

**A RESOLUTION BY TRANSPORTATION COMMITTEE AUTHORIZING THE TERMINATION OF SUPPLEMENTAL RENTAL PAYMENTS TO THE CITY OF ATLANTA BY VARIOUS AIRLINES PURSUANT TO THE CENTRAL PASSENGER TERMINAL COMPLEX LEASE AGREEMENTS AS AMENDED WITH THOSE RESPECTIVE AIRLINES RELATED TO THE OCCUPANCY AND USE OF CERTAIN FACILITIES AND PREMISES LEASED FROM THE CITY OF ATLANTA LOCATED AT HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT; AND FOR OTHER PURPOSES.**

**Workflow List:**

Kristen M. Rectenwald	Completed	05/30/2014 2:49 PM
Miguel Southwell	Completed	05/30/2014 3:09 PM
Mayor's Office	Completed	06/02/2014 4:02 PM
Office of Research and Policy Analysis	Completed	06/03/2014 12:05 PM
Transportation Committee	Pending	
Atlanta City Council	Pending	
Mayor's Office	Pending	

Certified by Presiding Officer	Certified by Clerk
Mayor's Action <i>See Authentication Page Attachment</i>	

LEGISLATION HISTORY - BLUE BACK

**A RESOLUTION BY TRANSPORTATION COMMITTEE AUTHORIZING THE TERMINATION OF SUPPLEMENTAL RENTAL PAYMENTS TO THE CITY OF ATLANTA BY VARIOUS AIRLINES PURSUANT TO THE CENTRAL PASSENGER TERMINAL COMPLEX LEASE AGREEMENTS AS AMENDED WITH THOSE RESPECTIVE AIRLINES RELATED TO THE OCCUPANCY AND USE OF CERTAIN FACILITIES AND PREMISES LEASED FROM THE CITY OF ATLANTA LOCATED AT HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT; AND FOR OTHER PURPOSES.**

WHEREAS, the City of Atlanta (the "City") owns and operates Hartsfield-Jackson Atlanta International Airport ("Airport"), located in the Counties of Fulton and Clayton, Georgia, on which there exists certain terminal and concourse buildings and related facilities (collectively, "CPTC") for the use of airlines engaged in the transportation of persons and property by scheduled and unscheduled aircraft service; and

WHEREAS, the City and various airlines ("Airlines"), as shown in Exhibit A, entered into an Agreement and Lease ("CPTC Lease") dated March 22, 1977, as supplemented, amended and extended covering the occupancy and use of facilities in the CPTC; and

WHEREAS, the Airlines and the City reached an agreement providing for supplemental rent payments to be made by the Airlines to the City as documented in each airlines respective lease amendment, of the CPTC Lease as shown in Exhibit A; and

WHEREAS, the City pursuant to the terms of the CPTC Lease as amended is authorized to terminate the requirement for future supplemental rent payments by returning in full any Supplemental Rent payments that have been made by the respective airlines; and

WHEREAS, it is now necessary to officially terminate the previously authorized supplemental rent payments by the Airline to the City.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF ATLANTA, that the Mayor is authorized to terminate the Supplemental Rent payments in accordance with the provisions, of the CPTC Lease Agreement as amended, for those airlines as shown in Exhibit A, on behalf of the City, by returning supplemental rent payments paid by the respective airlines in Fiscal Years 2013 and 2014 through the issuance of rent credits in a combined amount not to exceed \$20,000,000.00.

BE IT FURTHER RESOLVED that the City Attorney is directed to prepare such documents as are deemed necessary to accomplish the intent of this resolution.

