com

Mr. Robert August McNab, ENV SP
Airport Planner
Sacramento County Department of Airports
6900 Airport Blvd
Sacramento, CA 95837-1109
Phone: (916) 874-0747
mcnaba@saccounty.net

Capt. Stefhan Bennett
Salt Lake City Airport Police
PO Box 145550
Salt Lake City, UT 84114-5550
Phone: (801) 381-4911
stefhan.bennett@slcgov.com

Mr. Austin Johnson
Operations Shift Coordinator
Rick Husband Amarillo International Airport
3101 SW 58th Ave Apt 3101
Amarillo, TX 79118
Phone: (706) 340-9496
austin.j.johnson422@gmail.com

Loriann Chace
Sacramento County Department of Airports
432 Lone Spur Dr
Folsom, CA 95630-6173
Phone: (916) 877-3014
ChaceL@saccounty.net

Ms. Christina Nee
Executive Assistant to the Director
Salt Lake City Department of Airports
PO Box 145550
Salt Lake City, UT 84114-5550
Phone: (801) 575-2042
tina.nee@slcgov.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. James E. Tetterton, C.M., ACE
Salt Lake City Department of Airports
1362 W Tamarack Rd
Salt Lake City, UT 84123-3253
Phone: (804) 335-7956
james.tetterton@slcgov.com

Mr. Derek Phipps
General Manager, GTU
San Francisco International Airport
PO Box 8097
San Francisco, CA 94128-8097
Phone: (650) 821-6513
DEREK.PHIPPS@FLYSFO.COM

Mrs. Ashley Brooks, ACE
Emergency Preparedness Coordinator
Seattle-Tacoma International Airport
17801 Intl Blvd
Seattle, WA 98158
Phone: (206) 787-5929
brooks.a@portseattle.org

Mr. David H. Robbins
Chief Development Officer
San Antonio International Airport
9800 Airport Blvd Mezz T-A
San Antonio, TX 78216
Phone: (210) 207-3488
david.robbins@sanantonio.gov

Ms. Courtney Pene
Deputy Director
San Luis Obispo County Regional Airport
975 Airport Dr Ste 1
San Luis Obispo, CA 93401-8417
Phone: (805) 781-5955
cpene@co.slo.ca.us

Mr. Gregory S. Carkeet
Sebring Airport Authority
128 Authority Ln
Sebring, FL 33870-7526
Phone: (863) 314-1319
Scott@sebring-airport.com

Mr. Matthew Yonts
San Antonio International Airport
907 Billy Mitchell Blvd
San Antonio, TX 78226-1802
Phone: (210) 362-7875
matthew.yonts@portsanantonio.us

Ms. Angi Daus
Marketing Coordinator
Santa Barbara Municipal Airport
601 Firestone Rd
Goleta, CA 93117-3292
Phone: (805) 692-6024
adaus@santabarbaraca.gov

Mr. John K. Backer
Airport Operations Supervisor
Sioux Gateway Airport
2403 Aviation Blvd
Sioux City, IA 51111
Phone: (712) 279-0167
Fax: (712) 277-8287
pavefe@hotmail.com

Mr. Ritz C. Silva
San Diego County Regional Airport Authority
1526 Quiet Trail Dr
Chula Vista, CA 91915-1830
Phone: (619) 882-9020
ritzsilva@gmail.com

Mr. Steve Vittner
Airline Scheduling Coordinator
Seattle-Tacoma International Airport
17801 International Blvd
3rd Flr Main Terminal
Seatac, WA 98158-1201
Phone: (206) 637-3620
Vittner.S@portseattle.org

Mr. Mark Ouellette
Airport Office Assistant
Sioux Gateway Airport
2403 Aviation Blvd
Sioux City, IA 51111
mouellette@sioux-city.org

Mr. Keaboka Molwane, ACE
Aviation Security Analyst
San Francisco International Airport
2027 Seaman Pl
San Jose, CA 95133-1160
Phone: (650) 821-3915
jmolwane@gmail.com

Mr. Nathan Goettlich
Custodial Operations QA Specialist
Seattle-Tacoma International Airport
PO Box 68727
Seattle, WA 98168-0727
goettlich.n@portseattle.org

Mr. Dustin R. Flewelling
Airport Operations
Sioux Gateway Airport
2403 Aviation Blvd
Sioux City, IA 51111
Phone: (712) 259-7072
dflewelling@sioux-city.org

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Pat Keegan
Airport Operations
Sioux Gateway Airport
2403 Aviation Blvd
Sioux City, IA 51111
pkeegan@sioux-city.org

Mr. Michael J. Ornat, ACE, A.M.F.
Department of Public Safety Chief
South Bend International Airport
4821 Lincoln Way West
South Bend, IN 46628
Phone: (574)282-4593 x100
Fax: (574) 282-4592
mornat@sbnair.com

Mr. Chance Abbey
Assistant Manager, Parking & Ground Transportation
Spokane International Airport
9000 W Airport Dr Ste 204
Spokane, WA 99224-9438
Phone: (509) 455-6445
cabbey@spokaneairports.net

Mr. Stuart McNeil
Airport Operations
Sioux Gateway Airport
2403 Aviation Blvd
Sioux City, IA 51111
smcneil@sioux-city.org

Mr. Nicholas Daniel
South Bend International Airport
2627 Arabian Ct Apt 1A
South Bend, IN 46628-6011
ndaniel@sbnair.com

Ms. Margaret I. Merin
Contracts & Procurement Specialist
Spokane International Airport
9000 W Airport Dr Ste 204
Spokane, WA 99224-9438
Phone: (509) 455-6404
mmerin@spokaneairports.net

Ms. Kristin Banfield
Public Information Specialist
Snohomish County Airport/Paine Field
3220 100th St SW Ste A
Everett, WA 98204-1303
Phone: (425) 388-5046
kristin.banfield@snoco.org

Mr. Brian Holland
Manager, Information Technology (Acting)
Spokane International Airport
9000 W Airport Dr Ste 204
Spokane, WA 99224-9438
bholland@spokaneairports.net

Mr. Jeff Roberts
Assistant Maintenance Manager
Spokane International Airport
9000 W Airport Dr
#204
Spokane, WA 99224
Phone: (509) 455-6491
jroberts@spokaneairports.net

Mr. William Hagerty
Snohomish County Airport/Paine Field
10220 3rd Ave SE Apt 1235
Everett, WA 98208-3947
Phone: (205) 440-9427
william.a.hagerty@gmail.com

Ms. Michelle E. Plunkitt
Director, Human Resources
Spokane International Airport
9000 Airport Drive West, Suite 204
Spokane, WA 99224-8700
Phone: (509) 455-6415
Fax: (509) 624-6633
mplunkitt@spokaneairports.net

Mr. Salem W. Abu Assaf
Airfield Operations Specialist
St. Louis Lambert International Airport
10701 Lambert International Blvd
Saint Louis, MO 63145
Phone: (314) 426-8000
sabuassaf@flystl.com

Mr. Michael Misch
Board Member
South Bend International Airport
131 S Taylor St
South Bend, IN 46601
Phone: (574) 288-1510
misch@aaklaw.com

Mr. Kenneth M. Niehenke
Airfield Maintenance Mechanic
Spokane International Airport
7509 S. Assembly Rd.
Spokane, WA 99224
Phone: (509) 455-6438
k-d-niehenke@outlook.com

Mr. Christopher Herbst, ACE
Operations Specialist
St. Louis Lambert International Airport
PO Box 10212
Saint Louis, MO 63145-0212
CPHerbst@flystl.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Melanie Graves
Airfield Operations Specialist (Lead)
St. Louis Lambert International Airport
PO Box 10212
Saint Louis, MO 63145-0212
Phone: (314) 426-8040
msgraves@flystl.com

Mr. Darren Gilcher
Airport Operations Officer
Syracuse Hancock International Airport
1000 Col Eileen Collins Blvd
Syracuse, NY 13212
Phone: (315) 455-3640
gilcherd@syrairport.org

Mr. Caleb R. Douglas
TBI Airport Management, Inc.
6010 Renaissance Pkwy Apt 2103
Fairburn, GA 30213-6516
Phone: (865) 804-1634
calebreeddouglas@gmail.com

Mr. Ryan Barry, RA
Architectural Manager
St. Louis Lambert International Airport
11495 Navaid Rd 4th Fl
Bridgeton, MO 63044
Phone: (314) 551-5022
RPBarry@flystl.com

Capt. John P. Lisi, Jr.
Syracuse Hancock International Airport
Syracuse Fire Department ARFF
1000 Col Eileen Collins Blvd
Syracuse, NY 13212
Phone: (315) 455-3662
jlisi@syrgov.net

Mrs. Christine A. Steenmeijer
Gate Planner/Duty Manager
TBI Airport Management, Inc.
7000 Merrick Dr
Peachtree City, GA 30269-6676
Phone: (404) 530-2010
Christine.Steenmeijer@tbiam.aero

Mr. Kevin A. Stom
Airport Operations Supervisor
St. Pete-Clearwater International Airport
14700 Terminal Blvd
Clearwater, FL 33762
Phone: (727) 453-7814
kstom@fly2pie.com

Ms. Stephanie A. Zumbuhl
Syracuse Regional Airport Authority
1000 Col Eileen Collins Blvd
Syracuse, NY 13212
Phone: (315) 455-3657
zumbuhls@syrairport.org

Ms. Natalie Mohan
Aissistant Operations Manager
TBI Airport Management, Inc.
1311 Adams Oaks Landing
Marietta, GA 30062
Phone: (470) 650-8280
nataliemohan80@gmail.com

Mr. Ryan Alonso
Airport Operations Agent
Sugar Land Regional Airport
12888 S Highway 6
Sugar Land, TX 77498
Phone: (281) 275-2125
ralonso@sugarlandtx.gov

Mr. Alan Overend
Syracuse Regional Airport Authority
1000 Col Eileen Collins Blvd
Syracuse, NY 13212
Phone: (315) 399-2542
overenda@syrairport.org

Corporal Thomas A. Hoffman, II
Airport Police and Fire Department
Ted Stevens Anchorage International Airport
Jesse W. Davis
Transportation & PF DOT AIA Police Fire
PO Box 190629
Anchorage, AK 99519-0629
Phone: (907) 266-2565
thomas.hoffman@alaska.gov

Mr. Hector Garcia
Airport Operations Agent
Sugar Land Regional Airport
12888 S Highway 6
Sugar Land, TX 77498
Phone: (281) 275-2125
hgarcia@sugarlandtx.gov

Chief Oren Hanson
Tampa International Airport
3911 Bessie Coleman Blvd
Tampa, FL 33607-1458
ohanson@tampaairport.com

Mr. James Szczesniak
Airport Director
Ted Stevens Anchorage International Airport
, AK
Phone: (907) 266-2529
jim.szczesniak@alaska.gov

Affiliate Member
From 12/17/2020 to 6/21/2021

Mrs. Kelsey Veatch
Finance Manager
Terre Haute Regional Airport
581 S Airport St
Terre Haute, IN 47803-9705
Phone: (812) 877-2524
kveatch@huf.com

Pedram Massoudi
Senior Airport Engineer
The Port Authority of New York & New Jersey
150 Greenwich St
4 World Trade Ctr Fl 18
New York, NY 10007-2373
Phone: (212) 435-6655
pmassoudi@panynj.gov

Mr. Christopher Kemmerer
The Port Authority of New York & New Jersey
4 World Trade Ctr
150 Greenwich St Fl 18
New York, NY 10007
ckemmerer@panynj.gov

Mr. Tyler Brown
Texarkana Regional Airport-Webb Field
201 Airport Dr
Texarkana, AR 71854
Phone: (870) 774-2171
tyler.brown@txkairport.com

Dipak Mehta, C.M., ACE
Senior Program Director
The Port Authority of New York & New Jersey
1 Towpath Ct
Montville, NJ 07045-9159
Phone: (973) 402-8566
dmehta@panynj.gov

Mr. Derron Blake, C.M., ACE
Operations Group Supervisor
The Port Authority of New York & New Jersey
150 Greenwich St
4 World Trade Ctr Fl 18
New York, NY 10007-2373
dblake@panynj.gov

Ms. Melissa Coqmar, C.M.
Patron Services Coordinator
The Port Authority of New York & New Jersey
78-10 153rd Ave Apt B
Howard Beach, NY 11414
mcoqmar@panynj.gov

Mr. Luis Obispo, C.M.
Senior Project Manager
The Port Authority of New York & New Jersey
555 Kappock St Apt 4K
Bronx, NY 10463
Phone: (917) 362-0611
lobispo@panynj.gov

Mr. Thomas Lemanowicz, C.M.
The Port Authority of New York & New Jersey
Newark Liberty International Airport
5 Terminal A
Newark, NJ 07114-3770
Phone: (973) 961-6281
tlemanowicz@panynj.gov

Ms. Divya Kumar, C.M., ACE
Project Manager
The Port Authority of New York & New Jersey
10 Hill St Apt 20H
Newark, NJ 07102
Phone: (973) 961-6172
dikumar@panynj.gov

Ms. Shauna Daniel, ACE
Supervising Office Assistant
The Port Authority of New York & New Jersey
3 Brewster Rd
East Orange, NJ 07017
Phone: (973) 207-3688
shadaniel@panynj.gov

Mr. Nicholas J. Madonia, ACE
Senior Security Coordinator, Construction
The Port Authority of New York & New Jersey
JFK Building 14 2nd Fl
Jamaica, NY 11430
Phone: (718) 244-3770
nmadonia@panynj.gov

Litung Lee, C.M.
Program Manager
The Port Authority of New York & New Jersey
Building 14, 3rd Floor
John F. Kennedy International Airport
Jamaica, NY 11430
Phone: (718) 244-4525
llee@panynj.gov

Mr. Michael Corrado, C.M., ACE
Assistant Chief Operations Supervisor
The Port Authority of New York & New Jersey
119 Arthur Ave
West Babylon, NY 11704-5725
Phone: (631) 774-4018
mcorrado@panynj.gov

Ms. Sophia Volkens, ACE
Supervising Office Assistant
The Port Authority of New York & New Jersey
JFK Building 14 1st Fl
Jamaica, NY 11430
Phone: (718) 244-4295
svolkens@panynj.gov

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. Anthony DeFalco, C.M., ACE
Assistant Airport Duty Manager
The Port Authority of New York & New Jersey
LaGuardia Airport
Bldg. 30
Flushing, NY 11371
Phone: (718) 533-3700
adefalco@panynj.gov

Mrs. Audrey E. Dagnachew, ACE
Senior Program Manager, Capital Planning
The Port Authority of New York & New Jersey
4 World Trade Ctr 18th Fl
New York, NY 10007
Phone: (212) 435-6295
adagnach@panynj.gov

Mr. Aaron Duckworth, ACE
Tucson Airport Authority
7250 S Tucson Blvd
Tucson, AZ 85756
Phone: (520) 573-8193
aduckworth@flytucson.com

Mr. Pasquale DiFulco, C.M.
Manager, Strategic Aviation Communications
The Port Authority of New York & New Jersey
4 World Trade Center
150 Greenwich St 18th Fl
New York, NY 10006
Phone: (212) 435-4029
pdifulco@panynj.gov

Ms. Jacquelene McCarthy, C.M.
Senior Program Manager
The Port Authority of New York & New Jersey
7401 Shore Rd Apt 1K
Brooklyn, NY 11209
Phone: (917) 583-3868
jmccarthy@panynj.gov

Ms. Wendy Shepherd
Manager, Concessions and Ground Transportation
Tucson Airport Authority
7250 S Tucson Blvd Ste 300
Tucson, AZ 85756-6901
wshepherd@flytucson.com

Ms. Jessica Puliafico, C.M.
Program Manager, AirTrain LGA
The Port Authority of New York & New Jersey
28 Chestnut Ridge Way
Dobbs Ferry, NY 10522-3216
jpuliafico@panynj.gov

Mr. Michael Soldiviero, C.M.
Senior Project Manager
The Port Authority of New York & New Jersey
80 Brewster Rd 2nd Fl
Newark, NJ 07114
Phone: (973) 961-6188
msoldiviero@panynj.gov

Ms. Kathy Myers
Director of Procurement
Tucson Airport Authority
7250 S. Tucson Blvd
Suite 300
Tucson, AZ 85756
Phone: (520) 573-4823
Fax: (520) 573-8013
kmyers@flytucson.com

Mr. Guillio W. Minguillo, C.M., ACE
Assistant Manager, Aeronautical Services
The Port Authority of New York & New Jersey
JFK International Airport
Bldg 14 Fl 2
Jamaica, NY 11430
Phone: (718) 244-3771
gwminguillo@panynj.gov

Ms. Anna Stachula, C.M.
Senior Program Manager
The Port Authority of New York & New Jersey
8300 Talbot St
Apt 5G
Kew Gardens, NY 11415-3502
Phone: (718) 244-4505
astachula@panynj.gov

Lt.Co John Voorhees
Vice President & Chief Commercial Officer
Tucson Airport Authority
7250 S Tucson Blvd Ste 300
Tucson, AZ 85756-6901
Phone: (520) 573-4850
jvoorhees@flytucson.com

Mr. Carlton Cummings
Assistant Airport Security Manager
The Port Authority of New York & New Jersey
JFK Building 14 2nd Fl
Jamaica, NY 11430
Phone: (718) 244-8610
ccummings@panynj.gov

Mr. Evan B. Howell
Maintenance and Operations Supervisor
Tipton Airport Authority
813 Holly Dr E
Annapolis, MD 21409-5517
Phone: (443) 758-3474
e.howell204@gmail.com

Ms. Twyla Salaiz
Vice President & Chief People Officer
Tucson Airport Authority
7250 S Tucson Blvd Ste 300
Tucson, AZ 85756-6901
Phone: (520) 573-4848
tsalaiz@flytucson.com

Affiliate Member
From 12/17/2020 to 6/21/2021

Ms. Rajanee T. Sanichan
Tulsa Airports Improvement Trust
7777 E Apache St Ste B218
Tulsa, OK 74115
Phone: (918) 838-5083
rajaneesanichan@tulsaairports.com

Ms. Alexandra Gale
Airport Manager
Vermilion Regional Airport
22633 N Bowman Ave Ste 1
Danville, IL 61834
Phone: (217) 442-4624
manager@vrairport.com

Mr. Jacob O'Neill
Wayne County Airport Authority
11050 Rogell Dr Bldg 602
Detroit, MI 48242
Phone: (517) 881-4400
jacob.oneill@wcaa.us

Mr. Daniel C. Brown, C.M.
Facilities Support Specialist
Tulsa International Airport
777 E Apache St
Tulsa, OK 74115
Phone: (918) 257-2361
colebrown@tulsaairports.com

Ms. Lee-Anna Otis
Business Specialist I
Vero Beach Regional Airport
3400 Cherokee Dr
Vero Beach, FL 32960
Phone: (772) 978-4930 ext 106
lotis@covb.org

Ms. Jeanne Serendensky
Assistant Finance Officer
Westchester County Airport
240 Airport Rd Ste 202
West Harrison, NY 10604
Phone: (914) 995-4854
jxcf@westchestergov.com

Mr. William Whitehead
Deputy Director
Tupelo Regional Airport
2704 W Jackson St
Tupelo, MS 38801
Phone: (662) 871-3283
w.whitehead@flytupelo.com

Mr. Geoff Madore
Airport Security Specialist II
Vero Beach Regional Airport
3400 Cherokee Dr
Vero Beach, FL 32960
Phone: (772) 978-4930
gmadore@covb.org

Mr. Stephen Mykulyn
Director, Engineering
Wilkes-Barre/Scranton International Airport
100 Terminal Dr Ste 1
Avoca, PA 18641
mykulyn@flyavp.com

Mr. John Brotzman
U.S. Army
16235 Gold Creek Dr
Monument, CO 80132-8890
brotiz1@gmail.com

Mrs. Lisa J. Ross
Commerical Leasing & Property Administrator
Vero Beach Regional Airport
3400 Cherokee Dr
Vero Beach, FL 32960
Phone: (772) 696-4632
lross@covb.org

Mr. Glenn Marshall
Airport Operations Supervisor
Williston Basin International Airport
14127 Jensen Ln
Williston, ND 58801-9596
Phone: (701) 875-8594
glennm@ci.williston.nd.us

Ms. Judith Jamison
Airport Compliance Specialist
U.S. Federal Aviation Administration
55 M St SE
Washington, DC 20951
Phone: (202) 267-3640
judith.jamison@faa.gov

Mr. Earl Malpass
Airport Manager
Washington-Warren Airport
200 Airport Rd
Washington, NC 27889-9681
Phone: (907) 388-7253
emalpass@washingtonnc.gov

Ms. Stephanie Wellman
Williston Basin International Airport
14127 Jensen Ln Ste 200
Williston, ND 58801
Phone: (701) 875-8594
stephaniew@ci.williston.nd.us

Affiliate Member
From 12/17/2020 to 6/21/2021

Mr. David M. Foley, II
Operations Supervisor
Winchester Regional Airport
491 Airport Rd
Winchester, VA 22602-4517
Phone: (540) 662-5786
okvfoley@comcast.net

Mr. Russell S. Kennedy, ACE
Operations Manager
Yeager Airport
100 Airport Road Suite 175
Charleston, WV 25311
Phone: (304) 340-4570
r_kennedy@yeagerairport.com

New Member Roster

Associate Member

From 12/17/2020 to 6/21/2021

Mr. Christopher Woodward, C.M., ACE
Airport Operations Coordinator Lead
14017 S Sierra Glow Ln
Herriman, UT 84096-1833
Phone: (717) 339-9952
Firstflight121703@gmail.com

Mr. Tyson Taylor
11727 58th Ave SE
Snohomish, WA 98296-6979
Phone: (425) 422-9433
tyson.taylor@comcast.net

Mr. Daniel J. Melton
PO Box 334
Heyworth, IL 61745-0334
Phone: 12399355414
Daniel@MeltonAviation.com

Mr. John Shannon, ACE
5604 Still Brooke Ave NW
Albuquerque, NM 87120-4654
Phone: (505) 550-9627
john.shannon1112@gmail.com

Mr. Jackson Smith, ACE
2901 N Dale Mabry Hwy Apt 1004
Tampa, FL 33607-6029
Phone: (774) 722-4020
smith.jacksonk15@yahoo.com

Mr. Nicholus L. Stapleton
10137 Pine Breeze Rd W
Jacksonville, FL 32257-6050
Phone: (904) 803-5898
nicklawsonstapleton@gmail.com

Ms. Rebecca A. Bonney
1585 Aviation Center Pkwy
Ste 602
Daytona Beach, FL 32114-3807
Phone: (386) 252-3600
bonneyr138@gmail.com

Mr. Panagiotis Spanos
62 Elm Dr
Farmingdale, NY 11735-2916
Phone: (516) 601-8917
peterspanos222@gmail.com

Mr. Terry Williams
Managing Partner
Airware Transportation and Logistics, LLC
151 Pinehurst Ct
New Orleans, LA 70128-3642
Phone: (504) 460-8180
twilliams@airwarellc.com

Mr. Brian Meyer
1121 Appalosa Way
Tracy, CA 95376-8774
Phone: (317) 840-5068
meyer197@outlook.com

Ms. Shefali Modapotula
2712 Dana Ln
Papillion, NE 68133-4444
Phone: (402) 281-6548
mshefali2110@gmail.com

Mr. Seth J. Moran
Airport Intern
Appleton International Airport
11502 Pecan Canyon Ct
Tomball, TX 77377-8580
Phone: (920) 832-2244
smoran@atwairport.com

Col. David P. Pavey
2803 Safe Harbor Dr
Tampa, FL 33618-4534
Phone: (813) 918-0520
david.pavey@hotmail.com

Ms. Andrea K. Perez-Phillips
19025 Mill Grove Dr
Noblesville, IN 46062-6462
Phone: (773) 401-1976
airops927@gmail.com

Mr. Anfernee Baker
Atlantic Aviation
132 NW 16th Ave
Pompano Beach, FL 33069-2804
Phone: (754) 551-0496
mr.anferneebaker@gmail.com

Associate Member
From 12/17/2020 to 6/21/2021

Mr. Matthew L. Bila
Avflight Corporation
5161 Meadowhill Trl
Grand Blanc, MI 48439-8339
Phone: (810) 965-6961
matthewbila96@gmail.com

Mr. Francis Murray, C.M.
Director, Planning & Facilities
Columbia Metropolitan Airport
3250 Airport Blvd
West Columbia, SC 29170
Phone: (803) 996-2900
f.murray@flycae.com

Mr. Peter Schlichting
Assistant Professor
Embry-Riddle Aeronautical University - Prescott
5106 E Baker Dr
Cave Creek, AZ 85331-5986
Phone: (602) 743-7383
pedroairbus2012@gmail.com

Mr. Jeremy R. Phillips
Avflight Monroe Corporation
138 Lenox Brg
Sterlington, LA 71280-3358
Phone: (660) 815-1088
jeremy.r.phillips@hotmail.com

Ms. Yasmin M. Sheriff
Consultant
18315 Leafmore St
Lutz, FL 33548-4827
Phone: (301) 204-7266
yms624@gmail.com

Mr. Tim Harms
Managing Director
Enliven, LLC
4322 Harding Pike Ste 417
Nashville, TN 37205
Phone: (615) 830-7682
tharms@enlivenpartnership.com

Mr. Jason Luebke
Director, Global Sales and Marketing
AvTech
2126 S Wolf Rd
Des Plaines, IL 60018-1932
Phone: (312) 961-8437
jason.luebke@avtechcorp.com

Mr. Joe Barton
Vice President
Cornerstone Government Affairs, LLC
800 Maine Ave SW Ste 700
Washington, DC 20024-2818
Phone: (202) 448-9500
jbarton@cgagroup.com

Mr. Newton Reid
Fontainebleau Aviation
4351 SW 113th Ave Apt 2-211
Miramar, FL 33025
newtonreid18@gmail.com

Mr. John Bradshaw
Bradshaw Consultants
180 N Stetson Ave
Ste 3500
Chicago, IL 60601-6769
john@bradshawconsultants.com

Dr. Renée Martin-Nagle
Special Counsel
Eckert Seamans
600 W Highland Ave
Ebensburg, PA 15931-1021
Phone: (703) 834-3545
rmartin-nagle@eckertseamans.com

Mrs. Kathryn A. Zalesky
Business Development Manager
FSM Group LLC
201 E Pine St
Ste 210
Orlando, FL 32801-2765
Phone: (407) 614-7039
kzalesky@fsmgroup.us

Mr. Todd Elayer
Principal | Director of Business Development
Buehler
600 Q St Ste 200
Sacramento, CA 95811-6353
Phone: (916) 443-0303
telayer@buehlerengineering.com

Mr. Evan Merelli
ELM Aerial Services
4221 McAlice Dr
Plano, TX 75093-6835
Phone: (214) 274-9696
emerelli@elmaerialservices.com

Mr. Bradley Madeira
Hancock County Bar Harbor Airport
227 19th St
Pacific Grove, CA 93950-3305
bradleycmadeira@gmail.com

Associate Member
From 12/17/2020 to 6/21/2021

Mr. Omo Esemuede, P.E., PMP
Aviation Department Manager
HNTB Corporation
600 108th Ave NE
Bellevue, WA 98004
Phone: (425) 531-9250
oesemuede@hntb.com

Mr. Michael Levar
Power Construction, LLC
8750 W Bryn Mawr Ave Ste 500
Chicago, IL 60631-3546
Phone: (847) 489-1383
mlevar@powerconstruction.net

Mr. Larry Spurgeon, LEED AP
Principal
Spurgeon Design & Development, LLC
4855 Al Carrison St
Las Vegas, NV 89149-3279
Phone: (702) 876-4999
lspurgeon@sddllc.com

Mr. Todd M. Coggeshall
Airport Manager
Kingston-Ulster Airport
1161 Flatbush Rd
Kingston, NY 12401-7011
Phone: (845) 266-0074
tcoggeshall@kingstonulsterairport.com

Mr. John Payne
CEO, Principal Consultant
Pueblo Technology Group, Inc.
PO Box 460939
San Francisco, CA 94146-0939
Phone: (415) 644-8315
Fax: (415) 651-9367
jmp@pueblo.com

Mr. Edward B. Nelson
Owner
Stryker Transport
6208 S Grady Ave
Tampa, FL 33616-1217
Phone: (801) 427-9369
strykertransport19@gmail.com

Mr. Michel A. Ajjan
Account Manager
Lufthansa Group
1001 Wilson Blvd Apt 807
Arlington, VA 22209
michel.ajjan@dlh.de

Mr. Richard H. Coté
Retired FAA
1113 Galston Dr
Folsom, CA 95630-6135
Phone: (916) 396-8455
rick@cote.org

Mrs. Liliana Petrova
CEO/Founder
The Petrova Experience
41 Willow St Apt 2
Brooklyn, NY 11201-1678
liliana@thepetrovaexperience.com

Mr. Alvin K. Hope, II
Legal Counsel
Mobile Airport Authority
RSA Battle House Tower
11 N Water St Ste 24290
Mobile, AL 36602-5024
Phone: (251) 423-0781
ahope@maynardcooper.com

Mr. Gary E. Curmode,
CFO/CEMSO/CTO/FM/EFO
Planning Section Chief--COVID 19;
retired Fire Chief
Sedgwick County Health Department, KS
770 N Silver Springs Blvd Apt 1714
Wichita, KS 67212-6096
Phone: (316) 761-6521
gcurmode1@gmail.com

Mr. Mark Zessin
Director
Unified Supply & Services Co.
124 Capital Ln
Rhome, TX 76078
Phone: (972) 355-8299
mzessin@unifiedsupply.com

Mr. Cameron Gresh
Porter Group
428 New Jersey Ave SE
Washington, DC 20003-4053
cgresh@portergs.com

Mr. Jonathan Zelie
General Manager
Signature Flight Support
7761 Shelby Grove Ct
Apt 201
Cordova, TN 38018-2204
Phone: (757) 472-3501
jon.zelie@signatureflight.com

Mr. Levi C. Gilder, Sr., J.D.
Aviation Safety & Risk Manager
Wilbur Ellis Companies
106 Joyce Dr
Brunswick, GA 31525-9491
Phone: (904) 832-7698
lgilder@wilburellis.com

Associate Member
From 12/17/2020 to 6/21/2021

Mr. William Wasmund, C.M.
Museum Collections Management
WINGS - Exploration of Flight
13005 Wings Way
Englewood, CO 80112-4535
Phone: (720) 560-9419
bill.wasmund@gmail.com

Mr. Eduardo Gonzalez
Woods Bagot
30 Broad St Fl 7
New York, NY 10004
Phone: (646) 756-3300
eduardo.gonzalez@woodsbagot.com

Mr. Tod R. Yankee
Principal
Yankee & Associates, LLC
102 Wolfes Neck Rd.
Freeport, ME 04032
Phone: (207) 553-0053
tryankee@yankee-associates.com

New Member Roster

Corporate Member

From 12/17/2020 to 6/21/2021

AG&E Structural Engenuity
901 Main St Ste 5020
Dallas, TX 75202
Phone: (214) 520-7202

Assaia International, Inc.
82 Jacks Dr
Kerrville, TX 78028-7556
Phone: (575) 639-2263

Dedrone
220 Sansome St Fl 6
San Francisco, CA 94104-2721

Amazon Web Services (AWS)
410 Terry Ave N
Seattle, WA 98109-5210
Phone: (202) 442-2934

Aviation Property Network
8082 S Interport Blvd Ste 290
Englewood, CO 80112

Deloitte
1919 N Lynn St
Arlington, VA 22209
Phone: (571) 882-6968

Amglo Kemlite Laboratories
215 Gateway Rd
Bensenville, IL 60106-1952
Phone: (630) 350-9470

Babst Calland
300 Summers St Ste 1000
Charleston, WV 25301
Phone: (681) 205-8888

DESIGNA USA
777 Oakmont Ln
Ste 2000
Westmont, IL 60559-5580
Phone: (888) 262-9706

Anser Advisory
2420 S Lakemont Ave Ste 450
Orlando, FL 32814

Booz Allen Hamilton Inc.
8283 Greensboro Dr
McLean, VA 22102-3830

Drop Water Corporation
500 Howland St Ste 5
Redwood City, CA 94063-1144

Archetype SC, Inc.
611 Burroughs and Chapin Blvd Ste 100
Myrtle Beach, SC 29577-3200
Phone: (843) 353-2929

Build With Robots Inc.
101 Broadway Blvd NE Ste 3100
Albuquerque, NM 87102
Phone: (505) 224-3955

Ernst & Young
725 S Figueroa St Ste 200
Los Angeles, CA 90017

Corporate Member
From 12/17/2020 to 6/21/2021

Essential Aero
123 E San Carlos Street #2677
San Jose, CA 95112
Phone: (775) 336-8045

GoApron, Inc.
2918 Mission Blvd
San Diego, CA 92109-8018

IBM
600 14th St NW Ste 200
Washington, DC 20005-2012

F3 Airport
252 E Highland Ave
Milwaukee, WI 53202-3131
Phone: (414) 271-1111

Granite Inliner, LLC
585 West Beach
Watsonville, CA 95076

Identiv
1900 Carnegie Ave #B
Santa Ana, CA 92705
Phone: (480) 522-5925

FH Design
1207A McGavock St
Nashville, TN 37203-3154
Phone: (615) 244-4328

GreenPower Motor Company
8885 Haven Ave Ste 150
Rancho Cucamonga, CA 91730
Phone: 909-308-0960
sales@greenpowermotor.com

Inspired Networks, Inc.
15333 N Pima Rd Ste 305
Scottsdale, AZ 85260-2717
Phone: (978) 930-3122

Fusion Cell
22 Roulston Rd
Windham, NH 03087-1209
Phone: (978) 764-8192

H2Airports
3419 Via Lido 386
Newport Beach, CA 92663-3935
Phone: (310) 944-2630

Insulated Roofing Contractors
326 Mount Tabor Rd
New Albany, IN 47150-2205
Phone: (812) 206-7700

Global Aviation Infrastructure
4068 Harleston Green Ln
Mount Pleasant, SC 29466-6953

HAS Development Corporation
550 Westcott St Ste 350
Houston, TX 77007-5099
Phone: (832) 646-2614

Inventory Smart
1445 W Tufts Ave
Englewood, CO 80110-5535
Phone: (303) 475-2752

Corporate Member
From 12/17/2020 to 6/21/2021

Johnson Melloh Solutions
5915 Stockberger Pl
Indinapolis, IN 46241

Mineral Products, Inc.
PO Box 445
Harrisburg, IL 62946-0445

PK Electrical, Inc.
4601 Dtc Blvd Ste 740
Denver, CO 80237
Phone: (720) 481-3290

KEY Engineering Group
965 Virginia Ave Ste 100
Hapeville, GA 30354
Phone: (404) 396-6810

Motorola Solutions
500 W Monroe St Fl 42
Chicago, IL 60661-3783
Phone: (773) 502-3923

Platinum Group International & Uvnia
2101 NW Corporate Blvd Ste 410
Boca Raton, FL 33431-7319

LaPonda J. Fitchpatrick, Training and Consulting for the Real World
870 Bull Run
Canon City, CO 81212
Phone: (661) 313-0676

Muller2 Architects
700 N Sangamon St
Chicago, IL 60642-5940

Prosegur Security USA
512 Herndon Pkwy Ste A
Herndon, VA 20170

Leslie Saunders Insurance Agency, Inc.
1535 Dale Mabry Hwy Ste 101
Lutz, FL 33548-3001
Phone: (813) 981-2992

NoviSphere
700 Nicholas Blvd Ste 300
Elk Grove Village, IL 60007-2564
Phone: (920) 619-5152

Reach Airports LLC
1001 Pennsylvania Ave NW
c/o CAG Holdings Ste 600
Washington, DC 20004
Phone: (202) 815-6391

Michelin
178 Backbone Rd
Sewickley, PA 15143-9320

Paragon Project Resources, Inc.
1901 Royal Ln Ste 104
Dallas, TX 75229-3184
Phone: (214) 634-7060

Red Brick Consulting, Inc.
24681 La Plaza, Suite 250
Dana Point, CA 92629-2563
Phone: (714) 715-1146

Corporate Member
From 12/17/2020 to 6/21/2021

RHOTHETA International Inc.
8201 Peters Rd Ste 1000
Fort Lauderdale, FL 33324

SL Environmental Law Group PC
175 Chestnut St
San Francisco, CA 94133-2405

TOTO USA Inc.
1155 Southern Rd
Morrow, GA 30260
Phone: (678) 677-0420

Runway Safe
2239 High Hill Road
Logan Township, NJ 08085
todd.gressick@runwaysafe.com

SSP America, Inc.
20408 Bashan Dr Ste 300
Ashburn, VA 20147-5551
Phone: (703) 723-2333

Tutor Perini Building Corporation
2955 N Green Valley Pkwy
Henderson, NV 89014-0405
Phone: (702) 378-2351

Salimi Management
1 Avenue of the Palms Ave Ste 301
San Francisco, CA 94130-1800
Phone: (415) 745-3420

STARC Systems
112 Orion St
Brunswick, ME 04011

VMC LLC
1650 W End Blvd Ste 100
St. Louis Park, MN 55416
Phone: (612) 618-7230

Satterfield & Pontikes Construction
3030 Lyndon B Johnson Fwy Ste 750
Dallas, TX 75234

Suffolk
65 Allerton St
Quincy, MA 02169-3736
Phone: (617) 517-4428

VOLO, LLC
200 E Granada Blvd Ste 206
Ormond Beach, FL 32176-6692
Phone: (888) 865-6123

Silent Falcon UAS Technologies
8411 Firestone Ln NE Ste A
Albuquerque, NM 87113

Swiftwall Solutions
1928 N Stark Rd
Midland, MI 48642-9438
Phone: (989) 600-5001

Wipro
3535 Piedmont Rd NE Ste 1400
Atlanta, GA 30305
Phone: (214) 914-3040

Corporate Member
From 12/17/2020 to 6/21/2021

World Wide Technology
One World Wide Way
Saint Louis, MO 63146
Phone: (314) 212-1721

Yourspace LLC
6320 Highview Dr
Fort Wayne, IN 46818
Phone: (317) 490-1835

New Member Roster

Military DOD Member

From 12/17/2020 to 6/21/2021

Mr. Larry Furlough
379 EOSS/OSAA Unit 61218
APO, AE 09309
larry.furlough@yahoo.com

Lt.Col. Thad Daniel Weist
14695 NW 66th St
Kansas City, MO 64152-8726
Phone: (216) 409-0777
thadweist@gmail.com

Mr. Fred Foulks
Badge / CAC Administration
Chenega Corporation
2812 Hood Rd SW Ste 18
Huntsville, AL 35805
fredfoulks@yahoo.com

Jennifer L. Lenzi
29 Dodd Rd
Sandisfield, MA 01255-9756
Phone: (631) 949-3339
jenlenzi@aol.com

Msgt. Andrew W. Meyer, IACE
Superintendent, Advanced Airfield Managers Course
334 TRS
136 Wilbanks Cir
Biloxi, MS 39531-3290
Phone: (314) 560-3049
andy.meyer.556@gmail.com

Capt. Craig Doyle
Business & Properties
City of Phoenix Aviation Department
Corporate Office Building
2485 E Buckeye Rd
Phoenix, AZ 85034-4301
Phone: (602) 273-8856
craig.doyle@phoenix.gov

Mr. Ryan Usher
3270 Sky Country Dr
Reno, NV 89503-6837
Phone: (910) 987-3962
usherr92@gmail.com

Lt.Col. Edward Yancey Walker
Commander
502 OSS
25503 River Rnch
San Antonio, TX 78255-9548
Phone: (719) 964-5999
yancey.walker.5@gmail.com

Mr. Noel F. De Los Santos
Dallas Fort Worth International Airport
8025 Ohio Dr Apt 4311
Plano, TX 75024
Phone: (208) 995-5559
checkpower_v1_rotate@outlook.com

Mr. Miguel De La Cruz
623 Little Ln
Mansfield, TX 76063-2175
Phone: (757) 503-0686
shadowdeezy@protonmail.com

Chief Jason Ford
Fire Chief
ASRC Federal
1523 Trailridge Rd
Charlottesville, VA 22903-4022
Phone: (804) 305-6213
chiefjasonford@gmail.com

Mr. James A. Tompkins
Hurlburt Field
7732 Fenwick St
Navarre, FL 32566-2700
jimtompkins1@gmail.com

Mr. Curtis D. Hilty
1404 Pacific Ave Apt A200
Natrona Heights, PA 15065-2015
curtis.hilty@yahoo.com

Mr. Logan Schmidt
Bowling Green State University
5654 Feldon Ct
Carroll, OH 43112-9608
lj_schmidt@outlook.com

Chief Mansour Richa
ARFF Fire Chief
Laughlin/Bullhead International Airport
2550 Laughlin View Dr
Suite #117
Bullhead City, AZ 86442-4912
MRicha@flyifp.com

Military DOD Member
From 12/17/2020 to 6/21/2021

James Mayfield
Marine Corps Installations WEST
1004 Felts Dr
Clarksville, TN 37043-7994
Phone: (843) 271-4921
james.t.mayfield@outlook.com

Mr. George W. Jackson, Jr.
U.S. Air Force
23896 Corinth Dr
Murrieta, CA 92562-2126
Phone: (951) 852-8479
gwj9675@yahoo.com

Chief Andrew L. James, Jr., ATCS QAS
U.S. Navy
5411 Barnhollow Cir
Norfolk, VA 23502-3602
Phone: (757) 419-4476
jamesjr2@msn.com

SSgt. Ryan James Agan
Operations Manager
Maryland Aviation Administration
3 W Huntington Cir
Dover, DE 19904-9630
Phone: (302) 508-9982
ryanagan40@gmail.com

Mr. Sheldon E. Parrish
U.S. Air Force
578 Westwind Rd
Box Elder, SD 57719-9728
Phone: (605) 939-1333
spsepsp@yahoo.com

Lt.Col. Erik J. Ranke
USAF Randolph AFB
18170 Emerald Forest Dr
San Antonio, TX 78259-3620
Phone: (210) 618-4676
erik.ranke01@gmail.com

Mr. Jerry G. Rojas
ARFF
Port of Bellingham
Bellingham, WA 98226-7953
JERRY.G.ROJAS@WMICH.EDU

Mr. Robert L. Ortiz
U.S. Air Force
2470 Raider Ln
Navarre, FL 32566-3208
robert.ortiz25@gmail.com

Sam Schoolfield
USMC
8924 Cobble Ridge Dr
Wilmington, NC 28411-4401
Phone: (910) 378-5150
sam@schoolfield.net

Mr. John Broadhurst
Asst. Federal Security Director - Law Enforcement
TSA - Federal Air Marshal Service - Las Vegas, NV
2077 Self Portrait St
Henderson, NV 89044-0394
Phone: (702) 577-9405
John.Broadhurst1@tsa.dhs.gov

SmSgt. Rachel Castrovinci
Airfield Manager
U.S. Air Force
PSC 41 Box 6055
Apo, AE 09464
Phone: +44 0 163852 3572
rachel.castrovinci@us.af.mil

Brig.Gen. Bruce Cameron Linton
U.S Army Retired
14417 111th Avenue Ct E
Puyallup, WA 98374-4916
Phone: (253) 709-6410
Lintonbcr@gmail.com

Cmdr. Frank S. Mulcahy, USN
Public Works Director
U.S. Navy
685 Spring St #139
Friday Harbor, WA 98250
Phone: (860) 694-4480
orso491@yahoo.com

New Member Roster

Participating Member

From 12/17/2020 to 6/21/2021

Mr. Matt McCurry
901 Fir St
Chico, CA 95928-6301
matthew.mccurry@chicoca.gov

Mr. James B. Smith, C.M, ACE
Director, Aviation Maintenance Technology
Marshall University
1050 4th Ave
Huntington, WV 25701-1522
Phone: (606) 331-1457
jsmith@RCBI.org

Mr. Matthew D. Gray
2604 Penrick Dr NW
Marietta, GA 30064-1809
mgray12au@gmail.com

Mr. Michael A. Johnson, C.M.
Business Process Manager
Minnesota Department of Transportation
395 John Ireland Blvd
Saint Paul, MN 55155-1800
Phone: (651) 296-3000
michael.allan.johnson@state.mn.us

Mr. Timothy P. Devlin
Assistant City Attorney
Burlington International Airport
1200 Airport Dr
South Burlington, VT 05403
Phone: (802) 865-7126
tdevlin@burlingtonvt.gov

Ms. Lisa Ann Sawney
Board Member
Monterey Regional Airport
200 Fred Kane Dr Ste 200
Monterey, CA 93940
lsawhney@montereyairport.com

Mr. Jules O. Yimga, Ph.D.
Chair, Aviation Business Administration Program
Embry-Riddle Aeronautical University - Prescott
3700 Willow Creek Rd
Prescott, AZ 86301-3720
Phone: (928) 777-3315
jules.yimga@erau.edu

Mr. Thomas E. Rainey, Jr.
Manager
U.S. Federal Aviation Administration
2804 MISTLETOE RD
LaGrange, KY 40031
Phone: (502) 375-7365
tom.rainey@faa.gov

Mrs. Hursie Davis-Sullivan
JMAA Board Commissioner
Jackson Medgar-Wiley Evers International Airport
1814 Hospital Dr
Jackson, MS 39204
Phone: (601) 214-4554
hsullivan@jmaaboard.com

AAAE MEMBERSHIP TOTALS BY YEAR: APRIL 2013 – 2021

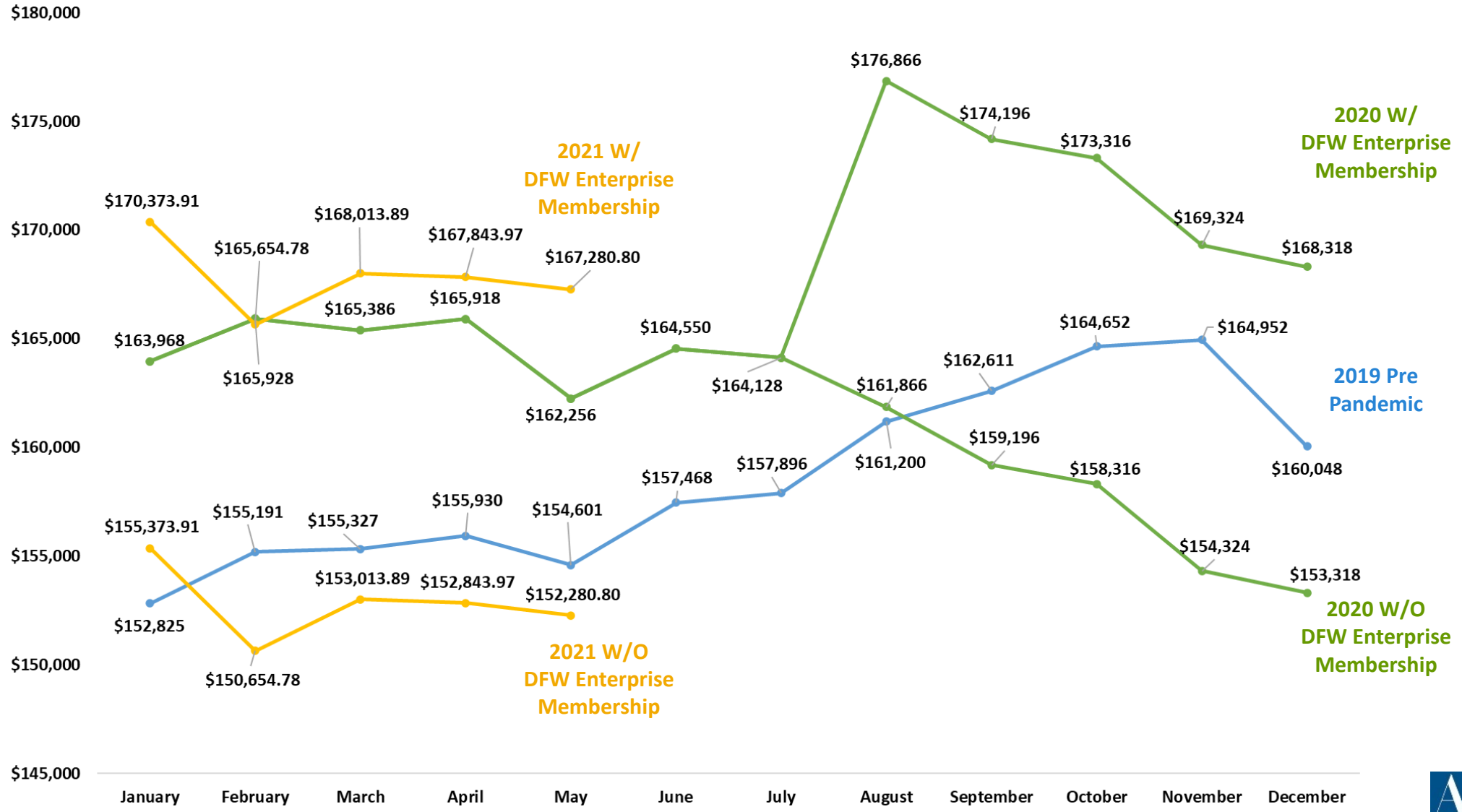
Category Name	4/30/2013	4/30/2014	4/30/2015	4/30/2016	4/30/2017	4/30/2018	4/30/2019	4/30/2020	w/ DFW Enterprise Members 4/30/2021	w/o DFW Enterprise Members 4/30/2021
Executive	469	482	473	465	466	477	468	472	481	481
Affiliate	2716	2820	2916	3042	3251	3586	3848	4259	6023	4041
Participating	131	152	146	145	136	120	122	118	122	122
Associate	275	275	273	278	288	292	249	272	292	292
Corporate	497	478	457	514	511	566	587	601	526	526
Honorary Life	24	24	23	22	22	25	27	26	26	26
Executive Emeritus	132	138	152	159	168	183	202	216	231	231
Academic	285	225	204	326	291	230	198	179	220	220
Executive Inactive	79	84	80	71	67	72	75	79	79	79
Military/DOD	84	91	101	108	125	119	137	159	144	144
Academic Graduate	118	140	127	118	100	107	106	129	123	123
Retired Affiliate	0	3	6	11	18	17	13	16	20	20
Canadian Accredited	57	58	52	47	41	57	55	59	59	59
Canadian Affiliate	108	113	119	104	110	173	173	145	154	154
Canadian Associate	17	20	14	18	15	15	26	25	25	25
Canadian Corporate	41	46	47	54	34	35	42	42	40	40
Canadian Executive Emeritus	12	12	15	14	13	15	12	13	13	13
Canadian Academic	17	27	23	21	10	16	15	10	10	10
Canadian Executive Inactive	5	4	4	2	2	0	0	6	6	6
Canadian Military/DOD	0	1	0	0	0	2	1	0	1	1
IAAE Affiliate	4	5	10	9	7	9	118	157	150	150
IAAE Indian Affiliate	0	0	0	0	0	0	19	39	58	58
IAAE Associate	5	6	5	3	5	3	10	10	7	7
IAAE Corporate	5	5	3	4	7	6	7	9	9	9
Total Number of Airport Members	3,354	3,478	3,570	3,667	3,875	4,302	4,681	5,131	6,925	4,943
Domestic Airport Members:	**3,185**	**3,302**	**3,389**	**3,507**	**3,717**	**4,063**	**4,316**	**4,731**	**6,504**	**4,522**
All Airport Members:	**2,977**	**3,111**	**3,200**	**3,312**	**3,517**	**3,897**	**4,198**	**4,596**	**6,389**	**4,407**
Total Members:	**5,081**	**5,209**	**5,250**	**5,535**	**5,687**	**6,125**	**6,510**	**7,041**	**8,819**	**6,837**
Actual Member Increase:		**128**	**41**	**285**	**152**	**438**	**385**	**531**	**2,309**	**(204)**
% Increase Over Previous Time Period:		**2.52%**	**0.79%**	**5.43%**	**2.75%**	**7.70%**	**6.29%**	**8.16%**	**25.25%**	**-2.90%**

Actual member count as of 6/22/2021: 9,036*

Service | Innovation | Results

*In August 2020, AAAE onboarded 2,036 new affiliate members at DFW airport as part of the airport's Enterprise Membership agreement.

AAAE Domestic Membership Dues Collection by Month 2019 – 2021



Service | Innovation | Results

**Per the August 2020 Enterprise Membership agreement, $15,000 per month is added to domestic member dues revenue for August 2020 – July 2021. The above chart does not include those funds.*

2020-21 MEMBER RENEWALS BY MONTH*

Month	20 Renewals	2020 Renewal $	21 Renewals	2021 Renewal $	% Change YOY
January	677	$218,415	538	$170,345	-21%
February	385	$119,350	483	$155,730	25%
March	413	$143,125	442	$150,510	7%
April	252	$82,355	363	$127,145	44%
May	337	$110,295	422	$136,195	25%
June	286	$91,455			
July	494	$146,440			
August	356	$107,645			
September	273	$86,895			
October	466	$147,425			
November	461	$144,500			
December	584	$185,120			
TOTAL Renewals	**4984**	**$1,583,020**	**2248**	**$739,925**	
AVERAGE	**415**	**$131,918**	**450**	**$147,985**	
Per Renewal Avg:		**$318**		**$329**	

NEW MEMBER RECRUITMENT BY MONTH*

	2015	2016	2017	2018	2019	2020	2021
January	27	40	56	131	161	138	147
February	22	49	119	152	99	127	116
March	19	71	119	139	145	62	109
April	31	71	82	88	114	101	107
May	44	39	119	108	109	54	101
June	19	37	72	93	108	57	
July	35	32	37	55	111	91	
August	19	46	96	135	177	65	
September	27	33	93	104	113	70	
October	29	29	86	85	105	67	
November	20	31	65	82	118	69	
December	27	49	81	70	70	68	
Total New Members	**319**	**527**	**1025**	**1242**	**1430**	**969**	**580**

COVID-19 Impact on Domestic Membership:

- 142 membership extensions were granted due to COVID-19 budget implications for members
- As of 6/23/21:
  - 78 memberships were paid in full after the extension was granted
  - 43 memberships lapsed and were cancelled after the extension and grace period ended
  - 21 memberships are still active under the extension
- The extensions reflect a $18,805 loss in member dues revenue

**In August 2020, AAAE onboarded 2,036 new affiliate members at DFW airport as part of the airport's Enterprise Membership agreement. The above charts do not include those members.*

AAAE FOUNDATION
Foundation Income Statement
For the Five Months Ending Monday, May 31, 2021

	MAY 2021 Y-T-D	MAY 2020 Y-T-D
Member Donations	$2,661.74	$2,964.35
AAAE Classified Ads Contributions	71,986.14	66,007.31
AAAE Contribution	0.00	0.00
Employee Donations	5,539.62	9,496.86
Corporate Donations	0.00	0.00
Chapter Donations	7,500.00	10,000.00
Other Donations		
WIA	10,000.00	30,536.40
Dunham (received June 2021)	0.00	10,000.00
Hauptli	5,282.32	2,115.00
Native American Indian	0.00	0.00
Hudson	0.00	0.00
TOTAL REVENUE	102,969.82	131,119.92
EXPENDITURES		
Professional Services	0.00	12,539.86
Bank Service Charges--Other	0.00	0.00
Other Awards	0.00	353.33
Scholarship Awards		
General	(579.36)	141.18
WIA	0.00	0.00
WIA-Daschle	0.00	0.00
WIA-Adams	0.00	0.00
WIA-Gilbert	0.00	0.00
WIA-Holliway	0.00	0.00
WIA-Pinkerton	0.00	0.00
WIA-Garvey	0.00	0.00
Dunham	0.00	0.00
Hauptli	0.00	0.00
Native American Indian	0.00	0.00
Hudson	0.00	(2,500.00)
Diversity	0.00	0.00
Supplies/Software/Computers	0.00	0.00
Postage	37.00	0.00
Promotion/Marketing	0.00	0.00
Flowers	0.00	0.00
Miscellaneous	25.00	0.00
Gift	0.00	0.00
AV	0.00	0.00
Travel	0.00	0.00
Food & Beverage	0.00	0.00
TOTAL EXPENSES	(517.36)	10,534.37
EBITDA	103,487.18	120,585.55
Interest & Dividends	11,079.99	18,434.47
Unrealized Gains/Losses on Investments	366,171.13	(159,447.70)
TOTAL INVESTMENT GAINS/(LOSSES)	377,251.12	(141,013.23)
NET INCOME	480,738.30	(20,427.68)

MINUTES OF THE MEETING
AAAE BOARD OF DIRECTORS
JANUARY 10, 2021 | VIRTUAL MEETING

Chair Campbell called the virtual Board of Directors and Policy Review Council meeting to order at 3:00 p.m. on Sunday, January 10, 2021.

