

**EDUCATION**

B.S., Business Administration, Pacific Lutheran University. 1977

**REGISTRATIONS**

American Association of Airport Executives Accreditation

**AFFILIATIONS**

***Airports Council International-North America (ACI-NA)***

ACI-NA Chairman, 2010-11

Board of Directors 2000-01; 2004-06  
Committees: Goals & Programming, Governmental Affairs

U.S. Policy Board

Medium Hub Airport Caucus

***Airports Council International (ACI)***  
World Governing Board, 2009-2014

***American Association of Airport Executives***  
Past President, Southeast Chapter  
AAAE  
Chairman, AAAE Foundation  
Committee 2001-03  
AAAE Board of Directors 2002-2004; 2004-2006

***Florida Airport Managers Association (FAMA)***  
Past President

***Continuing Florida Aviation Systems Planning Process***  
Past Chairman, NW Florida Steering Committee  
Past Chairman, Statewide Committee

**EXPERIENCE PROFILE**

Mr. Miller possesses 39 years' experience as an Aviation Director with profit and loss responsibility for airports of increasing size and operational complexity. He has successfully directed multiple major airport capital development programs. His innovative management style has attracted new air carrier service and expanded revenue generation opportunities. Mr. Miller developed a Public Private Partnership construction-leaseback program to finance and construct a new Air Traffic Control Tower at Pensacola Regional Airport that is now used as the FAA's model for such contracts. Mr. Miller successfully completed the only airport parking garage to be partially financed by the Florida Department of Transportation. His career has been defined by his ability to recognize alternative operational and financial opportunities and successfully use them to further the development of his airports.

Areas of Mr. Miller's expertise include:

- Airline Lease Negotiations
- Passenger Facility Charge
- Concession Contract Bidding / Awards
- Budget Administration
- Cost Controls
- Airport Master Planning
- FAR Part 150 Noise Study
- FAA Grant Administration
- Environmental Assessments
- Economic Development
- Consolidated Rental Car Facilities
- Customer Facility Charge
- Airport Marketing
- Air Service Development
- Public Relations
- Lease/Contract Administration
- Airport Construction Management
- FBO Lease Negotiations
- FAA Lease Negotiations
- Air Service Analysis
- Third Party Lease Development
- Hotel Lease Negotiations
- Airline Consortia
- Rental Car Lease Negotiations
- Federal Inspection Station Negotiations

**PROFESSIONAL EXPERIENCE**

Executive Director, Burbank-Glendale-Pasadena Airport Authority, Burbank, CA, September 2016 to present

Aviation Director, San Antonio Airport System, San Antonio, TX, May 2009 to January 2016

Airport Director, Pensacola Regional Airport, Florida, December 1987 to May 2009

Airport Manager, Walker Field Airport Authority, Grand Junction, CO, July 1985 - December 1987

Airport Manager, City and Borough of Juneau, Alaska, October 1982 to July 1985

Transit Manager, City and Borough of Juneau, July 1980 to October 1983

Dispatcher, Grayline of Seattle, January 1980 to June 1980

Division Manager, Westours, Juneau, AK, January 1979 to November 1979

Assistant Division Manager, Westours, Juneau, AK, May 1977 to December 1978

**CAREER HIGHLIGHTS & INNOVATIONS**

Pensacola Regional Airport, Pensacola, FL

- Developed a public-private financing and construction program that included negotiations with a private third party, the Federal Aviation Administration and the Florida DOT for a new air traffic control tower. The third party was selected and a contract and lease negotiated that required the third party to fund 50% of the tower construction (the remaining 50% came from the Florida DOT under a

**Secure Airports for Florida's Economy (SAFE) Council**

Chairman, 2005-2008  
 Vice Chairman, 2003-2005

**Texas Commercial Airports Association**

Founding Member, Secretary/Treasurer 2011-2013  
 Vice Chairman 2014-2015

**North San Antonio Chamber of Commerce**

Board of Directors

**Airport Cooperative Research Program**

ACRP Oversight Committee  
 4-year term January 2016 to December 2019

**Valley Economic Alliance Governing Board (San Fernando Valley)****LA Metro Measure M Policy Advisory Committee**

Representing Los Angeles International, Hollywood Burbank, Long Beach and Palmdale Airports

**California Airports Council**

Board of Directors  
 Vice President 2020  
 President 2021

grant) and lease the tower to the City of Pensacola (Airport). A second lease was negotiated with the FAA to sublease the tower from the City (Airport) with the lease payments based on the third party project costs and an agreed-to profit. The ATC tower was completed in 1995 with no Airport or City funds and the FAA now uses the model developed by Mr. Miller for their construction-leaseback program.

