

# 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

## SPECIAL BOARD AGENDA

Thursday, March 14, 2019  
9:00 A.M.

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

## Ex-Officio Board Members

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

## President / CEO

Kimberly J. Becker

***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:**

**A. DISCUSSION REGARDING THE PARAMETERS FOR THE FISCAL YEAR 2020 AND FISCAL YEAR 2021 OPERATING BUDGETS:**

Presented by Scott Brickner, Vice President, Treasurer/Chief Financial Officer; and John Dillon, Director, Financial Planning & Budget

**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 1-11):**

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 January 28, 2019 special and February 7, 2019 regular 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 JANUARY 14, 2019 THROUGH FEBRUARY 10, 2019 AND REAL PROPERTY AGREEMENTS GRANTED AND ACCEPTED FROM JANUARY 14, 2019 THROUGH FEBRUARY 10, 2019:**

The Board is requested to receive the report.

RECOMMENDATION: Receive the report.

**(Procurement: Jana Vargas, Director)**

**4. MARCH 2019 LEGISLATIVE REPORT:**

The Board is requested to approve the report.

RECOMMENDATION: Adopt Resolution No. 2019-0023, approving the March 2019 Legislative Report.

**(Government Relations: Matt Harris, Director)**

**CLAIMS**

**5. REJECT THE CLAIM OF DARREN TANZELLA:**

The Board is requested to reject a claim.

RECOMMENDATION: Adopt Resolution No. 2019-0024, rejecting the claim of Darren Tanzella.

**(Legal: Amy Gonzalez, General Counsel)**

### **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. 2019-0025, approving amendments to Authority Codes 8.01, 8.02, 8.10, 8.11, 8.20, 8.21, 8.41, 8.42, and 8.51.

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

**7. FISCAL YEAR 2019 SECOND QUARTER ACTIVITIES REPORT AND AUDIT RECOMMENDATIONS ISSUED BY THE OFFICE OF THE CHIEF AUDITOR:**

The Board is requested to accept a report.

RECOMMENDATION: The Audit Committee recommends that the Board accept the report.

**(Audit: Lee Parravano, Chief Auditor)**

### **CONTRACTS AND AGREEMENTS**

**8. APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO EXECUTE A THIRD AMENDMENT TO THE AGREEMENT WITH ANDERSON & KREIGER:**

The Board is requested to approve an amendment.

RECOMMENDATION: Adopt Resolution No. 2019-0026, approving and authorizing the President/CEO to execute a Third Amendment to the Agreement with Anderson & Kreiger LLP for Professional Legal Services increasing the term by one year resulting in a termination date no later than October 2, 2020 and the compensation by \$100,000 for a not-to-exceed compensation amount of \$500,000.

**(Legal: Amy Gonzalez, General Counsel)**

**9. APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO EXECUTE A THIRD AMENDMENT TO THE AGREEMENT WITH MEYERS NAVE RIBACK SILVER & WILSON:**

The Board is requested to approve an amendment.

RECOMMENDATION: Adopt Resolution No. 2019-0027, approving and authorizing the President/CEO to execute a Third Amendment to the Legal Services Agreement with Meyers Nave Riback Silver & Wilson extending the term by one year.

**(Legal: Amy Gonzalez, General Counsel)**

**10. AUTHORIZE THE PRESIDENT/CEO TO EXECUTE A FIRST AMENDMENT TO THE SCHWEERS TECHNOLOGIES INC. SERVICE CONTRACT:**

The Board is requested to approve an amendment.

RECOMMENDATION: Adopt Resolution No. 2019-0028, authorizing the President/CEO to execute a first amendment to the contract with Schweers Technologies Inc. for hand-held citation issuance devices, software customizations, and other support services increasing the total contract amount by \$150,000, resulting in a new not-to-exceed amount of \$320,500.

**(Ground Transportation: Marc Nichols, Director)**

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

- 11. AWARD A CONTRACT TO G&G SPECIALTY CONTRACTORS, INC. FOR QUIETER HOME PROGRAM PHASE 9, GROUP 11, PROJECT NO. 380911 FORTY-EIGHT (48) NON-HISTORIC SINGLE-FAMILY AND MULTI-FAMILY UNITS ON TWENTY (20) RESIDENTIAL PROPERTIES LOCATED EAST AND WEST OF THE AIRPORT:**

The Board is requested to approve a contract.

RECOMMENDATION: Adopt Resolution No. 2019-0029, awarding a contract to G&G Specialty Contractors, Inc. in the amount of \$1,414,854 for Phase 9, Group 11, Project No. 380911, of the San Diego County Regional Airport Authority's Quieter Home Program.

**(Airport Planning & Environmental: Brendan Reed, Director)**

**PUBLIC HEARINGS:**

**OLD BUSINESS:**

**NEW BUSINESS:**

- 12. APPROVE THE ARTS MASTER PLAN AND AMEND AUTHORITY POLICY 8.50 – AIRPORT AUTHORITY ARTS PROGRAM:**

The Board is requested to approve a Plan and amend a Policy.

RECOMMENDATION: Adopt Resolution No. 2019-0030, approving the Arts Master Plan.

Adopt Resolution 2019-0031, approving amendments to Authority Policy 8.50.

**(Customer Experience Design & Innovation: Chris Chalupsky, Senior Manager, Art & Community Partnership)**

**CLOSED SESSION:**

- 13. 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

- 14. 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

- 15. 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

- 16. 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
- 17. 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
- 18. 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
- 19. 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
- 20. 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
- 21. 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
- 22. 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
- 23. 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

**24. THREAT TO PUBLIC SERVICES OR FACILITIES:**

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

**REPORT ON CLOSED SESSION:**

**GENERAL COUNSEL REPORT:**

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

**BOARD COMMENT:**

**ADJOURNMENT:**

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

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

**Additional Meeting Information**

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

For your convenience, the agenda is also available to you on our website at [www.san.org](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 Administration Building. Bring your ticket to the third floor receptionist for validation.**

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

# Discussion Regarding the Parameters for the FY 2020 and FY 2021 Operating Budgets



Presented by:

**Scott Brickner, CPA**  
VP, Finance / Treasurer

March 14, 2019

# Agenda

- Strategic Plan
- Rating Agencies Airports Outlook
- Authority Financial Snapshot
- Budget Guidelines
- Budget Calendar



# Strategic Plan



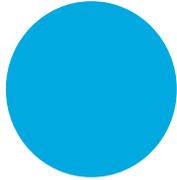
# Authority Vision

Mastering the Art of Airports

## Future State Description

In 2022, our integrated leadership team has continued to evolve the Authority into a passenger-focused, business-driven, community-centered enterprise. We have achieved our five-year strategic plan and are widely recognized for successfully managing our financial, social and environmental sustainability.

# Strategic Goals



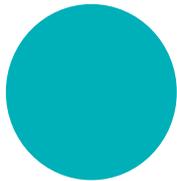
## Community

Enhance community understanding of SAN as an economic engine and portal for prosperity.



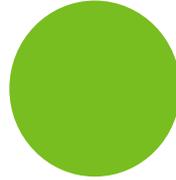
## Customer

Exceed our customers' expectations by introducing innovative service and facility enhancements.



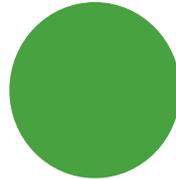
## Employee

Develop leaders and a workforce aligned to the needs of our Strategic Plan that reflects the diversity of our community.



## Financial

Execute a Plan of Finance that provides the financial resources necessary to achieve the FY 2022 Future State while maintaining the enterprise's strong financial position.



## Operations

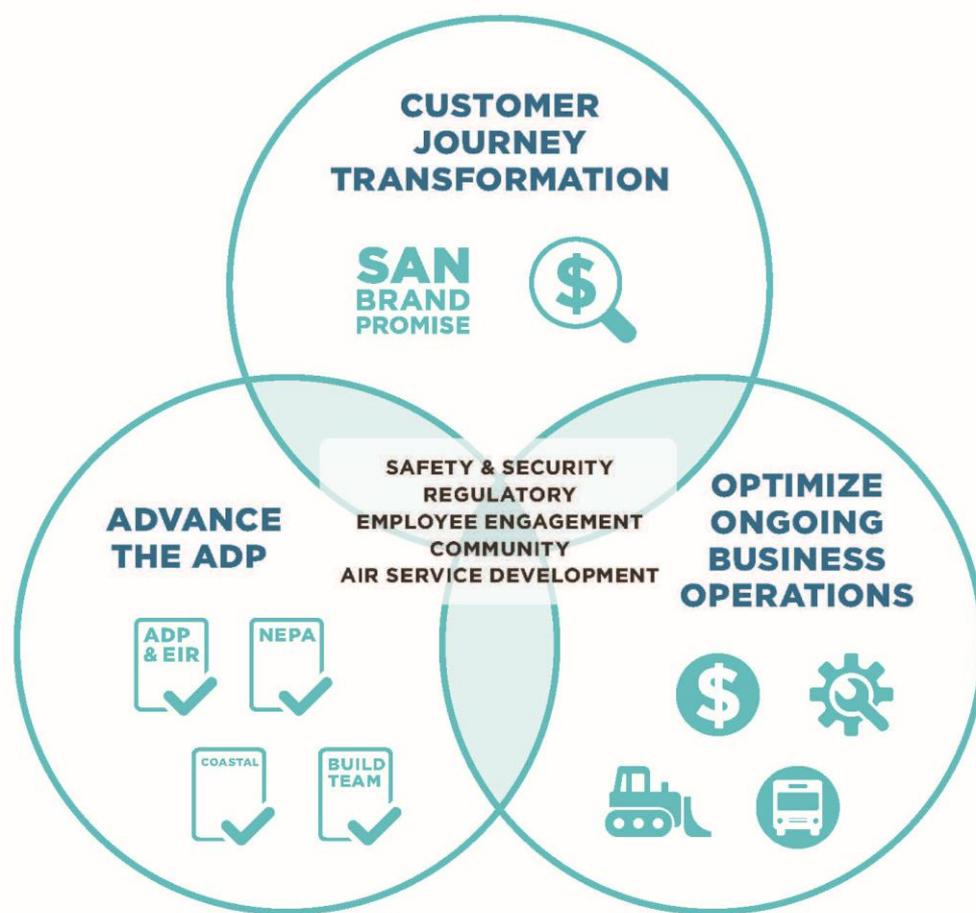
Grow and efficiently manage capacity, both landside and airside, including international facilities for future demand.

