

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

Board Members

C. April Boling
Chairman

Greg Cox
Jim Desmond
Mark Kersey
Robert T. Lloyd
Paul Robinson
Johanna S. Schiavoni
Michael Schumacher
Mark B. West

Ex-Officio Board Members

Cory Binns
Col. Charles B. Dockery
Jacqueline Wong-Hernandez

President / CEO

Kimberly J. Becker

Revised 3/20/19
EXECUTIVE/FINANCE COMMITTEE
and
SPECIAL BOARD MEETING

AGENDA

Monday, March 25, 2019
9:00 A.M.

San Diego International Airport
SDCRAA Administration Building -- Third Floor
Board Room
3225 N. Harbor Drive
San Diego, CA 92101

This Agenda contains a brief general description of each item to be considered. The indication of a recommended action does not indicate what action (if any) may be taken. If comments are made to the Committee without prior notice or are not listed on the Agenda, no specific answers or responses should be expected at this meeting pursuant to State law. ***Please note that agenda items may be taken out of order.***

Staff Reports and documentation relating to each item of business on the Agenda are on file with the Board Services department and are available for public inspection.

***NOTE:** This Committee Meeting also is noticed as a Special Meeting of the Board to (1) foster communication among Board members in compliance with the Brown Act; and (2) preserve the advisory function of the Committee.

Board members who are not members of this Committee may attend and participate in Committee discussions. Since sometimes more than a quorum of the Board may be in attendance, to comply with the Brown Act, this Committee meeting also is noticed as a Special Meeting of the Board.

To preserve the proper function of the Committee, only members officially assigned to this Committee are entitled to vote on any item before the Committee. This Committee only has the power to review items and make recommendations to the Board. Accordingly, this Committee cannot, and will not, take any final action that is binding on the Board or the Authority, even if a quorum of the Board is present.

PLEASE COMPLETE A "REQUEST TO SPEAK" FORM PRIOR TO THE COMMENCEMENT OF THE MEETING AND SUBMIT IT TO THE AUTHORITY CLERK. ***PLEASE REVIEW THE POLICY FOR PUBLIC PARTICIPATION IN BOARD AND BOARD COMMITTEE MEETINGS (PUBLIC COMMENT) LOCATED AT THE END OF THE AGENDA.***

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

Executive Committee

Committee Members: Boling (Chairman), Robinson, Schumacher

Finance Committee

Committee Members: Cox (Chairman), Lloyd, Schiavoni, West

NON-AGENDA PUBLIC COMMENT

Non-Agenda Public Comment is reserved for members of the public wishing to address the Committee on matters for which another opportunity to speak **is not provided on the Agenda**, and which is within the jurisdiction of the Committee. Please submit a completed speaker slip to the Authority Clerk. ***Each individual speaker is limited to three (3) minutes. Applicants, groups and jurisdictions referring items to the Board for action are limited to five (5) minutes.***

Note: Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Committee.

NEW BUSINESS:

1. APPROVAL OF MINUTES:

RECOMMENDATION: Approve the minutes of the February 25, 2019 regular meeting.

FINANCE COMMITTEE NEW BUSINESS:

2. REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE EIGHT MONTHS ENDED FEBRUARY 28, 2019:

Presented by: Kathy Kiefer, Senior Director, Finance and Asset Management

3. REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF FEBRUARY 28, 2019:

Presented by: Geoff Bryant, Manager, Airport Finance

EXECUTIVE COMMITTEE NEW BUSINESS:

4. PRE-APPROVAL OF TRAVEL REQUESTS AND APPROVAL OF BUSINESS AND TRAVEL EXPENSE REIMBURSEMENT REQUESTS FOR BOARD MEMBERS, THE PRESIDENT/CEO, THE CHIEF AUDITOR AND GENERAL COUNSEL:

RECOMMENDATION: Pre-approve Travel Requests and approve Business and Travel Expense Reimbursement Requests.

Presented by Tony R. Russell, Director, Board Services/Authority Clerk

REVIEW OF FUTURE AGENDAS:

5. REVIEW OF THE DRAFT AGENDA FOR THE APRIL 4, 2019 BOARD MEETING:

Presented by: Kimberly J. Becker, President/CEO

6. REVIEW OF THE DRAFT AGENDA FOR THE APRIL 4, 2019 AIRPORT LAND USE COMMISSION MEETING:

Presented by: Kimberly J. Becker, President/CEO

WORKSHOP:

7. REVIEW PROPOSED AMENDMENTS TO AUTHORITY CODES AND POLICIES:

RECOMMENDATION: Review proposed amendments, provide possible direction to staff, and forward to the Board with a recommendation for approval.

Presented by: Tony R. Russell, Director, Board Services/Authority Clerk

CLOSED SESSION:

8. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:

(Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Cal. Gov. Code §54956.9)

Number of potential cases: 1

9. CONFERENCE WITH REAL PROPERTY NEGOTIATORS:

Property: Airline Operating and Lease Agreement - San Diego International Airport
Agency Negotiator: Kim Becker, Scott Brickner, John Dillon, Kathy Kiefer, Amy Gonzalez
Negotiating Parties: Alaska Airlines, Allegiant Airlines, American Airlines, British Airways, Delta Airlines, FedEx, JetBlue Airlines, Southwest Airlines, United Airlines

Under Negotiation: price and terms of payment

REPORT ON CLOSED SESSION:

COMMITTEE MEMBER COMMENTS:

ADJOURNMENT:

Policy for Public Participation in Board, Airport Land Use Commission (ALUC), and Committee Meetings (Public Comment)

- 1) Persons wishing to address the Board, ALUC, and Committees shall complete a "Request to Speak" form prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to complete a form shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section of the agenda is reserved for persons wishing to address the Board, ALUC, and Committees on any matter for which another opportunity to speak is not provided on the Agenda, and on matters that are within the jurisdiction of the Board.
- 3) Persons wishing to speak on specific items listed on the agenda will be afforded an opportunity to speak during the presentation of individual items. Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board, ALUC and Committees.
- 4) If many persons have indicated a desire to address the Board, ALUC and Committees on the same issue, then the Chair may suggest that these persons consolidate their respective testimonies. Testimony by members of the public on any item shall be limited to **three (3) minutes per individual speaker and five (5) minutes for applicants, groups and referring jurisdictions.**
- 5) Pursuant to Authority Policy 1.33 (8), recognized groups must register with the Authority Clerk prior to the meeting.
- 6) After a public hearing or the public comment portion of the meeting has been closed, no person shall address the Board, ALUC, and Committees without first obtaining permission to do so.

Additional Meeting Information

NOTE: This information is available in alternative formats upon request. To request an Agenda in an alternative format, or to request a sign language or oral interpreter, or an Assistive Listening Device (ALD) for the meeting, please telephone the Authority Clerk's Office at (619) 400-2400 at least three (3) working days prior to the meeting to ensure availability.

For your convenience, the agenda is also available to you on our website at www.san.org.

For those planning to attend the Board meeting, parking is available in the public parking lot located directly in front of the SDCRAA Administration Building. Bring your ticket to the third floor receptionist for validation.

You may also reach the SDCRAA Administration Building by using public transit via the San Diego MTS system, Route 992. For route and fare information, please call the San Diego MTS at (619) 233-3004 or 511.

DRAFT
SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
EXECUTIVE AND FINANCE COMMITTEE MEETING MINUTES
MONDAY, FEBRUARY 25, 2019
BOARD ROOM

CALL TO ORDER: Chairman Boling called the Executive and Finance Committee Meeting to order at 9:02 a.m., on Monday, February 25, 2019, in the Board Room of the San Diego International Airport, Administration Building, 3225 N Harbor Drive, San Diego, CA 92101.

PLEDGE OF ALLEGIANCE: Kimberly J. Becker, President/CEO, led the Pledge of Allegiance.

ROLL CALL:

Executive Committee

Present: Committee Members: Boling (Chair), Robinson, Schumacher

Absent: Committee Members: None

Finance Committee

Present: Committee Members: Cox, Schiavoni, West

Absent: Committee Members: Lloyd

Also Present: Kimberly J. Becker, President/CEO; Amy Gonzalez, General Counsel; Tony R. Russell, Director, Board Services/Authority Clerk; Linda Gehlken, Assistant Authority Clerk I

NON-AGENDA PUBLIC COMMENT: None.

NEW BUSINESS:

1. APPROVAL OF MINUTES:

RECOMMENDATION: Approve the minutes of the January 28, 2019 regular meeting.

ACTION: Moved by Board Member Robinson and seconded by Board Member Schumacher to approve staff's recommendation. Motion carried unanimously.

FINANCE COMMITTEE NEW BUSINESS:

2. REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE SEVEN MONTHS ENDED JANUARY 31, 2019:

Kathy Kiefer, Senior Director, Finance and Asset Management, provided a presentation on the Review of the Unaudited Financial Statements for the Seven Months Ended January 31, 2019, that included Enplanements, Gross Landing Weight Units, Operating Revenue, Operating Expenses, Net Operating Income, Nonoperating Revenue & Expenses, and Statements of Net Position.

3. REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF JANUARY 31, 2019:

Geoff Bryant, Manager, Airport Finance, provided a presentation on the Authority's Investment Report as of January 31, 2019, that included Portfolio Characteristics, Sector Distribution, Quality & Maturity Distribution, Investment Performance, and Bond Proceeds.

EXECUTIVE COMMITTEE NEW BUSINESS:

4. PRE-APPROVAL OF TRAVEL REQUESTS AND APPROVAL OF BUSINESS AND TRAVEL EXPENSE REIMBURSEMENT REQUESTS FOR BOARD MEMBERS, THE PRESIDENT/CEO, THE CHIEF AUDITOR AND GENERAL COUNSEL:

RECOMMENDATION: Pre-approve travel requests and approve business and travel expense reimbursement requests.

ACTION: Moved by Board Member Schumacher and seconded by Board Member Robinson to approve staff's recommendation. Motion carried unanimously.

The Committee recessed at 9:25 a.m. and reconvened at 9:27 a.m.

REVIEW OF FUTURE AGENDAS

5. REVIEW OF THE DRAFT AGENDA FOR THE MARCH 14, 2019 SPECIAL BOARD MEETING:

Kimberly J. Becker, President/CEO, provided an overview of the draft agenda for the March 14, 2019, Special Board meeting.

Amy Gonzalez, General Counsel, stated that a Closed Session item heard by the Audit Committee at its February 11, 2019 meeting regarding Threat to Public Services or Facilities would be added to Closed Session.

6. REVIEW OF THE DRAFT AGENDA FOR THE MARCH 14, 2019 SPECIAL AIRPORT LAND USE COMMISSION MEETING:

Kimberly J. Becker, President/CEO, stated that a revised Draft agenda for the Special March 14, 2019, ALUC meeting was distributed at the dais, and provided an overview of the agenda.

WORKSHOP

7. REVIEW PROPOSED AMENDMENTS TO AUTHORITY CODES AND POLICIES:

Tony R. Russell, Director, Board Services/Authority Clerk, provided a presentation with a summary of the amendments to Authority Codes 7.02, 7.03, 7.04, 7.05, 7.06, 7.07, 7.08, 7.09, 7.10, 7.11, 7.14, 7.30, 7.41, 8.01, 8.02, 8.10, 8.11, 8.20, 8.21, 8.40, 8.41, 8.42, 8.51, and repealing policy 7.40.

In response to concern expressed by Board Member Schiavoni regarding the broad scope in language and the ability to effectively enforce Policy 7.14 (b) as written, Amy Gonzalez, General Counsel, stated that staff would review and refine the language in this section.

Board Member West suggested that the use of motorized scooters should be addressed in Policy 7.30, Pedestrian Right-of-Way.

In response to Board Member Cox regarding whether scooters are a problem at the airport, Marc Nichols, Director, Ground Transportation, stated that there has been some concern; however, this transportation mode falls under the jurisdiction of the City of San Diego's Vehicle Code.

Board Member West suggested that recycling be incorporated in Code 7.41 and others where appropriate.

Chairman Boling requested that staff review the sections of Article 7, make revisions as needed regarding recycling, and bring it back for review.

RECOMMENDATION: Review proposed amendments, provide possible direction to staff, and forward to the Board with a recommendation for approval.

ACTION: Moved by Board Member Robinson and seconded by Board Member Schumacher to forward Article 8 of the Codes to the Board with a recommendation for approval. Motion carried unanimously.

CLOSED SESSION: The Committee recessed into Closed Session at 9:50 a.m. to discuss Items 8 and 9.

8. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:
(Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Cal. Gov. Code §54956.9)
Number of potential cases: 1

9. CONFERENCE WITH REAL PROPERTY NEGOTIATORS:
Property: Airline Operating and Lease Agreement - San Diego International Airport
Agency Negotiator: Kim Becker, Scott Brickner, John Dillon, Kathy Kiefer, Amy Gonzalez
Negotiating Parties: Alaska Airlines, Allegiant Airlines, American Airlines, British Airways, Delta Airlines, FedEx, JetBlue Airlines, Southwest Airlines, United Airlines
Under Negotiation: price and terms of payment

REPORT ON CLOSED SESSION: The Board adjourned out of Closed Session at 11:30 a.m. There was no reportable action.

BOARD AND COMMITTEE MEMBER COMMENTS: None.

ADJOURNMENT: The meeting adjourned at 11:30 a.m.

APPROVED BY A MOTION OF THE SAN DIEGO COUNTY REGIONAL AIRPORT
AUTHORITY EXECUTIVE COMMITTEE THIS 25th DAY OF MARCH, 2019.

ATTEST:

TONY R. RUSSELL
DIRECTOR, BOARD SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:

AMY GONZALEZ
GENERAL COUNSEL

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Net Position
as of February 28, 2019
(Unaudited)

ASSETS

	February	
	2019	2018
Current assets:		
Cash and investments ⁽¹⁾	\$ 133,305,445	\$ 80,249,704
Tenant lease receivable, net of allowance of 2019: (\$208,649) and 2018: (\$211,125)	11,003,931	8,648,148
Grants receivable	7,978,479	9,040,918
Notes receivable-current portion	1,903,323	1,801,694
Prepaid expenses and other current assets	10,299,309	10,549,504
Total current assets	164,490,487	110,289,968
Cash designated for capital projects and other ⁽¹⁾	22,097,406	26,478,316
Restricted assets:		
Cash and investments:		
Bonds reserve ⁽¹⁾	62,346,162	60,779,648
Passenger facility charges and interest unapplied ⁽¹⁾	85,659,204	75,196,900
Customer facility charges and interest unapplied ⁽¹⁾	41,972,026	42,006,976
SBD Bond Guarantee ⁽¹⁾	4,000,000	4,000,000
Bond proceeds held by trustee ⁽¹⁾	229,196,683	350,383,400
Passenger facility charges receivable	4,013,719	5,199,628
Customer facility charges receivable	3,795,838	3,400,213
OCIP insurance reserve	5,326,794	5,246,385
Total restricted assets	436,310,426	546,213,150
Noncurrent assets:		
Capital assets:		
Land and land improvements	135,086,591	115,970,892
Runways, roads and parking lots	680,302,251	638,215,033
Buildings and structures	1,687,242,800	1,428,773,621
Machinery and equipment	58,417,380	54,268,006
Vehicles	25,107,675	18,692,060
Office furniture and equipment	37,424,889	35,714,080
Works of art	12,567,380	10,065,769
Construction-in-progress	152,915,657	317,416,495
	2,789,064,623	2,619,115,956
Less accumulated depreciation	(1,069,562,066)	(960,142,322)
Total capital assets, net	1,719,502,557	1,658,973,634
Other assets:		
Notes receivable - long-term portion	30,080,027	32,050,388
Investments-long-term portion ⁽¹⁾	164,493,961	168,198,191
Net OPEB Asset	394,547	-
Security deposit	130,611	349,943
Total other assets	195,099,146	200,598,522
Deferred outflows of resources:		
Deferred pension outflows	23,615,800	21,063,862
Deferred OPEB outflows	871,141	-
Deferred POB outflows	505,326	-
Total assets and deferred outflows of resources	\$ 2,562,492,289	\$ 2,563,617,452

⁽¹⁾ Total cash and investments, \$743,070,887 for 2019 and \$807,293,135 for 2018

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Net Position
as of February 28, 2019
(Unaudited)

LIABILITIES AND NET POSITION

	February	
	2019	2018
Current liabilities:		
Accounts payable and accrued liabilities	\$ 60,884,060	\$ 63,893,642
Deposits and other current liabilities	7,414,539	9,670,312
Total current liabilities	68,298,599	73,563,954
Current liabilities - payable from restricted assets:		
Current portion of long-term debt	22,865,000	17,070,000
Accrued interest on bonds and variable debt	13,078,026	13,233,669
Total liabilities payable from restricted assets	35,943,026	30,303,669
Long-term liabilities:		
Variable debt	20,163,000	26,448,000
Other long-term liabilities	8,971,878	7,858,298
Long term debt - bonds net of amortized premium	1,560,641,151	1,594,822,209
Net pension liability	18,373,191	18,743,453
Total long-term liabilities	1,608,149,220	1,647,871,960
Total liabilities	1,712,390,845	1,751,739,583
Deferred inflows of resources:		
Deferred pension inflows	6,235,495	3,506,867
Deferred OPEB inflows	507,578	-
Deferred POB inflows	178,971	-
Total liabilities and deferred inflows of resources	\$ 1,719,312,889	\$ 1,755,246,450
Net Position:		
Invested in capital assets, net of related debt	338,047,694	364,161,284
Other restricted	207,058,144	193,064,556
Unrestricted:		
Designated	22,097,406	26,478,316
Undesignated	275,976,156	224,666,846
Total Net Position	\$ 843,179,400	\$ 808,371,002

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Revenues, Expenses, and Changes in Net Position
For the Month Ended February 28, 2019
(Unaudited)

	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Operating revenues:					
Aviation revenue:					
Landing fees	\$ 1,985,020	\$ 2,074,899	\$ 89,879	5%	\$ 1,973,396
Aircraft parking Fees	268,593	288,858	20,265	8%	266,713
Building rentals	5,977,307	5,853,868	(123,439)	(2)%	4,983,180
Security surcharge	2,916,308	2,916,308	-	-	2,736,414
CUPPS Support Charges	114,720	114,723	3	-	116,304
Other aviation revenue	13,700	14,850	1,150	8%	13,844
Terminal rent non-airline	174,165	175,472	1,307	1%	178,856
Terminal concessions	2,211,813	2,348,395	136,582	6%	2,148,551
Rental car license fees	2,212,008	2,434,633	222,625	10%	2,185,228
Rental car center cost recovery	159,412	161,246	1,834	1%	139,453
License fees other	434,149	522,254	88,105	20%	471,333
Parking revenue	3,306,038	3,215,783	(90,255)	(3)%	3,134,114
Ground transportation permits and citations	1,166,235	1,192,379	26,144	2%	945,555
Ground rentals	1,661,336	1,730,610	69,274	4%	1,649,189
Grant reimbursements	22,400	39,819	17,419	78%	22,400
Other operating revenue	63,761	158,269	94,508	148%	183,520
Total operating revenues	22,686,965	23,242,366	555,401	2%	21,148,050
Operating expenses:					
Salaries and benefits	4,085,306	4,564,258	(478,952)	(12)%	3,761,684
Contractual services	3,854,683	3,798,016	56,667	1%	3,811,762
Safety and security	2,640,450	2,580,146	60,304	2%	2,470,852
Space rental	848,563	848,055	508	-	849,147
Utilities	973,073	923,555	49,518	16%	880,750
Maintenance	1,161,349	954,792	206,557	18%	817,351
Equipment and systems	15,400	15,118	282	2%	17,480
Materials and supplies	36,222	30,553	5,669	16%	31,549
Insurance	94,646	91,171	3,475	4%	87,156
Employee development and support	70,298	80,685	(10,387)	(15)%	79,137
Business development	232,989	161,600	71,389	31%	174,848
Equipment rentals and repairs	307,715	364,050	(56,335)	(18)%	259,029
Total operating expenses	14,320,694	14,411,999	(91,305)	(1)%	13,240,745
Depreciation	9,841,960	9,841,960	-	-	8,562,843
Operating income (loss)	(1,475,689)	(1,011,593)	464,096	31%	(655,538)
Nonoperating revenue (expenses):					
Passenger facility charges	3,985,657	4,352,457	366,800	9%	4,913,766
Customer facility charges (Rental Car Center)	3,131,740	3,234,805	103,065	3%	3,017,235
Quieter Home Program	(359,850)	(349,480)	10,370	3%	(728,494)
Interest income	1,144,004	1,395,398	251,394	22%	2,030,377
BAB interest rebate	385,935	390,515	4,580	16%	388,849
Interest expense	(6,679,591)	(6,660,771)	18,820	-	(6,189,312)
Bond amortization costs	460,411	460,411	-	-	473,613
Other nonoperating income (expenses)	-	4,401	4,401	-	(637,264)
Nonoperating revenue, net	2,068,306	2,827,736	759,430	37%	3,268,770
Change in net position before capital grant contributions	592,617	1,816,143	1,223,526	(206)%	2,613,232
Capital grant contributions	277,826	1,171,060	893,234	322%	183,627
Change in net position	\$ 870,443	\$ 2,987,203	\$ 2,116,760	243%	\$ 2,796,859

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Revenues, Expenses, and Changes in Net Position
For the Eight Months Ended February 28, 2019 and 2018
(Unaudited)

	Budget	Actual	Variance Favorable (Unfavorable)	%	Prior Year
				Change	
Operating revenues:					
Aviation revenue:					
Landing fees	\$ 18,144,680	\$ 18,383,189	\$ 238,509	1%	\$ 18,356,243
Aircraft parking fees	2,148,752	2,315,931	167,179	8%	2,133,708
Building rentals	46,605,470	46,414,316	(191,154)	-	39,628,897
Security surcharge	23,347,044	23,344,274	(2,770)	-	21,940,259
CUPPS Support Charges	918,801	919,181	380	-	934,668
Other aviation revenue	122,024	123,558	1,534	1%	122,879
Terminal rent non-airline	1,436,634	1,452,173	15,539	1%	1,320,817
Terminal concessions	18,131,512	19,165,368	1,033,856	6%	18,329,601
Rental car license fees	19,150,919	21,359,776	2,208,857	12%	19,261,388
Rental car center cost recovery	1,275,298	1,335,723	60,425	5%	901,386
License fees other	3,846,165	4,323,181	477,016	12%	3,743,036
Parking revenue	30,397,892	30,380,877	(17,015)	-	27,761,270
Ground transportation permits and citations	9,521,785	10,549,912	1,028,127	11%	6,305,171
Ground rentals	13,311,461	13,964,065	652,604	5%	13,456,969
Grant reimbursements	306,900	372,515	65,615	21%	351,343
Other operating revenue	513,575	1,225,477	711,902	139%	975,821
Total operating revenues	189,178,912	195,629,516	6,450,604	3%	175,523,456
Operating expenses:					
Salaries and benefits	32,794,594	32,143,597	650,997	2%	29,916,852
Contractual services	32,896,141	32,728,576	167,565	1%	29,364,396
Safety and security	22,135,373	21,065,424	1,069,949	5%	19,536,273
Space rental	6,794,000	6,793,590	410	-	6,794,574
Utilities	9,080,704	9,211,204	(130,500)	(1)%	8,109,779
Maintenance	8,566,184	8,367,880	198,304	2%	7,401,098
Equipment and systems	206,456	178,767	27,689	13%	220,195
Materials and supplies	341,917	356,476	(14,559)	(4)%	376,550
Insurance	868,986	834,548	34,438	4%	749,241
Employee development and support	672,598	681,802	(9,204)	(1)%	750,350
Business development	2,220,822	1,960,116	260,706	12%	1,783,822
Equipment rentals and repairs	2,295,598	2,338,298	(42,700)	(2)%	1,928,883
Total operating expenses	118,873,373	116,660,278	2,213,095	2%	106,932,013
Depreciation	76,590,135	76,590,135	-	-	65,933,078
Operating income (loss)	(6,284,596)	2,379,103	8,663,699	138%	2,658,365
Nonoperating revenue (expenses):					
Passenger facility charges	29,632,504	31,401,768	1,769,264	6%	28,533,678
Customer facility charges (Rental Car Center)	26,604,907	27,074,424	469,517	2%	26,245,988
Quieter Home Program	(2,372,282)	(2,126,590)	245,692	10%	(854,815)
Interest income	9,458,276	10,777,757	1,319,481	14%	8,235,431
BAB interest rebate	3,087,479	3,124,116	36,637	1%	3,110,794
Interest expense	(52,994,725)	(53,418,483)	(423,758)	(1)%	(49,908,525)
Bond amortization costs	3,804,546	3,804,546	-	-	3,758,976
Other nonoperating income (expenses)	-	3,210,289	3,210,289	-	(3,777,923)
Nonoperating revenue, net	17,220,705	23,847,827	6,627,122	38%	15,343,604
Change in net position before capital grant contributions	10,936,109	26,226,930	15,290,821	(140)%	18,001,969
Capital grant contributions	6,965,519	7,027,762	62,243	1%	7,196,003
Change in net position	\$ 17,901,628	33,254,692	\$ 15,353,064	86%	\$ 25,197,972



San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
 For the eight months ended February 28, 2019
 (Unaudited)

Print Date: 3/8/2019
 Print Time: 2:50:15PM
 Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Landing Fees										
41112 - Landing Fees - Signatory	\$2,001,803	\$2,088,998	\$87,195	4	\$1,973,396	\$18,293,835	\$18,525,270	\$231,435	1	\$18,402,463
41113 - Landing Fee Rebate	(16,783)	(14,099)	2,683	16	0	(149,155)	(142,081)	7,074	5	(46,220)
Total Landing Fees	1,985,021	2,074,899	89,878	5	1,973,396	18,144,680	18,383,189	238,509	1	18,356,243
Aircraft Parking Fees										
41150 - Terminal Aircraft Parking	228,051	238,180	10,129	4	226,455	1,824,412	1,905,441	81,029	4	1,801,574
41155 - Remote Aircraft Parking	40,542	50,678	10,135	25	40,259	324,340	410,490	86,150	27	332,134
Total Aircraft Parking Fees	268,594	288,858	20,264	8	266,713	2,148,752	2,315,931	167,180	8	2,133,708
Building and Other Rents										
41210 - Terminal Rent	5,577,881	5,518,469	(59,412)	(1)	4,909,493	44,267,854	44,283,022	15,168	0	38,994,271
41215 - Federal Inspection Services	399,425	335,399	(64,026)	(16)	73,685	2,337,616	2,131,294	(206,322)	(9)	634,626
Total Building and Other Rents	5,977,306	5,853,868	(123,438)	(2)	4,983,178	46,605,470	46,414,317	(191,154)	0	39,628,897
Security Surcharge										
41310 - Airside Security Charges	684,973	684,971	(2)	0	660,149	5,486,597	5,486,662	64	0	5,298,936
41320 - Terminal Security Charge	2,231,335	2,231,337	2	0	2,076,265	17,860,447	17,857,612	(2,836)	0	16,641,323
Total Security Surcharge	2,916,307	2,916,308	1	0	2,736,414	23,347,045	23,344,273	(2,771)	0	21,940,259
CUPPS Support Charges										
41400 - CUPPS Support Charges	114,720	114,723	3	0	116,304	918,801	919,181	380	0	934,668
Total CUPPS Support Charges	114,720	114,723	3	0	116,304	918,801	919,181	380	0	934,668
Other Aviation Revenue										
43100 - Fuel Franchise Fees	13,700	14,850	1,150	8	13,844	122,024	123,558	1,534	1	122,879
Total Other Aviation Revenue	13,700	14,850	1,150	8	13,844	122,024	123,558	1,534	1	122,879
Non-Airline Terminal Rents										
45010 - Terminal Rent - Non-Airline	174,165	175,472	1,307	1	178,856	1,436,634	1,452,173	15,539	1	1,320,817
Total Non-Airline Terminal Rents	174,165	175,472	1,307	1	178,856	1,436,634	1,452,173	15,539	1	1,320,817

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Concession Revenue										
45111 - Term Concessions-Food & Bev	\$962,873	\$1,070,886	\$108,013	11	\$953,090	\$8,089,906	\$8,888,946	\$799,040	10	\$7,899,605
45112 - Terminal Concessions - Retail	568,047	612,887	44,840	8	583,393	5,021,573	5,270,767	249,195	5	5,001,219
45113 - Term Concessions - Other	282,650	271,401	(11,249)	(4)	216,242	1,815,927	1,792,664	(23,262)	(1)	2,347,614
45114 - Term Concessions Space Rents	76,765	78,832	2,068	3	77,915	614,117	630,660	16,543	3	601,114
45115 - Term Concessions Cost Recovery	136,847	126,154	(10,693)	(8)	134,551	1,083,042	1,027,282	(55,760)	(5)	1,001,014
45116 - Rec Distr Center Cost Recovery	134,683	133,266	(1,417)	(1)	132,621	1,067,858	1,068,503	645	0	1,040,027
45117 - Concessions Marketing Program	49,948	54,969	5,021	10	50,739	439,089	486,546	47,457	11	439,008
45120 - Rental car license fees	2,212,008	2,434,633	222,625	10	2,185,228	19,150,919	21,359,776	2,208,857	12	19,261,388
45121 - Rental Car Center Cost Recover	159,412	161,246	1,834	1	139,453	1,275,298	1,335,723	60,425	5	901,386
45130 - License Fees - Other	434,149	522,254	88,104	20	471,333	3,846,165	4,323,181	477,016	12	3,743,036
Total Concession Revenue	5,017,382	5,466,528	449,146	9	4,944,565	42,403,893	46,184,048	3,780,154	9	42,235,409
Parking and Ground Transportat										
45210 - Parking	3,306,038	3,215,783	(90,254)	(3)	3,134,114	30,397,892	30,380,877	(17,014)	0	27,761,270
45220 - AVI fees	1,150,823	1,132,378	(18,444)	(2)	894,195	9,222,821	10,260,825	1,038,004	11	6,003,528
45240 - Ground Transportation Pe	0	47,652	47,652	0	35,948	153,000	123,934	(29,066)	(19)	145,251
45250 - Citations	15,412	12,349	(3,063)	(20)	15,412	145,964	165,153	19,189	13	156,392
Total Parking and Ground Transportat	4,472,272	4,408,163	(64,110)	(1)	4,079,669	39,919,676	40,930,789	1,011,113	3	34,066,441
Ground Rentals										
45310 - Ground Rental Fixed - N	1,661,336	1,730,611	69,275	4	1,649,189	13,311,461	13,964,065	652,605	5	13,456,969
Total Ground Rentals	1,661,336	1,730,611	69,275	4	1,649,189	13,311,461	13,964,065	652,605	5	13,456,969
Grant Reimbursements										
45410 - TSA Reimbursements	22,400	22,400	0	0	22,400	194,400	194,400	0	0	194,400
45420 - Planning Grants	0	17,419	17,419	0	0	112,500	178,115	65,615	58	156,943
Total Grant Reimbursements	22,400	39,819	17,419	78	22,400	306,900	372,515	65,615	21	351,343

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Other Operating Revenue										
45510 - Finger Printing Fee	\$18,926	\$16,964	\$(1,962)	(10)	\$19,514	\$151,406	\$176,672	\$25,266	17	\$173,867
45520 - Utilities Reimbursements	17,120	17,117	(3)	0	16,613	136,964	136,940	(24)	0	132,904
45530 - Miscellaneous Other Reve	4,274	854	(3,420)	(80)	24,784	34,189	203,488	169,298	495	290,961
45535 - Innovation Lab Revenue	0	0	0	0	0	0	500	500	0	0
45540 - Service Charges	7,314	23,678	16,364	224	107,706	58,511	390,958	332,447	568	224,428
45550 - Telecom Services	0	82,506	82,506	0	0	0	157,649	157,649	0	0
45570 - FBO Landing Fees	16,128	17,149	1,021	6	14,903	129,025	155,790	26,766	21	150,181
45580 - Equipment Rental	0	0	0	0	0	3,480	3,480	0	0	3,480
Total Other Operating Revenue	63,762	158,268	94,506	148	183,519	513,576	1,225,476	711,901	139	975,821
Total Operating Revenue	22,686,967	23,242,367	555,401	2	21,148,048	189,178,911	195,629,514	6,450,604	3	175,523,455
Personnel Expenses										
Salaries										
51110 - Salaries & Wages	2,936,994	2,407,022	529,972	18	2,378,543	24,811,794	19,984,709	4,827,085	19	18,181,086
51210 - Paid Time Off	29,167	192,567	(163,400)	(560)	195,034	233,333	2,395,464	(2,162,131)	(927)	2,257,316
51220 - Holiday Pay	0	49,655	(49,655)	0	0	0	605,920	(605,920)	0	555,802
51240 - Other Leave With Pay	0	7,222	(7,222)	0	8,359	0	82,425	(82,425)	0	81,712
51250 - Special Pay	0	12,671	(12,671)	0	8,562	0	205,038	(205,038)	0	129,665
Total Salaries	2,966,161	2,669,137	297,024	10	2,590,499	25,045,128	23,273,556	1,771,572	7	21,205,581
52110 - Overtime	58,835	48,025	10,810	18	71,679	412,789	550,270	(137,481)	(33)	427,629

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Benefits										
54110 - FICA Tax	\$222,057	\$199,653	\$22,404	10	\$197,658	\$1,913,188	\$1,689,907	\$223,282	12	\$1,524,216
54120 - Unemployment Insurance-S	0	0	0	0	0	0	10,526	(10,526)	0	33,636
54130 - Workers Compensation Ins	23,868	13,243	10,625	45	14,152	191,107	127,307	63,799	33	117,328
54135 - Workers Comp Incident Expense	0	4,415	(4,415)	0	2,530	0	(23,076)	23,076	0	53,254
54210 - Medical Insurance	376,115	360,254	15,861	4	320,981	2,931,674	2,737,427	194,247	7	2,533,007
54220 - Dental Insurance	28,150	26,672	1,478	5	25,811	218,587	203,962	14,625	7	203,474
54230 - Vision Insurance	3,471	3,252	219	6	3,236	27,752	25,877	1,876	7	25,540
54240 - Life Insurance	9,973	7,247	2,726	27	8,892	79,587	67,607	11,980	15	68,613
54250 - Short Term Disability	10,904	9,522	1,382	13	10,315	85,746	81,958	3,787	4	81,057
54310 - Retirement	746,438	721,693	24,744	3	712,175	6,178,200	5,994,306	183,894	3	4,151,527
54312 - Pension - GASB 68	0	455,924	(455,924)	0	0	0	455,924	(455,924)	0	2,010,451
54314 - OPEB - GASB 75	0	(185,435)	185,435	0	0	0	(185,435)	185,435	0	0
54315 - Retiree Health Benefits	209,683	474,609	(264,926)	(126)	163,967	576,033	556,559	19,474	3	1,410,283
54410 - Taxable Benefits	0	0	0	0	0	0	18,213	(18,213)	0	(4,233)
54430 - Accrued Vacation	0	135,187	(135,187)	0	100,299	0	56,413	(56,413)	0	(45,499)
54440 - Relocation	0	0	0	0	20,618	0	17,355	(17,355)	0	73,425
Total Benefits	1,630,659	2,226,236	(595,577)	(37)	1,580,634	12,201,874	11,834,831	367,043	3	12,236,081
Cap Labor/Burden/OH Recharge										
54510 - Capitalized Labor Recha	(521,818)	(83,688)	(438,130)	(84)	(124,203)	(4,460,481)	(868,615)	(3,591,865)	(81)	(907,139)
54515 - Capitalized Burden Rech	0	(39,403)	39,403	0	(53,520)	0	(380,499)	380,499	0	(379,417)
54599 - OH Contra	0	(201,190)	201,190	0	(243,212)	0	(1,807,275)	1,807,275	0	(2,295,599)
Total Cap Labor/Burden/OH Recharge	(521,818)	(324,282)	(197,536)	(38)	(420,935)	(4,460,481)	(3,056,389)	(1,404,092)	(31)	(3,582,155)
QHP Labor/Burden/OH Recharge										
54520 - QHP Labor Recharge	(48,529)	(24,995)	(23,534)	(48)	(27,117)	(404,715)	(215,418)	(189,297)	(47)	(167,166)
54525 - QHP Burden Recharge	0	(12,240)	12,240	0	(12,594)	0	(100,177)	100,177	0	(75,349)
54526 - QHP OH Contra Acct	0	(16,086)	16,086	0	(19,479)	0	(139,502)	139,502	0	(120,286)
Total QHP Labor/Burden/OH Recharge	(48,529)	(53,322)	4,792	10	(59,190)	(404,715)	(455,096)	50,382	12	(362,801)

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
MM&JS Labor/Burden/OH Recharge										
54530 - MM & JS Labor Recharge	\$0	\$(1,555)	\$1,555	0	\$(1,082)	\$0	\$(5,675)	\$5,675	0	\$(13,981)
54531 - Joint Studies - Labor	0	16	(16)	0	77	0	2,102	(2,102)	0	6,500
54535 - MM & JS Burden Recharge	0	(8)	8	0	(39)	0	(743)	743	0	(2,610)
54536 - Maintenance-Burden	0	8	(8)	0	39	0	743	(743)	0	2,610
Total MM&JS Labor/Burden/OH Recharge	0	(1,539)	1,539	0	(1,006)	0	(3,572)	3,572	0	(7,481)
Total Personnel Expenses	4,085,307	4,564,255	(478,949)	(12)	3,761,681	32,794,596	32,143,599	650,996	2	29,916,853
Non-Personnel Expenses										
Contract Services										
61100 - Temporary Staffing	25,474	24,387	1,087	4	46,077	304,828	437,504	(132,676)	(44)	288,862
61110 - Auditing Services	0	0	0	0	0	102,900	102,900	0	0	107,900
61120 - Legal Services	55,000	9,900	45,100	82	33,500	490,000	393,478	96,522	20	312,652
61130 - Services - Professional	1,069,728	1,002,220	67,507	6	1,162,494	8,877,434	7,697,459	1,179,975	13	7,128,400
61150 - Outside Svs - Other	301,885	306,469	(4,585)	(2)	290,188	3,129,866	2,623,450	506,417	16	2,499,199
61160 - Services - Custodial	2,487,899	2,515,017	(27,118)	(1)	2,293,759	20,791,734	21,515,978	(724,244)	(3)	19,222,848
61190 - Receiving & Dist Cntr Services	141,174	139,901	1,273	1	139,396	1,119,281	1,121,949	(2,668)	0	1,094,531
61990 - OH Contra	(226,477)	(199,877)	(26,599)	(12)	(153,651)	(1,919,902)	(1,164,142)	(755,760)	(39)	(1,289,996)
Total Contract Services	3,854,682	3,798,018	56,665	1	3,811,763	32,896,141	32,728,576	167,565	1	29,364,397
Safety and Security										
61170 - Services - Fire, Police,	559,640	564,017	(4,377)	(1)	499,108	4,296,123	4,381,996	(85,872)	(2)	4,027,210
61180 - Services - SDUPD-Harbor	1,591,536	1,562,418	29,118	2	1,543,923	13,846,360	13,028,281	818,079	6	11,892,397
61185 - Guard Services	310,106	323,062	(12,956)	(4)	288,606	2,599,557	2,564,114	35,443	1	2,537,338
61188 - Other Safety & Security Serv	179,167	130,648	48,518	27	139,214	1,393,333	1,091,033	302,300	22	1,079,328
Total Safety and Security	2,640,448	2,580,146	60,303	2	2,470,850	22,135,373	21,065,424	1,069,949	5	19,536,273
Space Rental										
62100 - Rent	848,563	848,055	508	0	849,147	6,794,000	6,793,590	410	0	6,794,574
Total Space Rental	848,563	848,055	508	0	849,147	6,794,000	6,793,590	410	0	6,794,574

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Utilities										
63100 - Telephone & Other Commun	\$47,543	\$40,289	\$7,254	15	\$50,792	\$380,840	\$354,684	\$26,156	7	\$335,896
63110 - Utilities - Gas & Electr	846,634	807,398	39,235	5	753,775	7,884,237	7,994,916	(110,679)	(1)	7,018,279
63120 - Utilities - Water	78,896	75,968	2,928	4	76,381	815,627	862,313	(46,686)	(6)	756,450
63190 - OH Contra	0	(99)	99	0	(198)	0	(709)	709	0	(846)
Total Utilities	973,073	923,556	49,516	5	880,750	9,080,704	9,211,204	(130,500)	(1)	8,109,778
Maintenance										
64100 - Facilities Supplies	62,433	61,100	1,333	2	115,182	381,399	484,371	(102,972)	(27)	485,519
64110 - Maintenance - Annual R	773,111	593,691	179,419	23	638,046	6,426,068	6,374,099	51,969	1	5,543,209
64122 - Contractor Labor	0	0	0	0	0	0	0	0	0	164
64123 - Contractor Burden	0	0	0	0	0	0	0	0	0	209
64124 - Maintenance-Overhead	0	0	0	0	37	0	2,632	(2,632)	0	1,447
64125 - Major Maintenance - Mat	293,305	264,312	28,993	10	102,194	1,372,717	1,149,075	223,643	16	1,071,382
64127 - Contract Overhead (co	0	0	0	0	0	0	0	0	0	461
64130 - Remediation	0	0	0	0	0	0	0	0	0	(19)
64140 - Refuse & Hazardous Waste	32,500	35,690	(3,190)	(10)	(38,108)	386,000	357,703	28,297	7	298,726
Total Maintenance	1,161,349	954,794	206,555	18	817,351	8,566,184	8,367,879	198,305	2	7,401,098
Equipment and Systems										
65100 - Equipment & Systems	17,308	14,698	2,611	15	17,484	214,589	179,862	34,727	16	220,321
65101 - OH Contra	(1,908)	420	(2,329)	(122)	(4)	(8,133)	(1,095)	(7,038)	(87)	(126)
Total Equipment and Systems	15,400	15,118	282	2	17,480	206,456	178,767	27,689	13	220,195
Materials and Supplies										
65110 - Office & Operating Suppl	30,127	33,441	(3,314)	(11)	30,437	285,543	280,542	5,000	2	302,141
65120 - Safety Equipment & Suppl	4,481	6,379	(1,898)	(42)	4,587	63,050	87,415	(24,365)	(39)	53,544
65130 - Tools - Small	4,167	368	3,798	91	(2,514)	33,833	9,571	24,263	72	39,459
65199 - OH Contra	(2,554)	(9,635)	7,081	277	(960)	(40,509)	(21,052)	(19,457)	(48)	(18,594)
Total Materials and Supplies	36,221	30,554	5,667	16	31,550	341,917	356,476	(14,559)	(4)	376,550

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Insurance										
67170 - Insurance - Property	\$54,700	\$52,678	\$2,022	4	\$43,466	\$437,600	\$421,421	\$16,179	4	\$344,910
67171 - Insurance - Liability	12,180	11,825	355	3	11,825	97,440	94,600	2,840	3	94,598
67172 - Insurance - Public Offic	15,485	15,033	452	3	15,034	124,830	120,771	4,059	3	121,222
67173 - Insurance Miscellaneous	12,281	11,636	645	5	16,832	209,116	197,756	11,360	5	188,511
Total Insurance	94,646	91,172	3,474	4	87,156	868,986	834,548	34,438	4	749,241
Employee Development and Suppo										
66120 - Awards - Service	2,090	2,704	(614)	(29)	1,142	32,380	56,479	(24,099)	(74)	22,818
66130 - Book & Periodicals	4,123	901	3,221	78	1,168	38,149	28,252	9,897	26	28,214
66220 - Permits/Certificates/Lic	16,927	6,381	10,547	62	17,586	117,163	88,059	29,104	25	130,711
66260 - Recruiting	500	5,775	(5,275)	(1,055)	3,005	22,500	27,820	(5,320)	(24)	110,913
66280 - Seminars & Training	15,210	44,247	(29,037)	(191)	20,618	179,792	218,277	(38,485)	(21)	145,545
66290 - Transportation	12,155	11,060	1,095	9	10,435	99,605	88,855	10,749	11	87,036
66299 - OH Contra	(5,692)	(8,987)	3,295	58	(904)	(30,767)	(23,541)	(7,227)	(23)	(22,175)
66305 - Travel-Employee Developm	15,436	11,954	3,481	23	15,610	130,385	133,611	(3,226)	(2)	157,667
66310 - Tuition	3,333	846	2,487	75	1,986	31,668	17,351	14,317	45	30,992
66320 - Uniforms	6,215	5,803	412	7	8,491	51,723	46,639	5,084	10	58,629
Total Employee Development and Suppo	70,297	80,685	(10,387)	(15)	79,137	672,597	681,802	(9,205)	(1)	750,351
Business Development										
66100 - Advertising	82,817	35,179	47,637	58	37,382	775,615	783,733	(8,117)	(1)	458,131
66110 - Allowance for Bad Debts	825	0	825	100	0	6,650	2,001	4,649	70	(5,734)
66200 - Memberships & Dues	39,997	54,907	(14,909)	(37)	82,638	349,903	305,322	44,580	13	349,365
66230 - Postage & Shipping	2,142	1,716	425	20	2,453	15,343	15,314	29	0	12,483
66240 - Promotional Activities	92,538	48,140	44,398	48	26,936	898,676	649,115	249,561	28	826,452
66250 - Promotional Materials	1,920	6,624	(4,703)	(245)	2,926	37,485	40,748	(3,263)	(9)	26,032
66300 - Travel-Business Developm	12,750	15,033	(2,283)	(18)	22,513	137,150	163,883	(26,733)	(19)	117,093
Total Business Development	232,988	161,599	71,390	31	174,847	2,220,821	1,960,116	260,706	12	1,783,822

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Equipment Rentals and Repairs										
66140 - Computer Licenses & Agre	\$29,924	\$62,597	\$(32,672)	(109)	\$11,331	\$250,259	\$213,565	\$36,694	15	\$112,094
66150 - Equipment Rental/Leasing	14,771	12,919	1,852	13	12,749	156,944	200,597	(43,652)	(28)	165,881
66160 - Tenant Improvements	60,000	57,400	2,600	4	47,319	475,000	521,148	(46,148)	(10)	361,172
66270 - Repairs - Office Equipme	219,011	166,179	52,832	24	190,377	1,575,067	1,516,605	58,463	4	1,383,682
66279 - OH Contra	(15,991)	64,955	(80,947)	(506)	(2,747)	(161,672)	(113,617)	(48,055)	(30)	(93,946)
Total Equipment Rentals and Repairs	307,714	364,048	(56,334)	(18)	259,029	2,295,598	2,338,298	(42,700)	(2)	1,928,882
Total Non-Personnel Expenses	10,235,381	9,847,744	387,638	4	9,479,062	86,078,777	84,516,679	1,562,098	2	77,015,163
Total Departmental Expenses before	14,320,688	14,411,999	(91,311)	(1)	13,240,743	118,873,373	116,660,279	2,213,094	2	106,932,016
Depreciation and Amortization										
69110 - Depreciation Expense	9,841,960	9,841,960	0	0	8,562,843	76,590,135	76,590,135	0	0	65,933,078
Total Depreciation and Amortization	9,841,960	9,841,960	0	0	8,562,843	76,590,135	76,590,135	0	0	65,933,078
Non-Operating Revenue/(Expense)										
Passenger Facility Charges										
71110 - Passenger Facility Charg	3,985,657	4,352,457	366,800	9	4,913,766	29,632,504	31,401,768	1,769,264	6	28,533,678
Total Passenger Facility Charges	3,985,657	4,352,457	366,800	9	4,913,766	29,632,504	31,401,768	1,769,264	6	28,533,678
Customer Facility Charges										
71120 - Customer facility charges (Con	3,131,740	3,234,805	103,065	3	3,017,235	26,604,907	27,074,424	469,517	2	26,245,988
Total Customer Facility Charges	3,131,740	3,234,805	103,065	3	3,017,235	26,604,907	27,074,424	469,517	2	26,245,988