Present remotely were the following: Executive Committee Members – Campbell, Krauter, Gale, Miller, Richardson, and Olivier. **Board Members** – Bumen, Crider, Foster, Hudson, Hupp, Lanter, LLerena, McMahon, Nixon, Rondinella, Ross, Ryks, Sapone, Sheehan, Sheridan, Stephens, and Wilson. **Policy Review Council Members** – Ahmad, Bilyeu, Cameron, Dillon, Dolliole, Donohue, Erbacci, Lawrence, Makovsky, Newton, Olislagers, Richart, Smith, VanLoh, and Vassiliadis. **Past Chairs** – Bennett, Brockman, Elwood, Johnson, and Mulder. **Committee Leaders** – Callum, Cooper, Crider, Demory, Elguezabal, Hainsey, Kashani, Kitchens, Lyttle, Patel, Priegel, Woodard, and Zonsius. **Chapter Officers** – Blue, Braley, Brubaker, Maples, Marana, Montgomery, Reed, Rubio, and Sundquist. **AAAE Staff** – Bacon, Barkowski, Basaria, Chamberlain, Dickerson, Fleet, Gironda, Gupta, Hauptli, Morris, Rochette, Sher Raker, and Van Dam.

Chair Kelly Campbell, A.A.E. welcomed attendees and recognized the 30th anniversary of President & CEO Todd Hauptli. President & CEO Hauptli was presented with a check for the William Robert Hauptli Scholarship for Innovation and Entrepreneurship, donated personally by members of the board.

President & CEO Hauptli introduced guest speaker, Adam Bryant.

Chair Campbell gave the chair report and read a resolution of appreciation for the AAAE staff in appreciation of their support during the Covid-19 pandemic.

President & CEO Hauptli gave the presidents report and presented the presented the first eleven months 2020 financial results, draft 2020 financial results, 2021 budget, and AAAE investment management update. On a motion by Perry Miller, A.A.E. and second by Ryan Sheehan, A.A.E., the Board approved the 2021 budget.

On a motion made by Mark Gale, A.A.E. and second by David "Scott" Lanter, A.A.E. the Board approved the consent agenda. Items approved included (1) Applications for Membership; (2) Membership Status Report; (3) Foundation Financial Report, and (4) September 2020 AAAE Board/PRC Meeting and AAAE Foundation Board Meeting Minutes.

EVP for Government & Public Affairs Joel Bacon, Federal Affairs Committee Chair Lance Lyttle, and International Facilitation Subcommittee Chair Huntley Lawrence, A.A.E. led a discussion of legislative, security policy, international facilitation, and regulatory priorities for 2021.

Chair Campbell recognized First Vice Chair Larry Krauter, A.A.E., AICP, who introduced the chairs of the industry committees for verbal reports. The following industry committees presented reports to the Board/PRC: Air Service (Michael Hainsey, A.A.E., chair); International Association of Airport Executives (Jeffrey Mulder, A.A.E., chair); U.S. Contract Tower Association (Todd Woodard, C.M., chair); Diversity, Equity & Inclusion (Cathryn Stephens, A.A.E., chair); General Aviation Airports (Scott McMahon, A.A.E., chair); Finance and Administration (Henrietta Brown, C.M., chair) and Industrial Aviation/Military Relations (Richard Crider, A.A.E., chair).

On a motion by Richard Crider, A.A.E. and a second by Cathryn Stephens, A.A.E., the Board approved the addition of Tracy Williams, A.A.E. and Grayson Ardies to the USCTA Policy Board.

First Past Chair Tory Richardson, A.A.E. gave an update on the 2021 Nominating Committee.

VP of Member Experience and Foundation Gwen Basaria gave an update on member benefits and services.

EVP of AAAE Services Carter Morris gave an update on the Airport Consortium on Trust (ACT) Program.

EVP of Meetings, Membership, Marketing, Administration and Foundation Jacky Sher Raker gave an update on the GBAC/AAAE Star Facility Accreditation Program.

Chair Campbell announced the date change for the 93rd Annual AAAE Conference and Exposition and the next Board of Directors meeting, to be held in person and virtually on Saturday, July 10, 2021 in Las Vegas. Chair Campbell recognized Policy Review Council Member Rosemary A. Vassiliadis, C.M. as host of the annual conference.

Chair Campbell also announced that the annual Chapter Officers meeting would be held virtually on March 17, 2021.

On a motion made by Larry Krauter, A.A.E. the meeting was adjourned 6:05 p.m.

Approved:

Perry Miller, A.A.E., I.A.P.
Secretary/Treasurer

SCC AAAE

Kansas, Oklahoma, New Mexico, Texas & Central America

PRESIDENT
JANE LUCERO, A.A.E.
ALBUQUERQUE, NM

VICE PRESIDENT
SCOTT ALEXANDER, C.M.
HOUSTON, TX

SECRETARY/TREASURER
DANNY JONES, A.A.E.
Port San Antonio

IMMEDIATE PAST PRESIDENT
VINICIO "LENNY" LLERENA, A.A.E.
VICTORIA, TX

2nd PAST PRESIDENT
RICHARD CRIDER, A.A.E.
PORT SAN ANTONIO, TX

DIRECTORS:

AMY MOYLE, C. M.
Brazoria, TX

BRIAN COWLES C.M. ACE
Wichita, KS

SCOTT KEITH, C.M.
OKLAHOMA CITY, OK

SCOTT STARK, C.M.
ROSWELL, NM

Desiree Curtis C.M.
San Antonio, TX

Steven Picou, A.A.E
Lafayette, LA

Corporate Director

FRANK MCLLLWAIN, PE
Garver

NATIONAL AAAE LEADERSHIP

KELLY L. CAMPBELL, A.A.E.
LUBBOCK, TX
CHAIR

DON GREEN, A.A.E.
ABILENE, TX
BOARDMEMBER

RICHARD CRIDER, A.A.E.
PORT SAN ANTONIO, TX
BOARDMEMBER

VINICIO "LENNY" LLERENA, A.A.E.
VICTORIA, TX
BOARDMEMBER

CHAPTER MANAGER:

LOGAN BESZTERDA
HOUSTON, TX

To: American Association of Airport Executives (AAAE) Board of Directors
c/o Jacky Sher Raker

FROM: Jane M. Lucero, AICP, A.A.E.

SUBJECT: South Central Chapter AAAE Constitution and Bylaw Update

The Board and Membership of the South Central Chapter AAAE have voted to amend our Chapter's Constitution & Bylaws, and seek approval by the AAAE Board of Directors. I have attached a copy, with tracked changes, and request they be considered by the AAAE Board at the 93rd Annual AAAE Conference & Exposition in Las Vegas, NV.

The proposed amendments can be characterized as follows:

- Grammatical corrections
- Greater description of geographic representation within the Chapter's Board
- Provision for an Electronic Ballot and election of Directors and Officers if the Chapter is unable to meet in person
- Nomination of Directors and Officers from the Membership, in cases of an Electronic Ballot
- Executive Committee duties
- Expansion and description of the Chapter's Policy Review Committee

Please let me know if I can answer any questions, and thank you in advance for your consideration.

South Central Chapter AAAE
10401 Westoffice Drive
Houston, TX 77042
(713) 375-2710 | sccaaae@amc-texas.com | www.scaaae.org

South Central Chapter

American Association of Airport Executives

Constitution & Bylaws

Article I

Name, Statement of Purposes, and Principle Office

Section 1. Name

The name of this organization shall be "SOUTH CENTRAL CHAPTER, AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES, INC." For brevity, the organization may be known as "SOUTH CENTRAL CHAPTER" or "SCCAAAE".

Section 2. Purposes

In keeping with Article V, Section 1 of the Constitution and Bylaws of the American Association of Airport Executives, Inc., the objectives of the South Central Chapter shall be the same as those of the parent organization, which are as follows:

a) To determine, implement, and promote a Code of Ethics for the members of the airport management profession.

b) To promote professionalism and financial stability in the administration of airports.

c) To encourage professional growth of individual Members through an accreditation and educational program.

d) To further promote airport safety and operational efficiency by encouraging the airport management profession to develop and apply modern techniques to airport management.

e) To establish and develop a systematic interchange of information and experience in the development, maintenance, and operation of airports.

f) To foster public recognition and respect for the airport management profession.

g) To cooperate with other organizations working for the general benefit of aviation.

h) To foster, promote, and assist the development of air transportation.

And in addition to:

i) Augment the educational efforts of the parent organization by bringing together a Membership that shares similar problems and interests because of their regional proximity.

j) Actively seek new Members for the Chapter and the parent organization for the purpose of upgrading the airport management industry and revitalizing our organization.

k) Enhance the professional and managerial standards of the Membership by encouraging active, consistent and constructive participation in the Chapter and the parent organization.

Section 3. Offices

The Chapter shall maintain a mailing address, website, email address and telephone number, as established by the Board of Directors, to be monitored and maintained by the Chapter Manager.

Article II

Membership

Section 1. Membership

Membership in the Chapter shall be open to those in active membership of the parent organization, those who are eligible for membership in the parent organization, and those whose official positions are within Region 4 of AAAE, as defined by the parent organization. Membership categories are as follows:

a) Regular - Individuals presently employed in an active airport management position within the South Central Chapter

b) Associate - Individuals not qualified for Membership in any other category, but with a professional interest in airports and aviation.

c) Corporate- Individuals with public or private business or organizations directly related to airports and/or aviation.

d) Academic – Individuals who are engaged in the study of airport development, administration, management, and operations or in any field of aviation at a recognized college or university.

e) Honorary - Individuals, who, having demonstrated an outstanding support of the Chapter and the development of professionalism in the airport management profession throughout their careers, are exempted from paying Chapter dues. Membership in this category is contingent upon majority approval of the voting Members of the chapter.

With the exception of Associate, Corporate, and Honorary categories, Chapter Members' official position or place of business must be within the Region 4 area.

Section 2. New Memberships

All Memberships in the Chapter shall be dependent upon application made therefore as prescribed by the Board of Directors. New Members shall be classified by the Chapter Manager in accordance with their qualifications as described in Section 1 of this Article.

Section 3. Dues

The dues for each class or classes of Membership shall be in accordance with a schedule of such dues, which shall be adopted and may from time to time be amended, by majority vote taken as provided in Sections 5, 6, and 7 of this Article.

Section 4. Payment of Dues

Dues shall be payable on each Member's anniversary. Any Member failing to pay dues within ninety days of the due date shall forfeit Membership in the South Central Chapter without further action or notices on the part of the South Central Chapter. **Section 5. Voting Privileges**

Regular Members shall be entitled to one vote each. All other Membership classifications shall not have voting privileges except where, by resolution, the majority of the voting Membership present at any meeting extends the right to vote upon business before such meeting. Such voting privileges shall not be granted for the election of Officers and Directors, or amendments to this Constitution and Bylaws or the Articles of Incorporation. Voting shall be in person and not by proxy or mail/email, except when balloting by mail/email or amendments as provided in IV, Section 1 of this Constitution & Bylaws.

Section 6. Membership Meetings

1) Annual Meetings- An Annual Meeting of the Membership shall be held at least once a year during the South Central Chapter's Annual Conference or at a time and place determined by the Board of Directors, which shall give due consideration to setting a location convenient to as many of the Membership as possible. The purpose of the Annual Meeting shall be to elect Officers and Directors, and for the transaction of business as required.

2) Additional Meetings- Additional meetings of the South Central Chapter may be held during the year. These meetings shall be called by the President and take place at either the National Airports Conference and/or at the Annual Conference & Exposition of AAAE. The President may, at his/her discretion, call additional meeting at a location practical to the Membership upon concurrence of the Board of Directors. Any notice of a special meeting shall be issued by the Chapter Manager or in his/her absence, inability, or refusal to act, by the President.

No meeting described in this section shall be called upon with less than 15 days written notice to all Chapter Members.

Section 7. Quorum

Ten percent of the voting Members and a majority of the Board of Directors present at any regular Annual Meeting or any additional meeting of the Chapter shall constitute a quorum for the conduct of business.

Section 8. Nominating Committee

At least 30~~thirty~~ days before an Annual Meeting of the Chapter Members, the President shall appoint a Chairperson plus at least two Members to the Nominating Committee. The Chairperson and all Nominating Committee Members shall be Regular Members of the Chapter. The Nominating Committee shall have the duty of soliciting interest from and nominating qualified Chapter Members to fill vacant (or soon to be vacant) elected Chapter Officer and Director positions. The Nominating Committee shall present a slate of nominations for Membership consideration; the recommendations of the Nominating Committee are not binding upon the Membership. Any Member entitled to vote in the election of Officers and Directors shall have the privilege of making nominations from the floor. The Nominating Committee shall also be tasked with soliciting interest from and nominating Regional AAAE Directors, National AAAE Directors (At-large), and AAAE Secretary/Treasurer candidates for consideration of the AAAE Nominating Committee.

Each year at the Chapter's Fall Board Retreat, or prior to the beginning of a new calendar year, the President will ~~nominate~~nominate, and the Board of Directors shall select, a Chapter Delegate and an Alternate Chapter Delegate to represent the Chapter on the AAAE Nominating Committee. The Chapter Delegate shall represent the Chapter in all AAAE Nominating Committee discussions. Should the Chapter Delegate be unable or unwilling to fulfill these duties, the Alternate Chapter Delegate will represent the Chapter in all AAAE Nominating Committee discussions. In the event the Chapter Delegate and the Alternate Chapter Delegate are unable or unwilling to fulfill those duties, the President shall appoint a Chapter Delegate until such time as the Chapter's Board of Directors selects a new Chapter Delegate. The Chapter Delegate shall serve on the Policy Review Committee of the Board of ~~Directors, and~~Directors and be a Member, but not Chairperson, of the Chapter Nominating Committee. The Chapter Delegate shall present the Chapter Nominating Committee's slate of nominations to the AAAE Nominating Committee, and advocate for those individuals nominated.

Article III

Officers and Board of Directors

Section 1. Officers and Directors

The Officers of the Chapter shall consist of a President, Vice-President/President Elect, and a Secretary/Treasurer. The Board of Directors or "Board" shall consist of the Officers, the two Immediate Past Presidents, and ~~there shall be~~ seven Directors. The seven Directors shall be comprised of one ~~, preferably one~~ Director from each of the four states in the Chapter's geographical region (Region 4), two ~~-~~at-large Directors representing larger states with high interest in Chapter leadership and states not within the Chapter's geographical region (Region 4) but which border Region 4, and a Corporate Director. Reasonable effort will be taken by the Nominating Committee to select nominees that represent the range of Chapter Membership, relative to size and type of airports, as well as the diversity of states represented by the geographical region (Region 4)~~s that comprise the Chapter~~. If there is no interest in Director positions from any one of the four states in the Chapter's geographical region, at-large representation may increase. Only a Regular Member who is also a Member of the parent organization shall be eligible for election to any office. The Chapter Policy Review Committee, defined below, shall not have voting rights but offer consultation to the Board.

Section 2. Chapter Manager

A Chapter Manager shall be contracted by the Board of Directors to perform the duties described in Section 6 (D) of this Article. This position receives compensation for duties performed. The amount of compensation is established and approved by a majority vote of the Board and described fully in a management contract.

Section 3. Election and Term of Office

The Officers and Directors of the Chapter shall be elected by the voting Members of the Chapter at the Annual Meeting of the Membership. In the event the Chapter is unable to hold an Annual Meeting of the Membership due to circumstances beyond its control, the Officers and Directors of the Chapter may be elected by the voting Members of the Chapter by electronic ballot, if a majority of the Nominating Committee Members conclude that an electronic ballot/election serves the best interest of the Chapter. Notice of an electronic ballot/election shall be given no less than 30 days from the closing of any electronic ballot/election period.

A Secretary/Treasurer will typically be nominated and voted on each year, for a one-year term, with the intent that this Officer will ascend to Vice-President, for a one-year term, and then President, for a one-year term, in subsequent years without further nomination. Additional nominations or extended terms may be necessary and proposed by the Nominating Committee, from time to time, in the event vacancies occur or an Officer is unable to fulfil the duties of any given office. However, a nomination from the Membership for any of the Officer

positions will be considered at the Annual Meeting of the Membership. If the Chapter is unable to hold an Annual Meeting due to circumstances beyond its control and a majority of the Nominating Committee is in favor of initiating the electronic ballot/election option, the Membership of the Chapter shall be afforded the opportunity to nominate any eligible Member for any of the Officer positions no less than 30 days prior to the closing of an electronic ballot/election. In lieu of a nomination from the floor, the Nominating Committee Chair must stipulate to the Membership when the announcement is made, how and to whom nominations from the Membership must be submitted so that the Membership can consider those nominations along with the slate of nominations presented by the Nominating Committee.

The Directors will be elected for two-year terms, staggered so that approximately one-half of the Directors are elected to office each year. Each Officer or Director shall hold office until a successor has been duly elected and qualified, or until death or resignation, or shall have been removed in the manner hereinafter provided.

Section 4. Removal

Any Officer or Director elected by the Membership or appointed by the President may be removed from office by a two-thirds vote of the voting Members at the Annual Meeting of the Chapter, whenever doing so is in the best interest of the Chapter.

Such removal shall be without prejudice to the contract right, if any, of the person so removed.

Section 5. Vacancies

A vacancy in any office because of death, resignation, removal, disqualification or other cause may be filled by appointment by the President, to serve until the next Annual Meeting of the Chapter. In the event a Director moves from one state to another within the Chapter, the position, upon expiration of the term of the incumbent, shall again be filled by a Member from the representative state, if applicable.

Section 6. Duties

A) President - The President shall be the Chief Executive Officer of the Chapter and shall, in general, supervise ~~all of~~all its affairs and offices. The President shall preside at ~~all of~~all ~~the~~ Executive Committee, Board and Membership Meetings. The President may sign, with the Chapter Manager, certificates of Membership and any contract or other instrument which the Board has authorized to be executed. The President shall have the authority to appoint committees, panels or representatives, which shall be subject to his/her supervision, to perform such duties as the President may request. The President shall perform such other duties and shall assume and discharge such other responsibilities as the Membership may, by resolution, direct from time to time. The President shall have the additional duty of serving as Constitution & Bylaws Review Chairperson.

B) Vice President/President Elect - In the absence of the President from any meeting, or in the event of the inability or refusal of the President to act in the performance of official duties, the Vice President/President Elect shall perform the duties of the President and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President/President Elect shall become fully acquaintedaquatinted with official duties and activities of the President, andPresident and be prepared to assist in the discharge of such. The Vice President/President Elect shall have the additional duty of Flight Plan Chairperson.

C) Secretary/Treasurer - In the absence of the president or Vice President/President Elect or in their inability or refusal to act in the performance of their official duties, the Secretary/Treasurer shall perform their duties and when so acting, shall have all the powers of and be subject to the same restriction upon the President or Vice President. The Secretary/Treasurer shall have the additional duty of Finance and Budget Chairperson, andChairperson and shall be responsible for oversight of audits and Chapter brokerage and investment accounts.

D) Chapter Manager - The Chapter Manager shall be responsible for handling the Chapter's administrative functions. The Chapter Manager shall:

1) keep the minutes of the meetings of the Members and the Board; and

2) see that all notices of meetings of Members and the Board are duly given in accordance with this Constitution & Bylaws; and

3) be custodian of the records and seal to all documents requiring such affixation; and

4) keep a register or list of all Members of the Chapter showing their classification and voting rights, collect membership dues and issue membership certificates; and

5) sign, with the President, certificates of membership in the Chapter; and

6) have custody of and be responsible for all funds and securities of the Chapter, give receipts for any and all monies due and payable to the Chapter from any source whatsoever, and shall deposit all such monies in the name of the Chapter in such banks, trust companies, or other such depositories as shall be selected by the Board; and

7) keep an itemized record of receipts and disbursements for the account of the Chapter, and furnish to the Board upon request, all cancelled checks and drafts, a copy of each and every deposit slip, note, invoice, receipted bill, cash receipt, and all other papers vouching for the deposit, expenditure or receipt of Chapter funds or evidencing any indebtedness of monetary obligation of the Chapter. Such records shall be open for

inspection by the Membership. The Chapter Manager shall first obtain approval of the President before making payment when the bill amount is outside of the purchasing policy approved by the Board; and

8) prepare periodic reports of financial status; and

9) provide Member support and response via telephone and email inquiries within published office hours; and

10) in general, perform all duties incident to the position of Chapter Manager and other such duties as may be assigned by the president or Executive Committee.

E) Directors - The Directors shall provide general ~~council~~counsel to the ~~President, and~~President and shall perform other such duties as the President may from time to time request.

Section 7. Standing Committees, Panels and Representatives

In addition to the Officers and Directors there shall be such standing committees, panels, and representatives, which shall be appointed by the President and subject to his/her supervision. Such committees shall be described fully in the Chapter's Flight Plan and shall perform the duties enumerated for them and such additional duties as the President may request.

Section 8. Compensation

None of the Offices or Directors of the Chapter shall be paid any compensation for their regular services to the Chapter. The Chapter may contract with and compensate the Chapter Manager, provided such action is approved by majority vote of the Board at its Annual Meeting.

Section 9. Executive Committee

The President, Vice President/President Elect, Secretary/Treasurer, and the two Immediate Past Presidents shall constitute the Executive Committee of the Chapter. The Executive Committee is to assist the President in conducting the day to day business affairs of the Chapter. Any three of the five said Members constitute a quorum of the Executive Committee.

The Executive Committee shall prepare a draft budget each year, in collaboration with the Chapter Manager, and present it to the Board and eventually the Chapter Membership for their consideration and approval. The Executive Committee shall review, consider and negotiate business agreements, in collaboration with Committee leadership when applicable, and present those agreements, memorandums of agreement and letters of intent to the Board for consideration and appropriate action. In general, the Executive Committee shall be accountable to the Board and the Membership of the Chapter, without superseding authorities, duties and responsibilities outlined for elected Officers and Directors within this agreement; serving instead as an agile group that can respond and

interact with the Chapter Manager to carry out the business of the Chapter.

Section 10. Chapter Policy Review Committee

Regional AAAE Directors of the Chapter, National AAAE Directors (At-large) and AAAE Officers that are also Chapter Members, past Chapter Presidents and past AAAE Officers that are also Chapter Members, and senior representatives from each of the otherwise unrepresented Medium and Large-Hub airports within Region 4 that are also Chapter Members and invited and willing to serve shall constitute the Chapter Policy Review Committee, and shall serve in a consulting capacity to the Board and Executive Committee.

Section 11. Use of Chapter Name

No function, activity, or subgroup shall use the words South Central Chapter/American Association of Airport Executives or the abbreviation SCC/AAAE without the prior approval of the Chapter President.

Section 12. Budget

The fiscal year of the Chapter shall be from January 1st of each calendar year through December 31st. The Board shall prepare a proposed annual budget for the forthcoming fiscal year. The Board will in turn mail/email the proposed budget to the Membership thirty days prior to the new fiscal year. If valid objections, in writing, are received ten days after mailing said proposed annual budget, the Board shall reconsider the budget, giving due consideration to such objections. The proposed annual budget, revised as appropriate after consideration of objections received, will then be presented to the Membership for consideration and approval at the Annual Meeting.

Section 13. Policy Decisions

Policy decisions may be adopted by the Board of Directors or the general Membership. Such decisions may expand, interpret, and/or implement the intent and provisions of the Constitution and Bylaws. Such policy decisions shall be filed with the official minutes of the meetings of the Association and/or Board of Directors.

Article IV

Amendments

Section 1. Amendments

This Constitution & Bylaws may be amended by two thirds vote of the voting Members present at any Annual or special meeting held in accordance with Article II, Sections 7 of the Constitution & Bylaws, provided a copy of the proposed amendment shall be mailed/emailed to the Membership at least ten days prior to such meeting; or a mail/email ballot authorized by the President and mailed/emailed to the voting Membership by the Chapter Manager providing for the return of the

ballot and counting of votes thirty days after mailing/emailing. The proposed amendment shall be adopted if it shall receive two thirds of the votes returned.

Section 2. Effective Date of Amendments

Any amendment to the Constitution and Bylaws shall only become effective upon the receipt of approval by the Board of Directors of the Parent Organization, the American Association of Airport Executives, Inc. The Chapter Manager shall submit such amendments for approval promptly upon the adoption thereof by the South Central Chapter.

AAAE FEDERAL AFFAIRS

Chair:	**Lance L. Lyttle, Seattle-Tacoma International Airport**
Vice Chairs:	**Huntley Lawrence, A.A.E., Port Authority of New York & New Jersey**
	Ricky D. Smith, Baltimore/Washington International Thurgood Marshall Airport
AAAE Staff:	**Joel Bacon, Brad Van Dam, Stephanie Gupta, Andrew Pantino, Janet Bennett**

AAAE Federal Affairs Membership Update
As of June 29, 125 airports, one chapter, and one corporate member were participating in the 2021 Federal Affairs Membership with a total of $2,401,799 collected. This compares with $2,690,049 from 117 airports and corporate members at the same time in 2020. For the full year in 2020, a total of 121 airports, two chapters, and three companies participated with a record $2,908,549 collected for our efforts in Washington. The following airports and companies are participating in the 2021 Federal Affairs Membership as of June 24. Highlighted airports have made both regular and supplemental payments for 2021. Thank you to all our loyal supporters!

Abraham Lincoln Capital Airport
Addison Airport
Alaska International Airport System
Albuquerque International Sunport
Bangor International Airport
Bill and Hillary Clinton National Airport
Billings Logan International Airport
Birmingham-Shuttlesworth International Airport
Bishop International Airport
Bismarck Airport
Blue Grass Airport
Boise Airport
Boston Logan International Airport
Bozeman Yellowstone International Airport
Bradley International Airport
Buffalo Niagara International Airport
Capital Region International Airport
Casper/Natrona County International Airport
Charles M. Schulz - Sonoma County Airport
Cherry Capital Airport
Chicago Department of Aviation
Cincinnati/Northern Kentucky International Airport
Colorado Springs Airport
Columbia Metropolitan Airport
Columbus Regional Airport Authority
Dallas Love Field
Daytona Beach International Airport/County of Volusia
Denver International Airport
Des Moines International Airport
Detroit Metro Wayne County Airport
Duluth International Airport
Dunham Group, LLC
El Paso International Airport
Erie Regional Airport Authority
Eugene Airport
Fargo-Hector International Airport
Fort Lauderdale-Hollywood International Airport
Fort Wayne International Airport
Gerald R. Ford International Airport
Greater Asheville Regional Airport Authority
Gulfport-Biloxi International Airport
Harrisburg International Airport
Honolulu International Airport
Huntsville International Airport
Illinois Department of Transportation
Iowa Department of Transportation
Jackson Hole Airport
Jacksonville International Airport
John Wayne-Orange County Airport
Juneau International Airport
Kalamazoo Battle Creek International Airport
Kansas City International Airport
Key West International Airport
King County International Airport
Laredo International Airport
Las Vegas-McCarran International Airport
Laughlin/Bullhead International Airport

Lehigh Valley International Airport
Lincoln Airport Authority
Long Beach Airport
Los Angeles World Airports
Louis Armstrong New Orleans International Airport
Louisville Muhammad Ali International Airport
Lubbock Preston Smith International Airport
Manchester - Boston Regional Airport
Manhattan Regional Airport
McAllen International Airport
McGhee Tyson Airport
Memphis International Airport
Meridian Airport Authority
Metropolitan Washington Airports Authority
Milwaukee Mitchell International Airport
Minneapolis-St. Paul International Airport
Minter Field Airport District
Missoula International Airport
Morristown Airport
Myrtle Beach International Airport
Nantucket Memorial Airport
Naples Municipal Airport
Nashville International Airport
Nebraska Department of Transportation, Aeronautics Division
Norfolk Airport Authority
Norman Y. Mineta San Jose International Airport
Northwest Arkansas Regional Airport Authority
Ontario International Airport
Philadelphia International Airport
Phoenix Sky Harbor International Airport
Port of Portland
Port San Antonio
Portland International Jetport
Punta Gorda Airport
Quad City International Airport
Raleigh-Durham Airport Authority
Rapid City Regional Airport
Reno-Tahoe International Airport
Rick Husband Amarillo International Airport
Rochester International Airport
Sacramento International Airport
Salt Lake City International Airport
San Diego International Airport
San Francisco International Airport
San Luis Obispo County Regional Airport
Santa Barbara Municipal Airport
Sarasota Bradenton International Airport
Savannah/Hilton Head International Airport
Seattle-Tacoma International Airport
Sioux Falls Regional Airport
Snohomish County Airport/Paine Field
South Bend International Airport
Southwest Chapter AAAE
Southwest Florida International Airport
Southwest Wyoming Regional Airport
Spokane International Airport
Springfield-Branson National Airport
St. Louis Lambert International Airport
T.F. Green Airport
Tallahassee International Airport
Tampa International Airport
Texas Gulf Coast Regional Airport
The Eastern Iowa Airport
The Port Authority of New York & New Jersey
Trenton-Mercer Airport
Tri-Cities Airport
Wichita Dwight D. Eisenhower National Airport
Wilkes-Barre/Scranton International Airport
Will Rogers World Airport
WYDOT Aeronautics Division

AAAE PAC Update

In 2021, the AAAE Good Government Political Action Committee has made $17,500 in contributions to the following key members of Congress. As of June 24, the PAC had $56,071 on hand.

Senator Susan Collins (R-ME)
Senator Shelly Moore Capito (R-WV)
Senator Patty Murray (D-WA)
Representative Sharice Davids (D-KS)
Representative Peter DeFazio (D-OR)
Representative Val Demings (D-FL)
Representative Rick Larsen (D-WA)
Representative John Katko (R-NY)
Representative Nancy Mace (R-SC)
Representative David Price (D-NC)
Representative Lucille Roybal-Allard (D-CA)
Representative Bonnie Watson-Coleman (D-NJ)

AAAE Legislative Update – July 2021

Infrastructure Package

Overview: The Biden Administration and congressional Democrats have made pandemic recovery and investing in the nation's infrastructure top priorities for 2021. Over the course of the first half of the year, at least six separate proposals from the President and various groups in Congress have emerged to boost infrastructure investment with varying degrees of support across the political spectrum. While there is general, bipartisan agreement that additional federal investments in "core" infrastructure, including airport upgrades, are warranted, there has been a wide gap between Democrats and Republicans on the size and scope of a potential package and how to pay for these investments.

For our part, AAAE continues to work collaboratively with our partners at ACI-NA to advocate for increasing federal funding for airport infrastructure, modernizing the outdated cap on local passenger facility charges, improving the attractiveness of airport/municipal bonds, expanding the TIFIA program, and providing funding for environmental stewardship. AAAE and USCTA are also urging Congress to provide funding for contract tower construction. A summary of AAAE's infrastructure priorities has been shared widely on Capitol Hill and with the Biden Administration.

President Biden/Bipartisan Senate Group Announce Agreement on Infrastructure Framework: After months of back and forth between the White House and various groups in Congress led by Senator Shelly Moore Capito (R-WV) and others, President Biden and a bipartisan group of 10 Democratic and 11 Republican senators known as the G-21 on June 24 announced agreement on the size and scope of a five-year, $973 billion infrastructure framework that includes a proposed $579 billion in new spending, $25 billion of which would go to "airport infrastructure." The announced framework included new funding sources to pay for the additional spending but left critical details and questions on these "pay-fors" unanswered. The White House's endorsement of the bipartisan framework initially was portrayed as game-changing, but cracks in the fragile bipartisan coalition appeared almost immediately.

Speaker Nancy Pelosi (D-CA) and Senate Majority Leader Chuck Schumer (D-NY) quickly announced that they would tie passage of a bipartisan infrastructure bill with that of a much larger partisan reconciliation bill expected to include trillions of dollars in Democrat priorities. Speaker Pelosi told her members that the House would not vote on a bipartisan infrastructure bill until the Senate passes a reconciliation bill that includes large elements of the $2.3 trillion American Jobs Plan and the $1.8 trillion American Families Plan. President Biden indicated that he supported the strategy and said he would not sign the bipartisan infrastructure bill without a reconciliation bill in tandem. Those pronouncements immediately drew the ire of Republicans, including some who helped craft the bipartisan G-21 agreement. President Biden subsequently clarified that he intends to work for and sign both a bipartisan infrastructure bill and a broader reconciliation package.

The dual-track approach with a bipartisan infrastructure package and a sweeping reconciliation bill will likely prove to be a difficult balancing act for House and Senate Democratic leaders. Some Senate progressives have said they will not vote for a bipartisan infrastructure bill unless all 50 members of the Democratic caucus agree to also support a larger reconciliation bill. This means that moderate Democratic Senators Joe Manchin (D-WV) and Kyrsten Sinema (D-AZ), both of whom were instrumental in negotiating the bipartisan agreement on infrastructure and both of whom have also expressed reservations about the costs and scope of broader proposals floated by House and Senate progressives, would have to provide guarantees that they previously have been unwilling to make.

In terms of timing, Majority Leader Schumer has repeatedly outlined an ambitious timeline with July votes on both the bipartisan infrastructure deal and a budget resolution before Congress recesses in August. Turning the bipartisan framework alone into legislative text and passing it through all committees of jurisdiction and a likely contentious floor process is a monumental task. For the Senate to do all of that, while at the same time, steering a separate, multi-trillion-dollar budget resolution to final passage in only four weeks, will be incredibly difficult. Additionally, Congress has a myriad of other priorities it plans to address during this same period, including annual spending bills for the fiscal year that begins in October and a debt ceiling extension.

While the next few weeks will likely prove critical in shaping infrastructure legislation and setting the wheels in motion toward potential enactment, negotiations appear likely to continue into September.

State of Play for Airport Priorities: While both parties have tussled repeatedly over the size and scope of an infrastructure package, every proposal that has emerged in recent months – including the bipartisan "deal" announced on June 24 – calls for a sizable increase in federal airport funding. The initial American Jobs Plan (AJP) proposal from the administration calls for an additional $25 billion for aviation over five years, including $20 billion specifically for airport infrastructure projects and $5 billion for FAA facilities and equipment upgrades. The bipartisan framework similarly calls for $25 billion for "airports." The following chart compiled by Jeff Davis with the Eno Center for Transportation provides an overview of the "buckets" of proposed funding under discussion and speaks to how well airports have done to this point:

	Biden AJP	**Bipartisan Framework**	**Difference**	
Transportation Infrastructure				
Roads, Bridges, Major Projects*	167	109	-58	-35%
Passenger & Freight Rail	80	66	-14	-18%
Public Transit	85	49	-36	-42%
Airports	25	25	0	0%
Ports & Waterways	17	16	-1	-6%
EV Charging Network	15	7.5	-7.5	-50%
Electric Buses/transit	25	7.5	-17.5	-70%
Safety	12	11	-1	-8%
Reconnecting Communities	25	1	-24	-96%
Infrastructure Financing Auth.	0	20	20	inf
Subtotal, Transportation	**451**	**312**	**-139**	**-31%**
Other Physical Infrastructure				
Power Infrastructure	100	73	-27	-27%
Broadband Infrastructure	100	65	-35	-35%
Water Infrastructure	111	55	-56	-50%
Resiliency	50	47	-3	-6%
Environmental Remediation	21	21	0	0%
Western Water Storage	0	5	5	inf
Subtotal, OPI Comparable	**382**	**266**	**-116**	**-30%**

Other Proposed AJP Spending Not In Bipartisan Plan				
EV rebates	100	0	-100	-100%
Build/renovate affordable housing	213	0	-213	-100%
Build new public schools	100	0	-100	-100%
R&D investment	180	0	-180	-100%
Invest in manufacturing and small biz.	300	0	-300	-100%
Workforce development	100	0	-100	-100%
Expand community caregiving	400	0	-400	-100%
Subtotal Proposed AJP Not in Framework	1,393	0	-1,393	-100%
Total	**2,226**	**578**	**-1,648**	**-74%**

What's Next? White House AJP Proposals Likely Starting Point for "Airports" Funding: As Senate committees of jurisdiction work to turn the numbers above from the bipartisan framework into legislative language, it is clear that the views of the White House will carry significant weight. In terms of airport funding, the initial AJP proposal outlined by President Biden on March 31 included a proposed $25 billion in new spending for aviation/airports over five years including:

- ***$10 Billion for Additional AIP Funding:*** The administration's infrastructure plan proposes an addition $10 billion to "fund projects that electrify equipment, reduce airport emissions, mitigate noise pollution, and provide other benefits to surrounding communities."

- ***$10 Billion for Airport Terminal Renovation Grants:*** The American Jobs Plan includes another $10 billion to "establish a new competitive grant program for airport terminal redevelopment, including multimodal transportation connections."

- ***$5 Billion FAA National Airspace System Facilities:*** It also calls for $5 billion to "replace and modernize aging Federal Aviation Administration facilities and equipment that directly support National Airspace System operations."

PFCs?: Notably, a long overdue adjustment to the federal cap on local PFCs has not been a part of the administration's proposals to date. Several key leaders in Congress, including Senator Mitt Romney (R-UT) and Senator Roy Blunt (R-MO) have noted that adjustments to user fees, including airport user fees, could help raise funding for infrastructure development with minimal impact on federal spending. But, the administration has stood firm in rejecting proposed user fee increases, including suggested adjustments in the federal gas tax, contending that fee adjustments would violate the President's pledge to avoid increasing the tax/fee burden on individuals making less than $400,000 annually.

What About House Democrats and Chairman DeFazio?: While much of the attention on infrastructure in recent weeks has been focused on the Senate and bipartisan negotiations there, the House of Representatives and Transportation Committee Chairman Peter DeFazio (D-OR) will be key players in shaping any final infrastructure package as well. To this point, Chairman DeFazio and the Transportation Committee have been focused on moving a surface transportation and water authorization bill through the House. The INVEST in America Act – calls for $550 billion in spending and includes a proposed $148 billion transfer from the Treasury's general fund to the Highway Trust Fund. The bill was expected to be approved by the House in early July.

Regarding Chairman DeFazio's position on airport funding, it is instructive to go back to last year and last Congress with the approval of the House-passed $1.5 trillion Democratic infrastructure package (H.R. 2, 116th Congress). For airports, the measure – known as the Moving Forward Act – called for investments to upgrade ATC facilities and an additional **$20.75 billion** in airport funding over five years, through:

- Increasing the annual AIP authorization level from $3.35 billion to $4 billion through FY25
- Providing $3 billion in supplemental AIP funding in FY21 growing to $4 billion in FY25 (extra $250 million each FY); 100 percent federal share grants; distributed by enplanement with set-asides for cargo (3.5%) GA (4%) and environmental projects (5%)
- Reinstating Build America Bonds and Advance Refunding Bonds

The House bill did not include a PFC increase. However, under the terms of the legislation, the proposed supplemental AIP funding could be used for a broader array of projects than typical AIP dollars, including debt service and terminal development. Committee staff noted that this construct effectively provided the same amount of funding and flexibility as the requested PFC increase during the term of the legislation.

Chairman DeFazio has long been a staunch supporter of adjusting the PFC, but he is attuned to airline challenges. During the AAAE/ACI-NA virtual legislative conference on March 18, DeFazio said that he did not think the time was right to press for a PFC increase. AAAE, and ACI-NA continue to argue that while additional federal funding is important, an increase in the PFC cap is necessary to provide a long-term revenue stream to meet airport infrastructure needs.

Looking Ahead: The fact that the White House and a bipartisan group of senators have agreed to a general framework for an infrastructure package is meaningful, but there is much uncertainty ahead with nothing completely set in stone – including the $25 billion in new spending targeted for "airport" infrastructure. The AAAE and ACI-NA teams remain actively engaged with key leaders in the House and Senate to advance airport priorities, but it is critical that airports continue their outreach to their congressional delegations to ensure that airport priorities remain part of any eventual infrastructure package. As was the case with previous coronavirus relief packages, a united airport front with individual airports engaged to highlight how they would benefit from additional support is critical to achieving legislative victories.

AAAE INFRASTRUCTURE PRIORITIES

- ***Increase Federal Funding for Airport Infrastructure:*** Airports are grateful for the coronavirus relief that Congress provided in the past year. These funds provided a lifeline to airports and allowed them to pay for day-to-day operations, keep their employees on the job, and make their bond payments at a time when passenger levels and traditional funding sources plummeted.

  Despite the pandemic, airport capital needs and the list of necessary repairs and upgrades for aging facilities have continued to mount. Congress and the administration can help by including additional federal funding for airport capital projects in the next infrastructure package.

  As part of the American Jobs Plan, the administration is seeking $25 billion to upgrade airports and our aviation system, including $10 billion for the federal Airport Improvement Program (AIP), $10 billion for "airport terminal renovation grants," and $5 billion for "FAA National Airspace System Facilities."

  The administration's proposal parallels H.R. 2, the infrastructure bill that was approved in the House last year. That bill called for increasing AIP funding from $3.35 billion to $4 billion annually. It also proposed to provide airports with between $3 billion and $4 billion annually for supplemental grants along with broader flexibility to allow airports to use those funds for projects such as terminals and debt service.

  We strongly support White House and congressional proposals to increase federal funds for airport infrastructure projects. These resources would go a long way toward helping airports pay for their growing list of capital projects when other funding sources are severely constrained. Investing in airport infrastructure would also support good-paying jobs, help stimulate the economy, and help airports prepare for rising passenger levels and the recovery ahead.

- ***Modernize Outdated Federal Cap on Local Passenger Facility Charges:*** Increasing federal AIP funding would help airports in the near-term pay for a long list of infrastructure needs. Additionally, we urge Congress and the administration to adjust the outdated federal cap on local Passenger Facility Charges (PFCs) as a long-term mechanism for building terminals and other critical infrastructure projects.

  PFCs are local user fees that must be approved locally, imposed locally, and used locally for specific projects approved by the FAA in consultation with the airlines. Last raised more than 20 years ago, a PFC increase is long overdue. Adjusting the outdated and arbitrary PFC cap would create a sustainable and local funding source to help airports pay for critical capital projects when there will not be enough federal funding to go around.

  With the dramatic decline in passengers and PFC revenue in the past year, many airports have been forced to extend their collection periods for current PFC-funded projects, crowding out funding for other critical projects. Raising the federal cap on local PFCs would help reduce that financial pressure and give airports the option of using more local funds for their infrastructure needs.

- ***Reinstate Bond Initiatives/Expand TIFIA Program:*** We also urge Congress and the administration to take other steps to help airports finance critical infrastructure projects. Specifically, we recommend that the next infrastructure bill reinstate Advance Refunding Bonds, which Congress repealed in 2017, and Build America Bonds. We also recommend expanding the TIFIA program as another option to help airports with their infrastructure needs.

- ***Invest in Contract Tower Construction:*** H.R. 2 included $1 billion to "bring air traffic control facilities of the Administration into acceptable condition including sustaining, rehabilitating, replacing, or modernizing such facilities and associated costs." AAAE and the U.S. Contract Tower Association strongly support that proposal and recommend authorizing an additional $500 million to sustain, rehabilitate, replace, modernize or relocate aging ATC towers at airports that participate in the FAA Contract Tower Program.

  The successful FAA Contract Tower Program provides 258 smaller airports in 46 states with cost-effective air traffic control services that enhance aviation safety. Approximately, half of those airports have towers that were built since the early 1990s. The majority of the reaming contract tower airports have even older facilities (30 or 40 years old or more) that are in need of significant upgrades, replacement or relocation.

  Additional investment in ATC facilities at contract tower airports would enhance aviation safety at smaller airports that have outdated facilities including those with significant numbers of annual operations. Additional infrastructure investment would also help stimulate the economy and support good-paying jobs.

- ***Provide Funding for Environmental Stewardship:*** Congress and the administration are proposing to assist airports and the aviation industry with pressing environmental needs, including sustainability and resiliency. We support those efforts and urge lawmakers to expand and improve the Voluntary Airport Low Emission Program, advance the use of Sustainable Aviation Fuels, and take other steps to further reduce greenhouse gas emissions.

FY 2022 DOT/FAA APPROPRIATIONS PRIORITIES

Airport Improvement Program Funding: The Airport Improvement Program provides federal grants to U.S. airports for projects to enhance airport safety, capacity, security, and to address environmental concerns. The program – which has a decades-long record of success in funding critical airport infrastructure – is supported entirely by users of the aviation system. The program is authorized at $3.35 billion annually through FY23. It has been authorized at this level since FY 2012. The FAA Reauthorization Act of 2018 authorized supplemental discretionary funding to airports through FY 2023 as well. In FY22, discretionary supplemental grants are authorized at $1.087 billion.

While Congress has fully funded the program at the authorized amount and provided some level of supplemental discretionary funding in each of the past four fiscal years, the gap between federal funding and airport needs is significant. According to the FAA, airports will have more than $8.7 billion in annual AIP-eligible projects over the next five years. That is more than twice as much as airports have received in traditional AIP and supplemental funding in recent years, and the FAA estimate does not include other important projects that are not AIP-eligible.

AAAE urges Congress to provide full funding for the traditional AIP account and for supplemental discretionary grants in FY22. Additionally, authorization levels for airport funding could rise in the upcoming infrastructure debate. H.R. 2, the infrastructure bill that the House passed last year, proposed to increase traditional AIP funding from $3.35 billion to $4 billion annually and provide up to $4 billion annually for supplemental discretionary grants. Those proposed funding levels– in conjunction with a long-overdue increase in the federal cap on local passenger facility charges (PFCs), which airports are also seeking – would help airports close the significant infrastructure funding gap they currently face.

Increase Funding for the Contract Tower Program: The Contract Tower Program has been extremely successful in achieving significant air traffic control savings while improving safety, enhancing air service opportunities and increasing economic productivity in smaller communities. **AAAE and the U.S. Contract Tower Association urge Congress to provide $178 million and statutory bill language to provide dedicated funding for the FAA contract tower program in FY22.**

Help Small Communities Retain Commercial Air Service: During the pandemic, airlines reduced or eliminated commercial air service to communities around the country. Congress can help by increasing funding for programs that help small communities maintain commercial air service. Specifically**, we recommend increasing funding for the Essential Air Service and Small Community Air Service Development programs.** Both help to ensure that people who live in rural and less populated areas have access to our national aviation system.

FAA Use of Space in Airport-Owned Facilities: In the past, proposals have emerged to force airports to provide free space to the FAA despite decades-old arrangements in which the agency has paid below-market rent for FAA facilities located on airport property. Recognizing the significant burden this change would impose on airports – particularly smaller airports – Congress in each year since FY 2001 has approved a general provision prohibiting the FAA from requiring airports to provide space at no cost. AAAE urges Congress to extend this provision.

Full Funding for the FAA Facilities and Equipment Account: National Aviation System (NAS) modernization, which is funded from the F&E account, is critical to enhancing efficiency and capacity throughout the aviation system. AAAE urges Congress to support adequate funding for critical NextGen programs.

Airport Cooperative Research Program/Aviation-Related Research and Development: Airport-related R&D offers great promise. The Airport Cooperative Research Program is of particular importance given the opportunity it provides to undertake key research and other technical activities in a variety of areas including design, construction, maintenance, operations, safety, security, policy, and planning.

FY 2022 DHS/TSA/CBP APPROPRIATIONS PRIORITIES

- **LEO Reimbursement Grant Program**: The administration's FY22 budget for DHS/TSA/CBP proposes $46.4 million for TSA's LEO reimbursement program, the same level as was provided in the FY21 final spending bill. After four years of trying to shift these costs to airport operators, AAAE is grateful that this budget request proposes to fully fund these critical grants. Currently, about 300 airports have agreements with TSA that partially reimburse airports for LEOs who respond to possible threats discovered during the TSA screening process because TSA personnel do not have the authority to detain individuals or make arrests. **We urge Congress to provide funding for this essential program at the FY21 level or above.**

- **TSA Exit Lane Staffing**: The FY22 budget request reaffirms statutory language that TSA is legally responsible for exit lane staffing at airports where TSA was performing those duties as of December 1, 2013. Last year, Congress provided $87.2 million to fund additional front line screener personnel to continue exit lane staffing at airports and reaffirmed this mandate. **We urge Congress to include sufficient funding in the FY22 DHS/TSA/CBP bill to maintain existing TSA staffing at airport exit lanes and to continue statutory language that reaffirms TSA is legally responsible for exit lane staffing.**

- **Transportation Security Officers:** The budget request proposes $3.68 billion for Transportation Security Officers, which equates to the same number of TSOs that the agency had in place in 2018. The number of domestic travelers is returning at a faster rate than anticipated, in part due to high vaccination rates, and TSA is beginning to screen more than two million passengers daily. Some airports are already screening more passengers than they did pre-pandemic. While TSA is in the process of hiring 6,000 additional TSOs, more may be needed in 2022 than are included in this budget proposal, especially as wait times at passenger screening checkpoints are already growing. **We urge Congress to provide additional funding above the budget request to support additional TSOs to reflect the latest return to travel projections. We also urge support to fully fund technologies to expedite the screening of these travelers.**

- **CBP User Fees:** Revenue from international air travel accounts for 94 percent of all CBP annual user fee collections. These fees, in turn, fund 40 percent of CBP officers' salaries and benefits. Because international travel plummeted due to the COVID-19 pandemic, Congress had to provide $840 million in emergency appropriations in the final FY21 spending bill to help offset CBP's lost revenues and protect CBP officer positions. However, CBP's losses far exceed this emergency appropriations level in FY21, and these losses will continue into FY22. **We urge Congress to provide additional funding to assist CBP through this difficult period when user fee revenues remain well below typical collection levels.**

- **CBP Officers:** While international travel has been slower to rebound that domestic travel due to a variety of travel restrictions worldwide, we are beginning to see signs of recovery as vaccination rates improve and as borders are being reopened. As more travelers return, airports are concerned that we will not have enough CBP officers to process international arrivals safely and efficiently without lengthy wait times. Even during the global pandemic, CBP's most recent workload staffing model showed a shortage of 1,795 officers that are needed to keep up with current travel and trade demands, yet the FY22 budget request does not seek funding for new officers. **We urge Congress to provide enough funding to sustain all CBP officers hired in 2020 and planned for in 2021 as well as provide discretionary appropriations to hire an additional 800 new officers in FY22 to address ongoing staffing shortages at airports.**

REGULATORY AFFAIRS

AAAE Staff: **Justin Barkowski, Janet Bennett, and Jeremy Valcich**

Airport Coronavirus Response

Since the pandemic began, the Regulatory Affairs Team has been focused on supporting airport members through a safe and healthy recovery, particularly in four key aspects: (1) the coronavirus relief grant programs; (2) operational challenges and issues; (3) airport recovery planning; and (4) vaccine-related issues. As outlined further below, the team has seen a steady decline in coronavirus-related issues being raised by airport members in recent months. However, AAAE remains vigilant regarding any potential issues that may arise and is intent on helping members adjust to post-coronavirus norms.

Coronavirus Relief Grant Programs

AAAE has been working with the Federal Aviation Administration, U.S. Department of Transportation, and members to distribute guidance, answer questions, and provide a forum for sharing information regarding the $20 billion in funding that Congress has made available to airports through three different coronavirus relief grant programs. Additional details for each program are provided below. The Regulatory Affairs Team will continue to monitor developments with these programs to ensure that airport members are permitted to access their grant funds with minimal burden and maximum flexibility.

- Coronavirus Aid, Relief, and Economic Security (CARES) Act/CARES Act Airport Grants. With CARES Act Airport Grants being announced over one year ago, airports are familiar with the program and have spent a significant share of the funding so far. As of May, over $6 billion of the approximately $9 billion in CARES Act funds allocated to airports has been used. However, CARES Act grant funds provide more flexibility than the other two coronavirus relief grant programs. As a result, this will be a vital source of funding for airports for the foreseeable future as airports decide how to spend grant money from all three programs.

- Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)/Airport Coronavirus Response Grant Program (ACRGP). In February, FAA announced grant award amounts and distributed guidance on how the agency would administer the $2 billion in funding that Congress made available through CRRSAA, including the $200 million designated for concessionaire relief. FAA had minimal experience with concessionaire financial issues which forced the agency to overcome various challenges with administering the program. Airports have already begun to execute grant agreements and use ACRGP funds. The processes established through the CARES Act Airport Grant program were extremely helpful to ensure that ACRGP funding was made available as quickly as possible.

- American Rescue Plan Act (ARPA)/Airport Rescue Grant Program. In June, FAA announced grant award amounts and distributed guidance on how the agency will administer the $8 billion in grant funding that Congress made available for the Airport Rescue Grant Program. The lessons learned from CARES and ACRGP, including how airports should work with concessionaires on relief plans, provided a strong foundation for FAA in determining how to rollout these new grants. AAAE has been working with members to clarify a few issues in the guidance and will be working with FAA and airport members on answering questions and facilitating discussions on any implementation issues that may arise.

Operational Issues and Challenges

The coronavirus pandemic created many operational challenges for airports, including Part 139 and federal grant assurance compliance issues, air traffic disruptions, and temporary overflow parking, among other challenges. With a few exceptions, airports had largely adapted and addressed many of these issues by the end of 2020. Improvements continued to occur through the first half of 2021. FAA has steadily resumed in-person Part 139 inspections. In March, FAA restored normal operating hours for all its air traffic control (ATC) facilities in response to increased travel levels and the ability of the agency to protect the health and safety of the controller workforce. While ATC Zero situations were arising in early 2021, FAA improved its ability to manage airspace disruptions when a controller became exposed to or tested positive for COVID-19. AAAE is not expecting any significant operational disruptions or challenges for the remainder of 2021 based on declining case levels.

Airport Recovery Planning

The entire Federal Affairs Team has worked closely with the U.S. government, airport members, and industry partners on COVID-19 airport recovery planning efforts. Beginning last year airports voluntarily implemented a series of coronavirus mitigation measures to protect passengers and employees and restore confidence in air travel. However, after President Biden took office, the federal government shifted its strategy on how to manage the pandemic, raising a few major issues for airports and AAAE.

- Face Mask Mandate. The federal government has taken an interagency-wide approach toward aggressively implementing face mask requirements in the aviation sector. As further detailed in the Transportation Security Policy update, one of President Biden's first executive orders required the Centers for Disease Control and Prevention to order that face masks be worn during air travel, including while at airports. The Transportation Security Administration issued a Security Directive requiring commercial service airports to enforce the CDC order. As a condition of accepting CRRSAA grants, FAA required airports to implement a policy requiring face masks to be worn by workers and passengers while on airport property. FAA will require this same special condition to be incorporated into ARPA grant agreements as well.

- COVID-19 Testing. The popularity of COVID-19 testing for air travel grew significantly in fall 2020 after the supply of tests significantly increased and the federal government expressed support toward COVID-19 testing as a means of reducing the spread of COVID-19 and restoring passenger confidence. Shortly after taking office, President Biden considered mandating COVID-19 testing requirements for any passengers traveling domestically. However, AAAE, working with its industry partners, successfully pushed back on these proposed requirements.

Vaccination-Related Issues

The federal government's approval of three different COVID-19 vaccines (Pfizer-BioNTech, Moderna, and Johnson & Johnson) has enabled the air travel industry to significantly recover. In December 2020 when the vaccines were approved, AAAE began holding weekly or biweekly meetings through its Emergency Management Working Group to facilitate discussion among airports on how to get their staff vaccinated and other logistical and distribution issues associated with vaccines. By mid-May, we heard fewer issues from airports and ended the frequent meeting schedule. However, the Regulatory Affairs Team continues to monitor vaccine-related issues to ensure the organization is responsive to any needs that may arise.

Key Personnel Updates

Notable President Biden Appointments/Confirmations

As President Biden entered office in January, AAAE closely monitored the transition and engaged with the transition team. Between February and April, the Senate confirmed three key appointments for the new

administration, including former Democratic presidential candidate Pete Buttigieg as Secretary of Transportation; North Carolina Department of Environmental Quality Director Michael Regan as Administrator of the U.S. Environmental Protection Agency; and environmental attorney Brenda Mallory as Chair of the Council on Environmental Quality. Addressing climate change and pursuing environmental justice objectives have been a major focus for all three officials, a stark contrast to the former administration's agenda that largely focused on reducing regulatory burdens on industry and streamlining environmental reviews.

Federal Aviation Administration

To ensure we maintain relationships with key members of FAA's leadership team, AAAE has closely monitored departures and appointments at FAA. After being appointed to a five-year term in July 2019, FAA Administrator Steve Dickson continues to lead the agency. In January, Bradley Mims was appointed as the new Deputy Administrator and Laurence Wildgoose as Assistant Administrator for Policy, International Affairs and Environment. Both are familiar faces to the AAAE Federal Affairs Team.

In June, Shannetta Griffin was named as the new Associate Administrator for Airports. Associated Administrator Griffin formerly served as the Chief Development Officer at the Columbus Regional Airport Authority, and held positions at the Indianapolis Airport Authority, Hartsfield-Jackson Atlanta International Airport, and CDM Smith. She replaced Winsome Lenfert who had been Acting Associate Administrator for Airports since January 11 when former Associate Administrator Kirk Shaffer resigned from the position. Lenfert has resumed her role at FAA Office of Airports as Deputy Associate Administrator. No other major personnel changes have occurred with FAA Office of Airports (ARP) leadership. AAAE continues to engage with all ARP offices to ensure the agency understands and addresses airport needs and interests.

Regulatory Relief/Airport Empowerment

Beginning in 2017, AAAE began focusing heavily on advancing its deregulatory agenda considering the prior administration's significant emphasis on minimizing or eliminating regulatory burdens for industry. However, the new administration has a decidedly different approach. In January, President Biden issued an executive order revoking many of the prior administration's deregulatory efforts, including the "2-for-1" rule that required a withdrawal of two regulations for every one issued and the creation of DOT's Regulatory Reform Task Force, among others. While this administration will not be focused on regulatory relief for industry, AAAE will work to protect the gains that airports have made in this area over the past several years.