# FY 2020 Focus Areas

In an effort to successfully align and coordinate strategic plan initiatives that require integrated, cross-functional action plans, three over-arching focus areas were established to assure effective decision-making and resource-allocation:

- Advance the Airport Development Plan (ADP)
- Customer Experience Transformation
- Optimize Ongoing Business Operations

These focus areas are guiding department goal setting efforts and guiding our budgeting process for the upcoming fiscal cycle.



## RISKS & OPPORTUNITIES

- Economic Uncertainty
- Regional Transportation
- Facilities Strain
- Credit Ratings & Debt Service
- Competitive Labor Market
- Stakeholders Commitment



# Rating Agencies Airports Outlook

# Rating Agencies Airport Outlook

Moody's – positive  
S&P and Fitch – stable

## Key drivers:

- Continued U.S. economic expansion
- Additional seat capacity added by U.S. Airlines
- Expected enplanement growth
- Higher non-airline revenues
- Increased level of debt service

## SDCRAA Strong Credit

**Fitch:** A+ Senior and A Subordinate ratings with a positive outlook

**Moody's:** A1 Senior and A2 Subordinate ratings with a stable outlook; A3 rating with stable outlook on special facility bonds

**S&P:** A+ and A Subordinate ratings with a stable outlook; A rating for special facility bonds with a stable outlook (upgraded)



# Authority Financial Snapshot

# Current Debt Profile

Series	Lien	Principal Outstanding (in millions)	Maturity
<b>General Airport Revenue Bonds (GARB) and Variable Debt</b>			
Revolving Line of Credit	Subordinate	\$20.1	2017 - 2020
2010 Bonds	Subordinate	\$527.1	2011 - 2040
2013 Bonds	Senior	\$371.1	2015 - 2043
2017 Bonds	Subordinate	\$286.3	2018 - 2047
<b>Total</b>		<b>\$1,204.6</b>	
<b>Special Facilities Bond</b>			
2014 Bonds	Senior	\$299.7	2018 - 2043
<b>Total</b>		<b>\$299.7</b>	

# Future Anticipated Debt

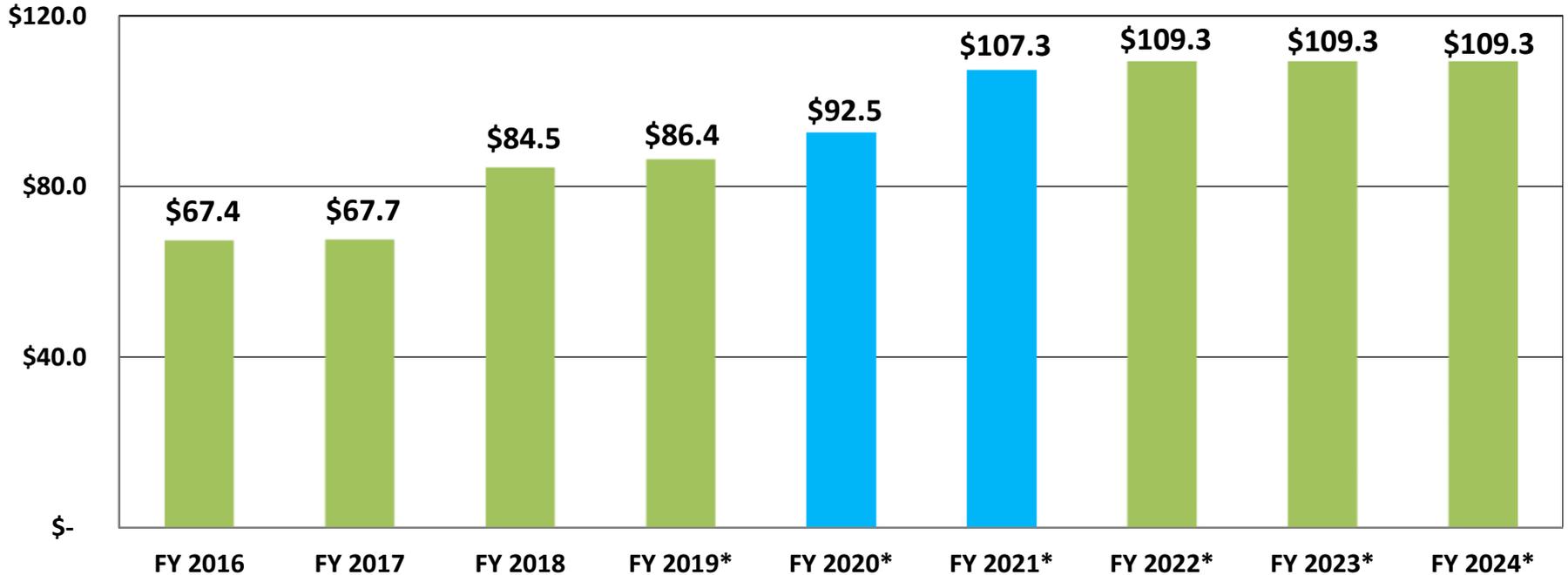
Series	Maturity
<b>General Airport Revenue Bonds (GARB) and Variable Debt</b>	
Capital Program Projects*^	2021 - 2049
Airport Development Plan*	2025 - 2060

\*Pending Board Approval

^2019 Bonds issuance expected in late CY 2019 for approximately \$300-350 million

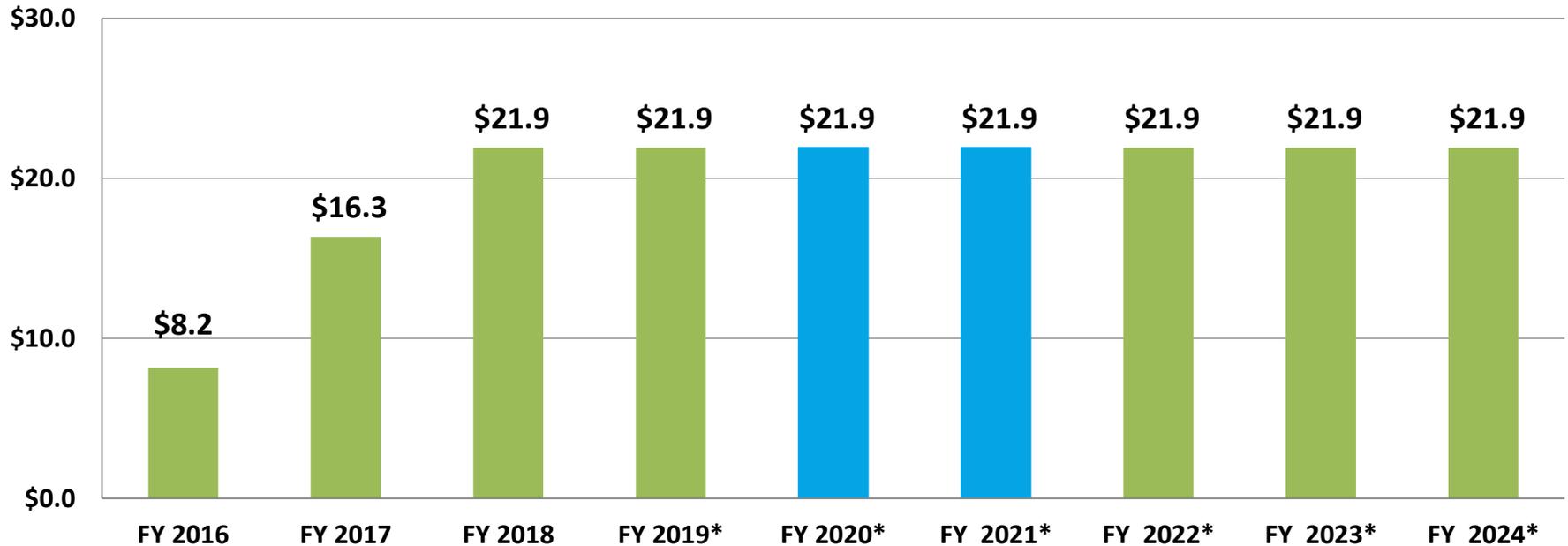
# General Airport Revenue Bond (GARB) and Variable Debt Service

(in millions)



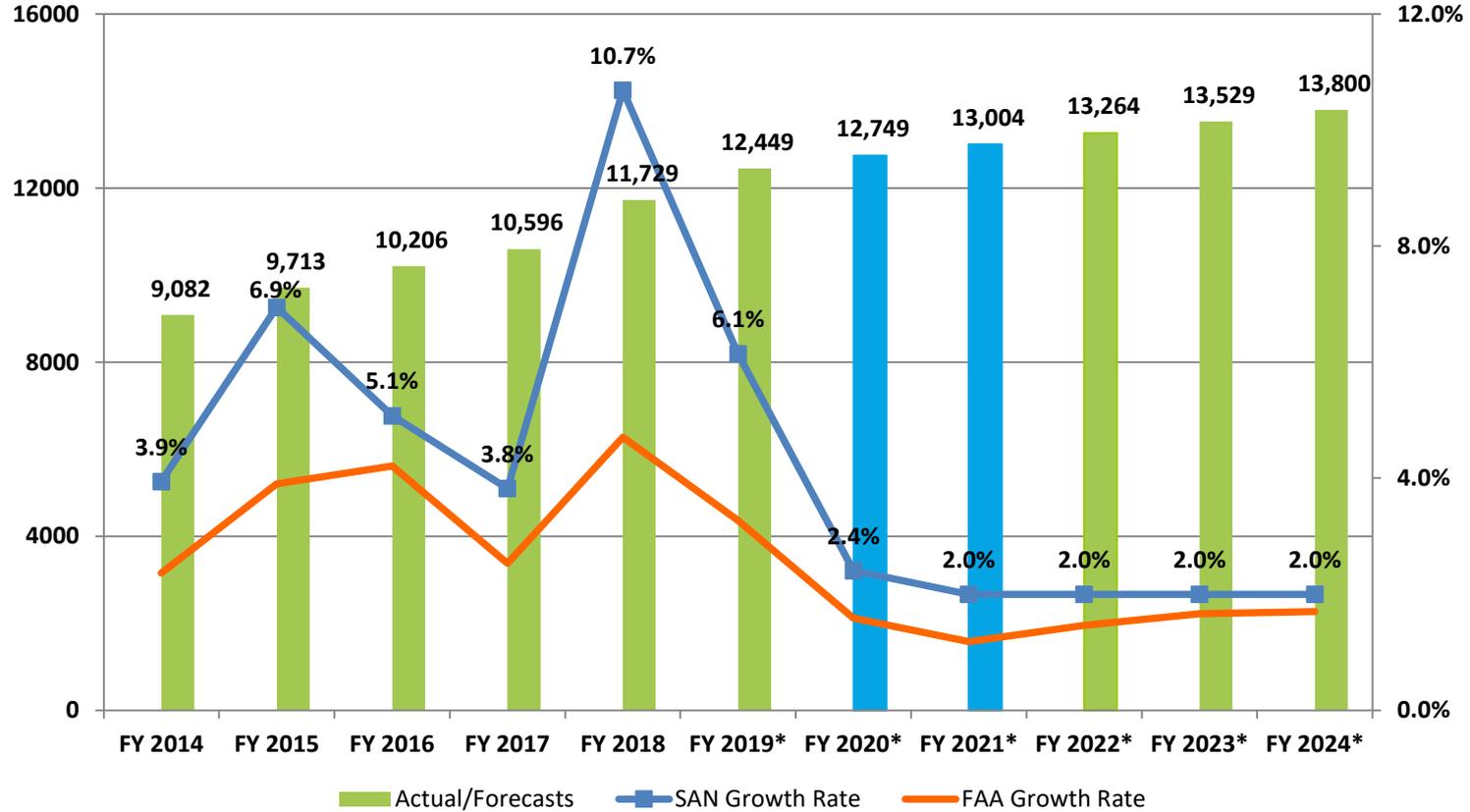
# Special Facilities Debt Service for RCC