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Quiter Home Program										
71212 - Quieter Home - Labor	\$(45,850)	\$(24,995)	\$20,855	45	\$(27,117)	\$(366,800)	\$(215,418)	\$151,383	41	\$(167,166)
71213 - Quieter Home - Burden	0	(12,240)	(12,240)	0	(12,594)	0	(100,177)	(100,177)	0	(75,349)
71214 - Quieter Home - Overhead	0	(16,086)	(16,086)	0	(19,479)	0	(139,502)	(139,502)	0	(120,286)
71215 - Quieter Home - Material	(1,753,398)	(1,692,632)	60,766	3	(909,787)	(11,244,606)	(9,347,638)	1,896,968	17	(4,084,256)
71216 - Quieter Home Program	1,439,398	1,396,833	(42,565)	(3)	256,511	9,289,124	7,762,385	(1,526,739)	(16)	3,648,013
71217 - Contract Labor	0	0	0	0	(221)	0	0	0	0	(574)
71218 - Contractor Burden	0	0	0	0	(281)	0	0	0	0	(731)
71222 - Contractor Labor	0	0	0	0	(4,085)	0	0	0	0	(13,158)
71223 - Contractor Burden	0	0	0	0	(5,199)	0	0	0	0	(16,747)
71224 - Joint Studies Overhead	0	(15)	(15)	0	(115)	0	(164)	(164)	0	(4,378)
71225 - Joint Studies - Material	0	(344)	(344)	0	0	(50,000)	(86,268)	(36,268)	(73)	(325)
71226 - Contractor Overhead	0	0	0	0	(6,128)	0	192	192	0	(19,858)
Total Quiter Home Program	(359,850)	(349,480)	10,370	3	(728,496)	(2,372,282)	(2,126,589)	245,693	10	(854,816)
Interest Income										
71310 - Interest - Investments	1,008,337	866,546	(141,791)	(14)	710,910	8,260,661	6,017,169	(2,243,492)	(27)	4,119,340
71340 - Interest - Note Receivab	135,667	135,667	0	0	143,518	1,197,615	1,197,615	0	0	1,264,653
71350 - Interest - Other	0	0	0	0	0	0	(3,289)	(3,289)	0	(1,695)
71361 - Interest Income - 2010 Bonds	0	95,738	95,738	0	53,661	0	925,824	925,824	0	477,744
71363 - Interest Income - 2013 Bonds	0	64,463	64,463	0	48,617	0	560,671	560,671	0	336,695
71364 - Interest Income - 2017 Bond A	0	165,309	165,309	0	1,027,365	0	1,482,489	1,482,489	0	1,708,804
71365 - Interest Income - 2014 Bond A	0	67,675	67,675	0	46,306	0	597,278	597,278	0	329,890
Total Interest Income	1,144,004	1,395,398	251,394	22	2,030,376	9,458,276	10,777,757	1,319,482	14	8,235,431
Interest income BAB's rebate										
71362 - BAB interest rebate	385,935	390,515	4,580	1	388,849	3,087,479	3,124,116	36,637	1	3,110,794
Total Interest income BAB's rebate	385,935	390,515	4,580	1	388,849	3,087,479	3,124,116	36,637	1	3,110,794

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Interest Expense										
71411 - Interest Expense- 2010 Bonds	\$(2,481,737)	\$(2,481,737)	\$0	0	\$(2,521,646)	\$(19,853,899)	\$(19,853,899)	\$0	0	\$(20,173,166)
71412 - Interest Expense 2013 Bonds	(1,514,513)	(1,514,513)	0	0	(1,521,979)	(12,116,100)	(12,116,100)	0	0	(12,175,833)
71413 - Interest Expense 2014 Bond A	(1,355,869)	(1,349,970)	5,899	0	(1,361,768)	(10,846,952)	(10,799,764)	47,188	0	(10,894,140)
71414 - Interest Expense 2017 Bond A	(1,192,792)	(1,192,792)	0	0	(1,211,442)	(9,121,659)	(9,542,333)	(420,674)	(5)	(8,399,329)
71420 - Interest Expense-Variable Debt	(46,103)	(42,694)	3,410	7	(40,203)	(368,825)	(341,241)	27,584	7	(368,316)
71430 - LOC Fees - C/P	(31,814)	(24,462)	7,352	23	(22,995)	(254,515)	(327,046)	(72,531)	(28)	(280,700)
71450 - Trustee Fee Bonds	(4,380)	(2,220)	2,160	49	0	(4,380)	(3,270)	1,110	25	(1,050)
71451 - Program Fees - Variable Debt	0	0	0	0	0	(5,000)	0	5,000	100	(3,300)
71458 - Capitalized Interest	0	0	0	0	544,911	0	0	0	0	4,302,491
71460 - Interest Expense - Other	0	0	0	0	0	0	(11,435)	(11,435)	0	(1,477,723)
71461 - Interest Expense - Cap Leases	(52,384)	(52,384)	0	0	(54,189)	(423,395)	(423,395)	0	0	(437,459)
Total Interest Expense	(6,679,592)	(6,660,771)	18,821	0	(6,189,310)	(52,994,725)	(53,418,483)	(423,758)	(1)	(49,908,525)
Amortization										
69210 - Amortization - Premium	460,411	460,411	0	0	473,613	3,804,546	3,804,546	0	0	3,758,976
Total Amortization	460,411	460,411	0	0	473,613	3,804,546	3,804,546	0	0	3,758,976
Other Non-Operating Income (Expense)										
71510 - Legal Settlement Income	0	0	0	0	0	0	0	0	0	27,316
71520 - Fixed Asset Disposal-Gain	0	0	0	0	0	0	60,000	60,000	0	0
71530 - Gain/Loss On Investments	0	(1,988)	(1,988)	0	(637,994)	0	3,078,584	3,078,584	0	(3,832,594)
71540 - Discounts Earned	0	1,605	1,605	0	192	0	6,561	6,561	0	5,752
71620 - Other non-operating revenue (e	0	4,784	4,784	0	238	0	65,144	65,144	0	34,022
71630 - Other Non-Operating Expe	0	0	0	0	0	0	0	0	0	(12,719)
73300 - DMJM and Auth OH Clearin	0	0	0	0	300	0	0	0	0	300
Total Other Non-Operating Income (Expense)	0	4,402	4,402	0	(637,264)	0	3,210,288	3,210,288	0	(3,777,924)
Total Non-Operating Revenue/(Expense)	2,068,304	2,827,736	759,431	37	(3,268,769)	17,220,705	23,847,828	6,627,122	38	(15,343,604)
Capital Grant Contribution										
72100 - AIP Grants	277,826	1,171,060	893,234	322	183,627	6,965,519	7,027,762	62,243	1	7,196,003
Total Capital Grant Contribution	277,826	1,171,060	893,234	322	183,627	6,965,519	7,027,762	62,243	1	7,196,003
Total Expenses Net of Non-Operating Revenue/ (Expense)	21,816,518	20,255,163	1,561,355	7	18,351,190	171,277,283	162,374,824	8,902,459	5	150,325,488
Net Income/(Loss)	870,449	2,987,204	2,116,756	243	2,796,859	17,901,627	33,254,690	15,353,063	86	25,197,967

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the eight months ended February 28, 2019
(Unaudited)

Print Date: 3/8/2019
Print Time: 2:50:15PM
Report ID: GL0012

	Month to Date					Year to Date				
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Equipment Outlay										
73200 - Equipment Outlay Expendi	\$(56,000)	\$0	\$56,000	100	\$(63,929)	\$(692,469)	\$(148,924)	\$543,545	78	\$(255,771)
73299 - Capitalized Equipment Co	0	0	0	0	63,929	0	148,924	148,924	0	255,771
Total Equipment Outlay	(56,000)	0	56,000	100	0	(692,469)	0	692,469	100	0

Item 2



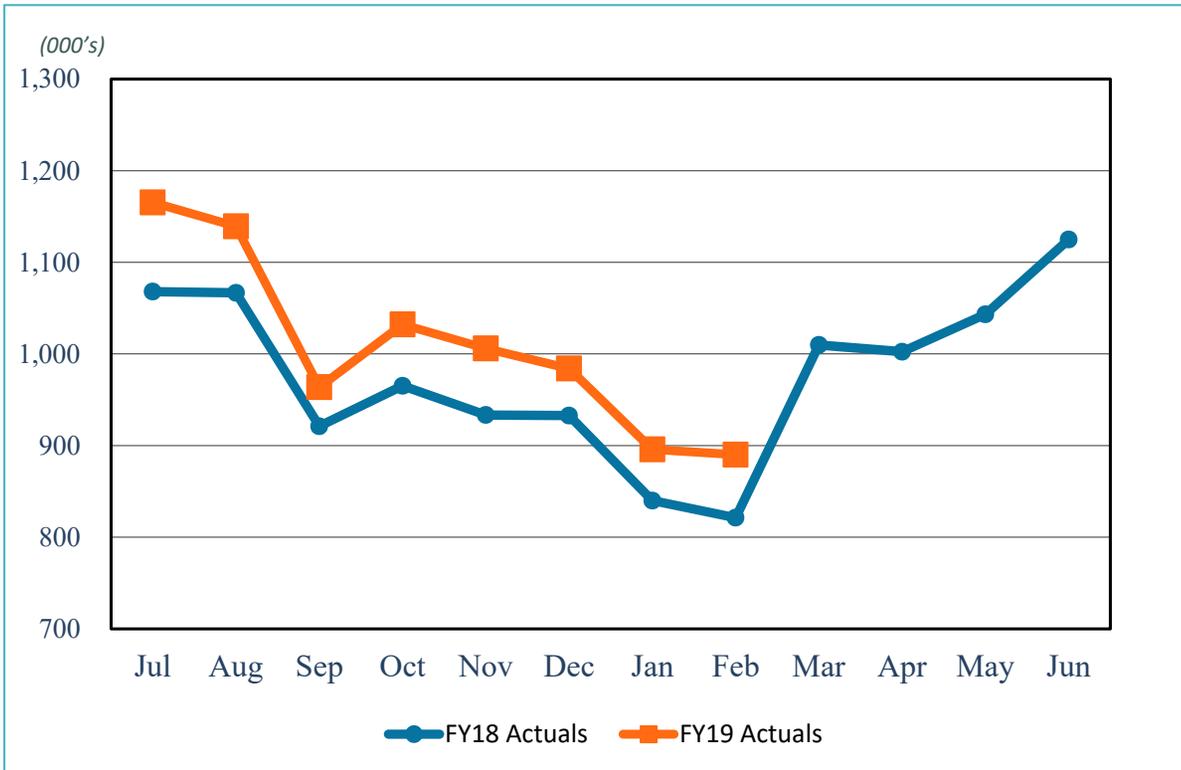
Review of the Unaudited Financial Statements for the Eight Months Ended February 28, 2019 and 2018

Presented by:
Scott Brickner
Chief Financial Officer
Kathy Kiefer

Senior Director, Finance & Asset Management

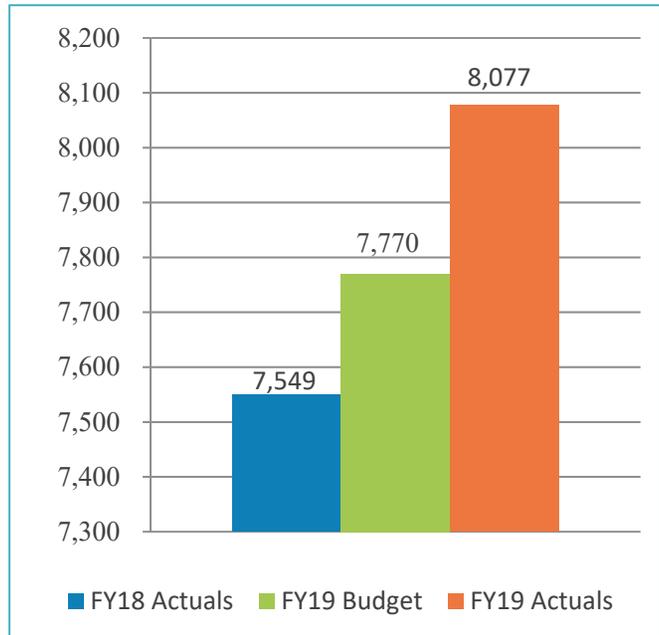
March 25, 2019

Enplanements

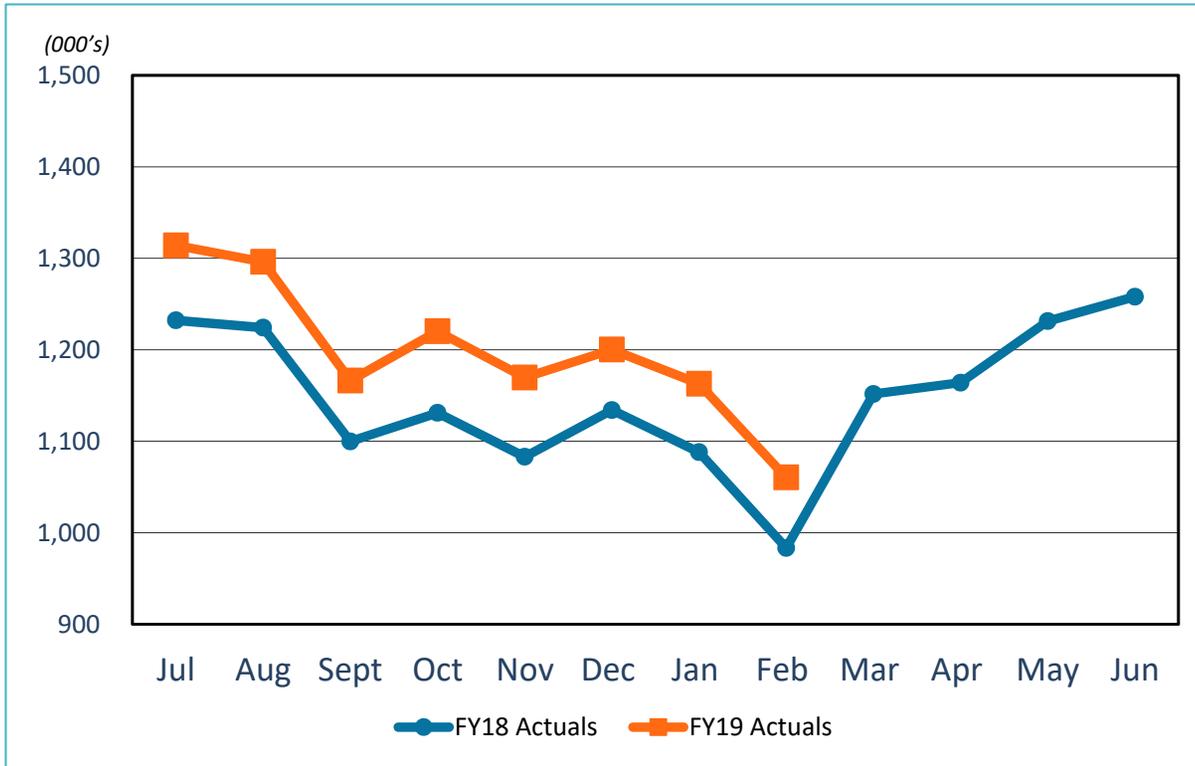


FY19 YTD Act Vs.
FY18 YTD Act
7.0%

FY19 YTD Act Vs.
FY19 YTD Budget
4.0%

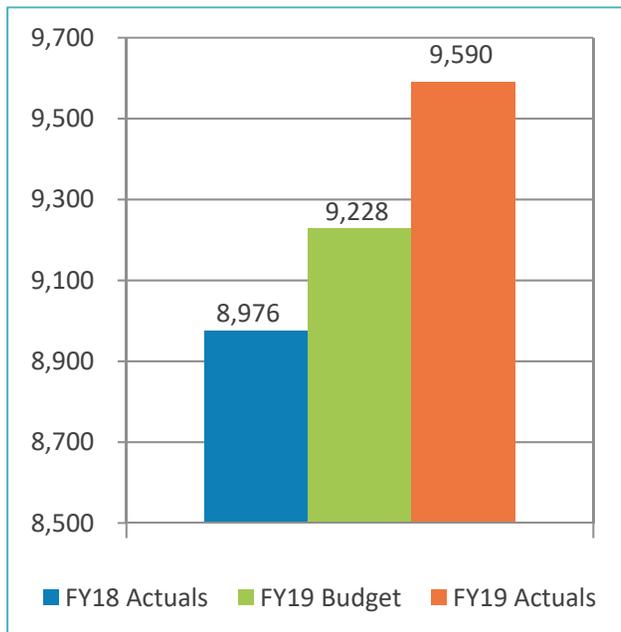


Gross Landing Weight Units (000 lbs)



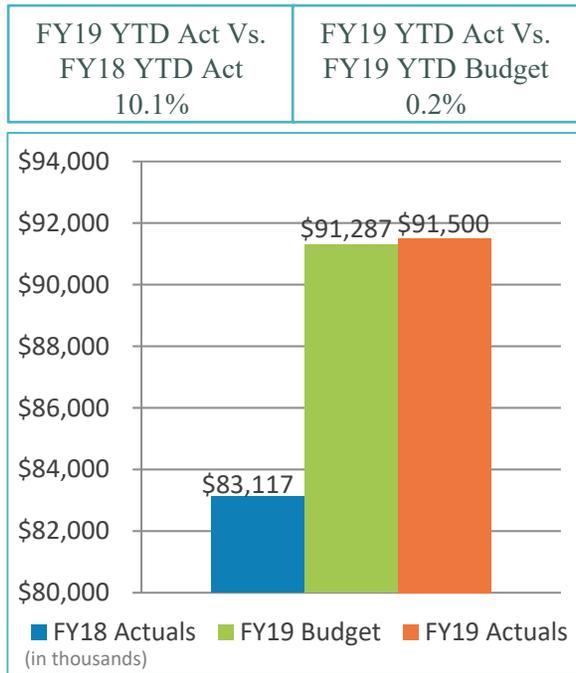
FY19 YTD Act Vs.
FY18 YTD Act
6.8%

FY19 YTD Act Vs.
FY19 YTD Budget
3.9%

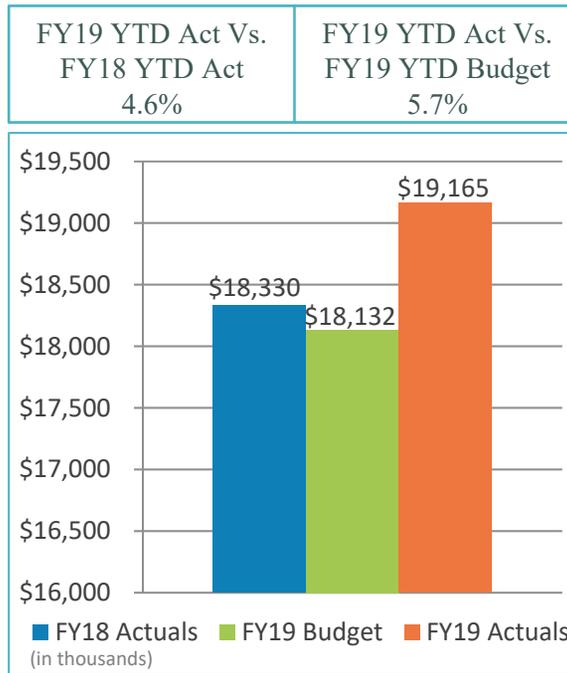


Operating Revenue (Unaudited)

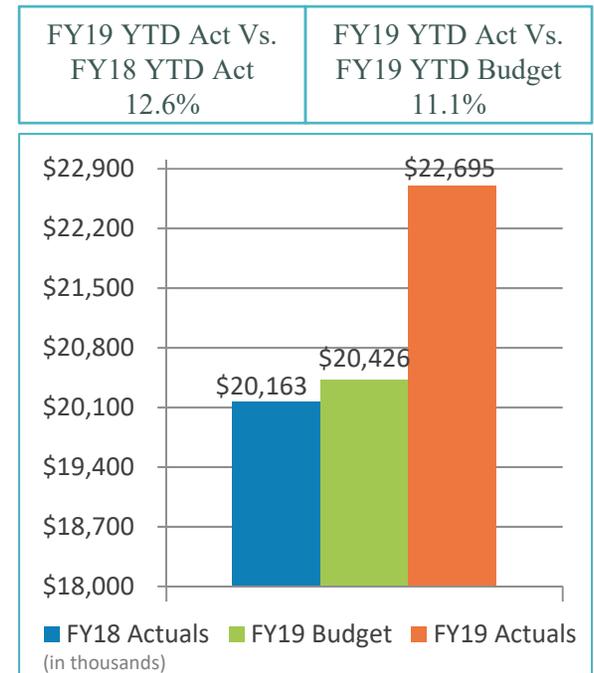
Aviation



Terminal Concessions

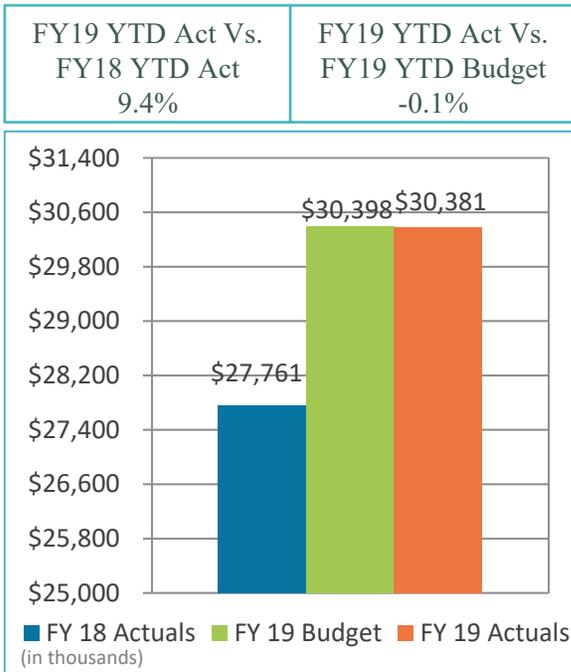


Rental Car

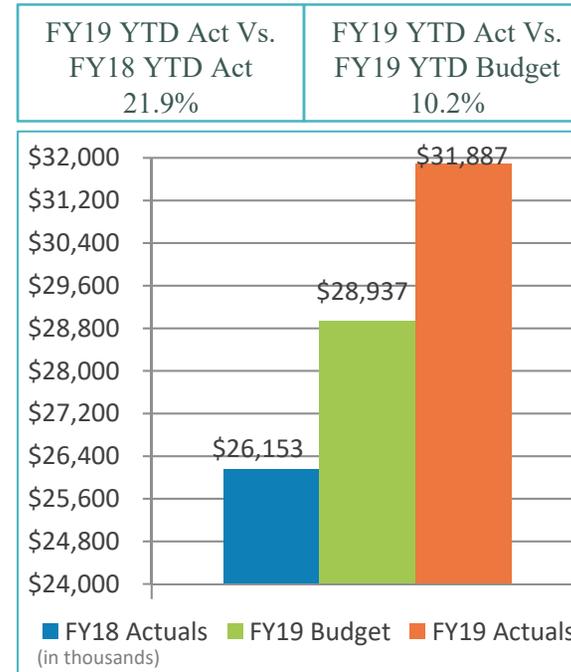


Operating Revenue (Unaudited)

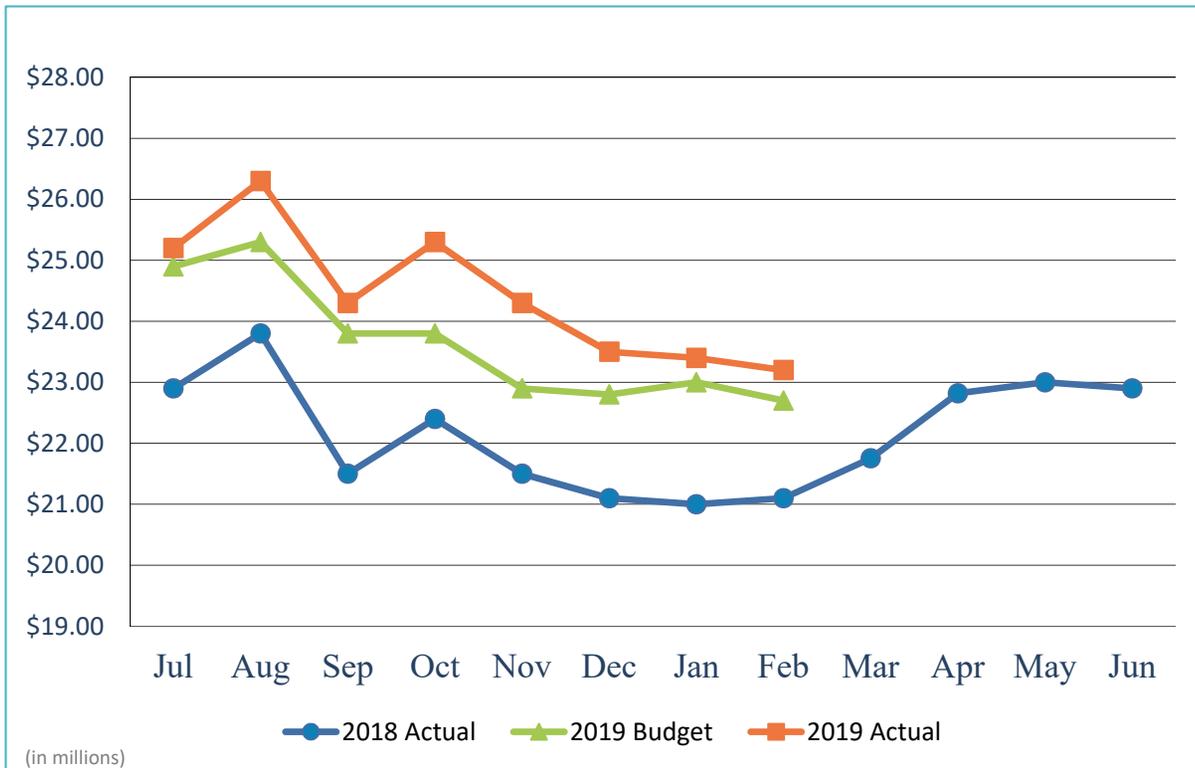
Parking Revenue



Other

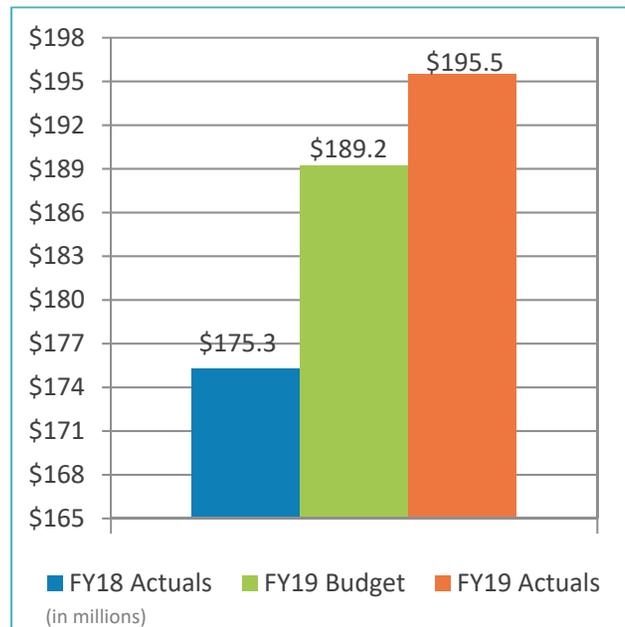


Total Operating Revenue (Unaudited)



FY19 YTD Act Vs.
FY18 YTD Act
11.5%

FY19 YTD Act Vs.
FY19 YTD Budget
3.3%

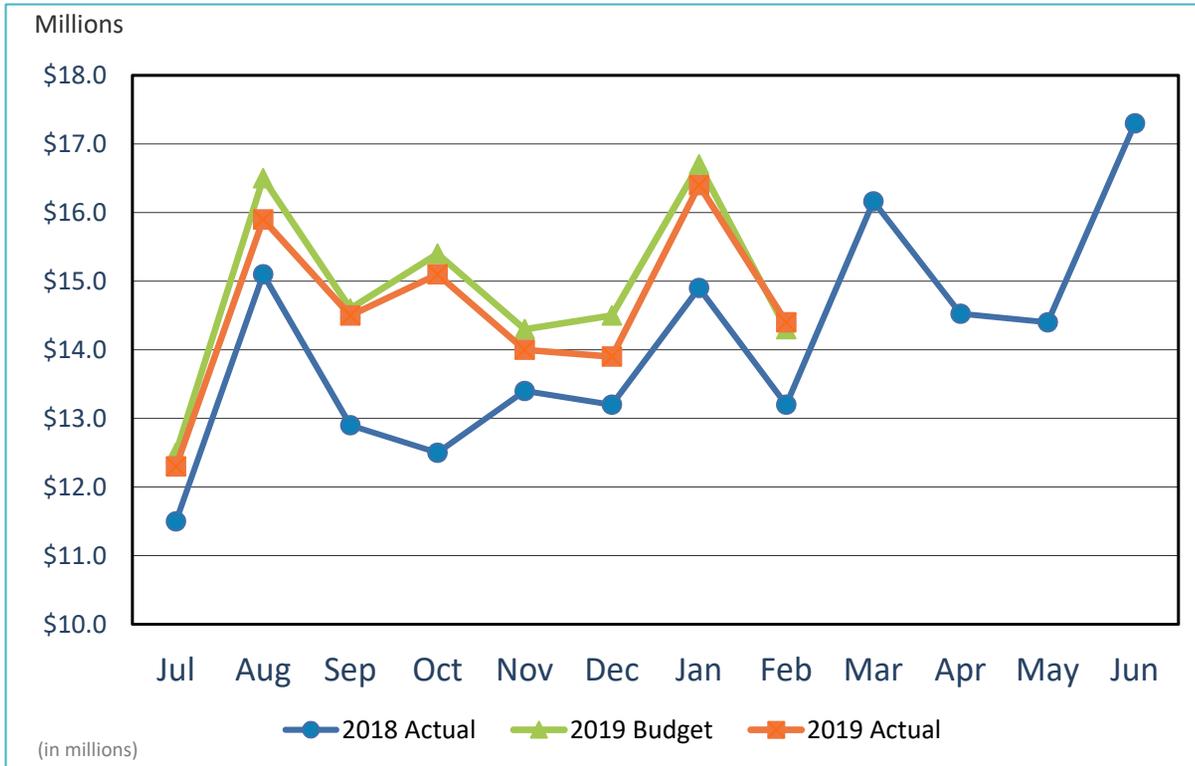


Operating Revenues

for the Eight Months Ended February 28, 2019 (Unaudited)

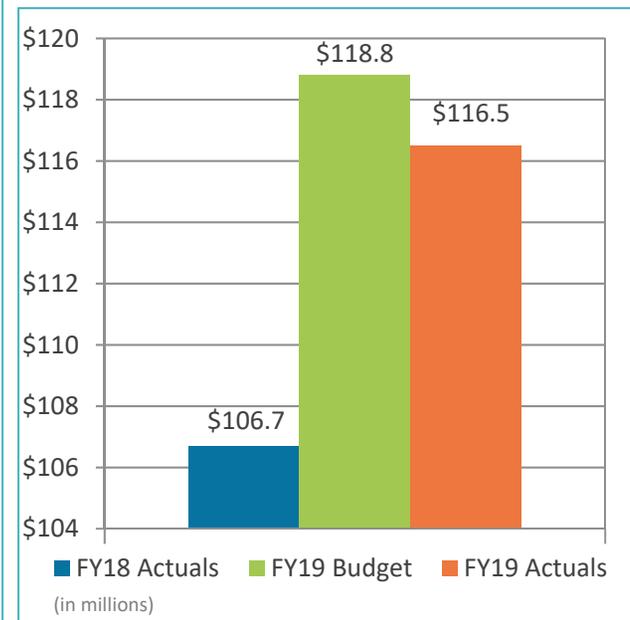
(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Aviation	\$ 91,287	\$ 91,500	\$ 213	-	\$ 83,117
Terminal concessions	18,132	19,165	1,033	6%	18,330
Rental car	20,426	22,695	2,269	11%	20,163
Parking	30,398	30,381	(17)	-	27,761
Other operating	28,937	31,887	2,950	10%	26,153
Total operating revenues	\$ 189,180	\$ 195,628	\$ 6,448	3%	\$ 175,524

Total Operating Expenses (Unaudited)



FY19 YTD Act Vs.
FY18 YTD Act
-9.2%

FY19 YTD Act Vs.
FY19 YTD Budget
1.9%



Operating Expenses

for the Eight Months Ended February 28, 2019 (Unaudited)

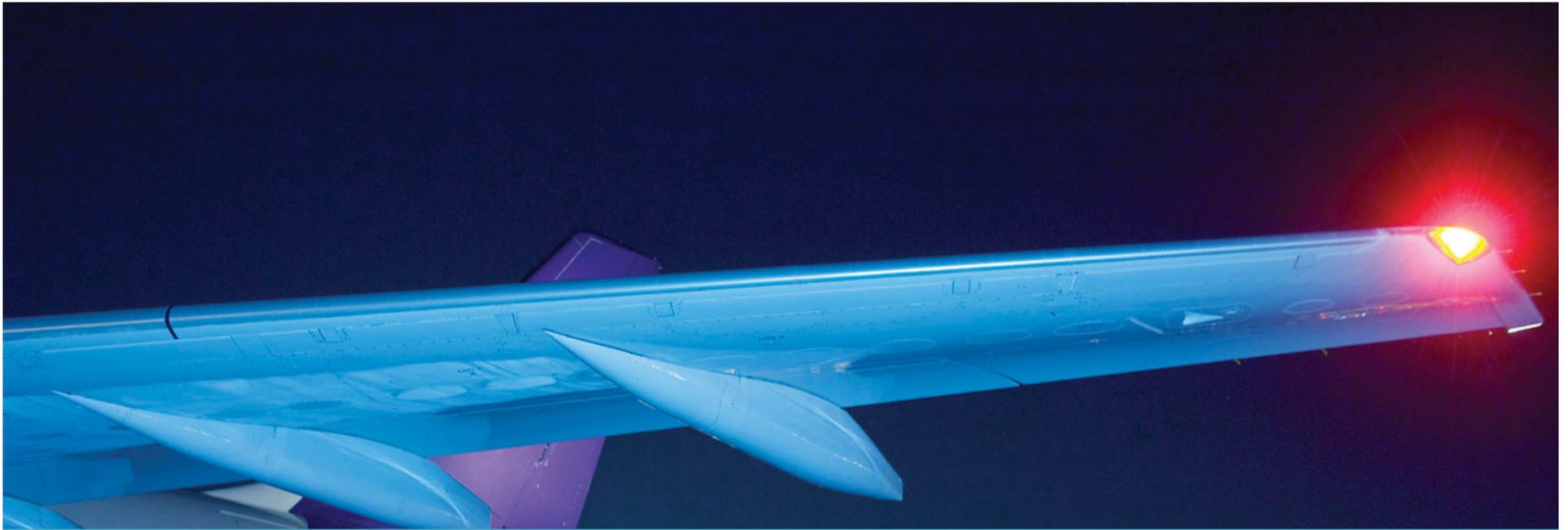
(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Salaries and benefits	\$ 32,795	\$ 32,144	\$ 651	2%	\$ 29,917
Contractual services	32,896	32,729	167	1%	29,364
Safety and security	22,135	21,065	1,070	5%	19,536
Space rental	6,794	6,794	-	-	6,795
Utilities	9,081	9,211	(130)	(1)%	8,110
Maintenance	8,566	8,368	198	2%	7,401
Equipment and systems	206	179	27	13%	220
Materials and supplies	342	356	(14)	(4)%	377
Insurance	869	835	34	4%	749
Employee development and support	673	682	(9)	(1)%	750
Business development	2,221	1,960	261	12%	1,784
Equipment rental and repairs	2,296	2,338	(42)	(2)%	1,929
Total operating expenses	\$ 118,874	\$ 116,661	\$ 2,213	2%	\$ 106,932

Net Operating Income (Loss) Summary for the Eight Months Ended February 28, 2019 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Total operating revenues	\$ 189,180	\$ 195,628	\$ 6,448	3%	\$ 175,524
Total operating expenses	118,874	116,661	2,213	2%	106,932
Income from operations	70,306	78,967	8,661	12%	68,592
Depreciation	76,590	76,590	-	-	65,933
Operating income (loss)	\$ (6,284)	\$ 2,377	\$ 8,661	138%	\$ 2,659

Nonoperating Revenues & Expenses for the Eight Months Ended February 28, 2019 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	%	Prior Year
Passenger facility charges	\$ 29,633	\$ 31,402	\$ 1,769	6%	\$ 28,534
Customer facility charges (Rental Car Center)	26,605	27,074	469	2%	26,246
Quieter Home Program , net	(2,372)	(2,127)	245	10%	(855)
Interest income	9,458	10,778	1,320	14%	8,235
Interest expense (net)	(46,103)	(46,490)	(387)	1%	(43,039)
Other nonoperating revenue (expense)	-	3,210	3,210	-	(3,778)
Nonoperating revenue, net	17,221	23,847	6,626	38%	15,343
Change in net position before grant contributions	10,937	26,224	15,287	140%	18,002
Capital grant contributions	6,966	7,028	62	1%	7,196
Change in net position	\$ 17,903	33,252	\$ 15,349	86%	\$ 25,198



Statements of Net Position (Unaudited)
January 31, 2019 and 2018

Statements of Net Position (Unaudited)

As of February 28, 2019 and 2018

(In Thousands)

	2019	2018
Assets and Deferred Outflows of Resources		
Current assets	\$ 164,490	\$ 110,290
Cash designated for capital projects and other	22,097	26,478
Restricted assets	436,310	546,213
Capital assets, net	1,719,503	1,658,974
Other assets	195,099	200,599
Deferred outflows of resources	24,993	21,064
Total assets and deferred outflows of resources	\$ 2,562,492	\$ 2,563,618

Statements of Net Position (Unaudited)

As of February 28, 2019 and 2018

(In Thousands)

	2019	2018
Liabilities and Deferred Inflows of Resources		
Current liabilities	\$ 68,299	\$ 73,564
Liabilities payable from restricted assets	35,943	30,304
Long term liabilities	1,608,149	1,647,872
Deferred inflows of resources	6,922	3,507
Total liabilities and deferred inflows of resources	\$ 1,719,313	\$ 1,755,247
 Total net position	 \$ 843,179	 \$ 808,371



Questions?

Item 3



Investment Report

Period Ending
February 28, 2019

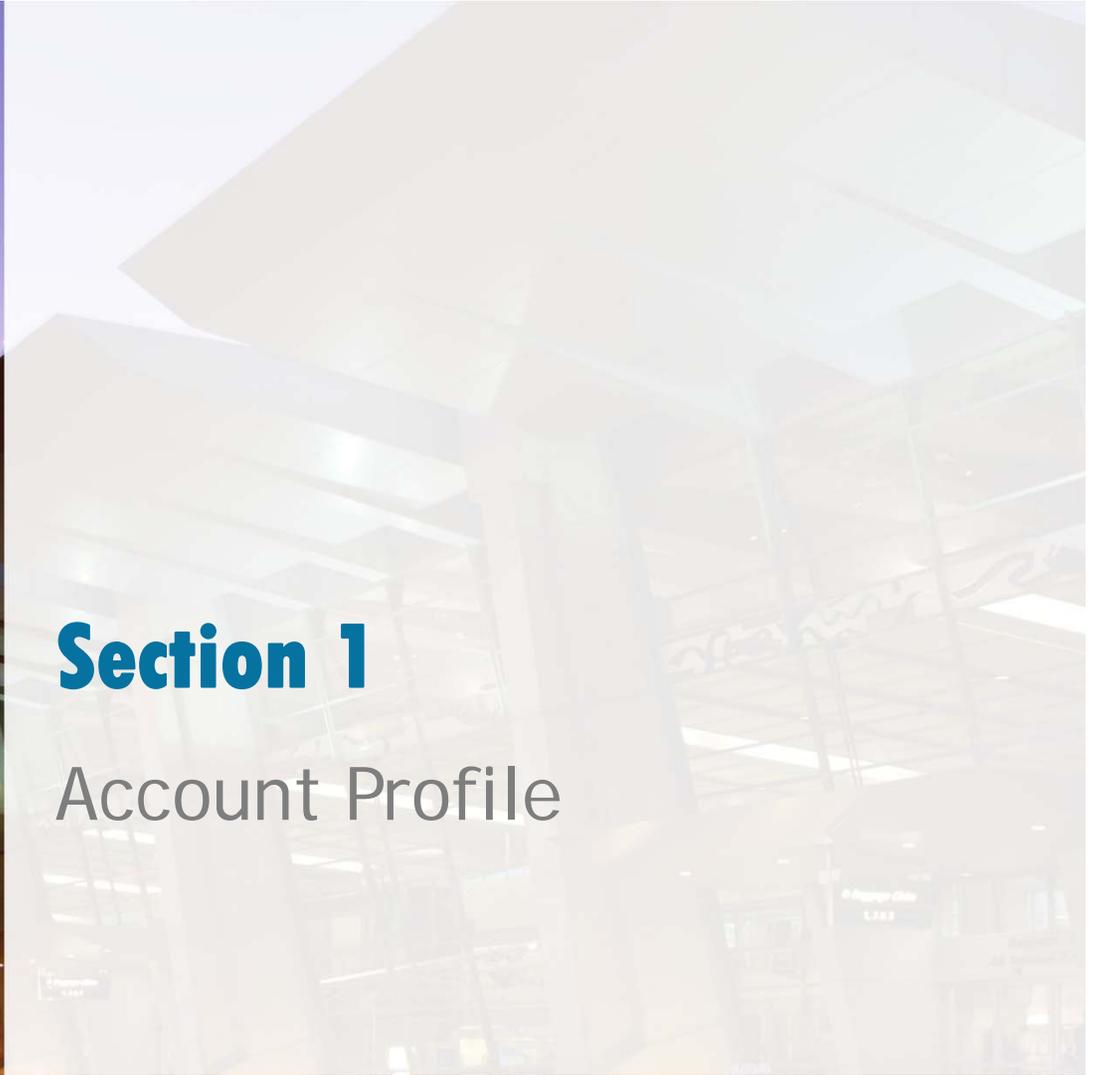
March 25, 2019





Section 1

Account Profile



Certification Page

This report is prepared for the San Diego County Regional Airport Authority (the “Authority”) in accordance with California Government Code Section 53646, which states that “the treasurer or chief fiscal officer may render a quarterly report to the chief executive officer, the internal auditor, and the legislative body of the local agency within 30 days following the end of the quarter covered by the report.”

The investment report was compiled in compliance with California Government Code 53646 and the Authority’s approved Investment Policy. All investment transactions made in the Authority’s portfolio during this period were made on behalf of the Authority. Sufficient liquidity and anticipated revenue are available to meet expenditure requirements for the next six months.



Scott Brickner, C.P.A.
Vice President, Chief Financial Officer
San Diego County Regional Airport Authority

Objectives

Investment Objectives

The San Diego County Regional Airport Authority's investment objectives, in order of priority, are to provide safety to ensure the preservation of capital in the overall portfolio, provide sufficient liquidity for cash needs and a market rate of return consistent with the investment program. In order to achieve these objectives, the portfolio invests in high quality fixed income securities consistent with the investment policy and California Government Code.

Portfolio Characteristics

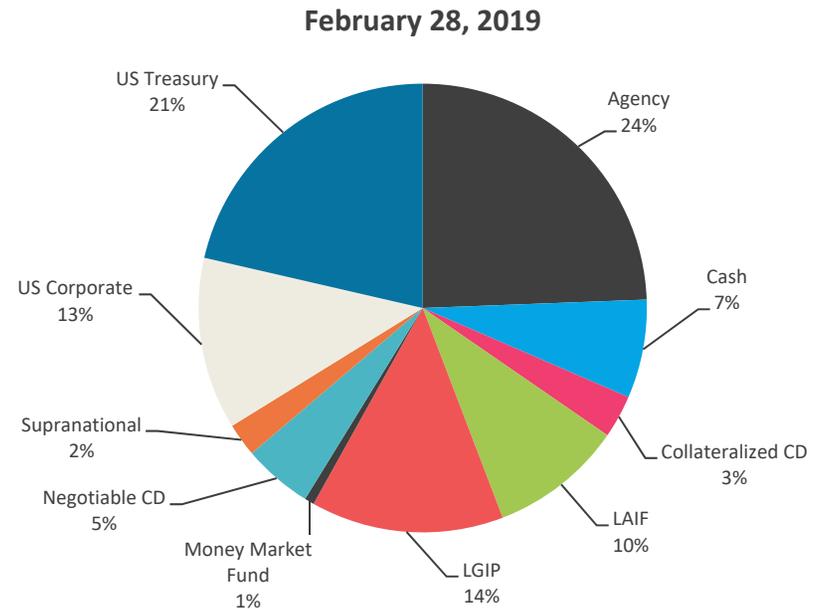
SDCRAA Consolidated

	2/28/2019	1/31/2019	Change
	Portfolio	Portfolio	Portfolio
Average Maturity (yrs)	1.41	1.35	0.06
Average Purchase Yield	2.15%	2.11%	0.04%
Average Market Yield	2.48%	2.45%	0.03%
Average Quality*	AA/Aa1	AA/Aa1	AA/Aa1
Unrealized Gains/Losses	(945,957)	(955,201)	9,244
Total Market Value	516,881,828	507,490,163	9,391,665

*Portfolio is S&P and Moody's, respectively.

