This Memorandum of Understanding ("MOU") sets forth the understandings between the named parties to pursue their mutual interest to expand current research and educational collaboration by providing opportunities to explore solutions to the problems facing airport systems that serve communities, cities, counties and metropolises around the globe.

Background
The Allegheny County Airport Authority (the "Airport Authority"), like other airport operators, faces complex challenges involving the optimization of movement, creation of efficiencies, improvement of the customer experience, and generation of revenue at the Pittsburgh International Airport ("PIT"). Carnegie Mellon University ("CMU" or "the University") within the scope of its mission, has various established educational and research opportunities for CMU students, faculty, and staff and is interested in offering these opportunities in relation to the challenges facing the Airport Authority.

The Airport Authority seeks to have PIT serve as an innovation center for research projects related to air service/travel. CMU seeks educational and research opportunities that would be afforded it by involvement in such an air service/travel innovation center. Both parties to this MOU wish to develop a streamlined process for facilitating communications with PIT to enable educational and research activities that could further their mutual interests.

Purpose: The primary purpose of this MOU is to ensure the communication and coordination between the parties needed to explore potential research and educational projects between the parties. This MOU is non-binding and does not represent a commitment on behalf of either party to pursue specific projects, (which may include but not be limited to research projects, educational student projects, workshops, etc.). Any projects that the parties decide to pursue would require separate written mutually acceptable agreements to be negotiated and executed between the parties.

Role and Responsibilities;
In furtherance of this purpose, the parties agree that the roles and responsibilities are as follows: For both parties:

1. The Airport Authority and the University shall each designate a lead person to act as liaison between the parties to help facilitate activities under this MOU.
2. The Airport Authority and University, including their respective designated lead person agree to collaborate to identify and explore ideas for research and/or educational questions and/or problems that might be of mutual interest to both parties.
3. The Airport Authority lead and the University lead will meet periodically, based on availability to discuss the projects identified by the Airport Authority and the University. Any such projects would require separate written mutually acceptable project agreements between the parties.
For Airport Authority:
The Airport Authority intends to provide the following resources for the University researchers and/or students as may be needed when working on mutually agreed research and/or educational projects:

1. Access to PIT facilities, where and when applicable in order to use PIT as a subject of research.
2. Access to data, including facilitating the acquisition of data from business partners, such as airlines, the Transportation Security Administration, and Airmall USA.
3. Workspace in the airside terminal of PIT designated for CMU student and researcher use.
4. Airport Authority staff resources, on an as needed basis and as agreed to by both parties.

**Intellectual Property**
No intellectual property rights, including but not limited to, licenses, or rights under any patents, copyrights or trademarks are granted or are to be implied by this MOU. It is the intention of the parties that any intellectual property terms and conditions would be specified in the future project agreements that would be negotiated between the parties.

**Funding**
This MOU is not a commitment of funds to either party on behalf of the other party.

**Duration**
The MOU is terminable at will by either party. This MOU may be modified from time-to-time by mutual written consent of authorized officials from CMU and the Airport Authority. This MOU shall become effective upon signature by the representatives of the Airport Authority and CMU.

![Signature]

Christina A. Cassotis, CEO
Allegheny County Airport Authority

![Signature]

Dr. Farnam Jahanian, Interim President
Carnegie Mellon University

03/26/18

3/27/18