TRANSMITTAL FORM FOR LEGISLATION

TO: MAYOR'S OFFICE

ATTN: CANDACE L. BYRD

Dept.'s Legislative Liaison: Anita Williams

Contact Number: 404-530-6600

Originating Department: Aviation

Committee(s) of Purview: Transportation

Chief of Staff Deadline: 05/23/14

Anticipated Committee Meeting Date(s): 06/11/14

Anticipated Full Council Date: 06/16/14

Legislative Counsel's Signature: Kristen M. Peatenwald

Commissioner's Signature: [Signature]

Chief Financial Officer: N/A

Chief Information Officer Signature (for IT Procurements) N/A

Chief Procurement Officer Signature: N/A

**CAPTION**  
A RESOLUTION AUTHORIZING THE TERMINATION OF SUPPLEMENTAL RENTAL PAYMENTS TO THE CITY OF ATLANTA BY VARIOUS AIRLINES PURSUANT TO THE CENTRAL PASSENGER TERMINAL COMPLEX LEASE AGREEMENTS AS AMENDED WITH THOSE RESPECTIVE AIRLINES RELATED TO THE OCCUPANCY AND USE OF CERTAIN FACILITIES AND PREMISES LEASED FROM THE CITY OF ATLANTA LOCATED AT HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT; AND FOR OTHER PURPOSES.

FINANCIAL IMPACT: (if any)

Mayor's Staff Only \_\_\_\_\_

Received by CPO: \_\_\_\_\_ (date)

Received by LC from CPO: \_\_\_\_\_ (date)

Received by Mayor's Office: 5-23-14 BJ  
(date)

Reviewed by: [Signature]  
(date)

Submitted to Council: \_\_\_\_\_  
(date)

Attachment: Supplemental Rental Payments Transmittal (14-R-3738 : Supplemental Rental Payments)

**Legislative White Paper**

**Committee of Purview:** Transportation

**Caption:**

**A RESOLUTION AUTHORIZING THE TERMINATION OF SUPPLEMENTAL RENTAL PAYMENTS TO THE CITY OF ATLANTA BY VARIOUS AIRLINES PURSUANT TO THE CENTRAL PASSENGER TERMINAL COMPLEX LEASE AGREEMENTS AS AMENDED WITH THOSE RESPECTIVE AIRLINES RELATED TO THE OCCUPANCY AND USE OF CERTAIN FACILITIES AND PREMISES LEASED FROM THE CITY OF ATLANTA LOCATED AT HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT; AND FOR OTHER PURPOSES.**

**Council Meeting Date:** 06/16/14

**Legislation Title:** Supplemental Rental Payments

**Requesting Dept.:** Aviation

**Contract Type:** Lease Agreement

**Source Selection:** N/A

**Bids/Proposals Due:** N/A

**Invitations Issued:** N/A

**Number of Bids/  
Proposals Received:** N/A

**Bidders/Proponents:** N/A

**Background:**

This legislation terminates the various amendments with the airlines related to Supplemental Rent as part of the extension of the Central Passenger Terminal Complex (“CPTC”) lease in 2010.

During the CPTC lease negotiations in 2010 a concern was raised regarding the Department of Aviation’s ability to reach its Debt Service Coverage requirements for the latter part of the extension agreement. A solution was offered, and agreed upon, where the airlines would pay to the City a supplemental rent of \$30 million allocated as follows; \$12 million in FY13, \$8 million in FY14, \$5 million in FY15, and \$5 million in FY16.

The intent was for the City to repay these funds, provided its Debt Service Coverage provision was met. This payback was also predicated on the receipt of a favorable tax letter from the IRS. This letter was not received, and the alternate calculation to determine payback to the airlines

Attachment: Supplemental Rental Payments Transmittal (14-R-3738 : Supplemental Rental Payments)

generates minimal results. At this point, as the agreement is written, the airlines would receive a fraction of the \$30 million they have paid and will ultimately pay.

