

# 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

## 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

## Ex-Officio Board Members

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

## President / CEO

Kimberly J. Becker

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

**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](http://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 25<sup>th</sup> 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
<b>Current assets:</b>		
Cash and investments <sup>(1)</sup>	\$ 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
<b>Total current assets</b>	<b>164,490,487</b>	<b>110,289,968</b>
<b>Cash designated for capital projects and other <sup>(1)</sup></b>	<b>22,097,406</b>	<b>26,478,316</b>
<b>Restricted assets:</b>		
Cash and investments:		
Bonds reserve <sup>(1)</sup>	62,346,162	60,779,648
Passenger facility charges and interest unapplied <sup>(1)</sup>	85,659,204	75,196,900
Customer facility charges and interest unapplied <sup>(1)</sup>	41,972,026	42,006,976
SBD Bond Guarantee <sup>(1)</sup>	4,000,000	4,000,000
Bond proceeds held by trustee <sup>(1)</sup>	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
<b>Total restricted assets</b>	<b>436,310,426</b>	<b>546,213,150</b>
<b>Noncurrent assets:</b>		
<b>Capital assets:</b>		
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
	<b>2,789,064,623</b>	<b>2,619,115,956</b>
Less accumulated depreciation	(1,069,562,066)	(960,142,322)
<b>Total capital assets, net</b>	<b>1,719,502,557</b>	<b>1,658,973,634</b>
<b>Other assets:</b>		
Notes receivable - long-term portion	30,080,027	32,050,388
Investments-long-term portion <sup>(1)</sup>	164,493,961	168,198,191
Net OPEB Asset	394,547	-
Security deposit	130,611	349,943
<b>Total other assets</b>	<b>195,099,146</b>	<b>200,598,522</b>
<b>Deferred outflows of resources:</b>		
Deferred pension outflows	23,615,800	21,063,862
Deferred OPEB outflows	871,141	-
Deferred POB outflows	505,326	-
<b>Total assets and deferred outflows of resources</b>	<b>\$ 2,562,492,289</b>	<b>\$ 2,563,617,452</b>

<sup>(1)</sup> 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
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	\$ 60,884,060	\$ 63,893,642
Deposits and other current liabilities	7,414,539	9,670,312
<b>Total current liabilities</b>	<b>68,298,599</b>	<b>73,563,954</b>
<b>Current liabilities - payable from restricted assets:</b>		
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
<b>Total liabilities payable from restricted assets</b>	<b>35,943,026</b>	<b>30,303,669</b>
<b>Long-term liabilities:</b>		
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
<b>Total long-term liabilities</b>	<b>1,608,149,220</b>	<b>1,647,871,960</b>
<b>Total liabilities</b>	<b>1,712,390,845</b>	<b>1,751,739,583</b>
<b>Deferred inflows of resources:</b>		
Deferred pension inflows	6,235,495	3,506,867
Deferred OPEB inflows	507,578	-
Deferred POB inflows	178,971	-
<b>Total liabilities and deferred inflows of resources</b>	<b>\$ 1,719,312,889</b>	<b>\$ 1,755,246,450</b>
<b>Net Position:</b>		
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
<b>Total Net Position</b>	<b>\$ 843,179,400</b>	<b>\$ 808,371,002</b>

**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
<b>Operating revenues:</b>					
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
<b>Total operating revenues</b>	<b>22,686,965</b>	<b>23,242,366</b>	<b>555,401</b>	<b>2%</b>	<b>21,148,050</b>
<b>Operating expenses:</b>					
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
<b>Total operating expenses</b>	<b>14,320,694</b>	<b>14,411,999</b>	<b>(91,305)</b>	<b>(1)%</b>	<b>13,240,745</b>
Depreciation	9,841,960	9,841,960	-	-	8,562,843
<b>Operating income (loss)</b>	<b>(1,475,689)</b>	<b>(1,011,593)</b>	<b>464,096</b>	<b>31%</b>	<b>(655,538)</b>
<b>Nonoperating revenue (expenses):</b>					
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)
<b>Nonoperating revenue, net</b>	<b>2,068,306</b>	<b>2,827,736</b>	<b>759,430</b>	<b>37%</b>	<b>3,268,770</b>
<b>Change in net position before capital grant contributions</b>	<b>592,617</b>	<b>1,816,143</b>	<b>1,223,526</b>	<b>(206)%</b>	<b>2,613,232</b>
Capital grant contributions	277,826	1,171,060	893,234	322%	183,627
<b>Change in net position</b>	<b>\$ 870,443</b>	<b>\$ 2,987,203</b>	<b>\$ 2,116,760</b>	<b>243%</b>	<b>\$ 2,796,859</b>

**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	
<b>Operating revenues:</b>					
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
<b>Total operating revenues</b>	<b>189,178,912</b>	<b>195,629,516</b>	<b>6,450,604</b>	<b>3%</b>	<b>175,523,456</b>
<b>Operating expenses:</b>					
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
<b>Total operating expenses</b>	<b>118,873,373</b>	<b>116,660,278</b>	<b>2,213,095</b>	<b>2%</b>	<b>106,932,013</b>
Depreciation	76,590,135	76,590,135	-	-	65,933,078
<b>Operating income (loss)</b>	<b>(6,284,596)</b>	<b>2,379,103</b>	<b>8,663,699</b>	<b>138%</b>	<b>2,658,365</b>
<b>Nonoperating revenue (expenses):</b>					
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)
<b>Nonoperating revenue, net</b>	<b>17,220,705</b>	<b>23,847,827</b>	<b>6,627,122</b>	<b>38%</b>	<b>15,343,604</b>
<b>Change in net position before capital grant contributions</b>	<b>10,936,109</b>	<b>26,226,930</b>	<b>15,290,821</b>	<b>(140)%</b>	<b>18,001,969</b>
Capital grant contributions	6,965,519	7,027,762	62,243	1%	7,196,003
<b>Change in net position</b>	<b>\$ 17,901,628</b>	<b>33,254,692</b>	<b>\$ 15,353,064</b>	<b>86%</b>	<b>\$ 25,197,972</b>



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	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
<b>Landing Fees</b>										
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)
<b>Total Landing Fees</b>	<b>1,985,021</b>	<b>2,074,899</b>	<b>89,878</b>	<b>5</b>	<b>1,973,396</b>	<b>18,144,680</b>	<b>18,383,189</b>	<b>238,509</b>	<b>1</b>	<b>18,356,243</b>
<b>Aircraft Parking Fees</b>										
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
<b>Total Aircraft Parking Fees</b>	<b>268,594</b>	<b>288,858</b>	<b>20,264</b>	<b>8</b>	<b>266,713</b>	<b>2,148,752</b>	<b>2,315,931</b>	<b>167,180</b>	<b>8</b>	<b>2,133,708</b>
<b>Building and Other Rents</b>										
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
<b>Total Building and Other Rents</b>	<b>5,977,306</b>	<b>5,853,868</b>	<b>(123,438)</b>	<b>(2)</b>	<b>4,983,178</b>	<b>46,605,470</b>	<b>46,414,317</b>	<b>(191,154)</b>	<b>0</b>	<b>39,628,897</b>
<b>Security Surcharge</b>										
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
<b>Total Security Surcharge</b>	<b>2,916,307</b>	<b>2,916,308</b>	<b>1</b>	<b>0</b>	<b>2,736,414</b>	<b>23,347,045</b>	<b>23,344,273</b>	<b>(2,771)</b>	<b>0</b>	<b>21,940,259</b>
<b>CUPPS Support Charges</b>										
41400 - CUPPS Support Charges	114,720	114,723	3	0	116,304	918,801	919,181	380	0	934,668
<b>Total CUPPS Support Charges</b>	<b>114,720</b>	<b>114,723</b>	<b>3</b>	<b>0</b>	<b>116,304</b>	<b>918,801</b>	<b>919,181</b>	<b>380</b>	<b>0</b>	<b>934,668</b>
<b>Other Aviation Revenue</b>										
43100 - Fuel Franchise Fees	13,700	14,850	1,150	8	13,844	122,024	123,558	1,534	1	122,879
<b>Total Other Aviation Revenue</b>	<b>13,700</b>	<b>14,850</b>	<b>1,150</b>	<b>8</b>	<b>13,844</b>	<b>122,024</b>	<b>123,558</b>	<b>1,534</b>	<b>1</b>	<b>122,879</b>
<b>Non-Airline Terminal Rents</b>										
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
<b>Total Non-Airline Terminal Rents</b>	<b>174,165</b>	<b>175,472</b>	<b>1,307</b>	<b>1</b>	<b>178,856</b>	<b>1,436,634</b>	<b>1,452,173</b>	<b>15,539</b>	<b>1</b>	<b>1,320,817</b>

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<b>Concession Revenue</b>										
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
<b>Total Concession Revenue</b>	<b>5,017,382</b>	<b>5,466,528</b>	<b>449,146</b>	<b>9</b>	<b>4,944,565</b>	<b>42,403,893</b>	<b>46,184,048</b>	<b>3,780,154</b>	<b>9</b>	<b>42,235,409</b>
<b>Parking and Ground Transportat</b>										
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
<b>Total Parking and Ground Transportat</b>	<b>4,472,272</b>	<b>4,408,163</b>	<b>(64,110)</b>	<b>(1)</b>	<b>4,079,669</b>	<b>39,919,676</b>	<b>40,930,789</b>	<b>1,011,113</b>	<b>3</b>	<b>34,066,441</b>
<b>Ground Rentals</b>										
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
<b>Total Ground Rentals</b>	<b>1,661,336</b>	<b>1,730,611</b>	<b>69,275</b>	<b>4</b>	<b>1,649,189</b>	<b>13,311,461</b>	<b>13,964,065</b>	<b>652,605</b>	<b>5</b>	<b>13,456,969</b>
<b>Grant Reimbursements</b>										
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
<b>Total Grant Reimbursements</b>	<b>22,400</b>	<b>39,819</b>	<b>17,419</b>	<b>78</b>	<b>22,400</b>	<b>306,900</b>	<b>372,515</b>	<b>65,615</b>	<b>21</b>	<b>351,343</b>

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<b>Other Operating Revenue</b>										
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
<b>Total Other Operating Revenue</b>	<b>63,762</b>	<b>158,268</b>	<b>94,506</b>	<b>148</b>	<b>183,519</b>	<b>513,576</b>	<b>1,225,476</b>	<b>711,901</b>	<b>139</b>	<b>975,821</b>
<b>Total Operating Revenue</b>	<b>22,686,967</b>	<b>23,242,367</b>	<b>555,401</b>	<b>2</b>	<b>21,148,048</b>	<b>189,178,911</b>	<b>195,629,514</b>	<b>6,450,604</b>	<b>3</b>	<b>175,523,455</b>
<b>Personnel Expenses</b>										
<b>Salaries</b>										
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
<b>Total Salaries</b>	<b>2,966,161</b>	<b>2,669,137</b>	<b>297,024</b>	<b>10</b>	<b>2,590,499</b>	<b>25,045,128</b>	<b>23,273,556</b>	<b>1,771,572</b>	<b>7</b>	<b>21,205,581</b>
52110 - Overtime	58,835	48,025	10,810	18	71,679	412,789	550,270	(137,481)	(33)	427,629

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<b>Benefits</b>										
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
<b>Total Benefits</b>	<b>1,630,659</b>	<b>2,226,236</b>	<b>(595,577)</b>	<b>(37)</b>	<b>1,580,634</b>	<b>12,201,874</b>	<b>11,834,831</b>	<b>367,043</b>	<b>3</b>	<b>12,236,081</b>
<b>Cap Labor/Burden/OH Recharge</b>										
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)
<b>Total Cap Labor/Burden/OH Recharge</b>	<b>(521,818)</b>	<b>(324,282)</b>	<b>(197,536)</b>	<b>(38)</b>	<b>(420,935)</b>	<b>(4,460,481)</b>	<b>(3,056,389)</b>	<b>(1,404,092)</b>	<b>(31)</b>	<b>(3,582,155)</b>
<b>QHP Labor/Burden/OH Recharge</b>										
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)
<b>Total QHP Labor/Burden/OH Recharge</b>	<b>(48,529)</b>	<b>(53,322)</b>	<b>4,792</b>	<b>10</b>	<b>(59,190)</b>	<b>(404,715)</b>	<b>(455,096)</b>	<b>50,382</b>	<b>12</b>	<b>(362,801)</b>