(in millions)



# Enplanements Forecast

(in thousands)



\*Projected FY 2019 - FY 2024

# Revenue Assumptions

## Airline Revenue\*

- Finalizing new Airline Operating Lease Agreement (AOLA)

## Non-Airline Revenue

- **Concessions, Rental Car, License Fees, CFCs and PFCs**
  - Adjust revenue forecast based on the current trends
  - Increase revenue with the growth of enplanements
- **Parking**
  - FY 2020 – Economy Lot is closed for the full year; increase in employee parking rates
  - FY 2021 – Harbor Dr. Parking Lot is closed to passengers due to the start of ADP projects^
- **Ground Rents**
  - FY 2021 – Increased revenue for capital recovery of Airport Support Building

# Expense Assumptions

## Personnel

- Accommodate staffing due to increase in operations

## Salary and Wages

- Pay-for-performance
- Contractually required union increases

## Health, Dental and Other Benefits

- Considering market trends

## Retirement Benefits

- FY 2020 actuarial rate of 18.1%
- FY 2021 actuarial rate of 19.2%
- FY 2020 – FY 2021: Additional contribution of 1% of Actuarial Liability until the funded ratio in the valuation is greater than or equal to 95%

# Expense Assumptions

## Non-Personnel

- Maintenance cost evaluation in light of the future capital development
- Strain on facilities due to increase in enplanements
- Safety and security costs increase
- Utilities rate and usage increase
- Transit Connection improvement
- Rental Car Center (RCC) busing costs increasing
- Brand Promise

# Budget Guidelines

# FY 2020 – FY 2021 Budget Guidelines

## Budget should be aligned with the 5-year Strategic Plan and Focus Areas

- **Review current spending and identify opportunities to reduce or eliminate expenses**
- **Personnel Expenses:** Evaluate new positions based on cost/benefit analysis:
  - Costs and risks of not filling the position
  - Savings/revenues to offset the cost of the new position
  - Different alternatives to meet the needs of the Airport Authority
  - Can the needs be met by other functions within the organization (collaboration with other departments)
  - Prioritize the position against other requests
- **Non-Personnel Expenses:**
  - Assess current expenses and future needs (including ADP)
  - Consider alternative methods and solutions
  - Collaborate with other departments
  - Conservative increase to accommodate growth in operations and contractual increases

# Budget Calendar



**SAN DIEGO**  
INTERNATIONAL AIRPORT.

LET'S GO.

# Budget – Timeline of Key Dates





# Questions?

**DRAFT**  
**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY**  
**SPECIAL BOARD AND**  
**EXECUTIVE AND FINANCE COMMITTEE MEETING MINUTES**  
**MONDAY, JANUARY 28, 2019**  
**BOARD ROOM**

**CALL TO ORDER:** Chairman Boling called the Special Board and Executive-Finance Committee Meeting to order at 9:00 a.m., on Monday, January 28, 2019, in the Board Room of the San Diego International Airport, Administration Building, 3225 N Harbor Drive, San Diego, CA 92101.

**PLEDGE OF ALLEGIANCE:** Board Member Cox led the Pledge of Allegiance.

**ROLL CALL:**

***Board***

Present:                      Board Members:                      Boling (Chair), Cox, Kersey, Lloyd  
Robinson, Schiavoni, Schumacher,  
West

Absent:                      Board Members:                      Binns (Ex-Officio), Desmond,  
Dockery (Ex-Officio), Wong-Hernandez  
(Ex-Officio)

***Executive Committee***

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

Absent:                      Committee Members:                      None

***Finance Committee***

Present:                      Committee Members:                      Cox, Lloyd, Schiavoni, West

Absent:                      Committee Members:                      None

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

**NON-AGENDA PUBLIC COMMENT:** None.

**BOARD NEW BUSINESS:**

**1. APPOINTMENTS TO BOARD COMMITTEES, LIAISON POSITIONS, OTHER REPRESENTATIVE AND ALTERNATE POSITIONS:**

RECOMMENDATION: Adopt Resolution No. 2019-0011, appointing Board Member Johanna Schiavoni as the primary member and Board Member Michael Schumacher as the alternate to the SANDAG Transportation Committee.

**ACTION: Moved by Board Member Cox and seconded by Board Member Robinson to approve staff's recommendation. Motion carried by the following votes: YES – Boling, Cox, Kersey, Lloyd, Robinson, Schiavoni, Schumacher, West; NO – None; ABSENT – Desmond; (Weighted Vote Points: YES – 88; NO – 0; ABSENT – 12).**

**FINANCE COMMITTEE NEW BUSINESS:**

**2. REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE SIX MONTHS ENDED DECEMBER 31, 2018:**

Kathy Kiefer, Senior Director, Finance and Asset Management, provided a presentation on the Review of the Unaudited Financial Statements for the Six Months Ended December 31, 2018, which included Enplanements, Gross Landing Weight Units, Operating Revenue, Operating Expenses, Net Operating Income, Nonoperating Revenue & Expenses, Statements of Net Position, and Budget - Timeline of Key Dates.

RECOMMENDATION: Forward to the Board with a recommendation for acceptance.

**3. REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF DECEMBER 31, 2018:**

Geoff Bryant, Manager, Airport Finance, provided a presentation on the Authority's Investment Report as of December 31, 2018, which included Portfolio Characteristics, Sector Distribution, Quality & Maturity Distribution, Investment Performance, and Bond Proceeds.

RECOMMENDATION: Forward to the Board with a recommendation for acceptance.

**ACTION: Moved by Board Member Schiavoni and seconded by Board Member West to approve staff's recommendation for Items 2 and 3. Motion carried unanimously.**

**4. AUTHORIZE THE PRESIDENT/CEO TO NEGOTIATE AND AMEND A LETTER OF CREDIT AND REIMBURSEMENT AGREEMENT WITH US BANK, NA TO SUPPORT THE AUTHORITY'S BONDING AND CONTRACT FINANCING ASSISTANCE PROGRAM:**

John Dillon, Director, Financial Planning & Budget, and Geoff Bryant, Manager, Airport Finance, provided a presentation on the Small Business Letter of Credit (LOC) Facility, which included Bonding & Contract Financing Assistance Program, Existing LOC Facility, and 2019 LOC Amendment.

RECOMMENDATION: Forward to the Board with a recommendation for approval.

**ACTION: Moved by Board Member Schiavoni and seconded by Board Member West to approve staff's recommendation. Motion carried unanimously.**

**EXECUTIVE COMMITTEE NEW BUSINESS:**

**5. APPROVAL OF MINUTES:**

RECOMMENDATION: Approve the minutes of the December 20, 2018 regular meeting.

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

**6. 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 Robinson and seconded by Board Member Schumacher to approve staff's recommendation. Motion carried unanimously.**

**REVIEW OF FUTURE AGENDAS**

**7. REVIEW OF THE DRAFT AGENDA FOR THE FEBRUARY 7, 2019 BOARD MEETING:**

Kimberly J. Becker, President/CEO, provided an overview of the draft agenda for the February 7, 2019, Board meeting. She stated that Items 13 and 14 would be moved to New Business.

- 8. REVIEW OF THE DRAFT AGENDA FOR THE FEBRUARY 7, 2019 AIRPORT LAND USE COMMISSION MEETING:**  
Kimberly J. Becker, President/CEO, provided an overview of the draft agenda for the February 7, 2019, ALUC meeting.

**WORKSHOP**

- 9. 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 and Policies. He stated Authority Code 1.18 was pulled and would be heard at a later date.

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

**ACTION: Moved by Board Member Cox and seconded by Board Member West to approve staff's recommendation. Motion carried unanimously.**

**BOARD CLOSED SESSION:** The Board recessed into Closed Session at 9:39 a.m. to discuss Items 10 and 11.

- 10. 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
- 11. 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 BOARD THIS 14<sup>th</sup> DAY OF MARCH, 2019.

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES/  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

**DRAFT**  
**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY BOARD**  
**MINUTES**  
**THURSDAY, FEBRUARY 7, 2019**  
**SAN DIEGO INTERNATIONAL AIRPORT**  
**BOARD ROOM**

**CALL TO ORDER:** Chairman Boling called the regular meeting of the San Diego County Regional Airport Authority Board to order at 9:02 a.m. on Thursday, February 7, 2019, in the Board Room at the San Diego International Airport, Administration Building, 3225 North Harbor Drive, San Diego, CA 92101.

**PLEDGE OF ALLEGIANCE:** Board Member Binns led the Pledge of Allegiance.

**ROLL CALL:**

PRESENT: Board Members: Binns (Ex Officio), Boling, Cox, Desmond, Dockery (Ex-Officio), Kersey, Lloyd, Robinson, Schiavoni, Schumacher, West

ABSENT: Board Members: Wong-Hernandez (Ex Officio)

ALSO PRESENT: Angela Shafer-Payne, Vice President/COO; Amy Gonzalez, General Counsel; Tony R. Russell, Director, Board Services/Authority Clerk; Linda Gehlken, Assistant Authority Clerk I

**PRESENTATIONS:**

**A. OVERVIEW OF PASSENGER FACILITY CHARGES:**

John Dillon, Director, Financial Planning & Budget, provided a presentation on Passenger Facility Charges (PFC's) that included Eligible PFC projects, Use of SAN FPC's, and Future of PFC's.