**Source of Funds:** N/A

**Fiscal Impact:** \$20,000,000.00

**Term of Contract:** N/A

**Method of Cost Recovery:** N/A

**Approvals:**

**DOF:** N/A

**DOL:** Yes

**Prepared By:** Anita Williams

**Contact Number:** 404-382-2313

**EXHIBIT A**

<u>Airline</u>	<u>Lease Amendment Number</u>	<u>Legislative Resolution</u>
Delta Air Lines	Amendment #21	10-R-1581
AirTran Airways	Amendment #18	10-R-1580
Atlantic Southeast Airlines	Amendment #12	10-R-1858
United Airlines	Amendment #15	10-R-1579
American Airlines	Amendment #13	10-R-1579
Continental Airlines	Amendment #13	10-R-1579
US Airways	Amendment #13	10-R-1579

Attachment: Supplemental Rental Payments Exhibit A (14-R-3738 : Supplemental Rental Payments)

**Part II: Legislative White Paper:** (This portion of the Legislative Request Form will be shared with City Council members and staff)

**A. To be completed by Legislative Counsel:**

Committee of Purview:

Caption:

Council Meeting Date:

Requesting Dept.:

FAC Confirmed by:

**B. To be completed by the department:**

**1. Please provide a summary of the purpose of this legislation (Justification Statement).**

This legislation terminates the various amendments with the airlines related to Supplemental Rent as part of the extension of the Central Passenger Terminal Complex (“CPTC”) lease in 2010.

**2. Please provide background information regarding this legislation.**

During the CPTC lease negotiations in 2010 a concern was raised regarding the Department of Aviation’s ability to reach its Debt Service Coverage requirements for the latter part of the extension agreement.

A solution was offered, and agreed upon, where the airlines would pay to the City a supplemental rent of \$30 million allocated as follows; \$12 million in FY13, \$8 million in FY14, \$5 million in FY15, and \$5 million in FY16.

The intent was for the City to repay these funds, provided its Debt Service Coverage provision was met. This payback was also predicated on the receipt of a favorable tax letter from the IRS. This letter was not received, and the alternate calculation to determine payback to the airlines generates minimal results. At this point, as the agreement is written, the airlines would receive a fraction of the \$30 million they have paid and will ultimately pay.

Attachment: Supplemental Rental Payments Request Form (14-R-3738 : Supplemental Rental Payments)

3. If Applicable/Known:

- (a) Contract Type (e.g. Professional Services, Construction Agreement, etc): Lease agreement
- (b) Source Selection: N/A
- (c) Bids/Proposals Due: N/A
- (d) Invitations Issued: N/A
- (e) Number of Bids: N/A
- (f) Proposals Received: N/A
- (g) Bidders/Proponents: N/A
- (h) Term of Contract: Effectively seven years

4. Fund Account Center (*Ex. Name and number*): (N/A)

5. Source of Funds: *Example: Local Assistance Grant* (N/A)

6. **Fiscal Impact:** approximately \$18 million returned to the airlines for supplemental rent paid to date, and ceasing the billing of the remaining \$2 million budgeted to receive in FY14

Fund Account Center Number: (N/A)

Method of Cost Recovery:

N/A

This Legislative Request Form Was Prepared By: Charles Bell, Aviation Budget Management Chief

**A COMMUNICATION BY MAYOR KASIM REED APPOINTING  
MIGUEL A. SOUTHWELL TO SERVE AS AVIATION GENERAL  
MANAGER FOR THE CITY OF ATLANTA**

**(Held 5/28/14 at the request of the Department for  
further review.)**

**Review List:**

Theresa Payne	Skipped	05/20/2014 7:10 PM
Atlanta City Council	Completed	05/30/2014 3:59 PM
Transportation Committee	Completed	05/30/2014 11:55 AM
Atlanta City Council	Completed	06/04/2014 3:15 PM
Transportation Committee	Pending	
Vanessa Waldon	Pending	

**HISTORY:**

05/19/14 Atlanta City Council REFERRED WITHOUT OBJECTION

<b>RESULT:</b>	<b>REFERRED WITHOUT OBJECTION</b>	<b>Next: 5/28/2014 10:30 AM</b>
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05/28/14 Transportation Committee HELD IN COMMITTEE