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<b>MM&amp;JS Labor/Burden/OH Recharge</b>										
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
<b>Total MM&amp;JS Labor/Burden/OH Recharge</b>	<b>0</b>	<b>(1,539)</b>	<b>1,539</b>	<b>0</b>	<b>(1,006)</b>	<b>0</b>	<b>(3,572)</b>	<b>3,572</b>	<b>0</b>	<b>(7,481)</b>
<b>Total Personnel Expenses</b>	<b>4,085,307</b>	<b>4,564,255</b>	<b>(478,949)</b>	<b>(12)</b>	<b>3,761,681</b>	<b>32,794,596</b>	<b>32,143,599</b>	<b>650,996</b>	<b>2</b>	<b>29,916,853</b>
<b>Non-Personnel Expenses</b>										
<b>Contract Services</b>										
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)
<b>Total Contract Services</b>	<b>3,854,682</b>	<b>3,798,018</b>	<b>56,665</b>	<b>1</b>	<b>3,811,763</b>	<b>32,896,141</b>	<b>32,728,576</b>	<b>167,565</b>	<b>1</b>	<b>29,364,397</b>
<b>Safety and Security</b>										
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
<b>Total Safety and Security</b>	<b>2,640,448</b>	<b>2,580,146</b>	<b>60,303</b>	<b>2</b>	<b>2,470,850</b>	<b>22,135,373</b>	<b>21,065,424</b>	<b>1,069,949</b>	<b>5</b>	<b>19,536,273</b>
<b>Space Rental</b>										
62100 - Rent	848,563	848,055	508	0	849,147	6,794,000	6,793,590	410	0	6,794,574
<b>Total Space Rental</b>	<b>848,563</b>	<b>848,055</b>	<b>508</b>	<b>0</b>	<b>849,147</b>	<b>6,794,000</b>	<b>6,793,590</b>	<b>410</b>	<b>0</b>	<b>6,794,574</b>

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	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
<b>Utilities</b>										
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)
<b>Total Utilities</b>	<b>973,073</b>	<b>923,556</b>	<b>49,516</b>	<b>5</b>	<b>880,750</b>	<b>9,080,704</b>	<b>9,211,204</b>	<b>(130,500)</b>	<b>(1)</b>	<b>8,109,778</b>
<b>Maintenance</b>										
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
<b>Total Maintenance</b>	<b>1,161,349</b>	<b>954,794</b>	<b>206,555</b>	<b>18</b>	<b>817,351</b>	<b>8,566,184</b>	<b>8,367,879</b>	<b>198,305</b>	<b>2</b>	<b>7,401,098</b>
<b>Equipment and Systems</b>										
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)
<b>Total Equipment and Systems</b>	<b>15,400</b>	<b>15,118</b>	<b>282</b>	<b>2</b>	<b>17,480</b>	<b>206,456</b>	<b>178,767</b>	<b>27,689</b>	<b>13</b>	<b>220,195</b>
<b>Materials and Supplies</b>										
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)
<b>Total Materials and Supplies</b>	<b>36,221</b>	<b>30,554</b>	<b>5,667</b>	<b>16</b>	<b>31,550</b>	<b>341,917</b>	<b>356,476</b>	<b>(14,559)</b>	<b>(4)</b>	<b>376,550</b>

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<b>Insurance</b>										
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
<b>Total Insurance</b>	<b>94,646</b>	<b>91,172</b>	<b>3,474</b>	<b>4</b>	<b>87,156</b>	<b>868,986</b>	<b>834,548</b>	<b>34,438</b>	<b>4</b>	<b>749,241</b>
<b>Employee Development and Suppo</b>										
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
<b>Total Employee Development and Suppo</b>	<b>70,297</b>	<b>80,685</b>	<b>(10,387)</b>	<b>(15)</b>	<b>79,137</b>	<b>672,597</b>	<b>681,802</b>	<b>(9,205)</b>	<b>(1)</b>	<b>750,351</b>
<b>Business Development</b>										
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
<b>Total Business Development</b>	<b>232,988</b>	<b>161,599</b>	<b>71,390</b>	<b>31</b>	<b>174,847</b>	<b>2,220,821</b>	<b>1,960,116</b>	<b>260,706</b>	<b>12</b>	<b>1,783,822</b>

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<b>Equipment Rentals and Repairs</b>										
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)
<b>Total Equipment Rentals and Repairs</b>	<b>307,714</b>	<b>364,048</b>	<b>(56,334)</b>	<b>(18)</b>	<b>259,029</b>	<b>2,295,598</b>	<b>2,338,298</b>	<b>(42,700)</b>	<b>(2)</b>	<b>1,928,882</b>
<b>Total Non-Personnel Expenses</b>	<b>10,235,381</b>	<b>9,847,744</b>	<b>387,638</b>	<b>4</b>	<b>9,479,062</b>	<b>86,078,777</b>	<b>84,516,679</b>	<b>1,562,098</b>	<b>2</b>	<b>77,015,163</b>
<b>Total Departmental Expenses before</b>	<b>14,320,688</b>	<b>14,411,999</b>	<b>(91,311)</b>	<b>(1)</b>	<b>13,240,743</b>	<b>118,873,373</b>	<b>116,660,279</b>	<b>2,213,094</b>	<b>2</b>	<b>106,932,016</b>
<b>Depreciation and Amortization</b>										
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
<b>Total Depreciation and Amortization</b>	<b>9,841,960</b>	<b>9,841,960</b>	<b>0</b>	<b>0</b>	<b>8,562,843</b>	<b>76,590,135</b>	<b>76,590,135</b>	<b>0</b>	<b>0</b>	<b>65,933,078</b>
<b>Non-Operating Revenue/(Expense)</b>										
<b>Passenger Facility Charges</b>										
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
<b>Total Passenger Facility Charges</b>	<b>3,985,657</b>	<b>4,352,457</b>	<b>366,800</b>	<b>9</b>	<b>4,913,766</b>	<b>29,632,504</b>	<b>31,401,768</b>	<b>1,769,264</b>	<b>6</b>	<b>28,533,678</b>
<b>Customer Facility Charges</b>										
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
<b>Total Customer Facility Charges</b>	<b>3,131,740</b>	<b>3,234,805</b>	<b>103,065</b>	<b>3</b>	<b>3,017,235</b>	<b>26,604,907</b>	<b>27,074,424</b>	<b>469,517</b>	<b>2</b>	<b>26,245,988</b>

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<b>Quiter Home Program</b>										
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)
<b>Total Quiter Home Program</b>	<b>(359,850)</b>	<b>(349,480)</b>	<b>10,370</b>	<b>3</b>	<b>(728,496)</b>	<b>(2,372,282)</b>	<b>(2,126,589)</b>	<b>245,693</b>	<b>10</b>	<b>(854,816)</b>
<b>Interest Income</b>										
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
<b>Total Interest Income</b>	<b>1,144,004</b>	<b>1,395,398</b>	<b>251,394</b>	<b>22</b>	<b>2,030,376</b>	<b>9,458,276</b>	<b>10,777,757</b>	<b>1,319,482</b>	<b>14</b>	<b>8,235,431</b>
<b>Interest income BAB's rebate</b>										
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
<b>Total Interest income BAB's rebate</b>	<b>385,935</b>	<b>390,515</b>	<b>4,580</b>	<b>1</b>	<b>388,849</b>	<b>3,087,479</b>	<b>3,124,116</b>	<b>36,637</b>	<b>1</b>	<b>3,110,794</b>

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<b>Interest Expense</b>										
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)
<b>Total Interest Expense</b>	<b>(6,679,592)</b>	<b>(6,660,771)</b>	<b>18,821</b>	<b>0</b>	<b>(6,189,310)</b>	<b>(52,994,725)</b>	<b>(53,418,483)</b>	<b>(423,758)</b>	<b>(1)</b>	<b>(49,908,525)</b>
<b>Amortization</b>										
69210 - Amortization - Premium	460,411	460,411	0	0	473,613	3,804,546	3,804,546	0	0	3,758,976
<b>Total Amortization</b>	<b>460,411</b>	<b>460,411</b>	<b>0</b>	<b>0</b>	<b>473,613</b>	<b>3,804,546</b>	<b>3,804,546</b>	<b>0</b>	<b>0</b>	<b>3,758,976</b>
<b>Other Non-Operating Income (Expense)</b>										
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
<b>Total Other Non-Operating Income (Expense)</b>	<b>0</b>	<b>4,402</b>	<b>4,402</b>	<b>0</b>	<b>(637,264)</b>	<b>0</b>	<b>3,210,288</b>	<b>3,210,288</b>	<b>0</b>	<b>(3,777,924)</b>
<b>Total Non-Operating Revenue/(Expense)</b>	<b>2,068,304</b>	<b>2,827,736</b>	<b>759,431</b>	<b>37</b>	<b>(3,268,769)</b>	<b>17,220,705</b>	<b>23,847,828</b>	<b>6,627,122</b>	<b>38</b>	<b>(15,343,604)</b>
<b>Capital Grant Contribution</b>										
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
<b>Total Capital Grant Contribution</b>	<b>277,826</b>	<b>1,171,060</b>	<b>893,234</b>	<b>322</b>	<b>183,627</b>	<b>6,965,519</b>	<b>7,027,762</b>	<b>62,243</b>	<b>1</b>	<b>7,196,003</b>
<b>Total Expenses Net of Non-Operating Revenue/ (Expense)</b>	<b>21,816,518</b>	<b>20,255,163</b>	<b>1,561,355</b>	<b>7</b>	<b>18,351,190</b>	<b>171,277,283</b>	<b>162,374,824</b>	<b>8,902,459</b>	<b>5</b>	<b>150,325,488</b>
<b>Net Income/(Loss)</b>	<b>870,449</b>	<b>2,987,204</b>	<b>2,116,756</b>	<b>243</b>	<b>2,796,859</b>	<b>17,901,627</b>	<b>33,254,690</b>	<b>15,353,063</b>	<b>86</b>	<b>25,197,967</b>

**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
<b>Equipment Outlay</b>										
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
<b>Total Equipment Outlay</b>	<b>(56,000)</b>	<b>0</b>	<b>56,000</b>	<b>100</b>	<b>0</b>	<b>(692,469)</b>	<b>0</b>	<b>692,469</b>	<b>100</b>	<b>0</b>