National Environmental Policy Act (NEPA) Modernization

AAAE is engaged with FAA and the airport community to ensure the expeditious implementation of certain reforms that would streamline the NEPA and environmental review process. One major development in 2020 was CEQ's release of a final rule comprehensively rewriting the NEPA regulations to accelerate the review of infrastructure projects. This rule went into effect in September 2020, triggering the need for FAA and other agencies to update their NEPA implementation procedures to comply with the new regulations.

The Biden Administration has taken steps to slow implementation of the reforms promulgated last year. In June, CEQ indicated its intent to revise NEPA regulatory requirements in two phases to meet environmental, climate change, and environmental justice goals established by the administration. While details are unknown at this stage, the first proposed rulemaking is expected to change a "narrow" set of NEPA requirements and be released in July. The second proposed rulemaking would propose broader changes to the NEPA review process and be released in late 2021. AAAE will continue to be engaged on this critical issue to ensure airports are not experiencing delayed, burdensome, or unwieldy NEPA environmental reviews.

PFAS/Airport Firefighting Foam

AAAE and the airport community have devoted significant attention to the concerns and challenges associated with aqueous film forming foam (AFFF) extinguishing agents and per- and polyfluoroalkyl substances (PFAS) in the past two years and will continue to do so for the foreseeable future. The Regulatory Affairs Team is actively focused on four major areas:

- Fluorine-Free Foam (F3) Agent Research. AAAE continues to advocate for an expedient transition from AFFF to F3. Congress set October 2021 as the deadline for FAA to approve an F3 for use at Part 139 airports; however, the agency will not be able to approve a F3 alternative before the deadline. The pandemic has caused delays to the live fire testing that is being conducted at the FAA's Technical Center, and the F3s being tested are not meeting the performance requirements of the existing military specification. Herb Nelson, Director of the Department of Defense's (DOD) environmental research arm, indicated that DOD is cautiously optimistic they will find a suitable alternative before October 2023, the deadline that Congress set for DOD to stop purchasing AFFF for use at military installations.

- EPA Council on PFAS. In late April, EPA Administrator Michael Regan issued a memorandum establishing an "EPA Council on PFAS" (ECP) to help the agency to strategize the best way to use the agency's authorities, expertise, and partnerships to mitigate and reduce the effects from PFAS and protect public health and the environment. The newly formed ECP has been directed to develop the agency's multi-year strategy for addressing PFAS-related concerns and prepare initial recommendations for the Administrator within 100 days of its establishment. AAAE, the airport community, and Congress are carefully monitoring the ECP to determine what PFAS-related initiatives EPA ultimately pursues.

- PFOA/PFOS as Hazardous Substances. Just before President Trump left office in January, EPA released a pre-publication version of an advance notice of proposed rulemaking (ANPRM), soliciting feedback on whether the agency should consider proposing to designate two types of PFAS chemicals – PFOS and PFOA – as "hazardous substances" under the Comprehensive, Environmental Response, Compensation, and Liability Act (CERCLA). However, when President Biden took office, the ANPRM was put on hold, and there are rumors that the new EPA Administrator is planning to issue a proposed rulemaking instead. If successfully pursued, this would trigger potentially costly litigation and expensive clean-up efforts. AAAE has and will continue to push back on any such designations without any corresponding protection for airports.

- AAAE PFAS Coalition/Member Engagement. AAAE facilitates regular engagement with members on the issue of PFAS through the Environmental Services Committee's PFAS Working Group and by recently hosting the virtual AAAE PFAS Workshop. AAAE's numerous conversations with members have highlighted how PFAS has impacted airports and will continue to impact airports for the foreseeable future. Given the complexity and scope of the PFAS problem, AAAE established a "AAAE PFAS Coalition" to bring airports and technical experts together to prepare data-driven recommendations on policy issues; raise awareness of airport concerns and needs for consideration by policymakers; and develop strategies and resources for airports to help mitigate risks. PFAS is going to be a major issue for the airport industry in the next several years and the coalition will be critical to helping inform and drive AAAE forward on this issue.

Issue Quick Hits

Aircraft Noise/Aircraft Noise Annoyance Study

For several years airports have been anxiously awaiting the results of the FAA's study on aircraft noise annoyance, which was initiated in 2015 to update existing evidence and understanding of the relationship

between aircraft noise exposure and its effects on communities around airports. In January, FAA finally released results of the survey, called the "Neighborhood Environmental Survey" (NES), which demonstrated a "substantially higher percentage of people highly annoyed over the entire range of aircraft noise levels" in comparison to the last study completed in 1992. FAA emphasized to AAAE that publication of the NES is not a policy change.

The agency indicated that they want to hear feedback from industry and conduct additional research before considering any updates to policy. Based on member feedback, AAAE responded to FAA's request and shared recommendations on additional research that FAA should conduct. AAAE also indicated that future discussions with FAA and all stakeholders are necessary before any changes to noise policy are proposed and/or implemented. FAA is currently reviewing all the feedback received. Administrator Dickson indicated that the agency has enlisted the support of the Federal Mediation and Conciliation Service, an independent federal agency, to assist with creating a forum and process to ensure affected stakeholders' concerns are heard.

Protecting Airports from Drone Threats

AAAE continues to engage with FAA, federal security agencies, and the airport community to ensure that meaningful progress is being made to enhance drone safety and mitigate security threats to airport operations. A few recent developments will help accelerate these efforts:

- Remote Identification (ID) for Unmanned Aircraft Systems (UAS). In April, FAA's new final rule regarding remote ID technology requirements for UAS went into effect. Remote ID will improve the safety and security of airport operations by removing drone user anonymity and making it easier for FAA, airports, and law enforcement to find non-compliant drone operators. Manufacturers and operators have 18 and 30 months, respectively, from the effective date to comply with the new requirements. While UAS remote ID requirements will help protect airports from negligent drone operators, questions remain over the use of UAS detection and mitigation systems to address risks posed by intentional, nefarious actors.

- Airport UAS Detection and Mitigation Research Program. In March, FAA announced the five airports that will participate in the Airport UAS Detection and Mitigation Research Program, in which FAA plans to test at least 10 UAS detection and mitigation technologies. The testing is expected to continue until early 2023 and lead to standards that will guide which systems may be safely used in an airport environment. The program will advance the industry's technical understanding of UAS detection and mitigation systems at airports. However, AAAE is still focused on addressing questions over who has legal authority to operate these systems and the role of airport operators in threat response planning.

UAS Integration/Use of Drones at Airports

AAAE remains focused on working with FAA to make it easier for airports and their tenants to use small UAS in the airport environment. FAA has undertaken significant efforts to understand how drones can be more widely and routinely approved for airport use on a safe and secure basis, including conducting safety risk management (SRM) panels and reviews to permit the expansion of new types of UAS operations at airports. FAA has used data from these exercises to develop a standardized process for ATC facilities to evaluate requests for on-airport drone use. In December 2020, FAA released a draft policy for approving or denying authorization requests for UAS operations at an airport. In early 2021, working with its UAS Working Group, AAAE submitted comments on the draft proposal and will be participating in an upcoming SRM panel to finalize this new process.

In June, FAA announced the formation of the new UAS Beyond Visual Line-of-Sight (BVLOS) Operations Aviation Rulemaking Committee (ARC) to develop recommendations for the agency on a regulatory framework to enable

more routine BVLOS operations. AAAE was invited by FAA to participate and will be an active member of the new ARC. The formation of a new ARC to accelerate the enablement of UAS BVLOS operations is a notable shift in FAA's handling of drone issues. For years, the agency has been significantly focused on developing regulatory requirements for remote ID. With the final remote ID regulations in effect, FAA is now placing a greater emphasis on expanding UAS capabilities and enabling BVLOS operations. These are operations that the UAS industry has been strongly urging the agency to permit more broadly.

Advanced Air Mobility (AAM) Operations

Over the past five months, the AAM community has gained increased attention with airports and the broader aviation industry, particularly with the amount of money being invested in the companies that are developing vertical takeoff and landing aircraft. This year, Joby Aviation and Lilium raised $1.6 billion and $450 million, respectively, via special acquisition company (SPAC) deals and have a strong lobbying presence. Traditional aviation associations, including the General Aviation Manufacturers Association and National Business Aviation Association, have taken a more active role in representing these entities.

FAA's attention to this area has increased also. In March, FAA Administrator Dickson formed an internal AAM Integration Executive Council to focus on this emerging area, including vehicle certification and air traffic considerations. FAA's Office of Airports indicated that they received approval to create four new positions within the Office of Safety and Standards, all to work on new entrants, particularly AAM. FAA ARP is also developing interim guidance on a vertiport design standard that they expect to release in 2022. The FAA Technical Center has several ongoing research projects in this area, including understanding infrastructure needs to support these vehicles.

The Regulatory Affairs Team has increased its focus on AAM developments to ensure AAAE and the airport voice are heard in ongoing discussions on this topic. An AAM Working Group has been formed to help AAAE staff and our members navigate this growing area and respond to important policy issues that arise in Washington by allowing airport operators and stakeholders collaborate, share information, and assess these entrants.

Safety Management Systems (SMS) for Airports

Airports continue to anxiously await the fate of FAA's SMS rulemaking effort. Under the prior administration, DOT was not willing to finalize any SMS requirements for airports because of the general deregulatory approach. The pandemic also significantly shifted priorities for the federal government throughout 2020. However, the sentiment has changed in 2021. In June, the Biden Administration released their spring 2021 unified agenda, which outlines their planned rulemaking projects, and projected that an airport SMS final rule could be published by October. Similar projections were made by Deputy Associate Administrator Lenfert in May. While the unified agenda is not a deadline or requirement, it is a good indicator where DOT officially projects rulemakings to go in the future. AAAE is monitoring this closely and will be prepared to work with members on implementation should a rule be issued later this year.

Stormwater Management

AAAE and the airport community had been waiting for EPA to finalize the updated National Pollutant Discharge Elimination System (NPDES) general permit for stormwater discharges associated with industrial activity, otherwise known as the "Multi-Sector General Permit" (MSGP). In January, outgoing EPA officials released the final 2021 MSGP, which outlines the terms and conditions for authorizing certain airports to discharge industrial stormwater. AAAE was pleased that EPA's final 2021 MSGP removed two controversial and costly mandates that the agency proposed in its original draft MSGP. In the proposed MSGP, EPA would have significantly expanded the number of airports that must conduct benchmark monitoring and required the implementation of costly

stormwater control measures under certain conditions. AAAE, working with members and our industry partners, strongly pushed back on both provisions in comments to EPA and in a meeting with EPA officials.

FBO Pricing and Ramp Charting

In recent years, the Aircraft Owners and Pilots Association (AOPA) has been requesting greater standardization in the charting and labeling of aircraft parking aprons on FAA airport diagrams. Starting in late 2019 and at the request of FAA leadership, AAAE and its General Aviation Airports Committee leadership were engaged with AOPA, ACI-NA, and other organizations to try and collaborate and identify voluntary ramp terms for GA airports to consider when updating their airport diagrams. Despite considerable disagreements over the feasibility of accomplishing this goal, AAAE and other industry stakeholders made efforts to consolidate and simplify terminology used to identify aircraft parking areas on GA airport diagrams. In March, AAAE shared with airport members of its GA Airports Committee a brief that included simplified, consolidated terms for GA airports to consider using voluntarily at their sole discretion. This work was undertaken solely for informational purposes and was not intended for FAA to incorporate into guidance or otherwise.

Airport Cooperative Research Program (ACRP) Update

AAAE remains active in the ACRP Oversight Committee (AOC) and as a participant in several projects that are of special interest to airport members. This includes two PFAS-focused research projects that will help airports develop a plan for managing PFAS at their facilities and recommendations on determining the source of PFAS detected in soil and water on or near airports. AAAE also continues to distribute announcements and research project surveys to its committee members and encourage airports to become more involved in ACRP project panels. The AOC plans to meet in person in Woods Hole, Massachusetts, on July 21-22 to select research projects for the FY 2022 program year.

TRANSPORTATION SECURITY POLICY AND FACILITATION

AAAE Staff: **Stephanie Gupta and Colleen Chamberlain**

Resumption of Air Travel

Domestic Travel: Passenger levels across the U.S. aviation system have been on an upward trajectory since the fall of 2020. Since March, TSA has consistently reported screening over 1 million passengers per day, and volume at certain airports exceeds their 2019 levels during peak times. On June 11, TSA surpassed 2 million passengers screened. However, most of these passengers are leisure travelers; many of whom are not as familiar with security procedures at checkpoints and take more time. In comparison, business and international travel have been much slower to rebound.

To accommodate returning passenger volumes, TSA is in the process of onboarding 6,000 new Transportation Security Officers (TSOs). Originally the agency hoped to have these new staff in place in advance of busy summer travel months but plans now call for having these positions filled by the end of the fiscal year in late September. TSA is closely monitoring plans for the fall and plans to continue hiring and make other staffing adjustments based on flight schedules and equipment upgrades.

As travel volumes grow, wait times are also increasing at airports. TSA has been proactive in deploying National Deployment Force (NDF) officers to airports that consistently have wait time and/or staffing issues. TSA currently has close to 400 NDF officers, which have been deployed to 88 different airports as needed this spring and into the summer. At a House Appropriations Committee hearing in May, Acting TSA Administrator Darby LaJoye cautioned that even with more staff, he expected passenger wait times to return to pre-pandemic levels this summer.

International Travel: While domestic travel has begun to rebound, international travel remains depressed due to a myriad of travel restrictions, border closures, and numerous testing and quarantine requirements worldwide that frequently change. AAAE and our airport members have been working proactively with airlines, local governments, and federal officials on ways that could permit international travel to resume more robustly while still mitigating against further spread of the coronavirus or its mutations. Some airports, including leaders of AAAE's Airport Consortium on Trust (ACT) Program and the International Facilitation Subcommittee, have been testing pilot programs that permit travelers who repeatedly test negative for COVID (both before departure and upon arrival) to travel to select international locations without quarantining. These corridors, to date, are not government-approved.

AAAE, along with these airports and a wide range of aviation associations, has been advocating for the federal government to develop a concrete roadmap on how to restart international travel in time for the 2021 summer travel season and to establish travel corridors between countries with high vaccination rates, such as the US-UK. Both of these efforts should assist the government in determining the appropriate time to lift the Presidential proclamation restrictions (known as 212f) that remain in effect and prohibit non-US citizens coming to the United States from the EU, UK, Ireland, China, Iran, Brazil, South Africa, and India.

Health Credentials to Facilitate Reopening International Travel: AAAE, along with others, has suggested that the forementioned roadmap could include the development of standards for optional digital health records or vaccine certificates. These credentials would need to be common use (not proprietary), interoperable, internationally recognized and accepted, protect the privacy of health records, validate the legitimacy of test or vaccine records, and meet the highest level of security. Other countries, most notably those part of the European Union, have finalized their plan for a digital health credential, or green pass, which will allow free movement of travelers between its countries. This credential offers proof that a person has been vaccinated,

has recovered from COVID-19, or has received a negative test result. The credential is offered in both a digital and paper format. Both formats have a QR code that contains essential information, as well as a digital signature to make sure the certificate is authentic.

While the EU digital credential does not officially launch until July 1, 12 EU countries (of 27) are already using it. The remaining countries have up to six weeks to phase it in after the launch. Fully vaccinated Americans are permitted to visit select countries in the EU, and the European Commission is in talks with the United States about allowing Americans to access the EU Digital COVID Certificate, but details have not been finalized.

In addition to the EU green pass, more than 20 companies are also developing digital health credentials for use in travel and other settings (e.g., stadiums). These include VeriFLY, A-Ok, CommonPass, IATA's Travel Pass, Clear's Health Pass, Delta FlyReady, and New York state's Excelsior Pass. The U.S. government is relying on the private sector to develop these tools, and there are no U.S. government-approved guidance or standards for these certificates. Currently, government efforts appear to be stalled because of strong opposition by many governors and members of Congress about the use of digital health credentials, even if voluntary.

As we discuss this concept with federal officials, AAAE does not endorse a mandatory digital health pass or vaccination requirement for air travel, but we do note that this should be an option for travelers to easily prove their vaccination status or negative coronavirus test results, which is a requirement for entry into the United States and many other countries.

Bilateral Working Groups: The Biden administration recently launched a series of working groups with four key partners: Canada, Mexico, the European Union, and the United Kingdom to find "like-minded" ways to safely restart international travel using the most recent data and risk factors. Each working group will meet twice a month, which is a slower process than airports and airlines would desire. According to interagency officials, the working groups will inform the U.S. government's decisions, but their efforts will not be the pivotal factor to lift the 212f travel restrictions. AAAE has asked that the working groups consult with airports as their progress advances.

Face Mask Requirements

On January 21, shortly after taking office, President Biden issued an Executive Order entitled "Promoting COVID-19 Safety in Domestic and International Travel," which requires face masks to be worn in airports, on commercial aircraft, and in various modes of surface transportation. The Centers for Disease Control and Prevention followed shortly thereafter with an Order requiring individuals to wear masks while on conveyances and at transportation hubs. On January 31, TSA issued a Security Directive for airport operators, as well as Security Directives and Emergency Amendments across all regulated entities, including air carriers, foreign air carriers, full all-cargo operators, surface transportation, transit operators, maritime, and bus operators, to implement and enforce the Executive Order and related CDC Order. The SDs originally expired in 100 days on May 11 but were extended to September 13.

The Security Directive mirrors much of the language in the CDC order regarding definitions and exemptions for mask requirements. The SD requires airport operators to:

- Provide individuals with prominent and adequate notice to facilitate awareness of and compliance with requirements to wear a mask.
- Notify individuals that federal law requires wearing a face mask at all times in and on the airport and failure to comply may result in removal and denial of re-entry and that individuals may also be subject to criminal or civil penalties, or both, for refusing to wear a face mask in or on the airport.

- Require individuals in or on an airport to wear a face mask (unless exempted or otherwise delineated in the SD and CDC order).
- Ensure direct employees of the airport, authorized representatives, tenants, and vendors wear a mask at all times unless they are specifically exempted (as outlined in the SD).
- Ask individuals not wearing a mask to put a mask on. If an individual does not comply, airport operators must escort the individual from the airport.
- Follow incident reporting procedures in the Airport Security Program and report any individuals refusing to comply with face mask requirements.
- Widely disseminate the SD and its provisions regarding face masks requirements. Airport operators must immediately share the SD with any personnel having responsibilities in implementing the SD provisions.

Given the broad scope of the SD provisions covering all individuals "in and on the airport" and the fact that TSA chose not to mirror in the SD the language in the CDC order that transportation hub operators "use their best efforts" to ensure individuals wear masks, AAAE immediately raised concerns with TSA senior leadership about enforcement of airport operators' compliance with the SD. TSA informed AAAE that it expected airport operators to focus on public areas with large gatherings of people. Also, TSA directed Federal Security Directors to work with airport operators and other stakeholders at the local level to meet the mask compliance objective. For its part, TSA will not screen any individuals not wearing a mask unless those individuals are specifically exempted from the face mask requirements.

Based on feedback from AAAE, airports, and the transportation industry, TSA created a Frequently Asked Questions document to address common scenarios and provide additional guidance to industry. The TSA FAQs were most recently updated in June to reflect updated guidance from CDC regarding the use of face mask outdoors at airports. Specifically, CDC announced that it intended to amend its Order so that individuals are not required to wear a mask while outdoors on the premise of transportation hubs, like airports, or in outdoor areas of conveyances (if such outdoor areas exist). CDC stated that it understands "outdoors" to refer to any open-air area.

As part of this announcement, CDC stated that, until it can amend the Order, it will exercise its enforcement discretion to not require the wearing of a mask in outdoor areas of transportation conveyances (if such outdoor areas exist on the conveyance) or while outdoors at transportation hubs. CDC requested that its "federal partners and any cooperating state and local entities exercise similar enforcement discretion." TSA updated its FAQs to reflect the CDC guidance that individuals outdoors at an airport do not need to wear a face mask. TSA indicated that they plan to update the SDs when CDC updates its Order.

We understand based on conversations with our federal partners that CDC is working on additional changes related to mask use for vaccinated individuals working in non-public areas of the airport. CDC will likely update its Order once it relaxes face mask requirements for vaccinated individuals in non-public areas. AAAE anticipates that TSA would then follow suit with an updated SD.

As indicated, TSA's enforcement philosophy on face mask requirements focuses on individuals who do not comply with directions from the regulated entity to wear a face mask. Since February 2, airports and air carriers have reported 2,593 face mask related incidents to TSA's Transportation Security Operations Center (TSOC), 57 of which included arrests and 13 locally issued citations. Of the reported incidents, TSA has opened roughly 2,000 compliance incidents and have approximately 1,700 compliance investigations focused on individuals in various stages. None of the TSA compliance incidents and investigations are related to regulated entities.

Relatedly, FAA has received 3,100 unruly passenger reports since January 1, including 2,350 related to face mask non-compliance. FAA is investigating 487 of these reports for interference with flight crew, assault, and/or threat to assault. FAA has adopted a zero-tolerance policy for such incidents and, as a result, has issued 60 civil penalties to date.

As passenger volumes continue to increase and local and state requirements on face masks ease, TSA has reinforced in its public messaging that masks must still be worn on a plane, bus, train, or other form of public transportation traveling into, within, or out of the United States. A number of members of Congress have expressed mounting impatience with this federal mask mandate on travelers and have begun to look at ways to lift these restrictions before the current enforcement date ends on September 13.

TSA COVID-Related Procedural Changes

As vaccination rates increase and COVID-19 cases decline, TSA has adjusted several of its pandemic related procedural changes. TSA's Requirements and Capabilities Analysis (RCA) office provided industry an update on COVID-19 related Standard Operating Procedure (SOP) changes implemented as of May 7. The changes reflect feedback from TSOs as well as updated CDC guidance. Before implementation, all changes were subject to a risk assessment and analyzed for impact on throughput and security effectiveness.

Changes include:

- Fully vaccinated TSOs are no longer required to use face shields.
- Passengers no longer need to divest food items prior to screening.
- Passengers no longer have the option to go back out to the public area to remove items from their carry-on baggage.
- TSOs no longer required to change their gloves after every bag search. Alcohol can be used to sanitize gloves between bag searches. TSOs do have to change gloves if a passenger requests it.

Relatedly, the funding to airports for enhanced cleaning reimbursement will end on September 30. The Coronavirus Aid, Relief, and Economic Security Act (CARES) Act appropriated supplemental funding to clean and sanitize TSA checkpoint areas as required by local and state health departments and CDC guidelines for COVID-19. Any new requests or requests for additional funds needed to be received by June 30 for reimbursement. TSA noted that continuation of the program requires Congressional support and funding in FY22 and beyond. If TSA receives additional funding for this purpose, the agency will work with each airport to extend the Other Transaction Agreements (OTAs).

TSA is also looking ahead to incorporate long-term or permanent public health safety measures as part of the checkpoint. In March, TSA's Innovation Task Force (ITF) launched a demonstration of new technology that uses Ultraviolet-C (UV-C) light to disinfect airport checkpoint bins at two checkpoints at Ronald Reagan Washington National Airport. The standalone conveyer belt systems expose bins directly to UV-C light as the rollers advance them through the system. In the lab environment, TSA conducted efficacy testing using digital and sticker dosimeters placed on the bins to evaluate UV-C dosage, safety, and processing times. TSA anticipates the equipment will have no impact on passenger screening times or the efficiency of the checkpoint screening process. At the conclusion of the demonstration, ITF will make a recommendation for next steps based on operational needs and system efficiencies, which may include a procurement of individual units.

In addition to UV-C standalone solutions, TSA is also exploring in-line systems that will be integrated to pre-existing Automated Screening Lanes (ASLs). Utilizing the same UV-C light sanitization techniques as a standalone system, this in-line solution is added to the ASL tray return system, under the re-composure area, where the trays travel back to the next passenger after security screening is completed. Currently, TSA is evaluating the

efficacy of these integrated solutions between three separate UV-C providers and four ASL vendors across Advanced Technology X-Rays, as well as Computed Tomography (CT) scanners in the field. To expedite the end-to-end acquisition and deployment process, TSA aims to utilize these demonstrations to inform subsequent risk assessments and system evaluation activities, thus progressing to acquisition review sooner than the traditional approach. As of now, TSA is planning for a demonstration in Atlanta on CT ASL lanes.

TSA Touchless Technologies

Prior to the pandemic, TSA worked to accelerate technology updates and deployments such as Credential Authentication Technology (CAT) and Computed Tomography. According to TSA, CAT and CT units represent significant technologic advancements from the equipment currently used for identity verification and the screening of accessible property. These technologies also help to reduce touch points during the screening process. With passenger volumes down last year, TSA used the opportunity to deploy these technologies faster than under normal circumstances.

CT technology provides superior detection capability, is more convenient for passengers, and may eliminate the requirement to take electronics, liquids, aerosols, and gels out of carry-on bags. This improved technology, which has been demonstrated at some airports, reduces alarms requiring resolution and touchpoints between a TSA officer and a passenger's property. As of mid-April, TSA has deployed 300 CT systems at 142 airports. In FY21, TSA intends to test, procure, and complete deployment planning for approximately 242 additional mid-size CT systems using available funding.

As of mid-April, TSA has also deployed 1,053 CAT units at 121 locations. CAT units automatically verify the validity of identification documents presented by passengers during the security screening process and confirm a passenger's flight information and vetting status without the need for TSOs to see a boarding pass. The continued investment in FY21 in the CAT program supports the procurement of an additional 1,001 CAT units that will include deployment smaller airports and 120 upgraded units to continue the pilot program on self-service and camera capabilities at airports. Self-service CAT refers recent changes to the CAT machines that allow the monitor to swivel to enable passenger self-scanning of their identification to reduce contact between passengers and TSOs. TSA prohibits disassembly of the units so swiveling the monitor may not work in all locations, especially certain instances where plexiglass barriers prevent self-scanning.

Biometrics

CBP and TSA continue to roll out the use of biometrics to provide travelers with a more seamless travel experience, to improve identity verification, and to reduce the need to physically touch travel documents and limit exposure to the COVID-19 virus. Additionally, the pandemic has increased interest from airports and airlines to install facial recognition biometrics throughout the entire aviation ecosystem for more touchless travel. Many are moving ahead with biometric installations for remote check-in, bag drop, and lounge access as well as at departure gates.

CBP Biometric Exit and Simplified Arrival: After a six-month hiatus in biometric exit and simplified arrival implementation in 2020 due to COVID-related travel restrictions, CBP made up for lost time and expeditiously began deploying simplified arrival at airports regardless of whether they had committed to biometric exit. As of mid-June, CBP had 172 simplified arrival locations at airports, and more are anticipated shortly. As a reminder, simplified arrival uses facial biometrics to automate the manual document checks that CBP officers undertake before admitting people into the United States. The use of biometric technology reduces the number of times CBP officers and international arrivals need to share documents or collect fingerprints.

While CBP is continuing to push airports and airlines to install biometric exit technology at departure gates, revenue losses due to COVID have slowed commitments to fully deploy biometric exit systems. Federal mandate requires CBP to have a record of every non-U.S. traveler's departure from the United States. Biometric exit technology installed at departure gates photograph each traveler, either using CBP-owned cameras or equipment provided by the airlines or airport. Then CBP's biometric matching service, the Traveler Verification Service (TVS), compares this photograph with DHS holdings, to include images from photographs taken by CBP during the entry inspection, photographs from U.S. passports, U.S. visas, and other travel documents, as well as photographs from previous DHS encounters.

Lastly, CBP is in the process of updating its Global Entry kiosks with facial recognition technology for faster and more secure processing. As part of this upgrade, CBP is reducing the amount of information the traveler must provide at the kiosks to verify identity, and travelers will no longer have to submit fingerprints and a passport scan. As part of these efforts, CBP has been testing the use of facial recognition e-gates at a few airports (e.g., DFW, with LAX to come online shortly) and plans to expand these efforts.

CBP-TSA Facial Recognition Phase Two Pilot: In March, TSA and CBP, in cooperation with Delta, began a new biometric facial recognition (or comparison) pilot test at Detroit Metropolitan Wayne County Airport designed to streamline the curb-to-gate travel process. This pilot is the next phase of ongoing testing of CBP's TVS to enhance passenger identity verification at the TSA security checkpoint.
During this pilot, a photograph is taken of the traveler at the security checkpoint (PreCheck lane). CBP's TVS technology will then compare this against a pre-staged gallery of photographs held by the federal government. This is considered a "one-to-many" biometric match. This pilot will also combine TSA's Secure Flight prescreening results and CBP's TVS identification results to provide TSOs with enhanced identity and security information for their use at the checkpoint.

Participation in the pilot is voluntary, limited to Delta SkyMiles domestic and international passengers who use Delta's mobile app check-in process and who are enrolled in PreCheck or one of CBP's trusted traveler programs. Passengers are notified of their eligibility and can provide consent by opting in during the check-in process. Passengers who choose to participate in the pilot will have a consent indicator on their boarding pass. Biometrics can also be used by these travelers for bag drop and at the airport lounge.

TSA Credential Authentication Technology with Camera: Since the fall of 2019, TSA has been testing their CAT equipped with a camera (originally known as CAT-C but now called CAT2) to validate that the identification document presented by the passenger was authentic and to compare the passenger's live facial image against the image from the passenger's ID. This is a "one-to-one biometric match." Testing first occurred at Las Vegas McCarran International Airport in 2019, followed by Ronald Reagan Washington National airport in the fall of 2020, before expanding to other airports in 2021. These tests are done in the PreCheck lanes and are voluntary.

Under this program, passengers place their identity documents in the scanners (one for driver's licenses and similar-sized cards and another for passports) instead of handing an ID to the TSA Travel Document Checker (TDC). The CAT-C will authenticate the ID; temporarily capture certain biographic information like name, gender, date of birth, the image on the front and back of the ID, as well as and other non-PII information such as document type (e.g., driver license, passport). The name, gender, date of birth, and non-PII information will be compared to self-reported information in Secure Flight that was inputted by the passenger at the time of reservation. The CAT2 device will then display the passenger's results for TDC review of face matching, ID authentication, and Secure Flight information. Then TDC officer will conduct any resolution procedures, if necessary, and direct passengers to the appropriate security screening lane. This will reduce physical interaction between passengers and the TDC by moving one step of the security screening process to a more touchless

experience. TSA calls this effort "facial match" instead of "facial recognition." No images are retained after the match occurs.

In the future, CAT2 will become the new system used at the security checkpoint because it increases security effectiveness by improving the agency's ability to detect imposters and will eventually permit TSA personnel to only resolve inconsistencies and be more focused on other critical security tasks. The FY22 budget request includes funding to begin deployment of 100 of these units at airports or upgrade the current CAT system to CAT2.

In addition, TSA is closely monitoring the adoption rate of digital credentials, such as mobile driver's licenses and digital passports, and plans to incorporate these solutions into CAT2 in the future. San Francisco is the first airport test location for the mobile driver's license effort.

Proposals to Limit Use of Biometrics: In recent years, facial recognition technology has garnered significant attention from the public and policymakers, with many highlighting privacy and civil liberties concerns over the use of this technology, particularly in law enforcement contexts. Some of these stakeholders have advocated to the Biden Administration for a blanket moratorium of the federal government's procurement and use of facial recognition technology, which could impact CBP and, to a lesser degree, TSA (since their efforts are voluntary). To date, these efforts have been unsuccessful at the federal level. But CBP, for example, reopened its comment period on a Notice of Proposed Rulemaking related to enhancements to that agency's collection of biometrics from non-U.S. citizens entering and exiting the United States to accept additional comments related to privacy or other concerns. This rulemaking, when finalized, will permit CBP to fully deploy its entry/exit biometric program. Under current regulation, CBP may only conduct pilots on limited populations.

Insider Threat Mitigation and Employee Screening

Last year, TSA received more than 2,500 comments on the agency's proposed Airport Security Program (ASP) amendment TSA-NA-20-02 regarding aviation workers. The proposed ASP amendment would require airport operators to perform a prescribed amount of screening of aviation workers and their property at access points within 90 days of the effective date of the ASP amendment. In addition, after 12 months from the effective date, airport operators would be required to use explosive detection technology as part of their aviation worker screening process under the proposed ASP.

In April, TSA reported that the agency's Policy, Plans and Engagement staff had begun the comment adjudication process and anticipated that it would take at least six months to review and respond to each comment. Last year, Congressional staff from both the House and the Senate raised concerns directly with TSA about the proposed ASP amendment. As a result, report language that accompanied the FY21 omnibus spending bill directed TSA to provide a briefing to Congress on the agency's proposed ASP amendment, including any outstanding issues or comments, proposed timelines and activities for implementation of the program, and the full impact, costs, and benefits of the proposal on all affected airports. Given the volume of comments submitted and the continued Congressional interest in the process, we do not believe that TSA is likely to implement a final ASP amendment soon.

In the meantime, as stated in AAAE's comments on the proposed ASP amendment, we hope to continue the conversation with TSA on a much more collaborative and effective approach to insider risk mitigation and employee screening going forward. We recommended that TSA rescind the proposed ASP amendment and instead focus on working with airport operators and the whole of industry to continue to bolster a shared approach to insider risk mitigation. AAAE also continues to participate on the Aviation Security Advisory Committee (ASAC) Subcommittee on Insider Threat which has been active in working with TSA to implement

outstanding recommendations from 2015 and 2019 to enhance insider threat mitigation at airports and across the aviation industry.

In February, TSA issued an updated Information Circular (IC) 15-01F on Insider Threat which became effective on March 1. The updated IC contained minor changes that provided clarification to existing provisions. TSA reminded airports that Information Circulars contain recommendations and best practices and not requirements. The IC recommends, among other items, that airport operators conduct an aviation worker vulnerability assessment and develop a corresponding aviation worker mitigation plan at least every two years. The proposed ASP amendment would require the vulnerability assessment and mitigation plan.

On the operational front, as passenger volume returns, TSA has reduced scheduling of TSOs for Advanced Threat Local Allocation Strategy (ATLAS) operations. TSA conducts random aviation worker screening through ATLAS and, under the agency's FY21 Resource Allocation Plan, had increased ATLAS operations at 118 airports and expanded the program to all airports. The Biden Administration's FY22 budget request for TSA included $27.1 million and 334 new positions to deter, detect, and mitigate insider threats from individuals that have access and/or insider knowledge that allows them to exploit vulnerabilities of the nation's transportation system with the intent to cause harm. With this funding, select TSO staff will focus specifically on mitigating the threat at airports nationwide. Previously, this had been a collateral duty under ATLAS. The funding will also assist with developing "a more formalized and consolidated enterprise-wide approach to consistently address insider threat and risk matters."

REAL ID

On April 27, Department of Homeland Security Secretary Mayorkas once again extended the full enforcement date for REAL ID from October 1, 2021, to May 3, 2023, due to circumstances resulting from the COVID-19 pandemic. DHS stated that the pandemic had significantly impacted states' ability to issue REAL ID-compliant driver's licenses and identification cards, with many driver's licensing agencies still operating at limited capacity. With the extension, beginning May 3, 2023, every air traveler 18 years of age and older will need a REAL ID-compliant driver's license or identification card, state-issued enhanced driver's license, or another TSA-acceptable form of identification at airport security checkpoints for domestic air travel.

In March, AAAE President & CEO Todd Hauptli sent a letter to DHS Secretary Mayorkas requesting a further extension of the REAL ID enforcement deadline until there is a significantly higher saturation of REAL ID-compliant licenses and identification cards so that when fully implemented, the impact on travelers, TSA, and aviation operations is negligible. The Aviation Security Advisory Committee, on which AAAE serves, also recommended that the Department extend the REAL ID deadline.

According to DHS, all 50 U.S. states, the District of Columbia, and four of five U.S. territories covered by the REAL ID Act and related regulations are now compliant with REAL ID security standards and are issuing REAL ID-compliant driver's licenses and identification cards. However, only 45 percent of all state-issued driver's licenses and identification cards are currently REAL ID-compliant. At a hearing before the House Department of Homeland Security Appropriations Subcommittee in May, then-Acting Administrator Darby LaJoye testified that the REAL ID compliance rate needs to be closer to 90 percent to avoid negative impacts at security checkpoints.

DHS continues to work on regulations to implement the provisions of the REAL ID Modernization Act which will allow the electronic submission of certain documents and streamline the process for REAL ID issuance. Specifically, the Act allows TSA and other federal agencies to accept mobile or digital drivers' licenses or identity cards for identification purposes. Additionally, individuals would no longer have to present their Social Security card or Social Security number to comply with the original REAL ID Act. States may accept electronic

presentation of proof of identity and lawful status. Lastly, the Act requires aircraft operators and third-party reservation entities to notify passengers about the REAL ID Act requirements for 15 months, beginning 90 days before the date federal agencies will no longer accept for official purposes drivers' licenses or identification cards that are not REAL ID-compliant.

To this end, on April 19, DHS published a Request for Information in the Federal Register soliciting comments regarding technical approaches, applicable industry standards, and best practices to ensure that mobile driver's licenses can be issued and authenticated with features that ensure security, privacy, and identity fraud detection. TSA is also working with industry stakeholders to explore ways to accept digital identity credentials in the airport environment. For example, Apple just announced an update to its Wallet app that will allow users to scan their driver's license or state ID, which will then be encrypted and stored in the Wallet app. The company stated that it is working with TSA to enable the iPhone Wallet app to be used as identification at airport security checkpoints.

DHS Appropriations

The fiscal year 2022 (FY22) budget request got off to a late start, with details not submitted until May 28. This request, the first for the new Biden Administration, is also the first in the past 10 years that is not limited by spending caps. Under the initial Biden plan, discretionary spending levels for defense-related programs were targeted for very modest growth (1.7%) while non-defense spending received 16% in proposed increases. Unfortunately, FY22 funding requested for DHS, TSA, and CBP remained at the same overall level as what was provided in the final FY21 spending bill before accounting for the cancellation of $2 billion in prior-year border wall funding that remains unspent.

On a positive note, for the first time in four years, the administration did not propose to shift security and funding responsibilities, particularly within TSA, on to airports or to raise TSA and CBP user fees as previous budgets have done. This reflects strong advocacy from AAAE and airports around the country regarding the importance of the TSA law enforcement officer reimbursement program, for adequate funding to staff TSA security checkpoints and CBP international arrival halls, and to deploy technology needed to screen passengers and their baggage effectively and efficiently.

For TSA, the Biden budget request proposes:

- $46.4 million to sustain LEO reimbursement grants—the same amount requested by 37 Members of Congress, led by House Homeland Security Ranking Member John Katko (R-NY) and Rep. Val Demings (D-FL), in a letter circulated this spring the House Appropriations Committee.
- $3.68 billion for TSOs, including those that monitor exit lanes from the sterile area of the airport at those locations where TSA monitored them on December 1, 2013.
- The budget request would support 1,505 fewer TSOs because of limited hiring during the pandemic and natural attrition. While TSA has been increasing staffing levels in FY21, the agency predicts that passenger volume levels will be similar to what was experienced in 2018.
- $104.5 million to procure and deploy 126 mid and full-sized CT systems to enhance the effectiveness of equipment used to screen carry-on baggage and to meet current and emerging threats.
- $30 million to continue to reimburse airports that incurred costs associated with the development of a partial or completed in-line baggage screening system before August 3, 2007.
- $27.1 million for a new Insider Threat program where select TSO staff will focus specifically on mitigating the threat at airports nationwide and to assist with developing "a more formalized and consolidated enterprise-wide approach to consistently address insider threat and risk."

- $7.8 million to support TSA's counter unmanned aircraft systems (C-UAS) program.
- $4.25 million for a new mobile driver's license initiative. Because TSA is not currently able to ingest data from or authenticate a digital identity, these funds will be used to conduct research, develop ways to build out the agency's digital identity capability, and pilot test CAT with a digital ID reader capability at multiple locations.
- $4 million to accelerate the purchase and deployment of 100 additional CAT-2 units or to purchase 200 upgrade kits that will convert baseline CAT units already in the field to CAT-2s.

For CBP, the administration did not request any funding for additional CBP officers but provided sufficient funding to support CBP officers hired in calendar year 2021.

To date, neither the House nor the Senate Appropriations Committee has considered the FY 2022 budget request for DHS. The House is expected to do so by mid-July; the Senate is not expected to do so until later this summer or early fall.

After the late spring release of the detailed FY22 budget submission, Republicans in both the House of Representatives and the Senate have indicated that the budget request's funding disparity between defense and non-defense spending and a lack of support for border and immigration initiatives they previously supported are non-starters for them. As a result, it is most likely that lawmakers will need to enact a continuing resolution to fund DHS as well as the entire federal government and to avert a shutdown after the end of the fiscal year on September 30.

CBP Funding Challenges and Impacts on CBP Officers at Airports

During the pandemic, the number of international passengers plummeted, dropping as low as 98 percent below 2019 levels in part due to travel restrictions imposed by the United States on citizens from other countries as well as restrictions imposed on Americans traveling abroad. While passenger loads have begun to rebound, airports with a large international presence remain about 60-65 percent below 2019 levels. This steep decline in traffic has had a significant impact on CBP staffing needs as well as on the fee collections that fund CBP officers.

Revenue from international air travel accounts for 94 percent of all CBP annual user fee collections. These fees, in turn, fund 40 percent of CBP officers' salaries and benefits. For FY21, CBP estimated a revenue shortfall of at least $1.5 billion, and Congress provided $840 million in emergency appropriations in the final spending bill to help offset the lost revenues associated with the pandemic. However, CBP's losses far exceed this emergency appropriations level for FY21 and will continue into FY22. After undertaking significant cost savings measures, while maintaining current CBP officer staffing levels, CBP estimates a shortfall of at least $800 million.

For the last 15 months, AAAE has been working with Congress and other trade and travel associations to retain funding for CBP's current officers deployed at airports as well as land and seaports-of-entry. In May, AAAE joined 28 other associations and the Chamber of Commerce in requesting the Appropriations Committees provide additional funding to assist CBP through this difficult period. In addition, we requested that the Committee fund 800 new CBP officers in their FY22 spending bill so the agency will be prepared for the anticipated influx of passengers and cargo once the current international travel restrictions are relaxed and eventually lifted. Even during the global pandemic, CBP's most recent workload staffing model showed a shortage of 1,795 officers that are needed to keep up with current travel and trade demands, without lengthy wait times.

Due to lower travel volumes, CBP continues to redeploy officers working at airports and seaports to the Southwest border to assist the Border Patrol with migrant surge operations and other operational challenges. In total, 400 officers were asked to volunteer to be temporarily deployed to Texas and Arizona beginning on April 25 in four separate phases through June. Shortly thereafter, the agency solicited an additional 150 officers to help with land border wait times and other operational challenges in California. Those volunteers are being temporarily deployed in three phases starting on May 16 until July 18. Additional redeployments may be required. To date, these redeployments have not impacted airport wait times at international arrival halls; however, as more travelers return, additional redeployments may create operational challenges at airports.

Ending the Diversion of Aviation Security User Fees

Since 2013, Congress has diverted one-third of the revenue collected from airline passenger security fees to pay for unrelated government spending. By the end of FY27, more than $19 billion will be diverted unless the current law is changed.

In March, Representatives Bennie Thompson (D-MS), Peter DeFazio (R-OR) and John Katko (R-NY) re-introduced the Funding for Aviation Screeners and Threat Elimination Restoration (FASTER) Act, a bill that would eliminate this diversion, ensure that passenger security fees go solely towards aviation security, and prevent Congress from raiding the funds in the future. The FASTER Act would redirect billions of dollars in funding to TSA for investment in their workforce, 21st-century screening technology, and ensure a more efficient and safer screening process. In July, Senator Ed Markey (D-MA) plans to re-introduce the Senate companion version of the FASTER Act. AAAE continues to work with the offices of Senator Markey and the House sponsors to secure additional co-sponsors for the legislation and to urge its passage to end the diversion of user fees from critical aviation security needs.

DHS Leadership Changes

As is tradition with the start of any new presidency, there have been widescale leadership changes at DHS, except for the TSA Administrator, who has a five-year term, and Coast Guard Commandant.

- **DHS Secretary:** Alejandro (Ali) Mayorkas was confirmed as the Secretary for the Department of Homeland Security on February 2, 2021. The Department has not had a confirmed Secretary since April 2019. Prior to his confirmation, Mayorkas was a partner at the law firm of Wilmer Hale. Under the Obama Administration, he served as the Deputy Secretary of DHS (2013-2016) and the Director of the United States Citizenship and Immigration Service (2009-2013). In those roles, he was extensively involved with the Department's border, transportation security, cybersecurity, immigration enforcement, and disaster relief portfolios. He is also a former federal prosecutor.

  Mayorkas was born in Havana and came to the United States as a political refugee when he was about one year old. He is the first foreign-born and Latino leader of DHS.

- **TSA Administrator:** As noted, TSA Administrator David Pekoske remained at the head of TSA with the transition from President Trump to President Biden because this position has a five-year term. However, on January 20, President Biden asked Pekoske to serve as the Acting DHS Secretary until Secretary Mayorkas was confirmed. Thereafter, Pekoske served as the acting Deputy Secretary for DHS, a position he also occupied in 2019 under the Trump Administration, until a Deputy Secretary was confirmed mid-June.

- **DHS Deputy Secretary:** John Tien was nominated on April 13 to serve as the Deputy Secretary of DHS and was confirmed by the Senate for this position on June 17. Since 2011, Tien had been a managing director at Citigroup. Before that, he served as the senior director for Afghanistan and Pakistan at the National Security

Council during the Obama administration. He also served in active duty with the U.S. Army for 24 years before retiring with the rank of colonel in 2011.

- **CBP Commissioner:** Chris Magnus was nominated on May 12 to be the next Commissioner of U.S. Customs and Border Protection. Currently, Magnus is the Tucson Chief of Police, a position he has held since 2016. Magnus has a lengthy career in public safety includes coming up through the ranks of the Lansing, Michigan Police Department, and serving as police chief in the cities of Fargo, North Dakota, Richmond, California, and Tucson, Arizona. To date, no confirmation hearing has been scheduled. The Commissioner role has been filled by various senior CBP officials since April 2019.

INTERNATIONAL FACILITATION SUBCOMMITTEE

Chair: **Huntley A. Lawrence, A.A.E., The Port Authority of New York and New Jersey**

AAAE Staff: **Stephanie Gupta**

Committee Members: **62**

Objective: To monitor, influence, and coordinate customs and immigration issues that impact international passenger processing at U.S. airports through regular interaction with Capitol Hill, the Department of Homeland Security (DHS), U.S. Customs and Border Protection (CBP), the Transportation Security Administration (TSA), and our other partners in the aviation industry.

Issues Since Prior Report:
In addition to our monthly meetings, the subcommittee held two virtual meetings with senior CBP leadership that focused on potential ways to safely resume international travel, additional innovation measures to help alleviate wait times once travel resumes, and the need for more CBP officers at airports.

Resumption of International Travel: The International Facilitation subcommittee joined efforts with the ACT Air Bridge Working Group to actively engage in discussions with CBP and other federal interagency partners about what we can do together to facilitate more international travel safely, to include risk-based public health corridors, and the lifting of various Presidential Proclamations (aka 212f) that restrict international travel from a variety of countries to the United States for most foreign nationals (very limited exceptions apply). As an offshoot of the CBP leadership meetings, select airports are discussing with CBP personnel the concept of integrating international arrivals health information into CBP's data sets so that officers can determine whether certain passengers (based on past travel and health attestation) may need additional medical review. While we still need international standards to be finalized for a voluntary digital health credential and clear guidance on what information needs to be transmitted, there is a potential opportunity to test this in some markets to determine whether it could be scalable when the government decides to lift 212f restrictions.

Additionally, AAAE has joined with other aviation associations and companies in repeatedly requesting the White House develop a risk-based roadmap for the safe reopening of inbound international travel to the U.S. from 212f restricted areas like the European Union, the United Kingdom, and Ireland; establish public health corridors between the U.S. and the United Kingdom based on both countries' high vaccination rates, as well as to other low-risk countries; and work with the aviation community on standards to develop digital credentials for travelers to voluntarily provide information on their vaccination status, COVID test results, or recovery from the disease.

Innovative Technologies: After a six-month hiatus because of COVID-related travel restrictions, CBP made up for lost time and expeditiously began deploying simplified arrival at airports regardless of whether they had committed to biometric exit. As of mid-June, CBP has 172 simplified arrival locations at the airports. The subcommittee continues to be very engaged in this topic.

Additionally, the subcommittee has pledged to work with CBP leadership to explore, pilot test, and deploy other innovative advancements, such as collecting more advanced data and images on baggage from international flights so that connecting travelers do not have to collect their bags and recheck them after undergoing another security screen by TSA, additional testing of e-gates with facial recognition for Global Entry members, permitting travelers to enroll fingerprints digitally either on their phone or through mobile fingerprint readers for first-time visitors to the United States, as well as other passenger processing innovations through CBP's new "One App" to help the agency move away from paper receipts.

CBP Officers at Airports: During the pandemic, the number of international passengers plummeted, dropping as low as 98 percent below 2019 levels. While passenger loads have rebounded somewhat, the significant decrease has had a devastating impact on CBP's user fee collections, which funds 40 percent of their officers' salaries and benefits. Congress provided an additional $840 million in emergency appropriations in the final FY21 spending bill to help offset the loss fee revenues associated with the pandemic; however the losses exceed this emergency appropriations level for FY21. Further, an additional $800 million in lost fee revenue is estimated for FY22. AAAE joined 28 other associations and the Chamber of Commerce in requesting that the appropriations committees provide additional funding to assist CBP through this difficult period and for 800 new officers so the agency will be prepared for the anticipated influx of passengers and cargo once the current international travel restrictions are relaxed and eventually lifted. Even during the global pandemic, CBP's most recent workload staffing model showed a shortage of 1,795 officers that are needed to keep up with current travel and trade demands, without lengthy wait times.

Issues on the Horizon:
Subcommittee member airports, in conjunction with the ACT Air Bridge Working Group, will continue to work with CBP, other federal agencies, and the White House on ways to ease international entry restrictions. This is a crucial step to help bolster both our country's recovery from COVID and increase revenues at airports that are highly dependent on international travelers.

We will continue to monitor the impact of revenue shortfalls on CBP officers and the agency's ability to hire. Since it takes CBP three years to hire and fully train a new officer, any revenue shortfall could result in fewer officers at airports in 2021 and 2022 as international traffic rebounds and increased wait times at airport arrival halls.

Additionally, AAAE and subcommittee member airports will continue to look for additional opportunities to participate with CBP on testing and deploying innovative technologies.

Upcoming Events:
On the third Wednesday of each month, the International Facilitation subcommittee hosts conference calls to discuss current issues or concerns. The subcommittee plans to resume in-person meetings with CBP leadership in late 2021 or early 2022. These in-person meetings permit our members to have a more extensive dialogue with a variety of CBP leaders on important issues to them and the broader aviation industry.

Recommendations to the Board of Directors and Policy Review Council:
None.

2020-2021 AAAE COMMITTEE LEADERS

Government Affairs Committees — EC Coordinator: Kelly Campbell, A.A.E.

Federal Affairs

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AAAE Internal Committees — EC Coordinator: Mark Gale, A.A.E.

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Vice Chairs: Paul Priegel, C.M.
Fabien Vivier, A.A.E., ACE
AAAE Staff Liaison: Jennifer Richards | 703.575.2479

2021 Annual Conference (May 23-26, 2021 | Las Vegas)
Host: Rosemary A. Vassiliadis, C.M.
AAAE Staff Liaison: Jacky Sher Raker | 703.575.2472

2021 National Airports Conference (September 26-28, 2021 | Savannah, Georgia)
Chair: Judy M. Ross, A.A.E.
Vice Chair: Patrick W. Wilson, A.A.E., ACE
AAAE Staff Liaison: Barbara Cook | (703) 575-2461

Chapter Presidents
Chair: Kelly Campbell, A.A.E.
AAAE Staff Liaison: Jacky Sher Raker | 703.575.2472

TRANSPORTATION SECURITY SERVICES COMMITTEE

Chair:	**Terry Blue, A.A.E., ACE, Memphis International Airport**
Vice Chairs:	**Sarah Demory, A.A.E., ACE, Phoenix Sky Harbor International Airport**
	Richard King, A.A.E., Sioux Falls Regional Airport
	Jan Lennon, Hartsfield-Jackson Atlanta International Airport
AAAE Staff:	**Colleen Chamberlain**
Committee Members:	**160**

Committee Objective:
The airport security environment is extremely dynamic and constantly evolving. The mission of the AAAE Transportation Security Services Committee is to proactively monitor and coordinate aviation security issues that impact airport management. The committee will execute this through continuous interaction with the Transportation Security Administration (TSA), Department of Homeland Security (DHS) and our other partners in the aviation industry.

Summary of Work/Issues Since Prior Report:
COVID-19 Related TSA Regulatory Relief: The TSS Committee has been working with AAAE staff and TSA to pursue regulatory flexibility throughout the COVID-19 pandemic and as travel resumes. Based on feedback from the TSS Committee and AAAE staff, TSA plans to issue a limited extension of National Alternative Measure 20-03. The National Alternative Measure provided relief from several Security Directive requirements in light of the COVID-19 pandemic, such as allowing the extension of renewal deadlines for expiring airport badges, suspension of tactile touches of badges during vehicle inspections and acceptance of expired driver's licenses or state-issued identification cards for identification verification. The National Alternative Measure, which was scheduled to expire on June 30, will be extended through August to allow for the continued acceptance of expired driver's licenses for identity verification.

The TSS Committee also is working closely with AAAE staff to carefully monitor TSA's vetting processing times as airports and air carriers recall furloughed employees and hire new staff to accommodate the increase in traveler volume. In June, TSA reported that Security Threat Assessment (STA) processing times had increased significantly. The agency stated that, given the increased volume of STA applications for aviation workers and vetting requirements across all transportation modes, STA applications that require any manual adjudication can take up to **30 days or more**. TSA also provided advice to airport operators to submit all required data and documentation as part of the initial application and to submit applications as far in advance as possible to avoid delays. Specifically, TSA encourages all applicants to enroll or renew at least 60 days before they require a STA.

TSA pledged to continue to monitor STA processing times and prioritize resources to minimize extended processing times. AAAE is working closely with TSA leadership in both Enrollment Services and Vetting Programs and Policy, Plans and Engagement to ensure STA applications for aviation workers are processed in a timely manner, especially given the current hiring and staffing challenges across the aviation system, and, if not, that mitigation measures can be put in place to minimize negative impacts on airport operations.

Centralized Revocation Database: Under the TSA Modernization Act of 2018, TSA was required to create a centralized database of airport and air carrier badges that have been revoked due to security violations. In June 2020, AAAE submitted comments based on feedback from TSS Committee airport members on the proposed Airport Security Program (ASP) Amendment TSA-NA-20-01 regarding implementation of the centralized database. Comment topics included the Privacy Act notice, the redress process, the definition of applicant, and a request to make the database automated and integrated with currently used systems.

In January 2021, TSA issued the final ASP amendment to establish the Centralized Revocation Database. In addition to working with AAAE staff to help inform the timing of TSA's issuance of the final amendment to balance the demand of the new requirements with reduced airport staff and resources as a result of the COVID-19 pandemic, the TSS Committee raised several issues related to the language used in the final ASP amendment. As a result, on March 23, TSA issued a technical correction to the final ASP amendment implementing the Centralized Revocation Database for Individuals with Revoked Identification Media.

The technical correction clarifies that individuals must be notified that they may be listed on the Centralized Revocation Database for up to five years if they commit an aviation security violation that results in badge revocation. The previous version referred to this notification requirement as training. TSA also changed the reference to permanent revocation to final revocation in order to be more inclusive of airports' various revocation processes and timelines.

The technical correction also extended the final implementation date from April 22, 2021, to June 20, 2021.

Issues on the Horizon:

Insider Threat Mitigation and Employee Screening: Last year, TSA received more than 2,500 comments on the proposed ASP Amendment TSA-NA-20-02 regarding aviation workers. The TSS Committee worked closely with AAAE staff to formulate the association's comments, dedicating two of our monthly calls to the topic. As a reminder, the proposed ASP amendment would require airport operators to perform a prescribed amount of screening of aviation workers and their property at access points within 90 days of the effective date of the ASP amendment. In addition, after 12 months from the effective date, airport operators would be required to use explosives detection technology as part of the aviation worker screening process. The proposed ASP amendment also would require airport operators to conduct an aviation worker vulnerability assessment and develop a corresponding aviation worker mitigation plan.

In April, TSA reported that Policy, Plans and Engagement staff had just begun the comment adjudication process and anticipated that it would take at least six months to review and respond to each comment. Last year, congressional staff from both the House and the Senate raised concerns directly with TSA about the proposed ASP amendment. As a result, report language that accompanied the FY21 omnibus spending bill directed TSA to provide a briefing to Congress on the agency's proposed ASP national amendment, including any outstanding issues or comments, proposed timelines and activities for implementation of the program, and the full impact, costs, and benefits of the proposal on all affected airports. Given the volume of comments submitted and the continued congressional interest in the process, we do not believe that TSA is likely to implement a final ASP amendment anytime soon.

The TSS Committee recommended that TSA rescind the proposed ASP amendment and instead focus on working with AAAE, the committee and airport operators to continue to bolster a shared approach to insider risk mitigation.