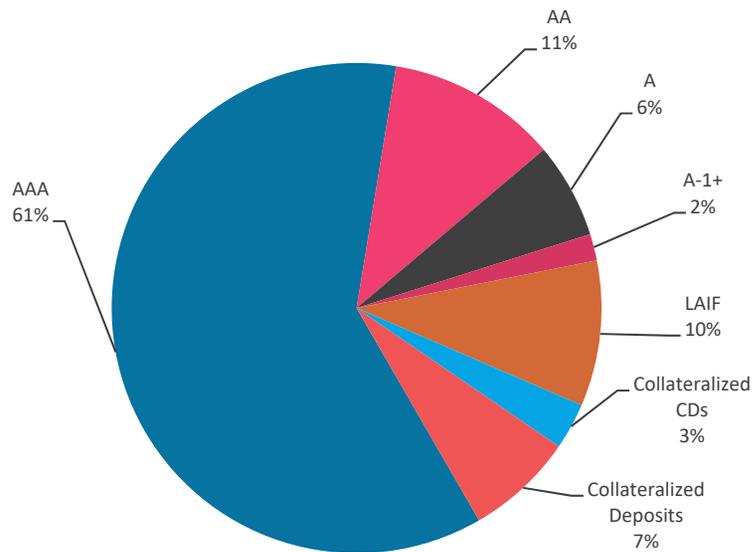
Sector Distribution

	February 28, 2019		January 31, 2019	
	Total Market Value	% of Portfolio	Total Market Value	% of Portfolio
Agency	126,246,815	24.4%	115,698,267	22.8%
Cash	36,807,921	7.1%	37,438,410	7.4%
Collateralized CD	15,821,224	3.1%	15,799,064	3.1%
LAIF	49,671,974	9.6%	49,581,252	9.8%
LGIP	71,770,641	13.9%	71,542,302	14.1%
Money Market Fund	3,619,672	0.7%	272,517	0.1%
Negotiable CD	25,807,120	5.0%	30,925,264	6.1%
Supranational	12,460,458	2.4%	12,447,081	2.4%
US Corporate	64,056,314	12.4%	63,036,971	12.4%
US Treasury	110,619,689	21.4%	110,749,035	21.8%
TOTAL	516,881,828	100.0%	507,490,163	100.0%



Quality & Maturity Distribution

February 28, 2019

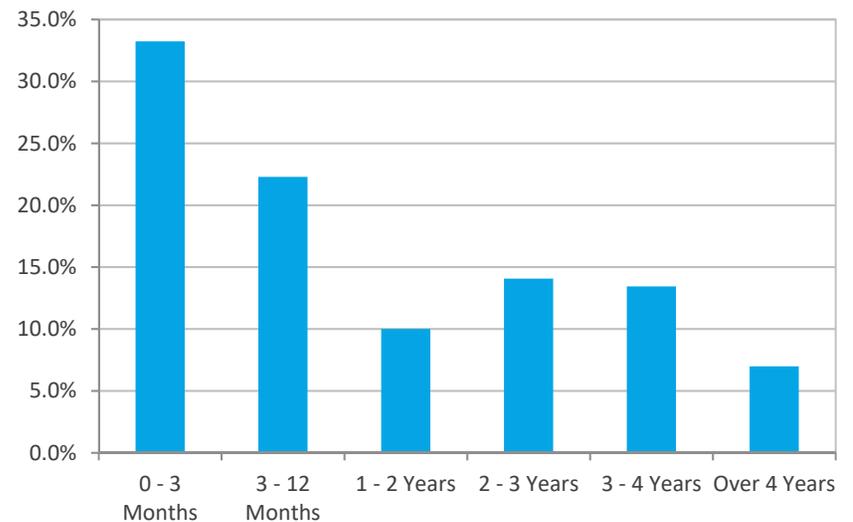


Notes:

Security ratings are based on the highest rating provided by Moody's, S&P and Fitch and is presented using the S&P ratings scale.

(1) Includes investments that have split ratings between S&P, Moody's and Fitch.

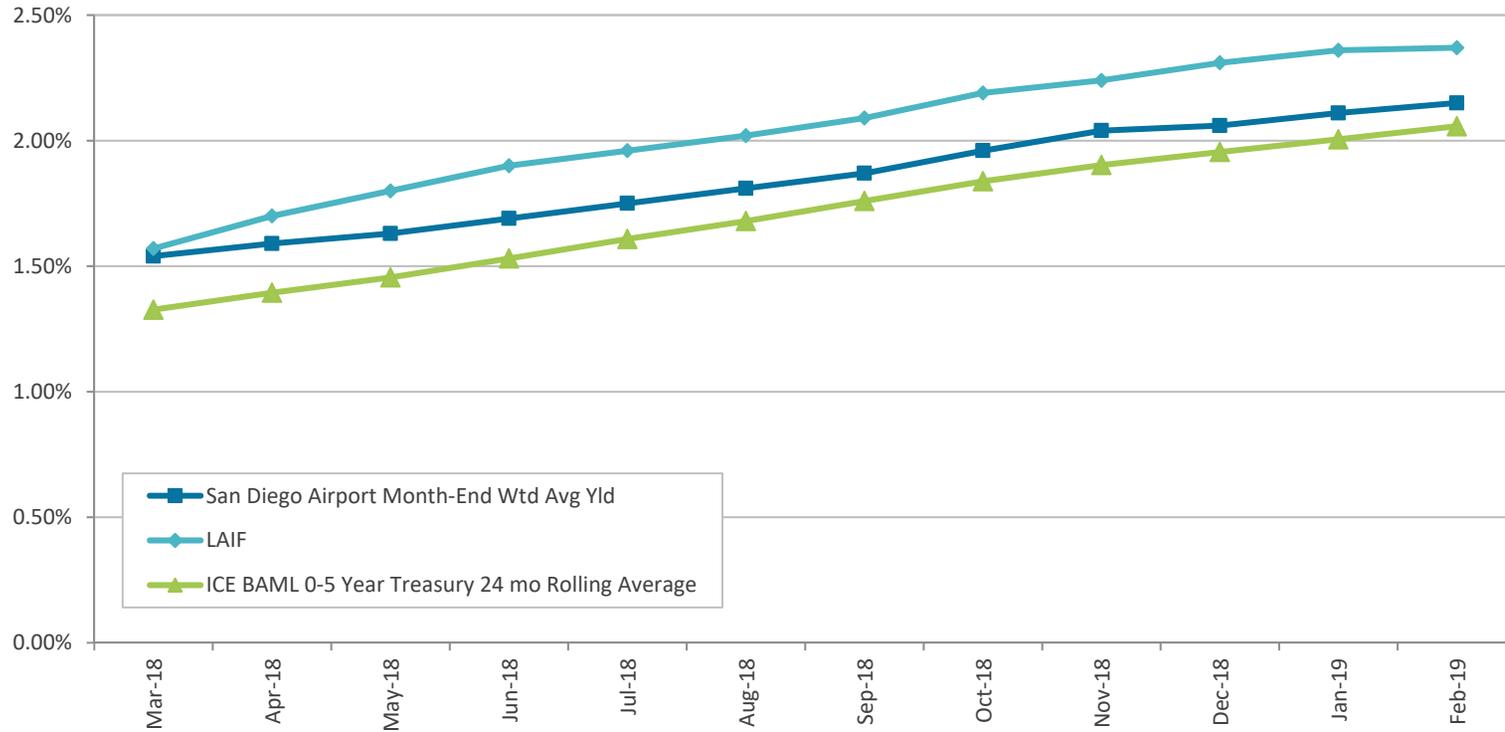
February 28, 2019



Notes:

(1) The 0-3 category includes investments held in LAIF, CalTrust, and the San Diego County Investment Pool.

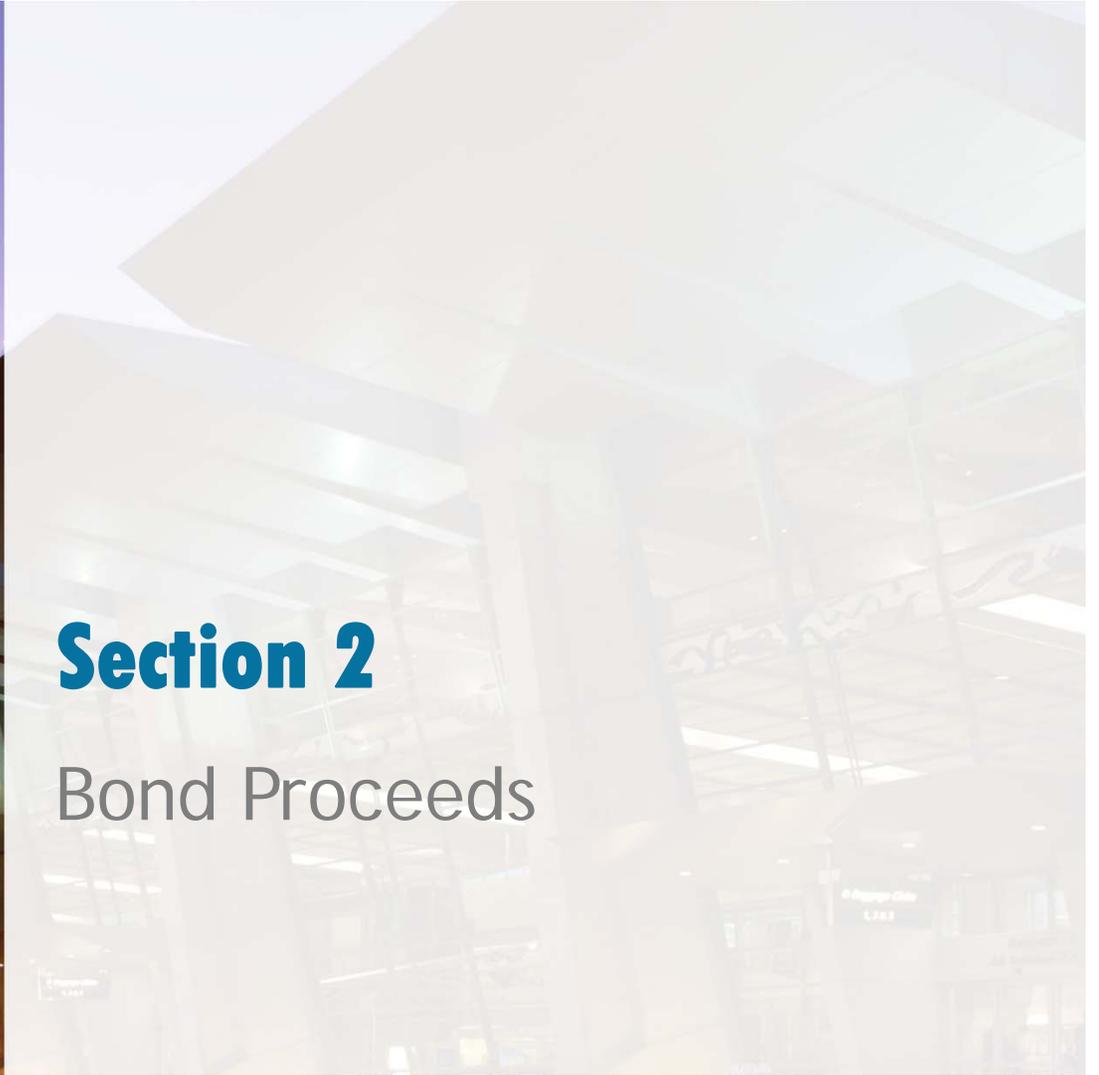
Investment Performance





Section 2

Bond Proceeds



Bond Proceeds

Summary of 2010, 2013, 2014 & 2017 Bond Proceeds ⁽¹⁾

As of February 28, 2019
(in thousands)

	2014 Special Facility Revenue Bond	2010, 2013 and 2017 General Airport Revenue Bonds	Total Bond Proceeds	Yield	Rating
Project Fund					
LAIF	-	8,619	8,619	2.39%	N/R
SDCIP	-	45,937	45,937	2.39%	AAAf
Money Market Fund	-	11,501	11,501	2.32%	AAAm
	-	66,057	66,057	2.38%	
Debt Service Reserve & Coverage Funds					
SDCIP	29,146	79,285	108,431	2.39%	AAAf
Torrey Pines Bank CD	-	22,057	22,057	2.00%	N/R
	29,146	101,342	130,488	2.32%	
TOTAL	29,146	167,399	196,545	2.34%	

(1) Bond Proceeds are not included in deposit limits as applied to operating funds.
SDCIP Yield as of January 31, 2019



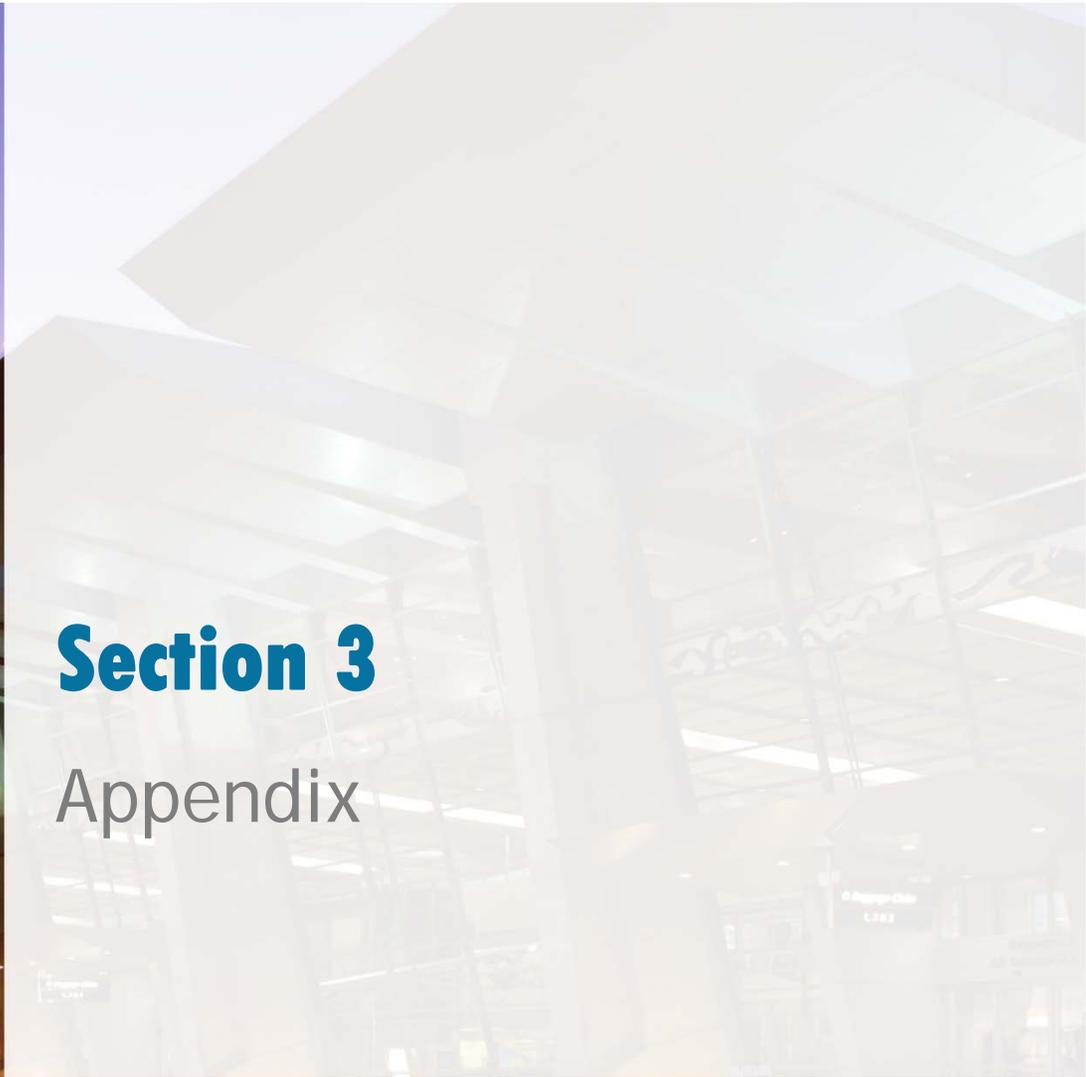
Questions?

● Ticketing
U S Airways



Section 3

Appendix



Compliance

February 28, 2019

This portfolio is a consolidation of assets managed by Chandler Asset Management and assets managed internally by SDCRAA. Chandler relies on SDCRAA to provide accurate information for reporting assets and producing this compliance statement.

Category	Standard	Comment
Treasury Issues	No Limit	Complies
Agency Issues	No Limit	Complies
Supranationals	"AA" rated or better by a Nationally Recognized Statistical Rating Organization ("NRSRO"); 30% maximum; 10% max per issuer; U.S. dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development ("IBRD"), the International Finance Corporation ("IFC") or the Inter-American Development Bank ("IADB")	Complies
Municipal Issues	"A" rated or better by a NRSRO; 20% maximum; 5% max per issuer	Complies
Banker's Acceptances	"A-1" rated or equivalent or highest category by a NRSRO; 40% maximum; 5% max per bank; 180 days max maturity	Complies
Commercial Paper	"A-1" rated or equivalent by a NRSRO; or "A" rated issuer or equivalent by a NRSRO, if any long-term debt; 25% maximum; 5% max per issuer (combined with any other securities from that issuer); 270 days max maturity; Entity organized and operating in the U.S. as a general corporation and has total assets >\$500 million; or Entity is organized within the U.S. as a special purpose corporation, trust, or limited liability company and has credit enhancements including, but not limited to, over collateralization, letters of credit, or surety bond.	Complies
Negotiable Certificates of Deposit ("NCD")	"A" rated issuer or better by a NRSRO; 30% maximum; 5% max per issuer (combined with any other securities from that issuer); Issued by nationally or state-chartered bank, a state or federal savings institution or by a federally licensed or state licensed branch of a foreign bank.	Complies
Time Deposits/Certificates of Deposit/ Bank Deposit	Bank Deposits, including, demand deposit accounts, savings accounts, market rate accounts, and time certificates of deposits ("TCD") in financial institutions located in California. 20% maximum; 5% max per TCD issuer in excess of FDIC limit (combined with other securities from that issuer); 3 years max maturity; Financial institutions with net worth of \$10 million and total assets of \$50 million; Deposits in each bank limited to 5% max of the total assets of bank; To be eligible to receive Authority deposits, financial institution must have received a minimum overall satisfactory rating, under the Community Reinvestment Act, for meeting the credit needs of California Communities; Bank Deposits are required to be collateralized as specified by Cal. Gov. Code §53630 et seq.; Collateralization may be waived for any portion that is covered by FDIC	Complies
Medium Term Notes	"A" rated or better by a NRSRO; 20% maximum; 5% max per issuer (combined with any other securities from that issuer); Issued by corporations organized and operating within the U.S. or by depository institutions licensed by the U.S.	Complies
Money Market Funds	Highest rating or "AAA" rated by two NRSROs; or SEC registered investment adviser with assets under management in excess of \$500 million and experience greater than 5 years; 20% maximum; 10% per fund; 5% max of total fund balance	Complies
Repurchase Agreements	"A" rated or better by a NRSRO; 1 year max maturity; U.S. Treasury or Federal Agency collateral only	Complies
Local Agency Investment Fund (LAIF)	Max program limit for LAIF; Pursuant to California Gov. Code Section 16429.1	Complies
San Diego County Investment Pool (SDCIP)	Max program limit for LAIF	Complies
Local Government Investment Pool (LGIP)	Max program limit for LAIF	Complies
Prohibited	Inverse floaters, Range notes, Interest-only strips from mortgaged backed securities; Common stocks; Zero interest accrual securities	Complies
Average Maturity	3 years	Complies
Maximum maturity	5 years	Complies

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
Agency									
3137EADK2	FHLMC Note 1.250% Due 08/01/2019	5,000,000.00	07/08/2016 0.82%	5,064,250.00	99.47 2.50%	4,973,650.00 5,208.33	0.96% (90,600.00)	Aaa / AA+ AAA	0.42 0.42
3135G0N33	FNMA Note 0.875% Due 08/02/2019	7,800,000.00	08/02/2016 0.93%	7,786,896.00	99.31 2.49%	7,746,499.80 5,497.92	1.50% (40,396.20)	Aaa / AA+ AAA	0.42 0.42
3130A8Y72	FHLB Note 0.875% Due 08/05/2019	12,000,000.00	10/21/2016 1.03%	11,948,160.00	99.32 2.45%	11,918,328.00 7,583.33	2.31% (29,832.00)	Aaa / AA+ AAA	0.43 0.43
3135G0P49	FNMA Note 1.000% Due 08/28/2019	13,500,000.00	09/06/2016 1.06%	13,477,860.00	99.26 2.50%	13,399,951.50 375.00	2.59% (77,908.50)	Aaa / AA+ AAA	0.50 0.49
3130A9EP2	FHLB Note 1.000% Due 09/26/2019	10,000,000.00	10/07/2016 1.09%	9,972,700.00	99.15 2.48%	9,915,390.00 43,055.56	1.93% (57,310.00)	Aaa / AA+ AAA	0.58 0.57
3135G0T29	FNMA Note 1.500% Due 02/28/2020	13,035,000.00	02/28/2017 1.58%	13,003,050.30	98.98 2.54%	12,901,651.95 1,629.38	2.50% (101,398.35)	Aaa / AA+ AAA	1.00 0.98
313378J77	FHLB Note 1.875% Due 03/13/2020	3,000,000.00	05/16/2017 1.57%	3,025,080.00	99.31 2.55%	2,979,417.00 26,250.00	0.58% (45,663.00)	Aaa / AA+ NR	1.04 1.01
313370U55	FHLB Note 2.875% Due 09/11/2020	5,000,000.00	10/30/2018 2.90%	4,997,450.00	100.46 2.57%	5,023,090.00 67,881.94	0.98% 25,640.00	Aaa / AA+ AAA	1.54 1.47
3135G0U84	FNMA Note 2.875% Due 10/30/2020	5,000,000.00	10/30/2018 2.91%	4,996,750.00	100.49 2.57%	5,024,660.00 47,916.67	0.98% 27,910.00	Aaa / AA+ AAA	1.67 1.61
313371U79	FHLB Note 3.125% Due 12/11/2020	4,500,000.00	11/29/2018 2.86%	4,523,220.00	100.96 2.57%	4,543,357.50 31,250.00	0.89% 20,137.50	Aaa / AA+ AAA	1.79 1.72
3130AF5B9	FHLB Note 3.000% Due 10/12/2021	4,500,000.00	10/22/2018 3.05%	4,493,385.00	101.11 2.56%	4,550,058.00 52,125.00	0.89% 56,673.00	Aaa / AA+ NR	2.62 2.48

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
3130AEBM1	FHLB Note 2.750% Due 06/10/2022	7,150,000.00	Various 2.82%	7,131,662.00	100.39 2.62%	7,177,885.00 44,240.63	1.40% 46,223.00	Aaa / AA+ NR	3.28 3.10
313383WD9	FHLB Note 3.125% Due 09/09/2022	4,000,000.00	09/27/2018 3.00%	4,019,040.00	101.72 2.61%	4,068,812.00 59,722.22	0.80% 49,772.00	Aaa / AA+ AAA	3.53 3.28
3130A3KM5	FHLB Note 2.500% Due 12/09/2022	6,000,000.00	08/16/2018 2.81%	5,924,640.00	99.56 2.62%	5,973,864.00 34,166.67	1.16% 49,224.00	Aaa / AA+ NR	3.78 3.56
313383QR5	FHLB Note 3.250% Due 06/09/2023	4,900,000.00	09/11/2018 2.97%	4,959,045.00	102.95 2.52%	5,044,633.30 36,273.61	0.98% 85,588.30	Aaa / AA+ NR	4.28 3.96
3133EJUS6	FFCB Note 2.875% Due 07/17/2023	6,000,000.00	02/07/2019 2.56%	6,078,480.00	100.98 2.64%	6,058,836.00 21,083.33	1.18% (19,644.00)	Aaa / AA+ AAA	4.38 4.09
313383YJ4	FHLB Note 3.375% Due 09/08/2023	7,000,000.00	Various 2.65%	7,219,535.00	103.16 2.63%	7,221,123.00 113,531.25	1.42% 1,588.00	Aaa / AA+ NR	4.53 4.12
3130A0F70	FHLB Note 3.375% Due 12/08/2023	6,850,000.00	Various 2.75%	7,045,064.00	103.28 2.64%	7,074,515.60 53,301.56	1.38% 29,451.60	Aaa / AA+ AAA	4.78 4.37
TOTAL Agency		125,235,000.00	1.98%	125,666,267.30	2.55%	125,595,722.65 651,092.40	24.42% (70,544.65)	Aaa / AA+ Aaa	2.00 1.88
Cash									
PP2118\$00	U.S. Bank Checking Account	72,016.56	Various 0.00%	72,016.56	1.00 0.00%	72,016.56 0.00	0.01% 0.00	NR / NR NR	0.00 0.00
PP2118V\$7	EastWest Bank Deposit Account	25,327,386.39	Various 2.47%	25,327,386.39	1.00 2.47%	25,327,386.39 0.00	4.90% 0.00	NR / NR NR	0.00 0.00

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
Cash									
PP2118V\$8	EastWest Bank Deposit Account	106,769.59	Various 1.82%	106,769.59	1.00 1.82%	106,769.59 0.00	0.02% 0.00	NR / NR NR	0.00 0.00
PP2118V\$9	U.S. Bank Checking Account	11,301,748.80	Various 0.00%	11,301,748.80	1.00 0.00%	11,301,748.80 0.00	2.19% 0.00	NR / NR NR	0.00 0.00
TOTAL Cash		36,807,921.34	1.70%	36,807,921.34	1.70%	36,807,921.34 0.00	7.12% 0.00	NR / NR NR	0.00 0.00
Collateralized CD									
PP2118V\$5	EastWest Bank Collateralized CD 1.550% Due 07/07/2019	10,645,445.64	Various 1.56%	10,645,445.64	100.00 1.56%	10,645,445.64 452.08	2.06% 0.00	NR / NR NR	0.35 0.35
PP2118\$02	EastWest Bank Collateralized CD 2.600% Due 10/24/2019	5,173,483.28	Various 2.60%	5,173,483.28	100.00 2.60%	5,173,483.28 1,842.61	1.00% 0.00	NR / NR NR	0.65 0.65
TOTAL Collateralized CD		15,818,928.92	1.90%	15,818,928.92	1.90%	15,818,928.92 2,294.69	3.06% 0.00	NR / NR NR	0.45 0.45
LAIF									
90LAIF\$00	Local Agency Investment Fund State Pool	49,482,485.75	Various 2.39%	49,482,485.75	1.00 2.39%	49,482,485.75 189,488.73	9.61% 0.00	NR / NR NR	0.00 0.00
TOTAL LAIF		49,482,485.75	2.39%	49,482,485.75	2.39%	49,482,485.75 189,488.73	9.61% 0.00	NR / NR NR	0.00 0.00

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
Local Gov Investment Pool									
90SDCP\$00	County of San Diego Pooled Investment Pool	55,989,381.00	Various 2.39%	55,989,381.00	1.00 2.39%	55,989,381.00 0.00	10.83% 0.00	NR / NR AAA	0.00 0.00
09CATR\$04	CalTrust Short Term Fund	1,574,976.08	Various 2.57%	15,765,488.93	10.02 2.57%	15,781,260.26 0.00	3.05% 15,771.33	NR / AA NR	0.00 0.00
TOTAL Local Gov Investment Pool		57,564,357.08	2.43%	71,754,869.93	2.43%	71,770,641.26 0.00	13.89% 15,771.33	NR / AA Aaa	0.00 0.00
Money Market Fund FI									
262006307	Dreyfus Gov't Cash Management Money Market Fund	3,619,671.65	Various 2.04%	3,619,671.65	1.00 2.04%	3,619,671.65 0.00	0.70% 0.00	Aaa / AAA NR	0.00 0.00
TOTAL Money Market Fund FI		3,619,671.65	2.04%	3,619,671.65	2.04%	3,619,671.65 0.00	0.70% 0.00	Aaa / AAA NR	0.00 0.00
Negotiable CD									
06417GUE6	Bank of Nova Scotia Yankee CD 1.910% Due 04/05/2019	4,000,000.00	04/06/2017 1.91%	4,000,000.00	99.93 2.60%	3,997,180.00 31,196.67	0.78% (2,820.00)	Aa2 / A+ NR	0.10 0.10
86563YVNO	Sumitomo Mitsui Bank NY Yankee CD 2.050% Due 05/03/2019	3,000,000.00	05/04/2017 2.05%	3,000,000.00	99.92 2.48%	2,997,618.00 20,158.33	0.58% (2,382.00)	A1 / A A	0.18 0.18
83050FXT3	Skandinav Enskilda BK NY Yankee CD 1.840% Due 08/02/2019	5,750,000.00	08/04/2017 1.86%	5,747,757.50	99.69 2.56%	5,732,290.00 7,935.00	1.11% (15,467.50)	Aa3 / A+ AA-	0.42 0.43

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
Negotiable CD									
89114MNQ6	Toronto Dominion Bank Yankee CD 3.090% Due 12/02/2019	5,000,000.00	11/29/2018 3.09%	5,000,000.00	100.00 3.09%	5,000,000.00 39,054.17	0.97% 0.00	P-1 / A-1+ F-1+	0.76 0.75
90333VK82	US Bank National Association Negotiable CD 2.450% Due 02/28/2020	4,000,000.00	02/28/2019 2.45%	4,000,000.00	100.00 2.45%	4,000,000.00 272.22	0.77% 0.00	P-1 / A-1+ F-1+	1.00 0.99
87019U6D6	Swedbank Inc Negotiable CD 2.270% Due 11/16/2020	4,000,000.00	11/17/2017 2.27%	4,000,000.00	98.87 2.94%	3,954,932.00 26,483.33	0.77% (45,068.00)	Aa3 / AA- AA-	1.72 1.68
TOTAL Negotiable CD		25,750,000.00	2.28%	25,747,757.50	2.70%	25,682,020.00 125,099.72	4.99% (65,737.50)	Aa2 / AA AA	0.70 0.69
Supranational									
459058FZ1	Intl. Bank Recon & Development Note 1.875% Due 04/21/2020	3,000,000.00	04/28/2017 1.64%	3,020,550.00	99.17 2.62%	2,975,016.00 20,312.50	0.58% (45,534.00)	Aaa / AAA AAA	1.15 1.12
45950KCM0	International Finance Corp Note 2.250% Due 01/25/2021	2,125,000.00	02/13/2018 2.43%	2,113,992.50	99.29 2.63%	2,109,940.13 4,781.25	0.41% (4,052.37)	Aaa / AAA NR	1.91 1.85
4581X0CV8	Inter-American Dev Bank Note 1.250% Due 09/14/2021	2,500,000.00	04/03/2018 2.66%	2,385,100.00	96.71 2.59%	2,417,872.50 14,496.53	0.47% 32,772.50	Aaa / NR NR	2.55 2.46
459058FY4	Intl. Bank Recon & Development Note 2.000% Due 01/26/2022	3,000,000.00	03/16/2018 2.73%	2,920,650.00	98.34 2.60%	2,950,080.00 5,833.33	0.57% 29,430.00	Aaa / NR AAA	2.91 2.80
4581X0CN6	Inter-American Dev Bank Note 1.750% Due 04/14/2022	2,000,000.00	09/27/2018 3.03%	1,914,620.00	97.44 2.61%	1,948,806.00 13,319.44	0.38% 34,186.00	Aaa / AAA AAA	3.13 3.00
TOTAL Supranational		12,625,000.00	2.45%	12,354,912.50	2.61%	12,401,714.63 58,743.05	2.41% 46,802.13	Aaa / AAA Aaa	2.28 2.20

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
US Corporate									
89236TDE2	Toyota Motor Credit Corp Note 1.400% Due 05/20/2019	1,500,000.00	10/14/2016 1.44%	1,498,590.00	99.78 2.37%	1,496,661.00 5,891.67	0.29% (1,929.00)	Aa3 / AA- A+	0.22 0.23
89236TBP9	Toyota Motor Credit Corp Note 2.125% Due 07/18/2019	1,000,000.00	10/14/2016 1.50%	1,016,700.00	99.80 2.63%	998,028.00 2,538.19	0.19% (18,672.00)	Aa3 / AA- A+	0.38 0.38
06406HCW7	Bank of New York Callable Note Cont 8/11/2019 2.300% Due 09/11/2019	2,000,000.00	12/12/2016 1.88%	2,022,140.00	99.81 2.66%	1,996,164.00 21,722.22	0.39% (25,976.00)	A1 / A AA-	0.53 0.52
46625HKA7	JP Morgan Chase Callable Note Cont 12/23/2019 2.250% Due 01/23/2020	3,500,000.00	05/15/2017 2.15%	3,509,345.00	99.47 2.85%	3,481,408.00 8,312.50	0.68% (27,937.00)	A2 / A- AA-	0.90 0.88
166764BP4	Chevron Corp Note 1.991% Due 03/03/2020	3,500,000.00	05/15/2017 1.89%	3,509,660.00	99.36 2.64%	3,477,565.00 34,455.36	0.68% (32,095.00)	Aa2 / AA NR	1.01 0.99
30231GAG7	Exxon Mobil Corp Callable Note Cont 2/6/2020 1.912% Due 03/06/2020	3,000,000.00	07/28/2017 1.76%	3,011,430.00	99.27 2.64%	2,978,046.00 27,883.33	0.58% (33,384.00)	Aaa / AA+ NR	1.02 0.99
69371RN93	Paccar Financial Corp Note 2.800% Due 03/01/2021	1,000,000.00	04/03/2018 2.90%	997,270.00	99.49 3.06%	994,946.00 14,000.00	0.20% (2,324.00)	A1 / A+ NR	2.01 1.91
911312BP0	UPS Note 2.050% Due 04/01/2021	2,280,000.00	11/14/2017 2.10%	2,276,397.60	98.56 2.76%	2,247,152.04 19,475.00	0.44% (29,245.56)	A1 / A+ NR	2.09 2.01
369550BE7	General Dynamics Corp Note 3.000% Due 05/11/2021	3,000,000.00	06/11/2018 3.14%	2,988,090.00	100.38 2.82%	3,011,538.00 27,500.00	0.59% 23,448.00	A2 / A+ NR	2.20 2.10
02665WBF7	American Honda Finance Note 1.650% Due 07/12/2021	2,000,000.00	07/02/2018 3.13%	1,915,520.00	96.97 2.98%	1,939,466.00 4,491.67	0.38% 23,946.00	A2 / A NR	2.37 2.30
594918BP8	Microsoft Callable Note Cont 7/8/21 1.550% Due 08/08/2021	3,000,000.00	09/15/2017 1.96%	2,954,280.00	97.41 2.65%	2,922,429.00 2,970.83	0.57% (31,851.00)	Aaa / AAA AA+	2.44 2.37

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
69371RP42	Paccar Financial Corp Note 3.150% Due 08/09/2021	3,000,000.00	08/16/2018 3.09%	3,005,220.00	99.87 3.21%	2,996,007.00 5,775.00	0.58% (9,213.00)	A1 / A+ NR	2.45 2.33
74005PAZ7	Praxair Note 3.000% Due 09/01/2021	1,800,000.00	04/03/2018 2.96%	1,802,340.00	100.17 2.93%	1,803,144.60 27,000.00	0.35% 804.60	A2 / A NR	2.51 2.36
69353REY0	PNC Bank Callable Note Cont 11/09/2021 2.550% Due 12/09/2021	2,000,000.00	07/13/2018 3.28%	1,953,160.00	98.60 3.08%	1,972,012.00 11,616.67	0.38% 18,852.00	A2 / A A+	2.78 2.65
459200JQ5	IBM Corp Note 2.500% Due 01/27/2022	2,000,000.00	08/16/2018 3.12%	1,960,160.20	98.67 2.98%	1,973,310.01 4,722.22	0.38% 13,149.81	A1 / A A	2.92 2.78
037833AY6	Apple Inc Note 2.150% Due 02/09/2022	4,000,000.00	09/15/2017 2.10%	4,008,680.00	98.39 2.72%	3,935,468.00 5,255.56	0.76% (73,212.00)	Aa1 / AA+ NR	2.95 2.83
74005PBA1	Praxair Callable Note Cont 11/15/2021 2.450% Due 02/15/2022	1,000,000.00	06/11/2018 3.18%	974,800.00	98.50 2.98%	985,013.00 1,088.89	0.19% 10,213.00	A2 / A NR	2.97 2.83
69353RFB9	PNC Bank Callable Note Cont 1/18/2022 2.625% Due 02/17/2022	2,000,000.00	06/11/2018 3.35%	1,950,240.00	99.32 2.87%	1,986,300.00 2,041.67	0.38% 36,060.00	A2 / A A+	2.97 2.83
68389XBB0	Oracle Corp Callable Note Cont 3/15/2022 2.500% Due 05/15/2022	3,000,000.00	07/02/2018 3.24%	2,920,290.00	98.74 2.91%	2,962,158.00 22,083.33	0.58% 41,868.00	A1 / AA- A	3.21 3.04
00440EAU1	Chubb INA Holdings Inc Callable Note Cont 9/3/2022 2.875% Due 11/03/2022	2,000,000.00	09/27/2018 3.47%	1,955,180.00	100.25 2.80%	2,004,974.00 18,847.22	0.39% 49,794.00	A3 / A A	3.68 3.44
24422EUA5	John Deere Capital Corp Note 2.700% Due 01/06/2023	3,500,000.00	Various 3.22%	3,422,355.00	99.25 2.91%	3,473,767.50 14,437.50	0.67% 51,412.50	A2 / A A	3.86 3.62
89236TELS	Toyota Motor Credit Corp Note 2.700% Due 01/11/2023	2,000,000.00	07/13/2018 3.34%	1,946,860.00	98.64 3.08%	1,972,780.00 7,500.00	0.38% 25,920.00	Aa3 / AA- A+	3.87 3.63
44932HAH6	IBM Credit Corp Note 3.000% Due 02/06/2023	2,000,000.00	09/11/2018 3.34%	1,972,280.00	99.44 3.15%	1,988,898.00 4,166.67	0.39% 16,618.00	A1 / A A	3.94 3.68

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
084670BR8	Berkshire Hathaway Callable Note Cont 1/15/2023 2.750% Due 03/15/2023	2,000,000.00	07/13/2018 3.20%	1,961,020.00	99.76 2.81%	1,995,226.00 25,361.11	0.39% 34,206.00	Aa2 / AA A+	4.04 3.76
931142EK5	Wal-Mart Stores Callable Note Cont 5/26/2023 3.400% Due 06/26/2023	2,000,000.00	09/27/2018 3.31%	2,008,020.00	101.92 2.92%	2,038,478.00 12,277.78	0.40% 30,458.00	Aa2 / AA AA	4.33 3.91
02665WCJ8	American Honda Finance Note 3.450% Due 07/14/2023	2,000,000.00	09/11/2018 3.42%	2,002,420.00	101.42 3.10%	2,028,350.00 9,008.33	0.39% 25,930.00	A2 / A NR	4.38 4.02
89236TFS9	Toyota Motor Credit Corp Note 3.350% Due 01/08/2024	2,000,000.00	02/07/2019 3.07%	2,025,380.00	101.17 3.09%	2,023,470.00 9,863.89	0.39% (1,910.00)	Aa3 / AA- A+	4.86 4.44
91159HHV5	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 02/05/2024	2,000,000.00	02/07/2019 3.19%	2,017,220.00	100.91 3.17%	2,018,206.00 5,062.50	0.39% 986.00	A1 / A+ AA-	4.94 4.51
TOTAL US Corporate		64,080,000.00	2.74%	63,585,047.80	2.87%	63,700,965.15 355,349.11	12.39% 115,917.35	A1 / A+ A+	2.69 2.54
US Treasury									
912828G61	US Treasury Note 1.500% Due 11/30/2019	13,400,000.00	12/05/2016 1.46%	13,416,750.00	99.23 2.54%	13,296,887.00 50,250.00	2.58% (119,863.00)	Aaa / AA+ AAA	0.75 0.74
912828H52	US Treasury Note 1.250% Due 01/31/2020	7,000,000.00	01/09/2017 1.53%	6,940,820.31	98.82 2.55%	6,917,694.00 7,009.67	1.34% (23,126.31)	Aaa / AA+ AAA	0.92 0.91
912828XE5	US Treasury Note 1.500% Due 05/31/2020	5,000,000.00	05/11/2017 1.58%	4,987,695.31	98.71 2.55%	4,935,350.00 18,750.00	0.96% (52,345.31)	Aaa / AA+ AAA	1.25 1.23
912828XM7	US Treasury Note 1.625% Due 07/31/2020	5,400,000.00	07/28/2017 1.56%	5,410,968.75	98.71 2.56%	5,330,178.00 7,029.70	1.03% (80,790.75)	Aaa / AA+ AAA	1.42 1.39
912828G3	US Treasury Note 1.750% Due 11/15/2020	7,700,000.00	11/20/2017 1.83%	7,683,156.25	98.68 2.55%	7,598,036.60 39,457.18	1.48% (85,119.65)	Aaa / AA+ AAA	1.72 1.66

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
912828P87	US Treasury Note 1.125% Due 02/28/2021	8,500,000.00	10/13/2017 1.73%	8,331,992.19	97.28 2.53%	8,268,570.50 259.85	1.60% (63,421.69)	Aaa / AA+ AAA	2.00 1.96
912828Q37	US Treasury Note 1.250% Due 03/31/2021	3,500,000.00	10/25/2017 1.84%	3,431,230.47	97.47 2.50%	3,411,408.00 18,269.23	0.66% (19,822.47)	Aaa / AA+ AAA	2.09 2.03
912828WG1	US Treasury Note 2.250% Due 04/30/2021	7,700,000.00	11/20/2017 1.90%	7,789,632.81	99.44 2.52%	7,656,687.50 57,909.53	1.49% (132,945.31)	Aaa / AA+ AAA	2.17 2.09
912828D72	US Treasury Note 2.000% Due 08/31/2021	8,500,000.00	10/13/2017 1.81%	8,560,761.72	98.78 2.51%	8,396,070.50 461.96	1.62% (164,691.22)	Aaa / AA+ AAA	2.51 2.42
912828T67	US Treasury Note 1.250% Due 10/31/2021	7,700,000.00	11/20/2017 1.96%	7,492,761.72	96.79 2.50%	7,452,760.70 32,171.96	1.45% (40,001.02)	Aaa / AA+ AAA	2.67 2.59
912828WZ9	US Treasury Note 1.750% Due 04/30/2022	2,750,000.00	11/17/2017 2.00%	2,720,781.25	97.77 2.49%	2,688,554.00 16,129.81	0.52% (32,227.25)	Aaa / AA+ AAA	3.17 3.04
912828SV3	US Treasury Note 1.750% Due 05/15/2022	8,200,000.00	12/05/2017 2.09%	8,080,843.75	97.70 2.50%	8,011,654.20 42,019.34	1.56% (69,189.55)	Aaa / AA+ AAA	3.21 3.08
912828XW5	US Treasury Note 1.750% Due 06/30/2022	8,200,000.00	12/05/2017 2.13%	8,063,546.88	97.66 2.49%	8,007,808.40 23,784.53	1.55% (55,738.48)	Aaa / AA+ AAA	3.34 3.21
912828L24	US Treasury Note 1.875% Due 08/31/2022	8,200,000.00	12/05/2017 2.14%	8,101,984.38	97.90 2.51%	8,027,668.80 417.80	1.55% (74,315.58)	Aaa / AA+ AAA	3.51 3.36

Holdings Report

SDCRAA Consolidated - Account #10566

For the Month Ending February 28, 2019

CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
912828L57	US Treasury Note 1.750% Due 09/30/2022	10,500,000.00	01/19/2018 2.39%	10,204,277.34	97.43 2.50%	10,229,709.00 76,730.77	1.99% 25,431.66	Aaa / AA+ AAA	3.59 3.42
TOTAL US Treasury		112,250,000.00	1.87%	111,217,203.13	2.52%	110,229,037.20 390,651.33	21.40% (988,165.93)	Aaa / AA+ Aaa	2.27 2.19
TOTAL PORTFOLIO		503,233,364.74	2.16%	516,055,065.82	2.48%	515,109,108.55 1,772,719.03	100.00% (945,957.27)	Aa1 / AA Aaa	1.41 1.34
TOTAL MARKET VALUE PLUS ACCRUALS						516,881,827.58			

Transactions Ledger

SDCRAA Consolidated - Account #10566

February 1, 2019 through February 28, 2019

Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Purchase	02/08/2019	3130A0F70	2,000,000.00	FHLB Note 3.375% Due: 12/08/2023	103.487	2.60%	2,069,740.00	11,250.00	2,080,990.00	0.00
Purchase	02/08/2019	313383YJ4	2,350,000.00	FHLB Note 3.375% Due: 09/08/2023	103.382	2.59%	2,429,477.00	33,046.88	2,462,523.88	0.00
Purchase	02/08/2019	3133EJUS6	6,000,000.00	FFCB Note 2.875% Due: 07/17/2023	101.308	2.56%	6,078,480.00	10,062.50	6,088,542.50	0.00
Purchase	02/11/2019	89236TFS9	2,000,000.00	Toyota Motor Credit Corp Note 3.35% Due: 01/08/2024	101.269	3.07%	2,025,380.00	6,141.67	2,031,521.67	0.00
Purchase	02/11/2019	91159HHV5	2,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due: 02/05/2024	100.861	3.19%	2,017,220.00	1,312.50	2,018,532.50	0.00
Purchase	02/28/2019	90333VK82	4,000,000.00	US Bank National Association Negotiable CD 2.45% Due: 02/28/2020	100.000	2.45%	4,000,000.00	0.00	4,000,000.00	0.00
	Subtotal		18,350,000.00				18,620,297.00	61,813.55	18,682,110.55	0.00
TOTAL ACQUISITIONS			18,350,000.00				18,620,297.00	61,813.55	18,682,110.55	0.00

Transactions Ledger

SDCRAA Consolidated - Account #10566

February 1, 2019 through February 28, 2019

Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
DISPOSITIONS										
Maturity	02/07/2019	06427KRC3	5,000,000.00	Bank of Montreal Yankee CD 1.88% Due: 02/07/2019	100.000		5,000,000.00	0.00	5,000,000.00	0.00
Maturity	02/28/2019	17275RBB7	3,000,000.00	Cisco Systems Note 1.6% Due: 02/28/2019	100.000		3,000,000.00	0.00	3,000,000.00	-9,900.00
Maturity	02/28/2019	90333VXB1	4,000,000.00	US Bank National Association Negotiable CD 2.05% Due: 02/28/2019	100.000		4,000,000.00	79,950.00	4,079,950.00	0.00
	Subtotal		12,000,000.00				12,000,000.00	79,950.00	12,079,950.00	-9,900.00
TOTAL DISPOSITIONS			12,000,000.00				12,000,000.00	79,950.00	12,079,950.00	-9,900.00

Transactions Ledger for Bonds

SDCRAA Consolidated Bond Reserves - Account #10592

February 1, 2019 through February 28, 2019

Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
DISPOSITIONS										
Security Withdrawal	02/08/2019	90SDCP\$00	1,645,911.00	County of San Diego Pooled Investment Pool	1.000		1,645,911.00	0.00	1,645,911.00	0.00
Security Withdrawal	02/08/2019	90SDCP\$00	7,663,685.00	County of San Diego Pooled Investment Pool	1.000		7,663,685.00	0.00	7,663,685.00	0.00
	Subtotal		9,309,596.00				9,309,596.00	0.00	9,309,596.00	0.00
TOTAL DISPOSITIONS			9,309,596.00				9,309,596.00	0.00	9,309,596.00	0.00

Important Disclosures

2019 Chandler Asset Management, Inc, An Independent Registered Investment Adviser.

Information contained herein is confidential. Prices are provided by IDC, an independent pricing source. In the event IDC does not provide a price or if the price provided is not reflective of fair market value, Chandler will obtain pricing from an alternative approved third party pricing source in accordance with our written valuation policy and procedures. Our valuation procedures are also disclosed in Item 5 of our Form ADV Part 2A.

Performance results are presented gross-of-advisory fees and represent the client's Total Return. The deduction of advisory fees lowers performance results. These results include the reinvestment of dividends and other earnings. Past performance may not be indicative of future results. Therefore, clients should not assume that future performance of any specific investment or investment strategy will be profitable or equal to past performance levels. All investment strategies have the potential for profit or loss. Economic factors, market conditions or changes in investment strategies, contributions or withdrawals may materially alter the performance and results of your portfolio.

Index returns assume reinvestment of all distributions. Historical performance results for investment indexes generally do not reflect the deduction of transaction and/or custodial charges or the deduction of an investment management fee, the incurrence of which would have the effect of decreasing historical performance results. It is not possible to invest directly in an index.

Source ice Data Indices, LLC ("ICE"), used with permission. ICE permits use of the ICE indices and related data on an "as is" basis; ICE, its affiliates and their respective third party suppliers disclaim any and all warranties and representations, express and/or implied, including any warranties of merchantability or fitness for a particular purpose or use, including the indices, index data and any data included in, related to, or derived therefrom. Neither ICE data, its affiliates or their respective third party providers guarantee the quality, adequacy, accuracy, timeliness or completeness of the indices or the index data or any component thereof, and the indices and index data and all components thereof are provided on an "as is" basis and licensee's use it at licensee's own risk. ICE data, its affiliates and their respective third party do not sponsor, endorse, or recommend chandler asset management, or any of its products or services.