Item 2



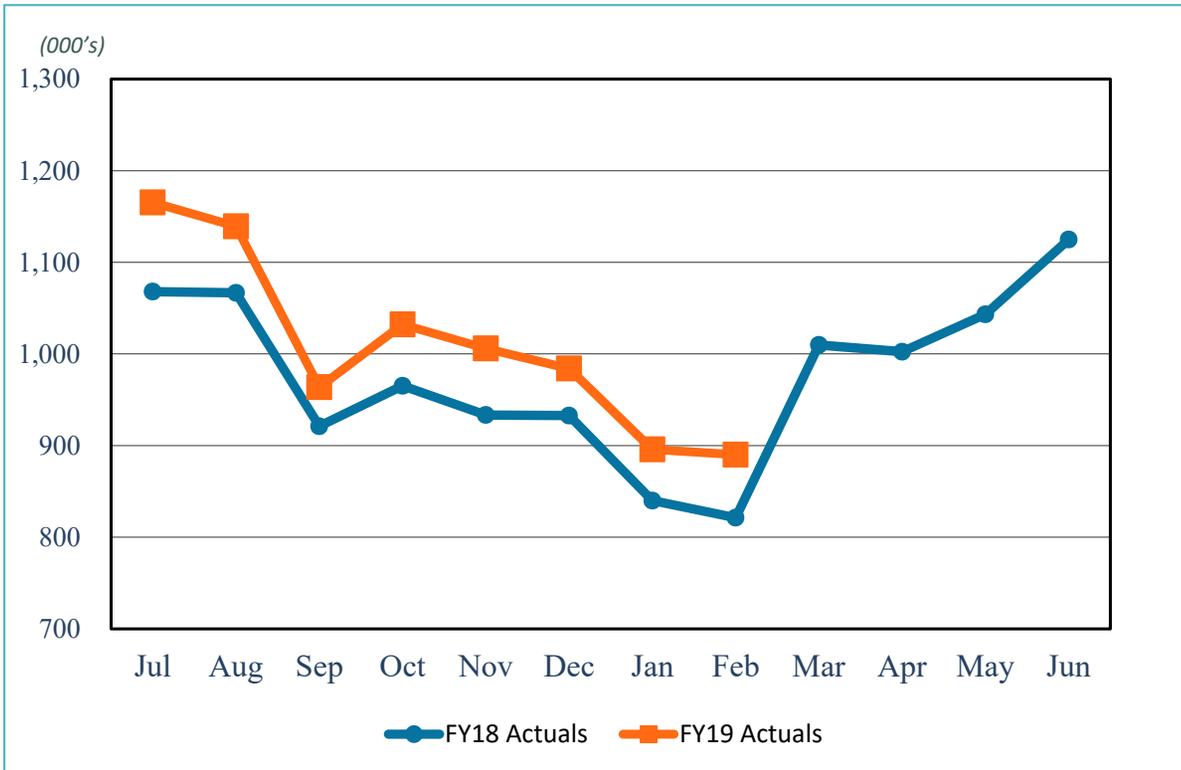
## Review of the Unaudited Financial Statements for the Eight Months Ended February 28, 2019 and 2018