Cybersecurity: With recent cyberattacks on critical infrastructure assets, Congress and DHS have increased their focus on cybersecurity for critical infrastructure, including the aviation industry. TSA announced in June that the agency's Office of Compliance is conducting a follow-up to last year's Special Emphasis Assessment (SEA) on

airport cybersecurity best practices. Specifically, TSA is focusing on airport adoption of the best practices and recommendations outlined in Information Circular (IC) 17-03B.

TSA conducted a similar SEA last year and shared results with DHS and its Cyber and Infrastructure Security Agency (CISA). This SEA will cover all airports and will be conducted either in-person or by phone interview (no email surveys). TSA has allotted additional time in the inspectors' schedule to ensure that the appropriate cyber professionals can respond on behalf of airport facilities. TSA stressed that the SEA will not result in any enforcement activity and is focused on implementation of recommended best practices.

DHS CISA is also planning to transition the Aviation Cybersecurity Initiative to TSA, depending on enactment of the FY 22 budget request. The Aviation Cybersecurity Initiative mission is to reduce cybersecurity risks and improve cyber resilience to support safe, secure, and efficient operations of the nation's aviation ecosystem. It was determined that TSA is uniquely positioned to lead DHS efforts within the Aviation Cybersecurity Initiative and build additional relationships with stakeholders across the aviation ecosystem. This transition should not result in any impact on the key activities or existing relationships of the Aviation Cybersecurity Initiative program.

As the focus on cybersecurity increases and TSA assumes a larger role within DHS in this arena, the TSS Committee will increase its engagement with the Aviation Cybersecurity Initiative to share cybersecurity best practices and highlight available resources for our airport members.

The TSS Committee also helped inform AAAE comments on the proposed ASP amendment to include cyber incidents as part of the required suspicious incidents reporting. TSA is expected to issue the final amendment soon.

Upcoming Events:
The TSS Committee will meet in-person at the 93rd Annual AAAE Conference and Exposition in Las Vegas. Please join us from 2:15-4 p.m. PT, Sunday, July 11, in the Islander H conference room at the Mandalay Bay hotel.

Please save the date for the airports-only in-person meeting of the TSS Committee held in conjunction with the 21st Annual AAAE Aviation Security Summit scheduled for December 14-15, 2021, in Arlington, Va. After hosting the Summit virtually last year, we look forward to meeting in person with our federal partners from TSA and CBP.

In the meantime, please join us for our monthly TSS Committee calls (currently limited to airport members only) on the second Wednesday of each month at 2 p.m. ET.

OPERATIONS, SAFETY, PLANNING & EMERGENCY MANAGEMENT COMMITTEE

Chair:	**Sarah Demory, A.A.E., ACE, Phoenix Sky Harbor International Airport**
Vice Chairs:	**Joseph Marana, A.A.E., ACE, Fort Wayne International Airport**
	Melissa L. Osborn, A.A.E., ACE, DOWL
	Serena Sheetz, C.M., ACE, San Francisco International Airport
AAAE Staff:	**Justin Barkowski and Jeremy Valcich**
Committee Members:	**447**

Committee Objective:
The mission of the AAAE Operations, Safety, Planning and Emergency Management (OSPEM) Committee is to: (1) provide member views, analyses, and comments used by AAAE staff in the development of AAAE positions and formal correspondence with Congress and federal agencies; (2) facilitate discussion, collaboration, and sharing of airport best practices and case studies; and (3) develop professional programs and services for the airport community on those issues related to airport operations, safety, planning, and emergency management.

Committee Highlights:
The OSPEM Committee and its seven working groups have been extremely active throughout the first half of 2021. While each of the groups are hosting regularly occurring meetings, the full OSPEM Committee met in May. Chris McLaughlin of Denver International provided an overview of initiatives that are being pursued as part of AAAE's Airport Consortium on Customer Trust (ACT) program. Updates also were provided to members on the Airport Cooperative Research Program (ACRP), remote identification (ID) for drones, fluorine-free firefighting foam research efforts, and FAA's new guidance on the review of airport layout plan (ALP) changes. As further discussed below, these are several of the hot topics that have been discussed at the working group level. While COVID-19 related issues were largely the focus of meetings in 2020, the committee has pivoted to other important matters affecting the airport community and will continue to do so for the remainder of 2021.

There are several leadership updates worth noting. Chad Makovsky, C.M., ACE, IACE, resigned as vice chair during his transition from Dallas Fort Worth International to Phoenix Sky Harbor International. Kristi Rollwagen from Metropolitan Airports Commission replaced Christopher Rausch, ACE, as co-leader of the Emergency Management Working Group. Chris Pollock, C.M., from Columbus Regional Airport Authority replaced Jeff Kolodzinski, C.M., CWB, ACE, as co-leader of the Wildlife Management Working Group. Committee leadership and AAAE staff thanks Vice Chair Makovsky, Mr. Rausch, and Mr. Kolodzinski for their service to the committee.

The OSPEM Committee primarily conducts its activities through seven working groups covering a wide range of issues. Reports on the latest developments for each group are provided below.

AIRSIDE SAFETY WORKING GROUP
Vice Chair: Serena Sheetz, C.M., ACE, San Francisco International Airport
Co-Leaders: Sarah Demory, A.A.E., ACE, Phoenix Sky Harbor International Airport
Ryan Sheehan, A.A.E., Spokane International Airport

Summary of Work/Issues Since Prior Report:
The working group's primary focus since the last report continues to be on runway safety and sharing best practices as the industry works toward recovery from the pandemic. The working group has held monthly meetings to discuss the implications from COVID-19 on airside safety and operations, focusing on Part 139 compliance issues, the status of FAA certification inspections, and winter operations, among other things. Meetings also have served as a forum to raise new operational issues that may be specific to individual airports and discuss the latest policy updates in this area, such as new requirements in the NFPA 407 standard for aircraft fuel servicing; a potential final rule this year from FAA on airport safety management systems (SMS); and a Runway Safety Council recommendation to require airport vehicles to equip with transmitters at some large hub airports.

In addition, the working group has continued its focus on winter operations procedures and best practices as a follow up to the group conference call with representatives from Delta Air Lines (DAL) last year. The Winter Operations Subgroup recently was formed as a way for members to work with DAL safety representatives to collaborate on, at minimum, a best practices document for the standardization of taxiway NOTAMs during winter operations. The goal is to promote education and outreach to both pilots and airport operators so there is more transparency in NOTAM/FICON reporting and a safer operating environment.

Finally, AAAE staff is grateful to all the working group members who are actively helping, or intend to help, plan AAAE conferences in 2021, including the virtual Hub Winter Operations and Deicing Conference on August 25-26; AAAE/ACI-NA SMS Workshop September 8-9; and the virtual Runway Safety Summit that will be held in December.

Issues on the Horizon:
No update at this time.

Upcoming Events:
The working group has established a monthly meeting schedule for 2021. With the Annual Conference in July, the next meeting will occur in August.

Recommendations to the Board of Directors and Policy Review Council:
No update at this time.

AIRSPACE AND NEXTGEN WORKING GROUP
Vice Chair: Serena Sheetz, C.M., ACE, San Francisco International Airport
Co-Leaders: Ralph Tamburro, Port Authority of New York and New Jersey
Robb Varani, C.M., RICONDO

Summary of Work/Issues Since Prior Report:
The working group has held two meetings since the last report. The first meeting (April 21) focused on Collaborative Decision Making (CDM), including a facilitated discussion on CDM best practices and application for airports. The second meeting (June 23) allowed representatives from Deloitte to present on their study of advanced air mobility (AAM) and potential implications for airports. Co-leader Ralph Tamburro also provided insights on how the Port Authority of New York and New Jersey plans to integrate AAM into its day-to-day operations.

In addition, the team is tracking on several industry initiatives, including work for ACRP 10-31, Remote Ramp Control Facilities, as multiple interviews are being conducted with industry and FAA. In addition, the FAA noise

abatement charting project will create a standard for the Airport Facilities Directory (AFD) for noise abatement information to be shown to operators, including a harmonization of nomenclature and taxonomy. FAA is reaching out to industry to schedule review/feedback sessions.

Issues on the Horizon:
The working group will take a broader look at the potential impacts of unmanned aircraft systems (UAS)/AAM, infrastructure requirements, availability of AIP funds, and vertiport builders that will fund construction. There are many aspects for airports to consider, including FAA's interim vertiport design criteria that is expected within the next year and the potential for vertiports to be constructed outside of an airport (although relatively still close to runways or the airport). The working group will closely coordinate with other AAAE committees and working groups discussing AAM to prevent duplicative efforts.

Upcoming Events:
No update at this time.

Recommendations to the Board of Directors and Policy Review Council:
No update at this time.

COMMERCIAL SPACE WORKING GROUP
Vice Chair: Sarah Demory, A.A.E., ACE, Phoenix Sky Harbor International Airport
Co-Leaders: Chris Schmaltz, C.M., Tucson International Airport
Kevin Vandeberg, A.A.E., Goodwyn Mills Cawood

Summary of Work/Issues Since Prior Report:
The Commercial Space Working Group held a virtual teleconference on May 28. The presentations and discussions focused on the different perspectives of airports towards commercial space operations and their impacts on airports. All participants agreed that improved communication and standardized FAA processes for coordinating commercial space launches and landings that involved all stakeholders were areas of common ground. It also was agreed that there should be standardization of stakeholder participants that includes airports within a certain geographic area surrounding commercial space operations to allow for assessment of operational impacts and planning for emergency response.

Issues on the Horizon:
Commercial space operations, including their potential impact on airports, continue to be an area to monitor. Given the minimal recent activity and developments, however, the working group will be dissolved. Working group co-leaders will remain as topic leaders on this issue and will be valuable resources should pressing airport-centric issues in this area arise.

Upcoming Events:
No update at this time.

Recommendations to the Board of Directors and Policy Review Council:
No update at this time.

EMERGENCY MANAGEMENT WORKING GROUP
Vice Chair: Joseph Marana, A.A.E., ACE, Fort Wayne International Airport
Co-Leaders: Stephanie Murphy, Tidal Basin
Kristi Rollwagen, Metropolitan Airports Commission

Summary of Work/Issues Since Prior Report:
The Emergency Management Working Group has been very active since the beginning of the pandemic. Since the last report, the committee has continued to have weekly or biweekly calls to discuss vaccine distribution, logistics, and employer playbooks to keep both passengers and staff safe. The group also has discussed how to modify these playbooks for return to work and high passenger numbers moving through airport terminals. As of July, the group will return to the normal monthly committee calls being conducted prior to the pandemic.

A small group within the full working group comprises the International Airport Emergency Management Planning Committee. This group planned and executed an excellent educational experience for members June 9-10. Nearly 100 registrants participated in this virtual conference.

Issues on the Horizon:
There are no issues on the horizon, but the working group needs to balance its focus on topics outside of COVID-19 while recognizing airports are still operating in a pandemic.

Upcoming Events:
A monthly meeting schedule is being developed for the remainder of 2021.

Recommendations to the Board of Directors and Policy Review Council:
No update at this time.

PLANNING WORKING GROUP
Vice Chair: Melissa Osborn, A.A.E., ACE, DOWL
Co-Leaders: Shailesh Gongal, A.A.E., Massachusetts Port Authority
Fabien Vivier, A.A.E., ACE, Denver International Airport

Summary of Work/Issues Since Prior Report:
In February, AAAE and the Planning Working Group hosted more than 300 members for a briefing and discussion from FAA's Planning and Environmental Division on the agency's internal guidance, "Instructions to Airport District Offices and Regional Office of Airports Employees Regarding Airport Layout Plan Reviews and Projects Potentially Affected by Section 163 of the FAA Reauthorization Act of 2018." Otherwise known as Section 163, the changes to ALP reviews have generated significant dialogue within the airport community and is an area that the working group continues to track. For the remainder of 2021, the working group is exploring opportunities to engage members on the topic of sustainable aviation fuels (SAFs) in conjunction with the AAAE Environmental Services Committee.

Issues on the Horizon:
There are a significant number of issues impacting the airport planning and design community, particularly with the ongoing discussions on AAM and electric aircraft. The group also is anxiously awaiting FAA's release of Advisory Circular 150/5300-13B, *Airport Design*, which could come in 2021.

Upcoming Events:
No update at this time.

Recommendations to the Board of Directors and Policy Review Council:
No update at this time.

UNMANNED AIRCRAFT SYSTEMS (UAS) WORKING GROUP

Vice Chair: Sarah Demory, A.A.E., ACE, Phoenix Sky Harbor International Airport
Co-Leaders: Jason Schwartz, Port of Portland
Jeremy Worrall, A.A.E., ACE, State of Alaska Department of Transportation & Public Facilities

Summary of Work/Issues Since Prior Report:
The working group has continued to host bimonthly meetings (March 15 and May 6) in 2021 to keep members apprised of UAS updates and issues affecting the airport community. Discussions during the meetings focused on FAA policy developments, particularly the new final rules released for remote ID requirements for UAS and operations over people and at night; the status of the FAA Airport UAS Detection and Mitigation Research Program, which is testing detection and mitigation technologies at five different airports; and the standardized process being developed by FAA for approving on-airport drone operations at towered airports.

In June, FAA announced the formation of a new UAS Beyond Visual Line-of-Sight (BVLOS) Operations Aviation Rulemaking Committee (ARC) to develop recommendations for the agency on a regulatory framework to enable more routine BVLOS operations. AAAE was invited by FAA to participate and will be an active member of the new ARC. The UAS Working Group will be a key forum for members to assist AAAE with providing the airport voice during these ARC meetings and discussions.

Issues on the Horizon:
While the remote ID final rule went into effect on April 21, most requirements do not go into effect until 24 or 36 months from that date. The working group will be monitoring how remote ID progresses, particularly how airports and law enforcement can access remote ID location data during a UAS sighting or disruption incident.

Upcoming Events:
The next working group meeting is expected to occur in July or August. AAAE also is expecting to announce that the virtual UAS Conference will be held in November.

Recommendations to the Board of Directors and Policy Review Council:
No update at this time.

WILDLIFE MANAGEMENT WORKING GROUP

Vice Chair: Melissa Osborn, A.A.E., ACE, DOWL
Co-Leaders: John Ostrom, C.M., Minneapolis-St. Paul International Airport
Chris Pollock, C.M., Columbus Regional Airport Authority

Summary of Work/Issues Since Prior Report:
The Wildlife Management Working Group continues to partner with the Bird Strike Committee USA's (BSC USA) Operations and Policy Committee on monthly calls. Several updates are provided on their activities:

- The committee is continuing to work with The Wildlife Society to develop a program for vetting and listing qualified airport wildlife biologists as a resource for airports seeking wildlife hazard assessments and regulatory mandated wildlife management training.
- The group continues to discuss and understand the impacts of COVID-19 to wildlife activity, and is working with airports, airlines and regulators to implement best practices and lessons learned from a dynamic variation of aircraft and wildlife activity.

- The working group supported BSC USA in its June 23 webinar, “Strike Zone,” during which Dr. Bradley Blackwell of U.S. Department of Agriculture (USDA) Wildlife Services presented on USDA’s research efforts to mitigate wildlife strike risks.

Issues on the Horizon:
The working group is continuing to look for member participation on the working group and during monthly calls. In addition, the group expects to provide comments on draft Advisory Circular 5200-32C, *Reporting Wildlife Aircraft Strikes*, when the document is released by FAA.

Upcoming Events:
The BSC USA virtual conference is scheduled for August 16, 17 and 19.

Recommendations to the Board of Directors and Policy Review Council:
No update at this time.

FACILITIES AND TECHNICAL SERVICES COMMITTEE

Chair: **Ted Kitchens, A.A.E., Manchester-Boston Regional Airport**

Vice Chair: **Noah Karberg, A.A.E., ACE, Nantucket Memorial Airport**

AAAE Staff: **Justin Barkowski and Janet Bennett**

Committee Members: **139**

Committee Objectives:
The mission of the AAAE Facilities and Technical Services (FATS) Committee is to 1) identify emerging technical trends and technologies in the airport industry; 2) track legal issues/legislation regarding new "disruptive" businesses affecting airports; and 3) review FAA guidance regarding airport facilities.

Summary of Work/Issues Since Prior Report:
Since the last report, the FATS Committee has continued to hold quarterly meetings for members to discuss and facilitate information sharing on a variety of different airport industry disruptors. Meetings were held on January 20 and April 20 this year and, as further described below, focused on key disruptors that committee leadership and members have identified as most important.

In late 2020, committee leadership proposed a work plan and framework for members to develop short- and long-term deliverables that could help airports address and respond to different airport industry disruptors, including urban air mobility (UAM) or advanced air mobility (AAM); artificial intelligence; precise applications; transportation network companies (TNCs) and peer-to-peer car sharing group, Turo; geospatial information systems (GIS) and building information modeling (BIM) systems; big data ownership; automation; TNC impacts on airport rental car facilities; LEED rating systems for airports; and technologies for addressing COVID-19 risks. Committee leadership shared the proposed work plan and provided members with an opportunity to decide which topics were of most interest and importance. Based on feedback, working groups were formed for each of the following four topics: UAM/AAM; TNCs/Turo; GIS/BIM; and COVID Technologies. A brief overview of each group is provided below.

- **UAM/AAM**. This year the AAM community has gained increased attention with airports and the broader aviation industry, particularly with the amount of money being invested in the companies that are developing vertical takeoff and landing aircraft. Vice Chair Karberg led a small working group to develop a white paper, "AAM Roadmap for Airport Operators," a guide for airports as they begin to engage with the AAM community. The roadmap identifies the concepts of engagement and accommodation, which is defined as the extent and way an airport operator actively integrates their facilities into the AAM ecosystem. Karberg briefed the full committee on their preliminary findings at the April meeting and committee leadership is pleased to make a draft of the white paper available for the Board of Directors and Policy Review Council here. The final version will be available by the next report in September.

- **TNCs/Turo**. The committee continues to track ongoing developments with TNCs and peer-to-peer car sharing group, Turo, including several lawsuits involving the company. While the legal issues vary depending on the jurisdiction in which Turo attempts to operate, the company has generally sought to avoid being classified as a rental car company and paying airports fees associated with that designation. In January, Nashville Airport Authority sued Turo on the grounds that its offerings at the airport were

illegal and unauthorized. In April, Massachusetts Supreme Judicial Court backed Massport's efforts to prevent Turo from operating at the airport. Litigation involving Los Angeles International Airport (LAX) and Turo continues after the Ninth Circuit removed the injunction that the airport won against the company. LAX has alleged that Turo is operating an unauthorized car rental business at the airport.

- **GIS/BIM**. GIS/BIM continue to be topics of interest to airports. The committee is still exploring opportunities for potential short- or long-term deliverables regarding GIS/BIM; however, there has been collaboration on this topic between the FATS Committee and AAAE's Geospatial Working Group, which meets bimonthly to facilitate discussion on the use of airport geospatial technologies. Increased focus on BIM will be a target for the remainder of 2021.

- **COVID Technologies**. The committee has been tracking on AAAE's Airport Consortium on Customer Trust (ACT) Program that is focused on identifying effective COVID-19 mitigation technologies and strategies for airports. AAAE staff briefed the full committee in April on the program. AAAE and committee leadership are working to ensure that the ACT Program and this group complement each other. Looking ahead, leadership will be monitoring where to go with this group now that airports continue to see a positive recovery from the pandemic.

Issues on the Horizon:
The committee expects to continue its focus on the next steps for airports in the volatile UAM/AAM industry and continue its historical efforts on data ownership for airports and state-by-state legal status of peer-to-peer car sharing and TNCs.

Upcoming Events:
The committee is holding its next meeting on August 3, 2021. Suggestions for topic or speaker ideas are welcome.

Recommendations to the Board of Directors and Policy Review Council:
None at this time.

ENVIRONMENTAL SERVICES COMMITTEE

Chair: **Rebecca L. Hupp, A.A.E., Boise Airport**

Vice Chairs: **Eric Roudebush, PE, Tucson Airport Authority**

John Lengel, PE, ENV SP, RS&H

AAAE Staff: **Justin Barkowski**

Committee Members: **180**

Committee Objective:
The objective of the AAAE Environmental Services Committee is to work with AAAE staff to provide support to AAAE members on environmental issues and to communicate the membership's positions to the Federal Aviation Administration (FAA), Environmental Protection Agency (EPA), and other relevant and appropriate federal or state agencies. The committee is guided by the principles of protecting human health and the environment at and around airports by implementing reasonable, scientifically based, and cost-effective management practices and approaches. The committee will continue to support innovative and proactive industry approaches and work with AAAE staff to communicate with the overall membership through the development of specialty seminars and membership services.

Summary of Work/Issues Since Prior Report:
The Environmental Services Committee has been very busy since the last report in early January. The committee has continued to hold regular meetings every other month (February 18, April 15 and June 17). The discussions have been engaging and covered a wide range of environmental topics. PFAS-related concerns and challenges continue to be a primary focus during meetings. However, the committee also has been monitoring a number of other issues throughout 2021: implementation of the Council on Environmental Quality's (CEQ) final rule streamlining and rewriting National Environmental Policy Act (NEPA) regulations; how the presidential transition has impacted and will continue to impact environmental policy for airports; and the release of FAA's aircraft noise annoyance survey and its impact on noise policy. among the topics more fully described below.

The committee is grateful for the seven topic leaders who provide updates on issues and challenges in the following areas during regular committee meetings: noise, PFAS, water quality, climate adaptation, air quality, alternative fuels, and NEPA. Given the importance of PFAS to the airport community, the committee maintains a formal working group that meets regularly to discuss this issue. The following summarizes the work and updates on these seven topic areas.

NOISE
Topic Leader: Gene M. Reindel, HMMH

In early 2021 FAA published results from its "Neighborhood Environmental Survey" (NES), which was conducted nationwide regarding annoyance related to aircraft noise. FAA held a public webinar on the NES and its noise research portfolio in late February. The new national curve resulting from the NES shows a substantial increase in the percentage of people who are highly annoyed by aircraft noise over the currently accepted standard for describing transportation noise exposure-annoyance relationships, which is known as the Schultz Curve. FAA requested public comment and input on the factors that may be contributing to the increase in annoyance, and any additional investigation, analysis or research that may be conducted to inform FAA noise policy. AAAE staff is grateful for all the committee members who helped provide feedback to the organization and shape the

comments that AAAE filed with FAA in response to its solicitation. The comment period closed in April, and FAA is currently reviewing the comments.

PFAS
Topic Leader: Eric Roudebush, Tucson Airport Authority

The PFAS Working Group has continued to meet almost bimonthly (January 27 and May 13) since the last report. The group maintains a robust membership and facilitates discussion on a variety of PFAS issues. The PFAS Working Group continues to provide its members with updates on federal (e.g., Congress, EPA, FAA), state and local PFAS policy issues; and any progress related to phasing out airport hangar fire suppression systems and the ongoing rewrite of the NFPA 409 standard. Meetings included a presentation from Boise Airport's fire marshal on alternate fire suppression systems and have focused on how the new administration is expected to manage the issue of PFAS. This year the group was also extremely helpful in shaping the agenda for the AAAE PFAS Workshop that was held virtually on April 7-8.

The PFAS Working Group plans to meet regularly for the remainder of 2021 and will provide updates on topics including:

- Fluorine-free foam testing being conducted at FAA's research facility in Atlantic City and by the Department of Defense's environmental research arm;
- Updates from EPA's Council on PFAS, which will be developing interim recommendations in summer 2021 and a multi-year strategy for the administrator on how the agency can mitigate and reduce effects from PFAS; and
- Other ongoing EPA PFAS-related activities, including (a) potential movement of a rulemaking to designate two chemicals, PFOA and PFOS, as hazardous substances under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); (b) the agency's recommendations to address PFAS through National Pollutant Discharge Elimination System (NPDES) permits; and (c) EPA's data collection efforts on airports as a point-source category to determine whether to address PFAS discharges into water through effluent guidelines rulemaking.

WATER QUALITY
Topic Leader: John Lengel, RS&H

The following are two updates that leadership wanted to share:

- **PFAS and Stormwater Discharges**. In late 2020, EPA issued a document, "Interim Strategy for Per- and Polyfluoroalkyl Substances in Federally Issued National Pollutant Discharge Elimination System Permits," which discussed permit requirements for phased-in monitoring and stormwater pollutant control, as appropriate, taking into consideration when PFAS are expected to be present in stormwater discharges. Members are beginning to see states implement this guidance, adjusting for state-specific issues, as they develop new stormwater permits and monitoring requirements. If any airport is hearing its state take this type of action, please provide any available information to committee leadership.

- **Defining "Waters of the United States."** In early June, EPA and the U.S. Army Corps of Engineers (USACE) announced their intent to initiate a rulemaking process to revise the Navigable Waters Protection Rule, which defines "waters of the United States" (WOTUS). The agency indicated that it will be developing a "more durable definition" for WOTUS based on recent U.S. Supreme Court precedent

and lessons learned from prior rulemakings and rules in this area. Redefining WOTUS will impact airport wetland and stream permitting requirements, and this will be an area to monitor.

CLIMATE ADAPTATION
Topic Leader: Katherine Preston, HMMH

Climate change has been a major policy priority for the new Biden Administration. On his first day, President Biden signed an executive order, "Protecting Public Health and the Environment and Restoring Science to Tackle the Climate Crisis," which directed his administration to implement a variety of actions to reduce greenhouse gas (GHG) emissions, improve resiliency to climate change impacts, and promote environmental justice. Biden also took steps to rejoin the Paris Climate Agreement and is pursuing a significant amount of funding for climate-related initiatives in his American Jobs Plan, which is his proposed plan to increase investment in infrastructure.

The administration also has signaled it will take steps to reverse changes that were made to the NEPA review process in 2020 regarding climate change. Last year, the Trump Administration finalized a rule that, among other things, limited the ability of federal agencies to consider GHG emissions and climate change when evaluating the effects or impacts of a proposed federal action. Under new leadership, CEQ is expected to roll back these changes, potentially in a proposed rulemaking that could be released in mid-to-late 2021.

AIR QUALITY
Topic Leader: Eric C. Lu, Ramboll Group

The committee is monitoring the potential effects of "indirect source rules" on airports. The South Coast Air Quality Management District in California passed Rule 2305, which is an indirect source rule on warehouses and warehouse activities. The rule requires warehouses greater than 100,000 square feet to directly reduce nitrogen oxide (NOx) and diesel particulate matter (PM) emissions, or to otherwise facilitate emission and exposure reductions of these pollutants in nearby communities. Airport tenants may be subject to this rule, and the airport may need to work with airport tenants to achieve the compliance objectives of Rule 2305. Indirect source rules are also being considered in Oregon as well. Given that these rules may be used to regulate operations at airports, all airports should stay vigilant regarding such rulemaking in their respective areas.

ALTERNATIVE FUELS
Topic Lead: Lana Van Marter, A.A.E., I.A.P., Neste US, Inc.

The committee has been tracking on developments with sustainable aviation fuels (SAFs), especially as more airports and operators become interested in their use and the Biden Administration and Congress have increasingly supported them as a factor in addressing challenges caused by climate change. There are two areas that leadership wants to highlight.

First, the use and popularity of SAFs in the United States continues to grow. Several facilities are under development to produce SAF in the country. SAF currently is being supplied to several airlines, business aviation and corporate operators, fixed-based operators (FBOs), engine manufacturers, and users at several airports around the country, including San Francisco International, Los Angeles International, Oakland International, Van Nuys, and others in California; and airports in Texas, Colorado, New York, and others. San Francisco International and the Port Authority of New York and New Jersey both convened SAF Working Groups that bring together stakeholders to understand, collaborate and increase the use of alternative fuel to meet sustainability goals.

Second, there are a significant number of discussions taking place by the Biden Administration and Congress supporting a SAF blenders' tax credit in order to improve the scalability and availability of SAFs by reducing costs. This credit has significant support in the industry, including from AAAE, and is included in the recently introduced Sustainable Skies Act. There are also ongoing discussions on the future of EPA's Renewable Fuel Standard (RFS) program.

NATIONAL ENVIRONMENTAL POLICY ACT (NEPA)

Topic Leaders: Sarah Potter, Landrum & Brown; Lauren Scott, A.A.E., ACE, Jacksonville Aviation Authority

The committee continues to monitor and track implementation of major changes that were made to the NEPA review process by the Trump Administration and finalized in fall 2020. The following are updates that committee leadership wants to provide on NEPA:

- With the change in administrations, CEQ leadership is expected to roll back or reverse major changes made to the NEPA regulatory framework last year. However, this process requires rulemaking and will take time. In the meantime, CEQ is expected to propose updates to NEPA resource documents. Changes are likely to occur in areas such as climate change, environmental justice, chemical regulation, wetlands and WOTUS, and endangered and threatened species.

- FAA and other federal agencies still need to update their NEPA implementation procedures (Orders 1050.1F and 5050.4B) to comply with the new regulations, despite their uncertain future. FAA is planning to update FAA Order 1050.1F by September. The timeframe for updating 5050.4B is still not firm at this time.

- In late 2020, FAA released internal guidance on how the agency plans to review requests from airports that want to propose changes to their airport layout plans (ALPs), particularly for non-aeronautical development purposes. The guidance implements Section 163 of the 2018 FAA reauthorization bill that precluded FAA from regulating an airport's non-aeronautical property transactions except where there may be impacts on the safety of aviation operations or people on the ground, among other reasons. The committee is tracking on how this new process is being implemented. All proposed airport projects are transmitted to FAA headquarters for review and determination of FAA authority. Review periods are typically less than 30 days from receipt.

Issues on the Horizon:

The committee continues to monitor the latest environmental developments and issues affecting airports, with a special focus on PFAS because of the ongoing challenges expressed by airports. AAAE recently formed a PFAS Coalition that will bring together airports and experts to prepare recommendations for AAAE staff on how to address the significant PFAS-related issues that are impacting airports. While the coalition will be a more focused group with limited membership, the PFAS WG will continue to meet to facilitate discussion and provide updates to the general membership on this important issue.

Upcoming Events:

The committee and PFAS Working Group will continue to hold regular meetings in 2021 to facilitate discussion with AAAE members on important environmental issues.

Recommendations to the Board of Directors and Policy Review Council:

None at this time.

AIR SERVICE COMMITTEE

Chair:	**Mike Hainsey, A.A.E., Golden Triangle Regional Airport**
Vice Chairs:	**Dan Letellier, C.M., Sioux Falls Regional Airport**
	Marty Lenss, C.M., The Eastern Iowa Airport
	Charles Everett, C.M., The Port Authority of New York and New Jersey
AAAE Staff:	**Brad Van Dam**

In the past year, the Air Service Committee has been focused on the coronavirus pandemic and the impact on air service to small communities. With vaccination rates and enplanement numbers rising, we're shifting our attention to the ongoing recovery. But just as carriers are beginning to add back flights to accommodate rising demand, workforce challenges are beginning to creep up again.

Committee members and AAAE staff also are getting back to other pre-pandemic priorities such as working to convince Congress to provide funding for the Essential Air Service and the Small Community Air Service Development Programs in the annual appropriation process.

Carriers Expand Service While Others Cut Flights
TSA reported that it screened more than 2 million passengers on multiple days in June – a sign that the aviation industry is beginning to recover. The growing number of domestic and leisure travelers has reduced pressure on carriers that had scaled back or eliminated air service to a large number of communities during the height of the pandemic.

Airlines are expanding their operations to keep up with rising demand. But recent troubles at American reveal possible storm clouds on the horizon. During the pandemic, some airlines offered buyout packages to their pilots. Southwest, for instance, reportedly offered some of its eligible pilots $210,000 per year with full benefits to retire early. Similar actions by other carriers are now exacerbating the pilot shortage just as the airlines are trying to provide more service to more destinations.

United: United on March 17 announced plans to add 400 flight to its July schedule. As part of its plan, United is adding new routes to Bozeman, Mont.; Orange County, Calif.; Raleigh, N.C.; and Yellowstone/Cody, Wyo. According to a company press release, "this is United's largest monthly schedule since before the pandemic. The press release went on to say that "United plans to fly 80% of its U.S. schedule compared to July of 2019 – and bookings for summer travel are up 214% compared to 2020 levels."

Delta: Two days later, Delta announced that it would be introducing "nine brand-new routes and add flights to 20 top leisure destinations this summer – a move that follows renewed optimism and growing customer confidence in upcoming travel." Those popular destinations in the West include Bozeman, Mont.; Glacier Park, Mont.; Missoula, Mont.; Jackson Hole, Wyo.; Fresno, Calif.; Rapid City, S.D.; and Reno, Nev. The carrier also announced plans to expand service to popular summer destinations in the Northeast.

Southwest: In March, Southwest announced plans to provide service to Bellingham, Wash.; Eugene, Ore.; and Myrtle Beach, S.C. According to an airline press release, that makes 17 new airports that the carrier opened or

announced since the pandemic began. In June, Southwest also announced plans to begin providing service to Syracuse, N.Y., beginning on Nov. 17.

JetBlue: JetBlue is also expanding its operations. In April the carrier announced plans to begin providing service to seven new destinations including San Antonio, Kansas City, Milwaukee, and Ashville.

Allegiant: In February, Allegiant announced 34 new non-stop routes including nine "special limited routes" to Rapid City for the Sturgis Motorcycle rally in August.

American: Meanwhile, American's expansion plans experienced some setbacks. In June, the airline announced plans to cut 950 flights during the first 13 days of July and reduce its overall schedule by 1 percent due, in part, to workforce shortages. Bloomberg hit on how the quick recovery, pent-up demand, and a workforce shortage is creating growing pains for American.

"The sudden jump in demand — fueled by people who are tired of staying close to home — has strained airlines' ability to rebuild operations that they cut back amid the onset of the COVID-19 pandemic last year," Bloomberg wrote. "Pilots who took leave and those who were switched to new types of planes have had to be retrained as flight demand has recovered to near-2019 levels."

Air Service Committee Actions
Air Service Committee leaders have drafted recommendations to help small communities retain and attract commercial air service. Congress adopted some of those recommendations as part of the latest coronavirus relief and FY21 omnibus appropriations package. The committee will continue to urge lawmakers to adopt other recommendations to help communities retain commercial air service.

Air Service Committee leaders also drafted an air service survey, which we sent out to committee members in June. As passenger levels continue to rise, the questionnaire will help us gauge how the recovery is beginning to impact smaller airports around the country. It should also give us some insight on how the rental car shortage and other ground transportation challenges are impacting members.

FY22 Department of Transportation Appropriations
The Biden Administration on May 28 released a $6 trillion budget request for FY22 that proposes $3.35 billion for the traditional AIP and a funding increase for EAS.

The budget request includes $247.7 million in appropriated funds for EAS. Coupled with an estimated $116 million from overflight fees, the overall funding level for would be approximately $364 million in FY22 – a $68 million increase from the current level.

The administration is not requesting funds for the Small Community Air Service Development Program in FY22, which traditionally comes from the AIP account. The FY21 omnibus appropriations bill included $10 million for the program.

Upcoming Events:
None at this time.

Recommendations to the Board of Directors and Policy Review Council:
None at this time.

AAAE/IAAE GLOBAL OPERATIONS

Co-Chairs:	**Jeff Mulder, A.A.E., Woolpert**
	Tonci Peovic, Brac Island Airport, Croatia
Vice-Chairs:	**Andrew O'Brian, Reach Airports**
	Woodie Woodward, Woodward and Associates
AAAE Staff:	**Spencer Dickerson, C.M., Christopher Rochette and Holly Ackerman**

As a reminder, below is a summary of our international program plans moving forward developed by IAAE leadership and staff and endorsed by the AAAE Executive Committee.

1. *Continue our work with the U.S. Trade and Development Agency (USTDA) based on existing contracts we have with USTDA and overall strong financial results for AAAE;*

2. *Continue the annual Central Europe Conference and Conference of the Americas subject to COVID-19 travel restrictions being lifted and business justification. Regarding other international conferences, only proceed if there is a compelling business justification and interest from AAAE leadership to do so;*

3. *Implement and follow through on existing training MOUs with the Indians and Israelis and continue collaboration efforts with the Saudis. Staff time is manageable and supported by adequate revenues;*

4. *Continue IAAE membership program and overall IAAE-Canada partnership since staff time is limited. More staff time could be devoted to other countries regarding IAAE membership, but only with strong business justification;*

5. *Continue the IACE certification hub program but keep staff time limited. Additional staff time could be allocated, but only if demand for IACE certification increases significantly from airports overseas and in the U.S. as well as possible U.S. Air Force commitments;*

6. *Recognizing the challenges of deploying on a wide-scale basis IET and other training programs overseas for reasons listed later in this memo, only move forward if a solid business justification can be made;*

7. *Continue operation of the IAAE Board of Directors, including regularly scheduled IAAE Board Zoom calls; and*

8. *Based on Spencer's retirement date of November 30, 2021, AAAE staff have finalized the transition plan for all of Spencer's international responsibilities to Christopher Rochette effective October 15, 2021.*

U.S. Trade and Development Agency Programs and AAAE/IAAE International Conferences
Below are the international events – confirmed TDA programs for 2021-2022 and AAAE/IAAE-sponsored conferences for 2021 and 2022. All of these programs/conferences, of course, are subject to COVID-19 travel restrictions. Gross revenues for the USTDA programs listed below, if held in 2021-2022, would be approximately $2.7 million and marginal net income of about $1.2 million.

- *USTDA Brasilia Workshop #1 turned into a virtual workshop, May 4-5, 2021*
- *AAAE/IAAE/South Central Chapter Virtual Conference of Americas, August 5, 2021*
- *USTDA India Aviation Virtual Seminar, August 17-18, 2021*
- *AAAE/IAAE U.S-Central Europe Virtual Conference on October 26, 2021*

- *First Vietnam Virtual Airport Management Training Program, November 2-4 and November 9-10 (tentative) or* February 22-23, March 8-10, March 15-17 or March 22-24, 2022
- *USTDA India Airline Virtual RTM with Government of India, American Airlines, Southwest Airlines, JetBlue, United Airlines, Delta Air Lines and Boeing, November 30-December 2 (tentative)*
- *USTDA Virtual U.S.-India Aviation Summit - December 1-3, 2021 – CANCELLED DUE TO COVID-19*
- *USTDA Brazil Webinars #2 and #3, third and fourth quarters 2021*
- *First India ACP Executive Development Virtual Training (EDTP) Program (back-to-back weeks), tentative April 2022*
- *India EDTP visit to the U.S., second half of 2022*
- *USTDA Brasilia Workshop #2, 2022*
- *USTDA Brazil RTM #1 in the U.S., 2022*
- *USTDA Brazil RTM #2 in the U.S., 2022*
- *Second USTDA Vietnam airport management training program in Washington, D.C., 2022*
- *AAAE/South Central Chapter Conference of Americas in Miami, August 7-9, 2022 (tentative)*
- *AAAE/IAAE U.S.-Central Europe Conference in Warsaw, October 17-19 or October 24-26, 2022 (tentative)*

Other 2021 International Training Programs

- India training/accreditation virtual academies
- Saudi Arabia Leadership Training Program in New York City and Washington, D.C., in 2022 (subject to COVID-19 travel restrictions for the Saudis)

Training MOUs with Government of India and Israel Airports Authority

We signed a comprehensive MOU with the Government of India (GOI) on November 5, 2018, in Delhi to start an IAAE-India membership and accreditation program, as well as provide training programs for India airport staff. Staff continues to have regular communications with GOI on implementation of the MOU components. The first IAAE-India accreditation academy for 40 senior airport officials was held the week of November 25, 2019, in Delhi. The second of the four accreditation academies, which originally was scheduled for the week of March 16, 2020, in Delhi, was held as a virtual academy the week of September 14, 2020, due to COVID-19. The third and fourth accreditation academies were held virtually the weeks of February 1 and March 15, 2021. Our instructor for the accreditation academies is Warren Thompson, A.A.E., of Canada. Feedback from the Indians on the programs has been very positive and they have asked us to work on additional accreditation programs for 2021-2022 for a second group of Indian airport officials.

We also signed a comprehensive MOU with the Israel Airports Authority (IAA) in Tel Aviv on August 6, 2019, on training partnership programs between IAA and AAAE/IAAE as well as conferences. The Airport Operations/Cybersecurity Workshop, scheduled for June 1-4, 2020, in Tel Aviv, was cancelled due to COVID-19. IAA/AAAE/IAAE hosted a successful cybersecurity webinar on July 15, 2020. With the Israelis as recognized global experts in combating cybersecurity threats, we continue to have conversations with IAA leadership about a joint AAAE/IAAE/Israel Airports Authority cybersecurity consulting service program we could offer U.S. airports.

Training Collaboration with the Saudi Arabia General Authority of Civil Aviation

As a result of the U.S.-Saudi Arabia Business Council trade mission to Dammam, Riyadh, and Jeddah in December 2019, which included John Selden, then with ATL (now with Saudi Arabia's Neom airport development company); Sean Donohue of DFW; Lance Lyttle of SEA, and AAAE staff, as well as participation from senior Saudi Arabia General Authority of Civil Aviation (GACA) officials at the January Hawaii Conference, AAAE organized a leadership/training program for 35 rising leaders at GACA in New York City and Washington, D.C. The program was confirmed to include leadership training networking at the Port Authority of New York and New Jersey headquarters and at AAAE headquarters and airport tours/briefings at JFK, EWR, LGA, DCA and BWI. The program, originally scheduled for the week of April 6, 2020, was postponed until 2022 (tentative) due to the pandemic. GACA and Matarat (Saudi Arabia company that manages several airports in Saudi Arabia) also reached out to staff recently about subscribing to Digicast and other AAAE training services.

U.S. Trade and Development Agency
Business with USTDA continues to be financially strong for AAAE/IAAE. Since 2015, we have won 10 major contracts from USTDA (gross total of approximately $6 million; marginal net income of approximately $2.8 million) to manage high-level aviation conferences/summits and reverse trade missions (RTMs), both overseas and in the U.S. (Brazil, Vietnam, Turkey, South Africa, China, India, Colombia and Mexico). We were awarded a contract by TDA to run a series of three airport, airline/cargo, and airline/cargo reverse trade missions (RTMs) in the U.S. in 2019-20 for high-ranking India airport/aviation officials. The first RTM, focused on airport development, was held March 24-30, 2019, in Washington, D.C.; Baltimore, Maryland; and Atlanta, Georgia. The second RTM, centered on air traffic control issues, was held the week of July 29-August 2, 2019, in Washington, D.C., and Chicago, Illinois. The third and final RTM, focused on airline issues, originally scheduled for April 20-24, 2020, in Dallas and New York City, has been postponed to a virtual program in fourth quarter 2021 due to COVID-19. Landrum & Brown and The Wicks Group are our outside consultants for these programs.

Additionally, we won two large USTDA contracts for programs in 2020-21. First is a program to run a series of workshops in Brasilia, Brazil (first workshop, originally scheduled for April 6-7, 2020, in Brasilia, was postponed due to COVID-19 and held as a virtual workshop May 4-5, 2021), reverse trade missions in the U.S., and webinars for a Brazil Aviation Partnership Program focused on airport infrastructure and airport master planning. The first Brazil webinar was held on July 22, 2020, with participants from FAA, DOT, Brazilian government, and U.S. companies. Landrum & Brown and Hannegan Landau Poersch & Rosenbaum Advocacy are our outside consultants for these programs.

We also were awarded a contract to manage a high-level U.S.-India Aviation Summit in Washington, D.C., that was originally scheduled for August 2020, then postponed to a virtual/hybrid program to December 2021 due to COVID-19 and eventually cancelled due to ongoing pandemic situation in India.

Finally, we won two additional USTDA contracts last in 2021: 1) Vietnam airport management training programs (one in Ho Chi Minh City and one in Washington) in 2021-2022, and 2) U.S.-India Aviation Cooperation Program Executive Development Training Programs for 2021-2022 (two back-to-back programs in Delhi and one in Washington). Both programs will now be done virtually due to COVID-19.

Online International Aerodrome Certification Training Program
The online International Aerodrome Certified Employee Course (IACE) for airport operations and airfield safety personnel, developed in partnership with Quiport, was launched in summer 2018. To date, 250 airport staff have enrolled in the program from 19 countries, and 210 have completed the course. Of the 250 enrollees, 121 are non-U.S. and 129 are U.S; 18 enrolled in Spanish and 232 in English. All who have responded to the survey said the course met or exceeded their expectations and described the overall quality of the course as either excellent or good. While FAA officially cannot promote our program, the FAA Office of International Aviation has been offering guidance and suggesting outreach opportunities to enhance the success of our efforts.

We also have been approached by senior U.S. Air Force leaders about making the English version of this online training available to the operations personnel at U.S. Air Force bases overseas, as these operations are covered by ICAO Annex 14 standards/recommended practices, not FAR Part 139 regulations. Nothing has been confirmed yet, but discussions continue.

IAAE Membership
We have 59 active Canadian accredited members with a total IAAE-Canada membership of 308. We continue to work closely with our friends in Canada on further development of the IAAE-Canada organization, including continued efforts on a long-term plan with IAAE-Canada to increase IAAE-Canada membership and deploy our training products/services in Canada. Additionally, we continue to offer assistance to airport officials in other parts of the world to help start similar IAAE organizations using IAAE-Canada as the model, which has been successful. Total IAAE membership, including IAAE-Canada, is 532. To increase overall membership and build greater awarenes

of IAAE, each paid registrant of the online IACE course, and airport attendees from the Conference of Americas and Central Europe airport conferences receive a free one-year IAAE membership. The free membership applies to individuals who are outside the U.S. and Canada, and who are not currently members.

Other IAAE Business Development Initiatives
We continue to have productive conversations with IAAE Co-Chair Tonci Peovic of Croatia about efforts we started several years ago for AAAE/IAAE to offer applicable Digicast training programs to airports regulated by the European Union's equivalent of the FAA – European Aviation Safety Agency (EASA). As you will recall, Tonci arranged a meeting for he and staff to meet with EASA leadership in Cologne following the Central Europe conference in Split in October 2018. Tonci believes several of our existing Digicast programs would comply with recurring training requirements of EASA/civil aviation agencies. Tonic's team is translating a few programs he selected into Croatian to be used at about 15 commercial service airports in the Balkans' region. The plan is for us to charge an annual licensing fee per subscribing airport for several existing Digicast training programs (focus on ARFF with Croatian subtitles). If we are successful with a financially sound and sustainable program in the Balkans region, we could consider similar initiatives in Poland, Romania and other "AAAE friendly" countries.

We teamed with Strategic Planning Services (former Landrum & Brown executives) on a sole source contract that AAAE and SPS received from USTDA and the U.S.-China Aviation Cooperation Program (ACP) to conduct three comprehensive airport management/operations training programs for senior-level Chinese airport officials in China. The first training program was held the week of August 5, 2019, in Shenzhen, China. The second training program was held the week of December 9, 2019, in Jinan, China. University of North Dakota Aeronautics Professor Kim Kenville, C.M., taught the first program in August, and Kim and Mark Crosby, A.A.E., of Ross & Baruzzini taught the second program in Jinan. The third and final program was cancelled. We continue to be engaged with ACP, FAA and the Civil Aviation Administration of China on airport initiatives, including helping organize a China-U.S. webinar on August 24, 2020, on navigating airport operations under COVID-19 in which more than 200 officials from China and the U.S. participated. Ivar Satero, airport director at SFO, and Kevin Dolliole, CEO of New Orleans Airport, were the U.S. airport presenters. We also assisted with organizing a second webinar on airport runway condition reporting on March 10, 2021, that included presentations from Atlanta, Cincinnati, Seattle and several Chinese airports.

During the pandemic, we have had five excellent Zoom calls with the IAAE Board of Directors on June 3, September 28, and November 16 in 2020, and February 24 and May 13, 2021. In addition to several dozen U.S. airport directors, these Zoom calls included active participation from airport leaders in Ecuador, Croatia, Israel, India, Canada, Poland, Germany, and Romania. Survey results from IAAE Board members have been positive on these calls. Thirty two of the 54 IAAE Board members (59%) responded to the survey. Overall, 93% said the calls have been very or extremely helpful/informative; 97% said the interview with A4A and IATA on the May 13 zoom call was helpful/informative, 96% said the brief individual reports from U.S. airport CEOs and international airport officials have been helpful/informative, and 94% recommend we continue to have regular Zoom calls with the IAAE Board.

Finally, we will have an IAAE Board meeting/lunch on Monday, July 12, during the AAAE Annual Conference in Las Vegas.

Moving Forward on our International Training/Membership Opportunities *(all subject, of course, to global aviation activity post COVID-19 and strong business justification)*

Short-Term Strategy (one to two years)

- Continue TDA business development;
- Primary focus of our training initiative should continue to focus on mid-level managers and operations personnel in Central Europe, LAC and Africa, not airport CEOs who are naturally attracted to ACI World;
- Continue to market the IACE Hub online training. Based on future demand, the program could be expanded to other parts of the world;

- Following the MOU model that we have with Quiport, establish formal MOUs with airports in other regions of the world to include, based on business justification, development of an online international airport safety/operations certification course with testing and certificates as part of a regional online training hub to include onsite airfield filming and virtual instructors with translation, if justified;
- Working with airport executives who have relevant and successful experience in developing countries, package a series of current Digicast training programs to meet basic airport training needs (i.e. airfield inspections, ARFF, etc.) and market to developing countries in Africa and other developing countries if a sufficient business case is determined;
- Implement membership/training/accreditation MOUs with the Government of India, Israel Airports Authority, and General Administration of Civil Aviation of Saudi Arabia, and pursue similar MOUs with other interested countries and organizations where there is a compelling business justification, and
- Continue to have discussions with U.S.-China Aviation Cooperation Program and the China Civil Aviation Administration about training programs/conferences in China.
- Continue working with Tonci Peovic on potential training opportunities at airports under EASA's new airport certification requirements.

Long-Term Strategy (three to five years)

- As additional resources are generated in the international arena for AAAE/IAAE, consider establishing offices in Central Europe, Middle East, or Africa (Abu Dhabi, Ethiopia, Kenya, Croatia) similar to IAAE-Canada. The reality is that if we are to gain significant traction in deploying our training products and services overseas, we should consider establishing overseas offices. Of course, a decision to do so needs to be carefully and thoroughly considered in terms of AAAE's overall future budgets, business development goals, and other priorities, and

- Develop Latin America/Caribbean and Central Europe membership organizations and accreditation programs based on demand/interest.

2021-2022 IAAE Board of Directors

IAAE leadership requests that the AAAE Board approve the following slate of members for the 2021-2022 IAAE Board of Directors, including three new members – (1) John Selden, former general manager at Hartsfield-Jackson Atlanta International Airport and currently the CEO of the Neom, Saudi Arabia, Airport Company; (2) Warren Thompson, A.A.E., past senior executive of the Winnipeg Airport, a leader in the early stages of IAAE Canada and presently the instructor for our India airport accreditation academies, and (3) Rick Crider, A.A.E, executive vice president of the Port of San Antonio, Texas; a past president of the South Central Chapter/AAAE and currently serving on the AAAE Board of Directors.

Jeff Mulder, A.A.E. (Fort Myers, Florida), **Co-Chair**
Tonci Peovic (Brac Island, Croatia), **Co-Chair**
Andrew O'Brian (Reach Airports), **Vice-Chair**
Woodie Woodward (Woodward and Associates), **Vice-Chair**
Iftikhar Ahmad (Providence)
Balram "B" Bheodari. A.A.E. (Atlanta)
Ralph Blanchard, A.A.E. (Curacao)
Terry Bos, A.A.E. (Sault Ste Marie, Ontario – Canada)
Scott Brockman, A.A.E. (Memphis)
Grzegorz Bykowski (Poznan, Poland)
Kelly Campbell, A.A.E. (Lubbock)
Marcos Costilla (Costilla and Associates)
Rick Crider, A.A.E. (San Antonio)
Mark Crosby, A.A.E. (Ross & Baruzzini)
Ben DeCosta, A.A.E. (DeCosta Consulting)

John Duval, A.A.E. (Austin Commercial)
Jim Elwood, A.A.E. (Jackson, Wyoming)
Justin Erbacci (Los Angeles)
Ed Foster, A.A.E. (Lancaster, Pennsylvania)
David Full (RS&H)
Mark Gale, A.A.E. (Fort Lauderdale, Florida)
Hareendranathan EP (India Aviation Academy)
Bill Hogan
Kelly Johnson, A.A.E. (Northwest Arkansas)
Greg Kelly, A.A.E., (Savannah, Georgia)
Pat Krall (IDSS)
Larry Krauter, A.A.E. (Spokane, Washington)
Klaus Knoepfle (KK Consult)
Lenny Llerena, A.A.E. (Victoria, Texas)
Lance Lyttle (Seattle)
Chad Makovsky, C.M. (Phoenix)
Ron Mathieu (Birmingham, Alabama)
Sheila McGuigan, A.A.E. (WSP Canada Group)
Syed Mehdi (San Antonio Airport)
Perry Miller, A.A.E. (Richmond, Virginia)
Robert Olislagers, A.A.E. (Denver Centennial)
Jeanne Olivier, A.A.E. (New York, New York)
Mike Olson, A.A.E. (Grand Island, Nebraska)
John Parrott, A.A.E. (Seattle, Washington)
Steve Pelham (Jacobs)
Ashok Madu Reddy (Andrha Pradesh Airport, India)
Jamie Rhee (Chicago)
Tory Richardson, A.A.E. (Grand Rapids, Michigan)
Stefan Runcan (Targu Mures, Romania)
Zbig Salek (Poland)
Mark Sapp (Amadeus)
Theresia Schatz, A.A.E. (ACRP)
John Selden (Neom, Saudi Arabia)
John Smith (Turks and Caicos Islands)
S. Suresh (Airports Authority of India)
Sheila Thomas (Strategic Planning Services)
Warren Thompson, A.A.E. (Winnipeg, Canada)
Werner Toepel (Munich, Germany)
Roko Tolic (Dubrovnik, Croatia)
Mark VanLoh, A.A.E. (Jacksonville, Florida)
Douglas Webster (New Delhi, India – GMR)
Shmuel Zakai (Israël Airports Authority)

U.S. CONTRACT TOWER ASSOCIATION

Chair: **Todd Woodard, C.M., Spokane International Airport**

Vice Chairs: **Clara Bennett, Boca Raton Airport**

Chris Pomeroy, Friedman Memorial Airport

AAAE Staff: **Brad Van Dam and Spencer Dickerson, C.M.**

Contract Tower Update
A total of 258 airports from 46 states now participate in FAA's Federal Contract Tower Program, including nine in the cost-share program. San Bernardino International Airport on April 1 became the latest airport officially to join the program. On the same date, Jefferson City Memorial Airport in Missouri and Grand Prairie Municipal Airport in Texas converted from the cost-share program to the fully funded program.

We expect two additional airports will join the FCT program before the end of the year. John Tune Airport in Nashville expects its contract tower will become operational on September 1, and Jack Edwards National Airport in Gulf Shores expects its contract tower will be become operational on November 17. With sufficient funding in FY22, five other airports are expected to join the program sometime in the next year, including:

- Austin Executive
- Houston Executive
- Lewis Municipal, Ill.
- Boulder City, Nev.
- Auburn University Regional, Ala.

Infrastructure Debate
AAAE and USCTA are urging Congress to include funding in the next infrastructure bill to help airports build critical capital projects. With a focus on brick-and-mortar needs, we also are asking Congress to help contract tower airports upgrade their aging ATC facilities. Specifically, we're requesting $500 million to sustain, rehabilitate, replace, modernize or relocate outdated ATC towers at FCT airports.

President Biden on March 31 released the American Jobs Plan – a massive infrastructure proposal that includes $25 billion for aviation, including $10 billion for AIP, $10 billion for "terminal renovation grants," and $5 billion for "FAA National Airspace System Facilities." Senate Republicans and bipartisan groups of lawmakers in both chambers also have crafted outlines for their own less costly infrastructure proposals. (See the Federal Affairs report on infrastructure for more details.)

As infrastructure negotiations among the White House, Senate Republicans, and other lawmakers continue, we're waiting for House Transportation and Infrastructure Committee Chairman Peter DeFazio (D-Ore.) to unveil the updated aviation section of his own infrastructure plan. DeFazio will play a key role in actually crafting a broad infrastructure bill. But so far, he has been focusing on advancing a surface authorization bill – a key piece of the infrastructure puzzle.

Last year during the 116th Congress, the House approved H.R.2, an infrastructure bill that proposed to provide airports with almost $21 billion in additional infrastructure funds over five years. It also included $1 billion to

"bring air traffic control facilities of the Administration into acceptable condition including sustaining, rehabilitating, replacing, or modernizing such facilities and associated costs." DeFazio's team has been receptive to our suggestion about creating a separate pot of money to help contract tower airports upgrade their ATC facilities.

Approximately half of the 258 airports that participate in the FCT program have towers that were built since the early 1990s. The majority of the remaining contract tower airports have even older facilities (30 or 40 years old or more) that are in need of significant upgrades, replacement or relocation. We're making the case that additional investment in ATC facilities at contract tower airports would enhance aviation safety at smaller airports that have outdated facilities, including those with significant numbers of annual operations.

DOT Appropriations

The FY21 omnibus appropriations bill included $172.8 million for FAA's Contract Tower Program -- $2.8 million more than the FY20 enacted level. That amount will fund all 258 FAA contract towers currently in the program and allow FAA to add new applicants this year.

We are urging Congress to increase the funding level to $178 million in the FY22 DOT appropriations bill. That amount should allow FAA to add more airports to the program. (See list above.) To help on that front, contract tower airports have been weighing in with their elected officials and requesting that they support that amount.