RICHARD LEDFORD, SAN DIEGO, spoke in support of efforts by the Board and other stakeholders to increase PFC's for the San Diego International Airport.

**B. REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE SIX MONTHS ENDED DECEMBER 31, 2018:**

Kathy Kiefer, Senior Director, Finance and Asset Management, provided a presentation on the Unaudited Financial Statements for the Six Months ended December 31, 2018 that included Operating Revenues, Operating Expenses, Non-Operating Revenue and Expenses, Financial Summary, and Statement of Net Positions.

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

- **AUDIT COMMITTEE:** None.
- **CAPITAL IMPROVEMENT PROGRAM OVERSIGHT COMMITTEE:**  
Board Member Kersey reported that the Committee met on January 28 and received an update on the Capital Improvement Program.
- **EXECUTIVE PERSONNEL AND COMPENSATION COMMITTEE:**  
Board Member Desmond reported that the Committee met on January 24 and received presentations on an Employee Strategy Update and Employee Benefits Open Enrollment Recap. He also reported that the Committee forwarded to the Board for approval today the Sixth Amendment to the restated SDCRAA Retirement Plan and Trust of 2013. He reported that mid-year evaluations were done for the President/CEO, General Counsel and Chief Auditor.
- **FINANCE COMMITTEE:**  
Board Member Cox reported that the Committee met on January 28 and forwarded to the Board the Review of the Unaudited Financial Statements for the Six Months Ended December 31, 2018 and Investment Report.

***AD HOC COMMITTEES***

- **GROUND TRANSPORTATION AD HOC:**  
Board Member West reported that the Ad Hoc Committee met on January 17 and discussed challenges to ground transportation long range operations and environmental issues. He reported that the next meetings are scheduled for February 14 and 21.

***ADVISORY COMMITTEES***

- **AUTHORITY ADVISORY COMMITTEE:**  
Board Member Robinson reported that the Committee met on January 30 and that the Committee received reports on various airport projects.
- **ART ADVISORY COMMITTEE:**  
Chris Chalupsky, Senior Manager, Art and Community Partnership, reported that the Parking Plaza public art installation was completed, and that a 144 ft. mural will be installed on the north side of Admiral Boland Way featuring artist Adrienne Hughes. He reported that in Performing Arts, Lewis Venezuela would be performing on Friday and that the Juke Box Kings will perform as part of the Third Thursday concert series on February 21. He also reported that the Arts Master Plan will be presented to the Board at the March 14 meeting.

## **LIAISONS**

- **CALTRANS:**  
Board Member Binns reported that the I8 West Morena Blvd. exit will reopen next week. He also reported that they continue to participate and support the SANDAG Airport Transit Committee's efforts. He reported that there have been several meetings with Airport staff to discuss the ADP traffic impacts and strategies to mitigate concerns.
- **INTER-GOVERNMENTAL AFFAIRS:**  
Board Member Cox reported that on January 25 President Trump signed a Continuing Resolution ending a 35-day partial government shutdown that will provide government funding through February 15. He reported that, in his State of the Union Address, President Trump stated that he would work with Congress to bring forth legislation to deliver new infrastructure investments from cutting edge industries. He reported that the House Transportation and Infrastructure Committee is having its first hearing today on federal investments and infrastructure and that it is chaired by Representative Peter DeFazio, longstanding proponent of the Passenger Facility Charge (PFC) and has voiced support for including a PFC increase in the House infrastructure package. He also reported that State legislators have until February 22 to introduce bills for the 2019 legislative session.
- **MILITARY AFFAIRS:**  
Board Member Dockery reported that the military is testing a detection system at Miramar called Air Fence and that he would be meeting with Authority staff to discuss best practices to address drones and other things that can threaten air space.
- **PORT:** None.
- **WORLD TRADE CENTER:** None.

## **BOARD REPRESENTATIVES (EXTERNAL)**

- **SANDAG BOARD OF DIRECTORS:**  
Chairman Boling reported that she attended two SANDAG Board meetings, and two meetings of the SANDAG Board's Airport Connectivity Subcommittee. She reported that there was nothing to report from the January Board meeting as it was mostly Closed Session, and Ex Officio members do not attend. She reported that the focus of the subsequent meeting was on the proposed amendments to the Regional Comprehensive Fare Ordinance, which adjusts fares for the Metropolitan Transit System and North County Transit District. She additionally reported that the Board adopted a FY2019 Program Budget Amendment to include \$1 million for consulting services related to airport connectivity planning undertaken by SANDAG. She reported that during discussion of the item

regarding airport connectivity planning, she addressed some of the information in the SANDAG staff report which mentioned that the Subcommittee's work product would be included in the Airport Authority's Airport Development Plan (ADP)/Environmental Impact Report (EIR). She reported that she clarified that the ADP/EIR will include, instead of a specific project, reference to a Memorandum of Agreement that the Authority will sign, along with Authority partners, and that, to avoid further delaying Terminal One, the plan should proceed with the EIR analysis, as it cannot wait to include the Subcommittee's conceptual framework in the draft EIR before recirculation. She also reported that the Airport Connectivity Subcommittee requested Airport Authority staff to present several high-level concepts for an on-airport transit connection. She reported that the presentation was well-received and showed adjustments to the ADP to ensure that there was opportunity to integrate whatever transit system the region decides upon that is realistic and feasible. She reported that SANDAG also discussed its response to the Navy Request for Interest in the SPAWAR property, and that SANDAG's vision is to use part of the property as a Grand Central Station concept that would include a connection to the airport. She also expressed appreciation for Mayor Faulconer's comments at the end of the meeting stating that the replacement of Terminal One is important to the region and our economy, and that it should not be delayed because of the long term plan to have a connection to the airport.

- **SANDAG TRANSPORTATION COMMITTEE:**

Chairman Boling reported that she attended the January 18 meeting and that Board Member Schiavoni attended the meeting on January 4. She reported that the primary presentation at the meeting she attended was on a new Specialized Transportation Strategic Plan, which serves the senior and disabled population in the region. She further reported that this Plan identifies transportation needs and current gaps in service, incorporates best practices from transit agencies nationwide, and develops near-and long-term strategies for improving specialized transportations into the upcoming update to the Regional Transportation Plan. She also reported that there was an update provided on the new South Bay Rapid that began service on a 26-mile route on January 27.

Board Member Schiavoni reported that she attended the meeting on January 4 and that the primary item was a presentation of the proposed amendments to the Regional Transit Comprehensive Fare Ordinance. She reported that the new Ordinance is the result of a two-year fare study by SANDAG, MTS, and North County Transit District; and that the fare ordinance is intended to simplify the transit fare system and help the transit system keep pace with rising operational costs. She reported that the Committee unanimously forwarded the fare Ordinance to the Board of Directors for approval.

- **SCAG AVIATION TASK FORCE:** None.

**CHAIR'S REPORT:**

Chairman Boling reported that Board Members Cox and Lloyd were reappointed to a new term and she expressed appreciation for their continued service to the Board. She reported that San Diego Mayor Kevin Faulconer held his 2019 State of the Union Address on January 15, and that he included support for a transit hub that would connect the City's public transit to the airport. She also reported that the SPAWAR property is being considered by the City as a viable area to accommodate a Grand Central Station.

**PRESIDENT/CEO'S REPORT:**

Angela Shafer-Payne, Vice President/COO, reported that passenger numbers surpassed 24M in 2018. She also reported that over 1M international passengers were served in 2018; a 19% increase over 2017. She reported that both are record numbers for SDIA. She reported that along with a strong economy and a robust tourism industry, there were several other factors contributing to the increase, such as several international carriers adding service and flying higher density aircrafts. She reported that the government shutdown last month did not impact customers traveling through SDIA. She stated that with another potential shutdown after February 15, staff is preparing to be ready if it happens. She reported that during the shutdown several community members and stakeholders showed their support for federal workers by doing what they could to assist. She reported that all of the airlines involved in the January 28 move reported a successful migration and no impact to their flight operations. She also reported that last month ACI held an Innovation at Airports Conference in San Diego and that several Authority staff members provided their expertise on various panels or as moderators during the Conference. She reported that she joined several other airport representatives from around the country in Washington, D.C. to discuss with legislators airport financing, with specific emphasis on Passenger Facility Charges (PFC's) for necessary airport structures improvements.

**NON-AGENDA PUBLIC COMMENT:** None.

**CONSENT AGENDA (Items 1-12):**

**ACTION: Moved by Board Member Desmond and seconded by Board Member Schumacher to approve the Consent Agenda. Motion carried by the following votes: YES – Boling, Cox, Desmond, Kersey, Lloyd, Robinson, Schiavoni, Schumacher, West; NO – None; ABSENT – None (Weighted Vote Points: YES – 100; NO – 0; ABSENT – 0).**

**1. APPROVAL OF MINUTES:**

**RECOMMENDATION:** Approve the minutes of the December 20, 2018 special and January 3, 2019 regular 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:**  
RECOMMENDATION: Accept the reports and pre-approve Board Member attendance at other meetings, trainings and events not covered by the current resolution.
- 3. AWARDED CONTRACTS, APPROVED CHANGE ORDERS FROM DECEMBER 10, 2018 THROUGH JANUARY 13, 2019 AND REAL PROPERTY AGREEMENTS GRANTED AND ACCEPTED FROM DECEMBER 10, 2018 THROUGH JANUARY 13, 2019:**  
RECOMMENDATION: Receive the report.
- 4. FEBRUARY 2019 LEGISLATIVE REPORT:**  
RECOMMENDATION: Adopt Resolution No. 2019-0012, approving the February 2019 Legislative Report.
- 5. APPOINTMENTS TO BOARD COMMITTEES, LIAISON POSITIONS, OTHER REPRESENTATIVE AND ALTERNATIVE POSITIONS:**  
RECOMMENDATION: Adopt Resolution No. 2019-0013, making appointments to Board committees, liaison positions, the Authority Advisory Committee, the Art Advisory Committee, and the World Trade Center Board.