Presented by:  
Scott Brickner  
Chief Financial Officer  
Kathy Kiefer

Senior Director, Finance & Asset Management

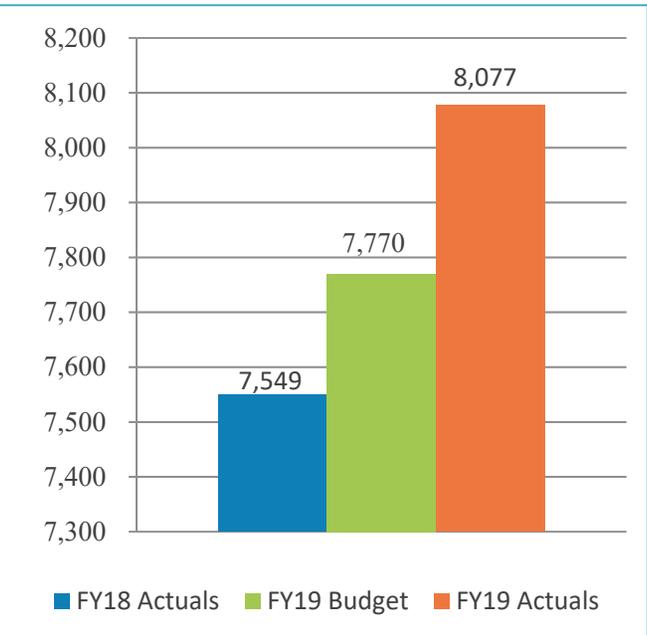
March 25, 2019

# Enplanements

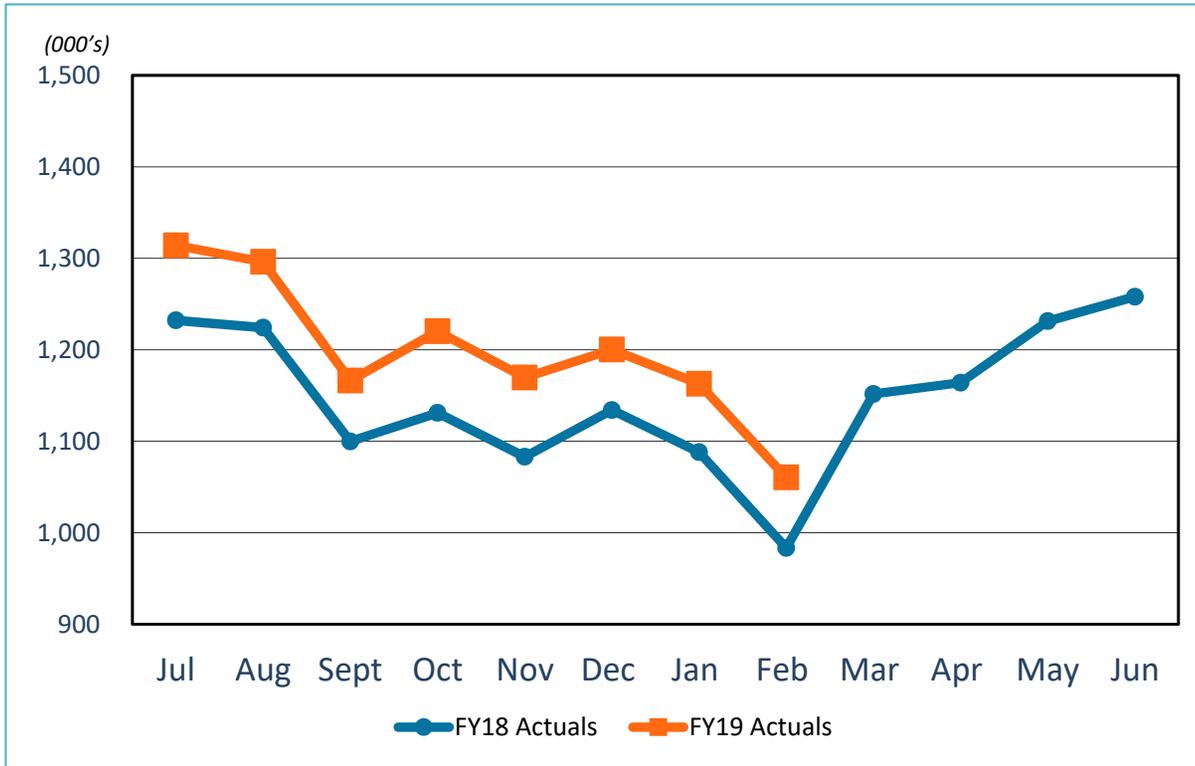


FY19 YTD Act Vs.  
FY18 YTD Act  
7.0%

FY19 YTD Act Vs.  
FY19 YTD Budget  
4.0%

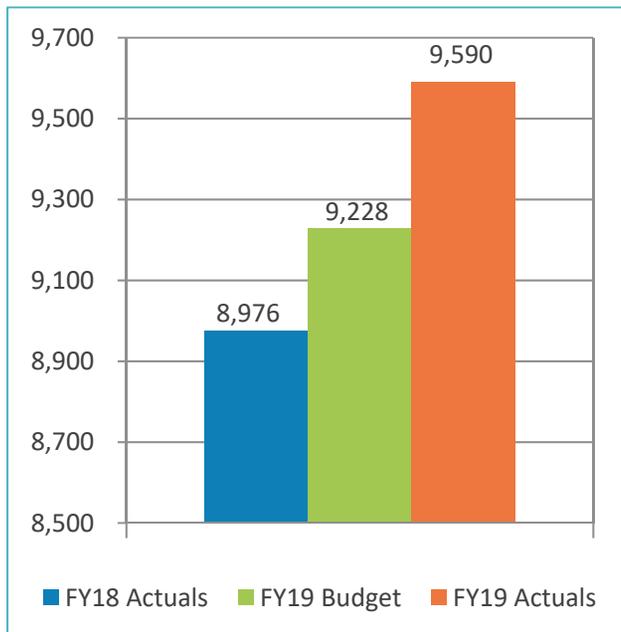


# Gross Landing Weight Units (000 lbs)



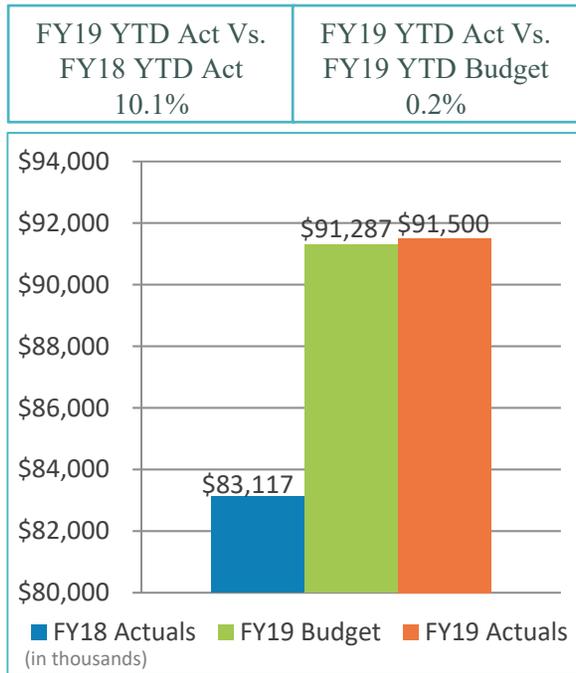
FY19 YTD Act Vs.  
FY18 YTD Act  
6.8%

FY19 YTD Act Vs.  
FY19 YTD Budget  
3.9%

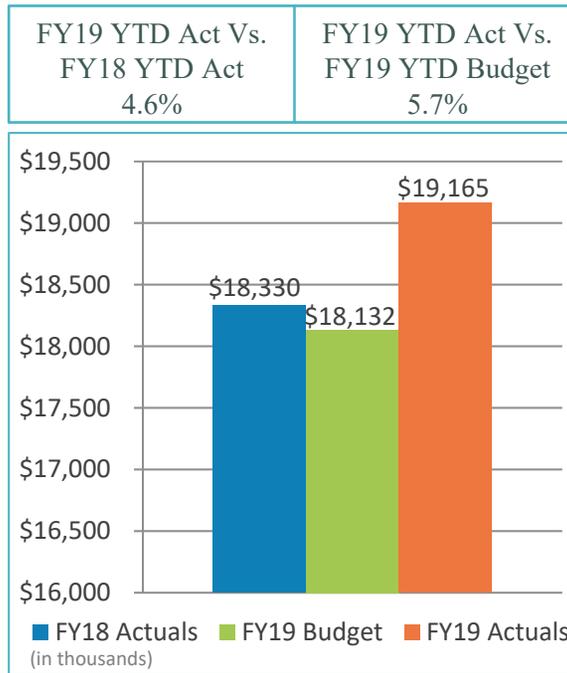


# Operating Revenue (Unaudited)

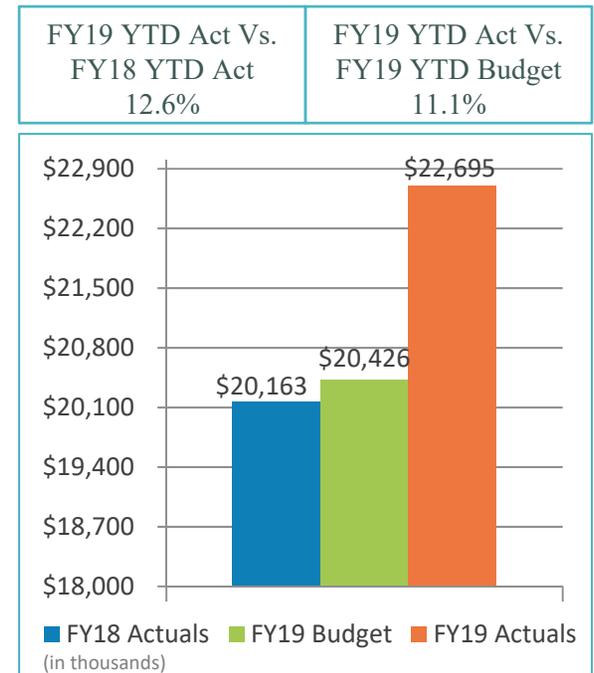
## Aviation



## Terminal Concessions

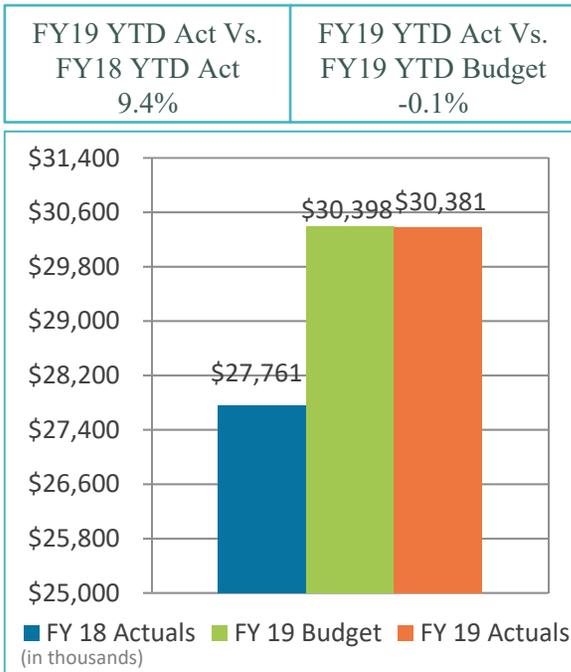


## Rental Car

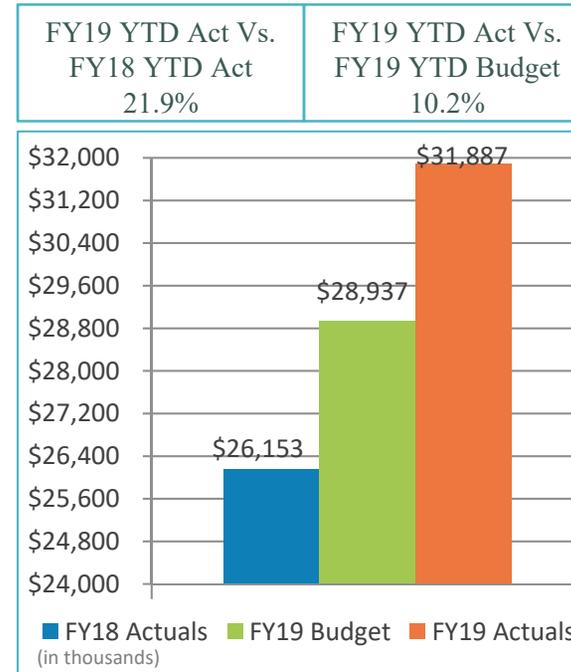


# Operating Revenue (Unaudited)

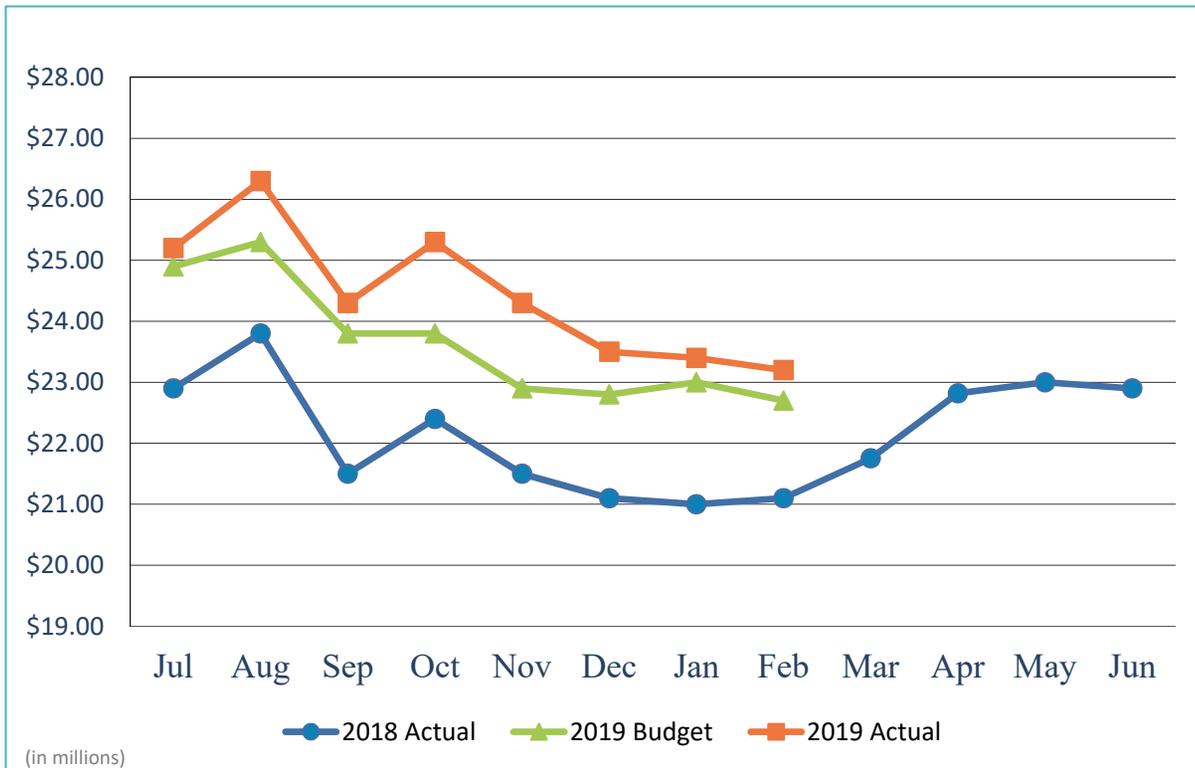
## Parking Revenue



## Other

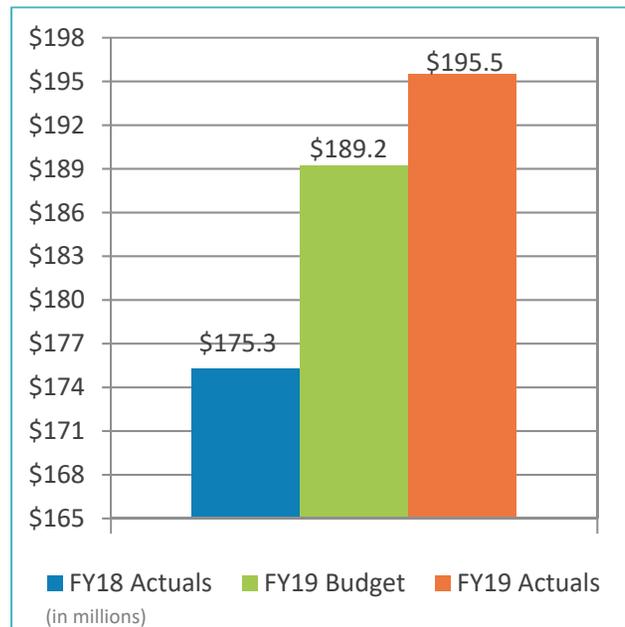


# Total Operating Revenue (Unaudited)



FY19 YTD Act Vs.  
FY18 YTD Act  
11.5%

FY19 YTD Act Vs.  
FY19 YTD Budget  
3.3%

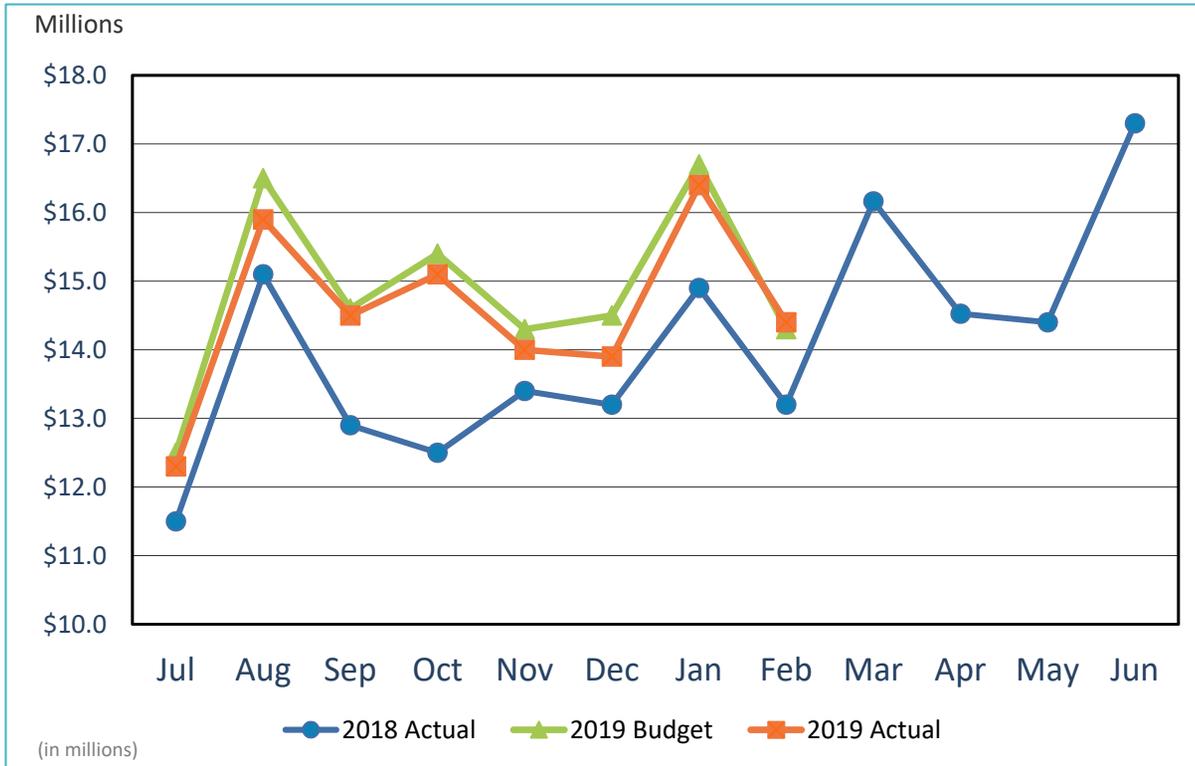


# Operating Revenues

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

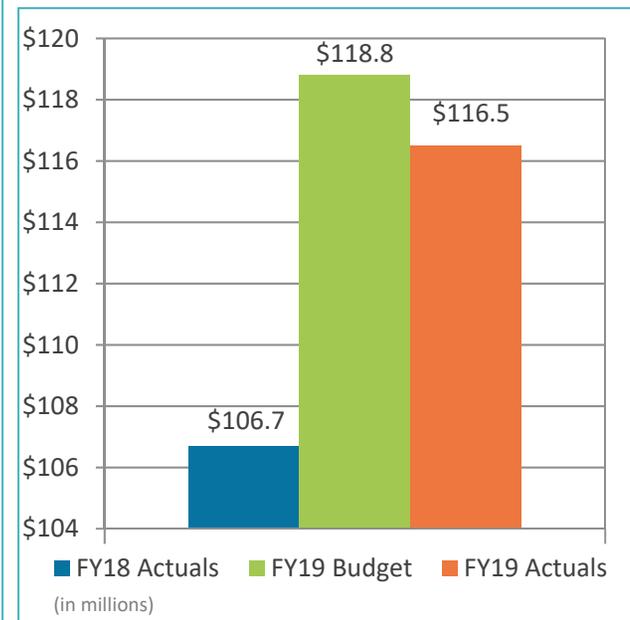
(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Aviation	\$ 91,287	\$ 91,500	\$ 213	-	\$ 83,117
Terminal concessions	18,132	19,165	1,033	6%	18,330
Rental car	20,426	22,695	2,269	11%	20,163
Parking	30,398	30,381	(17)	-	27,761
Other operating	28,937	31,887	2,950	10%	26,153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