Our allies on Capitol Hill circulated bipartisan letters requesting funds for FAA's Contract Tower Program in the FY22 appropriations process. Sens. James Inhofe (R-Okla.) and Richard Blumenthal (D-Conn.) spearheaded the effort in the Senate. Reps. Julia Brownley (D-Calif.), Rodney Davis (R-Ill.), Frederica Wilson (D-Fla.), and Cathy McMorris Rodgers (R-Wash.) lead the charge on the other side of the Capitol.

CONTRACT Act

With Spencer Dickerson's leadership, USCTA in the 116th Congress made significant progress on the CONTRACT Act – a bipartisan and bicameral proposal that would address staffing challenges at contract tower airports. We are continuing to build on that momentum in an effort to get that bill enacted into law in the 117th Congress. We are also hopeful that a procedural move in the Senate may improve our chances in that chamber.

Sens. Inhofe, Jerry Moran (R-Kan.), and Patty Murray (D-Wash.) on February 24 reintroduced the CONTRACT Act (S. 419). The bill would allow controllers who retire from federal service to work as controllers at contract tower airports without impacting their federal annuity supplement. The Senate bill currently has currently 26 sponsors – 24 Republicans and 22 Democrats.

Unlike the CONRACT Act in the previous Congress, S. 419 was referred to the Senate Homeland Security and Government Affairs Committee instead of the Commerce Committee. The referral may open the door for Inhofe to try to add the measure to the annual defense authorization bill.

Reps. Brownley and Davis reintroduced the CONTRACT Act (H.R. 1283) in the House. They now have 52 sponsors, including 30 Democrats and 22 Republicans. If enacted into law, the CONTRACT Act could pave the way for an additional 125-150 retired FAA controllers to work at FAA contract towers.

USCTA commended the group of lawmakers for reintroducing the CONTRACT Act this year. In a press release we issued in February, we described their legislation as "a commonsense approach that would bolster the number of highly qualified controllers at contract towers and assist a program that enhances aviation safety at smaller airports around the country."

DOT IG Audits
The DOT IG released its latest audit on the contract tower program on April 28, 2020. The positive report noted that contract towers constitute an "essential part" of the National Airspace System and manage about 28 percent of the nation's air traffic control operations. It also pointed out that contract towers are "more cost-effective than comparable FAA towers and have similar safety records."

The DOT IG is expected to release a separate audit soon on contract tower staffing standards. The DOT IG started the review in June 2020 after the report accompanying the Senate version of the FY20 DOT Appropriations bill included language expressing concerns about whether some small airports had "adequate staffing." Senate Appropriations Committee staff already have reviewed the embargoed report, and they tell us that it will be "very good" for the FCT program.

Communications Efforts
We're continuing to expand our communications with USCTA members and contract tower airports. We launched our first on-line interactive annual report at the beginning of the year, and we regularly are sending out legislative and regulatory updates to USCTA members and contract tower airports.

The new USCTA Airport Alerts mirror some of the information that our Federal Affairs members receive, but they are targeted to contract tower-related matters. We have sent out more than 30 USCTA Airport Alerts so far in 2021 and have posted them on our website for airports and contractors.

We intend to continue our focus on outreach to USCTA members and contract tower airports throughout the year. We will augment those timely alerts with regular Zoom calls with USCTA members and contract tower airports, which are occurring now about once every month.

USCTA Meetings
The USCTA held its virtual Policy Board Strategic Planning Meeting on January 28, and we will be holding the 2021 virtual Contract Tower Workshop on July 22. Meanwhile, we're continuing to work with Teri Bristol and her team in an effort to resume our FAA/contract tower working group meetings, which were suspended last year because of the pandemic.

2021 USCTA Policy Board
Below is the recommended USCTA Policy Board for 2021-2022. Per existing policy, the USCTA Policy Board leadership requests that the AAAE Board of Directors approve these appointments at its July 10 Board meeting in Las Vegas:

Todd Woodard, C.M., (Spokane, WA) **Chair**
Clara Bennett (Boca Raton, FL), **Vice Chair**
Chris Pomeroy (Hailey, ID), **Vice Chair**
Grayson Ardies (Oklahoma Aeronautics Commission)
Michael Baylis (CI2)
Jerry Brienza (Medford, Ore.)
Dave Byers (Quadrex)
Steve Christmas (Serco)
Richard Cloutier (Idaho Falls, Idaho)
Shane Cordes (Midwest ATC)
Pete Deeks (AJT Engineering)
Jason Devillier (Charlottesville, Va.)

Kelly Dollarhide (Jacksonville, Fla.)
Deanna Dresel (Midwest ATC)
Pete Dumont (Air Traffic Control Association)
Tim Edwards, A.A.E. (Harrisburg, Pa.)
Margaret Evanson (Mesa, Ariz.)
Jeremy Keating, C.M. (Bullhead City, Aris.)
Andrella Kenner (CI2)
Doug Kimmel (Marion, Ill.)
Larry Krauter, A.A.E. (Spokane, Wash.)
Brian Lally (CTBX Aviation)
Lance Lamkin (Norman, Oka.)
Vinicio Llerena (Victoria, Texas)
Justin Lobb (Naples, Fla.)
Scott Malta, A.A.E. (Moore County, N.C.)
Matt Massiano (SAAB Sensis)
David McCann (Serco)
Parker McClellan, A.A.E. (Panama City, Fla.)
Keren Williams McLendon (RVA)
Mike Olson, A.A.E. (Grand Island, Neb.)
Michael Pearson (Associations of CTI)
Eric Pratt, C.M. (Mesquite, Texas)
Paul Priegel (Stillwater, Okla.)
Bryan Rodgers (State College, Pa.)
Tim Rogers, A.A.E. (Salina, Kan.)
Jim Slate (RVA)
Richard Smith (Alhambra, Calif.)
Kurt Stanich (Waukesha, Wis.)
Amy St. Pierre (Midwest ATC)
Dirk Vanderleest (Concord, N.C.)
Karl Von Hagel, A.A.E. (Cobb County, Ga.)
Tracy Williams (Bend, Ore.)
Paul Wolownik (Wolen)

DIVERSITY, EQUITY, & INCLUSION COMMITTEE

Chair:	**Cathryn Stephens, A.A.E., Eugene Airport**
Vice Chairs:	**Christina Callahan, C.M., LaGuardia Airport**
	Carol Gaddis, C.E.M., Hartsfield-Jackson Atlanta International Airport
AAAE Staff:	**Maria Bremis**
Committee Members:	**111**

Committee Objective:
The mission of the AAAE Diversity, Equity and Inclusion Committee is to further the advancement of all underrepresented communities throughout the aviation sector, with a focus on education and advocacy in airport management and supporting industries.

Summary of Work/Issues Since Prior Report:
The committee last met virtually on September 30, 2020, in conjunction with the National Airports Conference and last reported to the board on January 10, 2021, as part of the Board of Directors/Policy Review Council Meeting. Since that time, the committee has been busy with planning and executing a very well attended and successful DBE/ACDBE webinar through the assistance of a subcommittee formed for such purpose. The webinar entitled "DBE/ACDBE: How To Run Successful Compliant Programs" was held on May 11, 2021, and was attended by 74 members and non-members. In addition, the committee has been actively involved in creating and assisting the newly established Diversity, Equity, and Inclusion Scholarship Foundation Program and anticipates continuing to assist with fundraising efforts for the program in the months to come. Lastly, committee members have provided input and assistance with the two diversity sessions at this year's annual conference focused on invisible disabilities and succession planning.

In terms of the chapters' diversity efforts, the Southeast Chapter's DE&I Committee is exploring a collaboration with the Airport Minority Advisory Council's Airport Leadership Collective to expose more youth and women to the airport industry. Specifically, they are considering developing "Adopt-a-School" programs at the college and high school levels and holding an online aviation day focusing on minority youth and women, giving virtual access to information about careers in the airport industry. The South Central's DE&I Committee continues its University Outreach Program to attract a diverse group of young professionals to the industry by evaluating student projects at Texas Southern University in the fall and spring semesters; waiving registration fees for select students to attend its annual conference; working with members in Oklahoma on outreach to schools there; and scheduling in-person career seminars at schools in the fall. The Great Lakes Chapter Diversity Committee is currently working on a presentation focused on generational differences in the workplace for members with the topic of different approaches to mental health being one aspect of it. The committee is also focusing on committee growth, especially with the student chapters. The Northeast Chapter's DE&I Committee has established its first DE&I award and will present the award at the chapter's annual conference in August. Further, the committee held two DE&I virtual summits – "A Conversation with Black Airport Leaders" and "Celebrating Who You Are With Pride," and will hold a DE&I session at the chapter's upcoming annual conference. The Northwest Chapter's DE&I Committee secured a speaker on diversity for its conference, Dr. William Smith, a full professor and department chair of Education, Culture & Society at the University of Utah, who address unconscious bias. Additionally, the committee has continued its member recruitment efforts, resulting in three new members. The Southwest Chapter's committee has conducted outreach through the

chapter's website and newsletter. The outreach has an emphasis on national celebrations and their influence on current day issues, and has built an ongoing platform for dialogue starting with the presentation of a case study on "Defining Diversity, Equity and Inclusion" during its Winter Virtual Workshop. The committee plans to continue developing a three-part virtual presentation on inclusive leadership, organizational strategies for DE&I, and the concept of implicit bias, and moving forward with other DE&I focused educational activities and social events.

Issues on the Horizon:
No update at this time.

Upcoming Events:
Diversity Sessions at the annual conference will be held on Monday, July 12 – "What You Don't See – How to Address the Challenges of Invisible Disabilities," and Tuesday, July 13 – "Putting the Success in Succession Planning: Training and Developing Airport Leaders."

Recommendations to the Board of Directors and Policy Review Council:
No update at this time.

GENERAL AVIATION AIRPORTS COMMITTEE

Chair:	**Scott McMahon, A.A.E., Morristown Airport**
Vice Chairs:	**Joel Jenkinson, A.A.E., Addison Airport**
	Ann Richart, A.A.E., Nebraska Department of Transportation, Aeronautics Division
	Christopher Rozansky, C.M., City of Naples Airport Authority
AAAE Staff:	**Justin Barkowski**
Committee Members:	**225**

Committee Objective:
The objective of the General Aviation (GA) Airports Committee is to 1) increase awareness of the importance of general aviation to business, local economies and the gross domestic product; 2) highlight the billions of dollars in direct economic impact that GA generates annually; 3) remain in the forefront on the national level regarding issues affecting the 5,000 GA airports across the country; 4) communicate with our membership regarding the work being done by AAAE staff in Washington on their behalf with FAA/DOT, CBP, TSA, EPA and other government agencies and organizations; and 5) develop meaningful value-added content for our members attending our annual conferences.

Summary of Work/Issues Since Prior Report:
The GA Airports Committee has been very active since the last update and continues to play a major and active role in AAAE and among membership. A brief summary of key issues and work are provided as follows:

- **Member Engagement:** The GA Airports Committee continued to hold regular monthly teleconference meetings throughout 2021. While the meetings served as a forum for the community to discuss the ongoing impacts and issues arising out of the pandemic, fewer of those issues and concerns were raised as the year progressed. Beginning in April, the committee began to focus and engage more on other topics, such as infrastructure development for GA airports, PFAS and hangar foam, the updated National Fire Protection Association (NFPA) 407 standard for aircraft fuel servicing, advanced air mobility (AAM), and aircraft noise, among other issues.

- **Liaison Updates:** Since 2020, the committee has assigned certain members as liaisons for recurring issues that the committee is tracking. Liaisons include Gary Mascaro, C.M., for U.S. Customs and Border Protection (CBP) issues; Eric Pratt, C.M., for the U.S Contract Tower Association (CTA); and Scotty Malta, A.A.E., for issues associated with airport sponsor-operated FBOs. John Panarello, A.A.E., continues to provide helpful support for committee outreach and recruitment efforts. Committee leadership and AAAE staff are thankful for all the work performed by these liaisons.

- **GA Airport Coronavirus Relief:** In 2020 and early 2021, committee leadership worked closely with AAAE staff to advocate for more extensive stimulus relief for GA airports in response to COVID-19. The Coronavirus Aid, Relief, and Economic Security (CARES) Act provided $100 million to GA airports, but those resources were relatively modest considering that there are nearly 3,000 eligible GA facilities. In

late December, Congress passed, and the president signed, a second relief package that included up to $45 million for nonprimary commercial service and GA airports. In March, President Biden signed the final stimulus package that provided up to $100 million for nonprimary commercial service and GA airports.

- **GA Airports and Infrastructure Development:** In the spring, the Biden Administration and Congress turned their attention to infrastructure development. Committee leadership has been working with AAAE staff to identify potential opportunities for GA airports to benefit from increased infrastructure investment, such as additional funding for the Airport Improvement Program (AIP), improving resilience, and funding PFAS remediation, among other things. These discussions have continued now for several months within the administration and in Congress, and AAAE staff will continue to engage with lawmakers and committee members on this issue.

- **Restoring Air Traffic Control (ATC) Facility Hours:** Since the height of the pandemic in May 2020, AAAE has been working with the committee and its leadership to monitor and engage with FAA on its decision to reduce the hours of operation at 93 ATC facilities nationwide, including urging the agency to restore hours as quickly as possible as air traffic levels approached pre-pandemic levels. In March, FAA finally restored normal operating hours for all its facilities in response to increased travel and the ability of the agency to protect the health and safety of the controller workforce. This was a positive development, particularly for some members of this committee who were affected.

- **AOPA's Ramp Charting Initiative:** Committee leadership has been instrumental in assisting AAAE staff respond to the Aircraft Owners and Pilots Association's (AOPA) campaign to address concerns over the lack of standardization in the naming of parking ramp areas on airport diagrams. In fall 2020, AOPA began pressing FAA and industry to approve standardized terminology that could be used to identify ramp parking areas for GA aircraft on airport diagrams. Despite considerable disagreements over the feasibility of accomplishing this goal, committee leadership and AAAE staff made efforts to consolidate and simplify terminology used to identify aircraft parking areas on GA airport diagrams. In March, AAAE shared with airport committee members a brief that included simplified, consolidated terms for GA airports to consider using voluntarily at their sole discretion. This work was undertaken solely for informational purposes and was not intended for FAA to incorporate into guidance.

- **PFAS and Hangar Foam Systems:** AAAE and the GA airport community have continued to monitor the developments and issues surrounding AFFF extinguishing agents and PFAS, including the ongoing effort to rewrite the NFPA 409 standard for aircraft hangars. Comments have been submitted to the NFPA Technical Committee that governs NFPA 409 to change the requirements for most GA hangars to have automatic foam fire suppression systems installed. A report summarizing the committee's response is expected to be made available in late summer 2021 and a new standard could be released in the second half of 2022. In addition, AAAE staff and committee leadership closely are monitoring how the Biden Administration and new EPA Administrator will be more aggressive in addressing ongoing concerns over PFAS. This could have significant implications for GA airports.

- **Aircraft Noise Annoyance Study Results**. At the beginning of 2021, FAA published results from its "Neighborhood Environmental Survey" (NES), which was conducted nationwide regarding annoyance related to aircraft noise. The new national curve resulting from the NES shows a substantial increase in the percentage of people who are highly annoyed by aircraft noise over the currently accepted standard for describing transportation noise exposure-annoyance relationships. FAA requested public comment and input on the factors that may be contributing to the increase in annoyance, and any additional

investigation, analysis or research that may be conducted to inform FAA noise policy. AAAE staff is grateful for all the committee members who helped provide feedback to the organization and shape the comments that AAAE filed with FAA in response to its solicitation. The comment period closed in April, and FAA is currently reviewing the comments.

- **NFPA 407 Aircraft Fuel Servicing Requirements**. In March, committee members expressed strong concerns over new requirements in the revised NFPA 407 standard for aircraft fuel loading racks to be equipped with an automatic shutdown system. AAAE and its members submitted comments to NFPA, urging the standards body to reconsider the requirements, which would impose a costly burden on airports without any additional safety benefits. While NFPA did not modify any of the requirements, AAAE will help, as appropriate, to educate airports on how to pursue modifications or exemptions through their local fire marshal or other entities with appropriate jurisdiction.

- **Other Issues**. The GA Airports Committee continues to track and engage on a wide range of issues that potentially could affect the GA airport community, including the increased attention on advanced air mobility (AAM) operations; a potential final rule on airport safety management systems (SMS) from FAA in 2021; and safety-related issues and concerns associated with diesel exhaust fuel (DEF) contamination.

- **AAAE General Aviation Conference:** The AAAE General Aviation Conference, which was scheduled for August 23-25, 2020, was canceled due to the pandemic. However, Livermore Municipal Airport graciously offered to sponsor the next in-person conference, which will be held on August 21-24, 2022, in San Francisco, California. For 2021, the committee has formed a planning group that is helping put together the agenda for a AAAE Virtual GA Conference that will be held on September 14-15.

Issues on the Horizon:
Many GA airports have started to recover significantly from the coronavirus pandemic. While this will be an ongoing issue to monitor, the committee plans to track and engage on a number of other ongoing initiatives, such as post-coronavirus norms, efforts to regulate PFAS, infrastructure development, advanced air mobility, and aircraft noise, among others.

Upcoming Events:
The GA Airports Committee will continue to hold monthly teleconference meetings in 2021. In addition, the committee leadership (chair, vice chairs and liaisons) hold a separate monthly teleconference call the week before each full committee meeting.

Recommendations to the Board of Directors and Policy Review Council:
None at this time.

FINANCE AND ADMINISTRATION COMMITTEE

Chair:	**Henrietta Brown, C.M., MBA, Louis Armstrong New Orleans International Airport**
Vice Chairs:	**Mukesh (Mookie) Patel, C.M., Austin-Bergstrom International Airport**
	Michael Zonsius, A.A.E., CPA, Albany International Airport
AAAE Staff:	**Holly Ackerman**
Committee Members:	**134**

Committee Objective:
The mission of the AAAE Finance and Administration Committee is to improve airport finance and administration management through interaction with, and communications among, airport management members and other partners in the aviation industry.

Summary of Work Since Prior Report:
The Finance and Administration Committee holds a monthly leadership call to review ongoing issues and discuss future plans. The committee held its third virtual committee meeting on April 8. The meeting featured presentations by Brad Van Dam, AAAE senior vice president, government affairs, and Sheri Ernico, director with Jacobs. Van Dam provided an update on congressional coronavirus relief and related issues, while Ernico gave participants an update on activities of the AAAE Airport Consortium on Customer Trust Program's (ACT) Finance and Revenue Generating Innovations working group. Carter Morris, executive vice president, AAAE Services, also provided the group with background information on ACT's overall mission and progress. The next virtual meeting of the full committee is scheduled for noon EDT, July 8.

In addition, the F&A Committee's working groups have been holding regular virtual meetings in their subject areas.

Accounting working group *(Michael Zonsius, A.A.E., subcommittee leader)*
The Accounting working group has meet four times since the last report in January. The working group has focused primarily on the GASB 87 implementation process and difficulties being encountered. Zonsius noted that Albany International will not implement the new standard early as originally planned due to the difficulty of writing the footnotes to include changes in the MAG for concessionaires due to COVID. Committee member Andrea Levitt said that Pensacola is experiencing the same difficulty. The working group also has discussed software options available to assist with GASB 87 implementation.

Planning and Program Development working group *(Holly Ackerman, staff liaison)*
The Planning and Program Development working group provided planning committee members for the AAAE/SEC Airport Finance and Administration Conference, held virtually April 21-22. The conference had 128 participants, and included an FAA update, sessions on proprietary exclusive rights, ethics, cybersecurity, procurement, business models changes, the role of public relations and marketing in COVID recovery, budgeting and cargo. Despite the virtual platform, the conference nearly doubled this year's goal for sponsorship ($9,000), bringing in $17,250. While this is significantly less that in years when the meeting has been held in person, it is a significant amount for a virtual meeting.

Work has begun on identifying the date and location for the 2022 conference, which will be held in person.

Administrative Issues Working Group *(Mookie Patel, C.M., subcommittee leader)*
The working group continues to seek additional interested partner airports to join in conversations on how to leverage DOT grant dollars through the RAISE program, challenges with hiring staff post COVID, and general discussions on federal relief funds and application methodologies. The group has not met in several weeks but plans to get back on a consistent schedule moving forward.

Current Issues Working Group *(Henrietta Brown, C.M., liaison)*
Mission: The Current Issues Working Group will address issues related to business recovery; CARES Act and other federal financial stimulus aid; budgeting and financial stability during COVID-19; congressional issue tracking; and other relevant current issues.

The Current Issues Working Group has been very active since our last report. Neil Maxfield, A.A.E., director, commercial business development, Denver International Airport; and Amanda Woodin, CPFO, A.A.E., assistant director finance and administration, Kalamazoo/Battle Creek International Airport, are the new co-chairs of the working group. They have conducted regular bi-weekly meetings since they took on their new roles.

The working group has worked to engage F&A committee and other AAAE members in ongoing issues through the AAAE Hub. The co-chairs have posted relevant questions on the Hub and have posted resources from committee presenters. The group discussed ways of staying on top of current topics, adapting messaging at AAAE's conferences to keep the information fresh, and the best approaches to following up with the membership post-conference to answer any unanswered questions attendees have.

Working group members are active participants as conference committee members, presenters and panelists at conferences, affording the committee closer coordination with AAAE staff and the various conference planning committees. Tara Summerlin (OKC) was a presenter at the AAAE/SEC F&A Conference (April 21-22). Judy Ross (SJC) is serving as chair for this year's National Airports Conference (September 26-28). The committee also has been active in assisting with finance and administration-related sessions at the AAAE annual conference. Maxfield and Woodin are preparing a spreadsheet tool to help keep track of conference leader contacts, agenda items, speakers and session feedback. This will be used to help direct the F&A community outreach and discussions.

We have continued to send letters from the committee chair congratulating individuals who have earned their ACE Finance. Since many people are still working remotely and letters to work addresses may not be received for some time, the letters are still being sent by email. Letters have been sent to a total of 74 individuals. These individuals also are being recognized in the *Aviation News Today* email.

Further, committee leadership is planning to send a joint letter to committee membership to encourage them to set aside funds in their budgets for training and professional development provided by AAAE, including ACE Finance and related preparation courses. The letter would outline the benefits of training and professional development for both the individual airport employee and the airport itself.

Upcoming Events:
After the July 8 call, the next quarterly full committee call will be held at 12 p.m. ET Oct. 14, 2021.

INDUSTRIAL AVIATION/MILITARY RELATIONS COMMITTEE

Chair:	**Rick Crider, A.A.E., Kelly Field at Port San Antonio**
Vice Chairs:	**Don Green, A.A.E., Abilene Regional Airport**
	Gladys Brown, C.M., Yuma International Airport
	Harry Barrett, A.A.E., Palm Springs International Airport
AAAE Staff:	**Pat Raker**
Committee Members:	**48**

Committee Objective:
The mission of the Industrial Aviation/Military Relations Committee is to: (1) promote the merits and advocate for the interests of civil facilities that could be designated as industrial aviation airports; (2) foster and create professional development opportunities of mutual benefit to the civil airport management profession and AAAE's military members; (3) assist AAAE's military members in achieving a successful transition to the civilian airport management profession; and (4) identify advocacy issues associated with combined military and civil operations at civil or joint-use airports, to include industrial aviation activity.

Summary of Work/Issues Since Prior Report:
The 2020 Industrial Aviation and Military Operations Workshop took place in Colorado Springs, Colo., March 3-5. The workshop boasted 94 attendees and 10 sponsors participated in the 2020 workshop, compared with 63 attendees and eight sponsors for the 2019 workshop in San Antonio, illustrating the growing momentum and participation within this community of civil and military airport operators. The workshop generally takes place in the late winter/early spring of each year; the 2021 workshop was delayed until fall, due to the global pandemic and inability of participants to travel. Greg Kelly has graciously offered to host the workshop in Savannah, Georgia, immediately following the National Airports Conference. The 2021 Industrial Aviation and Military Operations Workshop will take place September 29 through October 1, 2021. The 2022 workshop is expected to be held in mid to late March 2022, putting this annual meeting back on the preferred schedule.

Vice Chair Harry Barrett has taken on the committee's focus of stimulating outreach by civil airports to the military services and the broader community, to promote pipelines of aviation enthusiasts that become the labor force and advocates needed by civil airports in the future. Harry routinely uses the AAAE Hub to promote initiatives, share pictures and information, and broaden the reach of the Industrial Aviation/Military Relations Committee. Harry is working with the AAAE team to establish a host airport network so that military service members can shadow and connect with willing civil airport leaders. Once established, a host airport network could be used for both military service members and young people interested in aviation. The launch of a web form for airports interested in participating is expected in July 2021. Similarly, those who are interested in reviewing military resumes will be recruited, providing support for transitioning service members in developing resumes that are meaningful to civil airport leaders, focusing more on translation than on resume formatting.

At the 93rd Annual AAAE Conference & Exposition in Las Vegas, the committee will invite AAAE military members to the Industrial Aviation / Military Relations Committee meeting on Sunday afternoon, to provide an orientation and introduce military members to representatives of the committee. The hope is to expand this

outreach and deploy a reception or orientation that includes a broader cross-section of AAAE members, who happen to be veterans.

Vice Chair Gladys Brown continues to promote AAAE training for military service members. This training is designed to build collaboration between the civil and military communities, and may ultimately have application to civil airports with routine dialogue with the Department of Defense, or perhaps in cases where a civil airport has a National Guard or Reserve activity on property. An abbreviated Civilian/Military Airport Connection (CMAC) course will take place the last day of the Industrial Aviation and Military Operations Workshop in Savannah.

The committee continues its work in shaping the conversation surrounding industrial aviation and the notion of an industrial aviation airport category. Developing metrics that define an industrial aviation airport is the next logical step in this dialogue. The committee feels strongly that the value of an industrial aviation airport has little to do with based aircraft, but rather the skilled workforce, the quality and diversity of services, and the proximity of industrial aviation activities to end users. Expanding these industrial aviation airport attributes on domestic soil strengthens our national system of airports.

A small task force of the committee, being led by Mike Hainsey, has been established to develop specific requests that will move the industrial airport discussion forward and identify specific legislative requests. The task force includes civil airport leaders and corporate partners; under Mike's leadership, the task force is doing a fantastic job of monitoring language in other bills and looking for parallel efforts that might promote the conversation.

Airfield Management awards were presented to U.S. Air Force recipients during the 91st Annual AAAE Conference & Exposition in Boston, Mass. Four of the six regional chapters of AAAE donated money to the travel fund, which covered travel costs of honorees and afforded them the ability to accept their awards in person. Several regional chapters already had committed funds to do the same in 2020, just prior to the coronavirus pandemic. This important work continues, with travel funds previously raised, and award recipients will be honored at the 93rd Annual Conference and Exposition.

An evaluation is underway to consider how cybersecurity connects with, and has relevance to, other topics of this committee. Subject matter experts and cybersecurity leaders in the airport environment are being identified to help with the evaluation and move recommendations forward. A cybersecurity session will take place during the 93rd Annual Conference & Exposition.

Issues on the Horizon:
The momentum and size of the Industrial Aviation/Military Relations Committee is building, taking on a broader spectrum of industry topics and tackling important and unanswered questions. Committee membership includes a constructive blend of civil airport operators, military service members, and private sector representatives. Meetings generally take place every other month, with in-person committee meetings taking place during the Industrial Aviation and Military Operations Workshop, the AAAE annual conference, and the National Airports Conference. Telephonic committee meetings are scheduled between the in-person meetings, and the in-person meetings can be joined telephonically as well.

Upcoming Events:
The next meeting will be in-person at 2:15 p.m. Pacific Daylight Time Sunday, July 11, during the 93rd Annual AAAE Conference & Exposition in Las Vegas, Nev. Interested AAAE members are welcome to join the meeting.

AAAE BOARD OF EXAMINERS

Chair: **Cyrus T. Callum, A.A.E., ACE**

AAAE Staff: **Amy Calliari**

Committee Members: **11**

Committee Objective:
The AAAE Board of Examiners (BOE) is a group of volunteer airport management professionals committed to the continued integrity, development and advancement of the Accredited Airport Executive (A.A.E.) program, the most recognizable and valued credential earned by airport management professionals.

Summary of Work/Issues since Prior Report:
Airport Leadership Task Force – At the BOE Virtual Spring Retreat held in early April 2021, the BOE was fortunate to have an extremely productive and constructive meeting, with Jim Elwood, A.A.E., Chair of the Airport Leadership Task Force. We discussed the task force recommendations that had the most profound impact on the AAAE's Accreditation/Certification program. We also discussed and shared the results of the interviews that were held with the airport industry's two most prominent executive search consultant firms. Both entities had a shared interest in the "headhunter" perspective with regard to the trends in hiring A.A.E.s for top airport positions. This information was previously shared with the AAAE Executive Committee during the BOE Chair's briefing in early December 2020.

In reference to the discussion relating to the Accreditation/Certification program, Elwood shared the thoughts and rationale surrounding the growth of a pool of candidates eligible for leadership roles within AAAE. While Elwood explained that the task force is no longer a standing entity, opportunities to collaborate on promoting the A.A.E. designation to senior airport officials at large hub facilities, as well as general aviation facilities, would likely be welcomed at the discretion of the EC.

State of the Accreditation Program – The result of the meeting with Elwood with support from AAAE staff, initiated an investigation to determine the state of the accreditation program. As such, the BOE was primed to discover the background behind the Airport Leadership Task Force's findings, which suggested the following: "As of May 1, 2020, there was a .06 percent increase in the total number of active A.A.E.s (net increase of three A.A.E.s over the past four years) while the number of airport executive affiliate members increased 35.8 percent over the same time period (1,231 increase over the past four years)." While AAAE membership numbers have grown by a significant margin over the past four years, there have been a great deal of A.A.E. departures due to retirement, private sector opportunities and other forms of attrition during the same period. The BOE internal investigation found that contributions to the growth in affiliate members could be attributed to large hub facilities such as Dallas-Fort Worth adding its entire workforce to the membership ranks during the pandemic. While great for the AAAE as a whole, the sharp increase in members does add a percentage disparity from the number of active A.A.E.s compared with affiliate members. The number of Executive Emeritus members (Retired A.A.E.s) has doubled in the past 10 years. Over 100 A.A.E.s retired between 2013 and 2021. There was a drop in active A.A.E.s after 2015, which can be correlated to the increase in the attrition numbers. Executive Inactive (private sector) numbers have been steady since 2013. The following table depicts the analysis in more detail.

	2013	2014	2015	2016	2017	2018	2019	2020	Present
Active AAEs	**476**	**483**	**473**	**469**	**467**	**474**	**471**	**470**	**482**
Executive Emeritus	**133**	**146**	**155**	**160**	**174**	**194**	**210**	**230**	**231**
Affiliate Members	**2,819**	**2,900**	**2,905**	**3,147**	**3,500**	**3,774**	**4,142**	**5,992**	**6,211**

Source: AAAE Membership and Accreditation Reports

It is anticipated that the number of active A.A.E.s in 2021 will eclipse the previous high of 483 in 2014. There will be five A.A.E. candidates sitting for final interviews at the Las Vegas annual conference. Between the annual conference, the NAC and the end of the year, we can anticipate an additional five to 10 A.A.E.s. The level of interest in the program is as strong as it has been since the Accreditation Value Task Force review in 2005. The possibility of reaching the 500 A.A.E. mark is imminent, which has been a personal benchmark for the program since becoming Chair.

Marketing – To reiterate the thoughts shared in the meeting between the BOE and the Chair of the Airport Leadership Task Force, it was agreed that we need an expanded emphasis on the promotion of the Accreditation program. We encourage the EC to consider providing video testimonials explaining what the A.A.E. means to them and how it has helped them reach their professional goals. The EC will have the opportunity to record these during the annual conference. These testimonials should go out to the entire membership. Those aspiring to be A.A.E.s and/or senior leaders who have not had the time to consider the program may benefit from hearing AAAE's leaders' comments about AAAE's cornerstone program. AAAE staff will be working on a campaign to accomplish this mission. Additionally, we are envisioning an "Accreditation Value Task Force 2.0" developing from this process. The Accreditation program has experienced steady growth since the original "Accreditation Value Task Force" in 2005 through 2014. However, data examined by AAAE staff has indicated that growth stalled due to AAAE Executive Members moving to the private sector to serve as consultants, or attrition/retirements from A.A.E.s who are members of the Baby-Boomer generation. The BOE can attest that there continues to be strong interest in the Accreditation program from AAAE members, however this may be the time to brainstorm on how we market the A.A.E. outside of our typical audience (i.e. senior airport leaders at large hub facilities or general aviation facilities).

ADK Final Interview Preparation Partnership – AAAE has partnered with ADK Consulting & Executive Search to assist candidates in preparing for the oral exams for Accreditation. Using a practice tool provided by ADK, candidates will be able to practice mock interviews on their own schedule using a one-way interview recorded session. These sessions can be shared with the candidate's mentor, so the mentor can provide constructive feedback on how answers are presented.

Final Interview Modification – The BOE typically reviews, updates and modifies the Final Interview questions and topics every two to three years. However, a full overhaul of the Final Interview has not been done since the program was realigned to reflect the same sections as the Body of Knowledge modules used to test candidates for the Certified Member exam. Due to the pressing need to overhaul the interview process and jumpstart growth in the Accreditation program last seen by the Accreditation Value Task Force in the mid-2000s, the BOE was tasked with creating options to propose a Final Interview format and/or a new execution of the Final Interview. The BOE has also taken into account the need to create a Final Interview that would generate more interest from senior airport officials as discussed with the Airport Leadership Task Force. The BOE feels it is necessary to focus on creating a more leadership-centric Final Interview. The current program is highly technical in a variety of sections, and with the suite of technical certification programs offered by the AAAE, the BOE

concurred that the A.A.E. needs to reflect what is most important to the leaders of our nation's airports. The BOE reviewed and voted on the following options for changing the Final Interview:

- Option 1 - Have separate interviews (two sets of questions) with current four modules, based on candidate type, years of experience, title, etc.

- Option 2 - Rewrite/add to Final Interview questions using current topics but add emphasis on situational leadership, political dexterity, and organizational development for all candidates

- Option 3 - Create a fifth module on leadership development that will only be used for the Final Interview (not for the C.M.) for all candidates

- Option 4 - Create a fifth module that addresses leadership development and only executives would test on that area

- Option 5 - Rewrite questions and then categorize them as technical knowledge, situational leadership, political dexterity, and organizational development, and candidates would have to answer seven to 10 from each of these areas, spanning the four modules.

- Option 6 - The candidate will be required to correctly answer 28 of 40 random questions from the four sections with rewritten questions (Option 2). If the candidate does not get at least 28 questions correct, the interview ends. The candidate will have to retake the exam from the beginning, therefore there will be no safety net for completing questions from each section (i.e. since the questions will be random from each section, the candidate will no longer be required to take the exam section by section).

After a thorough discussion, the BOE opted to focus on Option 2, which would involve a rewrite of the Final Interview questions to reflect more leadership scenario-based questions. However, Option 6 has also been considered as an option to be further reviewed in the future with the hope of streamlining the interview and placing less emphasis on the C.M. modules.

Feedback from Senior Executives – The BOE will begin to reach out to senior airport leaders within their AAAE regions to determine interest levels in the new approach to the Final Interview. We will also continue to have discussions with those leaders who are not A.A.E.s to receive feedback on what issues they may have with starting or completing the A.A.E. process. This will be an opportunity for the BOE to address rumors about the program and to consider candid information that may lead to the improvement of the entire professional development program.

Upcoming Activities:

The BOE has selected a subcommittee to draft the aforementioned Final Interview questions. Once a draft is complete, the BOE will reconvene and review to ensure that the applicable changes have not affected the integrity of the Accreditation program. We will also review whether the new questions and/or process have met the objectives of the program's needs moving forward. As Chair, I will share our edits with the EC to ensure our mission is aligned with the EC's strategic vision of the Accreditation program.

The BOE is also in the process of reviewing the most recent draft of the Body of Knowledge modules. This process has begun with the review of the Finance and Administration Module of the Certified Member exam

study materials. We anticipate the completion and roll out of the updated Body of Knowledge towards the end of 2021.

Recommendations to the AAAE Executive Committee:
Two Regional Examiner and two At-Large Examiner terms will be expiring. Due to the complexity involved in managing candidates while overhauling the Final Interview, it has been my intention to keep the BOE intact. Regarding the Regional Examiner roles, the selections have been made for both the Great Lakes Chapter and the Southeast Chapter. The Great Lakes Chapter has nominated Casey Denny, A.A.E., to continue as the Great Lakes Chapter Regional Representative and Examiner through 2024. With the departure of Tommy Bibb, due to employment circumstances, the Southeast Chapter has concurred with the recommendation to select Judi Olmstead, A.A.E., as the Regional Examiner through 2024 as well. I respectfully ask that the EC confirm the appointments of both Olmstead and Denny as Regional Examiners for their respective chapters.

Regarding the At-Large Examiner terms, I recommend that the EC reappoint Zachary Sundquist, A.A.E., to a new three-year term as an At-Large Examiner through 2024. Zach has done an excellent job in his role promoting and developing the Certification and Accreditation program. His knowledge will be integral to ensuring the success of the planned evolution of the Accreditation program. I respectfully ask that the EC confirm the appointment of Sundquist to continue as an At-Large Examiner. As for the At-Large role vacated upon Olmstead's confirmation as the Southeast Chapter Regional Examiner, I plan to execute an open advertisement with the assistance of AAAE staff prior to the NAC in September to be confirmed at that EC meeting.

The BOE is very constructive and cohesive group. I would like to commend each of the BOE members, as well as our staff support, Amy Calliari, for their continued commitment and dedication to their roles on the BOE and to the Accreditation program during these challenging times. The program would not be the success that it is without each of them.

For reference purposes current BOE composition, along with discipline and terms, is presented as follows:

Chapter	Name	Discipline	Term
Chair	Cyrus Callum, A.A.E.	Operations	**May 2021 - May 2022***
Great Lakes	Casey Denny, A.A.E.	Operations	**May 2021 - May 2024***
Northeast	Marshall Stevens, A.A.E.	Planning, Const. Env	**May 2020 - May 2023**
Northwest	Medardo Gomez, A.A.E.	Operations	**May 2020 – May 2023**
South Central	Brad Christopher, A.A.E.	Operations	**May 2019 – May 2022**
Southeast	Judi Olmstead, A.A.E. (replacing Tommy Bibb)	Finance & Admin	**May 2021 - May 2024***
Southwest	Kevin Smith, A.A.E.	Planning, Const. Env	**May 2019 - May 2022**
At-large	Zachary Sundquist, A.A.E.	Marketing	**May 2021 – May 2024***
At-large	Mark Witsoe, A.A.E.	Marketing	**May 2020 – May 2023**
At-large	Sara Freese, A.A.E.	Operations	**May 2019 – May 2022**
At-large	Vacant		

* - Subject to the EC Approval
(Note: Terms typically run from annual conference to annual conference, which is not always held in May).

CORPORATE COMMITTEE

Chair: **Jon Faucher, P.E., PMP, Mead & Hunt, Inc.**

Vice Chair: **Chad Nixon, McFarland-Johnson, Inc.**

AAAE Staff: **Amy Trivette**

Committee Members: **115**

Committee Objective:
The mission of the AAAE Corporate Committee is to foster communication, participation and value with corporate members and AAAE.

Summary of Work/Issues Since Prior Report:

- Crafted plans for adding a AAAE Partner Focus Group to steering group activities to provide valuable feedback to the organization on conferences, networking events, etc.
- Updated committee governing documents to reflect diversity, equity and inclusivity in all areas.
- Discussed ways to involve regional AAAE corporate representatives into the activities of the AAAE Corporate Committee.
- Held virtual meetings during the NAC and ACC/AAAE Airport Planning, Design and Construction Symposium.
- Distributed two corporate committee newsletters.
- Implemented a recruitment campaign increasing membership from 73 to 115 members.

Issues on the Horizon:
None at this time.

Upcoming Events and Plans:
Chair Faucher will hand over the reins to incoming Chair Nixon. We conducted elections for vice chair and two expiring steering group member terms. The names will be introduced in the verbal report.

The next committee meeting will be held on Sunday, September 26, 2021, at the F. Russell Hoyt National Airports Conference in Savannah, Georgia. Theme and guest speakers are TBD.

Recommendations to the Board of Directors and Policy Review Council:
None at this time.

FOUNDATION COMMITTEE

Chair: **Sara A. Freese, A.A.E., Minneapolis-St. Paul International Airport**

Vice Chairs: **Luis E. Elguezabal, A.A.E., Manchester - Boston Regional Airport**

Douglas Hofsass, PASSUR Aerospace

AAAE Staff: **Gwen Basaria**

Committee Members: **34**

Committee Objective:
The mission of the AAAE Foundation is to promote and enhance public understanding and awareness of the importance of advancing continuing education to the airport management profession and provide assistance through scholarships to encourage individual academic excellence.

Summary of Work/Issues Since Prior Report:
Since 1989, the AAAE Foundation has awarded more than 3,100 scholarships totaling over $5.3 million in higher education assistance, making the organization one of the largest supporters of higher education in the aviation industry. In 2020, the AAAE Foundation awarded scholarships exclusively to A.A.E. and Endorsed by an A.A.E. scholars for a total of $150,000 to 75 students.

2021 Program Year (for the 2021-2022 School Year)
For 2021, the AAAE Foundation awarded 133 scholarships for a total of $299,500. The chart below compares the budgeted number (and amounts) of the awards vs. the actual awards made.

Program	Budgeted Award Amount	Budgeted # of Awards	Budgeted Total	Actual Award Amount	Actual # of Awards	Actual Total
A.A.E. Scholarship	$1,000	90	$90,000	$2,000	**86**	**$183,000**
A.A.E. Endorsed Scholarship	$1,000	20	$20,000	$2,000	**13**	**$26,000**
Aviation Management Scholarship	$1,000	10	$10,000	$1,500	**10**	**$15,000**
AAAE Native American Scholarship	$1,000	2	$2,000	$1,500	**2**	**$3,000**
AAAE Women in Aviation Scholarship	$5,000	6	$30,000	$5,000	**6**	**$30,000**
The Oris W. Dunham, Jr. and Sylvia M. Dunham Scholarship	$1,500	5	$7,500	$1,500	**5**	**$7,500**
The William Robert Hauptli Scholarship for Innovation and Entrepreneurship	$10,000	1	$10,000	$10,000	**1**	**$10,000**
Mario DiDomizio "Excellence in Education" Scholarship	$2,500	10	$25,000	$2,500	**10**	**$25,000**
TOTAL		**144**	**$194,500**		**133**	**$299,500**

Support from the regional chapters is crucial to the success of the AAAE Foundation. Each chapter has committed to making a minimum $7,500 award annually to support the Foundation, with any dollar amount above $7,500 being split equally between A.A.E. and Endorsed by an A.A.E. scholarship recipients in their region.

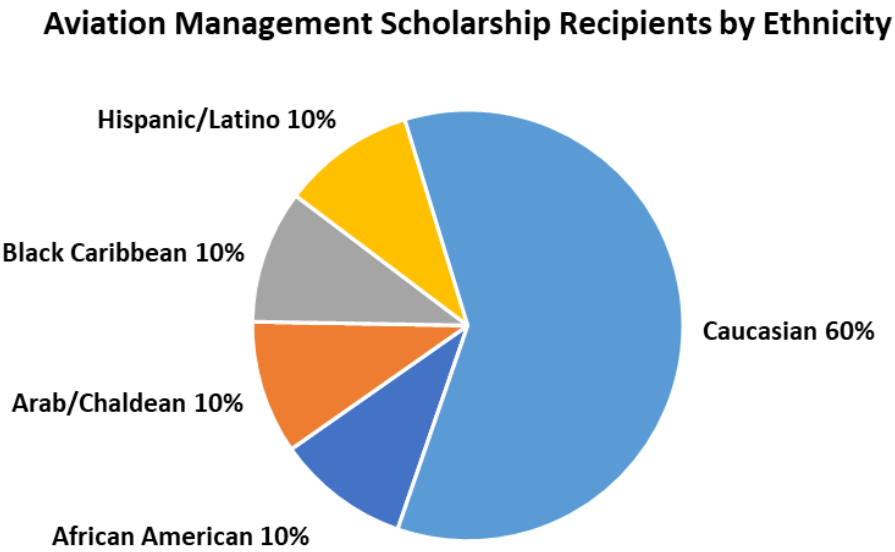
Below is the breakdown of A.A.E. and Endorsed by an A.A.E. awards by region, as well as the amount of each chapter's 2021 contribution.

Awards by Region		
Chapter	**Number of Awards**	**2021 Contribution**
Great Lakes	**16**	
A.A.E.	13	$12,500
Endorsed by an A.A.E.	3	
Northeast	**16**	
A.A.E.	12	$7,500
Endorsed by an A.A.E.	4	
Northwest	**15**	
A.A.E.	15	$7,500
Endorsed by an A.A.E.	0	
South Central	**15**	
A.A.E.	13	$10,000
Endorsed by an A.A.E.	2	
Southeast	**28**	
A.A.E.	26	$11,000
Endorsed by an A.A.E.	2	
Southwest	**9**	
A.A.E.	7	$7,500
Endorsed by an A.A.E.	2	
Total	**100**	**$56,000**

For the 2022 budget, it is our hope that we will be able to increase the scholarships again, perhaps even returning to the pre-pandemic level of $3,000 for the A.A.E. and Endorsed by an A.A.E.

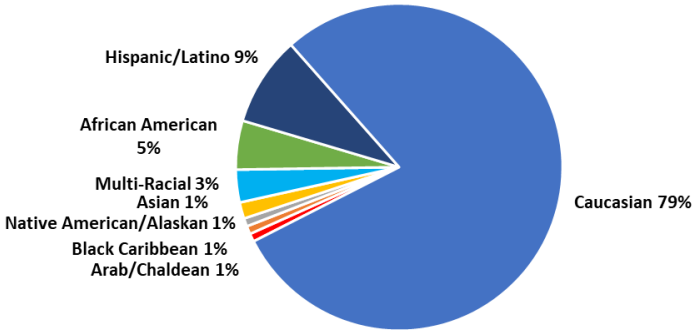
Aviation Management Awards for Ethnic Minorities

In May 2019, the Foundation and Diversity committees recommended earmarking at least two of the existing 10 Aviation Management Scholarships for ethnic minorities. For 2020-2021, four of the 10 Aviation Management Scholarship recipients represents an ethnic minority.

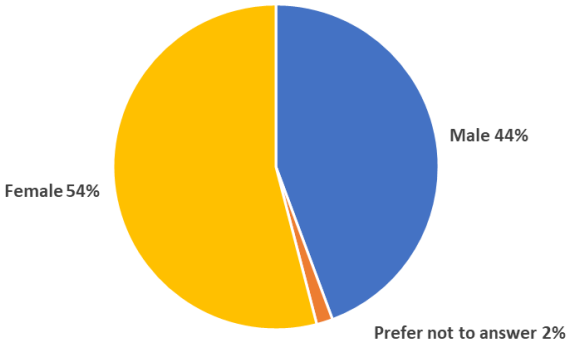


The below charts outline the diversity in ethnicity and gender of all AAAE Foundation Scholarship recipients for the 2021 program year.

All AAAE Foundation Scholarship Recipients by Ethnicity



All AAAE Foundation Scholarship Recipients by Gender



The Foundation Committee has shared a more in-depth review of the 2021-22 program year demographics with the Diversity, Equity and Inclusion Committee.

2021 Fundraising

As of June 16, 2021, the Foundation had received over $90,000 in contributions, including those from the regional chapters.

Fund	Amount
A.A.E. Scholarship	$300
Endorsed by an A.A.E. Scholarship	$250
Aviation Management Scholarship	$200
Diversity, Equity, and Inclusion Scholarship	$10,000
Innovation and Entrepreneurship Scholarship Fund	$5,282
Women in Aviation Scholarship	$10,000
Regional Chapter Contributions	$56,000
AAAE Member Donations	$942
AAAE Staff Contributions	$6,085
Recurring AAAE Member Donations	$1,670
Total	**$90,729**

The following AAAE members have contributed in 2021 to the AAAE Foundation. Those with an * have recurring donations.

- Randall Berg, A.A.E.*
- Scott A. Brockman, A.A.E.*
- Kelly L. Campbell, A.A.E.
- Benjamin R. DeCosta, A.A.E.*
- James Elwood, A.A.E.
- Justin Erbacci
- LaPonda J. Fitchpatrick
- Fred Foulks
- Alex M. Kashani, A.A.E., ACE
- Richard W. King, A.A.E.
- Lawrence J. Krauter, A.A.E., AICP
- Jennifer L. Maples, A.A.E., ACE*
- Paul S. Meyer, A.A.E.
- Jeanne M. Olivier, A.A.E., ACE
- Torrance A. Richardson, A.A.E.
- Kenneth E. Simmons, A.A.E.
- Rosemary A. Vassiliadis, C.M.

The following AAAE staff members have contributed in 2021 to the AAAE Foundation. Those with an * have recurring donations.

- Joel D. Bacon*
- Gwen Basaria*
- Deirdre Brooks*
- Colleen Chamberlain*
- J. Spencer Dickerson, C.M.*
- Stephen M. Gironda
- Stephanie Gupta*
- Todd J. Hauptli
- Jonna Thoma, CMP*
- Carter B. Morris*
- Natalie Fleet, CMP
- Sarah Pilli*
- Jacky Sher Raker*
- Jennifer Richards*
- Sumit Thukral*
- Amy Trivette*
- Brad Van Dam

Issues on the Horizon:

Diversity, Equity and Inclusion Scholarship

As part of our continuing efforts to expand the eligibility and reach of the AAAE Foundation scholarships for ethnic minorities, Chair Kelly Campbell, A.A.E., will announce in Las Vegas the creation of a AAAE Diversity, Equity and Inclusion Scholarship Program. Based on adequate resources being raised, the AAAE Foundation will award an annual $5,000 scholarship to an ethnic minority student, (Black or African American; Hispanic or Latino; American Indian or Alaska Native; Asian; and Native Hawaiian or Other Pacific Islander) enrolled in a college or university undergraduate or graduate student with a junior class standing or above who are enrolled in an aviation program with a grade point average of 3.0 or higher on a 4.0 scale. Eligibility is unrelated to membership in AAAE.

This important initiative is being led by AAAE Secretary/Treasurer Perry Miller, A.A.E. and includes the following AAAE members: Lance Lyttle; Kevin Dolliole; Jade Butay; Ricky Smith; Carl Newman, A.A.E.; Jesus Saenz, Jr., IAP; Sam Rodriguez, C.M.; Cathryn Stephens, A.A.E.; Gladys Brown, C.M., C.A.E.; Liliana Rambo, C.M., CAPP; Ben DeCosta, A.A.E.; and Doug Hofsass.

Airports, companies, regional chapters, industry partners and individuals are encouraged to support this effort. The program will be officially launched the week of July 19. If you have questions, please contact Spencer Dickerson (spencer.dickerson@aaae.org) or Gwen Basaria (gwen.basaria@aaae.org).

Planned Giving Campaign

In the fall, the Foundation will launch a planned giving campaign, inviting members and leaders to demonstrate their lasting commitment to future aviation leaders and our industry through a planned giving pledge to the AAAE Foundation. The AAAE Foundation can assist donors in finding appropriate ways to make planned gifts over time and direct the management of funds to match donor intentions with innovative approaches to planned giving. AAAE cannot give legal, tax or estate planning advice; we highly recommend consulting a qualified tax or estate attorney when considering planned giving options to AAAE.

More information will be available in the fourth quarter of 2021. Members who have questions or are interested in supporting the planning giving campaign, please contact Steve Gironda (steve.gironda@aaae.org).

Upcoming Events:

None at this time.

Recommendations to the Board of Directors and Policy Review Council:

None at this time.

2021-2022 AAAE FOUNDATION SCHOLARSHIP RECIPIENTS

Accredited Airport Executive (A.A.E.) Scholarship

- Kenneth Alonzo
- Joseph Aumueller
- Alexander Ayers
- Madeline Bilyeu
- Ariel Bilyeu
- Tabitha Bilyeu
- Alex Binder
- Tessa Binder
- Cole Bumen
- Zoe Bumen
- Kate Campbell
- Megan Christine
- Dominic Cockrell
- Sydney Colmant
- John Connell
- Cray Cothran
- Canon Cothran
- Alexis Curtis
- Clarissa Rybicki Davila
- Joy Day
- Daniel Day
- Grace Day
- Erin Farina
- Kelly Farina
- Natalie Faron
- Phillip Feaster
- Paige Feaster
- Chancelor Foster
- Isabelle Gambrill
- Danielle Gantt
- Kyle Garnett
- John Gerads
- Caitlin Gill
- James Gill
- Kyra Goetz
- Levi Gomez
- Mike Hairston
- Mary Higgins
- Ashton Hoffman
- Hayley Hoffman
- Amaya Jensen
- Jack Kennedy
- Kole Ketterling
- Blake Kinsey
- Lucas Kinsey
- Timothy Kinsey
- Joseph Klein
- Lauren Krauter
- Katherine Llerena
- Andrew Llerena
- Lauren Llerena
- Jack Marsh
- Christian McConnell
- Gavin McMahon
- Andrea McMahon
- Teaghan Mercer
- Clark Mercer
- Ryan Meyer
- Brooke Meyer
- Brianna Mulcahy
- Talie Newman
- Ashley Panarello
- Amanda Panarello
- Greg Phillips, A.A.E.
- Kimberly Piette
- Therese Pokryfke
- Thomas Rafter
- Christian Ramsey
- Andrew Reid
- Jeremy Robinson
- Jonathan Robinson
- Ian Rudy
- Landon Scheel
- Kaitlyn Schroeder
- Isabelle Sprenger
- Caroline Stevens
- Brooklynn Thompson
- Truman Thompson
- Tatum Thompson
- Emily Towle
- Peyton Wallace
- Grace Walsh
- Samuel Weiler
- Abigail Weiler
- Emily Winberg
- Jeffrey Woodin

Endorsed by an A.A.E. Scholarship

- Sarah Avampato
- Timothy Cullen
- Amanda Edwards
- Sunnie Fisher
- Skylar Hudson
- Katelyn jordan
- Julia Mulder
- Gary Randall
- Molly Rembold
- Kathlynn Short
- Emily Turk
- Erica Turk
- Jacob Weber

Aviation Management Scholarship

- Vanderbilt Augustin
- Jack Betz
- Hamhari Brown
- Conner Childers
- Sunduss Elamri
- Antonella Mancebo
- Benjamin Nevison
- Corbin Philipp
- Diana Semilia
- Jackson Vogt

The Oris W. Dunham, Jr., and Sylvia M. Dunham Scholarship

- Patrick Arends
- Tyler Bitz
- Jon Carden
- Tyler Kleinsasser
- Sage Nelson

Native American Scholarship

- Shon Dempsey
- Efrain Pardo Dominguez

Women in Aviation Scholarship

- Nobi Buntin
- Mary Cooper
- Angelina Kapp
- Irene Miller
- Lauren Prescott
- Sophie Runyon

The William Robert Hauptli Scholarship for Innovation and Entrepreneurship

- Tyler Miller, A.A.E., ACE

The Foundation is a Not-For-Profit IRS 501 (C) (3) organization founded in 1962 for the advancement of education and the public understanding of airport and aviation issues. Contributions to the Foundation are tax deductible to the extent permissible under current tax laws.

TRAINING COMMITTEE

Chair:	**John Ostrom, C.M. - Minneapolis-St. Paul International Airport**
Vice Chairs:	**Mary Mullally, C.M., SHRM-SCP, CAPM, Wayne County Airport Authority**
	Alex Kashani, A.A.E., ACE, Northeast Chapter AAAE
	John Pokryfke, A.A.E., Fort Lauderdale-Hollywood International Airport
AAAE Staff:	**Cathy Haggerty, CPTD**
Committee Members:	**78**

Committee Objective:
To be an advocate for the training and development of persons in the aviation industry and support AAAE's Training team in becoming a Career Pathing Partner.

Summary of Work/Issues Since Prior Report:
The committee is continuing to build a more interconnected relationship with Training Operations for the purpose of broadening the scope and depth of AAAE training programs and to support the transition of the department to being a professional development and career pathing partner in the industry.

The committee identified as its 2021 objectives establishing a vetting process for new ACE instructors and authors, development of a training resource library for trainers and subject matter experts, free webinars series for members as a method of increasing the level of involvement of all committee members and also to identify new content for the 2022 Trainers' Forum.

Upcoming webinars include the following:

- June Meeting: Equity, Diversity, Inclusion, Culture of Thoughtfulness (EDICT) - LaPonda Fitchpatrick, SHRM-SCP, ACE, ASC, IDI, Training and Consulting for the Real World
- September Meeting: Leading Teams in a COVID-19 World – Mike Jefferies, Director of Wellbeing, Health Management Systems of America
- December Meeting: Leadership: The Power of Influence and Relationship - Keith Levick, PhD President and CEO, Goren & Associates

Recommendations to the Board of Directors and Policy Review Council:
None at this time.