## ***CLAIMS***

## ***COMMITTEE RECOMMENDATIONS***

- 6. AUTHORIZE THE PRESIDENT/CEO TO NEGOTIATE AND AMEND A LETTER OF CREDIT AND REIMBURSEMENT AGREEMENT WITH US BANK, NA TO SUPPORT THE AUTHORITY'S BONDING AND CONTRACT FINANCING ASSISTANCE PROGRAM:**  
RECOMMENDATION: The Finance Committee recommends that the Board Adopt Resolution No. 2019-0014, approving and authorizing the President/CEO to amend and execute a letter of credit and reimbursement agreement in an amount not to exceed four million dollars (\$4,000,000) with US Bank, NA to support the Authority's Bonding and Contract Financing Assistance Program.
- 7. REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE SIX MONTHS ENDED DECEMBER 31, 2018:**  
RECOMMENDATION: The Finance Committee recommends that the Board accept the report.

8. **REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF DECEMBER 31, 2018:**  
RECOMMENDATION: The Finance Committee recommends that the Board accept the report.
9. **ADOPTION OF AMENDMENTS TO AUTHORITY CODES & POLICIES:**  
RECOMMENDATION: The Executive Committee recommends that the Board Adopt Resolution No. 2019-0015, approving amendments to Authority Codes 1.01, 1.13, 2.01, 2.02, 2.05, 2.08, 2.10, 2.12, 2.14, 2.15, 2.16, 5.11, 5.12, 5.16 and Policy 8.20 and repealing Code 1.02.

### ***CONTRACTS AND AGREEMENTS***

10. **AWARD A CONTRACT TO AMADEUS AIRPORT IT AMERICAS, INC. FOR RESOURCE MANAGEMENT SYSTEM & AIRPORT OPERATIONAL DATABASE SERVICES:**  
RECOMMENDATION: Adopt Resolution No. 2019-0016, approving and authorizing the President/CEO to execute an agreement with Amadeus Airport IT Americas, Inc. for a term of five (5) years, with the option for five (5) one-year extensions to be exercised at the discretion of the President/CEO, in an amount not-to-exceed \$975,000 to provide, install, configure and maintain, including technical support, a resource management system and an airport operational database system.

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

11. **AWARD A CONTRACT FOR COMMON USE SYSTEMS:**  
RECOMMENDATION: Adopt Resolution No. 2019-0017, approving and authorizing the President/CEO to execute an agreement with SITA, Inc., for a term of five (5) years, with the option for five (5) one-year extensions to be exercised at the discretion of the President/CEO, in an amount not-to-exceed \$11,705,500 to provide installation and maintenance support services for the Airport Authority's Common Use Systems.
12. **APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO EXECUTE A SPECIAL WASTE DISPOSAL FACILITY AGREEMENT WITH REPUBLIC SERVICES INCORPORATED:**  
RECOMMENDATION: Adopt Resolution No. 2019-0018, approving and authorizing the President/CEO to execute a Special Waste Disposal Facility Agreement with Republic Services, Incorporated, for a term of three (3) years, with the option for two (2) one-year extensions exercisable at the sole discretion of the President/CEO, in an amount not-to-exceed \$5,500,000.

**PUBLIC HEARINGS:** None.

**OLD BUSINESS:** None.

**NEW BUSINESS:**

**13. APPROVE AMENDMENT NO. 6 TO THE AMENDED AND RESTATED SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY RETIREMENT PLAN AND TRUST OF 2013:**

Kurt Gering, Director, Talent, Culture & Capability, provided a presentation on approving Amendment No. 6 to the amended and restated San Diego County Regional Airport Authority Retirement Plan and Trust of 2013 that included Plan History, Proposed Amendment 6, Inactive Non-Vested Member Accounts, Purchase of Service Credit, Option 1: All or Nothing, Option 2: Prorating, and Service Credit and Base Compensation.

RECOMMENDATION: The Executive Personnel and Compensation Committee recommends that the Board Adopt Resolution No. 2019-0019, approving Amendment No. 6 to the Amended and Restated SDCRAA Retirement Plan and Trust of 2013.

**ACTION: Moved by Board Member Desmond and seconded by Board Member Schiavoni to approve staff's recommendation. Motion carried by the following votes: YES – Boling, Cox, Desmond, Kersey, Lloyd, Robinson, Schiavoni, Schumacher, West; NO – None; ABSENT – None (Weighted Vote Points: YES – 100; NO – 0; ABSENT – 0).**

Chairman Boling stated that since Items 14 and 15 are related, for clarity, the Board would hear the items together, and then vote on the items individually.

**14. AUTHORIZE LEASE AGREEMENTS WITH SOUTHWEST AIRLINES, AMERICAN AIRLINES, UNITED AIRLINES, AND DELTA AIRLINES TO OCCUPY AND/OR USE SPACE WITHIN THE NEWLY DEVELOPED AIRLINE SUPPORT BUILDING TO OPERATE AIRLINE CARGO SERVICES, AIRCRAFT PROVISIONING, AND GROUND SERVICE EQUIPMENT RELATED ACTIVITIES:**

Lisa Poitras, Real Estate Manager, Revenue Management, provided a presentation on the lease agreements with Southwest Airlines, American Airlines, United Airlines and Delta Airlines to occupy and/or use space within the newly developed Airline Support Building (ASB) to operate Airline Cargo Services, Aircraft Provisioning, and Ground Service Equipment activities that included Background – Site Location, Background – Airport Master Plan, Background – Existing Facility, Concept Rendering, Concept Plan, Business Terms and Project Timeline.

In response to Chairman Boling regarding the money flow to fund the project and whether a potential loss could be incurred by the Authority, John Dillon, Director, Financial Planning & Budget, stated that in regard to expenses, there should not be loss because normal operating costs would fall under standard real estate building rental costs, and recouped by the Authority. He stated that the actual rental rate is based on the final project cost and the Authority's agreed borrowing rate at the time. He also stated that a Consumer Price Index (CPI) cost would be added year over year, as well as Debt Service Coverage.

In response to Board Member Schumacher regarding whether the Authority would have a way to recover an increase in construction costs should they exceed the Guaranteed Maximum Price (GMP), Dennis Probst, Vice President/CDO, stated that the contractor would be required to deliver the project at or below the established GMP.

Board Member Desmond expressed concern regarding traffic patterns for trucks and that the timing for deliveries do not impact the rental cars. He suggested that a Traffic Management Plan might be beneficial to have in place.

In response to concerns expressed by Board Member West regarding not having solar panels currently in the plan and how additional electrical charging stations for trucks might be addressed, Brendan Reed, Director, Airport Planning & Environmental Affairs, stated that in regard to the Airport Supply Building, staff has been working with the Project Team to ensure there is adequate EV charging stations to accommodate future growth. He also stated that, unlike home energy solar panels, the energy generated by the airport cannot be stored. He stated that the roof will be solar ready.

In response to concern expressed by Board Member West in regard to the traffic congestion in the area as the project moves forward, Dennis Probst, Vice President/CDO, stated that the plan in the ADP allows for a dedicated roadway to be created to alleviate impacts by both construction and terminal traffic.

**RECOMMENDATION:** Adopt Resolution No. 2019-0020, authorizing the President/CEO to negotiate, grant and execute lease agreements with Southwest Airlines, American Airlines, United Airlines, and Delta Airlines for the development and use of space within the newly developed Airline Support Building and associated landside and airside exterior areas to be constructed on the south side of the San Diego International Airport with a length of term not to extend beyond January 1, 2036 and to take all further necessary actions to finalize the lease agreements.

**ACTION:** Moved by Board Member Kersey and seconded by Board Member Schiavoni to approve staff's recommendation. Motion carried by the following votes: YES – Boling, Cox, Desmond, Kersey, Lloyd, Robinson, Schiavoni, Schumacher, West; NO – None; ABSENT – None (Weighted Vote Points: YES – 100; NO – 0; ABSENT – 0).

**15. APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A SECOND AMENDMENT TO THE SUNDT CONSTRUCTION, INC., CONTRACT AND A FUTURE GUARANTEED MAXIMUM PRICE AMENDMENT:**

Dennis Probst, Vice President/CDO, provided a presentation on the Second Amendment to the Sundt Construction, Inc. contract and future Guaranteed Maximum Price (GMP) that included Airport Support Facility (ASF) Site Plan, Airline Support Building (ASB), ASF Package – 1 Budget, ASF Amended MCP Budget, ASF Amended Project Budget, and ASF Amended Master Project Schedule.

RECOMMENDATION: Adopt Resolution No. 2019-0021, approving and authorizing the President/CEO to negotiate and execute: (1) a Second Amendment to the Contract with Sundt Construction, Inc., establishing an amended Maximum Contract Price of \$150,103,880 and an amended Master Project Schedule for Packages 1 and 2 of the Airport Support Facilities; and (2) Work Authorizations and a Guaranteed Maximum Price Amendment within the amended Maximum Contract Price for Packages 1 and 2.

**ACTION: Moved by Board Member Cox and seconded by Board Member West to approve the staff's recommendation. Motion carried by the following votes: YES – Boling, Cox, Desmond, Kersey, Lloyd, Robinson, Schiavoni, Schumacher, West; NO – None; ABSENT – None (Weighted Vote Points: YES – 100; NO – 0; ABSENT – 0).**

*The Board recessed at 10:50 a.m. and reconvened 10:56 a.m.*

**CLOSED SESSION:** The Board recessed into Closed Session at 10:56 a.m. to discuss Items 22, 25 and 26.

**16. 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

**17. 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

**18. 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

- 19. 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
- 20. 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
- 21. 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
- 22. 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
- 23. 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
- 24. 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
- 25. 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

**26. 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 11:55 a.m. There was no reportable action.

**GENERAL COUNSEL REPORT:** None.

**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:** None.

**ADJOURNMENT:** The meeting adjourned at 11:55 a.m.

APPROVED BY A MOTION OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY BOARD THIS 14<sup>TH</sup> DAY OF MARCH, 2019.

ATTEST:

\_\_\_\_\_  
TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES /  
AUTHORITY CLERK

APPROVED AS TO FORM:

\_\_\_\_\_  
AMY GONZALEZ  
GENERAL COUNSEL

## STAFF REPORT

Meeting Date: **MARCH 14, 2019**

### Subject:

**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**

### Recommendation:

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

### Background/Justification:

Authority Policy 1.10 defines a “day of service” for Board Member compensation and outlines the requirements for Board Member attendance at meetings.

Pursuant to Authority Policy 1.10, Board Members are required to deliver to the Board a written report regarding their participation in meetings for which they are compensated. Their report is to be delivered at the next Board meeting following the specific meeting and/or training attended. The reports (Attachment A) were reviewed pursuant to Authority Policy 1.10 Section 5 (g), which defines a “day of service”. The reports were also reviewed pursuant to Board Resolution No. 2009-0149R, which granted approval of Board Member representation for attending events and meetings.