# 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)

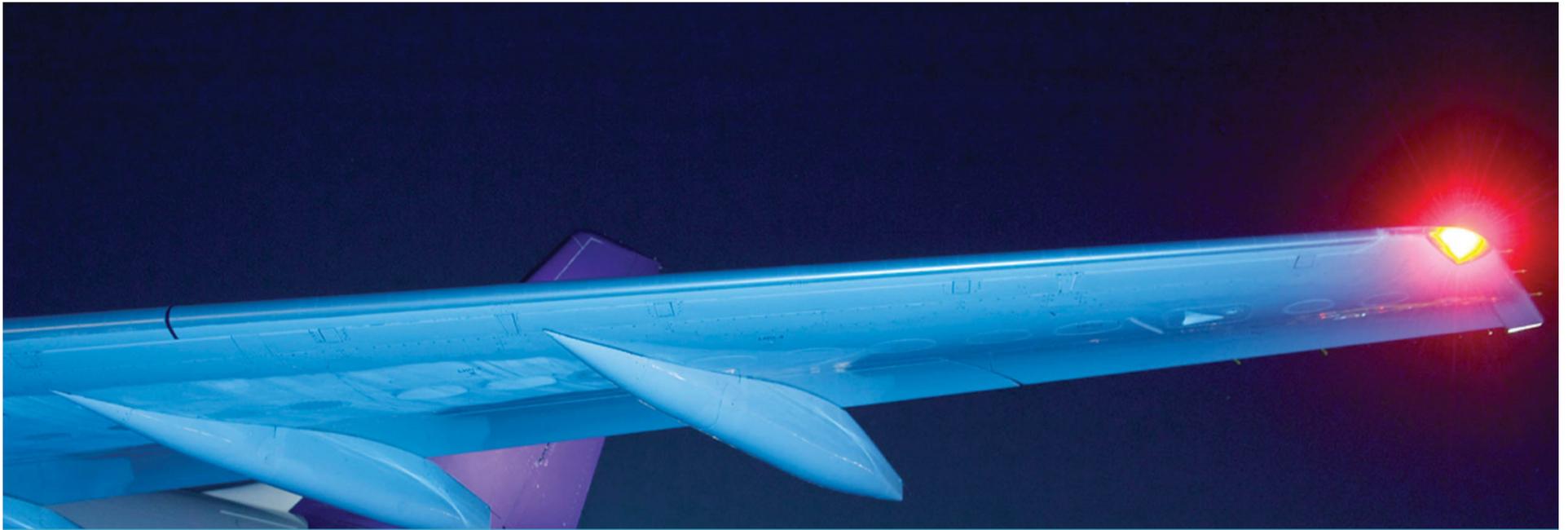
(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Salaries and benefits	\$ 32,795	\$ 32,144	\$ 651	2%	\$ 29,917
Contractual services	32,896	32,729	167	1%	29,364
Safety and security	22,135	21,065	1,070	5%	19,536
Space rental	6,794	6,794	-	-	6,795
Utilities	9,081	9,211	(130)	(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
<b>Total operating expenses</b>	<b>\$ 118,874</b>	<b>\$ 116,661</b>	<b>\$ 2,213</b>	<b>2%</b>	<b>\$ 106,932</b>

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

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	%	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	<u>70,306</u>	<u>78,967</u>	<u>8,661</u>	12%	<u>68,592</u>
Depreciation	76,590	76,590	-	-	65,933
Operating income (loss)	<u>\$ (6,284)</u>	<u>\$ 2,377</u>	<u>\$ 8,661</u>	138%	<u>\$ 2,659</u>

# 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)
<b>Nonoperating revenue, net</b>	<b>17,221</b>	<b>23,847</b>	<b>6,626</b>	<b>38%</b>	<b>15,343</b>
<b>Change in net position before grant contributions</b>	<b>10,937</b>	<b>26,224</b>	<b>15,287</b>	<b>140%</b>	<b>18,002</b>
Capital grant contributions	6,966	7,028	62	1%	7,196
<b>Change in net position</b>	<b>\$ 17,903</b>	<b>33,252</b>	<b>\$ 15,349</b>	<b>86%</b>	<b>\$ 25,198</b>



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

# Statements of Net Position (Unaudited)

## As of February 28, 2019 and 2018

(In Thousands)

	<b>2019</b>	<b>2018</b>
<b>Assets and Deferred Outflows of Resources</b>		
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
<b>Total assets and deferred outflows of resources</b>	<b>\$ 2,562,492</b>	<b>\$ 2,563,618</b>

# Statements of Net Position (Unaudited)

## As of February 28, 2019 and 2018

(In Thousands)

	<u>2019</u>	<u>2018</u>
<b>Liabilities and Deferred Inflows of Resources</b>		
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
<b>Total liabilities and deferred inflows of resources</b>	<u>\$ 1,719,313</u>	<u>\$ 1,755,247</u>
 <b>Total net position</b>	 <u>\$ 843,179</u>	 <u>\$ 808,371</u>



Questions?

Item 3



# Investment Report

Period Ending  
February 28, 2019

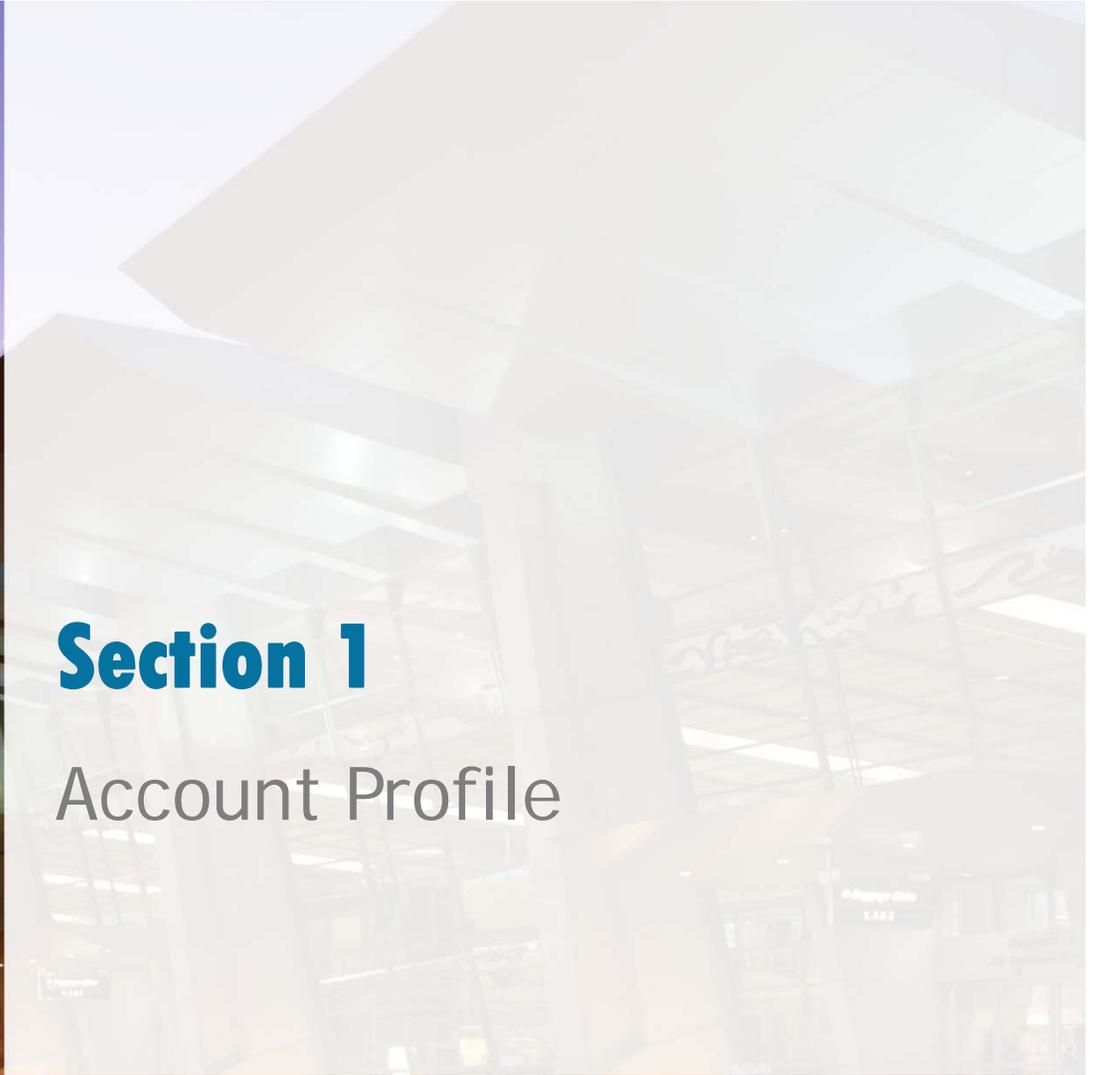
March 25, 2019





# 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.



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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

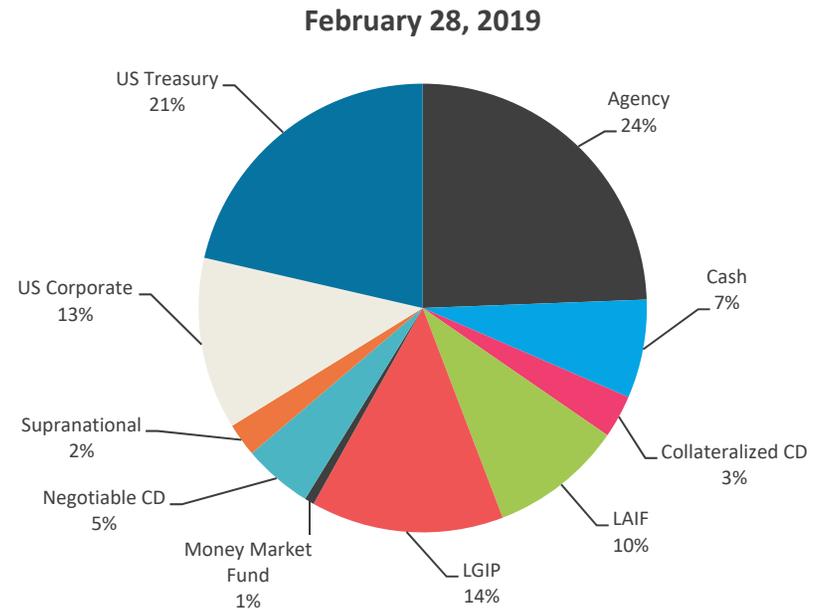
## SDCRAA Consolidated

	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.