ACADEMIC RELATIONS COMMITTEE

Chair: **Kim Kenville, Ph.D., C.M., University of North Dakota**

Vice Chairs: **Fabien Vivier, A.A.E., ACE, Denver International Airport**

Paul Priegel, A.A.E. Stillwater Regional Airport

AAAE Staff: **Jennifer Richards**

Committee Members: **191**

Committee Objective:
The mission of the AAAE Academic Relations Committee (ARC) is to strengthen the relationship between regional AAAE chapters and AAAE student chapters in their respective geographic areas, to cultivate internship programs, and to develop new student chapters. The committee continues to pursue this mission with AAAE student chapter members and their faculty advisors, along with our regional chapter partners.

Summary of Work/Issues Since Prior Report:

The committee leadership continued to hold monthly virtual student chapter meetings for all of our student chapters. Colleges and universities each are handling the return to college differently, and we did not want any students to feel out of sync with their respective chapters not meeting this year, or by studying at home in an online environment. Our speaker's series this year included:

- Sept. 14 – Tory Richardson, A.A.E. – Gerald R. Ford International Airport, Grand Rapids, Michigan
- Oct. 12 – Sia Schatz, A.A.E. – Senior Program Officer, Airport Cooperative Research Program (ACRP)
- Nov. 9 – Birke Rhodes – Airport Certification (Part 139) Manager, FAA
- Dec. 14 – Andy Platz, PE – CEO, Mead and Hunt
- Jan. 11 – Winsome Lenfert – Associate Administrator for Airports, FAA

Currently, there are 25 active student chapters around the country with 360 student members of AAAE. This year has seen more difficultly in recruiting new members; thus the ARC and its student chapter liaisons have worked diligently to engage and assist the student chapters around the country. The Yo-Pros have been inviting the student chapter members to their events, and vice versa creating a robust young membership of AAAE.

Despite the difficulties of recruitment this year, the ARC welcomed one new student chapter at Hampton University in Hampton, Virginia. AAAE staff liaison Jennifer Richards is actively working to reestablish the Embry-Riddle Aeronautical University in Prescott, Arizona, and is in talks with Auburn University in Auburn, Alabama, about establishing a new chapter.

The ARC and AAAE staff are making every effort to continue to engage the next generation of airport professionals, and it is magnified during this stressful time of COVID-19. Please feel free to reach out to our committee, or staff liaison if you would like to be a featured speaker or have any creative ideas for further engagement.

Issues on the Horizon:
As colleges and universities transition back to in-person instruction, it will be a perfect time for each student chapter to recruit new members. It is anticipated that most students will be eager to join groups, to participate and engage with one another and AAAE as a whole. The ARC will need to provide leadership for the student leaders to draw upon as their more experienced members have likely graduated. Recruitment of new student members will be a focus for the committee. A challenge in the future will be to attract those new student members to attend the annual conference and/or NAC and convey the importance of face-to-face meetings and showcase the opportunities of AAAE's conferences.

Since there is no student track this year at the annual conference, it is intent of the ARC to pursue a student track at the NAC. However, location and timing of the conference may prove to be a barrier.

Recommendations to the Board of Directors and Policy Review Council:
The ARC recommends waiving the requirement for Student Chapter Annual Reports to receive their reduced/free registrations, and reverting to 2019 reports and certificates; and allow students to attend the next major conference (NAC or annual) at no charge; as well as honoring those benefits to students who graduated in 2020 and 2021.

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June 21, 2021

TO: Ms. Kelly Campbell, A.A.E., Chairman
AAAE Board of Directors

RE: Audit Committee Report

On Tuesday, June 8, 2021, the Audit Committee met virtually with AAAE staff and with representatives of the Association's independent auditing firm, RSM US LLP ("RSM"), to review the audited financial statements and other documents for the American Association of Airport Executives for the year ended December 31, 2020. As reflected in the report, the auditors issued an unqualified opinion, the highest level of assurance that the financial statements are free from material misstatement. The Committee also reviewed the Management Letter report, which included one comment related to procedures for data transmission from the App-Based Transportation (ABT) program. Specifically, the current program requires the posting of many manual entries into the core accounting system. RSM recommends automating this process. Our Association team has already started the process of replacing the current accounting system with a new system, Intacct, in the next (2021) year. This new system is expected to correct this issue prior to next year's audit. The limited Management Letter comments during a time with reduced staff and remote work clearly shows the continued quality leadership efforts of President Hauptli, Steve Gironda and staff.

Audit Committee members in attendance were Jim Walsh (BWI), Pat Apone (Louisville - SDF), AAAE Board Secretary / Treasurer Perry Miller (Richmond, VA), and myself. Staff members present were Todd Hauptli (President), Steve Gironda (Senior Vice President, Finance & Administration), and Mimi Yohanes, CPA, Staff Vice President, Finance.

The Audit Committee met first with staff to review and discuss the audited Financial Statements and to discuss relevant issues for the industry and challenges (especially COVID-19) for the Association. Considerable discussions took place regarding the impacts of COVID-19, especially staff reductions and revenue challenges early on, and in the areas of the Transportation Clearing House, ABT, Conferences and IET, to name a few. Notwithstanding the aforementioned discussions, it was the consensus of the Committee that President Hauptli and staff should be commended for the continued business focus of the Association and the financial results and overall financial stability represented in the financials as a whole during these unprecedented times.

RSM utilizes a risk-based approach focused on the existence and valuation of material assets, completeness of liabilities and expenses, and proper recognition of revenue.

On behalf of the Committee, I would like to specifically bring to the attention of the Board the following items.

i) The Association's overall Financial Position remains strong, bolstered by a new $6.0 million loan agreement. The new loan agreement required that the prior note payable be paid off. The loan agreement has a balloon payment in 2025. See Note 11 in the report for more information.

ii) Change in Net Assets for the year was $460,690 overall. The past year has made it perfectly clear that the Association needs to remain conservative, nimble, flexible, and always in position to deal with inevitable changes in the industry and challenges in the world and domestic economic arena. President Hauptli and staff have continually demonstrated the ability to adapt the Association's business model to overcome challenges and abnormal business cycles.

iii) The Statement of Cash Flows reflects a net increase in cash and cash equivalents of $4,331,444 for 2020 which compares to an increase of $1,606,389 for 2019. It should be noted that the net effect of the new loan agreement, less the payoff of the note payable, equaled $3,726,911 of the referenced amount.

iv) Conferences and Meetings revenues were severely impacted by the pandemic and suffered a reduction in revenues of approximately $6.5 million. Overall for the year, Conferences and Meetings generated a negative change in net assets of approximately $45,000 in 2020.

v) The investment in Digital Trusted Identity Services, LLC, or DTIS, decreased $461,326 to $800,766 from $1,262,092 with the net loss from operations ($941,481) of the program.

a. It should be noted that DTIS took a different approach in navigating the pandemic than the Association and many other organizations. They chose to not reduce pay or to lay off any personnel as they received a $582,300 from the Payroll Protection Plan (PPP) in the form of a forgivable loan. While this loan was used for 2020 operations, the forgiveness of this loan did not occur until May 2021. The forgiveness benefit will be reflected in the 2021 DTIS financial results.

Committee Members and staff then met with Christian Spencer, Andie Snyder and Lindsey Roche from RSM and reviewed the Consolidated Financial Report, the required compliance communication (SAS 61) to the Audit Committee, and the Management Letter. The auditors were very complimentary of staff, especially during this very challenging year.

The Committee then asked staff to leave the meeting and met independently with the auditors. The dialogue was open and once again confirmed the excellent work that staff does. The auditors were once again openly complimentary, especially in light of the impacts of the pandemic and reduced staff of the Association. They noted the excellent job of Steve and his Finance Department team.

The auditors continued to be very complimentary of the Association's solid internal controls and the strength of management. Both the Committee and the Auditors continue to be especially complimentary of Steve and Mimi and the proactive communication process that they have with all of the parties. They noted and appreciated that the Audit Committee was very detailed and more involved than many of their clients.

I am extremely proud to once again serve as Chair of the Audit Committee and proud of the efforts of Committee Members. This concludes the report of the Audit Committee.

Respectfully Submitted,

Scott A Brockman

Scott A. Brockman, A.A.E.
President and Chief Executive Officer
Chairman, AAAE Audit Committee

ANNUAL CONFERENCE COMMITTEE

Chair: **Rosemary Vassiliadis, C.M., McCarran International Airport**

AAAE Staff: **Jacky Sher Raker**

On behalf of McCarran International Airport (LAS), it is my pleasure to welcome industry professionals from over 200 airports and 227 exhibiting and sponsoring companies to AAAE's 93rd Annual Conference & Exposition, July 10-14, 2021, as we come together both in-person and virtually at AAAE's inaugural hybrid event to experience Resilience | Reinvention | Results!

We are pleased to offer a well-rounded group of keynote speakers, including New York Times best-selling author Kim Scott and Trier Bryant, co-founder and CEO of Just Work, along with Las Vegas's own Mark Badain, President of the Las Vegas Raiders of the National Football League. This packed schedule includes 18 educational sessions and 16 sessions taking place on the exhibit floor in the Innovation and Exhibit Theaters. This year we added presentations on mitigating cyber risk, emergency management for the next global pandemic, succession planning and rebuilding traveler confidence and trust, to name a few.

Networking and professional development opportunities are more important than ever as we look toward recovery. I encourage everyone to take advantage of the educational sessions and spend time in the exhibit hall where there are a number of companies offering valuable products, services, and new technologies, including 64 companies that are first-time exhibitors.

The way forward for our industry is together, both with each other and with our diverse group of partners. This spirit of collaboration can be found right here in Las Vegas. LAS is home to the first and only Transportation Security Administration (TSA) Innovation Checkpoint. This collaborative effort between TSA's Innovation Task Force and the airport allows for side-by-side testing and evaluation of emerging security technologies in a live checkpoint environment. LAS is uniquely positioned to provide diverse testing groups of business and leisure travelers, international and domestic passengers, and seasoned and infrequent flyers. Data collected will help develop requirements for future innovative capabilities that will enhance TSA's security effectiveness and improve the passenger experience. You will learn more about how these technologies span all aspects of the security screening experience on Wednesday's airport tour.

We look forward to hosting everyone at Tuesday's 'Hot Summer Nights at the Tropicana' event where you will be transported back to vintage Las Vegas. Get ready for some sizzling entertainment in the beautiful Havana Room and outside at the Sky Beach Club – and as is in the norm in Las Vegas, it will be fabulous!

I hope you find time to visit our booth for more information on our evening event and our airport tour. Get your picture taken in our photo booth and discover more about the amazing things the Las Vegas destination offers, including world-class dining, shopping, entertainment, and beautiful wonders of the desert Southwest. Many of our talented airport staff will be at the conference to assist participants throughout their visit.

Thank you to the conference speakers, exhibitors, sponsors, the AAAE staff and the LAS team for their hard work in putting together what is sure to be an excellent hybrid event! We look forward to greeting you in Las Vegas. Whatever you choose to explore, to discover, enjoy and share with your fellow conference attendees, I am confident you will come to understand why everything rolls up into this compelling theme – Resilience | Reinvention | Results. ***We're Ready. Are You? LAS ALL In!***

NATIONAL AIRPORTS CONFERENCE (NAC) COMMITTEE

Chair: **Judy Ross, A.A.E., Assistant Director, San Jose International Airport**

Vice Chair: **Patrick Wilson, A.A.E., ACE, Metropolitan Knoxville Airport Authority**

AAAE Staff: **Barbara Cook**

The 2021 NAC is scheduled for September 26-28 at The Westin Savannah Harbor Golf Resort & Spa in Savannah, Georgia, hosted by Savannah/Hilton Head International Airport. The conference theme is Predictions and Possibilities: Back to the Future. The theme evokes the need to look at the range of possibilities for the aviation community as we emerge from the pandemic and return to planning to meet the future needs of aviation.

Committee Objective:
Our mission as a committee is to use our combined talents and industry knowledge to develop an agenda of topics and speakers that will provide the most value to attendees and bring together executives from airports of all sizes and regions to build relationships and foster an exchange of relevant information.

Summary of Work/Issues Since Prior Report:
The success of the NAC is the direct result of the hard work and dedication of the volunteer program committee and AAAE support staff throughout the months prior to the meeting. We have a distinguished group of 35 leaders participating on the program planning committee this year.
We have been open to all ideas regarding topics and conference format. As we have worked on the agenda over the past several months, we utilized a number of marketing tools, such as emails to individuals, to promote the NAC.

Staying with tradition, the sponsorship drive was led by the committee vice chair, Patrick Wilson. As of June 7, we have raised $134,400, or 64 percent of the $210,000 sponsorship goal. We expect that the work of the committee and AAAE staff will bring us over the finish line of that goal.
The program committee has held conference calls twice a month to flesh out the conference theme. The conference agenda includes six general sessions, two luncheon keynote speakers, six small group sessions, and three roundtables by airport size.

We appreciate the work of Greg Kelly, A.A.E., Executive Director of Savannah/Hilton Head International Airport, and his team for their enthusiastic work on this year's program. Staff members Amanda Welch Parker, Meghan Dunn, A.A.E., Lenard Robinson, A.A.E., and Lee Ann Norris have provided valuable assistance.

Issues on the Horizon:
None at this time.

Upcoming Events:
None at this time.

Recommendations to the Board of Directors and Policy Review Council:
None at this time.

ANNUAL MEMBER RETENTION AND RENEWAL STATISTICS AT-A-GLANCE

(All 2021 numbers are as of 4/30) Industry averages are taken from the Marketing General Benchmarking Report, February 2020. AAAE falls into

	2016	2017	2018	2019	2020	2021	*Industry Avg.*
Year over year total membership decline or growth	4%	6%	7%	7%	28%	26%	*11%*
Year over year new member recruitment	31%	7%	10%	13%	-28%	8%	*14%*
Annual renewal of first year members	52%	63%	61%	60%	59%	55%	*67%*
Annual subsequent year (Y2+) renewal of members	82%	81%	82%	81%	79%	79%	-
Annual overall membership renewal rate	78%	78%	78%	77%	75%	75%	*81%*

Membership Growth (year over year) *(industry average 11%)* :

	2016	2017	2018	2019	2020	4/30/2021
Total U.S. Members	4%	6%	7%	7%	28%	26%
Affiliate	4%	9%	10%	10%	45%	41%
Participating	-5%	-7%	-3%	-8%	-1%	3%
Associate	2%	-2%	0%	0%	-1%	7%
Corporate	2%	8%	11%	5%	-11%	-12%
Academic	31%	-5%	-18%	-7%	-8%	23%
Military/DOD	8%	-2%	15%	22%	-18%	-9%
Academic Graduate	-18%	-4%	18%	-5%	23%	-5%

New member recruitment (year over year) *(industry average 14%)* :

	2016	2017	2018	2019	2020	4/30/2021
Total U.S. Members	31%	7%	10%	13%	-28%	8%
Affiliate	57%	5%	23%	25%	-36%	8%
Participating	20%	-27%	5%	-25%	40%	-50%
Associate	-5%	-4%	13%	-3%	13%	19%
Corporate	93%	5%	9%	-12%	-40%	-39%
Academic	3%	29%	-23%	-8%	-2%	41%
Military/DOD	114%	-17%	7%	31%	-43%	20%
Academic Graduate	-24%	47%	15%	-16%	15%	-22%

Renewal of first year members (those joining the prior year) *(industry average 67%)* :

	2016	2017	2018	2019	2020	4/30/2021
Total U.S. Members	52%	63%	61%	60%	59%	55%
Affiliate	78%	82%	75%	72%	68%	73%
Participating	24%	50%	76%	70%	40%	92%
Associate	45%	48%	43%	39%	40%	69%
Corporate	72%	61%	63%	65%	61%	50%
Academic	27%	23%	30%	31%	35%	41%
Military/DOD	25%	32%	40%	34%	24%	33%
Academic Graduate	38%	32%	56%	29%	50%	32%

Renewal of members, year 2+:

	2016	2017	2018	2019	2020	4/30/2021
Total U.S. Members	82%	81%	82%	81%	79%	79%
Affiliate	86%	86%	85%	84%	81%	82%
Participating	73%	77%	78%	81%	74%	92%
Associate	77%	72%	71%	67%	64%	70%
Corporate	78%	81%	81%	84%	77%	72%
Academic	34%	35%	40%	43%	33%	51%
Military/DOD	51%	54%	57%	57%	53%	60%
Academic Graduate	55%	48%	47%	47%	58%	44%

Overall membership renewal rate *(industry average 81%)* :

	2016	2017	2018	2019	2020	4/30/2021
Total U.S. Members	78%	78%	78%	77%	75%	75%
Affiliate	85%	85%	83%	82%	79%	80%
Participating	66%	73%	77%	80%	70%	92%
Associate	70%	67%	66%	62%	59%	69%
Corporate	77%	77%	77%	80%	74%	69%
Academic	31%	31%	36%	38%	34%	47%
Military/DOD	45%	46%	52%	50%	44%	53%
Academic Graduate	49%	43%	49%	41%	55%	40%

Membership Growth

	10 Year Total	5 Year Total
Total U.S. Members	81%	58%
Executive	9%	3%
Affiliate	144%	98%
Participating	5%	-16%
Associate	-13%	5%
Corporate	3%	2%
Executive Emeritus	18%	18%
Academic	97%	45%
Executive Inactive	-32%	-33%
Military/DOD	8%	11%
Academic Graduate	7%	33%

Industry average 24%

GBAC PARTICIPANTS

Achieved GBAC STAR

Service | Innovation | Results

GBAC PARTICIPANTS

Achieved GBAC STAR

GBAC STAR in progress

Service | Innovation | Results

AIRPORT CONSORTIUM ON CUSTOMER TRUST (ACT)

AAAE Staff: **Carter Morris and Kyle Herbig**

Background

The Airport Consortium on Customer Trust (ACT) was approved in July 2020 by the Executive Committee. The program was created in response to significant airport member appeals to coordinate and facilitate an industry-wide approach to recovery through shared and consistent approaches. Formed in partnership with and significant sponsorship from CAG Holdings, LLC (a Carlyle-backed company), the ACT Program is coordinating efforts of interested airports, stakeholders, thought leaders and solution providers to act now in sharing and deploying proven, innovative and consistent solutions across the U.S. commercial aviation system.

Announced publicly on Oct. 12 2020, the program was formed by a group of founding airports and corporate "cornerstone partners" that included:

- Dallas Fort Worth International Airport
- Los Angeles World Airports
- San Antonio International Airport
- Toronto Pearson International Airport
- Denver International Airport
- San Jose International Airport
- CAG Holdings
- Arup
- Materna IPS
- Schneider Electric

As of June 18, 2021, there are 20 airports and 18 firms participating in the consortium.

Program Elements and Leadership

The ACT Program focus is on exploring, discussing and launching innovation and digitization in airports. ACT airport members test solutions to common problems, share their findings with other ACT participants and help shape industry standards. ACT leverages and supports the strengths and goals of both airports and the participating partners.

Beyond the immediate solutions and processes currently established by airports and airlines, ACT provides proactive, robust, long-term and sustainable approaches based on substantive customer research and airport collaboration. ACT's efforts support, inform and are consistent with industry and government standards and consensus protocols. The goal is to regain the confidence of travelers and speed their return to air travel through quick and informed action. ACT is a platform for airports, corporate members and government partners to define airport industry needs and exchange knowledge such that:

- Airports find and share the solutions they need with ease and speed
- Firms hear directly from airport customers
- Government partners contribute to the process
- Programs are informed by evaluation and review of successful solutions

Airports Steering Group

Under the leadership of Justin Erbacci, CEO, Los Angeles World Airports, and a steering group of airport executives, priorities are established, and specific programs are defined for innovators to rapidly research, evaluate, deploy and share technology, processes and practices. With new challenges facing the industry, many new and diverse areas of expertise and responsibility will be added to this growing group of engaged airport leaders.

Corporate Cornerstone Partners

Industry-leading organizations will vet the categories and types of technologies and services needed to respond to the Airports Steering Group's priorities and speed system recovery. Cornerstone partners will designate representatives who lead ACT focus areas. Cornerstone partners participate in all dialogue with airport leadership, small groups and the membership at large.

- Compile and summarize information in the ACT Resource Clearinghouse
- Identify gaps
- Identify solution providers to present to working groups
- Summarize solutions with pros/cons/applicability and not necessarily a single approach

ACT 1.0

ACT, comprised of innovative airport leaders and aviation industry experts, produced for the broader aviation community its in-depth analysis, research and actionable solutions for health enhancements, facility upgrades, and financial recovery in the wake of the coronavirus pandemic.

ACT initially focused on three critical areas to drive implementation and consistency:

1. **Financial Recovery and Innovation**
    - Revenue-generating innovations
    - Capital expenditures and innovative capital funding
    - Forecasting, ratings and economic analysis

2. **Passenger and Employee Health and Safety**
    - Terminal and passenger facility/security screening/health monitoring redesign projects
    - Design of health safe spaces in terminals
    - Terminal/passenger processing/security/health technology deployment
    - Biometrics
    - Touchless systems (curbside to the plane)
    - Health monitoring equipment
    - Efficiencies and automation (OpEx; health and hygiene)
    - Pros/cons of Air Travel Health Card

PASSENGER AND EMPLOYEE HEALTH SAFETY

OPERATIONAL EFFICIENCY AND TECHNOLOGY

FINANCIAL RECOVERY

3. **Operational Efficiency and Technology**
    - Digital transformation
    - Operations optimization
    - Data and analytics to maximize revenue

ACT Research and Action

The ACT Working Groups led by airport leaders and the program's expert corporate members released their initial in-depth analysis and research spanning six key areas important to recovery and building passenger trust in the travel experience:

- Airbridges, Health Screening and COVID-19 Testing
- Finance and Revenue-Generating Innovations
- HVAC and Indoor Air Quality
- Terminal and Passenger Facility Design
- Touchless and Self-Service Technology
- Virtual Queuing

These focus areas were chosen by the ACT Program's leading airport CEOs specifically **to serve air travel well beyond the pandemic**. In fact, in many areas, the pandemic serves as a catalyst for innovation that will noticeably improve the air travel experience at airports around the country. For instance, automated queues and wayfinding and biometrically enabled transactions will continue to evolve and make the airport experience more seamless and efficient. Together, ACT members are shaping the future of airports by testing new solutions and services and sharing results to learn what works – and what does not – to build passenger trust, confidence and excitement as they return to airports.

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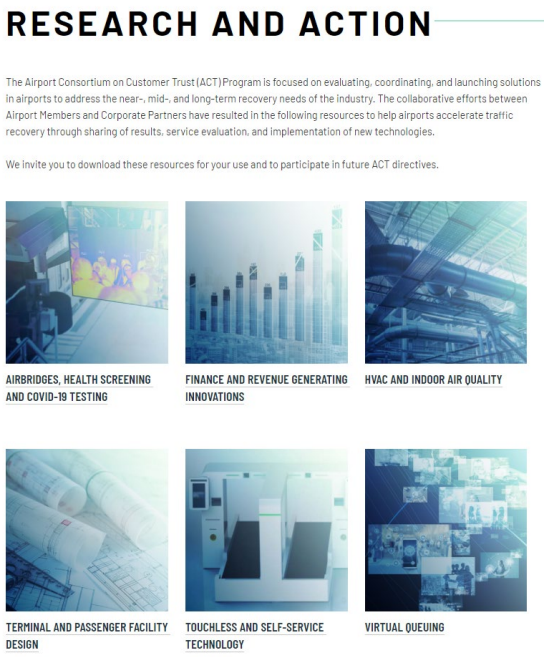


Aviation Community Education and Outreach

- The Research and Action website launched the first week of May
- AAAE and ACT industry partners social media campaigns started mid-May with weekly postings
- The attached press release publicly announced research on June 15, 2021
- First ACT Webinar Series: HVAC System Basics: What Airports Are Doing with Ventilation and Latest Recommendations – June 16, 2021
- Summer ACT Webinar Series: next webinar to occur e S:\AAAE Leadership\2. Board of Directors\Board Books\2021\21d Annual\Word Documents the end of July on the Virtual Queuing and Terminal Planning Research with future webinars following a few weeks later.

ACT 2.0

The ACT Program will continue to bring other innovations and collaborations to the travel experience in the months to come as we move beyond pandemic recovery and focus on enhancing the travel experience broadly. Program participants now are exploring additional work streams to include advanced air mobility, environmental sustainability, and infrastructure resiliency such as electric power delivery.

The ACT 2.0 initiatives are being prioritized by the ACT airport leadership. Launch of ACT 2.0 working groups will occur after the AAAE Annual Conference and Exposition.

The focus list currently includes:

✓ Advanced Air Mobility (AAM)
✓ Airbridges and Risk-Based Travel Planning
✓ Finance, Federal Grant Program Funding, and Other Changes

- ✓ Power Resiliency
- ✓ Sustainability
- ✓ Terminals – Digitization and Smart Airports
- ✓ Touchless and Self-Service Technology
- ✓ Virtual Queuing

General Approach

- The approach is action-oriented with a primary goal of rapid implementation of pilot programs
- Agree on goals and target issues
- Compile and summarize information in the ACT Resource Clearinghouse
- Identify gaps
- Identify solution providers to present to working groups
- Summarize solutions with pros/cons/applicability, not necessarily a single approach
- Work collectively and be consistent with industry and government standards and consensus protocols

Proposed Schedule

- July – mid October working groups meet every two weeks
- End October development of draft guidance on Research and Technical Topics
- End November/beginning of December issue Research and Recommendations

PRESS RELEASE

For Immediate Release
June 15, 2021

AAAE ACT Program Delivers Innovative Public Health, Financing, and Facility Solutions

Alexandria, VA -- The American Association of Airport Executives' recently created Airport Consortium on Customer Trust (ACT) Program, comprised of innovative airport leaders and aviation industry experts, is making available to the aviation community its in-depth analysis, research, and actionable solutions for health enhancements, facility upgrades, and financial recovery in the wake of the coronavirus pandemic.

AAAE's ACT Program – through its Working Groups led by airport leaders and the Program's expert corporate members – has released its initial in-depth analysis and research spanning six key areas important to recovery and building passenger trust in the travel experience:

- Airbridges, Health Screening, and COVID-19 Testing
- Finance and Revenue Generating Innovations
- HVAC and Indoor Air Quality
- Terminal and Passenger Facility Design
- Touchless and Self-Service Technology
- Virtual Queuing

These focus areas were chosen by the ACT Program's leading airport CEOs specifically **to serve air travel well beyond the pandemic**. In fact, in many areas, the pandemic serves as a catalyst for innovation that will noticeably improve the air travel experience at airports around the country. For instance, automated queues and wayfinding and biometrically enabled transactions will continue to evolve and make the airport experience more seamless and efficient.

Together, ACT members are shaping the future of airports by testing new solutions and services and sharing results to learn what works – and what does not – to build passenger trust, confidence, and excitement as they return to airports. Moving forward, the ACT Program will continue to bring other

innovations and collaborations to the travel experience in the months to come as we move beyond pandemic recovery and focus on enhancing the travel experience broadly.

Program participants are now exploring urban air mobility, environmental sustainability, and infrastructure resiliency to include electric power delivery. Interested organizations are encouraged to contact AAAE to get involved, learn more about what has been done, and where things are headed.

“Airports are committed to coming out of the pandemic with enhanced facilities, processes, and technology to better serve the traveling public and restore passenger confidence,” AAAE President & CEO Todd Hauptli said. “Led by innovative airport executives, the ACT Program has moved our industry significantly forward through in-depth analysis, tested solutions, and effective partnerships – a model that is already producing results and will continue to do so well into the future.”

“AAAE’s ACT Program brings together our country’s most innovative airports, partners, and experts to identify critical gaps and opportunities, develop approaches to address them, influence industry stakeholders in a call to action, and pilot new technology,” said Justin Erbacci, CEO, Los Angeles World Airports. “I am very pleased that in a short time since inception, we already are seeing concrete results from this consortium. The COVID-19 pandemic has added urgency to this need to collaborate, so we can speed up the recovery through quick and informed action and a reimagining of America’s airports.”

“Aviation, as both an economic generator and a means of connecting with family and friends, is more important now than ever before,” said Jenny Buckley, Principal and Arup’s Americas Aviation Leader. “Decisions we make today will positively shape the passenger experience well beyond the pandemic. As an ACT Program cornerstone partner, Arup is excited to work alongside our fellow industry leaders to progress the future of air travel through research, analysis, and actionable solutions.”

Current ACT airport participants include: Hartsfield-Jackson Atlanta International Airport, Boise Airport, Dallas Fort Worth International Airport, Denver International Airport, Eugene Airport, Golden Triangle Regional Airport, Greater Toronto Airport Authority, Los Angeles World Airports, Memphis International Airport, Minneapolis St. Paul International Airport, Norman Y. Mineta San Jose International Airport, Philadelphia International Airport, Phoenix Sky Harbor International Airport, Port Authority of New York and New Jersey, San Antonio International Airport, San Francisco International Airport, Savannah Hilton Head International Airport, Seattle-Tacoma International Airport, and Tucson Airport Authority. ACT Cornerstone Partners are Arup, CAG Holdings, LLC (CAG), Materna-IPS, and Schneider Electric. Corporate partners are Everbridge, HOK, Jacobs, RS&H, SITA, URW, Vanderlande Industries, EY, Morgan Stanley, Kaplan Kirsch Rockwell, JFKIAT, Ramirez, Steer, and Swanson Rink.

###

ABOUT ACT: Consistent with its heritage of fostering innovation to benefit airports, the aviation industry, and the traveling public, AAAE, with the support of CAG Holdings, LLC (CAG), a Carlyle backed company, created the ACT Program to speed – with the backing of substantive industry expert partners – the deployment of innovative technology, processes, and standards in airports to safeguard public health and instill passenger confidence in air travel.

As airports continue to proactively enhance their facilities to protect public health and accelerate recovery efforts, the ACT Program brings together, in a dedicated consortium, the nation's leading airports, stakeholders, thought leaders, and solution providers to share, evaluate, test, and launch solutions. In partnering with each other, federal agencies, and leading solution providers, ACT airport members have gained operational insights to drive the development and deployment of meaningful programs and technologies that will instill confidence in health and safety and facilitate recovery across the airport system.

JOIN the ACT Program today as we move forward together through action. www.aaae.org/act

ABOUT AAAE: Founded in 1928, AAAE is the world's largest professional organization representing the individuals who work at public-use commercial and general aviation airports. AAAE's 9,000 members represent over 850 airports and hundreds of companies and organizations that support the airport industry. Headquartered in Alexandria, Va., AAAE serves its membership through results-oriented representation in Washington, D.C., and delivers a wide range of industry services and professional development opportunities, including training, conferences, and a highly respected accreditation program. www.aaae.org

CONTACT:

Paige Kroner
Director, Industry Programs

Joel Bacon
Executive Vice President, Government and Public Affairs

AAAE TRAINING SERVICES

AAAE Staff: **Carter Morris and Pat Raker**

Interactive Employee Training (IET)
AAAE produces customized training course content on behalf of airports. Our Interactive Employee Training and Learning Suite (IET-LS) is proprietary software used to deliver, track and report the completion of these courses often used to meet training requirements under FAA and TSA regulations. Our IET-LS solution is the nation's leading computer-based training program for FAA and TSA compliance serving more than 120 airports and delivering more than 800,000 training sessions to airport workers annually. It is used by 70% of the large hub airports in the United States.

The key to the success of AAAE's computer-based training services is the quality of our content. With access to world-class subject matter experts, AAAE continues to produce informative, relevant awareness training programs impacting the daily lives of aviation workers. In the past year, AAAE has produced new curriculum regarding human trafficking awareness and insider threats at airports. These training programs are also made available to airports that do not use IET-LS.

Moving beyond the pandemic, we anticipate increased demand for web-based instruction to meet compliance-based training requirements. Physical distancing measures mandated by state and local governments during the past year have compelled airports to move portions of its course curriculum online where students may access their required training from any location. Many airports using IET-LS have either eliminated their traditional training rooms altogether or moved some of its curriculum online. We expect this trend to continue.

Onsite/Virtual Classroom Training and Certification
AAAE's Onsite Training Services provides professional development courses and certifications to assist airport professionals in sharpening their skills and knowledge and advance their careers. Thousands of individuals have earned industry-recognized certifications including Airport Certified Employee (ACE), Certified Member (C.M.), and Accredited Airport Executive (A.A.E.).

In 2020, out of necessity, dozens of courses were shifted to a virtual delivery format that not only made it possible for training to continue under CDC restrictions but also made courses more accessible to individuals and airports that typically have limited travel budgets. As airports emerge from the pandemic, live virtual and on-demand formats are still the predominant means of delivering courses, but requests for in-person instruction are beginning to return and are forecast to grow at a steady pace over the next two years.

A product roadmap, including the creation of new certifications and course content, is in place that will continue to provide quality learning opportunities to airports of all sizes and, in particular, to worker populations that are underserved in this area. Actions like these, along with continued strong demand for AAAE's certifications, has growth projections fueling a return to pre-pandemic budget levels and beyond.

TRANSPORTATION SECURITY CLEARINGHOUSE

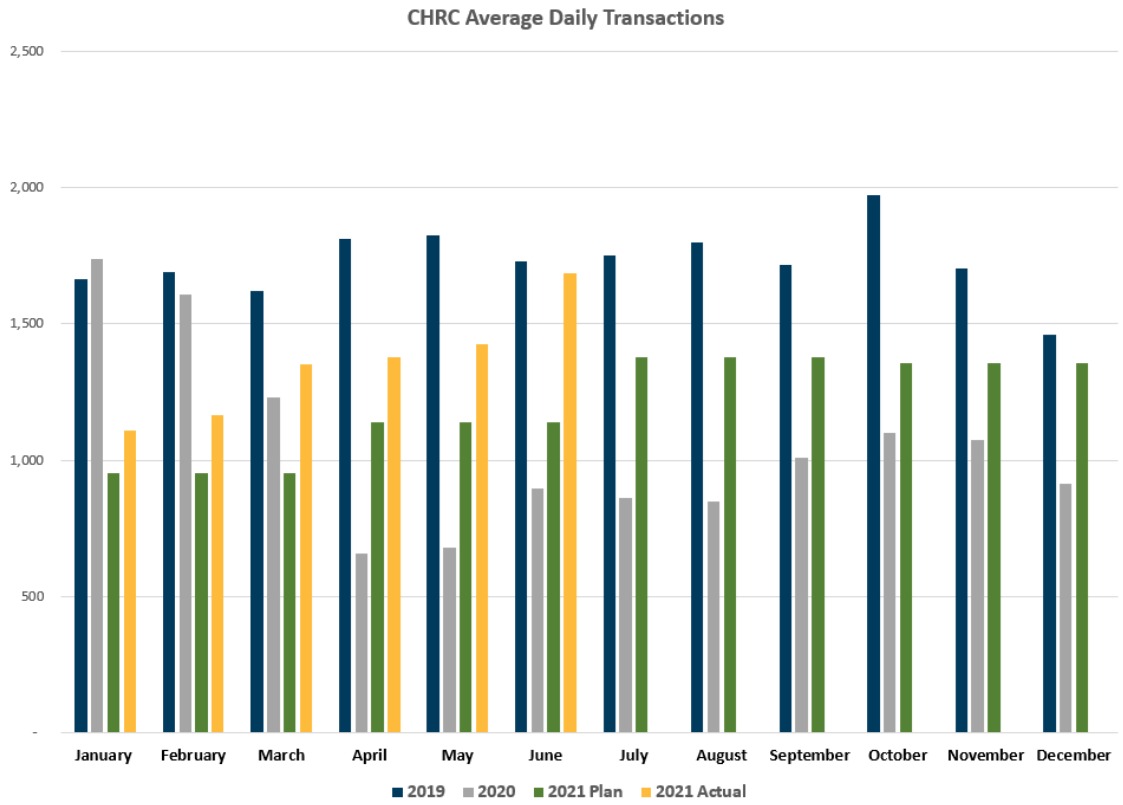
AAAE Staff: **Carter Morris and Sarah Pilli**

Status

As we nea the end of the second quarter, we are seeing the first true signs of consistent recovery since the pandemic first sent aviation worker numbers plummeting in late March 2020. As we move assiduously into the third quarter, it is worth noting that the Clearinghouse remains the provider of choice for nearly 300 airports and all major air carriers. Top priorities and initiatives in the second quarter included:

- Commencing a significant project at Hartsfield-Jackson Atlanta International Airport (ATL) to implement streamlined and unified vetting and training, including the elimination of spreadsheet submissions and integration with the airport's physical access control system.
- Coordinating with AAAE Security Policy staff on feedback and mitigation for security threat assessment adjudication times in the wake of increased badging volumes
- Implemented a new internal tool to assist airports with Rap Back data management by automatically reconciling airport data to TSA's fingerprint results distribution data.

As noted above, the second quarter has seen notable rebound in badging volumes across the industry. While still not back to 2019 levels, actual transactions have exceeded our conservative projections for the first half of 2021. The chart below demonstrates the year-over-year Criminal History Record Check volumes in comparison to the prior two years.



Given the “new normal,” our communities and traveling public have had to adapt to over the past year, the Clearinghouse has pivoted to meet the need for adjusting badging office customer service and safety. Emphasis on reducing person-to-person contact and physical time spent in the badging office became a guiding priority for Clearinghouse product development over the past year. In particular, the Clearinghouse is deploying its authorized signatory portal that will allow both applicants and authorized signatories to complete a significant portion of the enrollment process remotely, including attestation to the 28 disqualifying crimes, vastly reducing the time physically spent in the badging office and speeding up the fingerprinting and applicant submission process. Coupled with AAAE’s online offering for computer-based training, applicant time spent in physical proximity of the badging office and training rooms as well as the initial enrollment process are greatly reduced. Images below display portions of the authorized signatory portal:

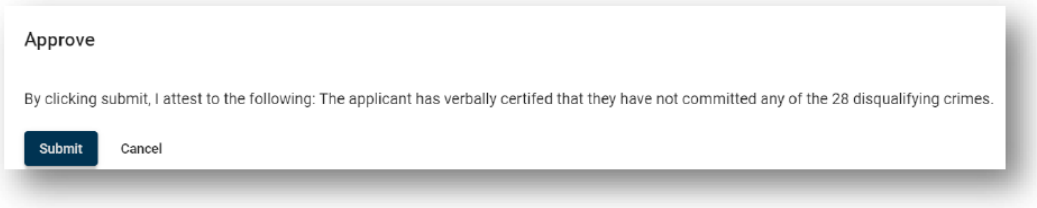
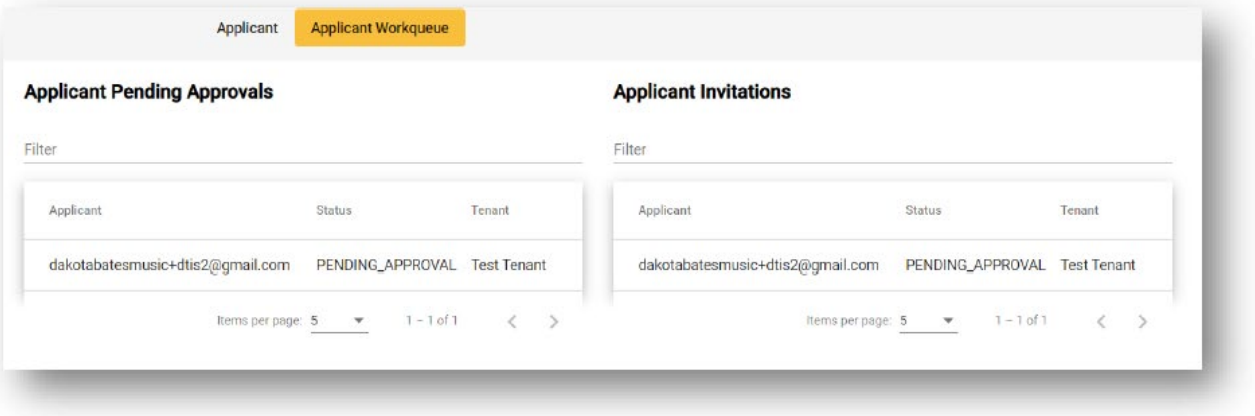


Figure 5-28 Disqualifying Crimes Confirmation



Efforts continue to focus on expanding growth and innovation within the aviation business in three ways:

- Helping airports identify opportunities for sole-source awards through the unique ability for AAAE to combine vetting and training into a single, unified enrollment process.
- Enhancing airports’ existing identity management systems with unique capabilities to streamline vetting and training (proof of concept at Louis Armstrong New Orleans International executed the first quarter 2021)
- Conceptualizing and operationalizing integrated compliance services, bringing together vetting, training and access control for airports of all sizes, including ATL (project commenced in the second quarter 2021).

APP-BASED TRANSPORTATION (ABT) CLEARINGHOUSE

AAAE Staff: **Carter Morris and Sarah Pilli**

Status

As the AAAE ABT Clearinghouse enters its seventh year of TNC traffic and revenue audit and reconciliation, the service currently includes 32 airport coalition members, including three of the top 20 busiest airports in North America. ABT's value also is bolstered by the participation of airports of varying sizes, including four additional airports over the past year, proving that the service is providing value industrywide. The continued interest of airport partners, even in the midst of COVID-19 impacts, is a testament to both ABT's scalability and value proposition, and its personalized attention to airport specific needs and industry trends.

Current Airport Members

- Hartsfield-Jackson Atlanta International Airport
- San Francisco International Airport
- Detroit Wayne County Airport
- Jacksonville International Airport
- Buffalo Niagara International Airport
- Memphis International Airport
- Norfolk International Airport
- Spokane International Airport
- Orlando Sanford International
- Leigh Valley International Airport
- Rochester International Airport
- Boise Airport
- Savannah Hilton Head International Airport
- Syracuse International Airport
- McGhee Tyson Airport
- Fresno Yosemite International Airport
- Northwest Arkansas Regional Airport
- Eugene Airport
- Colorado Springs Municipal Airport
- Sioux Falls Regional Airport
- Santa Barbara Airport
- Jackson-Medgar Wiley Evers International Airport
- Baton Rouge Metropolitan Airport
- Chattanooga Metropolitan Airport
- Columbia Metropolitan Airport
- Paine Field
- St. Petersburg-Clearwater Airport
- Asheville Regional Airport
- Rogue Valley International-Medford Airport
- Augusta Regional at Bush Field
- Niagara Falls International Airport
- Hawkins Field Airport

AAAE continues to lead the airport TNC operations industry as we actively engage both our ABT partners and other airports around the country to assess and address trends and developments. Those trends include the onboarding of our newest airport partner—Boise Airport—on Dec. 1, 2020.

Furthermore, several new TNCs are expressing a desire to begin operations at airports around the country and ABT has been an effective partner in assisting airport coalition members with onboarding new TNCs and ensuring parity with other similar operators at the airport. Examples include Zoom Ride at DTW, Wave Ride at multiple airports across the country and gRide at Hartsfield-Jackson Atlanta International.

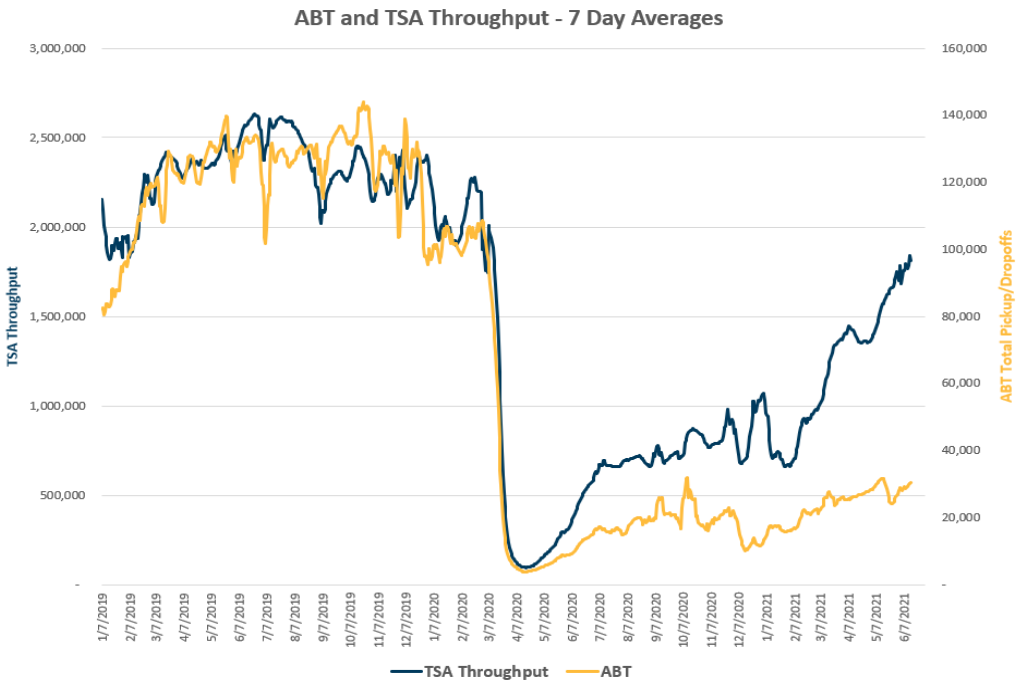
We continue to hear airport feedback on the value of reporting and management tools the ABT service provides. In addition to on-demand operational reporting, member airports also receive detailed TNC revenue statements and trend reporting each month.

⊕	Uber	8HFM279	0	ENTRY	Thu 2020-12-17 06:06:49 PM
⊕	Lyft	8JVF265	0	EXIT	Thu 2020-12-17 06:06:11 PM
⊕	Wingz.com	7KMY168	0	DROP-OFF	Thu 2020-12-17 06:05:25 PM
⊕	Uber	P878Z0	0	ENTRY	Thu 2020-12-17 06:04:12 PM
⊕	Uber	7SIS922	1	EXIT	Thu 2020-12-17 06:04:07 PM

Image: A sample from one of several reports available to airports in real-time through the ABT portal

Current Challenges

The sharp decline in passenger traffic caused by the COVID-19 pandemic understandably translated into a significant drop in TNC activity across ABT airports. However, the recovery in passenger numbers has not corresponded equally in ABT transaction volumes. As the chart below shows, increases in passenger traffic are outpacing utilization of TNCs to and from the airports. Attributing factors for this trend include continued larger than normal supply of parking spaces at airports leading to more attractive parking incentives, and continued cautiousness on the part of travelers in opting for private versus shared vehicles as well as driver shortages faced by both Uber and Lyft.



Looking Ahead

AAAE staff is currently working with SFO on a launch of a citation manager component in ABT. This will allow curbside enforcement personnel to issue and manage citations directly through the ABT app. Once tested and deployed with SFO, this service will be an optional ancillary feature for other ABT airport partners.

AIRPORT MAGAZINE AND @AAAEDELIVERS SOCIAL MEDIA REPORT

AAAE Staff: **Barbara Cook and Gwen Basaria**

Airport Magazine
When the pandemic hit in full force in the spring of 2020, we reworked our editorial plan, sidestepping the preparations we had made, and substituted information about airport ideas/successes in response to the sudden loss of traffic and revenue. The magazine's Editorial Advisory Board of industry professionals offered advice and assistance.

With these initiatives and resources, we produced content that was appreciated and valued by our readers.

Our media kit for 2021 continued our focus on the pandemic recovery and the steps that airports and our corporate members are employing to adjust to this evolving situation.

We continue to provide articles that address the immediate needs of our readers but recognize that the pendulum of change will begin to swing back to a growing economy and, thus, growth in aviation. We are publishing information on the industry's recovery and the needs that airports have as they rebuild their passenger numbers and revenues. At the same time, we are highlighting AAAE's many contributions to the restoration of airport vitality.

On the advertising front, we have been able to secure 10 new advertisers for a total of 30 advertisers compared to 31 in 2020 and 40 in 2019. We were able to attract more companies to our digital and online ads now that we offer advertisers the opportunity to have their ads customized with viewers' interests. In addition, we saw an uptick in participation from several of our corporate partners, GSE firms and green companies like electric shuttle services. As more of our corporate members ramp up business and make plans for future conferences such as the NAC, we anticipate increased support from customized sponsorship packages that include advertising.

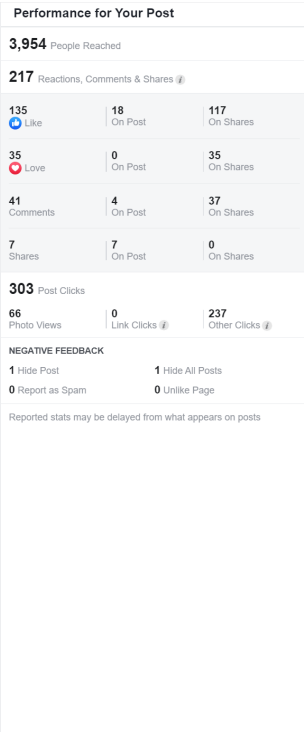
@AAAEDelivers Social Media
Social media outreach continues to be an essential tool, especially given our limited ability to gather in person, for us to continue to highlight the essential role being performed by airport professionals, as well as that taking place at the association as we continue to navigate the pandemic. It has been an effective method of networking during virtual events, including the Airport Planning, Design and Construction Symposium, during which, participants competed for the best haiku on Twitter based on worst remote work fails.

Even as social media has become increasingly more "pay to play" for brands, we have seen great success as measured by engagement with organic posts, such as those congratulating members achieving certifications and accreditations. Furthermore, we have captured the momentum by including calls for readers to achieve that level of recognition with details on how to earn the certifications and accreditations.

In addition, the association continues to use paid social media as a valuable vehicle to convert new members, meeting attendees and training candidates.

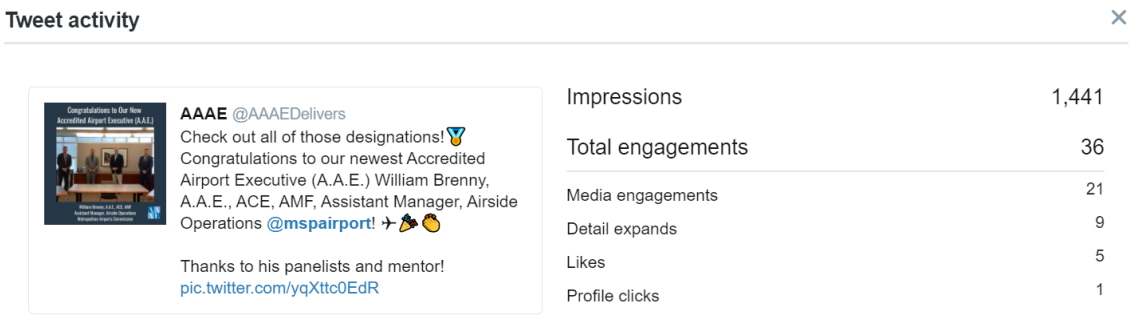
The following are examples from each platform since our last report (Facebook, LinkedIn, Twitter, and Instagram).

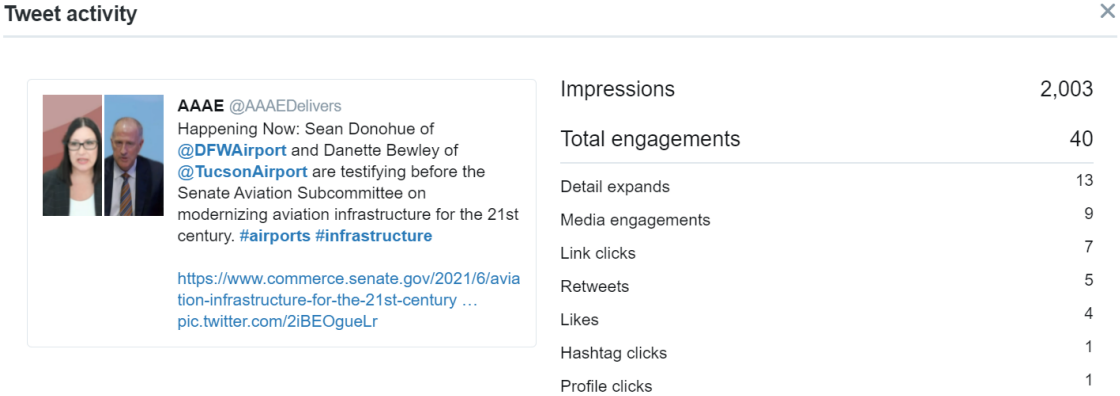
FACEBOOK:



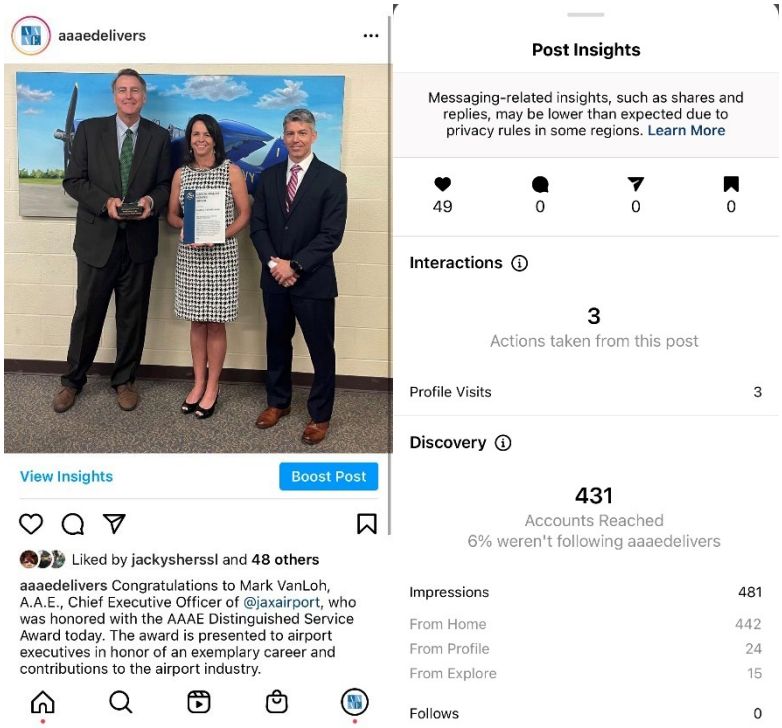
LINKEDIN:

TWITTER:





INSTAGRAM:



Aviation Industry Social Media Comparison Report

Below is a comparison of AAAE's social media presence with that of our industry partners and government agencies.

	Social Media Industry Counts as of December 2020					
	Twitter		Facebook	Instagram		LinkedIn
	Followers	Tweets	Followers	Followers	Posts	Page Followers
AAAE	7,291	12,200	8,230	1,366	878	10,289
ACI-NA	16,387	14,500	4,857	2,576	455	11,033
A4A	47,887	11,500	323,041	4,809	1,597	20,906
US Travel	81,428	22,000	17,717	7,039	548	18,731
FAA	347,849	17,500	432,375	223,000	2,719	392,228
TSA	237,359	11,400	34,262	982,000	1,953	88,289

As always, we would welcome the opportunity to work with the social media teams at your airports and regional chapters.