<b>RESULT:</b>	<b>HELD IN COMMITTEE [UNANIMOUS]</b>
<b>AYES:</b>	Archibong, Dickens, Norwood, Smith, Wan
<b>ABSENT:</b>	Felicia A. Moore, Clarence "C. T." Martin

06/02/14 Atlanta City Council REFERRED AS HELD

<b>RESULT:</b>	<b>REFERRED AS HELD</b>	<b>Next: 6/11/2014 10:30 AM</b>
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<b>RESULT:</b>	<b>REFERRED AS HELD</b>	<b>Next: 6/11/2014 10:30 AM</b>
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Certified by Presiding Officer	Certified by Clerk

**A COMMUNICATION BY MAYOR KASIM REED APPOINTING MIGUEL A. SOUTHWELL TO SERVE AS AVIATION GENERAL MANAGER FOR THE CITY OF ATLANTA**

**(Held 5/28/14 at the request of the Department for further review.)**

CITY OF ATLANTA

KASIM REED

MAYOR

55 TRINITY AVENUE, S.W .

ATLANTA, GEORGIA 30303-0300

TEL (404) 330-6100

May 19, 2014

The Honorable Ceasar Mitchell, President and  
Members of the Atlanta City Council  
55 Trinity Avenue SW Atlanta, Georgia 30303

Dear President Mitchell and Members of Council:

It is my pleasure to appoint Miguel A. Southwell to serve as Aviation General Manager for the City of Atlanta. This appointment will be effective upon City Council confirmation.

Mr. Southwell has currently been serving in the positions of Deputy General Manager and Interim General Manager for the Department of Aviation since June of 2013. His expertise in airport financial analysis, commercial revenue development, negotiation, air service and cargo development, airline operations and financial analysis, facilities development and leasing, and public/private partnerships lend to his qualifications for this appointment. He additionally held positions of Deputy Director, Business Retentions & Development for the Miami-Dade Aviation Department in Miami, Florida and Interim Assistant General Manager, Business and Finance, for Hartsfield-Jackson Atlanta International Airport.

Mr. Southwell earned a Bachelor of Science in Management from Portland State University and a MBA in International Business from the City University of New York \_ For several years,

14-C-5040  
Page 2 of 3

serving in Adjunct Professor positions, he taught courses in Air Transportation Management at Georgia State University and American College for the Applied Arts.

Mr. Southwell's experience and training make him exceptionally qualified to serve as Aviation General Manager. Therefore, I submit his name to you and respectfully urge your confirmation of his appointment.



RECEIVED  
OFFICE OF  
MUNICIPAL CLERK  
2014 MAY 19 PM 1:44

## CITY OF ATLANTA

KASIM REED  
MAYOR

55 TRINITY AVENUE, S.W.  
ATLANTA, GEORGIA 30303-0300  
TEL (404) 330-6100

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Mr. Southwell earned a Bachelor of Science in Management from Portland State University and a MBA in International Business from the City University of New York. For several years, serving in Adjunct Professor positions, he taught courses in Air Transportation Management at Georgia State University and American College for the Applied Arts.

Mr. Southwell's experience and training make him exceptionally qualified to serve as Aviation General Manager. Therefore, I submit his name to you and respectfully urge your confirmation of his appointment.

Sincerely,

Kasim Reed

Attachment: AVIATION GENERAL MANAGER (14-C-5040 : Aviation General Manager)



**MIGUEL SOUTHWELL**  
Aviation Interim General Manager

Miguel Southwell was named interim aviation general manager of Hartsfield-Jackson Atlanta International Airport (ATL) in January 2014.

Southwell, who in June 2013 returned to ATL as a deputy general manager, brings more than two decades of aviation management experience to his new role. He is the former deputy director of business for Miami International Airport (MIA) and four Miami-Dade County general aviation airports. During his 12-year tenure in Miami, he was responsible for generating more than \$700 million in annual revenue from a wide variety of airport businesses, including real estate management, restaurants, retail, parking and hotel operations. Southwell also oversaw the divisions of HR, Procurement, Contracts, Arts and Cultural activities at MIA.