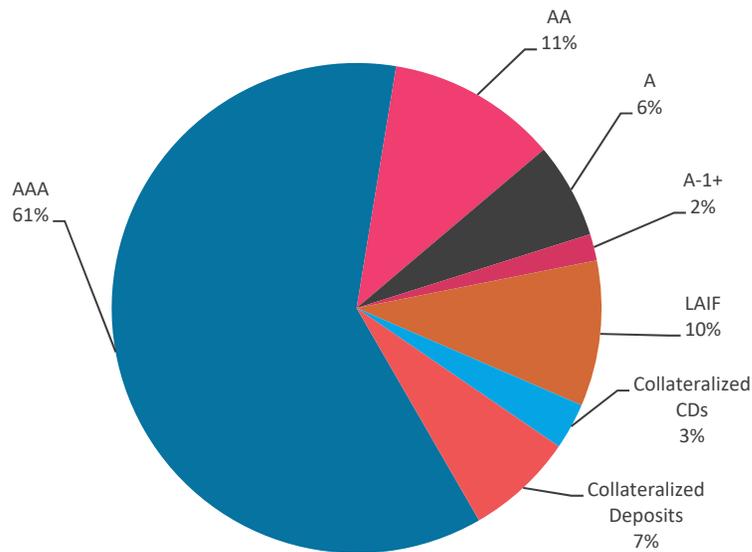
# Sector Distribution

	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%
<b>TOTAL</b>	<b>516,881,828</b>	<b>100.0%</b>	<b>507,490,163</b>	<b>100.0%</b>



# Quality & Maturity Distribution

February 28, 2019

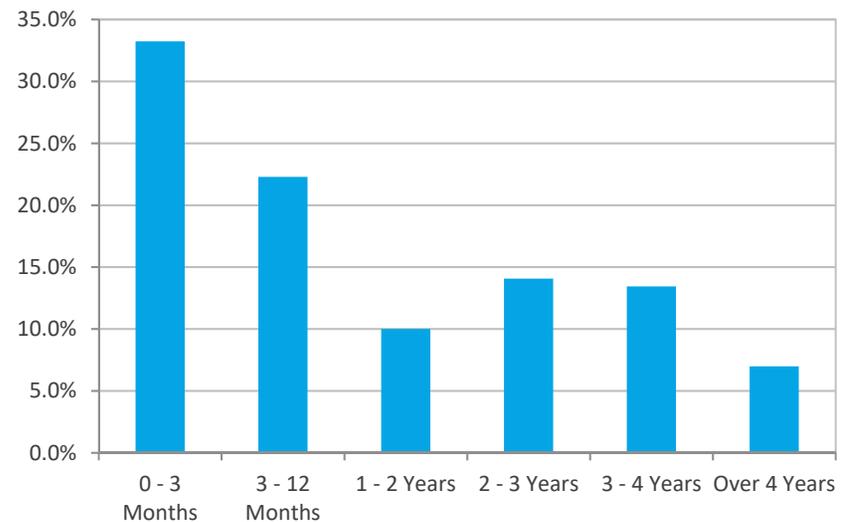


**Notes:**

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.

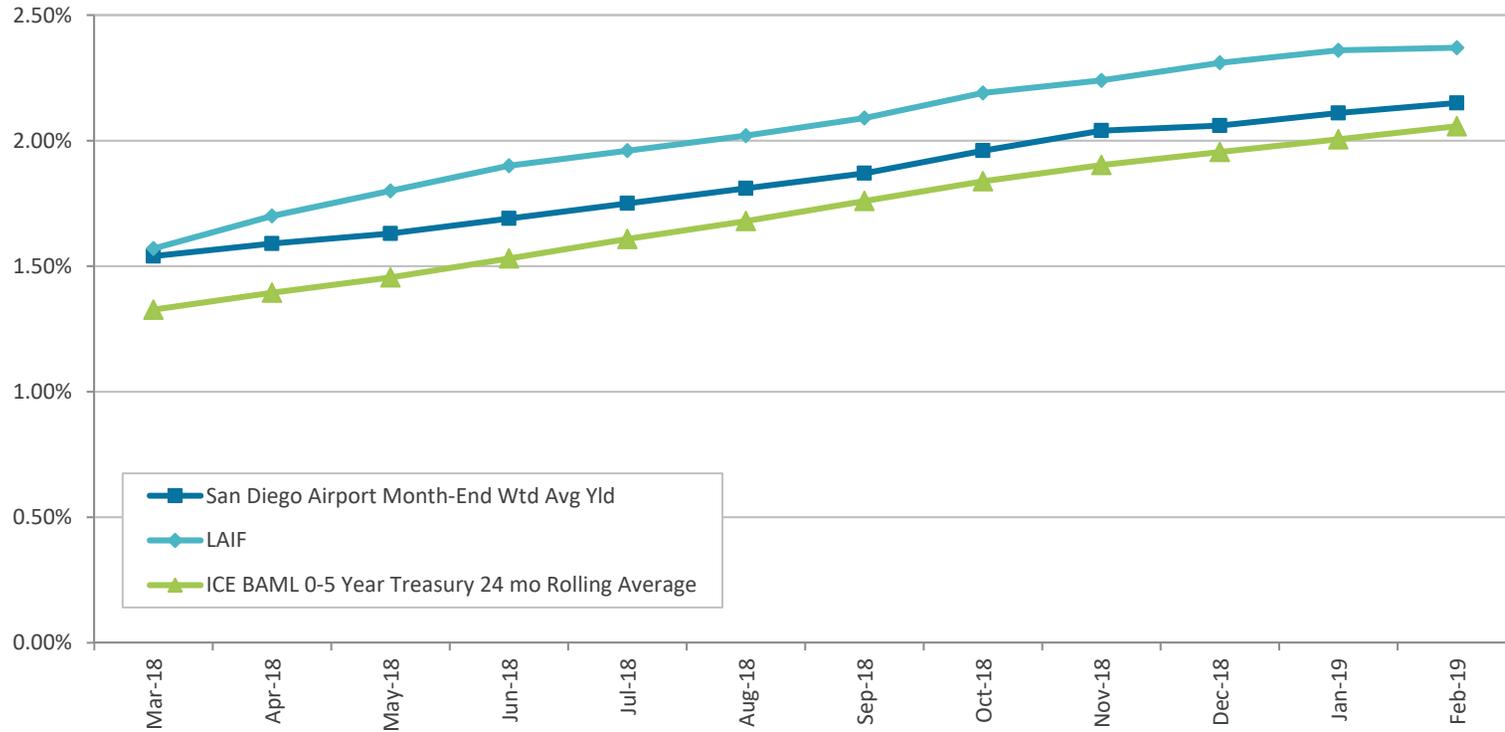
February 28, 2019



**Notes:**

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

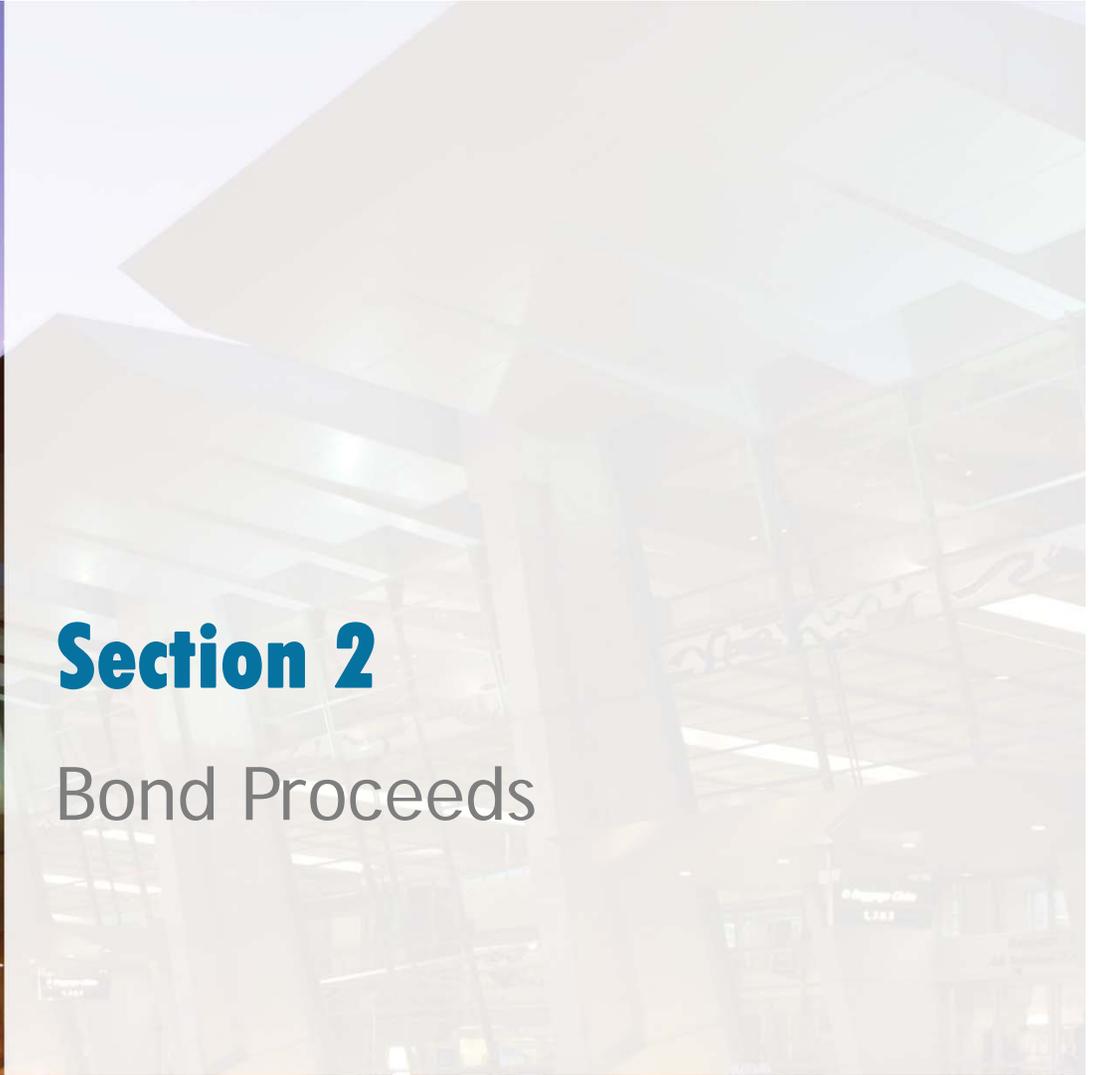
# Investment Performance





## Section 2

Bond Proceeds



# Bond Proceeds

## Summary of 2010, 2013, 2014 & 2017 Bond Proceeds <sup>(1)</sup>

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
<b>Project Fund</b>					
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%	
<b>Debt Service Reserve &amp; Coverage Funds</b>					
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%	
<b>TOTAL</b>	<b>29,146</b>	<b>167,399</b>	<b>196,545</b>	<b>2.34%</b>	