This report is provided for informational purposes only and should not be construed as a specific investment or legal advice. The information contained herein was obtained from sources believed to be reliable as of the date of publication, but may become outdated or superseded at any time without notice. Any opinions or views expressed are based on current market conditions and are subject to change. This report may contain forecasts and forward-looking statements which are inherently limited and should not be relied upon as indicator of future results. Past performance is not indicative of future results. This report is not intended to constitute an offer, solicitation, recommendation or advice regarding any securities or investment strategy and should not be regarded by recipients as a substitute for the exercise of their own judgment.

Fixed income investments are subject to interest, credit and market risk. Interest rate risk: the value of fixed income investments will decline as interest rates rise. Credit risk: the possibility that the borrower may not be able to repay interest and principal. Low rated bonds generally have to pay higher interest rates to attract investors willing to take on greater risk. Market risk: the bond market in general could decline due to economic conditions, especially during periods of rising interest rates.

Ratings information have been provided by Moody's, S&P and Fitch through data feeds we believe to be reliable as of the date of this statement, however we cannot guarantee its accuracy.

Security level ratings for U.S. Agency issued mortgage-backed securities ("MBS") reflect the issuer rating because the securities themselves are not rated. The issuing U.S. Agency guarantees the full and timely payment of both principal and interest and carries a AA+/Aaa/AAA by S&P, Moody's and Fitch respectively.

Benchmark Disclosures

ICE BAML 0-5 Yr US Treasury Index

The ICE BAML 0-5 Year US Treasury Index tracks the performance of US Dollar denominated Sovereign debt publicly issued by the US government in its domestic market with maturities less than three years. Qualifying securities must have at least 18 months to maturity at point of issuance, at least one month and less than five years remaining term to final maturity, a fixed coupon schedule and a minimum amount outstanding of \$1 billion. (Index: GVQA. Please visit www.mlindex.ml.com for more information)



Questions?

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

Item No.

4

EXECUTIVE COMMITTEE Meeting Date: **MARCH 25, 2019**

Subject:

Pre-Approval of Travel Requests and Approval of Business and Travel Expense Reimbursement Requests for Board Members, the President/CEO, the Chief Auditor and General Counsel

Recommendation:

Pre-approve Travel Requests and approve Business and Travel Expense Reimbursement Requests.

Background/Justification:

Authority Policies 3.30 (2)(b) and (4)(b) require that business expenses reimbursements of Board Members, the President/CEO, the Chief Auditor and the General Counsel be approved by the Executive Committee and presented to the Board for its information at its next regularly scheduled meeting.

Authority Policy 3.40 (2)(b) and (3)(b) require that travel expense reimbursements of Board Members, the President/CEO, the Chief Auditor and the General Counsel be approved by the Executive Committee and presented to the Board for its information at its next regularly scheduled meeting.

The attached reports are being presented to comply with the requirements of Policies 3.30 and 3.40.

Fiscal Impact:

Funds for Business and Travel expenses are included in the FY 2018-2019 Budget.

Environmental Review:

- A. This Board action is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act (CEQA), as amended. 14 Cal. Code Regs. §15378. This Board action is not a "project" subject to CEQA. Cal. Pub. Res. Code §21065.
- B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act. Cal. Pub. Res. Code §30106.

Application of Inclusionary Policies:

Not applicable.

Prepared by:

TONY R. RUSSELL
DIRECTOR, BOARD SERVICES/AUTHORITY CLERK

TRAVEL REQUESTS

A. BOLING

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
OUT-OF-TOWN TRAVEL REQUEST

GENERAL INSTRUCTIONS:

- A. All travel requests must conform to applicable provisions of Policies 3.30 and 3.40.
- B. Personnel traveling at Authority expense shall, consistent with the provisions of Policies 3.30 and 3.40, use the most economical means available to affect the travel.

1. TRAVELER:

Travelers Name: C. April Boling Dept: 02-Board

Position: Board Member President/CEO Gen. Counsel Chief Auditor

All other Authority employees (does not require executive committee administrator approval)

2. DATE OF REQUEST: 2/22/19 PLANNED DATE OF DEPARTURE/RETURN: 6/9/19 / 6/13/19

3. DESTINATIONS/PURPOSE (Provide detailed explanation as to the purpose of the trip— continue on extra sheets of paper as necessary):

Destination: Scottsdale, AZ Purpose: Attend Conference

Explanation: 2019 ACI - Business of Airports Conference

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

- AIRFARE \$ 300.00
- OTHER TRANSPORTATION (Taxi, Train, Car Rental) \$ 50.00

B. LODGING \$ 900.00

C. MEALS \$ 100.00

D. SEMINAR AND CONFERENCE FEES \$ 850.00

E. ENTERTAINMENT (If applicable) \$

F. OTHER INCIDENTAL EXPENSES \$

TOTAL PROJECTED TRAVEL EXPENSE \$ 2,200.00

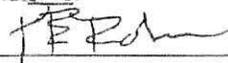
CERTIFICATION BY TRAVELER By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

Travelers Signature:  Date: 2/25/19

CERTIFICATION BY ADMINISTRATOR (Where Administrator is the Executive Committee, the Authority Clerk's signature is required).

By my signature below, I certify the following:

- 1. I have conscientiously reviewed the above out-of-town travel request and the details provided on the reverse.
- 2. The concerned out-of-town travel and all identified expenses are necessary for the advancement of the Authority's business and reasonable in comparison to the anticipated benefit to the Authority.
- 3. The concerned out-of-town travel and all identified expenses conform to the requirements and intent of Authority's Policies 3.30 and 3.40.

Administrator's Signature:  Date: 3/6/19

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

I, _____, hereby certify that this document was approved
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)

by the Executive Committee at its _____ meeting.
(Leave blank and we will insert the meeting date.)



2019 Business of Airports Conference

June 10 - 12, 2019
 The Westin Kierland Resort & Spa
 Scottsdale, AZ

[REGISTER NOW](#)

[Early Bird Registration \(until May 31\)](#)

[EVENT](#) [HOTEL](#) [REGISTRATION](#) [SPONSORS](#) [AGENDA](#)

Early Bird Rate (Before May 31)

Member: \$850 -
 Non-Member: \$1,200

Regular Rate (After May 31)

Member: \$1,050
 Non-Member: \$1,500

US/Canadian Federal Govt.: \$475

Student: \$250

Guest: \$275

Gala Dinner Only: \$150

More Information

[ACI/NA Sustainable Conferences Guidelines](#)

[Registration & Cancellation Policies](#)



2019 ACI-NA Business of Airports Conference Agenda (Finance Track)

Sunday, June 9, 2019

2:00pm – 5:00pm **Airport Finance Workshop** - Strategic Airport Financial Management
(Pre-registration required)

Instructor: Dr. Luigi G. (Joe) Sulmona

The Workshop will provide an interactive opportunity to examine strategic financial management best-practices. The workshop will begin with a facilitator-led dialogue on what can be done to strengthen airport financial health and even thrive in what certainly will become a more challenging structural environment. The second half of the workshop will encourage discussions between participants on what financial challenges are becoming evident, and what can be done to create sustainable outcomes that best serves airport customers and their communities. Finally, as airports begin to attract new sources of capital, the workshop will give attention to the demands for more transparency and triple-bottom line reporting.

Monday, June 10, 2019

8:00am – 4:30pm **Registration**

8:00am – 9:00am **Networking Breakfast**

8:30am – 4:00pm **Finance Committee Workshop** (Open to all registered attendees)

8:30am – 8:40am	Welcome and Opening Remarks , Catherine Kloepfer, Senior Vice President /Corporate Services & CFO, Winnipeg Airports Authority Inc., 2019 Chair, ACI-NA Finance Committee and Jay DeWitt, Deputy Aviation Director/CFO, Phoenix Sky Harbor International Airport
8:40am – 9:30am <i>1 CPE Credit</i>	Airport/Airline Business Working Group , Chaired by Tatiana Starostina, Manager, Financial Planning, Oakland International Airport 1. 2019 Business term survey
9:30am – 10:30am <i>1 CPE Credit</i>	Accounting and Financing Working Group , Chaired by John Schubert, Senior Director of Finance, Tucson Airport Authority
10:30am – 11:00am	Networking Break
11:00am – 12:15pm <i>1.5 CPE Credits</i>	Financial Impacts of Federal Policy Working Group , Greg Richardson, Assistant General Manager, City of Atlanta Department of Aviation, Hartsfield-Jackson Atlanta International Airport 1. ACI-NA Legislative Update – Annie Russo, Vice President, Government and Political Affairs, ACI-NA 2. FAA Update
12:15pm – 1:30pm	Networking Lunch
1:30pm – 2:45pm <i>1.5 CPE Credits</i>	Finance Committee Meeting , Chaired by Catherine Kloepfer, Senior Vice President /Corporate Services & CFO, Winnipeg Airports Authority Inc., 2019 Chair, ACI-NA Finance Committee 1. Welcome and Opening Remarks (5 minutes) 2. Capital Market Overview – (45 minutes) Attendees will be updated on current trends in capital financing markets and bonding structures. There will also be update on current finance trends in Canadian and international airports. Attendees should have a basic level of finance knowledge. • Chris Bergstrom, Executive Director, UBS Financial Services Inc. Public Finance 3. Canadian Update – Catherine Kloepfer, Senior Vice President /Corporate Services & CFO, Winnipeg Airports Authority Inc. (10 minutes) 4. ACI World Economics Committee Update (10 minutes) 5. Open Discussion and Announcement of 2019 Event Schedule (remaining time)
2:45pm – 3:15pm	Networking Break
3:15pm – 4:15pm <i>1 CPE Credit</i>	Strategic Planning and Performance Management Working Group , chaired by Michael Hill, Chief Financial Officer, Charlotte Douglas International Airport 1. The Annual ACI-NA Financial Benchmarking Survey
4:15pm – 5:00pm	Finance Committee Steering Group Meeting
5:00pm – 6:30pm	Networking Lounge Grand Opening and Welcome Reception

Tuesday, June 11, 2019

8:00am – 4:30pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 9:30am **Welcome and Opening Remarks**

Speakers: James E. Bennett, Director of Aviation Services, City of Phoenix Aviation Department
Kevin M. Burke, President & CEO, ACI-NA
Candace McGraw, CEO, Cincinnati/Northern Kentucky International Airport, and
Chair, ACI-NA Board of Directors

9:30am – 10:45am **General Session 1: Insight From the Airport C-Suite**

1.5 CPE Credits

Managing airports can be a challenging job, especially with a more concentrated airline industry and the difficulty of adding air service. Airports must continue to creatively reinvent their passenger services to improve the travel experience and remain competitive. There is also a need to manage their infrastructure and community expectations, while addressing new business models and exploring additional revenue streams. This session explores the successes and challenges airport CEOs face in developing strategies, which create economic benefits and increase passenger satisfaction.

Moderator: Candace S. McGraw, CEO, Cincinnati/Northern Kentucky International Airport and Chair, ACI-NA Board of Directors

Speakers: Kimberly J. Becker, President/CEO, San Diego County Regional Airport Authority
Bryant L. Francis, Director of Aviation, Oakland International Airport
Monica Lombraña, Managing Director of Aviation and International Bridges, City of El Paso
Bob Sartor, President and CEO, Calgary Airport Authority

10:45am – 11:15am **Networking Break**

11:15am – 12:30pm **Session 1C: The Next Generation in Airport Parking business models - Variable Rate Parking**

1.5 CPE credits

Parking revenue remains the largest non-airline revenue source at North American airports. With the evolution of the ground transportation revenue model over the past several years which has seen TNC's increasingly impact parking revenues, it is imperative that airports understand the next evolution in parking which is to move from a fixed rate parking model, to a variable rate model. The future airport commercial parking model will utilize many of the same revenue management techniques utilized by both airlines and hotels for decades. This session will provide an overview of the efforts currently underway at multiple North American airports to move towards a variable rate model, the expected benefits as well as the challenges which those airports expect to face.

Speaker: Jenna Buckner, CEO, InnovAT International

12:30pm – 2:00pm **Lunch in Networking Lounge**

2:00pm – 3:15pm
1.5 CPE credits

Session 2A: Incorporating Urban and Commercial Development in and around the Airport

Joint Finance & Concessions Session

Many airports have vacant land acquired for noise abatement or other purposes. This land can be developed for compatible purposes resulting in significant revenue to the airport. Different dynamics on mixed commercial land use and land development are key drivers in delivering local economy benefits. The recent FAA Reauthorization Bill included regulatory reform of eliminating the requirement for FAA approval in order for airports to dispose, use, or lease non-airfields property purchased without federal funding, thus allowing airports greater flexibility for developing and disposing of land. This session will provide examples of development ideas and strategies that airports can use.

Moderator: Eric Podnieks, Program Manager, Real Estate and Concessions, San Diego County Regional Airport Authority

Speakers: Andrew Cohn, Director of Real Estate, Levine Investments Limited Partnership
Coleman Swartz, Director, Commercial Development, Ottawa International Airport Authority

2:00pm – 3:15pm
1.5 CPE credits

Session 2C: Getting Airport Analytics off the Ground

We live in a data-driven society, and with the sheer volume of data growing each year, managing and gaining insight from it becomes increasingly vital. But how do you get started, how do you determine what to measure, and what are some of the hidden barriers to success? Join us for an exploration of best practices and a practical look at the strategies, milestones and hurdles of an airport getting analytics off the ground.

Speakers: Mark Richards, Partner, IT Consulting, Plante Moran
Katie McCoy, Business Intelligence Manager, Charlotte-Douglas International Airport

3:15pm – 3:45pm

Networking Break

3:45pm – 5:00pm
1.5 CPE Credits

Session 3A: Ground Transportation: Airport Challenges and Opportunities for Evolving Business Models

Joint Finance & Concessions Session

Transportation Network Companies (TNCs), peer-to-peer ridesharing or rental car companies businesses have created both opportunities and challenges for airports in managing operations, revenue, and passenger experience. The evolution of technology and passenger culture will continue to put pressures on Ground Transportation with autonomous vehicles, peer to peer car rentals, and more. Learn how airports can navigate through these changes and continue to effectively maximize their operations, revenue, and increase the passenger experience.

Moderator: Ingrid Hairston, Director of Business Development, Raleigh-Durham Airport Authority

Speakers: Sam ElGord, Principal Property Manager, San Francisco International Airport
Craig Leiner, Associate Director, Ricondo

3:45pm – 5:00pm
1.5 CPE Credits

Session 3C: Rates and Charges: Current Trends and Case Studies

North American airports are trying to address congested facilities resulting from increases in traffic and the need to replace or upgrade aging facilities in the context of stagnant AIP funding levels, tapped out PFC capacity for the foreseeable future, and increasingly leveraged balance sheets. Meanwhile, airlines claim a PFC increase is not needed because they have "committed to pay for airport bonds through their own rents and fees rather than

impose higher taxes on passengers." Yet airlines resist increases in airport rates and charges. This session will explore how different airports addressed this challenge through their negotiations with airlines and selection of ratemaking regimes. We will explore the different ways to approach the business relationship (airline agreements vs. rates by resolution) and emerging hot topics in negotiations (common use bag formulas, turn fees, equalized holdroom fees, assignment and access to gates, terminal-wide common use systems, low cost terminals, etc.) Bring your questions for our expert panel of airport managers, consultants, and lawyers who have recent first-hand experience.

Wednesday, June 12, 2019

8:00am – 4:00pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 10:00am **General Session 2: Keynote Speaker**

10:00am – 10:30am **Networking Break**

10:30am – 12:30pm **Airport Finance Roundtable by Hub Size** (*Open to all registered attendees*)
2 CPE Credits

Large Hub Airport Roundtable

Facilitators: Michael Hill, Chief Financial Officer, Charlotte Douglas International Airport
Kathleen M. Sharman, Chief Financial Officer, Greater Orlando Aviation Authority

This roundtable will focus on the following issues:

- 1) Navigating the next economic downturn in the midst of major large hub expansions
 - Alternative Financing Mechanisms
 - Maintaining your bond ratings in an environment of economic uncertainty, lack of increases in AIP funding or increase in the PFC
- 2) Trends in Airline Agreements vs Rates by Ordinance
- 3) Big data: Critical or Cliché? How is your airport using data to make decisions.

Medium Hub Airport Roundtable

Facilitators: Randy Bush, CFO, Columbus Regional Airports Authority
Brian McGonagle, Department Director of Finance, Lee County Port Authority Southwest Florida

This session is an opportunity to discuss with your peers current trends in airport accounting and finance, human resources or other topics that the Medium Hub Airport group would like to discuss. There will be a "light" agenda for the session, but please come with questions for your peers. Topics may include:

- Current trends in airline rates and charges
- Employee benefits
- Recruiting in a period of low unemployment
- Transportation Network Companies
- Parking Operations
- Planning for the next recession

- Concessions and retail
- Commercial development
- . . . and anything else you would like to discuss.

Small/Non Hub Airport Roundtable

Facilitators: Dave Armstrong, Finance Director, Spokane International Airport
Robin Strasser, Director of Administration & Finance, Fort Wayne-Allen County Airport Authority

The session is an opportunity to discuss with counterparts at small or non-hub airports. The successes and challenges at smaller airports are similar to, but at the same time different from, larger airports. The session will be in a casual discussion format with no topic off limit, and will include these topics for example:

- Your most recent Airline Agreement Negotiation / Consultation
- Rates and Charges including Capital Planning
- Transportation Network Companies and the effect on Parking
- Staffing and Organization
- GASB Pronouncements
- Please come with ANY questions or topics you want to discuss.

Canadian Airport Roundtable

Facilitator: Robert Palmer, Vice President & CFO, The Calgary Airport Authority

This roundtable will focus on the following issues:

1. AIF MOA and airline consultative process – update
2. Canadian airports privatization & CTA review – update and discussion
3. CAIS reporting feedback and input – discussion
4. Data and Performance Monitoring Working Group (DPMWG)
5. IFRS update
6. Roundtable – updates at the respective airports

12:30pm – 1:30pm **Lunch in Networking Lounge**

1:30pm – 2:45pm **General Session 3: Roundtable with Airlines**
1.5 CPE Credits

This session features representatives from airlines who will share their perspectives on many issues including industry growth projections, airport privatization and public/private partnerships, new trends in airport-airline agreements, airline input into airport capital programs and much more. And, of course, we'll look to airports in the audience for their questions and discussion with our airline panelists.

2:45pm – 3:15pm **Networking Break**

3:15pm – 4:30pm **Session 6C: Talent Review/Succession Planning**
1.5 CPE Credits
Joint Finance & HR Session

A process to understand our team members (particularly managers and up), reviewing their backgrounds, performance, strengths, and opportunities, and determining development opportunities and next career steps for each of them. This process naturally leads to succession planning discussions, as well as identifying High-Performers and High-Potential employees and having a plan for each of them.

5:30pm – 6:00pm **Awards Gala Reception** (*business or cocktail attire suggested*)

6:00pm – 9:00pm **Awards Gala Dinner** (*business or cocktail attire suggested*)

Continuing Professional Education (CPE) Information

Conference workshops are all Group-Live.

Not all of the sessions at this conference are eligible for CPE credits. Please check the individual session you wish to attend to ascertain the number of credits available.

Conference Learning Objectives:

Participants will be able to:

- Determine business practices favorable to an airport's business relationships with airlines.
- Identify potential accounting rule changes and implications to financial reporting.
- Identify financial impacts of existing and proposed federal policies.
- Determine potential impacts due to capital market changes.
- Apply global best practices in airport management.
- Apply strategic planning methods and identify performance management improvements.

Course Level: The course level is intermediate. Conference workshops are designed for individuals with a basic understanding of airport industry concepts and issues.

Prerequisite: Basic knowledge about airport business and financial management.

Advance Preparation: None

Conference participants are eligible to receive up to 17 hours of Finance CPE credits.



ACI-NA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org.

For more information regarding administrative policies such as refunds, cancellation and complaints, please contact Liying Gu at lgu@airportsCouncil.org.



2019 Business of Airports Conference

June 10 - 12, 2019

The Westin Kierland Resort & Spa
Scottsdale, AZ

[REGISTER NOW](#)

[Early Bird Registration \(Until May 3\)](#)

[EVENT](#) [HOTEL](#) [REGISTRATION](#) [SPONSORS](#) [AGENDA](#)

Hotel Information



[The Westin Kierland Resort & Spa](#)
6902 East Greenway Parkway
Scottsdale, AZ 85254

For reservations, please [click here](#) or call the Hotel Reservations Line at (800)-354-5892 or the hotel direct line at (480)-624-1000. Be sure to identify yourself as being with the ACI-NA group to receive the special rate of \$215 USD single/double occupancy plus applicable tax.

The booking deadline is **Friday, May 17, 2019**.

Please note that the discounted ACI-NA rate may sell out before the booking deadline. We recommend you book as soon as possible to secure your accommodations.

Note: All guests that reserve rooms in the ACI-NA block will NOT be charged a \$35 resort fee. If you would like to take advantage of the resort amenities, you will need to opt-in at the time of your check-in, and at that time you will be charged the \$35 daily resort fee.



Registration and Cancellation Policies

Registration

- Only individuals who register and present badges and/or tickets may attend conference events. A badge is required for all conference sessions and events. For security reasons, badge swapping is not permitted. Anyone found wearing a badge that does not match his/her identification will be removed from the conference without a refund. In addition, the badge/name will be cancelled without a refund.
- Additional event tickets are not available for purchase in lieu of a registration. Only registered delegates may purchase additional tickets for their non-registered spouse or guest. A guest is defined as a person who does not work in the aviation industry. Non-registered guests will not receive a badge and may only attend events for which they have a ticket.
- By registering for the conference you are providing permission to receive emails, mailings and faxes related to the conference. If you do not wish to receive any further emails from ACI-NA, please send a reply email to: MemberServices@aci-na.org with the words "OPT-OUT" in the subject line with the original email in the body. You may notify us with your decision to opt-out within 30 days of receiving this email. Please note, if you choose to opt out of receiving email from ACI-NA, you will no longer receive ACI-NA e-newsletters, notices of upcoming meetings, sponsorship opportunities, etc. If you prefer to unsubscribe from certain electronic publications rather than opt-out from email communications entirely, please email such request to communications@aci-na.org. It may take up to 10 days to process your request. The postal address for ACI-NA is 1615 L Street, N.W., Suite 300, Washington, DC 20036.
- Full payment must accompany your registration. Credit card payment must be included for online and faxed registrations. Check payment will only be accepted with mailed forms and onsite registration forms. Your signature authorizes ACI-NA to charge your credit card the total correct amount due and acknowledges there are no refunds after, (a specific date depending on each conference).

Cancellations

- Cancellations must be received in writing to ACI-NA at meetings@airportscouncil.org no later than the date specified in your conference registration confirmation.
- Registration fees, minus a \$100 per person processing fee, will be refunded after the conference has concluded if the cancellation notice is received by the deadline date.
- No refunds will be issued for any reason for cancellations received after the date specified in your registration confirmation.
- Substitutions are honored at any time. No shows are not eligible for refunds.
- These policies apply to all types of registrations including Guest Registrations. Non-receipt of a confirmation notice before the meeting is not justification for seeking a refund. ACI-NA reserves the right to cancel this conference. In this event, we will notify all registrants and refund registration fees in full.
- Any costs incurred by the registrant, such as hotel cancellation and/or airline penalties, etc. are the responsibility of the registrant.

Photo/Video Disclaimer

By registering for and attending any event, you agree that your image may be used at any time, without further notification, for printed materials, web sites, social media and other marketing purposes.

Children

- ACI-NA meetings and events are intended for adults only and no children under the age of 16 are permitted to register or attend.
- Children under the age of 16 are not permitted on the trade show floor at anytime. Anyone under the age of 18 must be accompanied by a parent or legal guardian while on the trade show floor.

Alcohol Policy

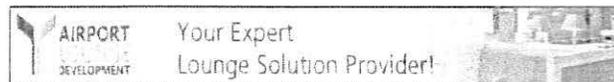
ACI-NA will not serve alcoholic beverages to anyone under the age of 21 and we reserve the right to refuse the service of alcohol to anyone who appears intoxicated.

Attendee Rosters

Attendees agree not to copy or permit to be copied, in any form or format, without the express written permission of ACI-NA, any of the contents of the ACI-NA attendee roster. Attendees also agree not to use the roster contents for any commercial, marketing, promotional, or political purposes. No solicitation is permitted by anyone except by exhibitors within the confinement of their booth.

Conflicting Events

Promotional, social and/or education events, meetings, receptions, workshops, etc. may not be held during dates/times that conflict with official ACI-NA conference times and/or educational sessions. Educational events may not be conducted at official venues without prior approval from ACI-NA.



11015 Executive Plaza North, Suite 2000, Washington, DC 20004
Tel: 202-278-2200 Fax: 202-278-2201
Phone: 202-278-2200 Fax: 202-278-2201

R. LLOYD

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
OUT-OF-TOWN TRAVEL REQUEST

GENERAL INSTRUCTIONS:

- A. All travel requests must conform to applicable provisions of Policies 3.30 and 3.40.
- B. Personnel traveling at Authority expense shall, consistent with the provisions of Policies 3.30 and 3.40, use the most economical means available to affect the travel.

1. TRAVELER:

Travelers Name: Robert T. Lloyd Dept: 02-Board
Position: Board Member President/CEO Gen. Counsel Chief Auditor
 All other Authority employees (does not require executive committee administrator approval)

2. DATE OF REQUEST: 2/22/19 PLANNED DATE OF DEPARTURE/RETURN: 6/9/19 / 6/13/19

3. DESTINATIONS/PURPOSE (Provide detailed explanation as to the purpose of the trip– continue on extra sheets of paper as necessary):

Destination: Scottsdale, AZ Purpose: Attend Conference
Explanation: 2019 ACI - Business of Airports Conference

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

- AIRFARE \$ 500.00
- OTHER TRANSPORTATION (Taxi, Train, Car Rental) \$ 50.00

B. LODGING \$ 900.00

C. MEALS \$ 100.00

D. SEMINAR AND CONFERENCE FEES \$ 850.00

E. ENTERTAINMENT (If applicable) \$

F. OTHER INCIDENTAL EXPENSES \$

TOTAL PROJECTED TRAVEL EXPENSE \$ 2,200.00

CERTIFICATION BY TRAVELER By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

Travelers Signature:  Date: 2-22-2019

CERTIFICATION BY ADMINISTRATOR (Where Administrator is the Executive Committee, the Authority Clerk's signature is required)

By my signature below, I certify the following:

1. I have conscientiously reviewed the above out-of-town travel request and the details provided on the reverse.
2. The concerned out-of-town travel and all identified expenses are necessary for the advancement of the Authority's business and reasonable in comparison to the anticipated benefit to the Authority.
3. The concerned out-of-town travel and all identified expenses conform to the requirements and intent of Authority's Policies 3.30 and 3.40.

Administrator's Signature:  Date: 3-14-19

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

I, _____, hereby certify that this document was approved
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)
by the Executive Committee at its _____ meeting.
(Leave blank and we will insert the meeting date.)



2019 Business of Airports Conference

June 10 - 12, 2019

The Westin Kierland Resort & Spa
Scottsdale, AZ

[REGISTER NOW](#)

[Early Bird Registration \(Until May 3\)](#)

[EVENT](#) [HOTEL](#) **[REGISTRATION](#)** [SPONSORS](#) [AGENDA](#)

Early Bird Rate (Before May 3)

Member: \$850 -

Non-Member: \$1,200

Regular Rate (After May 3)

Member: \$1,050

Non-Member: \$1,500

US/Canadian Federal Govt: \$475

Student: \$250

Guest: \$275

Gala Dinner Only: \$150

More Information

[ACI/NA Sustainable Conferences
Guidelines](#)

[Registration & Cancellation Policies](#)



2019 ACI-NA Business of Airports Conference Agenda (Concessions Track)

Sunday, June 9, 2019

Phoenix Sky Harbor International Airport Tour
(TBC)

Monday, June 10, 2019

8:00am – 4:30pm **Registration**

8:00am – 9:00am **Networking Breakfast**

9:00am – 10:30am **Commercial Management Committee Workshop** (*Open to all registered attendees*)

Welcome and Opening Remarks

Speaker: Eric L. Johnson, Director, Commercial Management & Airline Affairs, Minneapolis-St. Paul Metropolitan Airports Commission

ACI-NA Annual Concessions Benchmarking Results Summary

The findings of the 2019 Airport Concessions Benchmarking Survey will be presented. The survey results readily show that airports continue to creatively reinvent their concessions programs to improve the travel experience and explore new revenue streams.

Speakers: Paul Gerrety, Manager, Airport Properties, Business Development, Jacksonville Aviation Authority

Liz Grzechowiak, Assistant Director, Concessions and Business Development, Minneapolis-St. Paul Metropolitan Airports Commission

Airport Roundtable *(Open to all registered attendees)*

This session allows airport and World Business Partners/Associate members an opportunity to hear about ongoing airport concessions/non-aeronautical projects and developments throughout the ACI-NA airport membership.

This exciting new session will provide an excellent opportunity for everyone involved in airport concessions, and especially those new to the airport arena, to learn more about the industry and potential new opportunities.

10:30am – 11:00am **Networking Break**

11:00am – 12:15pm **Joint Meeting: Business Diversity Committee and Commercial Management Committee - FAA Update**

Get the latest information on FAA's Disadvantaged Business Enterprise (DBE) and Airport Concession DBE (ACDBE) programs to help expand opportunities for small businesses owned and controlled by socially and economically disadvantaged individuals and to ensure compliance with federal regulations.

12:15pm – 1:30pm **Networking Lunch**

1:30pm – 3:15pm **Commercial Management Airports Only Meeting** *(Open to all registered airports)*

The Airports Only Meeting provides airport managers an opportunity to share thoughts, best practices and have an open discussion regarding current issue.

3:15pm – 5:00pm **Networking Time**

On-your-own networking time where airports, concession operators, and small business owners can meet and exchange contacts for future business relationships. Airports will be able to meet with potential tenants and/or service providers.

5:00pm – 6:30pm **Networking Lounge Grand Opening and Welcome Reception**

Tuesday, June 11, 2019

8:00am – 4:30pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 9:30am **Welcome and Opening Remarks**

Speakers: James E. Bennett, Director of Aviation Services, City of Phoenix Aviation Department
Kevin M. Burke, President & CEO, ACI-NA
Candace McGraw, CEO, Cincinnati/Northern Kentucky International Airport, and
Chair, ACI-NA Board of Directors

9:30am – 10:45am **General Session 1: Insight From the Airport C-Suite**

Managing airports can be a challenging job, especially with a more concentrated airline industry and the difficulty of adding air service. Airports must continue to creatively reinvent their passenger services to improve the travel experience and remain competitive. There is also a need to manage their infrastructure and community expectations, while addressing new business models and exploring additional revenue streams. This session explores the successes and challenges airport CEOs face in developing strategies, which create economic benefits and increase passenger satisfaction.

Moderator: Candace S. McGraw, CEO, Cincinnati/Northern Kentucky International Airport and Chair, ACI-NA Board of Directors

Speakers: Kimberly J. Becker, President/CEO of the San Diego County Regional Airport Authority
Monica Lombraña, Managing Director of Aviation and International Bridges, City of El Paso
Bob Sartor, President and CEO, Calgary Airport Authority

10:45am – 11:15am **Networking Break**

11:15am – 12:30pm **Session 1A: Technology and Transforming the Airport Ecosystem**

Airports are a component of a dynamic industry, continually causing and adapting to change. Today, new technologies play a pivotal role in how passengers travel. Technologies have revolutionized the passenger journey and become the norm. Adopting and implementing new technologies requires collaboration with stakeholders, as well as integration with existing infrastructure.

This session will discuss the roles, responsibilities, and strategic management of airports in developing technologies and analytic solutions. Airports have been amassing data analytics on various aspects of operations. Learn how airports and stakeholders can harness data analytics to drive strategies for increasing incremental revenue.

Moderator: Deven Judd, Director Customer & Concessions Development, Metropolitan Washington Airports Authority

Speakers: Logan Meier, Vice President, Emerging Technology, Airports & Events, Unibail-Rodamco-Westfield Airports, LLC ("Westfield")
Leslie Ruiz, Senior Business Analyst from Barich, Inc.

12:30pm – 2:00pm **Lunch in Networking Lounge**

2:00pm – 3:15pm **Session 2A: Incorporating Urban and Commercial Development in and around the Airport**

Joint Concessions & Finance Session

Many airports have vacant land acquired for noise abatement or other purposes. This land can be developed for compatible purposes resulting in significant revenue to the airport. Different dynamics on mixed commercial land use and land development are key drivers in delivering local economy benefits. The recent FAA Reauthorization Bill included regulatory reform of eliminating the requirement for FAA approval in order for airports to dispose, use, or lease non-airfields property purchased without federal funding, thus allowing airports greater flexibility for developing and disposing of land. This session will provide examples of development ideas and strategies that airports can use.

Moderator: Eric Podnieks, Program Manager, Real Estate and Concessions, San Diego County Regional Airport Authority

Speaker: Coleman Swartz, Director, Commercial Development, Ottawa International Airport Authority

3:15pm – 3:45pm **Networking Break**

3:45pm – 5:00pm **Session 3A: Ground Transportation: Airport Challenges and Opportunities for Evolving Business Models**
Joint Concessions & Finance Session

Transportation Network Companies (TNCs), peer-to-peer ridesharing or rental car companies businesses have created both opportunities and challenges for airports in managing operations, revenue, and passenger experience. The evolution of technology and passenger culture will continue to put pressures on Ground Transportation with autonomous vehicles, peer to peer car rentals, and more. Learn how airports can navigate through these changes and continue to effectively maximize their operations, revenue, and increase the passenger experience.

Moderator: Ingrid Hairston, Director of Business Development, Raleigh-Durham Airport Authority

Speakers: Sam ElGord, Principal Property Manager, San Francisco International Airport
Craig Leiner, Associate Director, Ricondo

Wednesday, June 12, 2019

8:00am – 4:00pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 10:00am **General Session 2: Keynote Speaker**

10:00am – 10:30am **Networking Break**

10:30am – 11:30am **Concessions Roundtable**
The roundtables provide a forum to engage in candid discussions with your peers regarding two hot topics in airport concessions.

Session 4A: Concessions Barriers to Entry and Strategies

Airport concessions programs continue to mature and develop, and are an increasingly important element for the airport experience. However, both concessionaires and airports face challenges in delivering operational efficiencies. Join us to learn about strategies the airports and concessionaires can use. Topics will focus on living wages, recruitment – retention and the quality of the workforce, operational challenges – badging and value of time.

Facilitators: Laurie Noyes, Vice President of Airport Concessions, Tampa International Airport
Liz Grzechowiak, Assistant Director, Concessions and Business Development, Minneapolis-St. Paul Metropolitan Airports Commission

11:30am – 12:30pm **Session 5A: Recent Trends in Airport Concessions Models**

Airports have several concession management models they can choose from on what works best for their airport. Models include direct leasing, prime concessionaires, fee managers, and private developers among others. There are obviously advantages and disadvantages of each model, and some airports have chosen one or the other for a variety of reasons. What does the future hold for Concessions Models?

Facilitators: Daniel Cappell, Director, LeighFisher
Amy Snyder, Property & Contract Administrator, Boise Airport

12:30pm – 1:30pm **Lunch in Networking Lounge**

1:30pm – 2:45pm **General Session 3: Roundtable with Airlines**

This session features representatives from airlines who will share their perspectives on many issues including industry growth projections, airport privatization and public/private partnerships, new trends in airport-airline agreements, airline input into airport capital programs and much more. And, of course, we'll look to airports in the audience for their questions and discussion with our airline panelists.

2:45pm – 3:15pm **Networking Break**

3:15pm – 4:30pm **Session 6A: Concessions Construction**

Moderator: Michael Mullaney, Executive Vice President, Hudson Group

5:30pm – 6:00pm **Awards Gala Reception** (*business or cocktail attire suggested*)

6:00pm – 9:00pm **Awards Gala Dinner** (*business or cocktail attire suggested*)



2019 Business of Airports Conference

June 10 - 12, 2019

The Westin Kierland Resort & Spa
Scottsdale, AZ

[REGISTER NOW](#)

[Early Bird Registration \(Until May 31\)](#)

[EVENT](#)

[HOTEL](#)

[REGISTRATION](#)

[SPONSORS](#)

[AGENDA](#)

Hotel Information



[The Westin Kierland Resort & Spa](#)
6902 East Greenway Parkway
Scottsdale, AZ 85254

For reservations, please [click here](#) or call the Hotel Reservations Line at (800)-354-5892 or the hotel direct line at (480)-624-1000. Be sure to identify yourself as being with the ACI-NA group to receive the special rate of \$215 USD single/double occupancy plus applicable tax.

The booking deadline is **Friday, May 17, 2019**.

Please note that the discounted ACI-NA rate may sell out before the booking deadline. We recommend you book as soon as possible to secure your accommodations.

Note: All guests that reserve rooms in the ACI-NA block will NOT be charged a \$35 resort fee. If you would like to take advantage of the resort amenities, you will need to opt-in at the time of your check-in, and at that time you will be charged the \$35 daily resort fee.



Registration and Cancellation Policies

Registration

- Only individuals who register and present badges and/or tickets may attend conference events. A badge is required for all conference sessions and events. For security reasons, badge swapping is not permitted. Anyone found wearing a badge that does not match his/her identification will be removed from the conference without a refund. In addition, the badge/name will be cancelled without a refund.
- Additional event tickets are not available for purchase in lieu of a registration. Only registered delegates may purchase additional tickets for their non-registered spouse or guest. A guest is defined as a person who does not work in the aviation industry. Non-registered guests will not receive a badge and may only attend events for which they have a ticket.
- By registering for the conference you are providing permission to receive emails, mailings and faxes related to the conference. If you do not wish to receive any further emails from ACI-NA, please send a reply email to: MemberServices@aci-na.org with the words "OPT-OUT" in the subject line with the original email in the body. You may notify us with your decision to opt-out within 30 days of receiving this email. Please note, if you choose to opt out of receiving email from ACI-NA, you will no longer receive ACI-NA e-newsletters, notices of upcoming meetings, sponsorship opportunities, etc. If you prefer to unsubscribe from certain electronic publications rather than opt-out from email communications entirely, please email such request to communications@aci-na.org. It may take up to 10 days to process your request. The postal address for ACI-NA is 1615 L Street, N.W., Suite 300, Washington, DC 20036.
- Full payment must accompany your registration. Credit card payment must be included for online and faxed registrations. Check payment will only be accepted with mailed forms and onsite registration forms. Your signature authorizes ACI-NA to charge your credit card the total correct amount due and acknowledges there are no refunds after (a specific date depending on each conference).

Cancellations

- Cancellations must be received in writing to ACI-NA at meetings@airportscouncil.org no later than the date specified in your conference registration confirmation.
- Registration fees, minus a \$100 per person processing fee, will be refunded after the conference has concluded if the cancellation notice is received by the deadline date.
- No refunds will be issued for any reason for cancellations received after the date specified in your registration confirmation.
- Substitutions are honored at any time. No shows are not eligible for refunds.
- These policies apply to all types of registrations including Guest Registrations. Non-receipt of a confirmation notice before the meeting is not justification for seeking a refund. ACI-NA reserves the right to cancel this conference. In this event, we will notify all registrants and refund registration fees in full.
- Any costs incurred by the registrant, such as hotel cancellation or airline penalties, etc., are the responsibility of the registrant.

Photo/Video Disclaimer

By registering for and attending any event, you agree that your image may be used at any time, without further notification, for printed materials, web sites, social media and other marketing purposes.

Children

- ACI-NA meetings and events are intended for adults only and no children under the age of 16 are permitted to register or attend.
- Children under the age of 16 are not permitted on the trade show floor at anytime. Anyone under the age of 18 must be accompanied by a parent or legal guardian while on the trade show floor.

Alcohol Policy

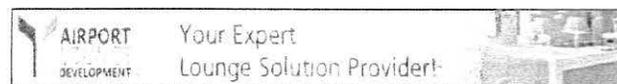
ACI-NA will not serve alcoholic beverages to anyone under the age of 21 and we reserve the right to refuse the service of alcohol to anyone who appears intoxicated.

Attendee Rosters

Attendees agree not to copy or permit to be copied, in any form or format, without the express written permission of ACI-NA, any of the contents of the ACI-NA attendee roster. Attendees also agree not to use the roster contents for any commercial, marketing, promotional, or political purposes. No solicitation is permitted by anyone except by exhibitors within the confinement of their booth.

Conflicting Events

Promotional, social and/or education events, meetings, receptions, workshops, etc. may not be held during dates/times that conflict with official ACI-NA conference times and/or educational sessions. Educational events may not be conducted at official venues without prior approval from ACI-NA.



1111 West 21st Street, Suite 200, St. Louis, MO 63103
Tel: 314.241.1111 | Fax: 314.241.1111
Email: info@airportdevelopment.com

M. SCHUMACHER

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
OUT-OF-TOWN TRAVEL REQUEST

GENERAL INSTRUCTIONS:

- A. All travel requests must conform to applicable provisions of Policies 3.30 and 3.40.
- B. Personnel traveling at Authority expense shall, consistent with the provisions of Policies 3.30 and 3.40, use the most economical means available to affect the travel.

1. TRAVELER:

Travelers Name: Michael Schumacher Dept: 02-Board

Position: Board Member President/CEO Gen. Counsel Chief Auditor

All other Authority employees (does not require executive committee administrator approval)

2. DATE OF REQUEST: 2/22/19 PLANNED DATE OF DEPARTURE/RETURN: 6/9/19 / 6/13/19

3. DESTINATIONS/PURPOSE (Provide detailed explanation as to the purpose of the trip- continue on extra sheets of paper as necessary):

Destination: Scottsdale, AZ Purpose: Attend Conference
Explanation: 2019 ACI - Business of Airports Conference

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

- AIRFARE \$ 500.00
- OTHER TRANSPORTATION (Taxi, Train, Car Rental) \$ 50.00

B. LODGING \$ 900.00

C. MEALS \$ 100.00

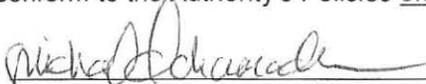
D. SEMINAR AND CONFERENCE FEES \$ 850.00

E. ENTERTAINMENT (If applicable) \$ _____

F. OTHER INCIDENTAL EXPENSES \$ _____

TOTAL PROJECTED TRAVEL EXPENSE \$ 2,200.00

CERTIFICATION BY TRAVELER By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

Travelers Signature:  Date: 2/25/2019

CERTIFICATION BY ADMINISTRATOR (Where Administrator is the Executive Committee, the Authority Clerk's signature is required).

By my signature below, I certify the following:

1. I have conscientiously reviewed the above out-of-town travel request and the details provided on the reverse.
2. The concerned out-of-town travel and all identified expenses are necessary for the advancement of the Authority's business and reasonable in comparison to the anticipated benefit to the Authority.
3. The concerned out-of-town travel and all identified expenses conform to the requirements and intent of Authority's Policies 3.30 and 3.40.

Administrator's Signature:  Date: 3-14-19

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

I, _____, hereby certify that this document was approved
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)

by the Executive Committee at its _____ meeting.
(Leave blank and we will insert the meeting date.)



2019 Business of Airports Conference

June 10 - 12, 2019
The Westin Kierland Resort & Spa
Scottsdale, AZ

[REGISTER NOW](#)

[Early Bird Registration \(until May 3\)](#)

[EVENT](#) [HOTEL](#) [REGISTRATION](#) [SPONSORS](#) [AGENDA](#)

Early Bird Rate (Before May 3)

Member: \$850

Non-Member: \$1,200

Regular Rate (After May 3)

Member: \$1,050

Non-Member: \$1,500

US/Canadian Federal Govt.: \$475

Student: \$250

Guest: \$275

Gala Dinner Only: \$150

More Information

[ACI-NA Sustainable Conferences](#)

[Date List](#)

[Registration & Cancellation Policies](#)



2019 ACI-NA Business of Airports Conference Agenda (Concessions Track)

Sunday, June 9, 2019

Phoenix Sky Harbor International Airport Tour
(TBC)

Monday, June 10, 2019

8:00am – 4:30pm **Registration**

8:00am – 9:00am **Networking Breakfast**

9:00am – 10:30am **Commercial Management Committee Workshop** (*Open to all registered attendees*)

Welcome and Opening Remarks

Speaker: Eric L. Johnson, Director, Commercial Management & Airline Affairs, Minneapolis-St. Paul Metropolitan Airports Commission

ACI-NA Annual Concessions Benchmarking Results Summary

The findings of the 2019 Airport Concessions Benchmarking Survey will be presented. The survey results readily show that airports continue to creatively reinvent their concessions programs to improve the travel experience and explore new revenue streams.

Speakers: Paul Gerrety, Manager, Airport Properties, Business Development, Jacksonville Aviation Authority

Liz Grzechowiak, Assistant Director, Concessions and Business Development, Minneapolis-St. Paul Metropolitan Airports Commission

Airport Roundtable (*Open to all registered attendees*)

This session allows airport and World Business Partners/Associate members an opportunity to hear about ongoing airport concessions/non-aeronautical projects and developments throughout the ACI-NA airport membership.

This exciting new session will provide an excellent opportunity for everyone involved in airport concessions, and especially those new to the airport arena, to learn more about the industry and potential new opportunities.

10:30am – 11:00am **Networking Break**

11:00am – 12:15pm **Joint Meeting: Business Diversity Committee and Commercial Management Committee - FAA Update**

Get the latest information on FAA's Disadvantaged Business Enterprise (DBE) and Airport Concession DBE (ACDBE) programs to help expand opportunities for small businesses owned and controlled by socially and economically disadvantaged individuals and to ensure compliance with federal regulations.

12:15pm – 1:30pm **Networking Lunch**

1:30pm – 3:15pm **Commercial Management Airports Only Meeting** (*Open to all registered airports*)

The Airports Only Meeting provides airport managers an opportunity to share thoughts, best practices and have an open discussion regarding current issue.

3:15pm – 5:00pm **Networking Time**

On-your-own networking time where airports, concession operators, and small business owners can meet and exchange contacts for future business relationships. Airports will be able to meet with potential tenants and/or service providers.

5:00pm – 6:30pm **Networking Lounge Grand Opening and Welcome Reception**

Tuesday, June 11, 2019

8:00am – 4:30pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 9:30am **Welcome and Opening Remarks**

Speakers: James E. Bennett, Director of Aviation Services, City of Phoenix Aviation Department
Kevin M. Burke, President & CEO, ACI-NA
Candace McGraw, CEO, Cincinnati/Northern Kentucky International Airport, and
Chair, ACI-NA Board of Directors

9:30am – 10:45am **General Session 1: Insight From the Airport C-Suite**

Managing airports can be a challenging job, especially with a more concentrated airline industry and the difficulty of adding air service. Airports must continue to creatively reinvent their passenger services to improve the travel experience and remain competitive. There is also a need to manage their infrastructure and community expectations, while addressing new business models and exploring additional revenue streams. This session explores the successes and challenges airport CEOs face in developing strategies, which create economic benefits and increase passenger satisfaction.