- In order to minimize the financial impact to the airlines for the construction of the parking garage in 2000, two additional sources of revenue were developed outside the airport revenue bonds. A customer facility charge (CFC) was implemented to cover 25% of the debt service for the construction of the garage and 25% of on-going maintenance; this percentage was equal to the rental car companies use of the ground floor of the garage, which equaled 25% of the total structure, and their pro rata share of the facility. In addition, Mr. Miller secured \$2.5 million from the Florida DOT as an economic development grant which was applied to the cost for constructing the garage. The airport garage was the first (and remains the only) such structure supported with FDOT funding.
- Led the cooperative effort between the Pensacola business community, local governments and community groups to recruit and secure air service with Air Tran Airways, the second largest low fare carrier in the U.S. at the time. The effort created a travel bank that raised \$2.1 million in three weeks; money that—once deposited in a special account—could only be used to purchase tickets on Air Tran. Air Tran relocated its operations from Fort Walton Beach and began service to Pensacola in November 2001
- When serving as president of the Florida Airport Managers Association, Mr. Miller established the Governmental Liaison Committee to establish a long-term relationship with Florida's U.S. Congressional Delegation to improve the federal dollar allocations for Florida's airports.
- Led a multi-year land acquisition program for 65 acres of property adjacent to the airport for development of a commerce park. Acquisitions included active rental storage units and a small business building. The operations of these properties generated revenue to the Airport as the property acquisition program continued.
- Led the successful negotiations for the Ground Lease and Development Agreement with a local developer to lease 11.44 acres of airport property for the development of a hotel and other commercial uses. This agreement provides the Pensacola airport with a percentage of the gross room revenue from the hotel operations as part of the airport's business strategy to diversify its revenue base.
- The 2008-2010 Pensacola Gulf Coast Regional Airport terminal expansion included the installation of an in-line baggage handling system. In order to minimize the capital cost of the baggage handling system and to control the size of the bond issue, Mr. Miller led the effort to work with the Transportation Security Administration to secure a grant for the project. This effort provided the airport with \$7.2 million of TSA funding for the baggage handling system, one of the first TSA grant-funded projects.
- Directed an Environmental Assessment (EA) for the extension of the crosswind runway, resulting in a Finding Of No Significant Impact (FONSI) by the FAA. A comprehensive public relations campaign with the residents living near the airport was conducted throughout the process, expediting the approval of the EA and completion of the runway extension.

**San Antonio Airport System, San Antonio, TX**

- As part of the airline lease negotiations, Mr. Miller worked to establish an airline consortium to outsource the terminal custodial services, the 24/7 maintenance and operations requirements of the in-line baggage handling system and the

maintenance and operations of the passenger loading bridges in order to minimize the cost per enplanement for the airlines due to increasing debt service costs of a new terminal program, Mr. Miller recognized the ability of the airlines to provide the service at a lower cost; the first step was taken with the Airport's award of a third party contract for the in-line system's maintenance and operations responsibilities which was then assigned to the newly created consortium; the transition of the terminal janitorial services and the maintenance and operation of the passenger loading bridges followed.

- Mr. Miller actively led the planning and design for the construction of a Consolidated Rental Car Facility and the successful negotiations for the CONRAC Lease and the Rental Car Concession Agreement. The program includes replacing, through the Customer Facility Charge, 1,400 public parking spaces displaced by the CONRAC project, thereby avoiding including the cost to the airlines' rates and charges.
- In response to a growing international general aviation market, Mr. Miller issued a Request for Interest to construct a general aviation Federal Inspection Station as a Public Private Partnership. In collaboration with the private company, a Mexican-owned FBO located on the airfield, and Customs and Border Protection, the design of the facility is completed and groundbreaking for the construction began in April of 2016.

#### Awards and Presentations

*Federal Aviation Administration, Southern Region, Airports Division. Commercial Service Airport Manager of the Year 2006* - The award cited the 50% increase in passenger traffic at Pensacola Regional Airport since 2001 and Mr. Miller's role in the creation of the Southeast Airports Disaster Operations Group. SEADOG was created in the aftermath of the 2004 hurricane season when 7 airports sent 27 people, supplies and equipment to Pensacola to assist in recovery efforts after Hurricane Ivan. SEADOG now has an established protocol that sends needed people, supplies and equipment to any airport in the southeast following any natural disaster. Hurricane Katrina had relief teams from as far away as Minneapolis and San Diego responding to the disaster with people, equipment and supplies. Houston served as the airport for coordinating relief efforts to New Orleans and Pensacola was the airport coordinating relief efforts for Gulfport/Biloxi.

*Airport Minority Advisory Council (AMAC) Award of Excellence* - Presented to Pensacola Regional Airport in recognition of extraordinary achievement in the advancement of female and minority business participation.

*Corporate Award of Excellence 1999* - Voted by the corporate membership of the Southeast Chapter AAAE, the award was given in recognition of achievements in airport management.

*Outstanding Support of ERAU Programs* - Embry Riddle Aeronautical University, 1998

*Commercial Service Airport of the Year* - Florida Department of Transportation, 1997

*Most Improved Airport in North America for Customer Service* – Airports Council International, 2013 and 2014

*Customer Service Award, 3<sup>rd</sup> Place* – Airports Council International, 2015

*Richard Goodman Award for Strategic Planning Excellence* – Association for Strategic Planning, 2016

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