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



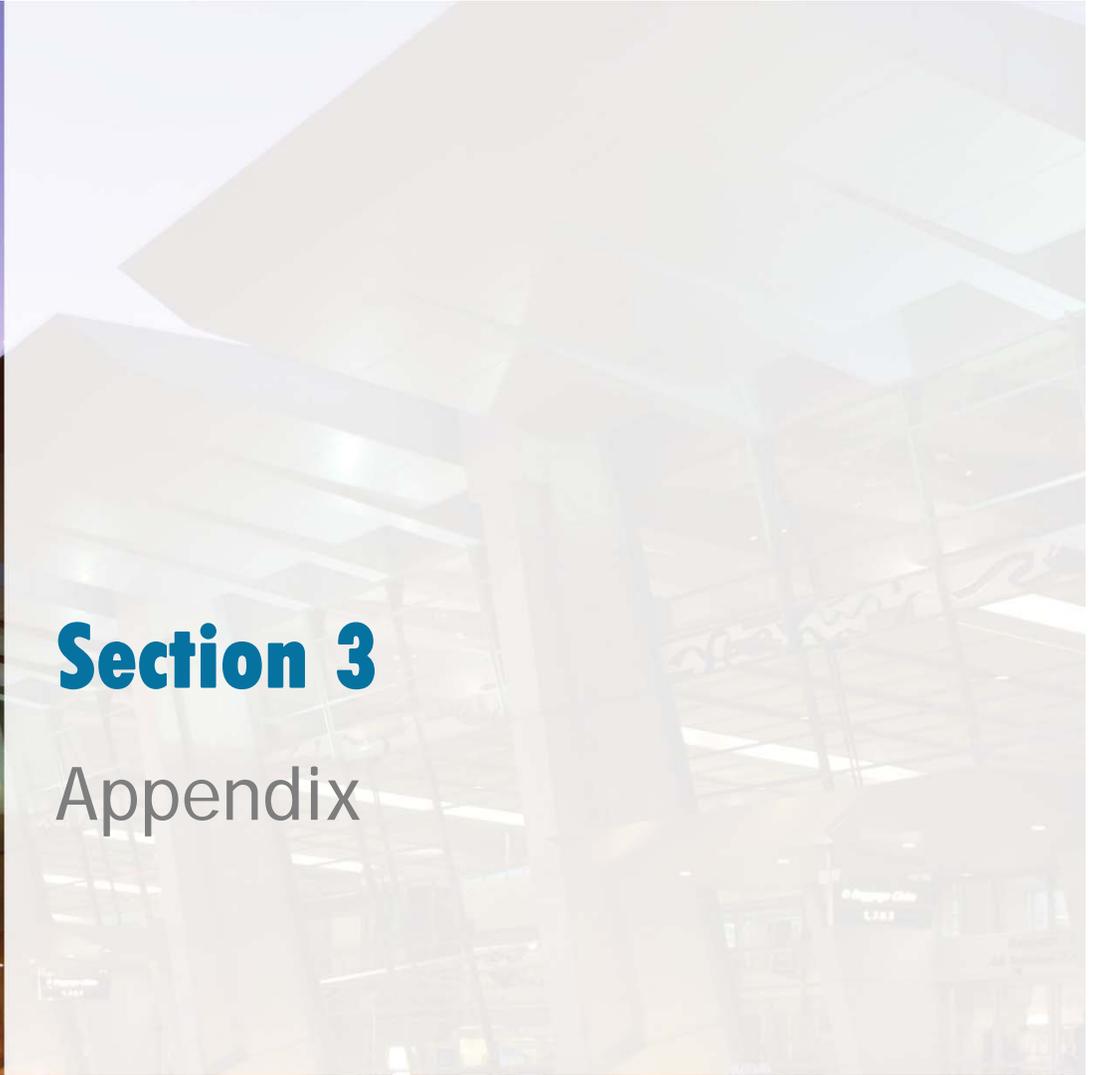
Questions?

● 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
<b>Agency</b>									
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

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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
<b>TOTAL Agency</b>		<b>125,235,000.00</b>	<b>1.98%</b>	<b>125,666,267.30</b>	<b>2.55%</b>	<b>125,595,722.65</b> <b>651,092.40</b>	<b>24.42%</b> <b>(70,544.65)</b>	<b>Aaa / AA+</b> <b>Aaa</b>	<b>2.00</b> <b>1.88</b>
<b>Cash</b>									
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

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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
<b>Cash</b>									
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
<b>TOTAL Cash</b>		<b>36,807,921.34</b>	<b>1.70%</b>	<b>36,807,921.34</b>	<b>1.70%</b>	<b>36,807,921.34</b> <b>0.00</b>	<b>7.12%</b> <b>0.00</b>	<b>NR / NR</b> <b>NR</b>	<b>0.00</b> <b>0.00</b>
<b>Collateralized CD</b>									
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
<b>TOTAL Collateralized CD</b>		<b>15,818,928.92</b>	<b>1.90%</b>	<b>15,818,928.92</b>	<b>1.90%</b>	<b>15,818,928.92</b> <b>2,294.69</b>	<b>3.06%</b> <b>0.00</b>	<b>NR / NR</b> <b>NR</b>	<b>0.45</b> <b>0.45</b>
<b>LAIF</b>									
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
<b>TOTAL LAIF</b>		<b>49,482,485.75</b>	<b>2.39%</b>	<b>49,482,485.75</b>	<b>2.39%</b>	<b>49,482,485.75</b> <b>189,488.73</b>	<b>9.61%</b> <b>0.00</b>	<b>NR / NR</b> <b>NR</b>	<b>0.00</b> <b>0.00</b>

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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
<b>Local Gov Investment Pool</b>									
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
<b>TOTAL Local Gov Investment Pool</b>		<b>57,564,357.08</b>	<b>2.43%</b>	<b>71,754,869.93</b>	<b>2.43%</b>	<b>71,770,641.26</b> <b>0.00</b>	<b>13.89%</b> <b>15,771.33</b>	<b>NR / AA</b> <b>Aaa</b>	<b>0.00</b> <b>0.00</b>
<b>Money Market Fund FI</b>									
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
<b>TOTAL Money Market Fund FI</b>		<b>3,619,671.65</b>	<b>2.04%</b>	<b>3,619,671.65</b>	<b>2.04%</b>	<b>3,619,671.65</b> <b>0.00</b>	<b>0.70%</b> <b>0.00</b>	<b>Aaa / AAA</b> <b>NR</b>	<b>0.00</b> <b>0.00</b>
<b>Negotiable CD</b>									
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

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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
<b>Negotiable CD</b>									
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
<b>TOTAL Negotiable CD</b>		<b>25,750,000.00</b>	<b>2.28%</b>	<b>25,747,757.50</b>	<b>2.70%</b>	<b>25,682,020.00</b> <b>125,099.72</b>	<b>4.99%</b> <b>(65,737.50)</b>	<b>Aa2 / AA</b> <b>AA</b>	<b>0.70</b> <b>0.69</b>
<b>Supranational</b>									
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
<b>TOTAL Supranational</b>		<b>12,625,000.00</b>	<b>2.45%</b>	<b>12,354,912.50</b>	<b>2.61%</b>	<b>12,401,714.63</b> <b>58,743.05</b>	<b>2.41%</b> <b>46,802.13</b>	<b>Aaa / AAA</b> <b>Aaa</b>	<b>2.28</b> <b>2.20</b>

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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
<b>US Corporate</b>									
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

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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

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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
<b>TOTAL US Corporate</b>		<b>64,080,000.00</b>	<b>2.74%</b>	<b>63,585,047.80</b>	<b>2.87%</b>	<b>63,700,965.15</b> <b>355,349.11</b>	<b>12.39%</b> <b>115,917.35</b>	<b>A1 / A+</b> <b>A+</b>	<b>2.69</b> <b>2.54</b>
<b>US Treasury</b>									
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
<b>TOTAL US Treasury</b>		<b>112,250,000.00</b>	<b>1.87%</b>	<b>111,217,203.13</b>	<b>2.52%</b>	<b>110,229,037.20</b> <b>390,651.33</b>	<b>21.40%</b> <b>(988,165.93)</b>	<b>Aaa / AA+</b> <b>Aaa</b>	<b>2.27</b> <b>2.19</b>
<b>TOTAL PORTFOLIO</b>		<b>503,233,364.74</b>	<b>2.16%</b>	<b>516,055,065.82</b>	<b>2.48%</b>	<b>515,109,108.55</b> <b>1,772,719.03</b>	<b>100.00%</b> <b>(945,957.27)</b>	<b>Aa1 / AA</b> <b>Aaa</b>	<b>1.41</b> <b>1.34</b>
<b>TOTAL MARKET VALUE PLUS ACCRUALS</b>						<b>516,881,827.58</b>			

# 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
<b>ACQUISITIONS</b>										
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
	<b>Subtotal</b>		<b>18,350,000.00</b>				<b>18,620,297.00</b>	<b>61,813.55</b>	<b>18,682,110.55</b>	<b>0.00</b>
<b>TOTAL ACQUISITIONS</b>			<b>18,350,000.00</b>				<b>18,620,297.00</b>	<b>61,813.55</b>	<b>18,682,110.55</b>	<b>0.00</b>

# 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
<b>DISPOSITIONS</b>										
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
	<b>Subtotal</b>		<b>12,000,000.00</b>				<b>12,000,000.00</b>	<b>79,950.00</b>	<b>12,079,950.00</b>	<b>-9,900.00</b>
<b>TOTAL DISPOSITIONS</b>			<b>12,000,000.00</b>				<b>12,000,000.00</b>	<b>79,950.00</b>	<b>12,079,950.00</b>	<b>-9,900.00</b>

# 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
<b>DISPOSITIONS</b>										
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
	<b>Subtotal</b>		<b>9,309,596.00</b>				<b>9,309,596.00</b>	<b>0.00</b>	<b>9,309,596.00</b>	<b>0.00</b>
<b>TOTAL DISPOSITIONS</b>			<b>9,309,596.00</b>				<b>9,309,596.00</b>	<b>0.00</b>	<b>9,309,596.00</b>	<b>0.00</b>

# 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.

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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](http://www.mlindex.ml.com) for more information)



Questions?

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

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**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
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C. MEALS	\$ 100.00
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D. SEMINAR AND CONFERENCE FEES	\$ 850.00
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E. ENTERTAINMENT (If applicable)	\$
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F. OTHER INCIDENTAL EXPENSES	\$
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<b>TOTAL PROJECTED TRAVEL EXPENSE</b>	<b>\$ 2,200.00</b>
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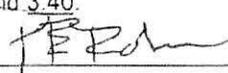
**CERTIFICATION BY TRAVELER** By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

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	<b>Welcome and Opening Remarks</b> , 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>	<b>Airport/Airline Business Working Group</b> , Chaired by Tatiana Starostina, Manager, Financial Planning, Oakland International Airport 1. 2019 Business term survey
9:30am – 10:30am <i>1 CPE Credit</i>	<b>Accounting and Financing Working Group</b> , Chaired by John Schubert, Senior Director of Finance, Tucson Airport Authority
10:30am – 11:00am	<b>Networking Break</b>
11:00am – 12:15pm <i>1.5 CPE Credits</i>	<b>Financial Impacts of Federal Policy Working Group</b> , 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	<b>Networking Lunch</b>
1:30pm – 2:45pm <i>1.5 CPE Credits</i>	<b>Finance Committee Meeting</b> , 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	<b>Networking Break</b>
3:15pm – 4:15pm <i>1 CPE Credit</i>	<b>Strategic Planning and Performance Management Working Group</b> , chaired by Michael Hill, Chief Financial Officer, Charlotte Douglas International Airport 1. The Annual ACI-NA Financial Benchmarking Survey
4:15pm – 5:00pm	<b>Finance Committee Steering Group Meeting</b>
5:00pm – 6:30pm	<b>Networking Lounge Grand Opening and Welcome Reception</b>

## 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](http://www.nasbaregistry.org).

For more information regarding administrative policies such as refunds, cancellation and complaints, please contact Liying Gu at [lgu@airportsCouncil.org](mailto: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**.

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# Registration and Cancellation Policies

## Registration

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- 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](mailto: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](mailto: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).

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- 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.
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- Any costs incurred by the registrant, such as hotel cancellation and/or airline penalties, etc. are the responsibility of the registrant.

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## Alcohol Policy

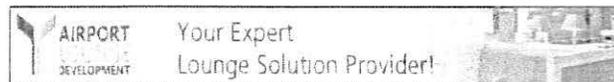
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## Conflicting Events

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*)

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[EVENT](#)

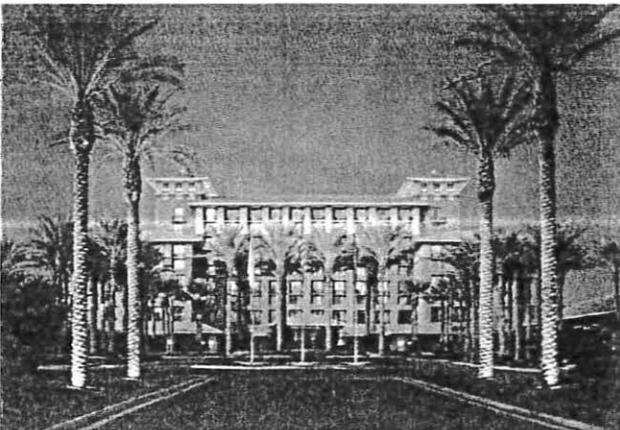
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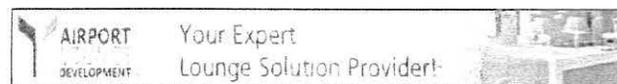
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1119 West 21st Street, Toronto, ON, Canada  
Tel: Toronto: 416-921-1111 | Fax: Toronto: 416-921-1111  
Phone: 1-800-361-1111 | Fax: 1-800-361-1111

**M. SCHUMACHER**

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

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**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

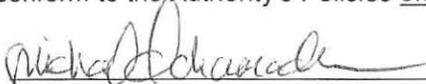
D. SEMINAR AND CONFERENCE FEES      \$      850.00

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, 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*)



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The Westin Kierland Resort & Spa  
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## 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](mailto: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](mailto: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](mailto: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

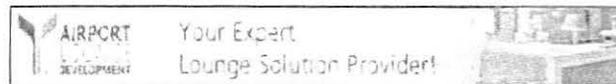
ACI-NA will not serve alcoholic beverages to anyone under the age of 21 and we reserve the right to refuse the service of alcohol to anyone who appears intoxicated.