Moderator: Candace S. McGraw, CEO, Cincinnati/Northern Kentucky International Airport and Chair, ACI-NA Board of Directors

Speakers: Kimberly J. Becker, President/CEO, San Diego County Regional Airport Authority
Bryant L. Francis, Director of Aviation, Oakland International Airport
Monica Lombraña, Managing Director of Aviation and International Bridges, City of El Paso
Bob Sartor, President and CEO, Calgary Airport Authority

10:45am – 11:15am **Networking Break**

11:15am – 12:30pm **Session 1A: Technology and Transforming the Airport Ecosystem**

Airports are a component of a dynamic industry, continually causing and adapting to change. Today, new technologies play a pivotal role in how passengers travel. Technologies have revolutionized the passenger journey and become the norm. Adopting and implementing new technologies requires collaboration with stakeholders, as well as integration with existing infrastructure.

This session will discuss the roles, responsibilities, and strategic management of airports in developing technologies and analytic solutions. Airports have been amassing data analytics on various aspects of operations. Learn how airports and stakeholders can harness data analytics to drive strategies for increasing incremental revenue.

Moderator: Deven Judd, Director Customer & Concessions Development, Metropolitan Washington Airports Authority

Speakers: Daver Malik, Deputy Airport Director/ACIO, Phoenix Sky Harbor International Airport
Logan Meier, Vice President, Emerging Technology, Airports & Events, Unibail-Rodamco-Westfield Airports, LLC ("Westfield")
Leslie Ruiz, Senior Business Analyst from Barich, Inc.
Jeffrey Wilkinson, Chief Information Officer, Delaware North

12:30pm – 2:00pm **Lunch in Networking Lounge**

2:00pm – 3:15pm **Session 2A: Incorporating Urban and Commercial Development in and around the Airport**

Joint Concessions & Finance Session

Many airports have vacant land acquired for noise abatement or other purposes. This land can be developed for compatible purposes resulting in significant revenue to the airport. Different dynamics on mixed commercial land use and land development are key drivers in delivering local economy benefits. The recent FAA Reauthorization Bill included regulatory reform of eliminating the requirement for FAA approval in order for airports to dispose, use, or lease non-airfields property purchased without federal funding, thus allowing airports greater flexibility for developing and disposing of land. This session will provide examples of development ideas and strategies that airports can use.

Moderator: Eric Podnieks, Program Manager, Real Estate and Concessions, San Diego County Regional Airport Authority

Speaker: Coleman Swartz, Director, Commercial Development, Ottawa International Airport Authority

3:15pm – 3:45pm **Networking Break**

3:45pm – 5:00pm **Session 3A: Ground Transportation: Airport Challenges and Opportunities for Evolving Business Models**

Joint Concessions & Finance Session

Transportation Network Companies (TNCs), peer-to-peer ridesharing or rental car companies businesses have created both opportunities and challenges for airports in managing operations, revenue, and passenger experience. The evolution of technology and passenger culture will continue to put pressures on Ground Transportation with autonomous vehicles, peer to peer car rentals, and more. Learn how airports can navigate through these changes and continue to effectively maximize their operations, revenue, and increase the passenger experience.

Moderator: Ingrid Hairston, Director of Business Development, Raleigh-Durham Airport Authority

Speakers: Sam ElGord, Principal Property Manager, San Francisco International Airport
Craig Leiner, Associate Director, Ricondo

Wednesday, June 12, 2019

8:00am – 4:00pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 10:00am **General Session 2: Keynote Speaker**

10:00am – 10:30am **Networking Break**

10:30am – 11:30am **Concessions Roundtable**

The roundtables provide a forum to engage in candid discussions with your peers regarding two hot topics in airport concessions.

Session 4A: Concessions Barriers to Entry and Strategies

Airport concessions programs continue to mature and develop, and are an increasingly important element for the airport experience. However, both concessionaires and airports face challenges in delivering operational efficiencies. Join us to learn about strategies the airports and concessionaires can use. Topics will focus on living wages, recruitment – retention and the quality of the workforce, operational challenges – badging and value of time.

Facilitators: Laurie Noyes, Vice President of Airport Concessions, Tampa International Airport
Liz Grzechowiak, Assistant Director, Concessions and Business Development, Minneapolis-St. Paul Metropolitan Airports Commission

11:30am – 12:30pm **Session 5A: Recent Trends in Airport Concessions Models**

Airports have several concession management models they can choose from on what works best for their airport. Models include direct leasing, prime concessionaires, fee managers, and private

developers among others. There are obviously advantages and disadvantages of each model, and some airports have chosen one or the other for a variety of reasons. What does the future hold for Concessions Models?

Facilitators: Daniel Cappell, Director, Leigh Fisher
Amy Snyder, Property & Contract Administrator, Boise Airport

12:30pm – 1:30pm **Lunch in Networking Lounge**

1:30pm – 2:45pm **General Session 3: Roundtable with Airlines**

This session features representatives from airlines who will share their perspectives on many issues including industry growth projections, airport privatization and public/private partnerships, new trends in airport-airline agreements, airline input into airport capital programs and much more. And, of course, we'll look to airports in the audience for their questions and discussion with our airline panelists.

2:45pm – 3:15pm **Networking Break**

3:15pm – 4:30pm **Session 6A: Concessions Construction**

Moderator: Michael Mullaney, Executive Vice President, Hudson Group

5:30pm – 6:00pm **Awards Gala Reception** (*business or cocktail attire suggested*)

6:00pm – 9:00pm **Awards Gala Dinner** (*business or cocktail attire suggested*)



2019 Business of Airports Conference

June 10 - 12, 2019
The Westin Kierland Resort & Spa
Scottsdale, AZ

[REGISTER NOW](#)

[Early Bird Registration \(Until May 3\)](#)

[EVENT](#) [HOTEL](#) [REGISTRATION](#) [SPONSORS](#) [AGENDA](#)

Hotel Information



[The Westin Kierland Resort & Spa](#)

6902 East Greenway Parkway
Scottsdale, AZ 85254

For reservations, please [click here](#) or call the Hotel Reservations Line at (800)-354-5892 or the hotel direct line at (480)-624-1000. Be sure to identify yourself as being with the ACI-NA group to receive the special rate of \$215 USD single/double occupancy plus applicable tax.

The booking deadline is **Friday, May 17, 2019**.

Please note that the discounted ACI-NA rate may sell out before the booking deadline. We recommend you book as soon as possible to secure your accommodations.

Note: All guests that reserve rooms in the ACI-NA block will NOT be charged a \$35 resort fee. If you would like to take advantage of the resort amenities, you will need to opt-in at the time of your check-in, and at that time you will be charged the \$35 daily resort fee.



Registration and Cancellation Policies

Registration

- Only individuals who register and present badges and/or tickets may attend conference events. A badge is required for all conference sessions and events. For security reasons, badge swapping is not permitted. Anyone found wearing a badge that does not match his/her identification will be removed from the conference without a refund. In addition, the badge/name will be cancelled without a refund.
- Additional event tickets are not available for purchase in lieu of a registration. Only registered delegates may purchase additional tickets for their non-registered spouse or guest. A guest is defined as a person who does not work in the aviation industry. Non-registered guests will not receive a badge and may only attend events for which they have a ticket.
- By registering for the conference you are providing permission to receive emails, mailings and faxes related to the conference. If you do not wish to receive any further emails from ACI-NA, please send a reply email to: MemberServices@aci-na.org with the words "OPT-OUT" in the subject line with the original email in the body. You may notify us with your decision to opt-out within 30 days of receiving this email. Please note, if you choose to opt out of receiving email from ACI-NA, you will no longer receive ACI-NA e-newsletters, notices of upcoming meetings, sponsorship opportunities, etc. If you prefer to unsubscribe from certain electronic publications rather than opt-out from email communications entirely, please email such request to communications@aci-na.org. It may take up to 10 days to process your request. The postal address for ACI-NA is 1615 L Street, N.W., Suite 300, Washington, DC 20036.
- Full payment must accompany your registration. Credit card payment must be included for online and faxed registrations. Check payment will only be accepted with mailed forms and onsite registration forms. Your signature authorizes ACI-NA to charge your credit card the total correct amount due and acknowledges there are no refunds after (a specific date depending on each conference).

Cancellations

- Cancellations must be received in writing to ACI-NA at meetings@airportscouncil.org no later than the date specified in your conference registration confirmation.
- Registration fees, minus a \$100 per person processing fee, will be refunded after the conference has concluded if the cancellation notice is received by the deadline date.
- No refunds will be issued for any reason for cancellations received after the date specified in your registration confirmation.
- Substitutions are honored at any time. No shows are not eligible for refunds.
- These policies apply to all types of registrations including Guest Registrations. Non-receipt of a confirmation notice before the meeting is not justification for seeking a refund. ACI-NA reserves the right to cancel this conference. In this event, we will notify all registrants and refund registration fees in full.
- Any costs incurred by the registrant, such as note cancellation airline penalties, etc., are the responsibility of the registrant.

Photo/Video Disclaimer

By registering for and attending any event, you agree that your image may be used at any time, without further notification, for printed materials, web sites, social media and other marketing purposes.

Children

- ACI-NA meetings and events are intended for adults only and no children under the age of 16 are permitted to register or attend.
- Children under the age of 16 are not permitted on the trade show floor at anytime. Anyone under the age of 18 must be accompanied by a parent or legal guardian while on the trade show floor.

Alcohol Policy

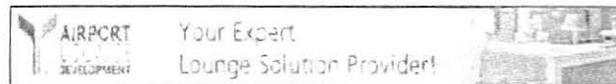
ACI-NA will not serve alcoholic beverages to anyone under the age of 21 and we reserve the right to refuse the service of alcohol to anyone who appears intoxicated.

Attendee Rosters

Attendees agree not to copy or permit to be copied, in any form or format, without the express written permission of ACI-NA, any of the contents of the ACI-NA attendee roster. Attendees also agree not to use the roster contents for any commercial, marketing, promotional, or political purposes. No solicitation is permitted by anyone except by exhibitors within the confinement of their booth.

Conflicting Events

Promotional, social and/or education events, meetings, receptions, workshops, etc. may not be held during dates/times that conflict with official ACI-NA conference times and/or educational sessions. Educational events may not be conducted at official venues without prior approval from ACI-NA.



10770 Woodloch Court, Markham, Ontario, L3R 9V7
 Tel: 905.477.2466 Fax: 905.477.1500
 Airport Development Inc. Fax: 905-477-1500

MARK WEST

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
OUT-OF-TOWN TRAVEL REQUEST

GENERAL INSTRUCTIONS:

- A. All travel requests must conform to applicable provisions of Policies 3.30 and 3.40.
- B. Personnel traveling at Authority expense shall, consistent with the provisions of Policies 3.30 and 3.40, use the most economical means available to affect the travel.

1. TRAVELER:

Travelers Name: Mark B. West Dept: 02-Board
Position: Board Member President/CEO Gen. Counsel Chief Auditor
 All other Authority employees (does not require executive committee administrator approval)

2. DATE OF REQUEST: 2/22/19 PLANNED DATE OF DEPARTURE/RETURN: 6/9/19 / 6/13/19

3. DESTINATIONS/PURPOSE (Provide detailed explanation as to the purpose of the trip— continue on extra sheets of paper as necessary):

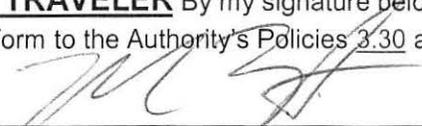
Destination: Scottsdale, AZ Purpose: Attend Conference
Explanation: 2019 ACI - Business of Airports Conference

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

• AIRFARE	\$ 500.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	\$ 50.00
B. LODGING	\$ 900.00
C. MEALS	\$ 100.00
D. SEMINAR AND CONFERENCE FEES	\$ 850.00
E. ENTERTAINMENT (If applicable)	\$
F. OTHER INCIDENTAL EXPENSES	\$
TOTAL PROJECTED TRAVEL EXPENSE	\$ 2,200.00

CERTIFICATION BY TRAVELER By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

Travelers Signature:  Date: 2-25-19

CERTIFICATION BY ADMINISTRATOR (Where Administrator is the Executive Committee, the Authority Clerk's signature is required).

By my signature below, I certify the following:

- 1. I have conscientiously reviewed the above out-of-town travel request and the details provided on the reverse.
- 2. The concerned out-of-town travel and all identified expenses are necessary for the advancement of the Authority's business and reasonable in comparison to the anticipated benefit to the Authority.
- 3. The concerned out-of-town travel and all identified expenses conform to the requirements and intent of Authority's Policies 3.30 and 3.40.

Administrator's Signature:  Date: 3-14-19

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

I, _____, hereby certify that this document was approved
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)
by the Executive Committee at its _____ meeting.
(Leave blank and we will insert the meeting date.)



2019 Business of Airports Conference

June 10 - 12, 2019
 The Westin Kierland Resort & Spa
 Scottsdale, AZ

[REGISTER NOW](#)

[Early Bird Registration \(until May 3\)](#)

[EVENT](#) [HOTEL](#) **[REGISTRATION](#)** [SPONSORS](#) [AGENDA](#)

Early Bird Rate (Before May 3)
 Member: \$850 -
 Non-Member: \$1,200

Regular Rate (After May 3)
 Member: \$1,050
 Non-Member: \$1,500

US/Canadian Federal Govt.: \$475
 Student: \$250
 Guest: \$275
 Gala Dinner Only: \$150

More Information

[A2 - NA Sustainable Conferencing Guidelines](#)

[Registration & Cancellation Policies](#)



2019 ACI-NA Business of Airports Conference Agenda (Human Resource Track)

Monday, June 10, 2019

8:00am –4:30pm **Registration**

8:00am – 9:00am **Networking Breakfast**

9:00am – 2:00pm **HR Steering Group Meeting – Open**

9:00am –10:30am

Welcome and Opening Remarks

Rosa Beckett, Chief Administrative Officer, Jacksonville Aviation Authority and Chair, Human Resources Committee

Introduction of the ACI-NA Human Resources Steering Group Members

HR Working Group Updates

Compensation and Benefits Benchmarking Survey

Inaugurated in 2008, the ACI-NA Compensation and Benefits Benchmarking survey was a response to requests from Airport Directors for a credible, reliable, and legally compliant source of market compensation data. 2018 represents the tenth annual survey conducted by Western Management Group. The latest survey encompassed data on over 13,000 employees in 111 different industry specific jobs. Survey released in August of each year and the survey results are made available the following February.

Workforce Planning Working Group

The working group continues to concentrate in the area of developing executive level leadership and succession planning strategies through creating predictable pipelines of trained, qualified, and motivated airport professionals.

- **Executive Leadership Exchange Program**
- **Edge4Vets**
- **Aviation Awareness Campaign**

Sustainability Integration Council

10:30am –11am

AM Networking Break

11am – 12pm

Human Resources Committee Workshop

Rotating Roundtables (1.25 PDC)

Discuss, brainstorm, and come up with potential solutions and uncover industry best practices with fellow colleagues on current hot topics that human resources professionals are facing at their airports. The focus sessions are open to every participant and led by an industry leader who has experience with the challenge. Share with your peers Success Stories, BIG WINS and A HA Moments.

Concurrent - Canadian Airports HR Roundtable (1.25 PDC)

A forum to network with your Canadian airport peers; this interactive roundtable discussion will focus of relevant human resources topics facing Canadian airports. Bring along a topic that is important to you, share it, and hear the perspective of other human resources professionals. Topics may include, but are not limited to, collective bargaining outcomes or strategies, grievances and arbitration decisions, changes to employment laws, and human resources programs.

12:15pm to 1:30pm **Joint Buffet Lunch**

1:30pm – 5:00pm **Human Resources Committee Workshop (Continued)**

1:30 – 2:45pm **Building an Inclusive Culture (1.25 PDC)**

Joint Session with Business Diversity Committee

Research shows that diverse teams perform better because of the differing perspectives brought to the table. Companies with higher levels of diversity in employment and contracting are also more likely to have better financial results, showing that inclusion can be a competitive differentiator. Learn how successful organizations coordinate a culture of diversity across the entire operation and avoid soloed programs in individual departments.

2:45pm-3:15pm **Network Break**

3:30pm-4:45pm **Multi-Generational Workforce-Interaction and Knowledge Transition (1.25 PDC)**

As Millennials become the largest workforce and I Gen enters the workplace, developing strategy to understand the new generations and to transfer the lifelong knowledge from Baby Boomers and Gen X would be the key path to a successful workforce planning. The Multi-Generational Sub-WG will demonstrate the discussion on this issue they will have had and present a user guild/toolkit to the audience.

5:00pm – 6:30pm **Networking Lounge Grand Opening and Welcome Reception**

Tuesday, June 11, 2019

8:00am – 4:30pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 9:30am **Welcome and Opening Remarks**

9:30am – 10:45am **General Session 1: Insight From the Airport C-Suite**

Managing airports can be a challenging job, especially with a more concentrated airline industry and the difficulty of adding air service. Airports must continue to creatively reinvent their passenger services to improve the travel experience and remain competitive. There is also a need to manage their infrastructure and community expectations, while addressing new business models and exploring additional revenue streams. This session explores the successes and challenges airport CEOs face in developing strategies, which create economic benefits and increase passenger satisfaction.

10:45am – 11:15am **Networking Break**

11:15am-12:30pm **Session 1D: How to Harness Creativity and Innovation From Within Airports (1.25 PDC)**

As the power of innovation is now widely recognized, finding ways to achieve repeat success by stimulating and cultivating the creativity and innovation from within is a challenge faced each organization. What is the role of Human Resources in this process? What are the unique

challenges of encouraging creativity and innovation at airports? How do airports identify the innovators in the workforce? And How do airports adopt the innovation and make it a success? You will find the answer to all the questions in this session.

12:30pm – 2:00pm **Lunch in Networking Lounge**

2:00pm – 3:15pm **Session 2D: Respect at Work in the Era of #MeToo (1.25 PDC)**
#Metoo Movement has brought to light numerous new allegations of behaviors that many thought were long gone. Given the nature of long operating hours at airports, it's extremely crucial to build a culture of respect in order to eliminate sexual harassment and discrimination. Join us in the conversation on how airports pursue the process of building respect at workplace and how to further engage the employees including helping them understand the policies and protecting both males and females from any types of harassments at workplace in the era of #MeToo.

3:15pm – 3:45pm **Networking Break**

3:45pm – 5:00pm **Session 3D: Support from HR-Crisis and Crisis Recovery (1.25 PDC)**

Learn how HR professionals have supported their or other airport employees and their family to recover from recent crisis events (Hurricane Florence, Hurricane Michael, and the fires of Northern California) at their respective organizations and ensured business continuity. More importantly, how HR prepares their employees in advance to endure and recover from these catastrophes.

Wednesday, June 12, 2019

8:00am – 1:30pm **Registration**

8:00am – 9:00am **Breakfast in Networking Lounge**

9:00am – 10:00am **General Session 2: Keynote (1 PDC)**

10:00am – 10:30am **Networking Break**

10:30am-11:30am **Session 4D: Building a Sustainable Airport Brand by Engaging the Airport Community (1.25 PDC)**

As the pressure to build sustainable commercial airport enterprises continues, the importance of managing the airport brand increases. Our panel of experts share perspectives on the role HR can play in effectively engaging all the people that work within the airport ecosystem (vendors, airlines, TSA, CBP officers, etc.) to align everyone around a common customer experience vision at the airport.

11:30am-12:30pm **Session 5D: Employee Wellness and Resilience in a High-Growth Environment (1.25 PDC)**

Air traffic has seen stable increase within the past decade, helping the employees at the airport to maintain health and well is vital to the successful operation of the airport to facilitate even more air traffic in the future. Learn how to keep airport employees engaged and well through this significant growth and how to provide them with self-adapting strategies to maintain their wellness.

12:30pm – 1:30pm **Networking Lunch**

1:30pm – 2:45pm **General Session 3**

2:45 – 3:15pm **Network Break**

3:15 – 4:30pm **Session 6D: Talent Review/Succession Planning (1.25 PDC)**

Joint Session with Finance Committee

A process to understand our team members (particularly managers and up), reviewing their; backgrounds, performance, strengths, and opportunities, and determining development opportunities and next career steps for each of them. This process naturally leads to succession planning discussions, as well as identifying High-Performers and High-Potential employees and having a plan for each of them

5:30pm – 6:00pm **Awards Gala Reception** (*business or cocktail attire suggested*)

6:00pm – 9:00pm **Awards Gala Dinner** (*business or cocktail attire suggested*)



2019 Business of Airports Conference

June 10 - 12, 2019

The Westin Kierland Resort & Spa
Scottsdale, AZ

[REGISTER NOW](#)

[Early Bird Registration \(Until May 31\)](#)

[EVENT](#) [HOTEL](#) [REGISTRATION](#) [SPONSORS](#) [AGENDA](#)

Hotel Information



[The Westin Kierland Resort & Spa](#)
6902 East Greenway Parkway
Scottsdale, AZ 85254

For reservations, please [click here](#) or call the Hotel Reservations Line at (800)-354-5892 or the hotel direct line at (480)-624-1000. Be sure to identify yourself as being with the ACI-NA group to receive the special rate of \$215 USD single/double occupancy plus applicable tax.

The booking deadline is **Friday, May 17, 2019**.

Please note that the discounted ACI-NA rate may sell out before the booking deadline. We recommend you book as soon as possible to secure your accommodations.

Note: All guests that reserve rooms in the ACI-NA block will NOT be charged a \$35 resort fee. If you would like to take advantage of the resort amenities, you will need to opt-in at the time of your check-in, and at that time you will be charged the \$35 daily resort fee.



Registration and Cancellation Policies

Registration

- Only individuals who register and present badges and/or tickets may attend conference events. A badge is required for all conference sessions and events. For security reasons, badge swapping is not permitted. Anyone found wearing a badge that does not match his/her identification will be removed from the conference without a refund. In addition, the badge/name will be cancelled without a refund.
- Additional event tickets are not available for purchase in lieu of a registration. Only registered delegates may purchase additional tickets for their non-registered spouse or guest. A guest is defined as a person who does not work in the aviation industry. Non-registered guests will not receive a badge and may only attend events for which they have a ticket.
- By registering for the conference you are providing permission to receive emails, mailings and faxes related to the conference. If you do not wish to receive any further emails from ACI-NA, please send a reply email to: MemberServices@aci-na.org with the words "OPT-OUT" in the subject line with the original email in the body. You may notify us with your decision to opt-out within 30 days of receiving this email. Please note, if you choose to opt-out of receiving email from ACI-NA, you will no longer receive ACI-NA e-newsletters, notices of upcoming meetings, sponsorship opportunities, etc. If you prefer to unsubscribe from certain electronic publications rather than opt-out from email communications entirely, please email such request to communications@aci-na.org. It may take up to 10 days to process your request. The postal address for ACI-NA is 1615 L Street, N.W., Suite 300, Washington, DC 20036.
- Full payment must accompany your registration. Credit card payment must be included for on line and faxed registrations. Check payment will only be accepted with mailed forms and onsite registration forms. Your signature authorizes ACI-NA to charge your credit card the total correct amount due and acknowledges there are no refunds after (a specific date depending on each conference).

Cancellations

- Cancellations must be received in writing to ACI-NA at meetings@airportscouncil.org no later than the date specified in your conference registration confirmation.
- Registration fees, minus a \$100 per person processing fee, will be refunded after the conference has concluded if the cancellation notice is received by the deadline date.
- No refunds will be issued for any reason for cancellations received after the date specified in your registration confirmation.
- Substitutions are honored at any time. No-shows are not eligible for refunds.
- These policies apply to all types of registrations including Guest Registrations. Non-receipt of a confirmation notice before the meeting is not justification for seeking a refund. ACI-NA reserves the right to cancel this conference. In this event, we will notify all registrants and refund registration fees in full.
- Any costs incurred by the registrant, such as note cancellation, airline penalties, etc., are the responsibility of the registrant.

Photo/Video Disclaimer

By registering for and attending any event, you agree that your image may be used at any time, without further notification, for printed materials, web sites, social media and other marketing purposes.

Children

- ACI-NA meetings and events are intended for adults only and no children under the age of 16 are permitted to register or attend.
- Children under the age of 16 are not permitted on the trade show floor at anytime. Anyone under the age of 18 must be accompanied by a parent or legal guardian while on the trade show floor.

Alcohol Policy

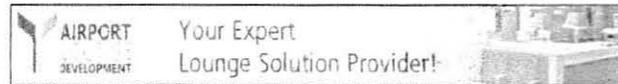
ACI-NA will not serve alcoholic beverages to anyone under the age of 21 and we reserve the right to refuse the service of alcohol to anyone who appears intoxicated.

Attendee Rosters

Attendees agree not to copy or permit to be copied, in any form or format, without the express written permission of ACI-NA, any of the contents of the ACI-NA attendee roster. Attendees also agree not to use the roster contents for any commercial, marketing, promotional, or political purposes. No solicitation is permitted by anyone except by exhibitors within the confinement of their booth.

Conflicting Events

Promotional, social and/or education events, meetings, receptions, workshops, etc. may not be held during dates/times that conflict with official ACI-NA conference times and/or educational sessions. Educational events may not be conducted at official venues without prior approval from ACI-NA.



www.airportdevelopment.com
 1400 South W. 10th St. | Suite 500 | Arlington, VA 22204
 Phone: 703-272-0765 | Fax: 703-272-1400

BUSINESS EXPENSE

KIM BECKER

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

BUSINESS EXPENSE REIMBURSEMENT REPORT

January & February 2019

Period Covered

Kimberly J. Becker

DATE	G/L Account	Description			AMOUNT
01/30/19	66240.100	Dinner	Communications Strategy Discussion		\$ 125.60
02/20/19	66290.000	Parking	Meeting with Mayor Faulconer		\$ 15.00
02/20/19	66240.100	Dinner	Meet & Greet with Nora Vargas		\$ 24.00
02/20/19	66290.000	Parking	Meet & Greet with Nora Vargas		\$ 1.25
02/28/19	66290.000	Parking	Marketing Summit at Petco Park		\$ 10.00
				TOTAL	\$ 175.85

I acknowledge that I have read, understand and agree to Authority *Policy 3.30 - Business Expense Reimbursement Policy and that any purchases that are not allowed will be my responsibility. I further certify that this report of business expenses were incurred in connection with official Authority business and is true and correct.

* Policy 3.30

Kimberly J. Becker

NAME

Kimberly J. Becker

3/18/19

DATE

Casey Diane

Subject: Communications Strategy Discussion - Barbara Chodos and Rachel Laing
Location: Craft & Commerce, 675 W. Beech Street, San Diego, CA 92101 (619.269.2202)
Start: Wed 1/30/2019 5:15 PM
End: Wed 1/30/2019 7:45 PM
Show Time As: Out of Office
Recurrence: (none)
Meeting Status: Meeting organizer
Organizer: Becker Kimberly
Required Attendees: rachel@laingstrategic.com; bchodos@sdbj.com
Categories: Out of Office

Open Table Confirmation #72144

Craft & Commerce
675 W Beech St
San Diego CA, 92101
[619] 269-2202

Date: Jan30'19 06:38PM
Card Type: MC
Acct #: XXXXXXXXXXXX8006
Card Entry: SWIPED
Trans Type: PURCHASE
Trans Key: GIG009102624096
Auth Code: 05754Z
Check: 2779
Table: 24/1
Server: 1010 Olivia E

Subtotal: 105.60

TIP 25 -

TOTAL 125.60

SIGNATURE
I AGREE TO PAY THE ABOVE TOTAL
ACCORDING TO MY CARD ISSUER
AGREEMENT!

Craft & Commerce
675 W Beech St
San Diego CA, 92101
[619] 269-2202

1010 Olivia E

Tbl 24/1 Chk 2779 Gst 3
Jan30'19 05:17PM

HERE	
3 Pot Taco	6.00
1 Hummus	2.00
1 Brussel Sprouts	10.00
1 Fries	6.00
1 Broccoli	8.00
1 Squash	10.00
3 HH Lay Lady	24.00
4 HH Red Wine	32.00
SUBTOTAL 98.00	
TAX 7.60	
06:36PM TOTAL DUE	105.60

Providing shelter from the storm
#cheftedd

Communications Discus
B. Chodos SDBJ
R Laing

Casey Diane

Subject: Kim/April, Quarterly Meeting with Mayor Faulconer
Location: Mayor's Office, 202 C Street, 11th Floor, San Diego, CA 92101 (619.236.7739)

Start: Wed 2/20/2019 3:00 PM
End: Wed 2/20/2019 3:30 PM
Show Time As: Out of Office

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Becker Kimberly
Required Attendees: Boling April
Optional Attendees: Crowell Holly

Categories: Out of Office

Contact

- Michelle Porras
Director of Scheduling
mporras@san Diego.gov
619.236.7739



Dinner -

Craft & Commerce
675 W Beech St
San Diego CA, 92101
[619] 269-2202

Date: Feb20'19 06:57PM
Card Type: MC
Acct #: XXXXXXXXXXXX1802
Card Entry: SWIPED
Trans Type: PURCHASE
Trans Key: KIK008893340896
Auth Code: 621047
Check: 1869
Table: 32/1
Server: 1001 Victoria

Subtotal: 46.87

TIP 8-

TOTAL 54.87

[Signature]

SIGNATURE
I AGREE TO PAY THE ABOVE TOTAL
ACCORDING TO MY CARD ISSUER
AGREEMENT!

Parking

Craft & Commerce
675 W Beech St
San Diego CA, 92101
[619] 269-2202

1001 Victoria

Tbl 32/1 Chk 1869 Gst 3
Feb20'19 05:35PM

HERE

1 Brussel Sprouts 10.00
1 Broccoli 8.00
1 Pot Taco 2.00

[Redacted items]

SUBTOTAL 87.00
TAX 6.74
06:52PM TOTAL DUE 93.74

Providing shelter from the storm
#cheftedd

Meet & Greet
N. Vargas

City of San Diego

America's Finest City

Wed Feb 20, 2019 05:15 PM

Pole: N-1500W
Trans: 00448
Paid: \$ 1.25

Expires:

06:00 PM
02/20/2019

Place on dash - face up

KING RECEIPT PARKING RECEIPT PARKING RECEIPT PARKING RECEIPT

\$ 20.00 Food
4.00 TIP
\$ 24.00 Total

Guests: Kim Becker
Nona Vargas
Rachel Laing

Casey Diane

Subject: Meet & Greet - Nora Vargas
Location: Craft & Commerce, 675 W Beech Street, San Diego, CA 92101 (619.269.2202)

Start: Wed 2/20/2019 5:30 PM
End: Wed 2/20/2019 7:00 PM
Show Time As: Out of Office

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Becker Kimberly
Required Attendees: rachel@laingstrategic.com; nora@noravargas.com
Optional Attendees: nvargas@planned.org; Castro, Mabi

Categories: Out of Office

Nora Vargas
nora@noravargas.com

Rachel Laing
rachel@laingstrategic.com

Kim Becker
kbecker@san.org

Open Table Confirmation #68068

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

MISSING RECEIPT FORM

Employee/Department Head must complete form below.

Kimberly J. Becker
President/CEO
Executive Division, BU6

Date of Purchase/Event: February 28, 2019

Description of Item/Event: Parking

Vendor/Event Name: Marketing Summit, Petco Park

Dollar Amount: \$10.00

Reason for Missing Receipt: Lost Receipt

I hereby certify that the original receipt in question was lost or none was issued to me.


Employee Signature

3/18/19
Date

Department Head Signature

Date



Meeting: Innovation and Revenue Management Community Partnership Summit
Date: February 28, 2019 – 12:30 pm to 5:00 pm

12:30-1:30 p.m. Networking Lunch with Community Partners

1:30-5:00 p.m. Partnership Summit

- 1:30 – 3:00 Strategy Initiative by Agency
 - o Padres
 - o HMA
 - o Downtown Partnership
 - o EDC
 - o Convention Center
 - o Tourism Authority
 - o SAN
- 3:00 – 3:15 Break
- 3:15 – 4:00 Roundtable Exercises – Finding Synergies
- 4:00 – 5:00 Readouts and Next Steps

APRIL BOLING

J. SCHIAVONI

Holiday Inn Bayside
4877 Harbor Dr.
San Diego, 92106

817367

NORTH EAST 02/14/19 17:09
Receipt 073840

Short-term Parking Tkt

1 - No. 055493

02/14/19 14:54

02/14/19 17:09

Period 0d2h16'

(Ust.)

\$18.00

Sub Total

\$18.00

Ust.

\$0.00

Total

\$18.00

Payment Received

VISA

\$18.00

XXXXXXXXXXXX5568

Merch:372286798882

Auth:06913A

Type: Swiped

All Amounts in USD.
Deliv. Date=Receipt Date

3961D5F2 - 1/1

TRAVEL EXPENSE

KIM BECKER

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

TRAVEL EXPENSE REPORT

(To be completed within 30 days from travel return date)

TRAVELER: Kimberly J. Becker DEPT. NAME & NO. Executive, BU6

DEPARTURE DATE: 2/14/2019 RETURN DATE: 2/18/2019 REPORT DUE: 3/20/19

DESTINATION: Tampa, FL (GAC Policy Committee Meeting & Emerging Issues Forum)

Please refer to the Authority Travel and Lodging Expense Reimbursement Policy, Article 3, Part 3.4, Section 3.40, outlining appropriate reimbursable expenses and approvals. Please attach all required supporting documentation. All receipts must be detailed, (credit card receipts do not provide sufficient detail). Any special items should be explained in the space provided below.

	Authority Expenses (Prepaid by Authority)	Employee Expenses							TOTALS
		THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	
		2/14/19	2/15/19	2/16/19	2/17/19	2/18/19	2/19/19	2/20/19	
Air Fare, Railroad, Bus (attach copy of itinerary w/charges)	477.29								0.00
Conference Fees (provide copy of flyer/registration expenses)									0.00
Rental Car*									0.00
Gas and Oil*									0.00
Garage/Parking*									0.00
Mileage - attach mileage form*									0.00
Taxi and/or Shuttle Fare (include tips pd.)*									0.00
Hotel*		309.86							309.86
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid (maids, bellhop, other hotel srvs.)									0.00
Meals (include tips pd.)									
Breakfast*			5.05						5.05
Lunch*		13.12							13.12
Dinner*									0.00
Other Meals*			5.54						5.54
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality ¹ *									0.00
Miscellaneous:									0.00
									0.00
									0.00
*Provide detailed receipts									0.00
Total Expenses prepaid by Authority	477.29	322.98	10.59	0.00	0.00	0.00	0.00	0.00	333.57

Explanation:	Total Expenses Prepaid by Authority	477.29
	Total Expenses Incurred by Employee (including cash advances)	333.57
	Grand Trip Total	810.86
	Less Cash Advance (attach copy of Authority ck)	
	Less Expenses Prepaid by Authority	477.29
	Due Traveler (positive amount)²	
	Due Authority (negative amount)³	333.57
<i>Note: Send this report to Accounting even if the amount is \$0.</i>		

I as traveler or administrator acknowledge that I have read, understand and agree to Authority policies 3.40 - Travel and Lodging Expense Reimbursement Policy⁴ and 3.30 - Business Expense Reimbursement Policy⁵ and that any purchases/claims that are not allowed will be my responsibility. I further certify that this report of travel expenses were incurred in connection with official Authority business and is true and correct.

Travel and Lodging Expense Reimbursement Policy 3.40
Business Expense Reimbursement Policy 3.30

Prepared By: Diane Casey Ext.: 2445
 Traveler Signature: *Kimberly J. Becker* Date: 2/26/19
 Approved By: _____ Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE (To be certified if used by President/CEO, Gen. Counsel, or Chief Auditor)

I, _____ hereby certify that this document was approved by the Executive Committee at its _____ meeting.
 (Please leave blank. Whoever clerk's the meeting will insert their name and title.)
 (Leave blank and we will insert the meeting date.)

Failure to attach required documentation will result in the delay of processing reimbursement. If you have any questions, please see your department Administrative Assistant or call Accounting at ext. 2806.

Kim Becker
Tampa
02/14 - 02/18/19

Traveltrust Corporation
374 North Coast Hwy 101, Suite F
Encinitas, CA 92024
Phone: (760) 635-1700

TRAVELTRUST

ADD TO OUTLOOK

Monday, 4FEB 2019 10:28 PM EST

Passengers: **KIMBERLY JANE BECKER (06)**

Agency Reference Number: GXJTXQ

Click here to view your current itinerary or ETicket receipt on-line: tripcase.com

American Airlines Confirmation GXJTXQ

Please review your itinerary and report any discrepancies to Traveltrust within 24hrs of receipt
Be sure to visit www.traveltrust.com for additional travel information

TRAVELTRUST STRONGLY RECOMMENDS CHECKING IN
ONLINE WITH YOUR AIRLINE AT LEAST 24 HOURS PRIOR TO
EACH FLIGHT FOR THE MOST CURRENT TIMES AND ALERTS

AIR	Thursday, 14FEB 2019	
American Airlines	Flight Number: 0625	Class: V-Coach/Economy
From: San Diego CA, USA	Depart: 06:20 AM	
To: Phoenix AZ, USA	Arrive: 08:55 AM	
Stops: Nonstop	Duration: 1 hour(s) 35 minute(s)	
Seats: 18C	Status: CONFIRMED	Miles: 304 / 486 KM
Equipment: Airbus A321 Jet		
DEPARTS SAN TERMINAL 2 - ARRIVES PHX TERMINAL 4		
Frequent Flyer Number [REDACTED]		
AISLE SEAT CONFIRMED		
American Airlines Confirmation number is GXJTXQ		
AIR	Thursday, 14FEB 2019	
American Airlines	Flight Number: 0531	Class: V-Coach/Economy
From: Phoenix AZ, USA	Depart: 10:01 AM	
To: Tampa Intl FL, USA	Arrive: 04:02 PM	
Stops: Nonstop	Duration: 4 hour(s) 1 minute(s)	
Seats: 11A	Status: CONFIRMED	Miles: 1781 / 2850 KM
Equipment: Airbus A321 Jet	MEAL: Food and Bev for Purchase	
DEPARTS PHX TERMINAL 4		
Frequent Flyer Number [REDACTED]		
WINDOW SEAT - WE WILL MONITOR FOR AISLE		
American Airlines Confirmation number is GXJTXQ		
AIR	Monday, 18FEB 2019	
American Airlines	Flight Number: 1369	Class: L-Coach/Economy
From: Tampa Intl FL, USA	Depart: 07:54 AM	
To: Dallas/Ft Worth TX, USA	Arrive: 09:50 AM	
Stops: Nonstop	Duration: 2 hour(s) 56 minute(s)	
Seats: 20C	Status: CONFIRMED	Miles: 920 / 1472 KM

Equipment: Boeing 737-800 Jet
Frequent Flyer Number [REDACTED]
AISLE SEAT CONFIRMED
American Airlines Confirmation number is GXJTXQ

MEAL: FOOD FOR PURCHASE

Kim Becker
Tampa
02/14 - 02/17/19

AIR	Monday, 18FEB 2019	
American Airlines	Flight Number: 0679	Class: L-Coach/Economy
From: Dallas/Ft Worth TX, USA	Depart: 10:41 AM	
To: San Diego CA, USA	Arrive: 11:59 AM	
Stops: Nonstop	Duration: 3 hour(s) 18 minute(s)	
Seats: 05D	Status: CONFIRMED	Miles: 1175 / 1880 KM
Equipment: Airbus A321 Jet	MEAL: Food and Bev for Purchase	
ARRIVES SAN TERMINAL 2		
Frequent Flyer Number [REDACTED]		
EXTRA LEG ROOM AISLE SEAT CONFIRMED		
American Airlines Confirmation number is GXJTXQ		

A PORTION OF THIS TRIP MAY BE REFUNDABLE. PLEASE RETURN
UNUSED PORTIONS TO TRAVELTRUST FOR POSSIBLE REFUND.
AMERICAN AIRLINES CONFIRMATION NUMBER - GXJTXQ
FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: KIMBERLY JANE BECKER
Date issued: 2/4/2019 Invoice Nbr: 5514251
Ticket Nbr: AA7246881514 Electronic Tkt: Yes Amount: 738.00 USD
Exchange for: 0015055461445 Issued: 04FEB19
Total Exchange: 447.29
Charged to: AX*****1013

Service fee: KIMBERLY JANE BECKER
Date issued: 2/4/2019
Document Nbr: XD0761820420 Amount: 30.00
Charged to: AX*****1013

Total Tickets: 447.29
Total Fees: 30.00
Total Amount: 477.29

Click here 24 hours in advance to obtain boarding passes:

[American](#)

Click here to review Baggage policies and guidelines:

[American](#)

TSA Guidance- a government issued photo id is needed for checkin.
Please allow minimum 3 hour check-in for International flights and 2 hours for Domestic.
For Additional security information visit www.tsa.gov.

Thank you for choosing Traveltrust!

Our Business Hours are Sunday 10pm - Friday 10pm Pacific
Saturday from 9am-1pm Pacific.

For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.

You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.

Each call is billable at a minimum \$25.00 per call/reservation



TAMPA AIRPORT MARRIOTT HOTEL

GUEST FOLIO

Kim Becker
Tampa
02/14 - 02/18/19

554	BECKER/K	273.00	02/15/19	12:00	28701
ROOM	NAME	RATE	DEPART	TIME	ACCT#
GK			02/14/19	16:43	
TYPE			ARRIVE	TIME	
11					
ROOM CLERK	ADDRESS	PAYMENT			MBV#: XXXXX9603

DATE	REFERENCES	CHARGES	CREDITS	BALANCES DUE
02/14	ROOM 554, 1	273.00		
02/14	STATE TAX 554, 1	23.21		
02/14	CNTY TAX 554, 1	13.65		
02/15	MC CARD		309.86	

SETTLED TO CREDIT CD MASTERCARD CURRENT BALANCE .00

THANK YOU FOR CHOOSING MARRIOTT! TO EXPEDITE YOUR CHECK-OUT, PLEASE CALL THE FRONT DESK, OR PRESS "MENU" ON YOUR TV REMOTE CONTROL TO ACCESS VIDEO CHECK-OUT.

See our "Privacy & Cookie Statement" on Marriott.com

Your Marriott Bonvoy points/miles earned on your eligible earnings will be credited to your account. Check your Marriott Bonvoy Account Statement for updated activity. See members.marriott.com for new Marriott Bonvoy benefits.



TAMPA AIRPORT MARRIOTT HOTEL
TAMPA INTL AIRPORT
TAMPA : FL 33607
EMAIL TPAAPINQUIRY@MARRIOTT.COM

Treat yourself to the comfort of Marriott Hotels in your home. Visit ShopMarriott.com.

This statement is your only receipt. You have agreed to pay in cash or by approved personal check or to authorize us to charge your credit card for all amounts charged to you. The amounts shown in the credit column opposite any credit card entry in the reference column above will be charged to the credit card number set forth above. (The credit card company will bill in the usual manner.) If for any reason the credit card company does not make payment on this account, you will owe us such amount. If you are direct billed, in the event payment is not made within 25 days after check-out, you will owe us interest from the check-out date on any unpaid amount at the rate of 1.5% per month (ANNUAL RATE 18%), or the maximum allowed by law, plus the reasonable cost of collection, including attorney fees.

Signature X

TRAVEL EXPENSE RECEIPTS FOR KIMBERLY J. BECKER
GAC Policy Committee Meeting & Emerging Issues Forum
Tampa, FL
February 14 - 18, 2019

02/14 - Lunch

Tamm e Coe Cakes
Phoen x Sky Harbor
International Airport
3400 East Sky Harbor Blvd
Phoenix, AZ 85034
(602) 840-3644

CHK:20065
Alexus V 2019-02-14 09:00:41 Gst:1

1	Ham and Swiss Lunch Box	9.89
1	Chips	2.19

Subtotal: \$12.08
PHX Sales Tax: \$0.28
AZ Sales Tax: \$0.76
Total: \$13.12
Mastercard: \$13.12
Change: \$0.00
Balance: \$0.00

Thank You!
Join Us on Facebook!
www.tamniecoecakes.com

Lunch Enroute
JD JLA

**TRAVEL EXPENSE RECEIPTS FOR KIMBERLY J. BECKER
GAC Policy Committee Meeting & Emerging Issues Forum
Tampa, FL
February 14 - 18, 2019**

02/15- Breakfast

02/15- other meal

OPERATED BY
HMS HOST

STARBUCKS T3 EVENING
TAMPA INTERNATIONAL AIRPORT

259817 Laura *Mamy*

CHK 5111 GST 1
FEB 15 '19 9:59AM

1 CHAI LATTE 4.65

SUBTOTAL 4.65
TAX 0.40
AMOUNT PAID 5.05
CASH 5.25
CHANGE 0.20

--259817 Closed FEB15 09:00AM---

WE WANT TO HEAR YOUR FEEDBACK!
PLEASE CONTACT 1-877-672-7467
OR CUSTOMERSERVICE@HMSSHOT.COM
TO SHARE YOUR EXPERIENCE.

STOREID: TPASTA16

OPERATED BY
HMS HOST

STARBUCKS T3 EVENING
TAMPA INTERNATIONAL AIRPORT

259817 Laura *Brak*

CHK 5537 GST 1
FEB 15 '19 1:59PM

1 ICD CHAI LATTE V 5.10
SUB NF MILK

SUBTOTAL 5.10
TAX 0.44
AMOUNT PAID 5.54
XXXXXXXXXXXX1880
834035
Bal: 22.74
STBK CARD 5.54

--259817 Closed FEB15 02:00PM---

WE WANT TO HEAR YOUR FEEDBACK!
PLEASE CONTACT 1-877-672-7467
OR CUSTOMERSERVICE@HMSSHOT.COM
TO SHARE YOUR EXPERIENCE.

STOREID: TPASTA16

Kim Becker
Tampa
02/14-02/18/19

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
OUT-OF-TOWN TRAVEL REQUEST

GENERAL INSTRUCTIONS:

- A. All travel requests must conform to applicable provisions of Policies 3.30 and 3.40.
- B. Personnel traveling at Authority expense shall, consistent with the provisions of Policies 3.30 and 3.40, use the most economical means available to affect the travel.

1. TRAVELER:

Travelers Name: Kimberly J. Becker Dept: BU 6

Position: Board Member President/CEO Gen. Counsel Chief Auditor

All other Authority employees (does not require executive committee administrator approval)

2. DATE OF REQUEST: 01/24/2019 **PLANNED DATE OF DEPARTURE/RETURN:** 02/14/19 02/18/19

3. DESTINATIONS/PURPOSE (Provide detailed explanation as to the purpose of the trip— continue on extra sheets of paper as necessary):

Destination: Tampa, FL

Purpose: GAC Policy Committee Meeting & Emerging Issues Forum

Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

• AIRFARE	\$	<u>600.00</u>
• *RENTAL CAR (Must complete page 2)	\$	
• OTHER TRANSPORTATION (Taxi, Train)	\$	<u>100.00</u>
B. LODGING	\$	<u>325.00</u>
C. MEALS	\$	<u>100.00</u>
D. SEMINAR AND CONFERENCE FEES	\$	
E. ENTERTAINMENT (If applicable)	\$	
F. OTHER INCIDENTAL EXPENSES	\$	
TOTAL PROJECTED TRAVEL EXPENSE	\$	<u>1,125.00</u>

*Permitted in limited circumstances; must be pre-approved. Provide a copy of Out-of-Town Travel Request form to Risk Management prior to travel in order to obtain insurance identification card covering rental period.

CERTIFICATION BY TRAVELER By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

Travelers Signature: Kimberly J. Becker Date: 1/25/19

CERTIFICATION BY ADMINISTRATOR (Where Administrator is the Executive Committee, the Authority Clerk's signature is required).