The attached reports are being presented to comply with the requirements of Policy 1.10 and the Authority Act.

***The Board is also being requested to pre-approve Board Member attendance at meetings of the multi-agency policy group addressing off-airport roadway access and the Ad Hoc Ground Transportation Committee.***

### Fiscal Impact:

Board and Committee Member Compensation is included in the FY 2019 Budget.

### 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. 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. Section 15378. This Board action is not a "project" subject to CEQA. Pub. Res. Code Section 21065.
- B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act, Pub. Res. Code Section 30106.

**Application of Inclusionary Policies:**

Not applicable.

**Prepared by:**

TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES/AUTHORITY CLERK

**A. BOLING**

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
Board Member Event/Meeting/Training Report Summary**

Period Covered: February 2019

**Directions:** This Form permits Board Members to report their attendance at meetings, events, and training that qualify for "day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0149R. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME:		DATE:
C. APRIL BOLING		2/28/19
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 7, 2019 Time: 9:00 am Location: Airport	ALUC Board Meeting
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 8, 2019 Time: 9:00 am Location: SANDAG	Board of Director's Policy Meeting
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input checked="" type="checkbox"/> Res.2009-0149R	Date: February 20, 2019 Time: Location: Mayor's Office	Quarterly Meeting with Mayor
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 22, 2019 Time: 11:30 am Location: Aiport	Airport Board Retreat
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 23, 2019 Time: 9:00 am Location: Airport	Airport Board Retreat
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 25, 2019 Time: 9:00 am Location: Airport	Exec. Finance Committee Meeting
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	

**I certify that I was present for at least half of the time set for each meeting, event and training listed herein.**

Signature: 

**G. COX**

FEB 25 2019

Board Services

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY**  
**Board Member Event/Meeting/Training Report Summary**

Period Covered: FEBRUARY 1-20 2019

Directions: This Form permits Board Members to report their attendance at meetings, events, and training that qualify for "day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0149R. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME: (Please print)		DATE OF THIS REPORT:
GREG COX		FEBRUARY 25, 2019
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre-approved <input type="checkbox"/> Res. 2009-0149R	Date: Feb. 7, 2019 Time: 9:00am Location: SDIA	BOARD MEETING AIRPORT LAND USE COMMISSION MEETING
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre-approved <input type="checkbox"/> Res. 2009-0149R	Date: FEB 23, 2019 Time: 9:00am Location: SDIA	SPECIAL BOARD MEETING BOARD WORKSHOP
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre-approved <input type="checkbox"/> Res. 2009-0149R	Date: FEB. 22, 2019 Time: 12 NOON Location: SDIA	SPECIAL BOARD MEETING BOARD WORKSHOP
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre-approved <input type="checkbox"/> Res. 2009-0149R	Date: Feb. 25, 2019 Time: 9:00am Location: SDIA	EXECUTIVE / FINANCE COMMITTEE SPECIAL BOARD MEETING SPECIAL ALUC MEETING
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre-approved <input type="checkbox"/> Res. 2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre-approved <input type="checkbox"/> Res. 2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre-approved <input type="checkbox"/> Res. 2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre-approved <input type="checkbox"/> Res. 2009-0149R	Date: Time: Location:	

I certify that I was present for at least half of the time set for each meeting, event and training listed herein.

Signature: \_\_\_\_\_

*Greg Cox*

**M. KERSEY**

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
Board Member Event/Meeting/Training Report Summary**

**FEB 25 2019**

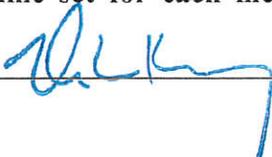
Board Services

Period Covered: February 2019

**Directions:** This Form permits Board Members to report their attendance at meetings, events, and training that qualify for "day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0149R. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME:		DATE:
Mark Kersey		2/25/19
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 7, 2019 Time: 9:00 am Location: 3225 N Harbor Drive	BOD/ALUC
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 22, 2019 Time: 11:30 am Location: 3225 N Harbor Drive	BOD Retreat Workshop
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 23, 2019 Time: 8:30 am Location: 3225 N Harbor Drive	BOD Retreat Workshop
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	

**I certify that I was present for at least half of the time set for each meeting, event and training listed herein.**

Signature: 

**R. LLOYD**

FEB 27 2019

Board Services

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
Board Member Event/Meeting/Training Report Summary**

Period Covered: Feb 2019

**Directions:** This Form permits Board Members to report their attendance at meetings, events, and training that qualify for "day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0149R. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME:		DATE:
Robert T Lloyd		2/27/19
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 7, 2019 Time: 9:00 am Location: SDAA	Monthly BOD
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 14, 2019 Time: 3:00 pm Location: Holiday Inn	Ad Hawk Committee
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 21, 2019 Time: 11:00 am Location: Liberty Station	Ad Hawk Committee
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 22, 2019 Time: 12:00 pm Location: SDAA	Retreat
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 23, 2019 Time: 8:30 am Location: SDAA	Retreat
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	

**I certify that I was present for at least half of the time set for each meeting, event and training listed herein.**

Signature: \_\_\_\_\_

**P. ROBINSON**

FEB 25 2019

Board Services

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
Board Member Event/Meeting/Training Report Summary**

Period Covered: 2/28/19

**Directions:** This Form permits Board Members to report their attendance at meetings, events, and training that qualify for "day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0149R. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME:		DATE:
Robinson		2/1/19
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: 2/7/19 Time: 9:00 a.m. - 12:00 p.m. Location: SDCRAA Bd Rm	SDCRAA Bd & ALUC Mtgs.
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: 2/11/19 Time: 10:00 - 11:30 a.m. Location: SDCRAA Bd Rm	Audit Comm. Mtg
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: 2/22/19 Time: 12:00 pm - 5:00 Location: SDCRAA OFFICES	Bd Retreat
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: 2/23/19 Time: 9:00 a.m. - 12:00 p.m. Location: SDCRAA OFFICES	Bd Retreat
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: 2/25/19 Time: 9:00 a.m. - 11:30 a.m. Location: SDCRAA Bd Rm	Exec. Finance Comm mtg ALUC Mtg
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	

I certify that I was present for at least half of the time set for each meeting, event and training listed herein.

Signature: PE. Robinson

**J. SCHIAVONI**

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
Board Member Event/Meeting/Training Report Summary**

SDCRAA

**FEB 25 2019**

Board Services

Period Covered: 1/30/2019-2/25/2019

Directions: This Form permits Board Members to report their attendance at meetings, events, and training that qualify for day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0149R. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME:		DATE:
Johanna S. Schiavoni		2/25/19
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre -approved <input type="checkbox"/> Res2009-0149R	Date: January 30, 2019 Time: 9:00 am Location: SDCRAA	SDCRAA Airport Advisory Committee
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre -approved <input type="checkbox"/> Res2009-0149R	Date: February 7, 2019 Time: 9:00 am Location: SDCRAA	SDCRAA Board Meeting
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre -approved <input type="checkbox"/> Res2009-0149R	Date: February 11, 2019 Time: 9:00 am Location: SDCRAA	SDCRAA Audit Committee Meeting
<input type="checkbox"/> Brown Act <input checked="" type="checkbox"/> Pre -approved <input type="checkbox"/> Res2009-0149R	Date: February 14, 2019 Time: 3:00 pm Location: Holiday Inn Bayside	SDCRAA Ground Transportation Ad Hoc Committee Meeting
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre -approved <input type="checkbox"/> Res2009-0149R	Date: February 22, 2019 Time: 11:30 pm Location: SDCRAA	SDCRAA Board retreat
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre -approved <input type="checkbox"/> Res2009-0149R	Date: February 23, 2019 Time: 9:00 am Location: SDCRAA	SDCRAA Board retreat
<input checked="" type="checkbox"/> Brown Act <input type="checkbox"/> Pre -approved <input type="checkbox"/> Res2009-0149R	Date: February 25, 2019 Time: 9:00 am Location: SDCRAA	SDCRAA Finance/Executive Comm. meeting
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre -approved <input type="checkbox"/> Res2009-0149R	Date: Time: Location:	

**I certify that I was present for at least half of the time set for each meeting, event and training listed herein.**

Signature: Johanna Schiavoni

**M. SCHUMACHER**

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
Board Member Event/Meeting/Training Report Summary**

Period Covered: Feb 28th, 2019

**Directions:** This Form permits Board Members to report their attendance at meetings, events, and training that qualify for "day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0149R. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME:		DATE:
Michael Schumacher		2/28/19
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
<input type="checkbox"/> Brown Act <input checked="" type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 7, 2019 Time: 9:00 am Location: SDCRAA Office	BOD/ALUCP Meeting
<input type="checkbox"/> Brown Act <input checked="" type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 22, 2019 Time: 12:00 pm Location: SDCRAA Office	Annual Board Meeting/Retreat
<input type="checkbox"/> Brown Act <input checked="" type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 23, 2019 Time: 9:00 am Location: SDCRAA Office	Annual Board Meeting/Retreat
<input type="checkbox"/> Brown Act <input checked="" type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: February 25, 2019 Time: 9:00 am Location:	BOD Meeting
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	

**I certify that I was present for at least half of the time set for each meeting, event and training listed herein.**

**Signature:** Michael Schumacher Digitally signed by Michael Schumacher  
Date: 2017.03.29 08:32:08 -0700'

**D. TARTRE**

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
Board Member Event/Meeting/Training Report Summary**

SDCRAA

FEB 11 2019

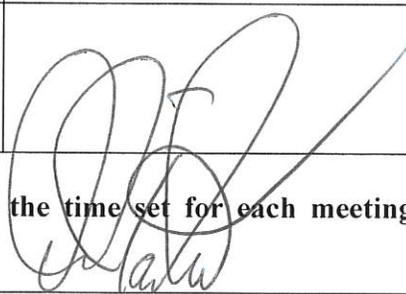
Board Services

Period Covered: 2/11-2019

**Directions:** This Form permits Board Members to report their attendance at meetings, events, and training that qualify for "day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0149R. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME:		DATE:
Don Tardue		2/11-2019
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: 2/11-2019 Time: 10AM Location: Board Room	AC Mtg - Open & Closed Sessions
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	
<input type="checkbox"/> Brown Act <input type="checkbox"/> Pre - approved <input type="checkbox"/> Res.2009-0149R	Date: Time: Location:	

**I certify that I was present for at least half of the time set for each meeting, event and training listed herein.**

Signature: 

**M. WEST**

FEB 25 2019

Board Services

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
Board Member Event/Meeting/Training Report Summary**

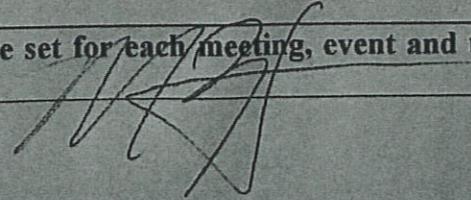
Period Covered: February 2019

Directions: This Form permits Board Members to report their attendance at meetings, events, and training that qualify for "day of service" compensation pursuant to Cal. Pub. Util. Code §170017, Board Policy 1.10 and Board Resolution 2009-0007. Unless attending a meeting held pursuant to the Brown Act, attendance must be pre-approved by the Board prior to attendance and a written report delivered at the next Board meeting. After completing this Form, please forward it to Tony Russell, Authority Clerk.