Under Southwell's leadership, Miami was named the *Fastest Growing U.S. Airport* in 2011 by aviation industry analysts Airline Network News & Analysis. Southwell helped Miami gain recognition for the most international flights and passenger traffic growth that exceeded the national average for two consecutive years. He also led negotiations for more than \$1.2 billion in public-private partnerships. These achievements were notably performed during a recession that dramatically impacted the aviation industry.

During his tenure, Miami's concessions program was named the 2012 *Best Large Airport Concessions Program* by Airport Revenue News. Additionally, Southwell helped Miami retain its position as the top U.S. airport for international freight, and the only U.S. airport ranked among the world's top ten.

Before joining MIA in 2001, Southwell spent 11 years at ATL in numerous leadership positions, including as interim assistant general manager for Business and Finance. He also served for five years as an adjunct professor at Georgia State University where he taught courses in air transportation management. Southwell previously worked as a regional manager and assistant vice president of Willamette Savings, where he oversaw the lending and savings operations of 16 branches in Portland, Oregon. He began his career in the airline industry.

Southwell holds a bachelor's degree in Management from Portland State University and a master's degree in International Business from City University of New York's Bernard Baruch College. Southwell currently chairs the Airports Council International (ACI) - Fund Council that provides training to airport professionals in developing countries. ACI is the world's association of airports with more than 1,750 member airports in 174 countries. Southwell served six years on the ACI World Governing Board and is the immediate past president of its Latin America and Caribbean Region.

February 2014

**MIGUEL A. SOUTHWELL****CAREER SUMMARY**

Extensive experience and expertise in airport management, with a proven track record in change-management, growing non-aeronautical revenue, fostering strong airline and public relations, and building competitive, world-class airport operations that promote the economic development of the local community.

**EDUCATION**

Driving Government Performance – Harvard University, John F. Kennedy School of Government, Executive Education 2006

Finance for Managers - American Management Association 2001

MBA, International Business, City University of New York (Baruch), 1989

BS, Management, Portland (Oregon) State University, 1986

**INSTRUCTOR**

Adjunct Professor, Georgia State University, Atlanta, GA 1993 -1999

- International Air Transportation
- Transportation Economics
- Airline Management
- Airline Marketing and PR

Adjunct Professor, American College for the Applied Arts, Atlanta, GA 1993 – 1994

- Air Transportation Management
- Airline Marketing

Guest Lecturer

- Embry Riddle Aeronautical University
- Georgia State University, MBA Program

**EXPERTISE**

- Airport Financial Analysis
- Commercial Revenue Development
- Negotiations
- Air Service & Cargo Development
- Facilities Development & Leasing Policy
- Governmental Affairs
- Public & Community Relations
- Airline Operations & Financial Analysis
- Public/Private Partnerships

**EMPLOYMENT HISTORY**

**City of Atlanta Department of Aviation, Atlanta, GA**  
*Interim General Manager*

**6/2013 to Present**  
*01/2014 to Present*

- Directs the development, operations, revenue generation, and administration of all activities of Hartsfield Jackson Atlanta International Airport (ATL).
- Develops and implements financial and operations strategy to ensure financial viability of ATL while building the airports competitive position.
- Manages an annual operating budget approximating \$495 million to build upon strategy to improve services to airport users while managing costs.
- Directs the growth of revenue for the organization and in particular, non-aeronautical revenue.
- Develops and directs programs for the robust growth of passenger and cargo traffic at ATL, currently served by 31 airlines that carry annually 94 million passengers and 616,000 tons of cargo.
- Oversees the development of ATL's Master Plan to include the addition of new facilities and infrastructure costing in excess of an estimated \$4 billion.
- Develops strategy for, and negotiates, key Agreements between the City of Atlanta and ATL airlines, commencing negotiation of the Central Passenger Terminal Complex (CPTC) Agreement.
- Directs the coordination and implementation of departmental operations to ensure the safety and security of the traveling public and compliance with federal, state and city rules and regulations.
- Serves as the City's chief aviation administrator in local, state, national and international affairs.
- Builds relationships with governmental, business, professional, civic, media and other groups to discuss, interpret, and explain departmental policies, programs, and objectives.