By my signature below, I certify the following:

1. I have conscientiously reviewed the above out-of-town travel request and the details provided on the reverse.
2. The concerned out-of-town travel and all identified expenses are necessary for the advancement of the Authority's business and reasonable in comparison to the anticipated benefit to the Authority.
3. The concerned out-of-town travel and all identified expenses conform to the requirements and intent of Authority's Policies 3.30 and 3.40.

Administrator's Signature: _____ Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

I, Martha Morales, Asst. Authority Clerk, hereby certify that this document was approved
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)

by the Executive Committee at its January 25, 2019 meeting.
(Leave blank and we will insert the meeting date.)

U.S. TRAVEL ASSOCIATION

GAC Policy Committee Meeting & Emerging Issues Forum
February 14 - 15, 2019

Tampa, Florida

Tampa International Airport – Aviation Authority Board Room

Conference Line: 1-800-201-6800 Passcode: 49059130#

Thursday, February 14, 2019

6:00 p.m. - 9:00 p.m. Dinner Downtown Tampa with riverboat tour (partners welcomed)

6:00pm Meet the Pirate Water Taxi at the dock by the Convention Center/Marriott Waterside (close to walking distance from any of the hotels downtown).

Drink/apps will be served on board

6:50pm The Pirate Water Taxi arrives Armature Works in downtown Tampa

7:00pm Dinner on rooftop event space

9:00pm Dinner concludes

9:30pm Riverboat tour concludes; Pirate Water Taxi arrives at the Convention Center dock

Friday, February 15, 2019 (Breakfast & Lunch Provided)

9:00 a.m. - 10:30 a.m. Director's Policy Committee

- Infrastructure Bill
- U.S. Travel's Priorities
- Large Hub Airports Caucus

10:30 a.m. - 1:00 p.m. Emerging Issues Forum

- Project Delivery and Capital Programs
 - TPA Case Study
 - **Clay Paslay** - President/Managing Partner of Paslay Management Group
 - **Jeff Siddle** - VP of Planning & Development, Hillsborough County Aviation Authority
- 559 Effectiveness
- Open Forum

1:00 p.m. - 2:00 p.m. Closed Directors Session

3:00 p.m. - 5:30 p.m. Group is invited to participate in TPA's Concessions Program Grand Opening

Tampa International Airport – Aviation Authority Board Room

Directions upon entering airport:

If you are driving:

- Follow the signs for short term parking and park in the garage
- Take the elevators to the 3rd floor (main transfer level)
- Tampa will validate parking

If you are dropped off:

- Ask for the Blue side and take the elevator or escalator to the third floor

If dropping off a rental car:

- Take SkyConnect to the main terminal
- The board room is located on the Blue side behind the Earhart Elevators near the shuttle car entrance to Airside A

Board Members

C. April Boling
Chairman

Greg Cox
Jim Desmond
Mark Kersey
Robert T. Lloyd
Paul Robinson
Johanna S. Schiavoni
Michael Schumacher
Mark B. West

Ex-Officio Board Members

Cory Binns
Col. Charles B. Dockery
Jacqueline Wong-Hernandez

President / CEO

Kimberly J. Becker

DRAFT
BOARD
AGENDA

Thursday, April 4, 2019
9:00 A.M.

San Diego International Airport
SDCRAA Administration Building – Third Floor
Board Room
3225 N. Harbor Drive
San Diego, California 92101

Live webcasts of Authority Board meetings can be accessed at
<http://www.san.org/Airport-Authority/Meetings-Agendas/Authority-Board>

This Agenda contains a brief general description of each item to be considered. The indication of a recommended action does not indicate what action (if any) may be taken. ***Please note that agenda items may be taken out of order.*** If comments are made to the Board without prior notice or are not listed on the Agenda, no specific answers or responses should be expected at this meeting pursuant to State law.

Staff Reports and documentation relating to each item of business on the Agenda are on file in Board Services and are available for public inspection.

NOTE: Pursuant to Authority Code Section 2.15, all Lobbyists shall register as an Authority Lobbyist with the Authority Clerk within ten (10) days of qualifying as a lobbyist. A qualifying lobbyist is any individual who receives \$100 or more in any calendar month to lobby any Board Member or employee of the Authority for the purpose of influencing any action of the Authority. To obtain Lobbyist Registration Statement Forms, contact the Board Services/Authority Clerk Department.

PLEASE COMPLETE A "REQUEST TO SPEAK" FORM PRIOR TO THE COMMENCEMENT OF THE MEETING AND SUBMIT IT TO THE AUTHORITY CLERK. ***PLEASE REVIEW THE POLICY FOR PUBLIC PARTICIPATION IN BOARD AND BOARD COMMITTEE MEETINGS (PUBLIC COMMENT) LOCATED AT THE END OF THE AGENDA.***

The Authority has identified a local company to provide oral interpreter and translation services for public meetings. If you require oral interpreter or translation services, please telephone the Board Services /Authority Clerk Department with your request at (619) 400-2400 at least three (3) working days prior to the meeting.

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

PRESENTATIONS:

REPORTS FROM BOARD COMMITTEES, AD HOC COMMITTEES, AND CITIZEN COMMITTEES AND LIAISONS:

- **AUDIT COMMITTEE:**
Committee Members: Hollingworth, Lloyd, Robinson (Chair), Schiavoni, Tartre, Van Sambeek, West
- **CAPITAL IMPROVEMENT PROGRAM OVERSIGHT COMMITTEE:**
Committee Members: Boling, Kersey (Chair), Schumacher, Robinson
- **EXECUTIVE PERSONNEL AND COMPENSATION COMMITTEE:**
Committee Members: Boling, Cox, Desmond (Chair), Kersey
- **FINANCE COMMITTEE:**
Committee Members: Cox (Chair), Lloyd, Schiavoni, West

AD HOC COMMITTEES

- **GROUND TRANSPORTATION AD HOC:**
Committee Members: Lloyd, Schiavoni, West (Chair)

ADVISORY COMMITTEES

- **AUTHORITY ADVISORY COMMITTEE:**
Liaison: Robinson (Primary), Schiavoni
- **ART ADVISORY COMMITTEE:**
Committee Member: Robert H. Gleason

LIAISONS

- **CALTRANS:**
Liaison: Binns

- **INTER-GOVERNMENTAL AFFAIRS:**
Liaison: Cox
- **MILITARY AFFAIRS:**
Liaison: Dockery
- **PORT:**
Liaisons: Boling (Primary), Cox, Robinson
- **WORLD TRADE CENTER:**
Representatives: Robert H. Gleason

BOARD REPRESENTATIVES (EXTERNAL)

- **SANDAG BOARD OF DIRECTORS:**
Representative: Boling
- **SANDAG TRANSPORTATION COMMITTEE:**
Representatives: Schiavoni (Primary), Schumacher
- **SCAG AVIATION TASK FORCE:**
Representative: Boling

CHAIR'S REPORT:

PRESIDENT/CEO'S REPORT:

NON-AGENDA PUBLIC COMMENT:

Non-Agenda Public Comment is reserved for members of the public wishing to address the Board on matters for which another opportunity to speak **is not provided on the Agenda**, and which is within the jurisdiction of the Board. Please submit a completed speaker slip to the Authority Clerk. ***Each individual speaker is limited to three (3) minutes. Applicants, groups and jurisdictions referring items to the Board for action are limited to five (5) minutes.***

Note: Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board.

CONSENT AGENDA (Items 1-10):

The consent agenda contains items that are routine in nature and non-controversial. Some items may be referred by a standing Board Committee or approved as part of the budget process. The matters listed under 'Consent Agenda' may be approved by one motion. Any Board Member may remove an item for separate consideration. Items so removed will be heard before the scheduled New Business Items, unless otherwise directed by the Chair.

1. APPROVAL OF MINUTES:

The Board is requested to approve minutes of prior meetings.

RECOMMENDATION: Approve the minutes of the February 22 and 23, 2019 and March 14, 2019 special meetings.

2. ACCEPTANCE OF BOARD AND COMMITTEE MEMBERS WRITTEN REPORTS ON THEIR ATTENDANCE AT APPROVED MEETINGS AND PRE-APPROVAL OF ATTENDANCE AT OTHER MEETINGS NOT COVERED BY THE CURRENT RESOLUTION:

The Board is requested to accept the reports.

RECOMMENDATION: Accept the reports and pre-approve Board Member attendance at other meetings, trainings and events not covered by the current resolution.

(Board Services: Tony R. Russell, Director/Authority Clerk)

3. AWARDED CONTRACTS, APPROVED CHANGE ORDERS FROM FEBRUARY 11, 2019 THROUGH MARCH 10, 2019 AND REAL PROPERTY AGREEMENTS GRANTED AND ACCEPTED FROM FEBRUARY 11, 2019 THROUGH MARCH 10, 2019:

The Board is requested to receive the report.

RECOMMENDATION: Receive the report.

(Procurement: Jana Vargas, Director)

4. APRIL 2019 LEGISLATIVE REPORT:

The Board is requested to approve the report.

RECOMMENDATION: Adopt Resolution No. 2019-____, approving the April 2019 Legislative Report.

(Government Relations: Matt Harris, Director)

5. APPROVE AMENDMENT OF THE AIRPORT AUTHORITY'S RECORDS AND INFORMATION MANAGEMENT PROGRAM AND RECORDS RETENTION SCHEDULE:

The Board is requested to approve the amendment.

RECOMMENDATION: Adopt Resolution No. 2019-____, approving amendments to the Authority's Records and Information Management Program and Records Retention Schedule.

(Talent, Culture & Capability: Kurt Gering, Director)

CLAIMS

COMMITTEE RECOMMENDATIONS

6. ADOPTION OF AMENDMENTS TO AUTHORITY CODES AND POLICIES:

The Board is requested to adopt the policy amendments.

RECOMMENDATION: The Executive Committee recommends that the Board Adopt Resolution No. 2019-_____, approving amendments to Authority Codes 1.03, 1.12, 1.18, 2.06, 2.09, 6.01, 7.02, 7.03, 7.04, 7.05, 7.06, 7.07, 7.08, 7.09, 7.10, 7.11, 7.30, 7.41; and Policies 1.32, 1.50, 2.01; and adopting Policy 1.03 and repealing Code 7.40 .

(Board Services: Tony R. Russell, Director/Authority Clerk)

7. APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO EXECUTE AN AGREEMENT WITH _____, FOR EXTERNAL AUDITOR SERVICES:

The Board is requested to approve an agreement.

RECOMMENDATION: The Audit Committee recommends that the Board Adopt Resolution No. 2019-_____, approving and authorizing the President/CEO to execute an agreement with _____, for an amount not to exceed \$9XX,000 for a three year term with an option for two (2) one year extensions, which may be exercised, subject to Board approval, at the sole discretion of the Authority's President/CEO.

(Finance & Asset Management: Kathy Kiefer, Sr. Director)

CONTRACTS AND AGREEMENTS

CONTRACTS AND AGREEMENTS AND/OR AMENDMENTS TO CONTRACTS AND AGREEMENTS EXCEEDING \$1 MILLION

8. AWARD A CONTRACT TO G&G SPECIALTY CONTRACTORS, INC. FOR QUIETER HOME PROGRAM PHASE 9, GROUP 12, PROJECT NO. 380912 TWENTY-FIVE (25) HISTORIC SINGLE-FAMILY AND MULTI-FAMILY AND SEVEN (7) NEIGHBORHOOD EQUITY PROGRAM UNITS ON THIRTEEN (13) RESIDENTIAL PROPERTIES LOCATED EAST AND WEST OF THE AIRPORT:

The Board is requested to award a contract.

RECOMMENDATION: Adopt Resolution No. 2019-_____, awarding a contract to G&G Specialty Contractors, Inc. in the amount of \$1,216,428.00 for Phase 9, Group 12, Project No. 380912, of the San Diego County Regional Airport Authority's Quieter Home Program.

(Airport Planning & Environmental: Brendan Reed, Director)

9. APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A USE AND LEASE AGREEMENT WITH SAN DIEGO AIRLINES CONSORTIUM, LLC (ALSO KNOWN AS “SANCO”):

The Board is requested to approve an agreement.

Recommendation: Adopt Resolution No. 2019-_____, approving and authorizing the President/CEO to negotiate and execute a Use and Lease Agreement with San Diego Airlines Consortium, LLC (also known as “SANCO”), for SANCO’s lease of certain premises from the Authority for a term of ten (10) years.

(Airline Relations: Kathy Kiefer, Senior Director, Finance & Asset Management)

10. APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE TWO ON-CALL TECHNICAL AIRPORT PLANNING SERVICES AGREEMENTS AT SAN DIEGO INTERNATIONAL AIRPORT:

The Board is requested to approve the agreements.

RECOMMENDATION: Adopt Resolution No. 2019-_____, approving and authorizing the President/CEO to negotiate and execute Two On-Call Technical Airport Planning Services agreements, one with [Firm name to be provided], and one with [Firm name to be provided], each for a term of three years, with the option for two one-year extensions, in a maximum total aggregate amount not-to-exceed \$5,500,000 in support of ongoing and future airport and environmental planning efforts at San Diego International Airport.

(Planning & Environmental Affairs: Ralph Redman, Manager)

PUBLIC HEARINGS:

OLD BUSINESS:

NEW BUSINESS:

CLOSED SESSION:

11. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:

(Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)

Name of Case: San Diego County Regional Airport Authority v. American Car Rental, Inc., San Diego Superior Court Case No. 37-2016-00024056-CL-BC-CTL

12. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION:

(Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)

Name of Case: Future DB International, Inc. v. San Diego County Regional Airport Authority, et al.

San Diego Superior Court Case No. 37-2018-00001531-CU-CR-CTL

- 13. CONFERENCE WITH LEGAL COUNSEL EXISTING LITIGATION:**
(Paragraph (1) of subdivision (d) of Cal. Gov. Code 54956.9)
Name of Case: Robert Bobbett and Donna Kashani v. San Diego Unified Port District, et al.
San Diego Superior Court Case No. 37-2018-00014667-CU-PO-CTL
- 14. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:**
(Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)
Name of Case: Enterprise Rent-a-Car Co. Of Los Angeles LLC v. San Diego Unified Port District, San Diego Superior Court Case No. 37-2018-00028276-CU-MC-CTL
- 15. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:**
(Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)
Name of Case: Park Assist LLC v. San Diego County Regional Airport Authority, et al.
United States District Court Case No. 18 CV2068 LAB MDD
- 16. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:**
(Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)
Name of Case: Sheila Culbreath v. San Diego County Regional Airport Authority, et al.
San Diego Superior Court Case No. 37-2018-00036327-CU-PA-CTL
- 17. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
(Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Cal. Gov. Code §54956.9)
Number of cases: 2
- 18. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
(Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Cal. Gov. Code §54956.9)
Investigative Order No. R9-2012-0009 by the California Regional Water Quality Control Board pertaining to an investigation of bay sediments at the Downtown Anchorage Area in San Diego.
Number of potential cases: 1
- 19. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
(Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Cal. Gov. Code §54956.9)
Navy Boat Channel Environmental Remediation
Number of potential cases: 1
- 20. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
(Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Cal. Gov. Code §54956.9)
Number of potential cases: 1

21. CONFERENCE WITH REAL PROPERTY NEGOTIATORS:

Property: Airline Operating and Lease Agreement - San Diego International Airport
Agency Negotiator: Kim Becker, Scott Brickner, John Dillon, Kathy Kiefer, Amy Gonzalez
Negotiating Parties: Alaska Airlines, Allegiant Airlines, American Airlines, British Airways, Delta Airlines, FedEx, JetBlue Airlines, Southwest Airlines, United Airlines
Under Negotiation: price and terms of payment

22. THREAT TO PUBLIC SERVICES OR FACILITIES:

Consultation With: Clint Welch, Director Aviation Security and Public Safety;
Jessica Bishop, Director Information Technology Services; John Thomes, Cyber Security Specialist

REPORT ON CLOSED SESSION:

GENERAL COUNSEL REPORT:

BUSINESS AND TRAVEL EXPENSE REIMBURSEMENT REPORTS FOR BOARD MEMBERS, PRESIDENT/CEO, CHIEF AUDITOR AND GENERAL COUNSEL WHEN ATTENDING CONFERENCES, MEETINGS, AND TRAINING AT THE EXPENSE OF THE AUTHORITY:

BOARD COMMENT:

ADJOURNMENT:

**Policy for Public Participation in Board, Airport Land Use Commission (ALUC),
and Committee Meetings (Public Comment)**

- 1) Persons wishing to address the Board, ALUC, and Committees shall complete a "Request to Speak" form prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to complete a form shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section at the beginning of the agenda is reserved for persons wishing to address the Board, ALUC, and Committees on any matter for which another opportunity to speak is not provided on the Agenda, and on matters that are within the jurisdiction of the Board.
- 3) Persons wishing to speak on specific items listed on the agenda will be afforded an opportunity to speak during the presentation of individual items. Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board, ALUC and Committees.
- 4) If many persons have indicated a desire to address the Board, ALUC and Committees on the same issue, then the Chair may suggest that these persons consolidate their respective testimonies. Testimony by members of the public on any item shall be limited to **three (3) minutes per individual speaker and five (5) minutes for applicants, groups and referring jurisdictions.**
- 5) Pursuant to Authority Policy 1.33 (8), recognized groups must register with the Authority Clerk prior to the meeting.
- 6) After a public hearing or the public comment portion of the meeting has been closed, no person shall address the Board, ALUC, and Committees without first obtaining permission to do so.

Additional Meeting Information

NOTE: This information is available in alternative formats upon request. To request an Agenda in an alternative format, or to request a sign language or oral interpreter, or an Assistive Listening Device (ALD) for the meeting, please telephone the Authority Clerk's Office at (619) 400-2400 at least three (3) working days prior to the meeting to ensure availability.

For your convenience, the agenda is also available to you on our website at www.san.org.

For those planning to attend the Board meeting, parking is available in the public parking lot located directly in front of the Administration Building. Bring your ticket to the third floor receptionist for validation.

You may also reach the SDCRAA Building by using public transit via the San Diego MTS System, Route 992. For route and fare information, please call the San Diego MTS at (619) 233-3004 or 511.

Board Members

C. April Boling
Chairman

Greg Cox

Jim Desmond

Mark Kersey

Robert T. Lloyd

Paul Robinson

Johanna S. Schiavoni

Michael Schumacher

Mark B. West

Ex-Officio Board Members

Cory Binns

Col. Charles B. Dockery

Jacqueline Wong-Hernandez

President / CEO

Kimberly J. Becker

DRAFT
AIRPORT LAND USE COMMISSION
AGENDA

Thursday, April 4, 2019
9:00 A.M. or immediately following the Board Meeting

San Diego International Airport
SDCRAA Administration Building – Third Floor
Board Room
3225 N. Harbor Drive
San Diego, California 92101

Live webcasts of Authority Board meetings can be accessed at
<http://www.san.org/Airport-Authority/Meetings-Agendas/ALUC>

Pursuant to California Public Utilities Code §§ 21670-21679.5, the Airport Land Use Commission ("Commission") is responsible for coordinating the airport planning of public agencies within San Diego County. The Commission has the legal responsibility to formulate airport land use compatibility plans ("ALUCPs") that will (a) provide for the orderly growth of each public airport and the areas surrounding the airport within the County and (b) safeguard the general welfare of the inhabitants within the vicinity of each airport and the public in general. Pursuant to §21670.3, the San Diego County Regional Airport Authority serves as the Commission.

This Agenda contains a brief general description of each item to be considered. The indication of a recommended action does not indicate what action (if any) may be taken. **Please note that agenda items may be taken out of order.** If comments are made to the Commission without prior notice or are not listed on the Agenda, no specific answers or responses should be expected at this meeting pursuant to State law.

Staff Reports and documentation relating to each item of business on the Agenda are on file in the Board Services/Authority Clerk Department and are available for public inspection.

NOTE: Pursuant to Authority Code Section 2.15, all Lobbyists shall register as an Authority Lobbyist with the Authority Clerk within ten (10) days of qualifying as a lobbyist. A qualifying lobbyist is any individual who receives \$100 or more in any calendar month to lobby any Commission Member or employee of the Authority for the purpose of influencing any action of the Authority. To obtain Lobbyist Registration Statement Forms, contact the Board Services/Authority Clerk Department.

PLEASE COMPLETE A "REQUEST TO SPEAK" FORM PRIOR TO THE COMMENCEMENT OF THE MEETING AND SUBMIT IT TO THE AUTHORITY CLERK. **PLEASE REVIEW THE POLICY FOR PUBLIC PARTICIPATION IN BOARD AND BOARD COMMISSION MEETINGS (PUBLIC COMMENT) LOCATED AT THE END OF THE AGENDA.**

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

NON-AGENDA PUBLIC COMMENT:

Non-Agenda Public Comment is reserved for members of the public wishing to address the Commission on matters for which another opportunity to speak **is not provided on the Agenda**, and which is within the jurisdiction of the Commission. Please submit a completed speaker slip to the Authority Clerk. ***Each individual speaker is limited to three (3) minutes. Applicants, groups and jurisdictions referring items to the Board for action are limited to five (5) minutes.***

Note: Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Commission.

CONSENT AGENDA (Item 1-2):

The Consent Agenda contains items that are routine in nature and non-controversial. It also contains consistency determinations that have been deemed consistent or conditionally consistent. The matters listed under 'Consent Agenda' may be approved by one motion. Any Commission Member may remove an item for separate consideration. Items so removed will be heard before the scheduled New Business items, unless otherwise directed by the Chair.

1. APPROVAL OF MINUTES:

The Airport Land Use Commission is requested to approve minutes of prior meetings.

RECOMMENDATION: Approve the minutes of the February 25, 2019 and March 14, 2019 special meetings.

CONSISTENCY DETERMINATIONS

**2. REPORT OF DETERMINATIONS OF CONSISTENCY WITH AIRPORT LAND USE COMPATIBILITY PLANS:
MULTI-UNIT RESIDENTIAL PARKING REQUIREMENTS AMENDMENT FOR SAN DIEGO INTERNATIONAL AIRPORT, BROWN FIELD MUNICIPAL AIRPORT, MARINE CORPS AIR STATION MIRAMAR, AND MONTGOMERY-GIBBS EXECUTIVE AIRPORT**

The Airport Land Use Commission is requested to receive a report of determinations of consistency with Airport Land Use Compatibility Plans issued by staff.

RECOMMENDATION: Receive the report.

(Planning & Environmental Affairs: Ralph Redman)

PUBLIC HEARINGS:

OLD BUSINESS:

NEW BUSINESS:

- 3. CONSISTENCY DETERMINATION – FALLBROOK COMMUNITY AIRPARK AIRPORT LAND USE COMPATIBILITY PLAN – PEPPERTREE PARK VILLAGES 9 & 10: GENERAL AND SPECIFIC PLAN AMENDMENTS AND ZONE RECLASSIFICATION TO CONSTRUCT 57 DETACHED AND 60 ATTACHED RESIDENTIAL UNITS AT PEPPERTREE LANE AND SOUTH MISSION ROAD, FALLBROOK, COUNTY OF SAN DIEGO**

The Commission is requested to make a consistency determination on a proposed project in the County of San Diego.

RECOMMENDATION: Adopt Resolution No. 2019-_____ ALUC, making the determination that the project is not consistent with the Fallbrook Community Airpark Airport Land Use Compatibility Plan.

(Planning & Environmental Affairs: Ralph Redman)

- 4. RECONSIDERATION OF CONSISTENCY DETERMINATION - McCLELLAN PALOMAR AIRPORT: AIRPORT USES REZONE**

The Airport Land Use Commission is requested to reconsider a consistency determination.

RECOMMENDATION: _____

(Planning & Environmental Affairs: Ralph Redman, Manager)

COMMISSION COMMENT:

ADJOURNMENT:

**Policy for Public Participation in Board, Airport Land Use Commission (ALUC),
and Committee Meetings (Public Comment)**

- 1) Persons wishing to address the Board, ALUC, and Committees shall complete a "Request to Speak" form prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to complete a form shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section at the beginning of the agenda is reserved for persons wishing to address the Board, ALUC, and Committees on any matter for which another opportunity to speak is not provided on the Agenda, and on matters that are within the jurisdiction of the Board.
- 3) Persons wishing to speak on specific items listed on the agenda will be afforded an opportunity to speak during the presentation of individual items. Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board, ALUC and Committees.
- 4) If many persons have indicated a desire to address the Board, ALUC and Committees on the same issue, then the Chair may suggest that these persons consolidate their respective testimonies. Testimony by members of the public on any item shall be limited to **three (3) minutes per individual speaker and five (5) minutes for applicants, groups and referring jurisdictions.**
- 5) Pursuant to Authority Policy 1.33 (8), recognized groups must register with the Authority Clerk prior to the meeting.
- 6) After a public hearing or the public comment portion of the meeting has been closed, no person shall address the Board, ALUC, and Committees without first obtaining permission to do so.

Additional Meeting Information

NOTE: This information is available in alternative formats upon request. To request an Agenda in an alternative format, or to request a sign language or oral interpreter, or an Assistive Listening Device (ALD) for the meeting, please telephone the Authority Clerk's Office at (619) 400-2400 at least three (3) working days prior to the meeting to ensure availability.

For your convenience, the agenda is also available to you on our website at www.san.org.

For those planning to attend the Board meeting, parking is available in the public parking lot located directly in front of the Administration Building. Bring your ticket to the third floor receptionist for validation.

You may also reach the SDCRAA Building by using public transit via the San Diego MTS System, Route 992. For route and fare information, please call the San Diego MTS at (619) 233-3004 or 511.

EXECUTIVE COMMITTEE

Meeting Date: **MARCH 25, 2019**

Subject:

Review Proposed Amendments to Authority Codes and Policies

Recommendation:

Review proposed amendments, provide possible direction to staff, and forward to the Board with a recommendation for approval.

Background/Justification:

The Authority Codes and Policies were initially adopted by the Interim Authority Board on September 20, 2002. Since 2003, the year the San Diego County Regional Airport Authority ("Authority") was formed and began operating San Diego International Airport ("Airport") and acting as the Airport Land Use Commission, there has not been a comprehensive and thorough review of the Authority's Codes and Policies.

Staff initiated a review of the codes and policies in order to ensure that they reflect the current operations of the Airport and Authority, and are accurate and consistent with applicable Federal, State and local laws and regulations. Amending the codes will also provide alignment with Airport Rules and Regulations.

In order to perform a thorough review, departments and stakeholders responsible for compliance with the requirements of individual codes and policies conducted a thorough review and recommended revisions, an Executive Project Team consisting of Two Vice Presidents was created to review all proposed amendments and the General Counsel's Office reviewed all proposed amendments.

Staff will be presenting additional amendments to the Executive Committee for review at upcoming Executive Committee meetings prior to forwarding them to the Board for approval. We anticipate that it will take approximately 1 more workshop for the Committee to complete its review of all proposed amendments.

Fiscal Impact:

The is no fiscal impact associated with the requested action.

Authority Strategies:

This item supports one or more of the Authority Strategies, as follows:

- Community Strategy Customer Strategy Employee Strategy Financial Strategy Operations Strategy

Environmental Review:

- A. CEQA: This Board action is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act ("CEQA"), as amended. 14 Cal. Code Regs. §15378. This Board action is not a "project" subject to CEQA. Cal. Pub. Res. Code §21065.

- B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act. Cal. Pub. Res. Code §30106.

Application of Inclusionary Policies:

Not Applicable

Prepared by:

TONY R. RUSSELL
DIRECTOR, BOARD SERVICES/AUTHORITY CLERK

POLICIES

ARTICLE 1

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

POLICIES^[RSP1]

ARTICLE 1	-	ADMINISTRATION AND GOVERNANCE
PART 1.0	-	BOARD POWERS AND FUNCTIONS ^[A2] <u>POLICY DEFINITIONS</u>
SECTION 1.03	-	DEFINITIONS

PURPOSE: To establish a uniform set of definitions for terms used throughout the policies of the San Diego County Regional Airport Authority.

POLICY STATEMENT:

- (a) The following words and phrases whenever used in this Policy shall be construed according to the definitions of ~~as defined in~~ this section, unless a different meaning is specifically defined or the context otherwise requires:

“Act” or **“Authority Act”** shall ~~means~~ mean the San Diego County Regional Airport Authority Act, as codified in the California Public Utilities Code §§170000 *et seq.*, as amended by the San Diego County Regional Airport Authority Reform Act of 2007 and any future amendments.

“Airport” shall ~~means~~ mean the San Diego International Airport ~~located~~ located at Lindbergh Field in the County of San Diego.

“ALUC” means the Airport Land Use Commission for San Diego County.

“Authority” shall ~~means~~ mean the San Diego County Regional Airport Authority, a local governmental entity of regional government, as created by the Act.

“Authority Officials” means members of the Board of Directors, officers and employees.

“Board” shall ~~means~~ mean the Board of Directors and governing board of the Authority, established as specified in the Act codified in the Public Utilities Code §§170000 et seq.

“Chair” means Chair of the Board of the Authority.

“City Selection Committee” shall ~~means~~ mean a committee created pursuant to Sections 50270 et seq. Article 11 (commencing with §50270) of Chapter 1 of Part 1 of Division 1 of Title 5 of the California Government Code. [Cal. Pub. Util. Code §170006(e)]^[RSP3]^[RT4]

“Clerk” means the Director, Board Services/-Clerk of the Board of the Authority.

“Code” shall ~~means~~ mean the Codes of the Authority, as duly adopted by the Board and as amended from time to time.

“Committee” mean a committee established by the Board pursuant to Authority Policy 1.20.

“Committee Members” means all Board Members and non-Board Members serving on committees.

“Consolidated Agency” means the authority resulting from the consolidation of the San Diego Association of Governments and the transit boards pursuant to Chapter 3 (commencing with §132350) of Division 12.7 of the California Public Utilities Code.

“County” shall means the County of San Diego.

“Custodian” means the employee or agent of the Authority that is on duty at a Facility.

“Executive Committee” means the Board’s Executive Committee.

“Facility (ies)” shall means any and all facilities and airports under the jurisdiction of the Authority.

“Genders” Any gender includes the other gender.

“Maintenance Work” means (a) routine, recurring, and usual work for the preservation or protection of any publicly owned or publicly operated Facility for its intended purposes; (b) minor repainting; (c) recarpeting; (d) resurfacing of streets and highways at less than one inch; or (e) landscape maintenance, including mowing, watering, trimming, pruning, planting, replacement of plants, and servicing of irrigation and sprinkler systems.

Oath” includes affirmation.

“Office” The use of the title of any officer, employee or any office, or ordinance shall mean such officer, employee, office or ordinance of the Authority, unless otherwise specifically designated.

“Person” shall mean a natural person, joint venture, joint stock company, partnership, association, club, company, corporation, limited liability company, business trust, organization, or the manager, lessee, agent, servant, officer or employee of any of them.

“President/CEO” shall means the President/Chief Executive Officer of the Authority or his or her designee.

“Facilities” shall mean any and all facilities and airports under the jurisdiction of the Authority.

“Port” shall mean the San Diego Unified Port District established under the San Diego Unified Port District Act (Chapter 67 of the Statutes of 1962, First Extraordinary Session).

“Policy” shall mean the Policies of the Authority, as duly adopted by the Board and as amended from time to time.

“Public Projects” means (a) construction, reconstruction, erection, alteration, renovation, improvement, demolition or repair work involving any publicly owned, leased or operated Facility; and (b) painting or repainting of any such Facility

“Shall” and **“May”** “Shall” is mandatory; “May” is permissive.

“Singular” and **“Plural”** The singular number includes the plural, and the plural number includes the singular.

“Tenses” Words used in the present tense include the past and future tense and vice versa.

“Use of Words and Phrases” Words and phrases used in this Code and not specifically defined shall be construed according to the context and approved usage of the language.

“Vice President/CDO” means the Vice President/Chief Development Officer of the Authority.

“Vice President/CFO” means the Vice President/Chief Financial Officer or Treasurer of the Authority.

“Vice President/CRO” means the Vice President/Chief Revenue Officer of the Authority.

“Vice President/COO” means the Vice President/Chief Operations Officer of the Authority.

“Written” includes printed, typewritten, mimeographed, multigraphed or electronic form.

[Adopted by Resolution No. 2019- dated 2019.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

POLICIES

- ARTICLE 1 - ADMINISTRATION AND GOVERNANCE
PART 1.3 - BOARD AND COMMITTEE MEETINGS
SECTION 1.32 - PUBLIC NOTICE REGARDING AGENDA MATTERS
-

PURPOSE: To establish a policy governing the notice provisions for criteria for publishing notice of agendas of the Board of Directors ("**Board**") agendas, agenda matters, of the San Diego County Regional Airport Authority ("**Authority**").

POLICY STATEMENT:

(1) It is the desire of the Board of Directors (the "**Board**") of the San Diego County Regional Airport Authority (the "**Authority**") that interested persons be given notice of matters being considered by the Board, in accordance with the California Ralph M. Brown Act.

~~(2) — Once the agenda has been finalized by the Board or a Executive committee Committee designated by the Board, a listing of all items to be considered at the Board's next regular meeting shall be published in a newspaper of general circulation not later than the Monday prior to the meeting.~~

~~(3) — To further assist in information dissemination, notice of certain agenda matters first shall be published in a newspaper of general circulation at least five days prior to the date that the Board is scheduled to consider the matter. These agenda items include, but are not limited to:~~

~~(a) — Projects that involve a change in existing land use;~~

~~(b) — Projects that could be expected to have widespread interest because of possible impacts on neighboring developments; and~~

~~(c) — Establishment or amendment of Board policies. [SR1]~~

~~The Board or a the Executive eCommittee designated by the Board shall determine which agenda matters shall be noticed by publication as specified in this section. [SR2]~~

(4) Notices are sent to persons that have expressed a desire to be notified of specific agenda matters. Additionally, if required by applicable federal, state or local laws, then notification (by mail or otherwise) shall be given, to the extent reasonably practicable, to other persons or organizations that have a known interest regarding specific issues or that may be directly affected by a matter scheduled for consideration.

~~(5) — No vote may be taken on the same day when an agenda item scheduled as an appearance, discussion, workshop or similar matter is first heard. This voting restriction shall not preclude the Board from voting on instructions and/or directions to Authority staff to assist the Board in~~

POLICY SECTION NO. 1.32

~~its further deliberations. Agenda matters that have been noticed by publication as specified in paragraph 3 above shall not be subject to the terms and conditions of this paragraph.~~

~~(6) The provisions of this policy shall not apply to special or emergency meetings which may be called as provided in the Authority's other policies, as amended from time to time. [SR3]~~

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

POLICIES

ARTICLE	1	-	ADMINISTRATION AND GOVERNANCE
PART	1.5	-	GOVERNANCE
SECTION	1.50	-	GOVERNANCE AND COMMITTEES

[RSP1]

PURPOSE: To establish the principles and practices for the governance of the San Diego County Regional Airport Authority (“**Authority**”).

POLICY STATEMENT:

- (1) Establishment of Governance Principles and Practices. The Authority is committed to being and operating as a world-class organization, and to that end shall adopt, implement and maintain best-in-class governance principles and practices.
- (2) Adoption of Governance Policy. It is in the best interests of the Authority and the public that it serves to adopt this policy to supplement the San Diego County Regional Airport Authority Act, as amended (“**Authority Act**”), to delineate the respective roles, duties and responsibilities of:
 - (a) The Board of Directors (“**Board**”);
 - (b) The Board’s Executive Committee (“**Executive Committee**”); and
 - (c) The President/Chief Executive Officer (“**President/CEO**”).
- (3) Considerations. This policy has been developed based on the following considerations:
 - (a) Review of best-in-class governance principles and practices that have been developed and tested in practice by respected airport authorities and other governmental entities;
 - (b) A desire to meet the needs of the public that the Authority serves, and the individuals and businesses that use the Authority’s facilities or ~~deal~~handle matters interact with the Authority; and
 - (c) A recognition that the delineation of the respective roles, duties and responsibilities of the Board, the Executive Committee, the President/CEO and the Authority’s officers and employees are essential to as ensure the transparent, efficient and harmonious operation of the Authority, and the achievement of the purposes for which the Authority was created.

POLICY SECTION NO. 1.50

(4) Objectives. The objectives of this policy are to:

- (a) Establish principles and practices to facilitate communication and coordination among the Board, the Executive Committee, the President/CEO and the Authority's officers and employees with respect to the Authority's vision, mission, policy and management;
- (b) Establish clear, appropriate roles and functions of the Board, the Executive Committee, the President/CEO and the Authority's officers and employees;
- (c) Provide for the Board's exercise of its authority to set the policies and direction of the Authority and to monitor and evaluate the management of the Authority by the President/CEO and the Authority's officers and employees, without impeding or interfering with the proper conduct of the Authority's operations and affairs;
- (d) Provide for appropriate interface and liaison with other government agencies, particularly: (1) the consolidated agency comprised of the San Diego Association of Governments (SANDAG), the Metropolitan Transit Development Board (MTDB) and the North County Transit Development Board (NCTD) ~~created as~~ referenced in by Public Utilities Code §132350.2, and (2) the San Diego Unified Port District;
- (e) Implement governance principles and practices that are subject to periodic review and modification in order to evolve with the Authority's needs and operations; and
- (f) Through the foregoing, facilitate communication, coordination and cooperation within the Authority, and achieve transparency and accountability in governance, and the confidence of the public in the integrity and responsibility of the Authority.

(5) Board.

(a) Role. The Board's role is to establish, in collaboration with the President/CEO and the Authority's officers and employees through an open, public process, the vision, long-term strategy and goals for the Authority and to provide leadership to attain them.

The Board should refrain from participating in the day-to-day operations of the Authority.

- (i) In the case of Board Members or committees requesting information or assistance without Board authorization, the request must not require more than two hours of staff time, be approved by the President/CEO and copied to all Board Members.

POLICY SECTION NO. 1.50

In consultation with the Board Member, the President/CEO can decline (or disallow) such requests that require, in the President/CEO's opinion, a material amount of staff time or funds, or are disruptive.

(ii) Decision or instruction of individual Board Members or committees is binding when specifically authorized by the full Board.

(iii) The Board should refrain from evaluating, either formally or informally, any staff other than the President/CEO, the General Counsel, or the Auditor. Board feedback on all other employee performance or behavior should be given directly to the President/CEO and not to the employee.

(b) Responsibilities[RSP2]. The Board's specific duties and responsibilities include the following:

(i) Vision and Mission:

- Formulate, set and evaluate on a periodic basis the vision, long-term strategy and goals for the Authority; and
- May commission planning, engineering, economic, and other studies to provide information to the Board for making decisions about the location, design, managemnet, and other features of future airports.

(ii) Policy, Administration and Management:

- Appoint a representative to the San Diego Association of Governments, in accordance with P.U.C. §132351.4(a)(2)(A). Such representative shall serve until recalled or replaced by the Board. Such representative shall represent the Authority's views on maintaining a strong focus and commitment to meeting the public transportation needs of the San Diego region, setting transit funding criteria and recommending transit funding levels, and the discharge of transit responsibilities resulting from consolidation;
- Maintain and promote open, collaborative relations with all local, regional, state and federal governmental agencies with which it may interact, including especially the San Diego Unified Port District with which the Authority is a neighbor, and a colleague in economic development and environmental protection, for the benefit of the San Diego region. The Board may appoint one or more Directors to serve as Board liaison(s) with the governing board of another agency, but without any power to make agreements on behalf of the Authority or to direct Authority staff activity;
- Adopt and amend the objectives and service priorities for the Authority and provide guidance to the President/CEO on these matters;

POLICY SECTION NO. 1.50

- Adopt and amend the Authority's Policies and Codes from time to time;
- Assess on a periodic basis the effectiveness of the Authority's Policies and Codes, and add new or amend existing Policies and Codes accordingly;
- Review recommendations from the President/CEO and the Authority's officers and employees with respect and care, and consider the implications and future consequences of Board policy decisions;
- Review and approve contracts and the making of other major commitments in accordance with the Policies and Codes of the Authority;
- Review and approve the Authority's operating and capital budget and monitor the Authority's financial performance;
- Monitor the performance by the Authority by maintaining effective dialogue and communications with the President/CEO;
- Collaborate with the President/CEO in establishing performance standards for the Authority and its officers and employees;
- Appraise, on a periodic basis, the performance of the President/CEO and provide clear written feedback to the President/CEO; and
- Respect the President/CEO's role and responsibility to implement executive responsibilities for the Authority, and therefore avoid micro-management and intervention in specific management and administrative matters of the Authority.

<p>Vision and Mission</p>	<ul style="list-style-type: none"> • <u>Formulate, set and evaluate on a periodic basis the vision, long-term strategy and goals for the Authority; and</u> • <u>Adopt a comprehensive plan on the future development of San Diego's regional international airport, including a review of all options for alternative sites, including, but not limited to, expansion of the existing airport site, and other development options to address future airport needs. May commission planning, engineering, economic, and other studies to provide information to the Board for making decisions about the location, design, management, and other features of future airports.</u>
<p>Policy, Administration and Management</p>	<ul style="list-style-type: none"> • <u>Appoint a representative to the San Diego Association of Governments, in accordance with P.U.C. §132351.4(A)(2) (A). Such representative shall serve until recalled or replaced by the Board. Such representative shall represent the Authority's</u>

POLICY SECTION NO. 1.50

	<p>views on maintaining a strong focus and commitment to meeting the public transportation needs of the San Diego region, setting transit funding criteria and recommending transit funding levels, and the discharge of transit responsibilities resulting from consolidation;</p> <ul style="list-style-type: none">• Maintain and promote open, collaborative relations with all local, regional, state and federal governmental agencies with which it may interact, including especially the San Diego Unified Port District with which the Authority is a neighbor, and a colleague in economic development and environmental protection, for the benefit of the San Diego region. The Board may appoint one or more Directors to serve as Board liaison(s) with the governing board of another agency, but without any power to make agreements on behalf of the Authority or to direct Authority staff activity;• Adopt and amend the objectives and service priorities for the Authority and provide guidance to the President/CEO on these matters;• Adopt and amend the Authority's Policies and Codes from time to time;• Assess on a periodic basis the effectiveness of the Authority's Policies and Codes, and add new or amend existing Policies and Codes accordingly;• Review recommendations from the President/CEO and the Authority's officers and employees with respect and care, and consider the implications and future consequences of Board policy decisions;• Review and approve contracts and the making of other major commitments in accordance with the Policies and Codes of the Authority;• Review and approve the Authority's operating and capital budget and monitor the Authority's financial performance;• Monitor the performance by the Authority by maintaining effective dialogue and communications with the President/CEO;• Collaborate with the President/CEO in establishing performance standards for the Authority and its officers and employees;
--	---

POLICY SECTION NO. 1.50

	<ul style="list-style-type: none">• Appraise, on a periodic basis, the performance of the President/CEO and provide clear written feedback to the President/CEO; and• Respect the President/CEO's role and responsibility to implement executive responsibilities for the Authority, and therefore avoid micro-management and intervention in specific management and administrative matters of the Authority.
--	---

(c) Standing Board Committees. The Board shall have the following standing committees with the following functions:

(i) *Finance Committee* – The Finance Committee will oversee the financial performance and condition of the Authority and review the operating and capital budget and financial plan, and major financial policies or actions of the Authority. The Finance Committee shall meet at least quarterly each year.

(ii) *Audit Committee* – The Audit Committee shall consist of four Board members and three members of the public. Pursuant to a selection policy, appointment procedures, and conflict-of-interest standards established by the Board, the Audit Committee shall oversee the initial screening and recommendation process for the selection of the public members.

(A) Appointed Public Members. The Board shall appoint the three public members as voting members of the Audit Committee for staggered three-year terms. The appointed public members ~~appointed~~ shall be from among the following categories of persons, with no more than one appointee from each category at any one time:

- (I) ~~(I)~~ A professional with experience in the field of public finance and budgeting.
- (II) ~~(II)~~ An architect or civil engineer licensed to practice in this state.
- (III) ~~(III)~~ A professional with experience in the field of real estate or land economics.
- (IV) ~~(IV)~~ A person with experience in managing construction of large-scale public works projects.
- (V) ~~(V)~~ A person with public or private sector executive level decision making experience.

POLICY SECTION NO. 1.50

(VI) ~~—(VI)—~~ A person who resides within the airport influence area of the San Diego International Airport ~~(Lindbergh Field)~~.

(VII) ~~—(VII)—~~ A person with experience in environmental justice as it pertains to land use.

(B) Compensation. The three voting public members appointed to the Audit Committee pursuant to the above categories shall be paid for attending Audit Committee meetings at the same rate as that paid for Board members.

(C) Other Members. The Board may appoint other persons to serve as non-voting, non-compensated *ex officio* members on the Audit Committee. The length of the term of office for each such appointment shall be determined by the Board at the time of appointment.

(D) Role of Committee. The Audit Committee shall serve as a guardian of the public trust, acting independently and charged with oversight responsibilities for reviewing the Authority's internal controls, financial reporting obligations, operating efficiencies, ethical behavior, and regular attention to cash flows, capital expenditures, regulatory compliance, and operations.

(E) Meetings. The Audit Committee shall meet a minimum of four ~~(4)~~ times per year and shall, at a minimum, do all the following:

(I) ~~—(I)—~~ Regularly review the Authority's accounting, audit, and performance monitoring processes;

(II) ~~—(II)—~~ At the time of contract renewal, recommend to the Executive Committee and the full Board its nomination for an external auditor and the compensation of that auditor, and consider at least every three years, whether there should be a rotation of the audit firm or the lead audit partner to ensure continuing auditor independence;

(III) ~~—(III)—~~ Advise the Executive Committee and the Board regarding the selection of the external auditor;

~~(IV) —(IV)— Evaluate the Auditor and make recommendations to the Executive Personnel and Compensation Committee and/or the Board regarding his or her performance and compensation. SRH;~~

~~(V)(IV)~~ ~~—(V)—~~ Be responsible for oversight and monitoring of internal and external audit functions, and monitoring

POLICY SECTION NO. 1.50

performance of, and internal compliance with, Authority policies and procedures;

~~(VI)(V)~~ ~~—(VI)~~ Be responsible for overseeing the annual audit by the external auditors and any internal audits; and.

~~(VI)~~ ~~—(VII)~~ Make recommendations to the full Board regarding paragraphs (H) to ~~(IV)(VI)(RSP5)~~, inclusive.

~~(VII)~~ Evaluate the Auditor and make recommendations to the Executive Personnel and Compensation Committee and/or the Board regarding his or her performance and compensation;
~~(VII)~~

(F) Voting. Each member of the Audit Committee shall be a voting member, ~~unless appointed as an ex officio member, unless appointed as an ex officio member.~~ An affirmative vote by at least five ~~(5)~~ members of the Audit Committee shall be required for approval of the annual internal and external audits, including performance monitoring, the auditor's annual audit plan for each fiscal year submitted to the Board for approval, and actions recommending or approving debt financing for the Authority. [P.U.C. §170018]

(iii) *Executive Personnel and Compensation Committee* ~~—~~ This Executive Personnel and Compensation Committee will evaluate the President/CEO, Auditor and General Counsel and make recommendations to the Board concerning their compensation. In addition, the Executive Personnel and Compensation Committee will review and make recommendations regarding Board Member compensation.

(iv) *EXECUTIVE COMMITTEE* ~~—~~ The Executive Committee's role is to monitor the Authority's implementation of the administrative policy that has been established by the Board and to support the President/CEO in carrying out strategies and policies set by the Board. The Executive Committee's specific duties and responsibilities shall be:

(a) Monitor Authority Implementation of Board Policy:

- The Executive Committee, through the monthly meetings discussed below, will monitor the Authority's implementation of the administrative policy of the Authority as such policy shall be set by the full Board and will report any relevant matters to the full Board, together with any policy recommendations, at a public meeting of the Board. Provided, however, that neither the Executive Committee, nor any member of the Executive Committee, will be or become involved in the direct operation of the airports under the jurisdiction of the Authority or be included

POLICY SECTION NO. 1.50

in the chain of command of any such airport or the Authority for emergency purposes; and

- Undertake such other duties as the Board may delegate or assign from time-to-time.