### 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.



10775 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):**

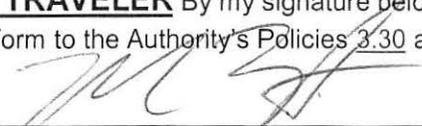
Destination: Scottsdale, AZ Purpose: Attend Conference  
Explanation: 2019 ACI - Business of Airports Conference

**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	\$
<b>TOTAL PROJECTED TRAVEL EXPENSE</b>	<b>\$ 2,200.00</b>

**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.)



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Early Bird Rate (Before May 3)  
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 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

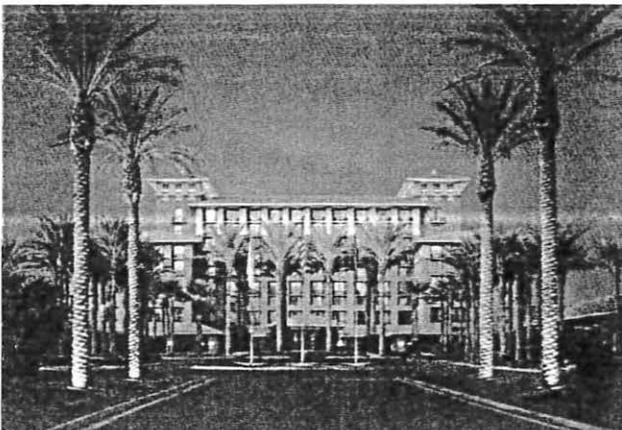
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6902 East Greenway Parkway  
Scottsdale, AZ 85254

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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](mailto: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](mailto: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](mailto: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.



1100 South E Street, Washington, DC 20003  
1100 South E Street, Suite 500, Washington, DC 20003  
Phone: 202-272-2765 Fax: 202-272-1422

# **BUSINESS EXPENSE**

**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 <sup>1</sup> *									0.00
Miscellaneous:									0.00
									0.00
									0.00
*Provide detailed receipts									0.00
<b>Total Expenses prepaid by Authority</b>	<b>477.29</b>	<b>322.98</b>	<b>10.59</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>333.57</b>

Explanation:	Total Expenses Prepaid by Authority	477.29
	Total Expenses Incurred by Employee (including cash advances)	333.57
	<b>Grand Trip Total</b>	<b>810.86</b>
	Less Cash Advance (attach copy of Authority ck)	
	Less Expenses Prepaid by Authority	477.29
	<b>Due Traveler (positive amount)<sup>2</sup></b>	
	<b>Due Authority (negative amount)<sup>3</sup></b>	<b>333.57</b>
<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 Policy<sup>4</sup> and 3.30 - Business Expense Reimbursement Policy<sup>5</sup> 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:  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](http://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](http://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

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

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](http://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](http://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](http://members.marriott.com) for new Marriott Bonvoy benefits.



TAMPA AIRPORT MARRIOTT HOTEL  
TAMPA INTL AIRPORT  
TAMPA : FL 33607  
EMAIL [TPAAPINQUIRY@MARRIOTT.COM](mailto:TPAAPINQUIRY@MARRIOTT.COM)

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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](http://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 V 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	\$ _____
<b>TOTAL PROJECTED TRAVEL EXPENSE</b>	<b>\$ <u>1,125.00</u></b>

\*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 3<sup>rd</sup> 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**

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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:**

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**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:**

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and Committee Meetings (Public Comment)**

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- 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.
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## 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<sup>[RSP1]</sup>

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

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**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 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 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 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 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 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)]<sup>[RSP3]</sup> [RT4]~~

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

**“Code”** shall 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 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).

“Policy” shall means the Policiesy 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]~~

(42) 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~~

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.]  
[Supereeded 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]

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**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 areis essential to asensure the transparent, efficient and harmonious operation of the Authority, and the achievement of the purposes for which the Authorityit was created.

(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 referened 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.

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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<sup>[RSP2]</sup>. 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;

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- 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"> <li>• <del>Formulate, set and evaluate on a periodic basis the vision, long-term strategy and goals for the Authority; and</del></li> <li>• <del>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. [RSP3] 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.</del></li> </ul>
<p>Policy, Administration and Management</p>	<ul style="list-style-type: none"> <li>• <del>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</del></li> </ul>

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~~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;~~
- ~~• 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;~~

	<ul style="list-style-type: none"> <li>• <del>Appraise, on a periodic basis, the performance of the President/CEO and provide clear written feedback to the President/CEO; and</del></li> <li>• <del>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.</del></li> </ul>
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(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.

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(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<sub>;</sub>

(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<sub>;</sub>

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

~~(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~~<sub>SR4;</sub>

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

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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

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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"> <li>• <del>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</del></li> <li>• <del>Undertake such other duties as the Board may delegate or assign from time to time.</del></li> </ul>
<p>Conduct Monthly Public Meeting with President/CEO and Executive Staff</p>	<ul style="list-style-type: none"> <li>• <del>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</del></li> <li>• <del>Submit any and all policy recommendations to the full Board for consideration at a public meeting of the Board.</del></li> </ul>

(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;

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- 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.

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<p>Vision and Mission</p>	<ul style="list-style-type: none"> <li>● 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</li> <li>● 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.</li> </ul>
<p>Policy, Administration and Management</p>	<ul style="list-style-type: none"> <li>● Manage and direct the Authority's operations, finances and facilities professionally, efficiently and fairly;</li> <li>● 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;</li> <li>— 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;</li> <li>● <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;</u> <del>[RSP6]</del></li> <li>● 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;</li> <li>● 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;</li> <li>● Direct the communications and inter-governmental relations strategy of the Authority, and the manner in which it is carried out;</li> <li>● Prepare and recommend to the Board the Authority's operating</li> </ul>

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	<p>and capital budget and financial plan;</p> <ul style="list-style-type: none"><li>• <del>Maintain effective dialogue and communications with the Board;</del></li><li>• <del>Provide appropriate information to the Board to facilitate the Board's assessment of the Authority's programs and services;</del></li><li>• <del>—</del></li><li>• <del>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;</del></li><li>• <del>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;</del></li><li>• <del>Support the Board in its appraisal of managerial and organizational performance;</del></li><li>• <del>Appoint all officers and employees of the Authority, other than the Authority's General Counsel and Auditor; and</del></li><li>• <del>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.</del></li></ul>
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(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)~~ 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;

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- (b) ~~————(b)——~~aAct in accordance with the highest ethical standards as set forth in the Authority’s other Policies and Codes;
- (c) ~~————(c)——~~eEnsure that other existing and planned future commitments do not interfere with their commitments, duties and responsibilities to the Authority;
- (d) ~~————(d)——~~eExcept 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)——~~eExcept 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)——~~lListen 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)——~~eComply 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.

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[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.]

# **CODES**

# **ARTICLE 1**

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

<b>ARTICLE 1</b>	-	<b>ADMINISTRATION AND GOVERNANCE</b>
<b>PART 1.0</b>	-	<b>CONSTRUCTION</b>
<b>SECTION 1.03</b>	-	<b>DEFINITIONS AND INTERPRETATION</b>

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(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 means~~ 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 ~~sue~~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 means~~ 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~~**

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(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 [A1] 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~~<sup>[NC1]</sup> 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.]  
[Supereeded 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") [SB1], 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.]  
[Superseded 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<sup>[SR1]</sup> AND CANNABIS USE POSSESSION<sup>[RT2]</sup></u>

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(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, vaping, or any other forms of ingestion or inhalation.

(b) Except in designated smoking areas, no ~~P~~person shall Smoke or Use any Tobacco Product or Electronic Delivery System at the ~~Authority F~~facilities and airports under the jurisdiction of the San Diego County Regional Airport Authority or in violation of any federal, state, or local law.

(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~~person 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 Ffacilities ~~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~~person shall alter, make additions to, erect any building or sign, or make any excavations at ~~such a~~ Authority Ffacilities ~~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<sup>[RT1]</sup>**
- 

(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 - SECURITYING DEVICES AND DIRECTIVES**

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- (a) No Person 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 Person ~~otherwise shall~~ breach any security device or directives at such any facilities Authority Ffacility and or airports under jurisdiction of the Authority.
- (bc) No Person 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.]  
[Superseded by Resolution No. \_\_\_\_\_ dated \_\_\_\_\_.]

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

ARTICLE 7 - SAFETY AND SECURITY

PART 7.0 - REGULATION OF CONDUCT

SECTION 7.07 - TAMPERING WITH AIRPORT FACILITY EQUIPMENT

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- (a) No Person 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 F~~ facilities or airports under the jurisdiction of the San Diego County Regional Airport Authority (the "Authority").
- (b) No Person ~~may shall~~ place any object within ~~five ten (10) five (5)~~ feet of the perimeter fence of any Authority F ~~facilities yies or airports under the jurisdiction of the Authority~~ or at any distance that would obscure that portion of such fence.
- (~~b~~c) No Person 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.
- (~~e~~d) Any Person 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.]

[Superseded by Resolution No. \_\_\_\_\_ dated \_\_\_\_\_.]

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

- ARTICLE 7 - SAFETY AND SECURITY**  
**PART 7.0 - REGULATION OF CONDUCT**  
**SECTION 7.08 - CRIMINAL ACTIVITIES**
- 

(a) No ~~P~~person shall use ~~the any Authority facilities Ffacilitiesy 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 Ppersons involved in a criminal activity~~ies~~ ~~at on the a Authority Ffacilitiesyies 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.]  
[Supereeded by Resolution No. \_\_\_\_\_ dated \_\_\_\_\_.]

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

- ARTICLE 7 - SAFETY AND SECURITY**  
**PART 7.0 - REGULATION OF CONDUCT**  
**SECTION 7.10 - ABANDONMENT**
- 

(a) No ~~P~~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 ~~i~~tems 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**

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(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~~<sup>[RT1]</sup> ~~DIEGO COUNTY REGIONAL AIRPORT AUTHORITY~~<sup>[RT2]</sup>

~~CODES~~

<del>ARTICLE</del>	<del>7</del>	<del>-</del>	<del>SAFETY AND SECURITY</del>
<del>PART</del>	<del>7.4</del>	<del>-</del>	<del>AIRPORT FACILITIES</del>
<del>SECTION</del>	<del>7.40</del>	<del>-</del>	<del>ASSEMBLIES REGULATED</del>

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~~(a) — It shall be unlawful for any company, society, organization or group of Ppersons exceeding twenty five (25)<sup>[A3]</sup> in number, to hold, conduct or participate in any celebration, parade, service, picnic, demonstration or exercise on<sup>[NC4]</sup><sup>[SR5]</sup><sup>[RT6]</sup> 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<sup>President/CEO</sup> or his or her designee.~~

~~[RT7]~~

[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 7.4 - AIRPORT FACILITIES  
SECTION 7.41 - RUBBISH, TRASH, & RECYCLABLES & WASTE DISPOSAL,  
REGULATED<sup>[A1]</sup>
- 

(a) It shall be unlawful for any 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.<sup>[NC2][RT3]</sup>

(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 \_\_\_\_\_.]