*Deputy General Manager – Commercial Operations*

*6/2013 to 12/2013*

- Directs the commercial operations of ATL.

**Miami-Dade Aviation Department, Miami, FL**  
*Deputy Director, Business Retention & Development (BRD)*  
*Assistant Director, BRD (reclassified to Deputy Director above)*

**7/2001 to 5/2013**  
*6/2008 to 5/2013*  
*7/2001 to 6/2008*

- Directed the business affairs of Miami International Airport (MIA) and five general aviation airports operated by Miami-Dade County.
- Oversaw the divisions of Human Resources with responsibility for 1,400 employees; Real Estate Management; Commercial Operations including food, beverage and retail concessions, parking, car rental, VIP Clubs and a 257-room airport hotel; Marketing; Information Systems; Contracts Administration, Procurement; Minority Affairs; Risk Management; MIA Business Ventures (airport consulting start-up); Arts and Culture.
- Directed the operations of the 6-airport system in the absence of the Aviation Director.
- Directed the generation of over \$700 million in annual revenue.
- Successfully negotiated with MIA airlines – without controversy, a restated and amended Agreement (ATL's CPTC equivalent) that included an agreement with 88 passenger and cargo

- airlines that carried annually 34 million passengers and 2 million tons of cargo.
- Directed the strategic development of the MIA Master Plan.
  - Engineered the turnaround of MIA's 10-year passenger-traffic loss to Fort Lauderdale International Airport (FLL). MIA's passenger traffic now fastest growing in U.S. and in 2012 surpassed JFK for the most international flights.
  - Built air cargo links to Asia by securing new service by Asia's top cargo carriers Korean Air Cargo and Cathay Pacific Airways of Hong Kong.
  - Directed the rapid and diverse growth of MIA's new world-class concessions program, increasing the number of retail, food and beverage outlets from 99 at the end of 2005, to now nearly 200.
  - Restructured the Real Estate Management Division to transform the culture from that of real estate caretakers, to that of a sales team. In first 6 months of FY 2006, revenues grew \$4.5 million.
  - Directed operations for the assignment of airline operating facilities, which include 450 ticket positions, 107 gates, and 2.7 million square feet of cargo warehouses.
  - Planned with Maintenance Division, the preventive maintenance of airport facilities.
  - Directed analyses and recommended funding of new airport construction projects, as a member of the \$6.2 billion Capital Improvement Program's 5-person User Group Committee.
  - Developed and implemented in 2002, business development program to make profitable for the first time in over three decades, the combined operations of the County's five general aviation airports, prior to which, the airports were subsidized by the airlines operating at MIA.
  - Developed and implemented in 2002, the first Customer Service Program in the history of MIA.

#### ACCOMPLISHMENTS AND AWARDS

- MIA's North Terminal concession program named Best (large airport) Terminal Concession Program by *Airport Revenue News* (ARN) - 2012.
- MIA ranked top U.S. airport for international freight and the only U.S. Airport ranked among the world's top ten. In 2012 broke record with 2.1 million tons of annual cargo.
- Miami-Dade Aviation Department (MDAD) won FAA's top 2012 Disadvantaged Business Enterprise (DBE) Advocate and Partner Award.
- MIA won the Airport Minority Advisory Council's (AMAC) top 2012 Airport Concessions Award for meeting or exceeding its Disadvantaged Business Enterprise (DBE) goals.
- MIA named "U.S. Airport with the Most New Airlines" in 2011 and "Fastest Growing U.S. Airport in 2011" by aviation industry analysts *Anna.aero*, with:
  - The most international flights, surpassing JFK in 2012.
  - The most international passenger traffic growth of any U.S. gateway airport over the previous four years.