BOARD MEMBER NAME: (Please print)		DATE OF THIS REPORT:
Mark B. West		2/25/2019
TYPE OF MEETING	DATE/TIME/LOCATION OF EVENT/MEETING/TRAINING	SUMMARY AND DESCRIPTION OF THE EVENT/MEETING/TRAINING
Brown Act x Pre-approved Res. 2009-0149R	Date: 2/7 Time: 9:00-11:00 am Location: SDCRAA	Board/ALUC Meeting
Brown Act x Pre-approved Res. 2009-0149R	Date: 2/11 Time: 9:00-11:00 am Location: SDCRAA	Audit Committee Board
Brown Act x Pre-approved Res. 2009-0149R	Date: 2/14 Time: 3:00-5:00 am Location: Holiday Inn San Diego Bayside	GT Ad Hoc Meeting
Brown Act x Pre-approved Res. 2009-0149R	Date: 2/21 Time: 11:00 am -1:00 pm Location: Courtyard Marriot Liberty Station	GT Ad Hoc Meeting
Brown Act x Pre-approved Res. 2009-0149R	Date: 2/22 Time: 12:00-4:00 pm Location: SDCRAA	Airport Board Retreat
Brown Act x Pre-approved Res. 2009-0149R	Date: 2/25 Time: 9:00-11:00 am Location: SDCRAA	Board/ALUC Meeting

I certify that I was present for at least half of the time set for each meeting, event and training listed herein.

Signature: \_\_\_\_\_



## **STAFF REPORT**

Meeting Date: **MARCH 14, 2019**

### **Subject:**

**Awarded Contracts, Approved Change Orders from January 14, 2019 through February 10, 2019 and Real Property Agreements Granted and Accepted from January 14, 2019 through February 10, 2019**

### **Recommendation:**

Receive the Report.

### **Background/Justification:**

Policy Section Nos. 5.01, Procurement of Services, Consulting, Materials, and Equipment, 5.02, Procurement of Contracts for Public Works, and 6.01, Leasing Policy, require staff to provide a list of contracts, change orders, and real property agreements that were awarded and approved by the President/CEO or her designee. Staff has compiled a list of all contracts, change orders (Attachment A) and real property agreements (Attachment B) that were awarded, granted, accepted, or approved by the President/CEO or her designee since the previous Board meeting.

### **Fiscal Impact:**

The fiscal impact of these contracts and change orders are reflected in the individual program budget for the execution year and on the next fiscal year budget submission. Amount to vary depending upon the following factors:

1. Contracts issued on a multi-year basis; and
2. Contracts issued on a Not-to-Exceed basis.
3. General fiscal impact of lease agreements reflects market conditions.

The fiscal impact of each reported real property agreement is identified for consideration on Attachment B.

### **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:**

Inclusionary Policy requirements were included during the solicitation process prior to the contract award.

**Prepared by:**

JANA VARGAS  
DIRECTOR, PROCUREMENT

**Attachment "A"**

**AWARDED CONTRACTS AND CHANGE ORDERS SIGNED BETWEEN January 14, 2019 to February 10, 2019**

**New Contracts**

<b>Date Signed</b>	<b>CIP #</b>	<b>Company</b>	<b>Description</b>	<b>Solicitation Method</b>	<b>Owner</b>	<b>Contract Value</b>	<b>End Date</b>
1/16/2019		Marsh & McLennan Insurance Agency	The Contractor will provide total rewards consulting and management services to optimize the Authority's compensation philosophy and rewards strategy at San Diego County Regional Airport Authority.	RFP	Talent, Culture & Capability	170,000.00	12/31/2022

**Attachment "A"**

**AWARDED CONTRACTS AND CHANGE ORDERS SIGNED BETWEEN January 14, 2019 to February 10, 2019**

**New Contracts Approved by the Board**

<b>Date Signed</b>	<b>CIP #</b>	<b>Company</b>	<b>Description</b>	<b>Solicitation Method</b>	<b>Owner</b>	<b>Contract Value</b>	<b>End Date</b>
1/15/2019	104249	Granite Construction	The contract was approved by the Board at the December 6, 2018 Board Meeting. The Contractor will provide a new hydrant fueling infrastructure on the north side of the runway at San Diego International Airport.	RFB	Airport Design & Construction	\$40,988,313.00	9/2/2020

**Attachment "A"**

**AWARDED CONTRACTS AND CHANGE ORDERS SIGNED BETWEEN January 14, 2019 to February 10, 2019**

**Amendments and Change Orders**

<b>Date Signed</b>	<b>CIP #</b>	<b>Company</b>	<b>Description of Change</b>	<b>Owner</b>	<b>Previous Contract Amount</b>	<b>Change Order Value (+ / -)</b>	<b>Change Order Value ( % ) (+ / -)</b>	<b>New Contract Value</b>	<b>New End Date</b>
1/15/2019		Tim Caro-Bruce	The 1st Amendment extends the term of the agreement by six (6) months to allow time for a new "Figure of Speech Art" agreements to be executed for San Diego International Airport. There is no increase in compensation.	Marketing, Arts & Air Service Development	\$500.00	\$0.00	0%	\$500.00	7/1/2019
1/16/2019		Nina Preisendorfer	The 1st Amendment extends the term of the agreement by six (6) months to allow time for a new "Figure of Speech Art" agreements to be executed for San Diego International Airport. There is no increase in compensation.	Marketing, Arts & Air Service Development	\$500.00	\$0.00	0%	\$500.00	7/1/2019
2/1/2019		Gabriel Schaffzin	The 1st Amendment extends the term of the agreement by six (6) months to allow time for a new "Figure of Speech Art" agreements to be executed for San Diego International Airport. There is no increase in compensation.	Marketing, Arts & Air Service Development	\$500.00	\$0.00	0%	\$500.00	7/1/2019

**Attachment "A"**

**AWARDED CONTRACTS AND CHANGE ORDERS SIGNED BETWEEN December 10, 2018 to January 13, 2019**

**Amendments and Change Orders Approved by the Board**

<b>Date Signed</b>	<b>CIP #</b>	<b>Company</b>	<b>Description of Change</b>	<b>Owner</b>	<b>Previous Contract Amount</b>	<b>Change Order Value (+ / -)</b>	<b>Change Order Value ( % ) (+ / -)</b>	<b>New Contract Value</b>	<b>New End Date</b>
12/27/2018									

Attachment "B"

REAL PROPERTY AGREEMENTS EXECUTED FROM JANUARY 14, 2019 through FEBRUARY 10, 2019



**Real Property Agreements**

Begin/End Dates	Authority Doc. #	Tenant/Company	Agreement Type	Property Location	Use	Property Area (s.f)	Consideration	Comments
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No Real Property Agreements to report



**Real Property Agreement Amendments and Assignments**

Effective Date	Authority Doc. #	Tenant/Company	Agreement Type	Property Location	Use	Property Area (s.f)	Consideration	Comments
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No Real Property Agreements Amendments and Assignments to report

## **STAFF REPORT**

Meeting Date: **MARCH 14, 2019**

### **Subject:**

**March 2019 Legislative Report**

### **Recommendation:**

Adopt Resolution No. 2019-0023, approving the March 2019 Legislative Report.

### **Background/Justification:**

The Authority's Legislative Advocacy Program Policy requires that staff present the Board with monthly reports concerning the status of legislation with potential impact to the Authority. The Authority Board provides direction to staff on legislative issues by adoption of a monthly Legislative Report (Attachment A). The March 2019 Legislative Report updates Board members on legislative activities that have taken place since the previous Board meeting. In directing staff, the Authority Board may take a position on pending or proposed legislation that has been determined to have a potential impact on the Authority's operations and functions.

### **State Legislative Action**

The Authority's legislative team recommends that the Board adopt a SUPPORT position on SB 736 (Umberg). This bill would create the Airport Greenhouse Reduction Fund, requiring all moneys in the account to be available upon appropriation for allocation to airport greenhouse gas emissions reduction projects.

The Authority's legislative team also recommends that the Board adopt a WATCH position on AB 245 (Muratsuchi), AB 880 (Obernolte), AB 1190 (Irwin), AB 1263 (Low), AB 1366 (Gonzalez), AB 1413 (Gloria), AB 1433 (Diep), AB 1594 (Bauer-Kahan), AB 1783 (Chau), SB 507 (Atkins), SB 615 (Hueso), and SB 648 (Chang).

AB 245 would establish a 17-member California Aerospace and Aviation Commission within the Governor's Office of Business and Economic Development. The new Commission would be required to make recommendations on legislative and administrative actions that may be necessary or helpful to maintain or improve the state's aerospace and aviation industries.

AB 880 would prohibit a Transportation Network Company (TNC) from contracting with a driver convicted, in the last seven years, of felony securities fraud.

AB 1190 would prohibit a state or local agency from adopting any law or regulation that bans the operation of an unmanned aircraft system (UAS). This bill would also include the operation of small UASs within the definition of hazardous recreational activity for purposes of public entity liability. Additionally, AB 1190 would authorize a state or local agency to adopt regulations to enforce a requirement that a small UAS be properly

**Page 2 of 4**

registered under existing federal regulations and authorize a state or local agency to require proof of such registration from an unmanned aircraft operator.

AB 1263 is a placeholder (spot bill) declaring the intent of the Legislature to enact legislation creating a regulatory framework for personal vehicle sharing programs.

AB 1366 is a placeholder (spot bill) making nonsubstantive changes to the section of the Public Utilities Code related to the composition of the Airport Authority's board of directors.