CALENDAR OF MEETINGS, TRAININGS, AND WEBINARS as of 6/22/2021

AAAE Meetings Department | www.aaaemeetings.org | aaaemeetings@aaae.org

Registration opens approximately four months prior to the meeting start date | Dates and locations subject to change
CEU credits apply only to Accredited Airport Executives (A.A.E.s)
⌘Indicates Exhibit and/or Sponsorship Opportunities ✈Indicates meeting just added

Dates and Location *(subject to change)*	Meeting Name
2021	
July 22 VIRTUAL	AAAE/USCTA FAA Contract Tower Program Webinar
July 27-28 VIRTUAL	AAAE Airport Social {Distant} Media Summit
July 29 VIRTUAL	AAAE WEBINAR: US Airports 4.0 - Unlocking Airport Digitalization, Cost Reductions and Monetization Via Connectivity *sponsored by Nokia*
July 28-August 1 Marriott Lincoln Cornhusker Hotel Lincoln, Nebraska	Great Lakes Chapter AAAE Annual Conference and Exposition Contact Sheri Maskow at (234) 803-1941 or email sheri@glcaaae.org
August 2-6 VIRTUAL	AAAE/SC Chapter AAAE Loretta Scott, A.A.E. Accreditation/Certification Academy
August 5 VIRTUAL	AAAE/South Central Chapter AAAE Airports Conference of the Americas
August 8-11 HYBRID Peppermill Resort Casino Reno, Nevada	Southwest Chapter AAAE Annual Conference and Exposition Contact Cathy Herring at (480) 403-4604 or email cathy@swaaae.org
August 10-11 VIRTUAL	AAAE/Northwest Chapter AAAE Airfield and Facilities Management Conference (AFMC)
August 15-17 Hilton Burlington Lake Champlain Burlington, Vermont	Northeast Chapter AAAE Annual Conference and Exposition Contact Laura Tardio at (518-313-1141 or email info@necaaae.org
August 16, 17 & 19 VIRTUAL	Bird Strike Committee USA Meeting
August 18, 19, 23 & 24 VIRTUAL	AAAE/Northeast Chapter AAAE International Aviation Snow Academy
August 25-26 VIRTUAL	AAAE/Northeast Chapter AAAE Hub Airports Winter Operations and Deicing Conference
September 8-9 VIRTUAL	AAAE/ACI-NA Airport Safety Management Systems (SMS) Workshop
September 14-15 VIRTUAL	AAAE General Aviation (GA) Conference
September 14-15 VIRTUAL	AAAE Basic Airport Safety and Operations Specialist (ASOS) School
September 16-17 VIRTUAL	AAAE Advanced Airport Safety and Operations Specialist (ASOS) School
September 21 OR 22 *TENTATIVE* VIRTUAL	AAAE Credential and Access Control Conference
September 23-24 VIRTUAL	AAAE/Southwest Chapter AAAE Final Accreditation Interview Workshop
September 25-26 Westin Harbor Savannah Resort and Spa Savannah, Georgia	AAAE Essentials of Airport Business Management Workshop
September 26-28 Westin Harbor Savannah Resort and Spa Savannah, Georgia	⌘AAAE F. Russell Hoyt National Airports Conference (NAC)

Dates and Location *(subject to change)*	Meeting Name
September 29-October 1 Westin Harbor Savannah Resort and Spa Savannah, Georgia	✈AAAE Industrial Aviation and Military Operations Workshop
October 5-8 Salt Lake City, Utah	⌘Northwest Chapter AAAE Annual Conference and Exposition Contact Linda Tepper at (541) 883-5371 or exsec@nwaaae.org
October 12 *(TENTATIVE)* Location TBD	✈AAAE/Ricondo Passenger Facility Charges (PFC) Workshop
October 13-14 *(TENTATIVE)* Location TBD	✈AAAE/Ricondo Rates and Charges Workshop
October 17-19 Washington, DC	✈37th Annual AAAE/Kaplan Kirsch Rockwell Airport Law Workshop
October 26 VIRTUAL	✈25th Annual AAAE/IAAE North American/Central Europe Airport Issues Conference
November 7-9 *(TENTATIVE)* Location TBD	✈AAAE/InterVistas Parking and Landside Management Workshop
November 8-12 *(TENTATIVE)*	AAAE/SC Chapter AAAE Loretta Scott, A.A.E. Accreditation/Certification Academy
November TBD (VIRTUAL)	14th Annual AAAE/Chicago Department of Aviation (CDA) Airports Going Green Conference
November 16-17 (VIRTUAL)	AAAE/Woolpert Unmanned Aircraft Systems (UAS) Conference
December TBD Location TBD	AAAE/Unison Consulting, Inc. CIP Finance Workshop
December 8-9 (VIRTUAL)	AAAE Runway Safety Summit
December 14-15 DoubleTree by Hilton Hotel Washington DC – Crystal City Crystal, City, Virginia	AAAE Aviation Security Summit
2022	
January 9-13 Grand Hyatt Kauai Kauai, Hawaii	⌘36th Annual Aviation Issues Conference
March 1-3 Nashville, Tennessee	⌘28th Annual AAAE/ACC Airport Planning, Design and Construction Symposium
March 4-5 Washington, DC	AAAE/ACI-NA Washington Legislative Conference
March 7-10 Nashville, Tennessee	AAAE/ACI-NA Airport Customer Experience Symposium (ACES)
May 1-4 Buffalo, New York	⌘56th Annual Northeast Chapter AAAE International Aviation Snow Symposium
June 5-8 Seattle, Washington	⌘94th Annual AAAE Conference and Exposition
July 10-13 Hilton Sonoma Sonoma, California	⌘Southwest Chapter AAAE Annual Conference and Exposition Contact Cathy Herring at (480) 403-4604 or email cathy@swaaae.org
July 29-31 Springfield, Missouri	⌘Great Lakes Chapter AAAE Annual Conference and Exposition Contact Sheri Maskow at (234) 803-1941 or email sheri@glcaaae.org
August 7-9 Miami, Florida	AAAE/South Central Chapter AAAE Airports Conference of the Americas
August 21-23 Hilton San Francisco Airport Bayfront San Francisco Bay Area, CA	AAAE General Aviation (GA) Conference
August 21-23 Hilton San Francisco Airport Bayfront San Francisco Bay Area, CA	AAAE AMCG Airport Management and Compliance Workshop
September 28-30 Jackson, Wyoming	⌘Northwest Chapter AAAE Annual Conference and Exposition Contact Linda Tepper at (541) 883-5371 or exsec@nwaaae.org
October 1 Orlando, Florida	AAAE/Southwest Chapter AAAE Final Accreditation Interview Workshop

Dates and Location *(subject to change)*	Meeting Name
October 1-2 Orlando, Florida	AAAE Essentials of Airport Business Management Workshop
October 2-4 Orlando, Florida	⌘AAAE F. Russell Hoyt National Airports Conference (NAC)
2023	
January 8-12 The Ritz-Carlton Maui Maui, Hawaii	⌘37th Annual Aviation Issues Conference
April 23-26 Buffalo, New York	⌘57th Annual Northeast Chapter AAAE International Aviation Snow Symposium
June 2-5 Denver, Colorado	⌘95th Annual AAAE Conference and Exposition
September 9 Davenport Grand Spokane, Washington	AAAE/Southwest Chapter AAAE Final Accreditation Interview Workshop
September 9-10 Davenport Grand Spokane, Washington	AAAE Essentials of Airport Business Management Workshop
September 10-12 Davenport Grand Spokane, Washington	⌘AAAE F. Russell Hoyt National Airports Conference (NAC)
2024	
January 7-11 Fairmont Orchid Big Island, Hawaii	⌘38th Annual Aviation Issues Conference
April 21-24 Buffalo, New York	⌘58th Annual Northeast Chapter AAAE International Aviation Snow Symposium
April 28-May 1 Nashville, Tennessee	⌘96th Annual AAAE Conference and Exposition
2025	
April 25-30 Buffalo, New York	⌘59th Annual Northeast Chapter AAAE International Aviation Snow Symposium

AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

A Not-For-Profit Corporation

Organized under the Laws of the State of Illinois

CONSTITUTION AND BYLAWS

(This printing includes all amendments adopted by the membership through June 19, 2019)

ARTICLE I

NAME, STATEMENT OF PURPOSES AND PRINCIPAL OFFICE

SECTION 1. NAME. The name of this corporation shall be "AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES, INC." The official abbreviation of this name shall be "AAAE."

SECTION 2. PURPOSES. The purpose of the Association shall be:

(A) To determine, implement and promote a Code of Ethics for the members of the airport management profession.

(B) To promote professionalism and financial stability in the administration of airports.

(C) To encourage professional growth of individual members through an accreditation and educational program.

(D) To further promote airport safety and operational efficiency by encouraging the airport management profession to develop and apply modern techniques to airport management.

(E) To establish and develop a systematic interchange of information and experience in the development, maintenance and operation of airports.

(F) To foster public recognition and respect for the airport management profession.

(G) To cooperate with other organizations working for the general benefit of aviation.

(H) To represent airports and the airport management profession before appropriate government bodies.

(I) To foster, promote and assist the development of air transportation.

(J) To promote a diverse population within the airport management profession.

(K) To promote full diversity of individuals, airport sizes and management positions within the AAAE leadership.

SECTION 3. OFFICES. The Association shall maintain an office in the State of Illinois. This office may be the office of the Association's registered agent. The Association may also maintain a general office for the transaction of business at any location designated, from time to time, by the Board of Directors.

ARTICLE II

MEMBERSHIP CLASSIFICATION AND QUALIFICATIONS

SECTION 1. MEMBERSHIP. The membership of the Association shall be open to all persons, including those of all ages, races, religions, genders, colors, disabilities or national origins, either individual or corporate, who are eligible for any one of the classes of membership defined in Article II, Section 2, and who have qualified for membership in the manner prescribed by this Constitution and Bylaws.

The term "Public Airport" as used herein shall mean and include airports that are available for use by other than the owner or operator upon reasonable, uniform and non-discriminatory terms and conditions.

The term "Public Corporation" as used herein shall mean and include municipal corporations, political subdivisions and other governmental agencies having legal authority to own, operate, manage or administer a public airport.

SECTION 2. CLASSES OF MEMBERSHIP. The membership shall be comprised of fifteen (15) classes: Executive, Executive Inactive, Executive Candidate, Affiliate, Certified, Participating, Associate, Honorary, Corporate, Sustaining, Executive Emeritus, Sectional, Academic, Academic Graduate and Military. All classes of members shall be issued such certificates of membership and membership cards as may be prescribed by the Board of Directors.

(1) EXECUTIVE MEMBERSHIP. Executive Membership shall be open only to persons exercising active responsibility for the management or administration of a public airport, and who is engaged in such activity as a full-time, gainful occupation, or who has accumulated twelve years of active Executive Membership and continues to pay the Executive Membership dues.

Membership in this classification shall be obtained only by having a minimum experience level of three years of active responsibility for the management or administration of a public airport, passing an examination of the Association, meeting standard requirements as determined and published to the membership by the Board of Directors and election by the Board of Directors. Executive members shall be known as Accredited Airport Executives and shall be eligible to use the initials A.A.E. after their names or the words "Accredited Airport Executive." On the stationery of the airport which is managed or directed by an A.A.E., the words "Accredited Members of the American Association of Airport Executives" may be used.

(2) EXECUTIVE INACTIVE MEMBERSHIP. Executive Inactive Membership shall be open only to Executive Members who no longer meet the qualifications set forth in SECTION 2 (1) for Executive membership.

(3) EXECUTIVE CANDIDATE MEMBERSHIP. Executive Candidate Membership shall be open to any individual who has active responsibility for the management or administration of a public airport, is presently engaged in such activity as a full-time, gainful occupation and has declared the intention of becoming an Accredited Airport Executive.

(4) AFFILIATE MEMBERSHIP. Affiliate membership shall be open to any individual who has active responsibility for the management or administration of a public airport, or of staff functions of a public airport and is presently engaged in either activity as a full-time, gainful occupation.

(5) PARTICIPATING MEMBERSHIP. Participating Membership shall be open to any individual not actively engaged in airport management as a gainful occupation, who is affiliated with a public or private corporation or a governmental agency or board having an interest in or charged with responsibilities with respect to the management or administration of a public airport; or who is affiliated with a nonprofit organization or educational institution with a direct interest in airport management.

(6) ASSOCIATE MEMBERSHIP. Associate Membership shall be open to any individual not otherwise qualified for membership, who has a business or professional interest in airports and aviation.

(7) ACADEMIC MEMBERSHIP. Academic Membership shall be open to any individuals who are engaged in the full-time, undergraduate study of airport development, administration, management and operation or in any related field of aviation at a recognized college or university and who have been sponsored for membership by a member in any classification. An individual in this class of membership, following graduation from the college or university where the member was pursuing aviation or related field of study, shall be eligible to remain in the Academic Membership classification for a period of up to two years from the date of graduation or until obtaining gainful employment in the field of aviation, whichever occurs first.

(8) HONORARY MEMBERSHIP. Honorary Membership shall be open to those individuals who are outstanding in the field of airport establishment, development, administration, management, operation or any related field of aviation. The privilege of Honorary Membership shall be extended to such individuals only by a two-thirds affirmative vote of the Board of Directors. Notwithstanding any other provision of Article III of this Constitution and Bylaws, each Officer and Director shall vote in person upon any proposal to grant Honorary Membership.

The Board of Directors shall, by resolution, establish the procedure by which any member may nominate or propose any qualified person for Honorary Membership. The Board of Directors shall not grant more than five Honorary Memberships during any Association fiscal year.

(9) CORPORATE MEMBERSHIP. Corporate Memberships shall be open to public or private corporations, authorities, commissions, governmental agencies or boards, and other public or private agencies or associations engaged in the establishment, ownership, administration, operation or management of public airports, or who are engaged in activities directly related to aviation.

The Board of Directors may prescribe by resolution conditions in respect to Corporate Membership.

(10) SUSTAINING MEMBERSHIP. Sustaining Membership shall be open to corporations, associations or individuals who desire to support and cooperate in the purposes and work of the Association, without regard to any special airport or aviation activity, for the general benefit of aviation and who are willing to and do contribute funds, property or services to the Association for the accomplishment of its objectives and purposes.

(11) EXECUTIVE EMERITUS MEMBERSHIP. Executive Emeritus Membership shall be open only to Accredited Airport Executives who have, for reasons of age or health, retired.

(12) SECTIONAL MEMBERSHIP. Sectional Membership shall be determined by the Board of Directors and shall be open only to those individuals meeting the qualifications as established by the Board of Directors.

(13) CERTIFIED MEMBERSHIP. Certified membership shall be open to any individual member in good standing who has successfully passed the written examination of the Association as specified in Article II, Section 2(1).

(14) ACADEMIC GRADUATE MEMBERSHIP. Academic Graduate membership shall be open to any full-time undergraduate and graduate students who are enrolled in the Certified member program. This membership status is a requirement of the Certified member program.

Academic Graduate Membership shall also be open to individuals who are engaged in the full-time, undergraduate and graduate study of airport development, administration, management and operations or in any related field of aviation at a recognized college or university, and who are not gainfully employed full time in the field of aviation, and who have been sponsored for membership by a member in any classification. An individual in this class of membership, following graduation from the college or university where the member was pursuing aviation or a related field of study, shall be eligible to remain in the Academic Graduate Membership classification for a period of up to two years from the date of graduation or until obtaining gainful employment in the field of aviation, whichever occurs first.

Once an individual becomes gainfully employed in the field of aviation, they will no longer be eligible for membership in the Academic Graduate Member category.

(15) MILITARY MEMBERSHIP. Military membership is open to individuals who are serving on active duty in the military, actively employed with the U.S. Department of Defense, veterans, or retired military personnel as defined by the Veterans Benefits Administration Manual and are not employed full time at a public airport or in the field of civil aviation.

SECTION 3. NEW MEMBERSHIPS. All memberships in the Association shall be dependent upon application made therefore as prescribed by the Board of Directors. All applications shall be subject to the approval of the Board of Directors. New members shall be classified by the secretary in accordance with their qualifications as heretofore prescribed.

SECTION 4. MEMBERSHIP LISTS. The Secretary shall maintain a list of all members by classification. No charge will be made for registration of any individual or organization on such list other than annual dues, if any, which are payable for such membership.

SECTION 5. DUES AND FEES.

(1) The dues for each class or classes of membership, except Sectional, Corporate, Associate, Participating and Academic, shall be in accordance with a schedule of such dues, which schedule shall be adopted, and may from time to time be amended by majority vote taken as provided in Sections 8, 9 and 10 of Article II. Dues for Sectional, Corporate, Associate, Participating and Academic membership

shall be in accordance with a schedule of such dues, which schedule shall be adopted, and may from time to time be amended, by majority vote taken by the Board of Directors.

(2) The fees for registration for examination for the status of Accredited Airport Executive shall be determined and published to the membership by the Board of Directors. No refund of examination fees shall be made to applicants who are unsuccessful.

(3) Each Corporate Member shall be entitled to designate an individual to represent the member in Association affairs and to whom communications of the Association will be directed.

SECTION 6. RECLASSIFICATION OF MEMBERS.

(A) EXECUTIVE MEMBER - INACTIVE. An Executive Member who ceases to meet the qualifications set forth in the first paragraph of SECTION 2(1) of this Article may request and be granted reclassification as Executive Member - Inactive. Such reclassification shall be made automatically by the Secretary, effective at the beginning of the next calendar year following the request.

If the Board of Directors finds that an Executive Member has ceased to meet the qualifications set forth in the first paragraph of SECTION 2(1) of this Article for a continuous period of one year, said member shall be reclassified by the Secretary as an Executive Member - Inactive, effective at the beginning of the next calendar year following.

An Executive Member who has resigned, been dropped from membership or classified as Executive Member - Inactive, may be reaccredited as an Executive Member by the Board of Directors if the member meets the qualifications of SECTION 2(1) of this Article and:

(1) within three years of reclassification to Executive Member - Inactive, requests accreditation as an Executive Member, or

(2) has been an Executive Member - Inactive for more than three consecutive years and requests reaccreditation from the Board of Examiners that the Member has been examined by the Board of Examiners and is qualified to be an Executive Member. The requirements of such an examination shall be at the discretion of the Board of Examiners considering the circumstances, but shall not exceed the standard requirements in accordance with SECTION 2(1) of this Article.

(B) EXECUTIVE CANDIDATE MEMBER. An Executive Candidate Member who fails to make demonstrable progress toward Executive Member status within the time specified by the Board of Directors shall automatically become ineligible to remain in such membership and be reclassified as an Affiliate member. Re-eligibility for the Executive Candidate Membership shall be in accordance with procedures adopted by the Board of Directors.

(C) EXECUTIVE EMERITUS MEMBERSHIP. An Executive Member who has, for reasons of age or health, retired, may be reclassified to Executive Emeritus Membership upon written request to the Secretary.

Executive Emeritus Members may be reinstated to full Executive status upon written request to the Secretary at any time such members resume duties required of Executive Members. The provisions of Article II, SECTION 6(A) shall apply in such cases.

SECTION 7. PAYMENT OF DUES. All dues shall be on an annual calendar year basis, and shall be due and payable within thirty days of the due date. Any member failing to pay dues within ninety days of the due date shall forfeit his membership and be dropped from the membership list unless, for good cause, granted an extension of time by the Board of Directors. Dues must be paid in order to participate in the annual meeting. Any member of the Executive classification dropped for non-payment of dues may only be readmitted to membership upon two-thirds vote of the Board of Directors, and assigned to the class of membership designated by the Board in accordance with the provisions of SECTION 2 and SECTION 6(A) of this Article. The Board may adopt penalties, rules and policies establishing standards for such readmission to the Association.

Members who are dropped for non-payment of dues must also forfeit all fees for registration and/or examination therefore paid. Requirements previously fulfilled in the program leading towards Executive Membership shall not be lost.

SECTION 8. VOTING PRIVILEGES. Executive, Executive Emeritus and Honorary Members shall be entitled to one vote.

All other membership classifications shall not have voting privileges except where, by resolution, a majority of the voting membership present at any meeting, extends the right to vote upon business before such meeting. Such voting privileges shall not be granted for the election of officers, the amendments of Articles of Incorporation or the amendment of this Constitution and Bylaws. The Board of Directors or the voting members present at any members' meeting may poll non-voting members upon any business or question which may be under consideration or proposed for consideration by the Board of Directors or the voting members. The poll taken of such non-voting members shall not determine upon any such business or question.

SECTION 9. ANNUAL AND SPECIAL MEETINGS OF MEMBERS. An annual meeting of the members of the Association shall be held at least once each year at a time and place to be determined by the Board of Directors for the purpose of electing officers and directors and for the transaction of such other business as may come before such annual meeting. A special meeting of the Association may be called by a two-thirds vote of the Board of Directors or by one-fifth of the voting membership of the Association. Notice of any special meeting shall be issued by the Secretary, or, in his absence, inability, or refusal to act, by the Chair of the Board.

No annual or special meeting shall be called upon less than ten days notice in writing to all members.

SECTION 10 QUORUM. Ten percent of the voting membership, as determined on January 1 of the year in which the meeting is held, present at any regular meeting or any special or called meeting of the Association shall constitute a quorum for the conduct of business.

SECTION 11. NOMINATING COMMITTEE. At least thirty days before the annual meeting of the members, the Chair of the Board shall appoint the Chair of the Nominating Committee. On the first day of the annual meeting, six additional members of the Nominating Committee shall be elected by the members. The six members so elected shall be one each from the six geographical regions as described in ARTICLE III, SECTION 3, hereof. For any vacancy occurring on the Nominating Committee, the respective region/chapter shall recommend to the Board of Directors and the Board of Directors shall approve, by majority vote, the eligible member to fill the vacancy on the Nominating Committee. The Committee Chair, and all members of the Nominating Committee, shall be Executive Members and persons

exercising active responsibility for the management, general superintendency or administration of a public airport and who are engaged in such activity as a full-time, gainful occupation. Nominees for Secretary/Treasurer or National Directors are ineligible to serve on the Nominating Committee. Nominees for Regional Directors may serve on the Nominating Committee.

SECTION 12. RULES FOR NOMINATION. Except as provided in ARTICLE IV, SECTION 6, the Nominating Committee shall select one eligible person for nomination to each office, including the Directors, (but not including the Chair, if any) vacant or to become vacant at the annual meeting, and shall submit the names of such nominees to the annual meeting, when so requested by the presiding officer. A vote of a majority of the members of the Nominating Committee shall be binding on all. If a majority of the Nominating Committee shall be unable to agree on one nominee for an office, the Committee shall so report and no name shall be submitted for that office. Any member entitled to vote for the election of officers and directors shall be privileged to make nominations from the floor.

SECTION 13. ETHICS. The Chair of the Board shall annually appoint an Ethics Committee consisting of a chair and four others, at least two of which shall be carried over from the previous year.

The Ethics Committee shall determine and establish a Code of Ethics for the Association, and shall submit such Code to the Board of Directors for approval.

Upon approval of the Code of Ethics by the Board, said Code shall be binding upon all members of the Association.

The Ethics Committee, upon request of the Chair of the Board, shall conduct an investigation, under rules of procedure and practice as prescribed by the Board of Directors, into any complaint pertaining to breach of Ethics by any members.

ARTICLE III

BOARD OF DIRECTORS

SECTION 1. MANAGEMENT. The business and affairs of the Association shall be managed by its Board of Directors in accordance with the provisions of these bylaws.

SECTION 2. ELECTION OF DIRECTORS. The Board of Directors shall consist of the Officers, the First Past Chair, the Second Past Chair, twelve regionally elected Directors and three nationally elected Directors, who shall be Executive Members, and three nationally elected Directors who shall be either Executive Members or Certified Members, and two nationally elected Directors who shall be AAAE Corporate Members. All members of the Board of Directors, except the two nationally elected Directors who are AAAE Corporate Members, shall exercise active responsibility for the management or administration of a public airport and be engaged in such activity as a full-time, gainful occupation, and as stated in ARTICLE II, SECTION 2 of these Bylaws. The Directors shall be elected by the membership at the Annual Meeting of the members in the manner hereinafter provided. Directors, provided they remain qualified as stipulated in Section 3, shall hold office for the term for which they are elected and until their successors shall have been elected and qualified. Ex Officio members of the Board of Directors shall include past presidents and chairs of the Association and the duly elected presidents of the regional chapters of the Association.

SECTION 3. TERMS OF DIRECTORS. All Directors shall be elected for a term of two years unless otherwise specified for a lesser term by the membership, or for the unexpired term of their predecessors.

For the purpose of assuring adequate geographical representation on the Board of Directors, the United States and foreign countries are hereby divided into six regions as follows:

Region 1 (Northeast) the states of Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland and District of Columbia; the Canadian provinces of Quebec, Newfoundland, New Brunswick and Nova Scotia, and the countries of Europe.

Region 2 (Southeast) the states of Virginia, West Virginia, Kentucky, Tennessee, North Carolina, South Carolina, Georgia, Alabama, Mississippi, Florida, Louisiana and Arkansas; Puerto Rico, Virgin Islands and Caribbean, and South American countries.

Region 3 (North Central) the states of Ohio, Michigan, Indiana, Illinois, Wisconsin, Minnesota, Iowa, Missouri, Nebraska, South Dakota and North Dakota, and the Canadian provinces of Ontario and Manitoba.

Region 4 (South Central) the states of Texas, Oklahoma, New Mexico and Kansas, and the countries of Central America, excluding the states of Baja California Norte, Baja California Sur and Sonora of the Republic of Mexico.

Region 5 (Northwest) the states of Alaska, Washington, Oregon, Idaho, Montana, Wyoming, Colorado, Utah; the Canadian provinces of British Columbia, Alberta, Saskatchewan, Yukon and Northwest Territory, and the countries of Asia.

Region 6 (Southwest) the states of Hawaii, California, Nevada, Arizona; the states of Baja California Norte, Baja California Sur and Sonora of the Republic of Mexico, and the countries of Australia, New Zealand and others in the South Pacific.

Not more than two regionally elected Directors shall, at the time of their election or their appointment to fill vacancies, and throughout their term of office, be bonafide residents of the region from which they were elected as defined herein above, except such geographic restriction shall not apply to the nationally elected Directors.

Notwithstanding any other provision of these bylaws, a member of a Border State may designate the region which he or she will be deemed to represent. Limits on regional representation will apply to such members as if they were residents of the states within the region they designate. No Border State may exceed the representation limits placed upon a region.

The term "Border State" as used herein shall mean any state which falls within a region under this section that is different from the region it falls under as defined by the Federal Aviation Administration.

SECTION 4. VACANCIES. Any vacancy occurring on the Board of Directors shall be filled in accordance with qualification provisions of ARTICLE II, SECTION 2, and the geographical representation as provided in ARTICLE III, SECTION 3. Except for the nationally elected Directors, the Board of Directors shall, by majority vote, confirm as the new director the nominee of the chapter, regional organization, or AAAE

Corporate Committee from which such vacancy occurs, unless the Board of Directors determines, by a two-thirds vote, that the nominee is unfit, unwilling or disqualified, in which event the Board of Directors may, by two-thirds vote, fill such vacancy in accordance with the provisions of ARTICLE III, SECTIONS 1 and 2. The Board of Directors shall, by majority vote, elect a qualified member to fill the vacancy of any nationally elected position after a nomination by the Executive Committee or any two Directors. Any Director elected by the Board of Directors shall be elected to serve until the next annual meeting of the Association.

SECTION 5. MEETINGS. A regular meeting of the Board of Directors shall be held immediately following the annual meeting of the members.

Directors shall have such other and periodical meetings as the Board may provide by resolution, and at such time and place as may be determined by said Board, and shall have such special meetings as may be called by or at the request of the Chair of the Board. The Chair of the Board may call special meetings of the Board of Directors and may determine the place and time for such meetings.

SECTION 6. NOTICE OF MEETINGS. Notice of any regular or special meeting of the Board of Directors shall be given at least ten days prior thereto in writing. Such written notice shall be deemed delivered by depositing said notice, postage prepaid, in the United States mail properly addressed to each Director's business address or address registered with the Secretary. The business to be transacted, and the purpose of any regular or special meeting of the Board of Directors, shall be specified in the notice.

SECTION 7. QUORUM AND MANNER OF ACTING. A majority of the Board of Directors shall constitute a quorum for the transaction of business at any meeting. The action of the majority of the Board of Directors present at any meeting when duly assembled is valid as an act of the Board of Directors, except as may be otherwise provided herein.

SECTION 8. DUTIES OF BOARD OF DIRECTORS. In addition to the duties prescribed to the Board of Directors by SECTION 1 of this ARTICLE III, the Board shall approve all applications for membership in the Association, and shall have final determination of each member's classification. The two nationally elected Directors who are AAAE Corporate Members may not vote on membership matters pertaining to the AAAE Accreditation program. The Board may require from the membership evidence of maintenance of skills and proficiency in such form as the Board may prescribe.

SECTION 9. COMMITTEE ACTION. The Board of Directors may appoint committees on panels and may appoint representatives with titles and delegate authority thereto to perform such duties or tasks as may be determined by the Board.

SECTION 10. EXECUTIVE COMMITTEE. An Executive Committee is hereby created to act for the Board of Directors in the approval of applications for membership, reclassifying or classifying members, or upon any business of the Association of an emergency nature or requiring prompt action of the Board. Said Committee shall consist of the Chair of the Board and any four or more of the following: the First Vice Chair, the Second Vice Chair, the Secretary, the Treasurer, the First Past Chair, the Second Past Chair. Any three of said members constitutes a quorum of said Executive Committee. The Executive Committee, so acting, shall, within ten days of such action, report in writing to the members of the Board of Directors the action of the Executive Committee. The Committee may select, and the Board of Directors may confirm, a Director or Past Chair exercising active responsibility for the management or

administration of a public use airport and engaged in such activity as a full-time gainful occupation to fill any vacancies on the Executive Committee.

SECTION 11. BUDGET. The fiscal year of the Association shall be from January 1 of each calendar year through December 31. The Executive Committee shall prepare a proposed annual budget for the forthcoming fiscal year prior to the annual Fall meeting of the Board of Directors or November 1, whichever occurs first. The Board of Directors will in turn submit the proposed annual budget to the membership thirty days prior to the new fiscal year. If, in the opinion of the Executive Committee, valid objections in writing are received ten days after mailing said proposed budget, the Board of Directors shall reconsider the budget, giving due consideration to such objections. The proposed annual budget revised as appropriate after a consideration of objections received, will then be made known to the membership prior to February 1 of the budget year.

SECTION 12. BOARD OF EXAMINERS.

(A) COMPOSITION: CHAIR, BOARD OF EXAMINERS; REGISTRAR & MEMBERS.

(1) The Executive Committee, with the approval of the Board of Directors, shall annually appoint a Chair of the Board of Examiners (BOE). The Chair of the BOE shall be an Accredited Airport Executive.

(2) The President shall serve as the registrar of the Board of Examiners.

(3) The Chair of the Board of Examiners shall further appoint members of the Board of Examiners. There shall be ten (10) such members, one from each of the six regions as enumerated in ARTICLE III, SECTION 3, and four at-large members. The term of each member shall be for three years, or for a shorter period of time as the Chair, BOE may designate, so that the terms of at least two such members shall expire each year. All such members shall be Executive Members and throughout their term remain (1) qualified for Executive Membership, and (2) residents of the region from which they were appointed, unless they are at-large members. The appointments shall be subject to the approval of the Executive Committee. The Chair, BOE; the Dean, and the ten (10) members shall constitute the Board of Examiners. Neither the Chair, BOE; the Dean; at large members, nor the Registrar shall be subject to the regional residency requirements.

(4) The Dean of the Board of Examiners shall be designated annually by the Chair, BOE, with the approval of the Executive Committee. The Dean shall possess a Ph.D. in education or a related field or possess such other qualifications as a professional educator as the Chair of the BOE may determine from time to time. The duties of the Dean shall be to advise the Board of Examiners on such issues and in such a manner as the Chair of the BOE may determine. The Chair of the BOE may elect to leave the position of Dean vacant with the approval of the Executive Committee.

(B) DUTIES OF THE BOARD OF EXAMINERS. The Board of Examiners, under the direction of its Chair, shall conduct all examinations for Executive Membership and report its recommendations to the Board of Directors for its action. The Board of Examiners shall act on such matters of administrative detail as may be referred to it by its Chair.

(C) DUTIES OF THE REGISTRAR. The Registrar, under the direction of the Chair of the BOE, shall keep rosters and academic records of the membership and shall receive, investigate and submit all applications for Executive Membership to the Board of Examiners.

ARTICLE IV

OFFICERS

SECTION 1. Officers. The officers of the Association shall consist of a Chair of the Board, a First Vice Chair, a Second Vice Chair, a Secretary, a Treasurer. The offices of Secretary and Treasurer shall be held by the same person. No person shall be elected an officer who, at the time of election, is not an Executive Member, has not served at least one full term as Director and is not exercising active responsibility for the management or administration of a public airport and engaged in such activity as a full-time gainful occupation. All officers shall be members of the Board of Directors.

SECTION 2. ELECTION OF OFFICERS AND TERM OF OFFICE. The Officers of the Association shall be elected annually for the next ensuing year by the members at the annual meeting of the members. Each Officer shall hold office until a successor shall have been duly elected and qualified, or until death or resignation, or shall be ex-officio members of the Board of Directors without vote except the First Past Chair and Second Past Chair who shall each have one vote.

SECTION 3. REMOVAL. Any Officer or Director elected by the membership or appointed by the Board of Directors may be removed from office by a two-thirds vote of the Board of Directors, or by a two-thirds vote of the membership at an annual meeting, whenever the best interest of the Association would be served thereby. Such removal shall be without prejudice to the contract right, if any, of the person so removed. A Director may vote by mail, but not by proxy upon any such question.

SECTION 4. VACANCIES. A vacancy in any office except First Vice Chair, because of death, resignation, removal, disqualification or other cause, may be filled by the Board of Directors to serve until the next annual meeting of the Association.

SECTION 5. CHAIR OF THE BOARD. The Chair of the Board shall be principal executive officer of the Association and shall supervise all of its affairs and offices. The Chair of the Board shall preside at all meetings of the Directors and members. The Chair of the Board may sign with the Secretary or any other authorized officer, certificates of membership and any contract or other instrument which the Board of Directors have authorized to be executed unless the Board of Directors shall otherwise expressly provide. The Chair of the Board shall perform such other duties and shall assume and discharge such other responsibilities as the Board of Directors may, by resolution, from time to time direct.

SECTION 6. VICE CHAIRS. In the absence of the Chair from any meeting or conference or in the event of the inability or refusal of the Chair to act in the performance of official duties, the First Vice Chair shall perform the duties of the Chair and, when so acting, shall automatically succeed to the office of Chair at the conclusion of the First Vice Chair's term; therefore during the term of First Vice Chair, the First Vice Chair shall become fully acquainted with and prepared for the office of Chair. In the absence of the Chair and the First Vice Chair, or in the event of their inability or refusal to act in the performance of their official duties, the Second Vice Chair shall perform the duties of the Chair and when so acting shall have all the powers of and be subject to all restrictions upon the Chair.

SECTION 7. SECRETARY. The Secretary shall (a) keep the minutes of the meetings of the members and of the Board of Directors; (b) see that all notices of meetings of members or the Board of Directors are duly given in accordance with these Bylaws; (c) be custodian of the records and seal of the Association and affix such seal to all documents requiring such affixation.; (d) keep a register or list of all members of the

Association showing their classification and voting rights, collect membership dues, issue membership cards and certificates and promptly remit all dues to the Treasurer together with the name of each and every member for whom such dues are remitted and cards or certificates are issued: (e) sign, along with the Chair of the Board, cards and certificates of membership in the Association; and (f) in general, perform all duties incident to the office of Secretary by the Chair of the Board or by the Board of Directors or Executive Committee.

Within thirty days from the date of election, the Secretary shall be covered under the AAAE employee bond.

SECTION 8. TREASURER. The Treasurer shall: Keep a complete roll of the membership of the Association; have custody of, and be responsible for, all funds and securities of the Association; give receipts for any and all moneys due and payable to the Association from any source whatsoever; shall deposit all such moneys in the name of the Association in such banks, trust companies or other depositories as shall be selected in accordance with the provisions of ARTICLE VI of these Bylaws; keep an itemized record of receipts and disbursements for the account of the Association, and furnish to the Audit Committee all canceled checks and drafts, a copy of each and every deposit slip, note, invoice and receipted bill, cash receipt and all other papers vouching for the deposit, expenditure or receipt of AAAE funds or evidencing any indebtedness of monetary obligation of the Association. Such records shall be open for inspection by the membership. Before payment of any bill, the Treasurer shall first obtain approval of the Chair of the Board or other officer as may be directed by the Board of Directors. Before entering upon the duties of the office and within thirty days (30) after election, the Treasurer shall be be covered under AAAE's employee bond. Premium of the bond shall be paid by the Association. Amount of the bond to be furnished shall be determined by the Board of Directors. The Treasurer shall faithfully execute the duties of the Treasurer and render a true account at the succeeding annual meeting and at such other times required by the Board of Directors of all monies received and disbursed. Said account shall be in writing, itemizing receipts and disbursements, listing outstanding obligations, and showing the balance of funds on hand belonging to the Association.

SECTION 9. STANDING COMMITTEES, PANELS OR REPRESENTATIVES. In addition to the Officers and Directors, there shall be the Executive Committee, the Standing Committees, panels or representatives, which shall be appointed by the Chair of the Board and subject to the supervision of the Chair of the Board. They shall perform the duties enumerated for them and such additional duties as the Chair of the Board may request.

SECTION 10. COMPENSATION. None of the Directors or Officers of the Association shall be paid any compensation for their regular services to the Association. However, if approved by the Executive Committee prior to the time the meeting is called, the Officers, Directors and members may be compensated for reasonable and necessary out-of-pocket expenses in attending meetings of the Directors, except the Annual Director's meeting, the National Airports Conference or regional chapter conferences, or expenses incurred in the official performance of duties for the Association authorized by the Executive Committee. The Board of Directors may employ and compensate a President and other staff or secretarial employees, and may provide for the compensation of an Officer, Director, member or other person for special services to the Association.

SECTION 11. PRESIDENT. When so employed by the Board of Directors, the President shall have such duties and responsibilities and receive such compensation as the Board of Directors may from time to time direct and determine.

ARTICLE V

STATE SECTIONAL OR STUDENT CHAPTER

SECTION 1. One or more State, Sectional or Student Chapters composed of members of all classifications may be established in each area of the United States. Each State, Sectional or Student Chapter shall be presided over by duly elected Officers and Directors or a State, Sectional or Student Director may be appointed by the Chair of the Board of AAAE until such time as the State, Sectional or Student Association is organized and Officers and Directors are elected. The objectives and purposes of each State, Sectional or Student Chapter will be the same as those of the parent organization. Membership requirements and qualifications shall be the same as those of the parent organization. The primary function of each State, Sectional or Student Chapter is to promote membership and strengthen the endeavors of the parent Association.

SECTION 2. One or more Student Chapters composed of either graduate or undergraduate students of an institution of higher learning offering degrees in airport management or aviation related fields may be established. Each Student Chapter shall be officially sponsored by the institution, and membership requirements and qualifications, selection and qualifications of officers, frequency and conduct meetings and other activities of the chapter shall be in accordance with the Bylaws approved by the Board of Directors of the Association. The purposes of the Chapter will be to develop a better understanding of the role of professional airport management, to promote professional development and further the purposes and programs of the Association as expressed in the Association Constitution and Bylaws.

SECTION 3. No State, Sectional or Student Chapter shall use the words "American Association of Airport Executives" or the abbreviation "AAAE" in its name, Constitution or Bylaws until such time as the Constitution and Bylaws of such an organization have been submitted to and approved by the Board of Directors of this Association.

ARTICLE VI

CONTRACTS AND FINANCES

SECTION 1. CONTRACTS. The Board of Directors may authorize any officer or officers, agent or agents to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Association. Any such authority may be general or confined to specific instances.

SECTION 2. CHECKS, DRAFTS, ETC. All checks or other orders for the payment of money, notes or other evidences or indebtedness issued in the name of the Association, shall be signed by such officer or officers, agent or agents of the Association and in such manner as shall from time to time be determined by the Board of Directors.

SECTION 3. DEPOSITS. All funds of the Association, not otherwise employed, shall be deposited from time to time to the credit of the Association in such banks, trust companies or other depositories as the Board of Directors may select.

SECTION 4. AUDITS. The Board of Directors will require that, within six months of the end of the fiscal year, an independent audit of the Association's financial performance for that year be prepared and distributed to such parties as the Board of Directors may, from time to time, direct.

ARTICLE VII

AMENDMENTS

SECTION 1. AMENDMENTS. These Bylaws may be altered or amended at any annual or special meeting of the membership of the Association by two-thirds vote of the Executive Membership present. The Board of Directors may propose an amendment to the Bylaws at any other time and the vote thereon may be taken by letter ballot.

To take a vote upon any proposed amendment to the Bylaws by letter ballot, the Secretary shall mail to each Executive Member at the member's last known past office address a copy of the proposed amendment with a ballot in suitable form.

Executive members desiring to vote shall use the ballot forwarded by the Secretary and shall indicate thereon their approval or disapproval of the proposed amendment. Each Executive Member shall have thirty days within which to return the ballot. Upon expiration of the thirty days, the Chair of the Board and Secretary shall canvass the ballot and record the vote.

If the proposed amendment receives two-thirds of the vote cast by Executive Members, provided that at least twenty-five votes are received, the amendment shall be deemed to have been adopted; otherwise, it shall be deemed to have been rejected. The Secretary shall announce the result of any mail ballot vote by mail or through the official bulletin of the Association, if any, and shall insert such result in the minutes of the Association as having been taken at a meeting of the Association held by correspondence as of the date on which the ballot was canvassed.

As the following Resolutions concerns the number of Officers of the Association and the composition of the Executive Committee, they are included as Addendums to the Constitution and Bylaws:

MEMBERSHIP RESOLUTIONS

Resolution 1: BE IT RESOLVED, by the membership of the American Association of Airport Executives, in the Annual Conference assembled in Orlando, Florida, this 8th day of June, 1983, that it shall be the policy of AAAE that the officers of Secretary and Treasurer of the Association shall be filled by the same person as provided by ARTICLE 4, SECTION 1 of the Constitution and Bylaws, and

Resolution 2: BE IT RESOLVED, by the membership of the American Association of Airport Executives, approved by email ballot on November 17, 2017, that it shall be the policy of AAAE that the AAAE Nominating Committee, in reviewing candidates for the Executive Committee, shall specifically consider for potential selection individuals from an "at-large" group of candidates at least once every seven years. "At large" Executive Committee nominees shall be supported by at least three regional chapters. These "at-large" Executive Committee nominees shall come from a pool of worthy, qualified members, who have proven their dedication and value to AAAE, but who due to job mobility, have not been able to meet a single regional chapter’s requirements for Executive Committee support, or who reflect the

full diversity of individuals, airport sizes and management positions within the airport management profession.

Resolution 3: WHEREAS, the AAAE Board of Directors and the AAAE membership recognize that due to the sometimes volatile state of local airport politics, AAAE members are subject to involuntary removal/resignation from his or her airport management position. Members may also be unable to perform in their position for reasons of health or emergency family situations. In addition, a member may retire after service as Chair, but prior to completion of service on the Executive Committee as First or Second Past Chair. WHEREAS, it is the general policy of the AAAE Board of Directors and the AAAE membership to establish a grace period for Officers or Board Members that become unemployed, which will allow them to search for new full-time employment in the management or administration of a public use airport. WHEREAS, it is the policy that retirement after completion of a term as Chair does not require resignation from the Executive Committee for the non-elected positions of First or Second Past Chair (although in such a case the retired members would not be eligible to vote as a member of the Board of Directors). WHEREAS, the policy should consider that an individual may not be able to perform in their position on the Board of Directors or Executive Committee due to temporary leave of absence from their full time employment for reasons of health, family or others. WHEREAS, all positions require continuous compliance with the association conflict of interest policies as established by the Board of Directors. NOW THEREFORE, BE IT RESOLVED THAT, as approved by the voting members on June 10, 2007, if a current sitting AAAE Officer or AAAE Director becomes unemployed, or assumes an ineligible employment status for reasons of health, family emergency or other circumstances, that person shall have at least a six-month grace period, or until the next annual meeting of the membership whichever is the later, to find a qualified full-time position in the management or administration of a public use airport. If such a circumstance arises prior to the annual membership meeting and election of AAAE Officers and Board of Director positions, the AAAE Nominating Committee may leave that particular leadership position vacant at the time of the annual membership election. The individual shall have the grace period defined above to secure or obtain a full-time public airport management position and must continuously comply with all AAAE conflict of interest policies. After the grace period defined above, or sooner if the individual accepts ineligible employment, the affected member shall be deemed ineligible to hold office and a replacement shall be named. Such positions are filled by the AAAE Board of Directors until the next annual membership elections. NOW, FURTHER BE IT RESOLVED, as approved by the voting members on March 15, 2013, if one of the two Corporate members of the AAAE Board of Directors becomes unemployed, or assumes an ineligible employment status for reasons of health, family emergency or other circumstances, that person shall have at least a six-month grace period, or until the next annual meeting of the AAAE membership, whichever is greater, to retain his or her director position on the AAAE Board of Directors. If during the corporate member grace period such a director accepts new employment, that person shall make a written request to the AAAE Board of Directors to continue service as a Board member. The Board may accept or decline the request after considering whether the new employment creates any conflict, in appearance or fact, with the duties of a member of the AAAE Board. If any vacancy occurs in a corporate Board position, the AAAE Corporate Committee shall submit a qualified replacement recommendation for approval by the AAAE Board of Directors to serve on the Board until the next annual meeting of the AAAE membership.

Resolution 4: WHEREAS, the American Association of Airport Executives (AAAE) is a professional association made up of men and women in varying aviation-related careers and the professional management of airports of all size and types; and WHEREAS, AAAE is committed to fulfilling its role as the primary association representing these aviation professionals and our industry; and WHEREAS, AAAE and its regional Chapters, through the Nominating Committee, embraces balanced representation of all

sizes and types of airports, as well as the full diversity of individuals representing those airports, on the AAAE National Board of Directors and on the AAAE Executive Committee, and WHEREAS, such balanced representation is critical to AAAE's mission to fairly represent all its members and the airports industry as a whole. NOW, THEREFORE, BE IT RESOLVED that the AAAE National Board of Directors, the 2009 AAAE Nominating Committee, and the AAAE Chapters support this policy of balanced representation as their ultimate leadership goal. BE IT FURTHER RESOLVED, by the membership of AAAE – approved by mail ballot on February 22, 2010, direct the Nominating Committee henceforth, in addition to the other requirements of the Bylaws, ensure the Executive Committee of AAAE reflects the airport management profession in its makeup of individuals – gender, ethnic, and airport size. The Nominating Committee is instructed to use the flexibility provided by these Bylaws to continuously achieve the long-standing AAAE membership goal of properly reflecting the individuals that make up this profession in its Executive Committee leadership.

BE IT FURTHER RESOLVED that these policies shall continue in effect until such time as the membership shall determine otherwise.

Review of Board of Directors Duties Per Constitution and Bylaws

References	Summary	Responsibility
	Business Matters	
Article II-Section 9	Determine the time and place of annual meeting. Establish special meetings as necessary.	Board of Directors
II-13	Approve Code of Ethics and establish rules and procedures for ethics investigations.	Board of Directors
III-1	Manage the business and affairs of the Association in accordance with the provisions of the Bylaws.	Board of Directors
III-11	Accept the proposed annual budget from the Executive Committee at the Fall meeting; thereafter, submit budget to the membership no later than December 1.	Board of Directors
IV-11	Employ the President, determine his duties and responsibilities and determine his compensation.	Delegated to Executive Committee
VI-3	Select the banks, trust funds, trust companies and other depositories to receive Association funds.	Annual board of Directors delegation to President
II-2-1	Determine A.A.E. requirements and elect all A.A.E.'s.	Board of Directors
II-2-2	Establish fees for registration for accreditation.	Board of Directors
II-6-A	Re-accredit expired Executive Members.	Delegated to Board of Examiners
II-6-B	Establish re-eligibility requirements for executive candidates who exceed their time limits.	Board of Directors
III-12-A-1	In conjunction with Executive Committee, annually appoint a Chair of the Board of Examiners.	Board of Directors
II-2	Prescribes certificates of membership and membership cards.	Delegated to President
II-2-8	Approve honorary memberships.	Board of Directors
II-2-9	Prescribe conditions with respect to corporate membership.	Board of Directors
II-2-12	Determine requirements for sectional membership.	Board of Directors
II-5-1	Establish dues for sectional corporate, associate participating and academic membership categories.	Board of Directors
II-7	Vote to readmit members dropped for non-payment of dues.	Board of Directors
III-8 (Also II-3)	Approve all applications for membership and have final determination of each member's classification.	Board of Directors
III-9	Appoint committee and representatives as necessary.	Delegated to Chairman of the Board
IV-3	Remove Board members whenever the best interest of the Association would be served thereby.	Board of Directors

2020-2021 AAAE LEADERSHIP TRAVEL ACCOUNT POLICY

For Board, PRC, BOE and Committee Leaders

It is expected that each AAAE Board member, Policy Review Council (PRC) member, Board of Examiners (BOE) and Committee Chairs have the support of their airport to the maximum extent possible for the time and travel expenses required for leadership service in AAAE. However, AAAE recognizes that airport employers may not be able to cover the travel expenses of Board and PRC members to attend certain official events. It is for that reason that AAAE provides an annual $5,000 travel account (from the end of the 2020 Virtual Membership Meeting held June 26, 2020 through the 2021 Annual Conference in Las Vegas) to each Board and PRC member (including chapter presidents, who are part of the PRC during their year as Chair of their respective chapter); $1,000 to committee leaders (chairs, co-chairs, and vice chairs) who are not on the Board or PRC, and $4,500 for the Board of Examiners (BOE) to participate in BOE meetings.

Per recommendations of the AAAE auditors and the AAAE Audit Committee, and as approved by the Executive Committee, the travel account may only be used for air fare, ground transportation, and hotel lodging expenses (limited to the night prior to the first official event through the night of the last official event) for attendance at AAAE Board meetings and other eligible AAAE conferences including international meetings. It may not be used for conference registration fees. As such, the airport employer or individual Board/PRC member is responsible for paying conference registration fees. The IRS does allow for registration fees for educational conferences to be tax deductible. The specifics of this deduction are defined in IRS publication 463 *http://www.irs.gov/pub/irs-pdf/p463.pdf*, with conventions defined on page 9.

For reimbursement of allowable travel expenses, send expense reports, including applicable receipts, along with payment instructions to Ms. Mimi Yohanes, CPA, AAAE Finance Department, 601 Madison Street, Alexandria, VA 22314 or mimi.yohanes@aaae.org, phone 703-797-2525, fax 703-797-9018. For questions, contact Jacky Sher Raker at 703-575-2472 or jacky.sherraker@aaae.org.

Please note AAAE encourages leaders to limit usage of these funds as our association recovers from the Covid-19 pandemic to only if your airport will not financially support your travel and participation.

AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES FOUNDATION, INC.

A Not-For-Profit Corporation

Organized under the Laws of the State of Illinois

BYLAWS

Article I

NAME, STATEMENT OF PURPOSES AND PRINCIPAL OFFICE

SECTION 1. NAME. The name of this corporation shall be "AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES FOUNDATION, INC." This foundation is a companion corporation to the American Association of Airport Executives, Inc. The Constitution and Bylaws of the American Association of Airport Executives, Inc. are hereby incorporated and made a part of the Bylaws of the AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES FOUNDATION, INC.

SECTION 2. PURPOSES. The purposes of the Foundation shall be:
(a) To provide scholarships in recognized institutes of higher learning in the various universities and colleges of the United States. Said scholarships are to be awarded to deserving students and to be in honor of persons making notable contributions to the field of civil aviation.

(b) To assist promising students and other individuals in attaining executive and management positions in the field of civil airport management.

(c) To inform the public, with respect to the importance to the public welfare, of the national airports system and the airport management profession.

(d) To promote and enhance public understanding and awareness of the importance of continuing educational advancement for the airport management profession and to encourage individual educational achievement and excellence by individuals engaged in the airport management profession through continuing educational opportunities.

(e) To provide opportunities that encourage and promote a diverse population within the airport management profession.

SECTION 3. OFFICES. The Foundation shall maintain an office in the State of Illinois. This office may be the office of the registered agent of the American Association of Airport Executives. The Foundation may also maintain a general office for the transaction of business at any location designated from time to time by the Board of Directors.

ARTICLE II

BOARD OF DIRECTORS

SECTION 1. The Officers and Directors of the Board of the American Association of Airport Executives, Inc. shall be the Board and Officers of the AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES FOUNDATION, INC. The business property and affairs of the Foundation shall be managed and controlled by the Board of Directors.

SECTION 2. The annual meeting of the Board of Directors shall be held on the first day of the annual meeting of the American Association of Airport Executives at such time and place as may be directed by the Chair of the Board of the American Association of Airport Executives in writing to each member of the Board of Directors. Said notice shall be mailed in accordance with the Constitution and Bylaws of the American Association of Airport Executives, Inc.

SECTION 3. No member of the Board of Directors shall be paid any compensation for services as a director, and shall not benefit financially in any way solely by reason of being a member of said Board of Directors.

SECTION 4. No employee of the Foundation shall be elected to or serve on the Board of Directors or the Executive Committee of the Foundation.

SECTION 5. The Board of Directors is responsible for the establishment of policies and for the determination of the program to be followed by the Foundation. The Board of Directors shall consider recommendations submitted by the AAAE Foundation Committee. The Chair of the Foundation Committee shall be appointed by the AAAE Chair. The Board of Directors is further responsible to see and ensure that the policies and programs of the Foundation established and determined by it are fully and faithfully adhered to and accomplished by the Officers, Chair, Foundation Committee and other members of the Board of Directors.

SECTION 6.
(a) The Board of Directors is responsible for seeing that funds are obtained and made available for the maintenance and operation of the foundation; shall have knowledge of and exercise control of the financial accounts and status of the Foundation; is responsible for the establishment and accomplishment of a high standard of selection for the recipients of the scholarships established by the Foundation, and shall meet regularly to receive, consider and act upon the reports of the Chair and committees regarding the problems and progress of the Foundation.

(b) The Foundation shall contract with an independent third party, full service scholarship management company for the provision of at least the following services: customer service, application receipt, evaluation and selection; and notification to successful and non-successful applicants. Neither the Board of Directors, Foundation Committee nor AAAE staff is responsible for the collection, review or evaluation of applications for scholarships.

SECTION 7. All action by the Board of Directors shall be recorded and reported to the membership of the American Association of Airport Executives at its meeting next succeeding such action, and shall be subject to revision or alteration by the membership of the American Association of Airport Executives; provided, however, that no rights or acts of third parties shall be affected or prejudiced by any such revision or alteration.

ARTICLE III

PROXIES

SECTION 1. At each meeting of the Board of Directors, every Officer and Director having the right to vote shall be entitled to vote in person appointed by an instrument in writing.

SECTION 2. All proxies shall be delivered to the Chair of the meeting and entered by him in the minutes of the meeting.

SECTION 3. No proxy shall be in favor of or used by any person who is not an Officer or Director of this Foundation.

ARTICLE IV

SECTION 1. No Officer, Director or member of any committee of this Foundation shall, solely by virtue of his office or position, be entitled to any compensation from the Foundation. No individual, Director or Officer shall derive any financial gain through the Foundation solely by virtue of his or her office or position.

ARTICLE V

DISSOLUTION OF CORPORATION

SECTION 1. In the event this Foundation should be dissolved for any reason whatsoever, all funds in the possession of the Treasurer shall be distributed in accordance with applicable laws of the State of Illinois as now are existing or may be hereafter revised covering the establishment, operation and maintenance of a Not-For-Profit Corporation within the State of Illinois.

ARTICLE VI

SEAL OF CORPORATION

SECTION 1. SEAL. The official seal of the Foundation bearing the following legend:

"AA of AE FOUNDATION INCORPORATED IN 1957" shall be impressed opposite this section of the Bylaws as recorded in the official records of this Foundation. The seal shall be in the charge of the Secretary.

ARTICLE VII

AMENDED BYLAWS

SECTION 1. These Bylaws may be altered or amended, modified or added to by a majority vote of the Officers and Directors of this Foundation at any regular meeting of the Board of Directors or at any Board of Directors meeting called for that purpose.

Approved and adopted April 21, 1961.