- Passenger traffic growth exceeding 7%, more than twice the national average for each of the previous two years.
- MIA won the top honor of the Peggy G. Hereford Overall Award for Excellence at Airports Council International (ACI) North America's 2011 Marketing and Communications Contest.
- Internationally renowned travel website *Fodor's* ranked MIA among the top 10 airports in the world for passengers to spend a layover in 2011.
- MIA was named one of the 10 best airports in the U.S. in 2011 by the readership of *Travel and Leisure* magazine.
- MDAD had a record breaking revenue growth of \$87 million (16%) to \$649 million, led by Commercial Operations' annual revenue growth of \$43 million (24%), which reached \$223 million.

**Hartsfield-Jackson Atlanta International Airport, Atlanta, GA**  
*Interim Assistant General Manager, Business and Finance*

**3/1990 to 6/2001**  
**8/1999 to 3/2001**

- Directed the 7 functional areas of Finance, Property Management (5.7 million square-foot terminal), Commercial Operations (180 concessions), Parking (31,000 spaces), Ground Transportation, Marketing, Public Relations.
- Directed air service development program during period of the fastest passenger and cargo growth of any major U.S. airport from 1996 through 2000.
- Directed successful cargo initiative to win three coveted, federal port authorizations for Fish and Wildlife Imports, Cold Treatment of fruits and vegetables, and Temporary Large Animal and Equine Import.
- Developed Public Relations programs in Atlanta that forged one of the strongest working relationships between the Airport and the business community, including the Atlanta Convention & Visitors Bureau, Metropolitan Atlanta Chamber of Commerce, Atlanta Business League and American-Israel Chamber of Commerce.
- Developed and directed the customer service program at Hartsfield-Jackson that in 1998 and 1999 achieved the highest (air index) rating in an annual customer service survey of the 25 largest U.S. airports, as determined by Air Marketing Services of White Plains, New York.
- Negotiated as member of Atlanta's 4-person top management team, two intergovernmental agreements with City of College Park and Clayton County to facilitate the airport's expansion
- Created and conducted voluntary study group to assist and tutor the airport's middle managers to become certified by the American Association of Airport Executives, designed to prepare managers for airport leadership positions.

*Marketing and Public Relations Manager* 11/1994 to 6/2001

*Market Research Analyst/Administrative Intern* 3/1990 to 11/1994

**Calypso Airlines, Atlanta, GA** 9/1991 to 10/1994  
*President (airline start-up)*

**Willamette Savings & Loan, Portland, OR** 4/1977 to 6/1987  
*Regional Branch Manager, Assistant Vice President*

Held various progressive positions that culminated as the Regional Branch Manager and Assistant Vice President, responsible for planning, developing and directing the savings, lending, and marketing activities of 16 metropolitan Portland area branches.

**British West Indian Airways, Antigua, West Indies** 11/1973 to 8/1976  
*Airport Officer – Passenger Check-in and Cargo Processing Operations*

**CURRENT AND RECENT PROFESSIONAL AND CIVIC AFFILIATIONS**

President – Airport Council International (ACI) Fund; ACI is the global association of airports (over 1,751 airports in 174 countries) headquartered in Montreal, Canada

Past Board Member (1 of 29) 2002 to 2010 – ACI World Governing Board

Immediate-Past President – ACI - Latin America & Caribbean Region (260 airports in 37 countries)

Past Board Member – Greater Miami Convention & Visitors Bureau

Past Board Member – LIAT (Regional Airline of the Caribbean)

Past Board Member – Beacon Council (official economic development agency of Miami)

**REFERENCES**

Available upon request