(b) Conduct Monthly Public Meeting with President/CE) and Executive Staff:

- The Executive Committee will conduct a monthly meeting with the President/CEO and the executive staff to monitor the Authority's implementation of the administrative policy established by the Board. These Executive Committee meetings shall be open to the public, except as otherwise expressly permitted under the Ralph M. Brown Act Open Meeting Law; and
- Submit any and all policy recommendations to the full Board for consideration at a public meeting of the Board.

<p>Monitor Authority Implementation of Board Policy</p>	<ul style="list-style-type: none"> • The Executive Committee, through the monthly meetings discussed below, will monitor the Authority's implementation of the administrative policy of the Authority as such policy shall be set by the Board and will report any relevant matters to the full Board, together with any policy recommendations, at a public meeting of the full Board. Provided, however, that neither the Executive Committee, nor any member of the Executive Committee, will be or become involved in the direct operation of the airports under the jurisdiction of the Authority or be included in the chain of command of any such airport or the Authority for emergency purposes; and • Undertake such other duties as the Board may delegate or assign from time-to-time.
<p>Conduct Monthly Public Meeting with President/CEO and Executive Staff</p>	<ul style="list-style-type: none"> • The Executive Committee will conduct a monthly meeting with the President/CEO and the executive staff to monitor the Authority's implementation of the administrative policy established by the Board. These Executive Committee meetings shall be open to the public, except as otherwise expressly permitted under the Ralph M. Brown Act Open Meeting Law; and • Submit any and all policy recommendations to the full Board for consideration at a public meeting of the Board.

(v) *Capital Improvement Program Oversight Committee*: – This committee will oversee the implementation of the Capital Improvement Program (“CIP”) to include the investigation and evaluation of the physical/functional, financial, environmental, community aspects, inter-governmental coordination, and public communication/outreach related to all CIP activities.

(6) President/CEO.

(a) Role. The President/CEO’s role is to: (i) support the Board in the planning and implementation of the vision, long-term strategy and goals of the Authority, (ii) carry out the overall strategy and Policies and Codes duly adopted by the Board, and (iii) manage and direct the Authority’s personnel, operations, finances and facilities.

(b) Responsibilities. The President/CEO’s specific duties and responsibilities include the following:

i. Vision and Mission:

- Assist in the planning and analysis of, and make recommendations for, and implement the vision, long-term strategy and goals as established by the Board; and
- Provide executive leadership to the officers and employees of the Authority to implement the Authority’s vision, long-term strategy and goals as established by the Board.

ii. Policy, Administration and Management:

- Manage and direct the Authority’s operations, finances and facilities professionally, efficiently and fairly;
- Administer and carry out the Authority’s Policies and Codes, and provide appropriate information and make recommendations to the Board regarding the possible need for new Policies and Codes or amendments to existing Policies and Codes;
- Ensure that the Board is fully supported in its responsibility to adopt a comprehensive plan on the future development of San Diego’s regional international airport, including a review of all options for alternative sites including, but not limited to, expansion of the existing airport site and other development options available to address future Airport needs;
- Perform such other functions that may be set forth in the Authority’s other Policies and Codes, or that are necessary for the management and operations of the facilities and airports under the jurisdiction of the Authority;

POLICY SECTION NO. 1.50

- Manage the Authority's programs and services in a manner that is consistent with the Board's vision, long-term strategy, goals, guidelines, Policies and Codes;
- Direct the communications and inter-governmental relations strategy of the Authority, and the manner in which it is carried out;
- Prepare and recommend to the Board the Authority's operating and capital budget and financial plan;
- Maintain effective dialogue and communications with the Board;
- Provide appropriate information to the Board to facilitate the Board's assessment of the Authority's programs and services;
- Manage and coordinate the Authority's officers and employees to maintain high standards of professional conduct and to promote the accomplishment of organizational goals with efficiency and economy of resource use;
- Monitor and evaluate the Authority's officers, employees and independent contractors to, among other things, ensure that the officers, employees and independent contractors maintain appropriate performance standards, are attentive to citizen concerns and are responsive to complaints and inquiries;
- Support the Board in its appraisal of managerial and organizational performance;
- Appoint all officers and employees of the Authority, other than the Authority's General Counsel and Auditor; and
- Maintain and promote open, collaborative relations with all local, regional, state and federal governmental agencies with which the Authority may interact, including the San Diego Unified Port District with which the Authority is a neighbor, and a colleague in economic development and environmental protection, for the benefit of the San Diego region.

POLICY SECTION NO. 1.50

<p>Vision and Mission</p>	<ul style="list-style-type: none"> • Assist in the planning and analysis of, and make recommendations for, and implement the vision, long-term strategy and goals as established by the Board; and • Provide executive leadership to the officers and employees of the Authority to implement the Authority's vision, long-term strategy and goals as established by the Board.
<p>Policy, Administration and Management</p>	<ul style="list-style-type: none"> • Manage and direct the Authority's operations, finances and facilities professionally, efficiently and fairly; • Administer and carry out the Authority's Policies and Codes, and provide appropriate information and make recommendations to the Board regarding the possible need for new Policies and Codes or amendments to existing Policies and Codes; — Ensure that the Board is fully supported in its responsibility to adopt a comprehensive plan on the future development of San Diego's regional international airport, including a review of all options for alternative sites, including, but not limited to, expansion of the existing airport site and other development options available to address future airport needs; • <u>Ensure that the Board is fully supported if the Board commissions a planning, engineering, economic, and other studies to provide information to the Board for making decisions about the location, design, management, and other features of future airports; [RSP6]</u> • Perform such other functions that may be set forth in the Authority's other Policies and Codes, or that are necessary for the management and operations of the facilities and airports under the jurisdiction of the Authority; • Manage the Authority's programs and services in a manner that is consistent with the Board's vision, long-term strategy, goals, guidelines, Policies and Codes; • Direct the communications and inter-governmental relations strategy of the Authority, and the manner in which it is carried out; • Prepare and recommend to the Board the Authority's operating

POLICY SECTION NO. 1.50

	<p>and capital budget and financial plan;</p> <ul style="list-style-type: none">• Maintain effective dialogue and communications with the Board;• Provide appropriate information to the Board to facilitate the Board's assessment of the Authority's programs and services;• —• Manage and coordinate the Authority's officers and employees to maintain high standards of professional conduct and to promote the accomplishment of organizational goals with efficiency and economy of resource use;• Monitor and evaluate the Authority's officers, employees and independent contractors to, among other things, ensure that the officers, employees and independent contractors maintain appropriate performance standards, are attentive to citizen concerns and are responsive to complaints and inquiries;• Support the Board in its appraisal of managerial and organizational performance;• Appoint all officers and employees of the Authority, other than the Authority's General Counsel and Auditor; and• Maintain and promote open, collaborative relations with all local, regional, state and federal governmental agencies with which the Authority may interact, including especially the San Diego Unified Port District with which the Authority is a neighbor, and a colleague in economic development and environmental protection, for the benefit of the San Diego region.
--	--

(7) General Principles of Governance. The Board and the Executive Committee, in discharging their respective powers, duties and responsibilities under this Policy and under any other applicable laws, Policies or Codes, shall act in accordance with the following:

- (a) ~~—~~ (a) ~~e~~Exercise their respective business judgment to act in what they reasonably believe to be in the best interests of the Authority's constituents and the public that the Authority serves;

POLICY SECTION NO. 1.50

- (b) ~~————(b)——~~ a Act in accordance with the highest ethical standards as set forth in the Authority's other Policies and Codes;
- (c) ~~————(c)——~~ e Ensure that other existing and planned future commitments do not interfere with their commitments, duties and responsibilities to the Authority;
- (d) ~~————(d)——~~ e Except in extraordinary circumstances, attend all duly noticed meetings and spend the time needed and meet as frequently as necessary to properly discharge their powers, duties and responsibilities;
- (e) ~~————(e)——~~ e Except in extraordinary circumstances, attend any appropriate Board orientation programs, and review Board orientation documentation and other materials that may be distributed to the Board from time to time;
- (f) ~~————(f)——~~ H Listen with due regard to the input of each member of the Board and the Executive Committee, as the case may be, and not attempt to dominate the discussions or the decision-making process of the Board and the Executive Committee, as the case may be; and
- (g) ~~————(g)——~~ e Comply with requirements of law applicable to the Board and the Executive Committee, as the case may be, under all relevant laws (including the Authority Act) and the Authority's other Policies and Codes.

(8) General Provisions - Committees.

- (a) ~~(i)~~ Each standing committee of the Board shall include an Executive Committee member.
- (b) ~~————(ii)——~~ All standing committee appointments shall be for one-year terms, except as otherwise prescribed or modified by the Board in its sole discretion.
- (c) ~~————(iii)——~~ The Board may establish or maintain additional standing or *ad hoc* Board committees from time to time as necessary or appropriate in accordance with the Authority's Policies and Codes.

- (9) Periodic Evaluation. The Board shall review this policy on a periodic basis to ascertain whether any modification is required to meet the then-current needs of the Authority and to maintain consistency with the best-in-class governance principles and practices of other airport authorities and governmental entities.

POLICY SECTION NO. 1.50

[Amended by Resolution No. 2013-0132 dated December 12, 2013]
[Amended by Resolution No. 2012-0133 dated December 13, 2012]
[Amended by Resolution No. 2011-0052 dated May 5, 2011]
[Amended by Resolution No. 2010-0008 dated February 4, 2010]
[Amended by Resolution No. 2009-0038 dated April 2, 2009]
[Amended by Resolution No. 2009-0009 dated February 5, 2009]
[Amended by Resolution No. 2008-0029 dated March 6, 2008]
[Amended by Resolution No. 2007-0085 dated July 5, 2007]
[Amended by Resolution No. 2006-0080 dated July 6, 2006]
[Amended by Resolution No. 2004-0033 dated April 5, 2004]
[Amended by Resolution No. 03-060 dated October 2, 2003]
[Amended by Resolution No.03-005R dated February 6, 2003]
[Adopted by Resolution No. 2002-2 dated November 25, 2002.]

ARTICLE 2

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

POLICIES

- ARTICLE 2 - ETHICS
PART 2.0 - ETHICS AND CONDUCT
SECTION 2.01 - CONDUCT OF MEMBERS OF THE BOARD OF DIRECTORS,
COMMITTEES, OFFICERS AND EMPLOYEES
-

PURPOSE: To establish a policy that governs the ethical conduct of members of the Board of Directors and Committees (~~“Board”~~), officers and employees (“Authority Officials”) of the San Diego County Regional Airport Authority (~~the~~ “Authority”), and ensure public confidence in the integrity of the Authority and its effective and fair operation. [LA1]

POLICY STATEMENT:

(1) The Authority was established by the State of California to improve air transportation service and planning for the County of San Diego. The citizens and businesses of the County of San Diego are entitled to fair, ethical and accountable regional government that has earned the public's full confidence for integrity. The effective functioning of good government requires that:

(a) ~~Board, Officers and employees of the Authority Officials~~ Public officials, both elected and appointed, shall comply with both the letter and spirit of the laws affecting the operations of government;

(b) ~~Board, Officers and employees of the Authority Officials~~ Public officials shall be independent, impartial and fair in their judgment and actions;

(c) ~~Board, Officers and employees of the Authority Officials shall act~~ Public office shall be used for the public good, not for personal gain; and

(d) ~~Board, Officers and employees of the Authority shall conduct the business of the Authority~~ Public deliberations and processes shall be conducted [NC2] Public deliberations and processes shall be conducted openly, unless legally confidential, in an atmosphere of respect and civility.

(2) The Authority may adopt, institute and maintain a Code of Ethics and Conduct, Conflicts of Interest Code and any other policies and codes to further the objectives set forth in this policy.

[Amended by Resolution No. 2008-0029 dated March 6, 2008.]

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]

ARTICLE 4

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

POLICIES

ARTICLE 4 - FINANCE AND ACCOUNTING

PART 4.4 - DEBT

SECTION 4.40 - DEBT ISSUANCE AND MANAGEMENT POLICY

PURPOSE: To establish a policy governing the debt issuance and management policies and practices of the San Diego County Regional Airport Authority (the “**Authority**”).

POLICY STATEMENT:

SECTION I. INTRODUCTION & EXECUTIVE SUMMARY

This comprehensive Debt Issuance and Management Policy (the “Policy”) contains the policies that govern existing and anticipated debt obligations. In addition, the Policy sets forth certain financial management practices in capital budgeting that will enhance the Authority’s ability to manage its outstanding debt and projected debt issuance. It is expected that the Policy will be updated from time to time to reflect changes in law and market practices.

Debt plays an important role in meeting the financial needs of the Authority since it provides the funding for the Authority to build projects today which will subsequently be repaid from future revenues. While the issuance of debt is frequently an appropriate method of financing capital projects, prudent financial management requires careful monitoring of debt issuance to ensure there is not an excessive reliance on debt and to preserve the Authority’s access to borrowed capital at competitive borrowing rates, while always maintaining sufficient liquidity. The term “debt” is used in this Policy to describe numerous types of financial obligations of the Authority which may include Bonds, Subordinate Obligations, Special Facility Obligations and other financings of the Authority.

The Authority’s debt issuance and management objectives are to:

- Manage and monitor existing debt to optimize financial structure, control costs and ensure compliance with bond financing covenants;
- Oversee the issuance of new debt in order to maintain access to capital markets and other sources of capital financing at a reasonable cost;
- Obtain and maintain the highest possible credit ratings on debt consistent with the overall objectives of the Authority;
- Explore and implement prudent debt structuring ideas when consistent with the debt issuance and management goals described herein;
- Provide the required secondary market disclosure to the rating agencies and investors;

- Comply with all federal and state laws and regulations, as well as bond indenture, federal tax and securities law post-issuance compliance, and reimbursement agreement covenants; and
- Protect the assets and funds entrusted to the Authority.

SECTION II. ROLES AND RESPONSIBILITIES

The roles and responsibilities of key parties in administering, monitoring, and ensuring on-going compliance with this Policy include:

- 1) Board: The Authority is governed by an appointed board of nine members who represent all areas of San Diego County and three *ex-officio* members. The Board approves all bond issuances as well as the policies and guidelines pursuant to which debt is incurred and issued.
- 2) President/CEO and Vice President/CFO: The Vice President/CFO, under the direction of the President/CEO, is (i) responsible for developing, evaluating, implementing and monitoring the financing plan and debt strategies for the Authority in compliance with this policy, subject to Board approvals; ~~and (ii) is~~ in charge of federal tax and securities law post-issuance compliance with respect to all debt obligations; (iii) responsible for implementing and ensuring compliance with internal control procedures to ensure proceeds of the Authority's debt obligations are directed to the intended use; and (iv) responsible for timely submitting to the California Debt and Investment Advisory Commission any annual debt report required under California Government Code Section 8855(k).
- 3) Registered Municipal Advisor: The Authority has chosen to deliver a Notice of Representation by Registered Municipal Advisor pursuant to SEC Rule 17 CFR Section 240.15Bal – 1(d)(3)(vi)(B) dated August 27, 2014 to notify investment banking firms that the Authority has retained a financial advisor and, among other things, will rely on advice of the financial advisor for recommendations on the issuance of municipal securities provided by investment banking firms. The Authority may amend or modify this notice from time to time.
- 4) Financial Professionals: All financial professionals performing services for the Authority's debt programs, such as its financial advisor, bond counsel, disclosure counsel, investment advisor and underwriters, must comply with the policies and procedures set forth herein.

SECTION III. CAPITAL IMPROVEMENTS AND FINANCIAL PLANNING

The Authority maintains a financing plan and model which projects the available sources and uses of funds and verifies the Authority's financial ability to deliver current and planned programs and services. The impact of the funding sources, particularly debt, on future commitments is a relevant consideration of this Policy. The financing plan is based on a set of assumptions developed through detailed collection and analysis of historical and forecasted data concerning revenues and expenses, economic forecasts and trend projections.

The main sources of revenues include airline rates and charges, parking and concession revenues, and lease revenues. Additionally, Passenger ~~Facilities~~ Facility Charges (PFCs), Customer Facility Charges (CFCs), and federal grants-in-aid are included as a funding source for certain eligible projects.

The Authority's annual operating budget will ensure that sufficient resources are provided from current revenues to: 1) finance the current fiscal year's requirements for ongoing operating and maintenance needs; 2) provide reserves for periodic replacement and renewal; 3) fund the annual requirements of the maintenance, operating and other reserves; and 4) meet any debt service coverage requirements.

Both the capital plan and the financing plan shall be updated periodically as part of the budget process. It is the goal of the Authority to adopt its capital plan on a rolling five year forward basis. Both plans will comply with the Policy, paying particular attention to all relevant target debt affordability indicators.

SECTION IV. DEBT TARGETS

The President/CEO and the Vice President/CFO will recommend to the Board the amount, term and type of debt needed to meet the Authority's short-term and long-term financing requirements. In such determinations, issues of debt capacity, amortization period and impact on rates and charges affordability will be considered, guided by the use of target debt capacity affordability indicators for measuring the affordability of additional borrowing.

The following are the target debt affordability indicators for the Authority. The Authority will regularly review and may re-evaluate certain targets from time to time as long-term master plan requirements may be defined.

1) Rate Covenants

The Authority has covenanted in the Master Indenture to comply with the senior lien Rate Covenant, as summarized below:

Bonds – Under the Master Indenture, the Authority has covenanted that it will establish, fix, prescribe and collect rates, tolls, fees, rentals and charges in connection with the Airport System so that Net Revenues, which are generally defined as Revenues less Operation and Maintenance Expenses for a given period, in each Fiscal Year will be at least equal to 125% of the aggregate annual debt service for all Bonds.

“Bonds” are generally defined by the Master Indenture to mean any debt obligation of the Authority including bonds, notes, bond anticipation notes, commercial paper notes and other instruments creating an indebtedness of the Authority, and obligations incurred through lease or installment purchase agreements, other agreements, certificates of participation, and bank repayment obligations. The term “Bonds” does not include Subordinate Obligations (which is defined hereinafter).

The Authority has covenanted in the Master Subordinate Indenture to comply with the subordinate lien Rate Covenant, as summarized below:

Subordinate Obligations – Under the Master Subordinate Indenture, the Authority has covenanted that it will establish, fix, prescribe and collect rates, tolls, fees, rentals and charges in connection with the Airport System so that Subordinate Net Revenues (which are generally defined as Revenues less Operation and Maintenance Expenses less senior lien Bond debt service and reserve funding requirement for a given period) in each Fiscal Year will be at least equal to 110% of the Aggregate Annual Debt Service for all Subordinate Obligations for such Fiscal Year (excluding the principal amount of Commercial Paper reissued during the Fiscal Year).

“Subordinate Obligations” shall mean any debt obligation of the Authority issued under the Master Subordinate Indenture and are generally defined to mean a subordinate lien debt obligation including bonds, notes, bond anticipation notes, commercial paper notes and other instruments creating an indebtedness of the Authority, and obligations incurred through lease or installment purchase agreements or other agreements or certificates of participation therein and bank repayment obligations.

2) Additional Bonds Test and Additional Subordinate Obligations Test

In order to issue additional parity debt under the Master Indenture, the Authority must comply with one of the two prongs of the Additional Bonds Test, as summarized below:

(A) The Net Revenues for the last audited Fiscal Year or for any 12 consecutive months out of the most recent 18 consecutive months immediately preceding the date of issuance of the proposed Series of Bonds were at least equal to 125% of the sum of the Maximum Aggregate Annual Debt Service due and payable with respect to all Outstanding Bonds and the proposed Bonds to be issued for such applicable period; or

(B) Obtain a certificate prepared by a Consultant showing that the forecasted Net Revenues are expected to be at least 125% of the Aggregate Annual Debt Service due and payable with respect to all Outstanding Bonds and the proposed Bonds to be issued for each year of the forecast period.

In order to issue additional parity debt under the Master Subordinate Indenture, the Authority must comply with one of the two prongs of the Additional Subordinate Obligations Test, as summarized below:

(A) The Subordinate Net Revenues for the last audited Fiscal Year or for any 12 consecutive months out of the most recent 18 consecutive months immediately preceding the date of issuance of the proposed Series of Subordinate Obligations were at least equal to 110% of the sum of the Maximum Aggregate Annual Debt Service due and payable with respect to all Outstanding Subordinate Obligations and the proposed Subordinate Obligations to be issued for such applicable period; or

(B) Obtain a certificate prepared by a Consultant showing that the forecasted Subordinate Net Revenues are expected to be at least 110% of the Aggregate Annual Debt Service due and payable with respect to all Outstanding Subordinate Obligations and the proposed Subordinate Obligations to be issued for each year of the forecast period.

3) Annual Debt Service Coverage Targets

The Authority has established debt service coverage targets for its Bonds and Subordinate Obligations in order to maintain adequate financial margins to accommodate unexpected events given the volatile nature of the aviation industry, preserve financial capacity for future funding needs, and maintain strong credit ratings.

The current minimum Debt Service Coverage targets are:

Bonds: 1.75x (for ~~only~~ senior lien bonds)

Aggregate Debt Service:

- 1.50x, based upon Net Revenues divided by Aggregate Annual Debt Service on Bonds and Subordinate Obligations (for total debt service)
- 1.20x, based upon an alternative “revenue method” calculation utilized by rating agencies where PFCs are added to Net Revenues (rather than deducted from Debt Service) with the sum divided by Aggregate Annual Debt Service for Bonds and Subordinate Obligations

These debt service coverage targets will be reviewed at least annually by the Authority and its financial advisor to determine appropriate adjustments that may be necessary.

As the Authority advances the definition and scope of the planned Airport Development Program, the Authority anticipates potential revisions to the coverage targets

4) Airline Costs Per Enplaned Passenger Target

The Authority will compare its airline costs per enplaned passenger (“CPE”) with available sources of data, including the rating agencies’ median reports and a selected peer group of airports. Due to the different ways that airports set airline rates and charges, it is recognized that comparisons between airports can be misleading.

The Authority will regularly review and monitor CPE and seek to maintain a competitive rate. As the Authority advances the definition and scope of the planned Airport Development Program, the Authority anticipates potential revisions to these leverage targets

5) Debt Per ~~O&D~~-Enplaned Passenger Target

The Authority will compare its debt per ~~O&D~~-enplaned passenger with available sources of data, including the rating agencies’ median reports and a selected peer group of airports. Due to the different ways that airports finance their capital facilities, this measure is only one indicator of debt affordability.

The Authority has established a debt (excluding special facility financing) per ~~O&D~~ enplaned passenger goal of no more than \$150. ~~per enplaned passenger.~~

The Authority will regularly review and update this metric from time to time as may be necessary.

6) Liquidity Target

Recognizing the inherently volatile nature of the aviation industry, the Authority will maintain prudent unrestricted reserves as a backstop to be able to fund its obligations if unforeseen events occur. The level of unrestricted reserves will be evaluated at least annually, as part of the Authority's budgeting and capital planning process.

The Authority's unrestricted reserves target (defined as the sum of unrestricted cash and investments, unrestricted cash designated for capital projects, unrestricted long-term investments, the O&M Reserve, and O&M Subaccount Reserve and the Renewal and Replacement Reserve) shall be at least 500 days of budgeted operating and maintenance expenses for the current fiscal year.

7) Credit Ratings Target

The Authority will seek to obtain the highest possible credit ratings on its debt, consistent with meeting the operational and long-term development needs of the Airport. ~~At a minimum, the Authority will seek to maintain ratings from at least two of the leading rating agencies for its Senior Lien Airport Revenue Bonds and at a minimum seek to maintain a rating in the highest category of "A" (e.g. A1, A+) "A1/A+/A+" from all three rating agencies for its Senior Lien Airport Revenue Bonds.~~

SECTION V. TYPES OF FINANCING – DESCRIPTION AND APPROACH

1) Bonds and Subordinate Obligations of the Authority

In general, issuing senior lien debt under the Authority's Master Indenture will achieve the lowest borrowing costs compared to other forms of borrowing. Under the Master Indenture, senior lien debt is defined as "Bonds". Under the Master Subordinate Indenture, subordinate lien debt is defined as "Subordinate Obligations".

Proceeds of the Authority's Bonds and Subordinate Obligations may be used for any legally permitted purposes.

Bonds issued for the Airport are limited obligations of the Authority payable solely from and secured by a pledge of Net Revenues generated by the Airport. Subordinate Obligations issued for the Airport are limited obligations of the Authority payable solely from and secured by a pledge of Subordinate Net Revenues generated by the Airport.

Revenues generally include all revenues, income, receipts, and money derived from the ownership and operation of the Airport and all gifts, grants, reimbursements, or payments received from governmental units or public agencies, which are not restricted by law or the payor to application for a particular purpose other than payment of bonds. Among other things, Revenues specifically exclude:

- (A) Passenger Facility Charges (PFCs)
- (B) Released Revenues, which are an identifiable portion of Revenues that have been excluded from Revenues after meeting certain requirements defined in the Master Indenture
- (C) State and/or federal Grants
- (D) Rental car Customer Facility Charges (CFCs)

2) PFC-Supported Bonds and Subordinate Obligations

The Authority ~~intends to leverage~~ PFCs to support investment in Airport infrastructure and facilities. In order to do this, the Authority may make an irrevocable pledge of PFCs to pay eligible debt service for purposes of compliance with the Additional Bonds Test. The Authority may also deposit additional PFC amounts each year to the debt service fund. The Authority will not include PFCs in estimates of future revenues pledged to support Annual Debt Service unless approval for their imposition has been obtained or is expected to be obtained from the FAA.

3) Special Facility Financings

Special Facilities Obligations may be issued by the Authority to finance capital projects and must be secured by a defined revenue stream derived from or relating to discrete facilities such as cargo terminals or maintenance facilities. Such facilities may be leased to one or more tenants.

The Authority may designate facilities at the Airport as Special Facilities and the revenues therefrom as Special Facilities Revenue if such facilities or revenues meet the following tests from the Master Indenture:

(A) The estimated Special Facilities Revenue pledged to the payment of Special Facilities Obligations relating to the Special Facility will be at least sufficient to pay the principal of and interest on such Special Facility Obligations as and when the same become due and payable, all costs of operating and maintaining such Special Facility not paid for by the operator thereof or by a party other than the Authority and all sinking fund, reserve or other payments required by the resolution authorizing the Special Facility Obligations as the same become due; and

(B) With respect to the designation of any separately identifiable existing Airport Facilities or Airport Facility as a "Special Facility" or "Special Facilities," the estimated Net Revenues, calculated without including the new Special Facilities Revenue and without including any operation and maintenance expenses of the Special Facility as Operation and Maintenance Expenses of the Airport System, will be sufficient so that the Authority will be in compliance with the Rate Covenant; and

(C) No Event of Default then exists under the Indenture

If a facility meets these tests, the Special Facilities Revenues will not be Revenues for the period during which any Special Facilities Obligations are outstanding.

Special Facilities Obligations are limited obligations of the Authority to be repaid solely by Special Facilities Revenues derived from or relating to a discrete facility and are not secured by a lien on Revenues or PFC Revenues. Bonds and Subordinate Obligations are not secured by Special Facilities Revenues.

Special Facilities Obligations may be used in lieu of issuance of Bonds or Subordinate Obligations for financing of discrete airport facilities or airport projects that have an independent revenue stream.

The Authority may permit tenants to undertake Special Facilities Obligations under the following specified terms and conditions:

(A) The financing must comply with the Master Indenture limitations on this type of financing;

(B) A pledge of leasehold mortgage or security interest in the underlying asset may be granted to the trustee or Bondholders in certain circumstances, taking into account any value the Airport receives from the tenant in return;

(C) Terms of bonds will be consistent with the standard terms and the provisions of the Airport's leasing policies;

(D) The Airport will not enhance the creditworthiness of Special Facilities Obligations (for example, through the granting of a re-letting provision), unless the Authority determines it is in the best interests of the Airport, taking into account any value the Airport receives from the tenant in return;

(E) The Special Facilities Obligations are amortized over a period that does not exceed the lesser of: (a) 40 years; or (b) the useful life of the facility (80% of the useful life of the facility for projects that are considered to be "private activities" under federal tax regulations, if tax-exempt financing is used). "Bullet" maturities may be considered if they do not exceed the lesser of: (a) the useful life of the facility; or (b) 25 years, and are amortized on a straight line basis for purposes of calculating amortized cost (see below);

(F) The Authority reserves the right to acquire the facility at its amortized cost and the right to require notices exercising early call redemption provisions for the Special Facilities Obligations;

(G) Any refinancing of assets financed with Special Facilities Obligations will not be permitted without the consent of the Board;

(H) The tenant will reimburse the Authority for all of its costs associated with the Special Facilities Obligations;

(I) The Authority may assess an annual fee for Special Facilities Obligations;

(J) Bond Counsel(s) for the Authority will review all Disclosure documents and prepare the financing documents;

(K) The tenant will satisfy Continuing Disclosure and arbitrage rebate requirements and will provide the Authority with indemnities covering any exposure the Authority may have arising from the financing;

(L) The proposed facility must be compatible with Airport System land and capital use plans; and

(M) The Authority may establish minimum threshold Credit Ratings for airlines and other parties wishing to participate in Special Facilities Obligation financed projects. These threshold Credit Ratings will be reviewed by the Authority from time to time.

4) Bond Anticipation Notes (“BANs”) and Grant Anticipation Notes (“GANs”)

Bond Anticipation Notes (“BANs”) are short-term debt instruments that will be repaid with proceeds of an upcoming bond issue.

Grant Anticipation Notes (“GANs”) are short-term instruments that will be repaid from expected future Federal AIP and TSA grants or other Federal or State grants accepted by the Authority. The FAA and TSA may issue Letters of Intent (“LOI”) to the Authority indicating their intent, although not their commitment, to fund “long term, high priority capacity projects” on a multi-year basis as appropriations become available. Once an LOI is in hand, notes may be issued that are secured by the grants anticipated to be received from the FAA and/or TSA. However, there typically must be an ancillary source of repayment for the notes in the event grant funding is ultimately not received.

The Authority may use BANs proceeds to finance projects that would be otherwise financed by an upcoming bond issue. The Authority may use GANs proceeds to finance projects permitted by the grants anticipated to be received by the Authority.

Notes may be considered Balloon Indebtedness under the Master Indenture, which specifies that, for purposes of calculating the Aggregate Annual Debt Service of Balloon Indebtedness, such Bonds shall be assumed to be amortized in substantially equal annual amounts for principal and interest over a period of 30 years at an interest rate quoted in The Bond Buyer 25 Revenue Bond Index, or such successor or replacement index, or if that index is no longer published, another similar index selected by the Authority. If the Authority fails to select a replacement index, the rate shall be the rate determined by a Consultant to be a reasonable market rate for fixed-rate Bonds of a corresponding term issued under the Master Indenture. Issuance of BANs and GANs should not occur in amounts or result in amortization that would result in the failure by the Authority of its ability to satisfy its rate covenants and the debt coverage goals contained in this Policy.

5) Capital Appreciation Bonds and Zero Coupon Bonds

The Authority will not issue capital appreciation bonds or zero coupon bonds unless the Authority has determined, quantified and demonstrated that there is a significant benefit over traditional structures.

In the event that the Authority issues capital appreciations bonds or zero coupon bonds, proceeds of such bonds may be used for any legally permitted purposes.

6) Commercial Paper

Commercial Paper is a short-term obligation with maturities ranging from 1 to 270 days. The payment when due of principal and interest on each series of the Notes also is secured by separate irrevocable, direct-pay letters of credit.

The Authority may refinance, refund or purchase outstanding Commercial Paper by issuing new Commercial Paper, by issuing Bonds, or by using available Authority funds.

For purposes of calculating Aggregate Annual Debt Service for a Commercial Paper Program, the principal and interest shall be calculated as if the entire Authorized Amount of such Commercial Paper Program were to be amortized over a term of 35 years commencing in the year in which such Commercial Paper Program is implemented and with substantially level Annual Debt Service payments. The interest rate used for such computation shall be that rate quoted in The Bond Buyer 25 Revenue Bond Index, or such successor or replacement index, for the last week of the month preceding the date of calculation as published by The Bond Buyer, or if that index is no longer published, another similar index selected by the Authority, or if the Authority fails to select a replacement index, that rate determined by a Consultant to be a reasonable market rate for fixed rate Subordinate Obligations of a corresponding term issued under the Indenture on the date of such calculation, with no credit enhancement and taking into consideration whether such Subordinate Obligations bear interest which is or is not excluded from gross income for federal income tax purposes.

Any outstanding Commercial Paper anticipated to be paid off and not reissued within the current fiscal year shall be excluded from any calculations of variable rate exposure for internal debt management purposes.

The Authority may issue Commercial Paper as sources of interim financing for capital projects. Before issuing such Commercial Paper notes, the take out of such Commercial Paper must be anticipated in the financing plan and determined to be feasible and advantageous by the Authority.

7) Floating Rate Notes and Revolving Credit Facilities

Floating Rate Notes (FRNs), including Revolving Credit Facilities, are notes that have a variable coupon, equal to a money market reference rate, such as SIFMA (Securities Industry and Financial Markets Association) or LIBOR (the London Interbank Offered Rate), plus a spread. The spread is a rate that remains constant. At the beginning of each coupon period, the coupon is calculated by taking the fixing of the reference rate for that day and adding the spread. Because the coupon resets based on a short-term index, the issuer is exposed to rising interest rates unless it has swapped the debt to a fixed rate. However, unlike variable rate demand obligations or Commercial Paper, FRNs are not supported by a bank liquidity facility, and therefore do not pose short-range liquidity/refinancing risk to the issuer.

The Authority may issue FRNs as a source of interim financing for capital projects. Before issuing such FRNs, the take out of such notes must be anticipated in the financing plan and determined to be feasible and advantageous by the Authority.

8) Equipment Leases

Equipment leases are basically loans pursuant to which the lender buys and owns certain equipment (e.g., jet bridges, baggage systems, flight and baggage information display systems) and then "rents" it to the Authority at a flat monthly rate for a specified number of months. At the end of the lease, the Authority may purchase the equipment for its fair market value (or a fixed or predetermined amount), continue leasing, lease new equipment or return the equipment. The Authority may explore equipment leases as a financing vehicle and alternative to debt if the terms and conditions of the lease (including the interest rate charged) are more favorable.

9) Installment Payment Agreement

The Authority may also finance certain facilities under an agreement with a third-party whereby the third-party funds the investment in the facility and the Authority agrees to pay the third party as rental/payment for the use and occupancy of the facility specific installment payments. The installment payments would be made from the Authority's available funds after payment of all Operation and Maintenance Expenses, all funds necessary to pay debt service on and to fund the reserves for the Authority's Outstanding Senior and Subordinate Debt Obligations and amounts necessary to fund the Authority's Operation and Maintenance Reserve Subaccount and Renewal and Replacement Subaccount in accordance with the Master Trust Indenture.

10) Direct Loans

The Authority may also enter into a direct loan with a financial institution to meet certain of its financing needs. A direct loan is made directly with a financial institution and may be a fixed or variable product. The Authority may use direct loans as interim or permanent financing for capital projects or to refinance outstanding debt.

SECTION VI. FEATURES OF LONG-TERM DEBT

The Vice President/CFO will recommend to the Board the structure and term of long-term debt according to the general policies described below.

1) Selection of Final Maturity and Amortization of Principal

The final maturity of borrowings should not exceed, and preferably be less than, the projected economic life of the improvements that are financed or such shorter period as required by Federal tax law, if tax-exempt debt has been used.

2) Use of Capitalized Interest

The Vice President/CFO will evaluate whether or not to capitalize the early years' interest cost in a bond issue by taking into account the impact this action would have on the size of the bond issue, future Annual Debt Service requirements, accounting treatments and budgetary impacts.

3) Tax Status

The Vice President/CFO will evaluate whether or not to issue taxable bonds in lieu of bonds that are subject to the Alternative Minimum Tax (AMT) for certain maturities for private activity financing needs. In some market conditions, the cost for taxable debt may be less than the cost for AMT bonds for certain maturities.

4) Sizing of Debt Service Reserve Funds

Except in limited circumstances, the Master Indenture and the Master Subordinate Indenture require either the funding of a common Debt Service Reserve Fund in an amount sufficient to satisfy the reserve requirement for all existing and proposed Bonds or Subordinate Obligations under the respective master indenture participating in such master reserve fund, or the funding of a Debt Service Reserve Fund in an amount sufficient to satisfy the reserve requirement for only the proposed issue. With each issuance of Bonds or Subordinate Obligations, the Vice President/CFO will compare the costs of funding required increases to the reserve requirement from bond proceeds with the costs of satisfying the reserve requirement through the use of a reserve fund surety. The potential effect on credit ratings will also be considered when comparing reserve requirement funding alternatives.

5) Selection of Redemption Provisions

Redemption provisions will be established on a case-by-case basis, taking into consideration market conditions and the results of a call option analysis prior to the time of sale.

The issuance of non-callable Bonds or Subordinate Obligations should be considered only in special circumstances based upon the specific transaction. Because the issuance of non-callable debt may restrict future financial flexibility, cost will not be the sole determinant in the decision to issue non-callable bonds. The preference of the Authority is to issue debt with standard redemption provisions.

6) Use of Discount Bonds

Prior to issuing Bonds or Subordinate Obligations at a dollar price less than 97.0% of par, the Vice President/CFO will request from the financial advisor an analysis of the reduced option value resulting from the assignment of a lower interest coupon. The Authority will consider issuing the discount debt, where permissible under tax law, if the present value debt service savings provided by the lower interest coupon is greater than the reduction in call option value. Other benefits such as the participation of new investors will be an additional consideration.

7) Use of Premium Bonds

Prior to issuing Bonds at a dollar price greater than par, the Vice President/CFO will request from the Authority's financial advisor a brief cost/benefit analysis of the interest saved using premium debt versus other possible pricing structures.

8) Minimum Criteria for Debt Financing Equipment Items

The Authority will not issue long-term debt to finance individual items of equipment with a useful life less than five (5) years, except under a master lease program.

SECTION VII. REFUNDING OPPORTUNITIES

The Vice President/CFO and the Authority's financial advisor will monitor refunding opportunities for all outstanding debt obligations on a periodic basis applying established criteria in determining when to issue refunding bonds for debt service savings.

(It is acknowledged that refunding issues may be executed for reasons beyond economic purposes, such as to restructure debt service, to change the type of debt instruments being used, or to retire a bond issue and indenture in order to remove undesirable covenants.) The refunding criteria will include a comparison of expected present value savings with the option value of the existing callable bonds. Generally, the Authority will pursue refunding opportunities if the expected net present value savings provide sufficient compensation for the exercise of the optional redemption provision. Recommendations as to the sufficiency of the net present value savings will be provided by the Authority's financial advisor.

An Advance Refunding involves refunding tax-exempt bonds more than 90 days in advance of the bond's first optional redemption date. Currently, only Governmental Purpose tax-exempt bonds (as that term is defined in the Internal Revenue Code) may be advance refunded. An Advance Refunding is an important debt management tool for the Authority. Advance Refundings are commonly used to achieve interest cost savings, to remove or change burdensome bond covenants or to restructure future debt service payments. For bonds issued after December 31, 1985, only one Advance Refunding of Governmental Purpose tax-exempt bonds may occur under Federal tax law and thus the Authority must carefully evaluate the appropriateness of Advance Refunding when an opportunity arises. A current refunding involves issuing refunding bonds no earlier than ninety (90) days prior to the bond's optional redemption date. Federal tax law does not limit the number of current refundings of any bond.

The Authority will anticipate the potential for Advance Refundings when issuing new debt. Careful attention will be given to pricing considerations that will affect future Advance Refunding flexibility such as optional redemption provisions and interest characteristics.

The following considerations apply when the Authority considers refunding opportunities:

1) Monitor Potential Savings:

The Vice President/CFO with the assistance of the Authority's financial advisor, will monitor on an ongoing basis potential savings available by refinancing outstanding debt of the Authority. Savings will be analyzed on a present value basis by using a percentage of the refunded par amount. All costs and benefits of the refinancing will be taken into account.

2) Target Savings Amounts:

A present value analysis must be prepared to identify the economic effect of any proposed refunding. To proceed with a refinancing for economic savings, the Authority will evaluate the net present value savings as a percentage of the refunded par amount relative to the time to the first call date of the bonds and the maturity date of the bonds, using the following guidelines:

<i>Years from the date of first call to Maturity Date of the Bonds</i>	Years to the first Call Date		
	After the First Call Date to Up to 1 Year Before	1 to 3 Years Before the First Call Date	More than 3 Years Before the First Call Date
0-5 Years	0.5%	1.0%	2.0%
6-10 Years	1.0%	2.5%	4.0%
11-20 Years	3.0%	4.0%	5.0%

3) Other Considerations:

Some refundings may be executed for other than economic purposes, such as to restructure debt, to change the type of debt instrument, or to retire a bond issue and indenture for more desirable covenants. In addition, if the benefits outweigh the costs and the refunding opportunity would otherwise be lost, the Authority may proceed with a refunding that has economic benefit but does not meet the criteria stated above in the "Target Savings Amount" paragraph above.

4) Non-Traditional Refundings:

Refundings executed with non-traditional structures such as swaps, require a full analysis of the benefits and risks, and may require higher economic benefits.

SECTION VIII. ISSUANCE OF VARIABLE RATE DEBT

Variable Rate Debt typically is issued for a term of up to 30 years, although the interest rate on this debt instrument is reset daily, weekly, monthly or less commonly, periodically.

The Authority recognizes that variable rate securities are a useful debt management tool that traditionally has had lower interest rate costs than fixed rate debt. The Authority's current goal is to maintain a debt program which may include both fixed and variable rate debt, as well as Commercial Paper.

1) Purposes of Variable Rate Debt

The Vice President/CFO may recommend that variable rate securities be issued for the following purposes:

(A) Interim Financing Tool

The Authority may consider issuing Variable Rate Debt in connection with its major debt-financed capital projects, especially when interest rates associated with a fixed rate, long term borrowing far exceed the interest rates that can be earned on the construction and capitalized interest funds (resulting in a significant amount of negative arbitrage). Because Variable Rate Debt can be retired or redeemed without penalty, these instruments may better suit circumstances where a refunding or restructuring of a potential debt issue is likely for any reason, (for example, if a change in use of the facility to be funded may reasonably be anticipated, or if grant or another source of funds may be obtained to substitute for bond funding).

Certain variable rate products—most notably, Commercial Paper—can be issued incrementally as funds are needed to finance current construction, and can reduce the long-term cost of construction financing.

(B) Statement of Net Position Management Tool

The maintenance of Variable Rate Indebtedness and Commercial Paper liabilities at a level that takes into consideration the amount of short-term assets maintained by the Authority prudently reduces the Authority's risk of exposure to changes in interest rates. Since the Authority invests its free cash balances in short term instruments, it is exposed to interest rate fluctuations at the short end of the yield curve. Conversely, a large portion of its liabilities are in the form of long term, fixed-rated debt. When interest rates fall, the Authority's assets earn less, while its liabilities are fixed. Offsetting this exposure by better matching the variability of earnings on its assets with variable, rather than fixed, rate liabilities serve as a hedge against interest rate risk and reduces the overall cost of funds.

(C) Diversify Investor Base to Lower Costs

Typically, variable rate debt is sold to a different segment of investors than long-term fixed rate bonds. By tapping short-term investors, an issuer broadens and diversifies its investor base. By becoming a familiar and respected credit among short-term investors, the Authority will be in a better position to gain access to these buyers at those times when it is less advantageous to borrow in the fixed-rate market.

(D) Management of Negative Arbitrage

Issuing debt in a variable rate mode reduces or at times may even eliminate negative arbitrage in Construction, Capitalized Interest and Debt Service Reserve Funds. (See "A" above)

2) Criteria for Use of Variable Rate Debt

The Authority's net variable rate debt composition (defined as variable rate debt less unrestricted cash reserves) excluding interim financings (defined as financings the Authority intends to take out with permanent long term financings) will not exceed the greater of 15% of total debt or \$100 million.

Statement of Net Position Risk Mitigation - In determining the appropriate amount of variable rate debt to be issued for risk mitigation purposes, the following factors should be taken into account, and analyzed on the basis of the funds that will be repaying the debt:

- (i) The historic average of cash balances analyzed over the course of several prior fiscal years.
- (ii) Projected cash balances based on known demands on the given fund.
- (iii) Any basis risk, such as differences in the performance or average life of the Authority's investment vehicle (e.g., swaps, as discussed in Section IX) and the variable rate debt instrument.

3) Diversification of Remarketing Agents and Counterparties

In selecting remarketing agents for variable rate debt, the Authority will seek to choose a diversity of remarketing agents to better foster competition. For similar reasons, the Authority will seek to diversify its counterparties when selecting institutions to provide liquidity or credit enhancement for Airport variable rate debt.

4) Budgeting

The Vice President/CFO will determine the appropriate method for budgeting the interest cost of variable rate debt by considering historic interest rates, projected interest rates and the effect of risk mitigation products such as interest rate swaps or caps.

5) Monitoring and Reporting

The Vice President/CFO will monitor the performance of actual interest rates on variable rate debt and periodically report the results. Reports will be prepared in accordance with Generally Accepted Accounting Principles (GAAP) and with rules promulgated by the General Accounting Standards Board (GASB). With the assistance of its financial advisor, the Vice President/CFO will regularly review the performance of the individual remarketing agents in relation to other remarketing agents, similar programs and market indices.

SECTION IX. DERIVATIVES

The Authority has adopted and will maintain a separate policy for derivatives (Policy 4.21 “Policy Regarding the Use and Management of Derivative Products”).

SECTION X – METHOD FOR SALE OF DEBT

There are two methods of issuing debt obligations: a Competitive Sale and a Negotiated Sale. In a Competitive Sale, Underwriters submit sealed bids, and the Underwriter or Underwriting Syndicate with the lowest True Interest Cost (TIC) is awarded the sale. In a Negotiated Sale, the Underwriter or Underwriting Syndicate is selected through a Request for Proposal (RFP) process. The interest rate and Underwriter’s fee are negotiated prior to the sale, based on market conditions.

It is usually not feasible to issue bonds through a Competitive Sale for certain types of financings, such as Variable Rate Debt, Commercial Paper and specialized financings like Special Facility Revenue Bonds. Further, there are factors (e.g., flexibility as to timing and the mix of the underwriting syndicate) that support the use of a Negotiated Sale. Still, a competitive process should be used to choose the appropriate Underwriter and financing team to ensure the most qualified firms are used for a specific financing. The current policy of the Authority establishes a preference for Negotiated Sales of its Bonds.

Role of Underwriters in Negotiated Sale

The Authority expects its underwriters to: 1) participate in a valuable and significant way with respect to the structuring and pricing of each debt issue and sales performance; 2) cooperate fully with other financing team members in a way that provides the maximum benefit to the Authority; and 3) attend meetings, when requested, related to the issuance of debt.

The book running senior manager, in conjunction with the financial advisor, is responsible for developing a time and responsibility schedule that will allow for the timely and successful completion of the financing. The book running senior manager is responsible for communicating the Authority’s plan of finance and timing to the other managing Underwriters in the syndicate.