Revised January 1972, May 1990, April 1991, May 1994, May 1996, September 2018

AAAE LEADERSHIP WITH CONTACT INFORMATION

Executive Committee

Name	Title	Organization	Email	City	State	Phone
Kelly L. Campbell, A.A.E.	Executive Director, Aviation	Lubbock Preston Smith International Airport	kcampbell@mylubbock.us	Lubbock	TX	(806) 775-3131
Mark E. Gale, A.A.E.	Chief Executive Officer & Director of Aviation	Fort Lauderdale-Hollywood International Airport	mgale@broward.org	Fort Lauderdale	FL	(954) 359-6214
Lawrence J. Krauter, A.A.E., AICP	Chief Executive Officer	Spokane International Airport	lkrauter@spokaneairports.net	Spokane	WA	(509) 455-6419
Perry J. Miller, A.A.E., I.A.P.	President & Chief Executive Officer	Richmond International Airport	pmiller@flyrichmond.com	Richmond	VA	(804) 226-3001
Torrance A. Richardson, A.A.E.	President & Chief Executive Officer	Gerald R. Ford International Airport	trichardson@grr.org	Grand Rapids	MI	(616) 233-6046
Jeanne M. Olivier, A.A.E., ACE	Assistant Director, Aviation Security & Technology	The Port Authority of New York & New Jersey	jolivier@panynj.gov	New York	NY	(212) 435-3726

Board of Directors *(also includes Executive Committee)*

Name	Title	Organization	Email	City	State	Phone
Kevin R. Bumen, A.A.E.	Chief Commercial Officer	San Francisco International Airport	kevin.bumen@flysfo.com	San Francisco	CA	(650) 821-5040
Richard S. Crider, A.A.E.	Executive Vice President	Port San Antonio	rick.crider@portsanantonio.us	San Antonio	TX	(210) 362-7844
Jon Faucher, P.E., PMP	Vice President Aviation Services	Mead & Hunt, Inc.	jon.faucher@meadhunt.com	Scottsdale	AZ	(707) 284-8697
William E. Foster, A.A.E.	Director	Lancaster Airport Authority	efoster@lancasterairport.com	Lancaster	PA	(717) 569-1221
Don V. Green, Jr., A.A.E.	Director	Abilene Regional Airport	don.green@abilenetx.gov	Abilene	TX	(325) 676-6061
Jonathan E. Hudson, C.M.	General Manager	Minter Field Airport District	hudsonj@minterfield.com	Shafter	CA	(661) 393-0402
Rebecca L. Hupp, A.A.E.	Airport Director	Boise Airport	rhupp@cityofboise.org	Boise	ID	(208) 972-8385
David S. Lanter, A.A.E.	Director of Public Safety & Operations	Blue Grass Airport	slanter@bluegrassairport.com	Lexington	KY	(859) 425-3101
Vinicio L. LLerena, A.A.E., ACE	Executive Director	Victoria Regional Airport	vllerena@vctx.org	Victoria	TX	(361) 578-2704
Scott C. McMahon, A.A.E.	Executive Director	Morristown Airport	scottm@mmuair.com	Morristown	NJ	(973) 538-6400
Chad Nixon	President & Chairman of the Board	McFarland-Johnson, Inc.	cnixon@mjinc.com	Binghamton	NY	(607) 723-9421
Michael A. Reisman, A.A.E.	Deputy Executive Director	Greater Asheville Regional Airport Authority	mreisman@flyavl.com	Fletcher	NC	(828) 684-2226
Barry A. Rondinella, A.A.E.	Airport Director	John Wayne-Orange County Airport	brondinella@ocair.com	Costa Mesa	CA	(949) 252-5183
Judy M. Ross, A.A.E.	Assistant Director of Aviation	Norman Y. Mineta San Jose International Airport	jross@sjc.org	San Jose	CA	(408) 392-3620
Brian D. Ryks, A.A.E.	Executive Director & Chief Executive Officer	Minneapolis-St. Paul International Airport	brian.ryks@mspmac.org	Minneapolis	MN	(612) 726-8188
Antonino Sapone, Jr., A.A.E.	Airport Director	Bishop International Airport	nsapone@bishopairport.org	Flint	MI	(810) 235-6560
Ryan H. Sheehan, A.A.E.	Chief Operating Officer	Spokane International Airport	rsheehan@spokaneairports.net	Spokane	WA	(509) 455-6418
Maria S. Sheridan, A.A.E.	Airport Manager	Teterboro Airport	msheridan@panynj.gov	Teterboro	NJ	(973) 714-6555
Cathryn Stephens, A.A.E.	Acting Airport Director	Eugene Airport	cat@flyeug.com	Eugene	OR	(541) 682-5430
Patrick W. Wilson, A.A.E., ACE	President	Metropolitan Knoxville Airport Authority	patrick.wilson@tys.org	Knoxville	TN	(865) 342-3001

Policy Review Council *(also includes Chapter Presidents and Active Past Presidents)*

Name	Title	Organization	Email	City	State	Phone
Iftikhar Ahmad, P.E.	President & Chief Executive Officer	Rhode Island Airport Corp.	iahmad@pvdairport.com	Warwick	RI	(401) 691-2222
Kimberly J. Becker, C.M.	President & Chief Executive Officer	San Diego County Regional Airport Authority	kbecker@san.org	San Diego	CA	(619) 400-2445
Jeff L. Bilyeu, A.A.E.	Aviation Director	Texas Gulf Coast Regional Airport	jbilyeu@brazoria-county.com	Angleton	TX	(979) 849-5755
Rochelle L. Cameron, C.M., CPA	Chief Executive Officer	Philadelphia International Airport	rochelle.cameron@phl.org	Philadelphia	PA	(215) 937-6760
Kevin A. Dillon, A.A.E.	Executive Director	Bradley International Airport	kdillon@bradleyairport.com	Windsor Locks	CT	(860) 292-2054
Kevin C. Dolliole	Aviation Director	Louis Armstrong New Orleans International Airport	kevind@flymsy.com	New Orleans	LA	(504) 303-7652
Sean Donohue	Chief Executive Officer	Dallas Fort Worth International Airport	sdonohue@dfwairport.com	DFW Airport	TX	(972) 973-5200
Justin Erbacci	Chief Executive Officer	Los Angeles World Airports	jerbacci@lawa.org	Los Angeles	CA	(310) 646-3853
Bryant L. Francis, C.M.	Director of Aviation	Oakland International Airport	bfrancis@portoakland.com	Oakland	CA	(510) 563-6421
Huntley A. Lawrence, A.A.E.	Director of Aviation	The Port Authority of New York & New Jersey	hlawrence@panynj.gov	New York	NY	(212) 435-3720
Chad R. Makovsky, C.M., ACE, IACE	Director of Aviation Services	Phoenix Sky Harbor International Airport	chad.makovsky@phoenix.gov	Phoenix	AZ	(602) 273-4036
Ronald Mathieu, C.M.	President & CEO	Birmingham-Shuttlesworth International Airport	rmathieu@flybirmingham.com	Birmingham	AL	(205) 599-0506
Chad Newton, A.A.E.	Chief Executive Officer	Wayne County Airport Authority	chad.newton@wcaa.us	Detroit	MI	(734) 942-5367
Robert P. Olislagers, A.A.E., IACE	Chief Executive Officer	Centennial Airport	rolislagers@centennialairport.com	Englewood	CO	(303) 790-0598
Ann B. Richart, A.A.E.	Director	Nebraska Department of Transportation, Aeronautics Division	ann.richart@nebraska.gov	Lincoln	NE	(402) 471-7922
John Selden	CEO	NEOM Airport	john.selden@atl.com	Saudi Arabia		966 547332475
Ricky D. Smith	Executive Director & Chief Executive Officer	Baltimore/Washington International Thurgood Marshall Airport	rsmith4@bwiairport.com	Baltimore	MD	(410) 859-7060
Mark D. VanLoh, A.A.E.	Chief Executive Officer	Jacksonville Aviation Authority	mark.vanloh@flyjacksonville.com	Jacksonville	FL	(904) 741-2069
Rosemary A. Vassiliadis, C.M.	Director, Aviation	Las Vegas-McCarran International Airport	rosemaryv@mccarran.com	Las Vegas	NV	(702) 261-4525
William W. Wyatt	Executive Director	Salt Lake City Department of Airports	bill.wyatt@slcgov.com	Salt Lake City	UT	(801) 575-2408

As of 6/28/2021

Please contact Gwen.Basaria@aaae.org with changes.

AAAE LEADERSHIP WITH CONTACT INFORMATION

Regional Chapter Presidents						
Name	**Title**	**Organization**	**Email**	**City**	**State**	**Phone**
Carlton E. Braley, Jr., A.A.E.	President	Northeast Chapter AAAE	carltonbraleyaae@gmail.com	Manchester	NH	(603) 396-0707
Jane M. Lucero, A.A.E., AICP	Associate Director, Planning and Operations	Albuquerque International Sunport	janelucero@cabq.gov	Albuquerque	NM	(505) 244-7858
Joseph G. Marana, A.A.E., ACE	Director, Operations & Facilities	Fort Wayne International Airport	jmarana@fwairport.com	Fort Wayne	IN	(260) 747-4146
Judy M. Ross, A.A.E.	Assistant Director of Aviation	Norman Y. Mineta San Jose International Airport	jross@sjc.org	San Jose	CA	(408) 392-3620
Brian L. Sprenger, A.A.E.	Airport Director	Bozeman Yellowstone International Airport	brian.sprenger@bozemanairport.com	Belgrade	MT	(406) 388-6632
Scott Van Moppes, A.A.E.	Director of Airports	Myrtle Beach International Airport	vanmoppess@horrycounty.org	Myrtle Beach	SC	(843) 839-7362
Active Past Presidents						
Name	**Title**	**Organization**	**Email**	**City**	**State**	**Phone**
Scott A. Brockman, A.A.E.	President & Chief Executive Officer	Memphis International Airport	sbrockman@flymemphis.com	Memphis	TN	(901) 922-8077
James Elwood, A.A.E.	Executive Director	Jackson Hole Airport	jim.elwood@jhairport.org	Jackson	WY	(307) 733-7695
Kelly L. Johnson, A.A.E.	Airport Director	Northwest Arkansas Regional Airport Authority	kelly.johnson@flyxna.com	Bentonville	AR	(479) 205-1422
Carl D. Newman, A.A.E.	Airport Manager	Glendale Municipal Airport	cnewman@glendaleaz.com	Phoenix	AZ	(623) 930-4744
Board of Examiners						
Name	**Title**	**Organization**	**Email**	**City**	**State**	**Phone**
Cyrus T. Callum, A.A.E., ACE	Director of Aviation and Economic Resources	Daytona Beach International Airport	ccallum@flydab.com	Daytona Beach	FL	(386) 299-8520
Brad Christopher, A.A.E.	Assistant Director of Airports	Wichita Airport Authority	bchristopher@wichita.gov	Wichita	KS	(316) 946-4708
Casey Denny, A.A.E.	Chief Operations Officer	Columbus Regional Airport Authority	cdenny@columbusairports.com	Columbus	OH	(614) 239-4077
Sara A. Freese, A.A.E.	Assistant Director, Airport Operations	Minneapolis-St. Paul International Airport	sara.freese@mspmac.org	Minneapolis	MN	(612) 794-4381
Medardo Gomez, A.A.E.	Operational Readiness Activation and Transition Director	Salt Lake City Department of Airports	medardo.gomez@slcgov.com	Salt Lake City	UT	(801) 531-4626
Judith W. Olmstead, A.A.E.	Assistant Director of Airports	Myrtle Beach International Airport	olmsteaj@horrycounty.org	Myrtle Beach	SC	(843) 839-7359
Kevin D. Smith, A.A.E.	General Manager	Truckee Tahoe Airport	ksmith@fly2trk.com	Truckee	CA	(530) 587-4119
Marshall B. Stevens, A.A.E.	Deputy Executive Director	Harrisburg International Airport	marshalls@saraa.org	Middletown	PA	(717) 948-3900
Zachary R. Sundquist, A.A.E.	Assistant Airport Director	Portland International Jetport	zrs@portlandmaine.gov	Portland	ME	(207) 272-4898
Mark E. Witsoe, A.A.E.	Director of Airports	Kern County Department of Airports	witsoem@kerncounty.com	Bakersfield	CA	(661) 391-1817

As of 6/28/2021
Please contact Gwen.Basaria@aaae.org with changes.

AAAE REGIONAL CHAPTER LEADERSHIP WITH CONTACT INFORMATION

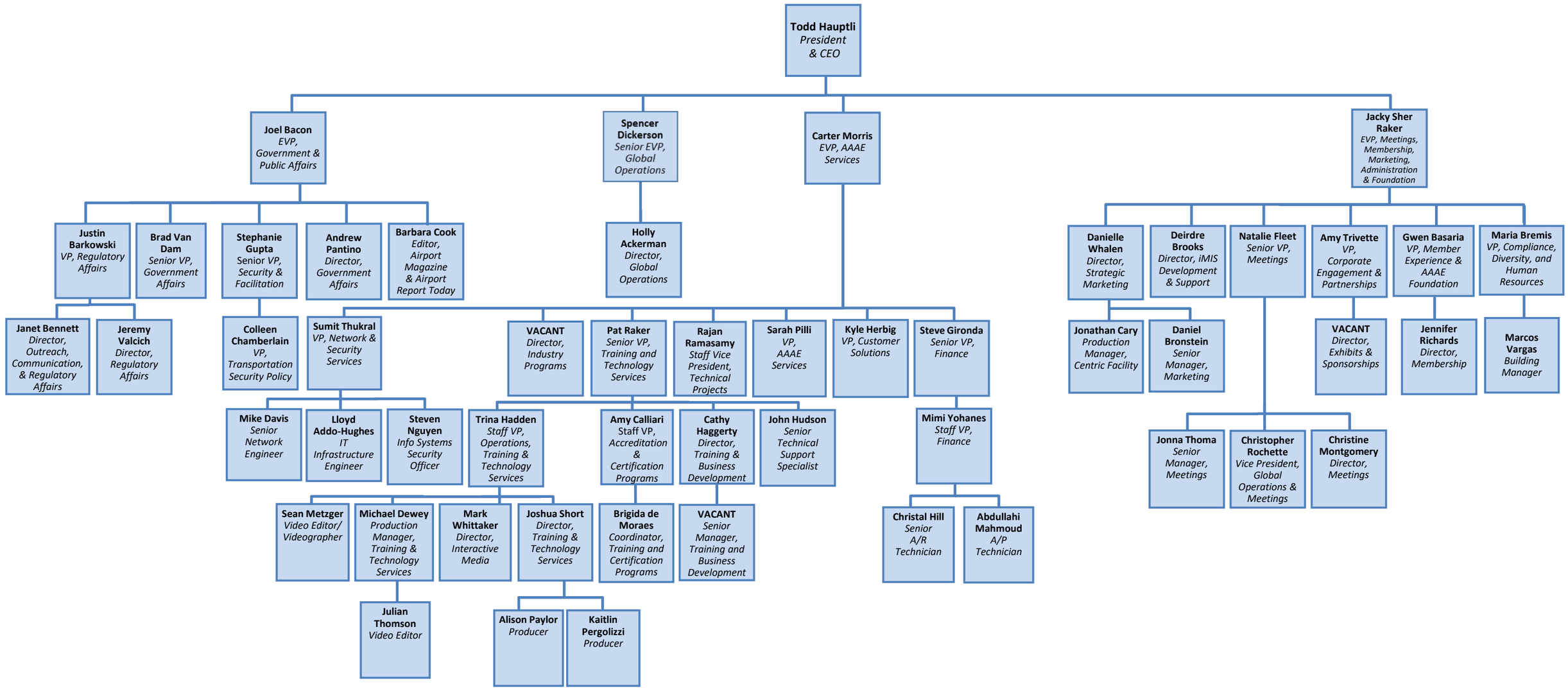
Northeast Chapter Officers							
Position	**Name**	**Title**	**Airport/Company**	**Email**	**City**	**State**	**Phone**
President	Carlton E. Braley, Jr., A.A.E.	President	Northeast Chapter AAAE	carltonbraleyaae@gmail.com	Manchester	NH	(603) 396-0707
Vice President	Melinda J. Montgomery, A.A.E.	Airport Manager	Trenton-Mercer Airport	mmontgomery@mercercounty.org	Ewing	NJ	(609) 882-9015
Treasurer	Zachary R. Sundquist, A.A.E.	Assistant Airport Director	Portland International Jetport	zrs@portlandmaine.gov	Portland	ME	(207) 272-4898
Secretary	Darren S. Large, A.A.E.	irector, Facilities & Operations	Morristown Airport	darrenl@mmuair.com	Morristown	NJ	(973) 538-6400
Past President	William E. Foster, A.A.E.	Director	Lancaster Airport Authority	efoster@lancasterairport.com	Lancaster	PA	(717) 569-1221
Executive Secretary	Richard J. Williams, A.A.E.	Executive Secretary	Northeast Chapter AAAE	ewr103@optonline.net	West Milford	NJ	(973) 728-9048
Executive Director	Laura Tardio	Executive Director	Capitol Hill Management Services, Inc.	info@necaaae.org	Albany	NY	518-313-1141
Southeast Chapter Officers							
Position	**Name**	**Title**	**Airport/Company**	**Email**	**City**	**State**	**Phone**
President	Scott Van Moppes, A.A.E.	Director of Airports	Myrtle Beach International Airport	vanmoppess@horrycounty.org	Myrtle Beach	SC	(843) 839-7362
Vice President	Perry J. Miller, A.A.E., I.A.P.	President & Chief Executive Officer	Richmond International Airport	pmiller@flyrichmond.com	Richmond	VA	(804) 226-3001
Secretary/Treasurer	Travis Crilly, A.A.E.	Operations Manager	Blue Grass Airport	tcrilly@bluegrassairport.com	Lexington	KY	(859) 425-3200
Past President	Terry Blue, A.A.E., ACE	Vice President, Operations	Memphis International Airport	tblue@flymemphis.com	Memphis	TN	(901) 922-8379
Executive Secretary	Robert C. Brammer, II	Executive Secretary	Southeast Chapter AAAE	admin@secaaae.org	North Charleston	SC	(843) 425-3878
Great Lakes Chapter Officers							
Position	**Name**	**Title**	**Airport/Company**	**Email**	**City**	**State**	**Phone**
President	Joseph G. Marana, A.A.E., ACE	Director, Operations & Facilities	Fort Wayne International Airport	jmarana@fwairport.com	Fort Wayne	IN	(260) 747-4146
First Vice President	Melissa W. Cooper, A.A.E.	Airport Manager	Charles B. Wheeler Downtown Airport	melissa.cooper@kcmo.org	Kansas City	MO	(816) 859-7610
Second Vice President	John Reed, A.A.E.	Executive Director	Rochester International Airport	Jreed@flyrst.com	Rochester	MN	(507) 282-2328
Past President	Shawn A. Dobberstein, A.A.E.	Executive Director	Fargo-Hector International Airport	shawn@fargoairport.com	Fargo	ND	(701) 241-1501
Executive Director	Sheri Maskow	Executive Director	J&M Business Solutions LLC	sheri@glcaaae.org	Brunswick	OH	(234) 803-1941
South Central Chapter Officers							
Position	**Name**	**Title**	**Airport/Company**	**City**	**State**	**Email**	**Phone**
President	Jane M. Lucero, A.A.E.	Associate Director, Planning and Operations	Albuquerque International Sunport	janelucero@cabq.gov	Albuquerque	NM	(505) 244-7858
Vice President	Scott Alexander, C.M.	Director, International Relations	Houston Airport System	scott.alexander@houstontx.gov	Houston	TX	(713) 410-8265
Secretary/Treasurer	Danny A. Jones, A.A.E.	Director, Airport Operations	Kelly Field/Port San Antonio	danny.jones@portsanantonio.us	San Antonio	TX	(210) 362-7838
Past President	Vinicio L. LLerena, A.A.E., ACE	Executive Director	Victoria Regional Airport	vllerena@vctx.org	Victoria	TX	(361) 578-2704
Second Past President	Richard S. Crider, A.A.E.	Executive Vice President	Port San Antonio	rick.crider@portsanantonio.us	San Antonio	TX	(210) 362-7844
Executive Secretary	Logan Beszterda	Chapter Manager	South Central Chapter AAAE	logan@amc-texas.com	Houston	TX	(713) 375-2710
Northwest Chapter Officers							
Position	**Name**	**Title**	**Airport/Company**	**City**	**State**	**Email**	**Phone**
President	Brian L. Sprenger, A.A.E.	Airport Director	Bozeman Yellowstone International Airport	brian.sprenger@bozemanairport.com	Belgrade	MT	(406) 388-6632
First Vice President	Ryan H. Sheehan, A.A.E.	Chief Operating Officer	Spokane International Airport	rsheehan@spokaneairports.net	Spokane	WA	(509) 455-6418
Second Vice President	Chris Pomeroy	Airport Manager	Friedman Memorial Airport Authority	chris@iflysun.com	Hailey	ID	(208) 788-9003
Secretary/Treasurer	Devon M. Brubaker, A.A.E.	Airport Director	Southwest Wyoming Regional Airport	dbrubaker@FlyRKS.com	Rock Springs	WY	(307) 705-7223
Past President	Rebecca L. Hupp, A.A.E.	Airport Director	Boise Air Terminal/Gowen Field	rhupp@cityofboise.org	Boise	ID	(208) 972-8385
Executive Secretary	Linda Tepper, A.A.E.	Airport Business Manager	Crater Lake-Klamath Regional Airport	ltepper@flykfalls.com	Klamath Falls	OR	(541) 883-5371
Southwest Chapter Officers							
Position	**Name**	**Title**	**Airport/Company**	**City**	**State**	**Email**	**Phone**
President	Judy M. Ross, A.A.E.	Assistant Director of Aviation	Norman Y. Mineta San Jose International Airport	jross@sjc.org	San Jose	CA	(408) 392-3620
First Vice President	Jorge E. Rubio, A.A.E.	Airport Program Manager	City of San Diego Airports	JERubio@sandiego.gov	San Diego	CA	(858) 573-1414
Second Vice President	Corinne C. Nystrom, A.A.E.	Airport Director	Falcon Field Airport	corinne.nystrom@mesaaz.gov	Mesa	AZ	(480) 644-4045
Past President	Jennifer L. Maples, A.A.E., ACE	Aviation Superintendent - Facilities	Phoenix Sky Harbor International Airport	jennifer.maples@phoenix.gov	Phoenix	AZ	(602) 273-4014
Executive Director	Cathy Herring	Director of Operations	KCA Association Management	cathy@swaaae.org	Chandler	AZ	(480) 403-4604

As of 6/28/2021

Please contact Gwen.Basaria@aaae.org with changes.

AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

AAAE Organization Chart



AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

The Barclay Building • 601 Madison Street • Alexandria, VA 22314 • 703.824.0500 • Fax 703.820.1395 • www.aaae.org

AAAE Staff By Department

As of July 2021

Executive Management Team

- **Todd Hauptli**, *President & CEO* **703.578.2514**
- **Spencer Dickerson, C.M.,** *Senior Executive Vice President, Global Operations* **703.578.2511**
- **Joel Bacon**, *Executive Vice President, Government & Public Affairs* **703.575.2478**
- **Carter Morris**, *Executive Vice President, AAAE Services* **703.578.2515**
- **Jacky Sher Raker**, *Executive Vice President, Meetings, Membership, Marketing, Administration & Foundation* **703.575.2472**

Government and Public Affairs

- **Joel Bacon**, *Executive Vice President, Government & Public Affairs* **703.575.2478**

Airport Legislative Alliance

- **Brad Van Dam**, *Senior Vice President, Government Affairs* **703.797.2534**
- **Andrew Pantino**, *Director, Government Affairs* **703.797.9022**

Publications

- **Barbara Cook**, *Editor, Airport Magazine & Airport Report Today* **703.575.2461**

Regulatory & Environmental Affairs

- **Justin Barkowski,** *Vice President, Regulatory Affairs* **703.797.2538**
- **Janet Bennett**, *Director, Outreach, Communications & Regulatory Affairs* **703.797.2533**
- **Jeremy Valcich**, *Director, Regulatory Affairs* **703.797.9016**

Transportation Security Policy

- **Stephanie Gupta**, *Senior Vice President, Security & Facilitation* **703.671.8622**
- **Colleen Chamberlain,** *Vice President, Transportation Security Policy* **703.575.2460**

AAAE Services

- **Carter Morris**, *Executive Vice President, AAAE Services* **703.578.2515**
- **Sarah Pilli,** *Vice President, AAAE Services* **703.797.2542**
- **Kyle Herbig**, *Vice President, Customer Solutions* **703.797.2536**

Development

- **Rajan Ramasamy, PMP**, *Staff Vice President, Technical Projects* **703.578.2509**
- **Mark Whittaker,** *Director, Interactive Media* **703.797.2561**

Finance

- **Steve Gironda**, *Senior Vice President, Finance* **703.578.2519**
- **Mimi Yohanes, CPA**, *Staff Vice President, Finance* **703.797.2525**
- **Christal Hill,** *Senior Accounts Receivable Technician* **703.797.2565**
- **Abdullahi Mahmoud**, *Accounts Payable Technician* **703.578.2501**

Information Services Network & Security

- **Sumit Thukral**, *Vice President, Network & Security Services* **703.797.9008**
- **Mike Davis,** *Senior Network Engineer* **703.797.2532**
- **Lloyd Hughes,** *IT Infrastructure Engineer* **703.797.2577**
- **Steven Nguyen**, *Information Systems Security Officer* **703.797.2521**

Training and Technology Services/ANTN

- **Pat Raker**, *Senior Vice President, Training and Technology Services* **703.797.2522**
- **Trina Hadden,** *Staff Vice President, Operations, Training & Technology Services* **703.575.2470**
- **Joshua Short**, *Director, Training & Technology Services* **703.797.9017**
- **Michael Dewey,** *Production Manager, Training & Technology Services* **703.797.2537**
- **Alison Paylor**, *Producer, Training & Technology Services* **703.940.3141**
- **Katie Pergolizzi**, *Producer, Training & Technology Services* **703.797.2575**
- **Sean Metzger**, *Video Editor/Videographer* **703.578.2513**
- **Julian Thomson,** *Video Editor* **703.797.9026**
- **John Hudson**, *Senior Technical Support Specialist* **703.575.2473**
- **Cathy Haggerty**, *Director, Training & Business Development* **703.797.9009**
- **Amy Calliari**, *Staff Vice President, Accreditation & Certification Programs* **703.578.2506**
- **Brigida de Moraes**, Coordinator, *Training & Certification Programs* **703.797.2529**

Transportation Security Clearinghouse

- **Customer Service** **703.797-2550**

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Meetings, Membership, Marketing, Administration and Foundation

- **Jacky Sher Raker**, *Executive Vice President, Meetings, Membership, Marketing, Administration & Foundation* **703.575.2472**

Corporate Engagement and Partnerships

- **Amy Trivette,** *Vice President, Corporate Engagement & Partnerships* **703.575.2471**
- **Amanda McCollough**, *Director, Exhibits and Sponsorships* **703.575.2464**

Database Development

- **Deirdre Brooks,** *Director, iMIS Development & Support* **703.575.2468**

Marketing

- **Danielle Whalen,** *Director, Strategic Marketing* **703.575.2462**
- **Daniel Bronstein,** *Senior Manager, Marketing* **703.797.2539**
- **Jonathan Cary,** *Production Manager, Centric Facility* **703.578.2516**

Meetings

- **Natalie Fleet, CMP**, *Senior Vice President, Meetings* **703.578.2505**
- **Amy Trivette,** *Vice President, Corporate Engagement & Partnerships* **703.575.2471**
- **Christopher Rochette**, *Vice President, Global Operations & Meetings* **703.797.2545**
- **Christine Montgomery,** *Director, Meetings* **703.797.2558**
- **Jonna Thoma, CMP**, *Senior Manager, Meetings* **703.797.2578**

Membership/Foundation

- **Gwen Basaria**, *Vice President, Member Experience & AAAE Foundation* **703.797.2540**
- **Jennifer Richards,** *Director, Membership* **703.575.2479**

Office Administration/Human Resources

- **Maria Bremis, JD,** *Vice President, Compliance, Diversity & Human Resources* **703.797.2528**
- **Marcos Vargas**, *Building Manager* **703.797.2544**

US Contract Tower Association

- **Brad Van Dam**, *Senior Vice President, Government Affairs* **703.797.2534**

International Association of Airport Executives/Global Operations

- **Spencer Dickerson, C.M.,** *Senior Executive Vice President, Global Operations* **703.578.2511**
- **Christopher Rochette**, *Vice President, Global Operations & Meetings* **703.797.2545**
- **Holly Ackerman,** *Director, Global Operations* **703.578.2507**

AMERICAN ASSOCIATION
AAAE
OF AIRPORT EXECUTIVES

July 8, 2021

Ms. Judy M. Ross, A.A.E.
President
Southwest Chapter AAAE
1701 Airport Blvd., Suite B-1130
San Jose, CA 95110

Dear Judy:

On behalf of AAAE and our legislative, regulatory, and security policy teams, I am writing to thank you and the Southwest Chapter for supporting the 2021 AAAE Federal Affairs Membership. We really appreciate it!

As airports and the aviation industry continue to navigate the challenges of the coronavirus pandemic, engagement in the nation's capital has never been more important. Through our regular calls, Airport Alerts, and other updates, we are working to keep our airport members apprised of the latest developments and plugged in so that they can help us shape critical policy and funding decisions before Congress and the Biden Administration. We are committed to making sure that the voices of airports continue to be heard loud and clear as policymakers debate relief and recovery efforts, a comprehensive infrastructure package, and other issues of importance to airports and our industry partners.

The Chapter's support for the 2021 AAAE Federal Affairs Membership is incredibly helpful and appreciated. And, I want to assure you that the AAAE team will continue giving our all every day in pursuit of airport policy goals in the nation's capital.

As always, I value your input and feedback, so if there is anything we can do to better serve you, please don't hesitate to let me know.

Thank you again to you and the Chapter for your support.

Sincerely,

Joel D. Bacon
Executive Vice President,
Government & Public Affairs

From: Larry Krauter, A.A.E., AICP
To: Ross, Judy
Subject: AAAE Committee Recommendations for Upcoming FAA Reauthorization Priorities
Date: Thursday, July 22, 2021 11:02:54 AM

You don't often get email from larry.krauter@aaae.org. Learn why this is important

[External Email]

View this email in your browser.

American Association of Airport Executives

M E M O R A N D U M

TO: All AAAE Committee Chairs and Committee Vice Chairs
FROM: Lawrence J. Krauter, A.A.E., AICP, AAAE Chair
SUBJECT: Preparation of Recommendations for Legislative Priorities related to Upcoming FAA Reauthorization
DATE: July 21, 2021

Please accept my thanks for your leadership and for giving of your time and talent to serve in AAAE Committee leadership!

The current FAA Reauthorization law expires on September 30, 2023. As far off as that may seem, in legislative terms it is right around the corner.

While AAAE staff and many of our members are continuously engaged in education and advocacy with legislators, I believe we have both an opportunity and a responsibility to create the most informed and comprehensive playbook of legislative priorities ever assembled by AAAE to use in coordinating our efforts to have maximum effectiveness in achieving the outcomes the airport industry needs in the next FAA Reauthorization bill.

I am asking leadership from each Committee to develop a white paper of issues of top importance that need to be addressed in the upcoming FAA Reauthorization process.

The Committee Issues and Recommendations for FAA Reauthorization will have a target completion date of November 5, 2021 and should be delivered to your respective AAAE Staff Liaison.

The document should be concise and provide sufficient basic information to describe each identified issue and the proposed resolution to provide a cogent argument as to what the resolution will achieve if implemented.

For example, the Air Service Committee may forward a recommendation to amend the law to allow airports to use their funds to provide a revenue guarantee to an airline.

The Committee Issues and Recommendations reports will be assembled into a Master FAA Reauthorization Legislative Playbook to be further coordinated with the AAAE Executive Committee, Federal Affairs Committee and AAAE Staff prior to being reviewed and discussed in detail at the AAAE Board Meeting in Kauai on January 9, 2022.

From the January 2022 Board Meeting, AAAE staff will use the Playbook to prepare for the Spring Washington Legislative Issues Conference taking place March 4-5, 2022 and Capitol Hill visits by AAAE members to Members of Congress and their respective staff.

We must take decisive and aggressive actions well in advance of the FAA Reauthorization process in order to achieve more for our airports and our communities and your role in developing the Legislative Playbook is critical to our success.

If you have any questions please contact me at **larry.krauter@aaae.org** or 509.455.6419.

Larry Krauter, A.A.E., AICP
Chair, AAAE
Chief Executive Officer, Spokane International Airport

cc: Mark Gale
Perry Miller
Rick Crider
Kelly Campbell
Tory Richardson
Todd Hauptli
Joel Bacon
Brad Van Dam
Jacky Sher Raker

American Association of Airport Executives
The Barclay Building, 601 Madison Street
Alexandria, VA 22314
P: 703.824.0504 | Email: member.services@aaae.org

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M E M O R A N D U M

To: Chapter Presidents

Carlton E. Braley, A.A.E.
Jane Lucero, A.A.E., AICP
Joseph G. Marana, A.A.E.
Judy M. Ross, A.A.E.
Brian Sprenger, A.A.E.
Scott Van Moppes, A.A.E.

From: Lawrence J. Krauter, A.A.E., AICP
Chairman

Subject: Selection of Chapter Professional Development Officer and Establishment of Chapter Professional Development Committee

Date: July 26, 2021

Please accept my thanks for leading and serving in your respective Chapters and for your continued support of AAAE National!

As you recall, we have been engaged in a thorough discussion on leadership development for the past several years, including a presentation on Pathways to Engagement at the Chapter Leaders/Executive Committee meeting held at the Barclay Building on March 4, 2019 that was facilitated by me and Craig Williams.

Given the growing complexity of AAAE and its membership growth, the consensus of those in attendance was that we needed to be more intentional in developing our future leaders than has been our past practice and that Pathways to Engagement would accomplish that objective and unify a number of our other initiatives under categories such as Academic Relations, BOE, DEI, Training and Young Professionals.

Following this discussion, 2019-20 Chair Tory Richardson appointed a Leadership Task Force whose members included Jim Bennett, A.A.E., Brad Christopher, A.A.E., Kevin Dillon, A.A.E., Shawn Dobberstein, A.A.E., Jim Elwood, A.A.E.[Task Force Chair], Charlie Goodwin, A.A.E., Kelly Johnson, A.A.E., Paula Jordan, A.A.E., Carl Newman, A.A.E., Robert Olislagers, A.A.E., Judi Olmstead, A.A.E. and Wayne Pennell, A.A.E.

The work of the Leadership Task Force centered on examining and making recommendations to improve the nominating and selection process for candidates standing for election to Secretary/Treasurer (i.e. Executive Committee). In its report to the Executive Committee, delivered in August 2020, the Leadership Task Force made additional recommendations including the continuation of Pathways to Engagement.

Among the priorities that I discussed at the AAAE Annual Conference on July 13, 2021 is to further operationalize Pathways to Engagement and Leadership Development by working with each Chapter to establish a Professional Development Officer (PDO) who will Chair a Professional Development Committee (PDC) for the Chapter. The minimum qualifications for a Chapter PDO will be an Accredited Airport Executive with at least 15 years of career experience in public airport management. Examples of the duties and responsibilities of the PDO/PDC include but are not limited to:

- Encourage and promote continuing education and professional development for all Chapter members.
- Identify, invite and assist Chapter members to establish their professional development plan using Pathways to Engagement as a guide (i.e. the Pathway Plan).
- Interface with the Chapter/Regional Board of Examiners Representative to build interest and awareness of the ACE, CM and AAE credentialing programs for Chapter members and to track progress and encourage completion.
- Interface with the Chapter Academic Relations Committee to conduct outreach to students within the Chapter's geographic boundary.
- Develop programs and materials to emphasize the importance of AAAE membership, professional credentialing and participation in continuing education/training and leadership activities to Chapter members and their employers.
- Confer with, and serve as a member of the Chapter Nominating Committee to develop and place candidates for Chapter Committee Leadership positions and Chapter Executive Committee.
- Confer with, or serve as, the Chapter's representative to the national Nominating Committee regarding preparation of candidates for Regional Director and National At-Large Director positions on the AAAE Board as well as preparation of candidates for nomination by the Chapter to stand for election as national Secretary/Treasurer (Executive Committee)
- Confer with Chapter Academic Relations and/or Chapter Scholarship Committee to assist with decision making for award of financial assistance to support members with a Pathway Plan at the Chapter and National levels.

While this is not an absolute list of possible duties and responsibilities, I hope that it will prove helpful to you in framing discussions on this topic with your respective Chapters.

My intention is to establish a National Leadership Development Committee that will be announced at the September 25, 2021 Board of Directors Meeting in Savannah, GA. It is entirely possible that members of the National Leadership Development Committee may also be individuals that the Chapter would select as their PDO. These individuals may also be currently serving as the Chapter's representative to the national Nominating Committee and that should not disqualify them for selection as the Chapter's PDO in my opinion.

Accordingly, I am respectfully requesting each Chapter to complete the selection of a Chapter Professional Development Officer and to establish a Professional Development Committee not later than December 17, 2021 so that their work can begin in earnest during the 2022 calendar year and have appropriate influence in the development of the highest caliber candidates for Chapter and National Leadership positions as well as establishing a strong bench of candidates under active engagement as they progress along their respective Pathway Plan.

I look forward to discussing this important matter in more detail as I have the opportunity to visit with each Chapter. For those Chapters that will not have annual meetings prior to the end of the calendar year, I would ask to set up videoconference meetings to discuss further.

As always, please reach out any time if you have any questions, comments or concerns by email at larry.krauter@aaae.org or by phone at 509.455.6419.

cc: Scott Alexander, C.M.
Melissa W. Cooper, A.A.E.
Melinda Montgomery, A.A.E.
Jorge Rubio, A.A.E.
Ryan Sheehan, A.A.E.

bcc: Mark Gale, A.A.E.
Perry Miller, A.A.E.
Kelly Campbell, A.A.E.
Tory Richardson, A.A.E.
Todd Hauptli
Joel Bacon
Brad Van Dam
Jacky Sher Raker

To: SWAAAE Board of Directors

From: Michael Hill and David Sperling, Corporate Directors

Subject: Corporate Member Update

Date: July 30, 2021

Corporate Report

1) FAA/Consultant Forum Update:
   - Forum #1 held on June 6, 2019 (Torrance, CA – FAA Conference).
   - Forum #2 held on July 31, 2019 (Tucson, AZ – SWAAAE Conference).
   - Interim check-in conference call held December 9, 2020.
   - Forum #3 held on January 29, 2020 (Monterey, CA – SWAAAE Short Course).
   - **FAA Round table will be held at the Reno Summer Conference 2021, but the Consultants Forum is still postponed until next conference.**

2) Best Practices Guide Update:

   The draft report is being consolidated and will be distributed to the federal and state agencies for review in August prior to being shared more widely.

3) Corporate Member Outreach:

   10 total Coffee Breaks since beginning, as reported last Board Report the coffee breaks seem to be going well and are still well attended. They continue to offer a unique way of staying connected with SWAAAE members during this odd time. During the coffee breaks the upcoming conference and sponsorships was discussed. Also solicited continued feedback from all members regarding what

needs they may have from the Chapter that are not being addressed. None were noted.

Board vacancies were mentioned for the upcoming elections in August.

The virtual conference was much better than expected and well attended with very good feedback. The Summer Conference in Reno is an in-person/hybrid conference. Sponsorships and attendance have been well received and as of this report all budget items are being met. The Reno conference is a statement that SWAAAE and the world is getting back to normal.

4) Corporate Director Committee Involvement:
   - Active participants on:
     - Conference – Winter/Summer
       - Sponsorship/Exhibit/Budget
     - Finance
     - Education & Engagement

July 19, 2021

To: SWAAAE Board of Directors
Judy Ross, A.A.E., C.A.E., SWAAAE President

From: Harry Barrett A.A.E., SWAAAE Chapter Diversity, Equity and Inclusion Chair
T.J. Chen C.M., Vice-Chair

Subject: Diversity, Equity, and Inclusion Committee Chair Report

I. The SWAAAE Diversity, Equity, and Inclusion (DEI) Committee has worked on the four focus areas that Chapter President Judy Ross has provided to the Task Force for FY 2021, including: (1) A renewed approach to promoting and celebrating real diversity, equity, and inclusion through enhanced collaboration (2) create a platform for meaningful dialogue on bias and discrimination, (3) Provide training to members on diversity and inclusion, and; (4) Educate member airports on meaningful and purposeful strategies

II. The Committee has achieved the following goals to date:

- Developing a strategic plan for the Chapter's DEI Committee and for consideration and incorporation into the Chapter's Strategic Plan

- Outreach through the Chapter's website and newsletter, with an emphasis on national celebrations and their influence on current day issues. This included profiling SWAAAE members during Asian-American Heritage Month to understand the challenges and opportunities for people Asian descent, creating awareness around Pride month by exploring the linkages between the Stonewall Riots and present day LGBTQ+ rights including employment rights, and celebrating the signing of the Juneteenth National Independence Day Act with video diaries detailing the history of the Emancipation Proclamation and its significance to the black and brown community.

- Building an ongoing platform for dialogue starting with the presentation of a case study on "Defining Diversity, Equity and Inclusion" during the SWAAAE Winter Virtual Workshop, led by Vice-Chair TJ Chen.

III. The Committee will continue to focus on making progress with:

- Developing and presenting a three-part virtual presentation to discuss Inclusive Leadership, Organizational Strategies for Equity, Diversity and Inclusion, and the concepts of Implicit Bias. The first of this series is scheduled to be presented on July 29th.

- Finalizing the DEI Committee Strategic Plan and make recommendations to the Strategic Planning Committee to move forward with DEI focused educational activities and social events during conferences
- Developing future workshops and training focusing on inclusive succession planning to eliminate barriers of entry into the industry and leadership roles
- Building on platform for constructive dialogue on unconscious bias, discrimination and systemic racism

I extend my gratitude to committee Vice-Chair TJ Chen, and committee members Henry Thompson, Lisa Watada and Tony Guinn for their outstanding support and contributions.

TO: SWAAAE Board of Directors

FROM: Alex Smith, A.A.E., Education & Engagement Committee Chair

SUBJECT: Education & Engagement Committee Report – July 2021

Education & Engagement Committee Goal

- Create 2-3 virtual education sessions during the year to cover a range of member topics.

Committee Membership

- Alex Smith (Chair)
- Mike Hill (Vice Chair)
- Joe Jackson
- Hugh Rafferty
- Jarrod Parker

Committee Update

- The third Educational Session was held on Tuesday June 15th, 2021. We had 100 registrations, with 44 people in attendance.
- A big thank you to our panel members for their time and informative perspectives!
    - Russ Jones, Secretary, Board of Directors, Yuma County Airport Authority
    - Brad Kirsch, DBIA, CPC, LEED AP, Project Director, Sundt Construction
    - Doron Lean, President, Lean Technology Corporation and Lean Engineering (LEAN)
    - Judy Ross, A.A.E., Assistant Director of Aviation, Norman Y. Mineta San Jose International Airport
- Thank you to President Ross and all committee members for their hard work this year to support education and engagement within SWAAAE!

TO: SWAAAE Board of Directors

FROM: Corinne Nystrom, A.A.E.

SUBJECT: SWAAAE Governance Committee

DATE: July 30, 2021

The Governance Committee has nothing to report at this time.

July 30, 2021

To: SWAAAE Board of Directors

From: Kenneth G. Moen, A.A.E., Legislative Committee Chair

Subject: Chair Legislative Committee Report for July 30, 2021

Please accept the following report for the July 30, 2021 Board meeting. Special thanks to the Legislative Committee Members for their contributions to the report.

Arizona Legislative Report (Ed Faron):

Legislative Affairs

The Arizona State Legislature adjourned sine die on June 30, 2021, after 171 days at the Capital. More importantly, the Governor has signed the budget, which includes $18M for the State Aviation Fund. This additional funding, paired with Arizona Department of Transportation's (ADOT) existing budget and the $5M normally allotted for State matching of federal grants, will allow the award of all Airport Capital Improvement Program requests for ADOT grant funding this year.

Urban Air Mobility Study

Per HB 2485, the Governor's Office will most likely begin seeking airport representatives for the Urban Air Mobility Study Committee. The Arizona Airports Association (AzAA) will begin discussions with the Governor's Office in August to offer any assistance we may in this matter.

Arizona Aviation & Aerospace Day

No information has been posted regarding when reservations for the 2022 Capital Lawn Calendar will open. Historically, reservations open on a first come, first-served basis in August. Last year, reservations opened on August 13th at 10:00am. The latest reports that AzAA has received indicate late August or early September for applications. We will continue monitoring and apply for the date(s) determined at AzAA's July Board meeting.

California Legislative Report (Harry Barrett, Jr.):

The Legislature convened the 2021-2022 session on December 7th for organizational meetings and then adjourned until January 11th. The Legislature reconvened on April 5th.

The California Legislature is in full swing, despite the limitations due to COVID-19. The Capitol is now open to the public with restrictions on movement in the capitol. Committee hearings are spaced out and only a small number occur at any given time. Additionally, some public testimony is still done via telephone rather than in person. The body adjourned for summer recess on July 16th.

An amendment to **AB 1322** regarding the California Global Warming Solutions Act, and that would include Scoping Plan for Sustainable Aviation Fuels was referred to the Committee on environmental Safety on June 21, 2021. The amendment would add Section 3856.1 to the Health and Safety Code relating to greenhouse gases and would require the State Board to consult with commercial airports, airlines, and aircraft manufacturers to craft a plan by 2023 to reduce emission from aircraft in the state to net-zero by 2045.

AB 1486 regarding the use of surplus land (Surplus Land Act) is an ongoing concern for airports. **AB 1486** passed in 2019 and took effect on January 1, 2020. The bill expands existing surplus land requirements for local government agencies to include requirements for surplus lands in their local housing elements.

- The Final Guidelines for AB 1486 were released in April 2021.
- Some airports had expressed concern that the SLA might have an effect on lease requirements and that concern continues.
- Feedback on AB 1486 would have created an exemption for localities to create new requirements for local housing elements but would have limited injunctive relief from the courts on housing elements being challenged.

AB 840 concerning regional transit service (County Transportation Commissions) to airports was amended and referred to the Committee on Transportation on March 15, 2021. **AB 840** would require Los Angeles and San Bernardino Counties to jointly develop a funding and implementation program for regional transit services to include service to international airports within a multicounty region. The bill would require a draft program to be completed by December 1, 2022.

FAA Fuel Tax Revenue Policy

Three years have passed since the deadline for state compliance with the FAA policy and the state continues to be in non-compliance. There is the potential that the agency could explore legal action to compel compliance. Presently, no official action has been reported.

State Airports Funding

The outlook for state airport funding remains unchanged, with general aviation airports receiving full annual credits and partial funding for AIP matching grant requests.

HAWAI`I Legislative Report (Melissa McCaffrey):

Regulation of air tour operations: There is an ongoing effort to regulate air tour operations, fixed wing and rotor across the state that marries up with federal legislation that is being pushed by several members of Congress from Hawai'i. Stakeholder groups successfully fought to halt SB 2319 and SB 3154 in the 2020 session that would have restricted air tour operations on Sundays and over residential areas, also establishing harsh penalties. It is anticipated that similar legislation will come back up in the 2021 session. SB 17, a bill that aimed to address tour helicopter noise and safety was deferred by the state Senate Transportation Committee. SB 17, if passed, would have prohibited tour aircraft permit holders "from allowing the noise footprint of their tour aircraft to enter any occupied property."

SB 1403 would have required the owner or operator of commercial helicopters to maintain detailed flight records for each flight the helicopter made during the preceding month. SB 1403 would have imposed onerous insurance requirements and restrictive flight plan reporting requirements on tour operators to maintain their valid state operating permits. The legislation also called for those records to be made available to the state Department of Transportation or the public upon request. SB1403 died in committee. Preventing this overly restrictive requirement preserves the economic viability of GA tour operators in the state.

Dillingham Airfield closure threat: The Hawai'i Department of Transportation Airports Division (HI DOTA) has publicly stated that they will be exercising their right to terminate their lease agreement for Dillingham Airfield (HDH) with the United States Army effective June 30, 2021. A stakeholder working group was formed to fight the closure and were successful in a year extension from the original closure date of June 30, 2020. The State of Hawaii Department of Transportation, Airports Division (HDOTA) currently leases the Kawaihapai Airfield (HDH or Airfield) from the United States Army and has been working with the Army, the FAA, and others to come up with viable solutions to avoid closing the airfield to civil aviation. Finding solutions to the issues will preserve 130 jobs, 11 businesses, and $12.6M in direct economic impact to Oahu's North shore and paves the way for a permanent long-term lease for Joint Civil Use at Dillingham.

Originally, HDOTA intended to terminate the lease as of June 30, 2020. Following the onset of the COVID-19 pandemic, and serious pushback from the state legislature, members of Congress, stakeholders, and users of the airfield, HDOTA extended the proposed termination date to June 30, 2021. In the intervening time, the U.S. Army has committed to work with HDOTA to try to resolve the current legal issues swiftly. As a result, HDOTA has agreed to extend the lease termination date to December 31, 2021. HDOTA hopes to see substantial progress in that timeframe, but if there is no measurable progress, HDOTA will continue to work toward closure of HDH.

Nevada Legislative Report (Kenneth G. Moen): The Session of the Nevada Legislature began its 81st session on February 1, 2021, and adjourned sine die on June 1, 2021, and all business was finished in the statutory 120-day time limit.

SB 77 exempts meetings on environmental issues where the Authority would be engaged with a federal agency for the purpose of dealing with compliance issues under the National Environmental Policy Act of 1969, 42 U.S.C. §§ 4321 ("NEPA"). Effective immediately.

AB 40 Underground Fuel Storage tanks. This law amends the existing laws on tank leaks to place responsibility on past as well as current owners/operators of the tanks, and modifies the fee collected from such owners/operators for the Fund used for cleanup. Above-ground tanks are exempt. This law is effective immediately.

AB492 (budget bill) awarded $3.65M the Office of the Military to construct an aircraft storage hangar in Southern Nevada.

SB 61 amends the law that gives preference to charities for the blind in the placement of vending machines in public buildings, including Airports. The bill now extends that right to airports operated by "an airport authority… and…departments of aviation". This bill is really directed at McCarran and Reno-Tahoe Airports, but it would apply to other Nevada airports if a contract were being considered to place vending machines on the Airport controlled property. Effective July 1, 2021.

AB 66 makes changes to the law that gives tax abatements to certain businesses that bring new manufacturing to the state, including aircraft parts and businesses that develop, refine or own patents or other intellectual property that have been issued a type certificate from the FAA. The law still has a threshold of bringing at least $5million in new investment and other requirements.

AB 31 adds new requirements for DEF (diesel exhaust fluid) and authorizes the State Board of Agriculture to enforce the specification standards for fuels, including aviation fuels. This bill becomes effective on July 1, 2021.

To: Judy M. Ross, A.A.E., SWAAAE President

From: Alice Bimrose, A.A.E, ACE, Membership Committee Chair

Subject: Membership Committee Report

Date: July 30, 2021

The Membership Committee has been meeting every few weeks for the past 6 months to work on the routine business of membership and the goals for the year. The Membership Committee members are Jim Carey, Rosemary Barnes, Barney Helmick, Alice Bimrose and Laura Herring (KCA).

New Member Verification

New members have been verified and are in the Board packet. This report will bring the membership to the most current and accurate status.

SWAAAE Membership Spotlights

As of this writing, the Featured Member is Lisa Watada, Assistant VP with Aviation WSP and the featured airport is Long Beach. The August (conference month) features will include the Reno Tahoe Airport and CEO. The Membership Committee has worked diligently to outreach to encourage members from throughout the region to submit for the Spotlights. Many are reluctant to submit. Any personal outreach and encouragement that the Board members could do would be appreciated.

Process to outreach to non-SWAAAE AAAE

In late June AAAE provided an updated list of members who are in the SWAAAE region. KCA completed a cross check with the current SWAAAE membership. Letters have been drafted targeting Corporate and Airport about the SWAAAE membership benefits. KCA will begin sending messages under the signature of the SWAAAE President to AAAE Members who are not enrolled in SWAAAE, pending President Ross' approval.

Academic Relations Committee Collaboration

Membership Committee members participated in the Academic Relations Committee meetings for most of the year to help the two committees to find ways to engage students to become involved in the Chapter.

SOUTHWEST CHAPTER OF THE AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

Date: July 30, 2021
To: Board of Directors
From: Cathy Herring, Executive Director
Subject: Membership Report by Class

Following is a quarterly report of SWAAAE membership by class, C.A.E.s, and A.A.E.s as of July 22, 2021. Each category reflects current numbers vs. the same period last year.

Membership Type	SWAAAE Members		C.A.E. Certification		A.A.E. Accreditation	
	JUL 21	JUL 20	JUL 21	JUL 20	JUL 21	JUL 20
Executive	402	409	34	35	49	50
Associate	14	17	1	1	1	1
Corporate	172	145	6*	4*	5*	3*
Exec. Emeritus	44	44	36	36	19	19
Academic	8	12	0	0	0	0
Honorary	11	13	1	1	2	1
TOTAL	**651**	**640**	**78**	**77**	**76**	**74**

*Certification/Accreditation may have been achieved while the individual worked at an airport.

Group Membership Summary:

Group Memberships		
1	City of Fresno	19
2	City of Phoenix Aviation Department	38
3	City of San Diego	11
4	County of Ventura Department of Airports	10
5	John Wayne Airport	14
6	Long Beach Airport	16
7	Minter Field Airport District	4
8	Monterey Peninsula Airport District	17
9	Norman Y. Mineta San Jose International Airport	42
10	Phoenix-Mesa Gateway Airport Authority	18
11	Reno/Tahoe Airport Authority	20
12	Sacramento County Airport System	19
13	San Luis Obispo County Regional Airport	20
14	Sonoma County Airport	20
15	State of Hawaii, Department of Transportation - Airports	11
16	Yuma International Airport	9
Total Individuals		**288**

Corporate Group Memberships		
1	ADK Executive Search	3
2	AECOM	3
3	AERO BridgeWorks	1
4	Aero Systems Engineering	3
5	Armstrong Consultants, Inc.	5
6	Arora Engineers, Inc.	3
7	C&S Companies	5
8	Coffman Associates	4
9	CSHQA, Inc.	3
10	Dibble Engineering	4
11	DPR Construction, Inc.	5
12	DWL Architects + Planners, Inc.	2
13	Garver	4
14	Heico Fasteners, Inc.	2
15	JE Dunn Construction	3
16	J-U-B Engineers, Inc.	3
17	Kimley-Horn and Associates, Inc.	4
18	Lean Engineering	3
19	McCarthy Building Companies, Inc.	5
20	Mead & Hunt, Inc.	12
21	Morrison-Maierle, Inc.	3
22	Q&D Construction LLC	3
23	Red Brick Consulting, Inc.	3
24	RS&H	3
25	Signature Flight Corporation	2
26	Sundt Construction	3
27	Tartaglia Engineering	1
28	Terracon Consultants, Inc.	3
29	Wood Rodgers	3
30	WSP	3
Total Individuals		**104**

TO: SWAAAE Board of Directors **DATE**: July 23, 2021

FROM: Cole Hartfiel, C.M. **SUBJECT**: Technology Report

Members: Justin Bollum, Mark Witsoe, Eric Peterson, Adam Quartarolo

Technology Committee Goals

- Enhance SWAAAE by adding digital services to the members (new goal)
- Provide self-sufficient technology services that reduces conference costs

Upcoming Summer Conference

The upcoming summer conference will be a hybrid event. This will help to establish this conference offering permanently completing an original Technology Committee goal since its inception.

Technology Purchases

Microphones were purchased to replace the microphones that are no longer allowed to be used due to new FCC rules.

The Technology Committee is looking to begin replacing some of the aging equipment, and look forward to improve the Committee's ability to offer a seamless experience in-person, and virtually.

2021/2022					
Group	QTY	Item	Description	Price	Total
Mixer	1	TouchMix 16	Behringer X Air XR16 16-channel Tablet-controlled Digital Mixer	$ 549.00	$ 549.00
Media Input DI's	3	LTIBLOX	RapcoHorizon 1-ch Passive Computer DI	$ 41.99	$ 125.97
	3	XLR3	Pro Co 3' XLRF-XLRM Excellines Mic Cable	$ 18.99	$ 56.97
				Subtotal	**$ 731.94**
				With Tax	**$ 784.59**
Miscellaneous	1		Tape to cover wires	$ 50.00	$ 50.00
	1		Digital Storage	$ 130.00	$ 130.00
				Subtotal	**$ 180.00**
				With Tax	**$ 180.00**
Computers	2	Laptop	Replacement laptops	$ 1,500.00	$ 3,000.00
	2	Tablet	Tablet for moderators and mixer	$ 500.00	$ 1,000.00
				Subtotal	**$ 4,000.00**
				With Tax	**$ 4,287.70**
				Grand Subtotal	**$ 4,731.94**
				Grand Total with Tax	**$ 5,072.29**

TO: SWAAAE President and Board of Directors **DATE**: July 30, 2021

FROM: Jorge Rubio, A.A.E., C.A.E.

SUBJECT: Time and Place Committee Report

Current Events:

SWAAAE's 75th Annual Summer Conference scheduled to take place in Reno, Nevada will have more in-person attendees than virtual ones. It is expected that future events will continue to be primarily in-person and that the virtual component will continue to be provided.

The Fall Board of Director's meeting will be held in San Diego on October 1, 2021. We look forward to seeing all Directors and general members attend.

CC: Corine Nystrom, A.A.E., Time and Place Committee Vice-Chair.

2021-2023 UPCOMING MEETING SCHEDULE

SUMMER 2021 BOARD OF DIRECTORS MEETING
Saturday, July 30, 2021; 1:00 p.m. – 4:00 p.m.
Virtual Meeting via Zoom

SWAAAE 75TH ANNUAL SUMMER CONFERENCE (Hybrid)
August 8-11, 2021
Peppermill Resort and Spa
Reno, NV
General Membership Meeting: Tuesday, August 10

FALL 2021 BOARD OF DIRECTOR'S MEETING (Hybrid)
October 1, 2021, 12:30 p.m. – 4:30 p.m.
Holiday Inn – San Diego bayside; San Diego, CA

2022 UPCOMING MEETING SCHEDULE

WINTER 2022 BOARD OF DIRECTORS MEETING
Sunday, January 23, 2022; 12:30 p.m. – 4:30 p.m.
Monterey Plaza Hotel, Monterey, CA

62ST ANNUAL AIRPORT MANAGEMENT SHORT COURSE
January 23-26, 2022
General Membership Meeting: Tuesday, January 25
Monterey Plaza Hotel; Monterey, CA

SPRING 2022 BOARD OF DIRECTORS MEETING
April 8, 2022; 1:00 p.m. – 4:00 p.m.?? Hawaii?
DoubleTree by Hilton Sonoma Wine Country

CHAPTER GENERAL MEMBERSHIP MEETING @ AAAE
Sunday, TBD, 2022; Time TBD
TBD

SUMMER 2022 BOARD OF DIRECTORS MEETING
July 10, 2022; 1:00 p.m. – 4:00 p.m.
TBD DoubleTree by Hilton Sonoma Wine Country
Rohnert Park, California

SWAAAE 76TH ANNUAL SUMMER CONFERENCE
July 10 – 13, 2022; Time TBD
General Membership Meeting: Tuesday, July 12, 2022
DoubleTree by Hilton Sonoma Wine Country
Rohnert Park, California

FALL 2022 BOARD OF DIRECTORS MEETING
October TBD, 2022, 1:00 p.m. – 4:00 p.m.
Venue TBD; Meza, AZ

2023 UPCOMING MEETING SCHEDULE

WINTER 2023 BOARD OF DIRECTORS MEETING
Sunday, January TBD, 2023; 12:30 p.m. – 4:30 p.m.
Monterey Plaza Hotel, Monterey, CA

63ST ANNUAL AIRPORT MANAGEMENT SHORT COURSE
January TBD, 2023; Time TBD
General Membership Meeting: Tuesday, January XX
Monterey Plaza Hotel; Monterey, CA

SPRING 2023 BOARD OF DIRECTORS MEETING
April TBD, 2023
TBD