Underwriter Selection in Negotiated Sale

The Authority may select Underwriters for an individual financing or to serve as part of a pre-qualified pool of Underwriters available for appointment for anticipated financings. In either case, the Authority would conduct a competitive selection process, which should include:

- Developing an RFP that meets the financial and policy goals of the Authority.
- Meeting the Authority procurement requirements.
- Circulating the RFP to a wide range of Underwriters (e.g. national and regional firms, DBE and majority firms, and firms that specialize in certain types of debt).
- Diligently evaluating the Underwriters’ proposals received in response to the RFP.

- Conducting follow-up interviews with any or all of the proposing firms (optional).
- Selecting candidates to be recommended for appointment to an individual financing or to an Underwriter pool.

Should the Board appoint underwriters to a pre-qualified pool after an RFP process, the Vice President/CFO may recommend such firms for appointment to specific financings, without a subsequent RFP process.

SECTION XI. INVESTMENT OF BOND PROCEEDS

The Authority shall invest proceeds generated through the issuance of debt in compliance with the terms of eligible investments under the relevant bond indenture and related bond documents; its Investment Policy; and applicable state laws.

SECTION XII. COMPLIANCE WITH FEDERAL TAX LAW AND MARKET DISCLOSURE OBLIGATIONS

1) Compliance with Federal Tax Law

The Vice President/CFO shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the Federal tax code and ensure compliance with other Federal tax regulations and post-issue compliance as required by Bond Counsel at the time of issuance of the debt. This effort shall include tracking expenditures of bond proceeds to ensure such expenditures comply with federal tax law requirements, tracking investment earnings on proceeds, retention of a rebate consultant to prepare and calculate rebate payments in compliance with tax law and remitting any earnings subject to rebate to the Federal government in a timely manner in order to preserve the tax-exempt status of the Authority's outstanding debt issues that have been issued on a tax-exempt basis.

The Authority will comply with all covenants contained in tax certificates.

Trustee banks have been appointed for the Authority's outstanding debt. The trustees shall perform all functions and duties required under the terms and conditions set forth in the respective bond indentures and trust agreements, including maintaining records of fund balances and investments.

2) Initial Disclosure

The Authority acknowledges its responsibilities under the securities laws to avoid material misstatements and omissions in offering documents used in the marketing of Authority debt. The Vice President/CFO shall manage and coordinate the disclosure documentation preparation process and shall establish a system of procedures to ensure the preparation of appropriate disclosure documentation when required, with assistance from the Authority's General Counsel and the Authority's Bond and/or Disclosure Counsel. When necessary, the Vice President/CFO shall provide training covering new developments and disclosure responsibilities to staff members.

3) Continuing Disclosure

To assist Underwriters to comply with Securities and Exchange Commission (“SEC”) Rule 15c2-12, ~~except where exceptions apply,~~ the Authority has entered into and expects in the future to enter into additional Continuing Disclosure Undertakings. The Authority is required to provide 1) Annual Reports, containing the Authority’s audited financial statements as well as updates of operating and financial data included in the Authority’s offering documents, and 2) notices of certain enumerated events.

- i) Notice of the occurrence of any of the following events shall be given, or caused to be given by the Authority, with respect to any bonds, not later than ten business days after the occurrence of the event:
 - (A) Principal and interest payment delinquencies;
 - (B) Unscheduled draws on the Debt Service Reserve Funds reflecting financial difficulties;
 - (C) Unscheduled draws on credit enhancements reflecting financial difficulties;
 - (D) Substitution of credit or liquidity providers, or their failure to perform;
 - (E) Adverse tax opinions with respect to the tax status of any bonds or the issuance by the Internal Revenue Service of proposed or final determination of taxability or of a Notice of Proposed Issue (IRS Form 5701 TEB) with respect to any bonds;
 - (F) Tender offers;
 - (G) Defeasances;
 - (H) Rating changes; or
 - (I) Bankruptcy, insolvency, receivership or similar event of the obligated person:

Note: for the purposes of the event identified in subparagraph (I), the event is considered to occur when any of the following occur: the appointment of a receiver, fiscal agent or similar officer for an obligated person in a proceeding under the U.S. Bankruptcy Code or in any other proceeding under state or federal law in which a court or governmental authority has assumed jurisdiction over substantially all of the assets or business of the obligated person, or if such jurisdiction has been assumed by leaving the existing governmental body and officials or officers in possession but subject to the supervision and orders of a court or governmental authority, or the entry of an order confirming a plan of reorganization, arrangement or liquidation by a court or governmental authority having supervision or jurisdiction over substantially all of the assets or business of the obligated person.

(J) Any applicable revision to rule 15c2-12 adopted by the SEC

(ii) Notice of the occurrence of any of the following events with respect to any bonds, if material, shall be given, or caused to be given by the Authority, not later than ten business days after the occurrence of the event:

(A) Unless described in paragraph 3(i)(E), adverse tax opinions or other material notices or determinations by the Internal Revenue Service with respect to the tax status of any bonds or other material events affecting the tax status of any bonds;

(B) Modifications to rights of the owners of any bonds;

(C) Optional, unscheduled or contingent bond calls;

(D) Release, substitution or sale of property securing repayment of any bonds;

(E) Non-payment related defaults;

(F) The consummation of a merger, consolidation, or acquisition involving an obligated person or the sale of all or substantially all of the assets of the obligated person, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms; or

(G) Appointment of a successor or additional trustee or the change of name of a trustee;

(H) Any applicable revision to rule 15c2-12 adopted by the SEC

SECTION XIII. RATINGS AGENCIES AND INVESTOR RELATIONS

The Vice President/CFO shall be responsible for implementing and managing the Authority's Credit Rating agency relationship. The Authority recognizes the importance of immediate and timely Disclosure of relevant financial and program information concerning its debt programs to the rating agencies and pursuant to its continuing disclosure undertakings. This effort shall include periodic meetings with the rating agencies and shall provide the rating agencies with the Authority's annual budget projections, financial statements and other relevant information.

The Vice President/CFO shall be responsible for implementing and managing the Authority's investor relations program including the maintenance and periodic updating of the financial information provided on the Authority's web site.— The Authority shall attempt to promptly respond to any reasonable inquiry from an institutional or retail investor concerning information generally available to the investing public.

SECTION XIV. AMENDMENTS TO DEBT ISSUANCE AND MANAGEMENT POLICY

The Policy codifies and explains the guidelines and the policies that govern existing and anticipated debt obligations of the Authority. In addition, the Policy sets forth certain financial management practices in capital budgeting that will enhance the Authority's ability to manage its projected debt issuance. The Policy will require changes and modifications over time. The Vice President/CFO shall be responsible for ensuring the policy is current and will review the Policy annually, at a minimum. In the event that changes to the Policy are necessary, the Vice President/CFO shall propose such changes to the President/CEO. Upon President/CEO approval, the proposed amended Policy will be submitted to the Board requesting approval.

GLOSSARY (PROVIDED FOR INFORMATIONAL PURPOSES ONLY)

Additional Bonds Test: The earnings test which must be satisfied under the provisions of a revenue bond contract before bonds of an additional issue having the same lien on a pledged revenue source can be issued. Typically, the test required that historical or future estimated pledged revenues exceed total debt service (existing and proposed) by a certain ratio. The test provides protection to investors that the bond issuer will not issue additional parity bonds without providing ample security to the investors in the previous financing(s).

Advance Refunding: A refunding that occurs more than 90 days in advance of the first optional redemption date. Under current IRS regulations, Governmental Purpose tax-exempt bonds issued after December 31, 1985 are permitted only one advance refunding. Additionally, certain private activity bonds may not be advanced refunded.

Airline Costs per Enplaned Passenger ("CPE"): A comparative statistic used to demonstrate the affordability of airline operations at an airport. CPE is often used in the process of determining the credit quality of an issue. It is typically calculated as total passenger airline revenue divided by the number of enplaned passengers in any fiscal year.

Airport Revenue Bonds: Airport Revenue Bonds (also known as General Airport Revenue Bonds, or "GARBs") are bonds issued pursuant to the terms of a trust indenture or ordinance which are secured either by a pledge of gross or net airport revenues.

Alternative Minimum Tax: Other than for certain private activity bonds issued during the AMT "waiver" period authorized by the American Recovery and Reinvestment Act of 2009 ("ARRA"), interest on tax-exempt private activity bonds issued after August 7, 1986 (other than bonds for 501(c)(3) organizations and refundings of pre-August 8, 1986 bonds) is generally subject to the Alternative Minimum Tax ("AMT") as a specific item of tax preference. ARRA exempted new money and certain refundings of private activity bonds issued in 2009 and 2010 from the AMT penalty.

Amortization: The process of paying the principal amount of an issue of securities by periodic payments either directly to holders of the securities or to a sinking fund for the benefit of security holders.

Arbitrage: With respect to the issuance of municipal securities, arbitrage usually refers to the difference between the interest paid on tax-exempt bonds and the interest earned by investing the proceeds of the bonds in higher-yielding taxable securities. Federal income tax laws generally restrict the ability to earn arbitrage in connection with tax-exempt bonds.

Arbitrage Rebate: A payment made by an issuer to the federal government in connection with an issue of tax-exempt bonds. The payment represents the amount, if any, of arbitrage earnings on bond proceeds and certain other related funds, except for earnings that are not required to be rebated under limited exemptions provided under the Internal Revenue Code. An issuer generally is required to calculate, once every five years during the life of its bonds, whether or not an arbitrage rebate payment must be made.

Balloon Maturity: A bond structure wherein the principal amount becomes due and payable on one date, generally at the end of the bond term.

Basis Point: Yields on bonds are usually quoted in increments of basis points. One basis point is equal to 1/100 of one (1%) percent. For example, the difference between 6.00% and 6.50% is 50 basis points.

Bond Counsel: A law firm retained by the bond issuer to give a legal opinion that the bond issuer is authorized to issue proposed securities, the bond issuer has met all legal requirements necessary for issuance, and interest on the proposed securities will be exempt from federal income taxation and, where applicable, from state and local taxation. Usually, bond counsel will prepare authorizing resolutions and ordinances, trust indentures and other bond documents with the exception of the Official Statement.

Bondholder: The owner of a municipal bond. ~~The owner of a bearer bond is the person having possession of it, while the owner of a registered bond is the person whose name is noted on the bond register.~~

Bond Insurance: Insurance which provides an additional guarantee of the timely payment of principal and interest of either an entire bond issue or specified maturities. In exchange for payment of the bond insurance premium, a higher credit rating (the rating of the insurer) (historically, AAA) is assigned to the insured bonds and a lower cost of funds is may be attained. ~~With a competitive sale, generally the bidding dealer bears the cost of insurance to the benefit of the firm's bid. The bond issuer pays the cost of bond insurance from bond proceeds with a negotiated sale.~~

Bond Purchase Agreement: The contract between the Syndicate and the bond issuer setting forth the final terms, prices and conditions upon which the Syndicate will purchase a new issue.

Book Running Senior Manager: The managing underwriter that controls the book of orders for the transaction and is primarily responsible for the successful execution of the transaction.

Broker-Dealer: A securities firm engaged in both buying and selling securities on behalf of customers and also buying and selling securities on behalf of its own account.

Build America Bonds ("BABs"): Taxable municipal bonds that carry special tax credits and federal subsidies for either the bond issuer or the bondholder. The most widely used version was authorized under the American Recovery and Reinvestment Act ("ARRA") that allowed BABs to be issued in 2009 and 2010 with a 35% of interest subsidy (subsequently reduced under the federal sequestration program) to the issuer received as direct payments from the federal government. The proceeds of BABs authorized under ARRA could only be used to fund non-private activity, governmental purposes.

Bullet Maturity: See Balloon Maturity.

Callable Bond: A bond where the bond issuer is permitted to redeem it before the stated maturity date at a specified price by giving notice of redemption in the manner specified in the bond document.

Capital Appreciation Bond: A municipal security on which the investment return on an initial principal amount is reinvested at a stated compounded rate until maturity, at which time the investor receives a single payment (the “maturity value”) representing both the initial principal amount and the total investment return. It differs from a Zero Coupon Bond in that only the initial principal amount is counted against an issuer’s statutory debt limit, rather than the total par value at maturity.

Capitalized Interest: A portion of the proceeds of an issue which is set-aside to pay interest on the bonds for a specified period of time. Interest is commonly capitalized during the construction period of a revenue-producing project.

Commercial Paper: Short-term (1 to 270 days) promissory notes usually issued to provide for interim financing of projects through the construction period and backed by a letter or line of credit from a commercial bank. Following the completion of the projects, principal and interest due on commercial paper is often redeemed through the issuance of long-term refunding bonds.

Competitive Sale: The sale of a new issue of bonds by an issuer through a bidding process where underwriters are awarded the bonds on the basis of offering the lowest cost of funds for the issuer usually as measured on a true interest cost (TIC) basis. The bid parameters for the public sale are established in the notice of sale or notice inviting bids.

Credit Enhancement: The use of the credit of an entity other than the issuer to provide additional security in a bond or note financing. This term typically is used in the context of bond insurance, letters of credit and other similar facilities.

Credit Ratings: Evaluations of the credit quality of bonds made by independent ratings services such as Moody’s Investors Service, Standard & Poor’s Ratings Group, ~~and~~ Fitch ~~and~~ Kroll. Credit ratings are intended to measure the probability of timely repayment of principal and interest on municipal securities. Credit ratings are assigned before issuance of the bonds and are periodically reviewed or may be amended to reflect changes in the issuer’s credit position. Bonds with investment grade ratings are assigned credit ratings between Baa3/BBB- and Aaa/AAA.

Current Refunding: A current refunding involves refunding bonds within 90 days of the bonds’s first optional redemption. Federal tax law does not limit the number of current refundings of any tax-exempt bond.

Customer Facility Charge (CFC): A fee imposed by a car rental company upon a car rental customer arriving at the airport and renting a vehicle from an on-airport or off-airport car rental company serving the airport. The CFC is collected by the car rental company generally for use by the airport in funding rental car facility-related projects or debt associated with such projects.

Debt Ratios: Comparative statistics showing the relationship between a bond issuer’s outstanding debt and factors affecting repayment. Such ratios are often used in the process of determining the credit quality of an issue. Examples of debt ratios applied to airport bonds include: debt/revenues/costs per enplaned passenger, debt service coverage ratio, utilization per gate, operating ratio and net takedown.

Debt Service: The amount due for repayment of interest and principal on outstanding debt, including required contributions to a sinking fund for term bonds. Debt service may be computed on a bond year, fiscal year or calendar year basis.

Debt Service Coverage: The ratio of Net Revenues annually available to pay debt service on bonds to the annual debt service requirement. This ratio is one indicator of the credit quality of a bond issue. For example, a coverage ratio of "1.50x" means that for every \$1.00 of annual debt service, the bond issuer has \$1.50 of annual net revenues.

Debt Service Reserve Fund: The fund in which moneys are placed which may be used to pay debt service if Net Revenues are insufficient to satisfy the debt service requirements. The size of this fund is generally established by the reserve requirement, which is generally equal to the lesser of: (i) 10% of new issue par, (ii) maximum annual debt service (debt service is amount due on existing and proposed debt for a common debt service reserve fund), and (iii) 125% of average annual debt service (debt service is amount due on existing and proposed debt for a common debt service reserve fund).

Debt Service Reserve Fund Surety Policy: A debt service reserve fund insurance policy provided by a highly-rated municipal bond insurer or a letter of credit provided by a highly-rated commercial bank which guarantees the funding of the reserve requirement.

Defeasance: Bonds for which the payment of debt service has been assured through the structuring of a portfolio of government securities, the principal and interest on which will be sufficient to pay debt service on the outstanding bonds. The rights and interest of the bondholders and of their lien on pledged revenues is terminated in accordance with the bond documents through a defeasance. Defeasance usually occurs through the issuance of refunding bonds.

Disclosure: From the perspective of the bond issuer, it is taken to mean the dissemination of accurate and complete information material to an existing or proposed bond issuance which an investor is likely to consider important in making an investment decision. The material facts pertinent to a new bond offering are disclosed in the Official Statement.

Disclosure Counsel: A law firm retained by the bond issuer to prepare the Official Statement and provide a 10b-5 opinion.

Discount Bond: A bond sold for less than its face value as a result of the yield exceeding the coupon rate.

Financial Advisor: A consultant who advises the bond issuer on matters such as bond structure, timing, marketing, pricing, documentation and credit ratings. The consultant may also provide non-bond related advice relating to capital planning and investment management.

Fixed Rate Debt: Securities with an interest rate that is established for the life of the securities.

Forward Refunding: A Forward Refunding is an agreement, usually between an issuer and the underwriter, whereby the issuer agrees to issue bonds on a specified future date and an underwriter agrees to purchase such bonds on such date. The proceeds of such bonds, when issued, are generally used to refund the issuer's outstanding bonds.

Group Net Order: An order for bonds submitted by a Syndicate member in which the takedown is distributed to Syndicate members according to their respective liability shares in the issue.

Institutional order—an order for bonds placed by a bank, pension fund, mutual fund, trust or insurance company, investment bank, hedge fund or similar financial institution

Interest Rate Risk: The risk associated with changes in general interest rate levels or Yield Curves (see Yield Curves below).

Letter of Credit: A commitment usually made by a commercial bank to honor demands for timely payment of debt service upon compliance with pre-established conditions and/or the occurrence of certain events specified in the agreement between the bank and the issuer of the debt. Letters of credit are often issued as additional sources of security for issues of notes, commercial paper or bonds, with the bank issuing the letter of credit committing to pay debt service on the bonds. Debt issued with a letter of credit may be assigned the credit rating (short- and/or long-term) of the letter of credit provider. Letters of credit may also provide liquidity support for such debt issues.

Master Indenture: The Trust Indenture that governs all the senior lien bond obligations of the issuer.

Master Subordinate Indenture: The Trust Indenture that governs all the subordinate lien bond obligations of the issuer.

Member Order – An order submitted by a syndicate member at the takedown price.

Negotiated Sale: The sale of a new issue of bonds by an issuer through an agreement with an underwriter or underwriting Syndicate selected by the issuer. Bonds are generally sold on a negotiated basis when market conditions, issue structure or issue credit quality indicate that a competitive sale would result in higher borrowing costs for the issuer.

Net Designated Order – An order submitted by a syndicate member on behalf of a buyer on which all or a portion of the takedown is to be credited to certain members of the syndicate. The buyer directs the percentage of the total designation each member will receive in accordance with the terms of the underwriting syndicate.

Official Statement: A document published by the bond issuer, and often prepared by Disclosure Counsel, which discloses material information on a new bond issue including the purpose of the issue, source of repayment, bond covenants as well as financial, economic, demographic and legal characteristics of the bond issuer. The Official Statement is used by investors to determine the credit quality of the bond issue. An Official Statement is deemed preliminary prior to the determination of the interest rates on the bond issue.

Parity Bonds: Two or more subsequent issues of bonds which have the same priority of claim or lien against pledged revenues.

Passenger Facility Charge (PFC): A fee, in amounts up to \$4.50, assessed to enplaned passengers at commercial airports controlled by public agencies. Airports use these fees to fund FAA-approved projects that enhance safety, security, or capacity; reduce noise; or increase air carrier competition. Federal law limits use of PFC funds strictly to the above categories.

Premium Bond: A bond sold for greater than its face value as a result of the coupon rate exceeding the yield.

Redemption Provisions: Terms set out in the bond documents which give the bond issuer the right or requirement to redeem or “call” all or a portion of an outstanding issue of bonds prior to their stated dates of maturity at a specified price.

Remarketing Agent: A broker-dealer responsible for reselling to new investors securities (such as variable rate demand obligations and other tender option bonds) that have been tendered for purchase by their owner. The remarketing agent also typically is responsible for resetting the interest rate for a variable rate issue and also may act as tender agent.

Retail Order: An order for bonds placed by an individual or, as determined by the bond issuer, a retail order may also include an order placed by a bank trust department or an investment advisor for an individual.

Secondary Market Disclosure: Disclosure of information relating to outstanding municipal securities made following the end of the underwriting period by or on behalf of the issuer of the securities.

Securities and Exchange Commission (SEC): The Federal agency responsible for supervising and regulating the securities industry. In general, municipal securities are exempt from the SEC’s registration and reporting requirements. Brokers and dealers in municipal securities, however, are subject to SEC regulation and oversight. The SEC also has responsibility for the approval of Municipal Securities Rulemaking Board (MSRB) rules, and has jurisdiction, pursuant to SEC Rule 10b-5, over fraud in the sale of municipal securities.

SEC Rule 15(c)2-12: A regulation of the SEC which requires underwriters participating in primary offerings of municipal securities of \$1,000,000 or more (i) to obtain, review, and distribute to investors copies of the issuer’s disclosure documents; (ii) to obtain and review a copy of an Official Statement deemed final by an issuer of the securities, except for the omission of specified information; (iii) to make available upon request, in non-competitively bid offerings, the most recent preliminary official statement, if any; (iv) to contract with an issuer of the securities, or its agent, to receive, within specified time periods, sufficient copies of the issuer’s final official statement, both to comply with this rule and any rules of the Municipal Securities Rulemaking Board; and (v) to provide, for a specified period of time, copies of final Official Statements to any potential customer upon request. The rule contains exemptions for underwriters participating in certain offerings of municipal securities issued in large denominations that are sold to no more than 35 sophisticated investors, have short-term maturities, or have short-term tender or put features. The release also modifies, in limited respects, a previously published interpretation of the legal obligations of municipal securities underwriters.

Senior Lien Bonds: Bonds which have a prior claim against pledged revenues.

Serial Bonds: Bonds of an issue in which principal is amortized in successive years without interruption.

Subordinate Lien Bonds: Bonds which have a subordinate, or junior, claim against pledged revenues.

Special Facility Obligations: The issuance of bonds by a governmental entity to finance a project with repayment secured by a defined revenue stream derived from or relating to the use of the completed project.

Syndicate: A group of underwriters formed to purchase and re-offer a bond issuer's bonds for sale to the public. The syndicate is organized for the purposes of sharing the risks of underwriting the issue, obtaining sufficient capital to purchase a bond issue and for broader distribution of the issue to the general public. Each syndicate member has a share in the liability of the issue.

Takedown: The total discount at which members of syndicates buy bonds from an issuer.

Tax Events Risk: Risk to the issuer of variable rate bonds created by either a change in the taxable equivalent yield of comparable investments or loss of tax-exempt status. For an issuer of variable rate bonds, a reduction in federal income tax rates would increase interest costs. Re-classification of outstanding variable rate bonds as taxable would also increase interest costs.

Term Bonds: Bonds comprising a large part of the issue which come due in a single maturity. The bond issuer usually makes periodic payments into a sinking fund for mandatory redemption of term bonds before maturity or for payment at maturity.

True Interest Cost: The rate, compounded semi-annually, necessary to discount the amounts payable on the respective principal and interest payment dates to the purchase price received on the closing date of the bond issue.

Trust Indenture: A contract between a bond issuer and a trustee, for the benefit of bondholders. The trustee administers the funds specified in the indenture and implements the remedies provided in case of default.

Underwriter: A dealer which purchases a new issue of bonds for resale either by negotiation with the issuer or by award on the basis of a competitive bid.

Underwriter's Counsel: A law firm retained by the Underwriter to represent their interests in connection with the negotiated purchase of a new issue of bonds. The firm's duties may include review of all bond documents, preparation of the agreement among Underwriters and negotiation of the bond purchase contract between the Underwriter and the bond issuer.

Underwriter's Gross Spread: In a negotiated sale, the difference between the price the Underwriter pays the bond issuer and the original reoffering price to the public; includes the management fee, expenses, and sales commissions (takedown and concession).

Variable Rate Debt: Securities with an interest rate that changes at intervals according to an index or formula, or is periodically (daily, weekly or monthly) reset at the market clearing rate. Variable rate debt is also known as "floating rate debt".

Yield Curve: Refers to the graphical or tabular representation of interest rates across different maturities. The presentation often starts with the shortest-term rates and extends towards longer

maturities. It reflects the market's views about implied inflation/deflation, liquidity, economic and financial activity, and other market forces.

Zero Coupon Bond: An original issue discount bond on which no periodic interest payments are made but which is issued at a deep discount from par, accreting (at the rate represented by the offering yield at issuance) to its full value at maturity.

[Amended by Resolution 2018-0133 dated December 6, 2018.]
[Amended by Resolution 2017-0050 dated June 1, 2017.]
[Amended by Resolution 2015-0042 dated May 21, 2015.]
[Amended by Resolution 2014-0050 dated June 5, 2014.]
[Amended by Resolution 2013-0048 dated June 6, 2013.]
[Amended by Resolution 2012-0060 dated June 7, 2012.]
[Amended by Resolution 2011-0078 dated July 7, 2011.]
[Adopted by Resolution. 2010-0046 dated May 6, 2010.]

CODES

ARTICLE 1

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

ARTICLE 1	-	ADMINISTRATION AND GOVERNANCE
PART 1.0	-	CONSTRUCTION
SECTION 1.03	-	DEFINITIONS AND INTERPRETATION

(a) The following words and phrases whenever used in this Code shall be construed according to the definitions of ~~as defined in~~ this section, unless a different meaning is specifically defined or the context otherwise requires:

“Act” ~~shall means~~ the San Diego County Regional Airport Authority Act, as codified in the California Public Utilities Code §§170000 et seq., ~~amended by the San Diego County Regional Airport Authority Reform Act of 2007 and any future amendments.~~

“Airport” ~~shall means~~ the San Diego International Airport located at ~~Lindbergh Field in~~ the County of San Diego.

“Authority” ~~shall means~~ the San Diego County Regional Airport Authority, a local governmental entity of regional government, as created by the Act.

“Board” ~~shall means~~ the Board of Directors, ~~and~~ and the governing board of the Authority, established as specified in the Act codified in the California Public Utilities Code §§170000 et seq.

~~“City Selection Committee” shall means a committee created pursuant to Section 50270 et seq. Article 11 (commencing with §50270) of Chapter 1 of Part 1 of Division 1 of Title 5 of the California Government Code [SR1]; [Cal. Pub. Util. Code §170006(c)[RT2]] [RSP3][RT4]~~

“Clerk” means the Clerk of the ~~Board of the~~ Authority.

“Committee Members” means all members of the Board and non-Board Members serving on committees

“Consolidated Agency” ~~shall means~~ the authority resulting from the consolidation of the San Diego Association of Governments and the transit boards pursuant to Chapter 3 (commencing with §132350) of Division 12.7 of the California Public Utilities Code.

“Code” ~~shall means~~ the Codes of the Authority, as duly adopted by the Board and as amended from time to time.

“County” ~~shall means~~ the County of San Diego.

~~“Executive Director/President/CEO” shall means the Executive~~

~~Director/President/Chief Executive Officer of the Authority or his or her designee.~~

“Facilities” shall mean any and all facilities and airports under the jurisdiction of the Authority.

~~(b) — The following words and phrases whenever used in this Code shall be interpreted as follows, unless the context otherwise requires: [A5]~~

“Genders” means ~~A~~any gender, and includes the other gender.

“Oath” means and includes affirmation.

“Office” ~~The use of the title of any officer, employee or any office, or ordinance shall~~ means ~~such~~the officer, employee, office or ordinance of the Authority, unless otherwise specifically designated, when the use of such title of any officer, employee or any office, or ordinance.

“Person” shall mean a natural person, sole proprietor, joint venture, joint stock company, partnership, association, club, company, corporation, limited liability company, business trust, organization, or the manager, lessee, agent, servant, officer or employee of any of them.

“Policy” or **“Policies”** means the Policies of the Authority, as duly adopted by the Board and as amended from time to time.

“Port” means the San Diego Unified Port District established under the San Diego Unified Port District Act (Chapter 67 of the Statutes of 1962, First Extraordinary Session).

“President/CEO” means the President/Chief Executive Officer of the Authority, or his or her designee.

“Shall” and **“May”** - “Shall” is mandatory; “May” is permissive.

“Singular” and **“Plural”** - The singular number includes the plural, and the plural number includes the singular.

“Tenses” - Words used in the present tense include the past and future tense and vice versa.

“Use of Words and Phrases” - Words and phrases used in this Code and not specifically defined shall be construed according to the context and approved usage of the language.

“Written” includes printed, typewritten, mimeographed, multigraphed or electronic form.

[Amended by Resolution No. 2008-0029 dated March 6, 2008.]

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

ARTICLE 1 - ADMINISTRATION AND GOVERNANCE

PART 1.1 - AUTHORITY AND ENFORCEMENT

SECTION 1.12 - LAW ENFORCEMENT JURISDICTION ~~POLICE AUTHORITY~~

(a) Nothing in this Code shall be construed to limit the jurisdiction of any law enforcement agency with jurisdiction to exercise its authority in the County of San Diego, the police departments of the County of San Diego, or the Port, or [A] the cities [RT2] within the jurisdiction of the San Diego County Regional Airport Authority.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 1** - **ADMINISTRATION AND GOVERNANCE**
PART 1.1 - **AUTHORITY AND ENFORCEMENT**
SECTION 1.18 - **HOLIDAYS**
-

(a) The ~~Authority's Executive Director~~ President/CEO or his or her designee of the San Diego County Regional Airport ("Authority") shall provide the holidays observed by the Authority. [A1][SR2]

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

ARTICLE 2

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 2** - **ETHICS**
PART 2.0 - **ETHICS AND CONDUCT**
SECTION 2.06 - **CONDUCT OF BOARD AND COMMITTEES**
-

(a) The professional and personal conduct of Board and committee [T1][RT2] members must be above reproach and avoid even the appearance of impropriety. Board members shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of each other or the public. Board members shall not engage in conduct detrimental to the reputation and good order of the Authority.

(b) Board members shall perform their duties in accordance with all established policies and rules of order governing the deliberation of public policy issues, meaningful involvement of the public and implementation of policy decisions.

(c) Board members shall prepare themselves for public issues, listen courteously and attentively to all public discussions before the Board and focus on the business at hand. They shall refrain from interrupting other speakers, making personal comments not germane to the business of the Board or otherwise interfering with the orderly conduct of meetings.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 2 - ETHICS**
PART 2.0 - ETHICS AND CONDUCT
SECTION 2.09 - PROHIBITED OUTSIDE POSITIONS
-

- (a) ~~_____ (a) _____~~ No Board member ~~or eEmployee~~ of the Authority shall be a paid employee (whether full or part time), attorney, agent, broker, officer, director, trustee, independent contractor, or consultant for anyone that the Board member ~~or eEmployee~~ knows or should know is doing business or seeking to do business with the Authority^[NC1] or that the Board member ~~or eEmployee~~ knows or should know has or is seeking a license, permit, grant or benefit from or is entering into a contract with the Authority.
- (b) ~~_____ (b) _____~~ Except as otherwise authorized in writing by the President/CEO, no Authority employee shall be a paid employee (whether full or part time), attorney, agent, broker, officer, director, trustee, independent contractor, or consultant for anyone that the Authority employee knows or should know is doing business or seeking to do business with the Authority or that the Authority employee knows or should know has or is seeking a license, permit, grant or benefit from or is entering into a contract with the Authority.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

ARTICLE 6

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 6 - REAL PROPERTY MANAGEMENT**
PART 6.0 - REAL PROPERTY MANAGEMENT
SECTION 6.01 - RULES AND REGULATIONS
-

Any person subject to the Rules and Regulations of the San Diego International Airport (“Airport”), (as may be amended from time to time, the “**Rules and Regulations**”), who violates or fails to comply with the Rules and Regulations will be deemed to be in violation of this Code. The Executive Director of the San Diego County Regional Airport Authority or his or her designee may promulgate a schedule of fines and penalties for any violation of the Rules and Regulations.

- (a) The President/CEO or his or her designee is authorized to adopt and amend rules and regulations (“Rules and Regulations”) for the San Diego International Airport (“Airport”)[SBI], which shall be applicable to the Authority’s employees and those doing business with the Authority or on Authority property.
- (b) The President/CEO or his or her designee may promulgate a schedule of fines and penalties for any violation of the Rules and Regulations.
- (c) Any person subject to the Rules and Regulations who violates or fails to comply with them will be deemed to be in violation of this Code.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Succeeded by Resolution No. _____ dated _____.]

ARTICLE 7

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 7 - SAFETY AND SECURITY
PART 7.0 - REGULATION OF CONDUCT
SECTION 7.02 - DANGEROUS OBJECTS
-

(a) No ~~person~~Person, except a peace officer, ~~or a member of the Armed Forces on official duty, or an authorized and licensed employee of a common carrier [SR1][RT2]~~licensed and operating in accordance with the California Business and Professions Code, shall carry any weapon, ammunition, explosive, or inflammable material on or about his or her person, openly or concealed, on the facilities and airports under the jurisdiction of the San Diego County Regional Airport Authority (the "**Authority**"), without the permission of the Authority's Executive Director/President/CEO or his or her designee.

(b) No ~~person~~Person may furnish, give, sell or trade a weapon on Authority property.

(c) For the purposes of this section, the term "**weapon**" includes, but is not limited to, firearms, explosive devices, dirks, bowie knives, blackjacks, switch blade knives, slingshots, metal knuckles or similar devices or instruments.

(d) This section shall not apply to ~~person~~Persons lawfully transporting ~~for lawful purposes~~ any weapons which are carried in said ~~person~~Person's luggage in accordance with the Authority's codes, policies, rules and regulations and applicable federal, state and local laws.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

ARTICLE	7	-	SAFETY AND SECURITY
PART	7.0	-	REGULATION OF CONDUCT
SECTION	7.03	-	<u>TOBACCO SMOKING^[SR1] AND CANNABIS USE POSSESSION^[RT2]</u>

(a) The following definitions shall apply to this section:

(1) "Electronic Delivery System" means an electronic device, commonly consisting of a heating element, battery, and electric circuit, that can be used to deliver nicotine, cannabis or any other substance and uses inhalation to simulate smoking. Electronic Delivery System includes, without limitation, any electronic cigar, cigarette, cigarillo, pipe, or hookah, or other similar product, regardless of name or descriptor.

(2) "Tobacco Product" means any: (A) cigar, cigarette, smokeless tobacco, roll-your-own tobacco, liquid nicotine; or (B) other substance delivered by or through an Electronic Delivery System.

(3) "Cannabis" means all parts of the plant Cannabis sativa Linnaeus, Cannabis indica, or Cannabis ruderalis, whether growing or not; the seeds thereof; the resin, whether crude or purified, extracted from any part of the plant; and every compound, manufacture, salt, derivative, mixture, or preparation of the plant, its seeds, or resin. "Cannabis" also means the separated resin, whether crude or purified, obtained from cannabis, and marijuana that has undergone a process whereby the plant material has been transformed into a concentrate including, but not limited to, concentrated cannabis, or an edible or topical product containing marijuana or concentrated cannabis and other ingredients.

~~(3)~~(4) "Smoking" or "Smoke" means the burning of, carrying of, inhaling from, exhaling from, or the possession of a lighted cigar, lighted cigarette, lighted pipe, or any other matter or substance which contains nicotine, cannabis tobacco, or other matter. Smoking also includes the use of an Electronic Delivery System intended to emulate smoking, which permits a person to inhale a vapor, mist or aerosol that may or may not contain nicotine, cannabis or a Tobacco Product.

~~(4)~~(5) "Use" means to consume by Smoking, burning, chewing, exhaling, heating, inhaling, vapping, or any other forms of ingestion or inhalation.

(b) Except in designated smoking areas, no person shall Smoke or Use any Tobacco Product or Electronic Delivery System at the ~~Authority Facilities and airports under the jurisdiction of the San Diego County Regional Airport Authority~~ or in violation of any federal, state, or local law.

CODE SECTION NO. 7.03

(c) No person shall Smoke or Use any Cannabis at the Authority Facilities or in violation of any federal, state, or local law.

(b)(d) No person shall sell, deliver or grow any Cannabis within any Authority Facility.

[Amended by Resolution No. 2015-0026 dated April 23, 2015.]

[~~Superseded~~ Adopted by Resolution No. 2002-02 dated September 20, 2002.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 7 - SAFETY AND SECURITY
PART 7.0 - REGULATION OF CONDUCT
SECTION 7.04 - DAMAGES AND ALTERATIONS
-

- (a) No ~~P~~erson shall destroy, injure, deface or disturb in any way, any building, sign, equipment, marker, ~~or other~~ structure, trees, flowers, lawn or any other ~~properties~~ property on the Authority Facilities ~~and airports under the jurisdiction of the San Diego County Airport Authority.~~
- (b) ~~(the "Authority"), including, without limitation, the San Diego International Airport;~~ ~~nor~~ No ~~P~~erson shall alter, make additions to, erect any building or sign, or make any excavations at ~~such a~~ Authority Facilities ~~and or airports under the jurisdiction of the Authority~~ without the Authority's prior written authorization.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

ARTICLE 7 - SAFETY AND SECURITY
PART 7.0 - REGULATION OF CONDUCT
SECTION 7.05 - TRESPASSING_[RTI]

(a) It shall be unlawful for any Person, to remain within a passenger terminal at the San Diego International Airport ("Airport") between the hours of 11:00 p.m. and 6:00 a.m. of the following day after having been requested to leave the terminal by a representative of the San Diego County Regional Airport Authority ("Authority") or by a duly appointed law enforcement officer. This section does not apply to:

- (1) Any Person holding a valid airline ticket for travel within 24 hours;
- (2) Any Person in the terminal meeting a specific and identifiable arriving passenger or accompanying a departing ticketed passenger;
- (3) Any Airport employee acting in the course and scope of his or her their employment;
- (4) Any employee of a government entity or an approved business located or doing business within the Airport terminal; and
- (5) Any Person whose presence in the terminal is substantially and directly related to the air transportation of passengers or property.

(b) It shall be unlawful for any Person, whose actions at the Airport constitute a proximate and cognizable threat to the safety of personnel or to Airport security, to remain on Airport property after having been requested to leave the property by a duly appointed law enforcement officer or an Authority security representative.

(c) It shall be unlawful for any Person to remove any food item, including a beverage, from an unattended table within a food-serving concession area at the Airport and thereafter consume said item where the Person neither originally purchased the food item nor received permission from the purchaser of the food item to consume the food item. For the purpose of this section, "food-serving concession area" means any area adjacent to a food-serving business or concession within which are located dining tables for the convenience of the customers of the food-serving business or concession.

[Amended by Resolution No. 2006-0089 dated July 6, 2006.]

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

ARTICLE 7 - SAFETY AND SECURITY
PART 7.0 - REGULATION OF CONDUCT
SECTION 7.06 - SECURITYNG DEVICES AND DIRECTIVES

- (a) No Pperson shall in any way tamper or interfere with any security alarms, CCTV cameras, locks or closing mechanisms of any door or gate on ~~the an~~ facilities Authority Ffacilityiesy or airports under the jurisdiction of the San Diego County Regional Airport Authority (the "Authority"), including, without limitation, the San Diego International Airport, nor shall any.
- (b) ~~No Pperson otherwise shall breach any security device or directives at such any facilities Authority Ffacility and or airports under jurisdiction of the Authority.~~
- (bc) No Pperson shall in any way attempt to bypass or test any security screening procedures at the airport under the jurisdiction of the Authority Authority Facilities for the purposes of exposing the inadequacies of such systems.
- (de) The Authority's ~~Executive Director~~ President/CEO or his or her designee shall determine those individuals who are not subject to the provisions of this Code.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Supereeded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 7 - SAFETY AND SECURITY
PART 7.0 - REGULATION OF CONDUCT
SECTION 7.07 - TAMPERING WITH AIRPORT FACILITY EQUIPMENT
-

- (a) No Pperson shall tamper, alter, move or otherwise affect any security device, sign, CCTV camera, PIN pad coding box, electromagnetic locking device ~~or other such implement,~~ or perimeter fence, gate, or gate tracking device located on ~~the any facilities Authority Ffacilitiesy or airports under the jurisdiction of the San Diego County Regional Airport Authority, (the "Authority").~~
- (b) No Pperson ~~may shall~~ place any object within ~~five ten (10) five (5)~~ feet of the perimeter fence of any Authority Ffacilitiesyies ~~or airports under the jurisdiction of the Authority~~ or at any distance that would obscure that portion of such fence.
- (bc) No Pperson shall recklessly or intentionally activate any emergency or security device or cause an emergency or security alarm alert, when no threat to security or emergency condition exists.
- (ed) Any Pperson inadvertently activating a security alarm or other device shall remain at the location of the activation until an authorized officer of the Authority or other security representatives arrives, determines the cause of the activation, and verifies the individual's authority to access that portion of the Authority Facilities ~~such facilityies or airports.~~

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Supereeded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 7 - SAFETY AND SECURITY
PART 7.0 - REGULATION OF CONDUCT
SECTION 7.08 - CRIMINAL ACTIVITIES
-

(a) No ~~person~~ shall use ~~the any Authority facilities~~ ~~Facilities~~ and ~~or airports~~ under the jurisdiction of the San Diego County Regional Airport Authority (the "**Authority**") for any criminal ~~activities~~ ~~activity~~ in violation of this Code and/or any applicable federal, state and local laws.

(b) Any ~~persons~~ involved in a criminal ~~activity~~ ~~ies~~ ~~at~~ ~~the~~ a Authority ~~Facilities~~ ~~ies~~ and ~~or airports~~ under the jurisdiction of the Authority in violation of this Code and/or any applicable federal, state and local laws may be detained, arrested and prosecuted to the full extent of the law.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 7 - SAFETY AND SECURITY**
PART 7.0 - REGULATION OF CONDUCT
SECTION 7.09 - GENERAL CLEANLINESS
-

- (a) No ~~P~~person shall dispose of garbage, ~~papers, refuse, recyclables,~~ or other material on the ~~any facilities Authority Ffacilitiesy and or airports under the jurisdiction of the San Diego County Regional Airport Authority~~ except in the a specific receptacles or trashwaste container (trash, recycling, and compost) provided for that purpose.
- (b) ~~No Person shall or~~ use any restroom other than in a clean and sanitary manner.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 7 - SAFETY AND SECURITY**
PART 7.0 - REGULATION OF CONDUCT
SECTION 7.10 - ABANDONMENT
-

(a) No person shall willfully abandon, or leave unattended, any personal property on the any facilities Authority Ffacilitiesy and or airports under the jurisdiction of the San Diego County Regional Airport Authority. Any items left for distribution or left unattended is are prohibited and shall be removed from the location, considered an abandoned item.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]

[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 7 - SAFETY AND SECURITY
PART 7.3 - LANDSIDE OPERATIONS
SECTION 7.30 - PEDESTRIAN RIGHT-OF-WAY
-

(a) The operator of any vehicle shall yield the right-of-way to ~~a~~any pedestrian who is ~~crosses~~crossing a roadway, access way, designated crosswalk or drive located on ~~the~~any ~~facilities~~Authority facilities, or airports under the jurisdiction of the San Diego County Regional Airport Authority, (the "Authority"), except where the movement of vehicular traffic is being regulated by authorized ~~officers~~representatives of the Authority, law enforcement personnel, or traffic control signals.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

~~SAN~~^[RT1] ~~DIEGO COUNTY REGIONAL AIRPORT AUTHORITY~~^[RT2]

CODES

ARTICLE 7 - SAFETY AND SECURITY
PART 7.4 - AIRPORT FACILITIES
SECTION 7.40 - ASSEMBLIES REGULATED

(a) — It shall be unlawful for any company, society, organization or group of Ppersons exceeding twenty five (25)^[A3] in number, to hold, conduct or participate in any celebration, parade, service, picnic, demonstration or exercise on^[NC4]^[SR5]^[RT6] the any Authority facilities facility and or airports under the jurisdiction of the San Diego County Regional Airport Authority (the “Authority”) without the prior written approval of the Authority’s Executive Director^{President/CEO} or his or her designee.

^[RT7]

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

- ARTICLE 7 - SAFETY AND SECURITY
PART 7.4 - AIRPORT FACILITIES
SECTION 7.41 - RUBBISH, TRASH, & RECYCLABLES & WASTE DISPOSAL,
REGULATED^[A1]
-

(a) It shall be unlawful for any ~~P~~person to dump any material or throw garbage, offal, rubbish, litter, recyclables, sewage, refuse or foreign material of any kind upon any lot, tract of land, street, alley, lane, court, sidewalk or place ~~under the jurisdiction of the~~ at any San Diego County Regional Airport Authority Facilities (the "Authority") without the prior written permission of the Authority's ~~Executive Director~~ President/CEO or his or her designee. ~~(the "Executive Director").~~

(b) It shall be unlawful for any occupant, lessee, tenant or licensee of any premises at the Airport Authority Facilities, ~~within said area~~ to place, or allow to be placed, or allow to remain thereon any premises within said area such any garbage, offal, rubbish, litter, recyclables, sewage, refuse or foreign material of any kind without the written permission of the ~~Executive Director~~ President/CEO.

(c) Nothing in this section shall be construed to limit the operation of any duly ordained regulation of any city whose corporate limits extend into the facilities and airports under the jurisdiction of the Authority.^{[NC2][RT3]}

(de) Unauthorized removal of items from trash containers or recycle bins at on the Airport Authority Facilities is prohibited. ~~by law and subject to legal action by the Authority.~~

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Supereeded by Resolution No. _____ dated _____.]

ARTICLE 8

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

ARTICLE 8 - GENERAL OPERATIONS
PART 8.1 - AIRCRAFT
SECTION 8.12 - FIRES

(a) Smoking or lighting of open flames shall be prohibited in the following locations:

- (1) Areas posted with "No Smoking" signs;
- (2) On ramps or aprons; and
- (3) Within 50 feet of hangars, fuel trucks or fuel loading stations.

(b) No person shall start an open fire any place on ~~the any facilities and or~~ airports under the jurisdiction of the ~~San Diego County Regional Airport Authority~~ (the "Authority") without permission of the ~~Authority's Executive Director~~ President/CEO or his or her designee (the "~~Executive Director~~").

(c) No person shall stock or store any material or equipment in such a manner as to constitute a fire hazard.

(d) Except for oil in sealed cans, no inflammable liquids or gases, including gasoline, ~~dope~~^{[A1][RT2]}, solvent and thinner, shall be stored in any hangar or building in quantities greater than one gallon; provided, however, separate buildings for such storage may be approved by the ~~Executive Director~~ President/CEO.

(e) No person shall use a volatile ~~inflammable~~ ^{[A3][RT4]} substance for cleaning purposes inside any hangar or building.

(f) Tenants shall maintain hangar floors, gasoline pits and trucks clean and free of excess gasoline, grease and other inflammables.

(g) Tenants of all hangars and buildings shall provide suitable fire extinguishers and equipment ~~and they shall be kept~~ in such condition as may be required by the Fire Marshall of the city in which the airport is located.

(h) Aircraft engines shall not be operated, nor shall aircraft electrical or radio equipment be operated in any hangar.

(i) ~~—~~ (i) The enactment of this section is not intended to preempt the public health regulations promulgated by ~~contained in~~ the City of San Diego Municipal Code. S, Article 5,

~~Division 1, Sections 45.0101 through 45.0111, entitled "SMOKING PROHIBITED IN CERTAIN PUBLIC AREAS" [A5] [RT6], and said Municipal Code regulationsSections are hereby adopted and incorporated herein and shall be applicable to any airport under the jurisdiction of the Authority within the territorial limits of the County of San Diego. Every person at any said airport shall comply with the applicable provisions of said Municipal Code regulationsSections, including subsequent amendments thereto, and every lessee of the Authority at any said airport shall post the necessary "No Smoking" signs on its leased premises as required by said Municipal Code regulationsSections and enforce the provisions of said Municipal Code regulationsSections.~~

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]
[Superseded by Resolution No. _____ dated _____.]