AB 1413 would authorize a local transportation authority (the San Diego Association of Governments (SANDAG), the San Diego County Regional Transportation Commission, the San Diego Metropolitan Transit System (MTS), and the North County Transit System (NCTD)) to impose a tax applicable to only a portion of its county if 2/3 of the voters voting on the measure within the portion of the county to which the tax would apply vote to approve the tax. The bill would also require that the tax revenue be spent within, or for the benefit of, the portion of the county to which the tax would apply. The bill would prohibit the local transportation authority from entering into a construction contract for over \$1,000,000 that would be partly or wholly financed through a tax applicable to only a portion of the county unless the entity provides to each agency an enforceable commitment that the entity and its subcontractors will use a skilled and trained workforce to all work on the project.

AB 1433 is a placeholder (spot bill) making nonsubstantive changes to the Passenger Charter-party Carriers' Act, which provides regulation of charter-party carriers of passengers and includes requirements for liability insurance coverage, background checks, and other regulations pertaining to TNCs and their drivers.

AB 1594 is a placeholder (spot bill) making nonsubstantive changes to the provision of the Health and Safety Code relating to vehicular air pollution.

AB 1782 is a placeholder (spot bill) making nonsubstantive changes to definitions relating to automated license plate recognition (ALPR) systems.

SB 507 would grant in trust to the San Diego Unified Port District certain additional tidelands and submerged lands held by the state within the San Diego Bay, subject to certain terms and conditions, as specified.

SB 615 would require a person to meet and confer in good faith with a public agency in an attempt to informally resolve an issue regarding the improper withholding of public records before instituting any proceeding for injunctive or declarative relief or writ of mandate. The bill would require that in order for a requester to prevail in litigation related to the act, the trial court must find by a preponderance of the evidence that an agency knowingly, willfully, and without substantial justification failed to respond to a request for records, improperly withheld from a member of the public records that were clearly subject to public disclosure, unreasonably delayed providing the contents of a record subject to disclosure in part or in whole, improperly assessed a fee upon a requester that exceeded the direct cost of duplication, or otherwise did not act in good faith to comply with these provisions.

SB 648 would require, except as specified, the operator of an unmanned aircraft system (UAS) involved in an accident resulting in injury to an individual or damage to property to immediately land the UAS at the nearest location that will not jeopardize the safety of others and to provide certain information to the injured individual or the owner or person in charge of the damaged property, or place that information in a conspicuous place on the damaged property.

**Federal Legislative Action**

The Authority’s legislative team recommends that the Board adopt a SUPPORT position on H.R. 976 (Lynch), H.R. 1108 (DeFazio) and H.R. 1171 (DeFazio).

H.R. 976 (Lynch) would require the Federal Aviation Administration (FAA) to enter into arrangements with the National Academies of Sciences, Engineering, and Medicine to provide a report on the health impacts of air traffic noise and pollution caused by aircraft flying over residential areas.

H.R. 1108 would provide funding from the Airport and Airway Trust Fund for all Federal Aviation Administration (FAA) activities in the event of a Government shutdown. This would only apply to funds not otherwise appropriated and would be available on the first day of a lapse in appropriations and end on the date that the regular appropriation bill for that fiscal year becomes law.

H.R. 1171 would repeal a requirement that diverts one-third of the revenue collected from airline passenger security fees away from aviation security to be deposited in the Treasury general fund. The bill would also give the Transportation Security Administration (TSA) access to September 11 Security Fee revenue in the event of a lapse in appropriations. This means that, in the event of another government shutdown, TSA would be able to continue paying its officers.

**Fiscal Impact:**

Not applicable.

**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:**

MATT HARRIS  
DIRECTOR, GOVERNMENT RELATIONS

RESOLUTION NO. 2019- 0023

A RESOLUTION OF THE BOARD OF THE  
SAN DIEGO COUNTY REGIONAL AIRPORT  
AUTHORITY, APPROVING THE MARCH 2019  
LEGISLATIVE REPORT

WHEREAS, the San Diego County Regional Airport Authority (“Authority”) operates San Diego International Airport and plans for necessary improvements to the regional air transportation system in San Diego County, including serving as the responsible agency for airport land use planning within the County; and

WHEREAS, the Authority has a responsibility to promote public policies consistent with the Authority’s mandates and objectives; and

WHEREAS, Authority staff works locally and coordinates with legislative advocates in Sacramento and Washington, D.C. to identify and pursue legislative opportunities in defense and support of initiatives and programs of interest to the Authority; and

WHEREAS, under the Authority’s Legislative Advocacy Program Policy, the Authority Board provides direction to Authority staff on pending legislation; and

WHEREAS, the Authority Board, in directing staff, may adopt positions on legislation that has been determined to have a potential impact on the Authority’s operations and functions.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby approves the March 2019 Legislative Report (“Attachment A”); and

BE IT FURTHER RESOLVED that the Board finds that this action is not a “project” as defined by the California Environmental Quality Act (“CEQA”) (California Public Resources Code §21065); and is not a “development” as defined by the California Coastal Act (California Public Resources Code §30106).

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 14th day of March, 2019, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES /  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

March 2019 Legislative Report

State Legislation

New Assembly Bills

Legislation/Topic

**AB 245 (Muratsuchi) – California Aerospace and Aviation Commission**

Background/Summary

AB 245 would establish a 17-member California Aerospace and Aviation Commission (Commission) within the Governor’s Office of Business and Economic Development. The Commission would serve as a central point of contact for businesses engaged in the aerospace and aviation industries, and support the health and competitiveness of these industries in California. AB 245 would require the Commission to make recommendations on legislative and administration action that may be necessary or helpful to maintain or improve the state’s aerospace and aviation industries and would require the Commission to report and provide recommendations to the Governor and State Legislature.

Anticipated Impact/Discussion

Although this legislation is not expected to have any significant impact on the Airport Authority or San Diego International Airport (SDIA), if the bill were enacted, the Authority’s legislative team would work with the California Airports Council to identify any potential opportunities to engage with the Commission on actions that could impact California airports.

**Status:** 01/22/19 – Introduced in the Assembly and Referred to the Committee on Jobs, Economic Development & the Economy

**Position:** Watch

Legislation/Topic

**AB 880 (Oberholte) – Transportation Network Company Driver Background Checks**

Background/Summary

Existing law requires a transportation network company (TNC) to conduct a local and a national criminal background check for each participating driver. A TNC is prohibited from contracting with a driver who is a registered sex offender, has been convicted of any terrorism-related felonies or any violent felonies, or has been convicted in the past

\*Shaded text represents new or updated legislative information

seven years of any misdemeanor assault, battery, domestic violence, driving under the influence of drugs or alcohol, or any of a specified list of felonies. AB 880 would also prohibit a TNC from contracting with a driver convicted, in the last seven years, of felony securities fraud.

**Anticipated Impact/Discussion**

This bill is not expected to directly impact San Diego International Airport. However, Ground Transportation staff and Airport Traffic Officers would need to be aware of the new requirement if this bill is enacted.

**Status:** 02/20/19 – Introduced in Assembly

**Position:** Watch

**Legislation/Topic**

**AB 1190 (Irwin) – Unmanned Aircraft: State and Local Regulations**

**Background/Summary**

AB 1190 would prohibit a state or local agency from adopting any law or regulation that bans the operation of an unmanned aircraft system. This bill would also include the operation of small unmanned aircraft systems within the definition of hazardous recreational activity for purposes of public entity liability. Existing law provides a local public entity or employee immunity as to any person engaging in hazardous recreational activity and for damage to an unmanned aircraft while the local entity or employee is providing emergency services. Additionally, AB 1190 would authorize a state or local agency to adopt regulations to enforce a requirement that a small unmanned aircraft system be properly registered under existing federal regulations and authorize a state or local agency to require proof of such registration from an unmanned aircraft operator.

**Anticipated Impact/Discussion**

This bill could benefit the San Diego International Airport (SDIA) by providing the Airport Authority with enforcement tools to deter unsafe unmanned aircraft system operations at or near SDIA. However, this bill would also prohibit the Airport Authority, the City of San Diego, or other governmental entities from banning the operation of unmanned aircraft on or near airport property or in the flight path.

**Status:** 02/22/19 – Introduced in Assembly

**Position:** Watch

\*Shaded text represents new or updated legislative information

**Legislation/Topic**

**AB 1263 (Low) – Personal Vehicle Sharing Programs**

**Background/Summary**

AB 1263 is a placeholder (spot bill) declaring the intent of the Legislature to enact legislation creating a regulatory framework for personal vehicle sharing programs.

**Anticipated Impact/Discussion**

The Authority's legislative team will closely monitor the development of this bill language for any potential impact on San Diego International Airport (SDIA) of the Airport Authority. Any legislation passed would likely have an impact on future ground transportation operations.

**Status:** 02/21/19 – Introduced in Assembly

**Position:** Watch

**Legislation/Topic**

**AB 1366 (Gonzalez) – San Diego County Regional Airport Authority (SDCRAA):  
Board of Directors**

**Background/Summary**

AB 1366 is a placeholder (spot bill) making nonsubstantive changes to the section of the Public Utilities Code related to the composition of SDCRAA's board of directors.

**Anticipated Impact/Discussion**

The Authority's legislative team will closely monitor the development of this bill language for any potential impact on the San Diego International Airport (SDIA) and the Airport Authority.

**Status:** 02/22/19 – Introduced in Assembly

**Position:** Watch

**Legislation/Topic**

**AB 1413 (Gloria) – Local Transportation Authorities: Transactions and Use Taxes**

**Background/Summary**

Existing law provides for the consolidation of certain regional transportation planning, programming, and related functions in San Diego County from various existing agencies and authorizes those agencies to impose transactions and use taxes for transportation

\*Shaded text represents new or updated legislative information

purposes within their respective jurisdictions, subject to voter approval and other requirements. AB 1413 would authorize a local transportation authority (the San Diego Association of Governments (SANDAG), the San Diego County Regional Transportation Commission, the San Diego Metropolitan Transit System (MTS), and the North County Transit System (NCTD)) to impose a tax applicable to only a portion of its county if 2/3 of the voters voting on the measure within the portion of the county to which the tax would apply vote to approve the tax. The bill would also require that the tax revenue be spent within, or for the benefit of, the portion of the county to which the tax would apply. The bill would prohibit an authority from entering into a construction contract for over \$1,000,000 that would be partly or wholly financed through a tax applicable to only a portion of the county unless the entity provides to each agency an enforceable commitment that the entity and its subcontractors will use a skilled and trained workforce to all work on the project.

### **Anticipated Impact/Discussion**

This bill could provide the Authority's regional transportation partners with the ability to propose taxes that would be voted upon by the residents of and assessed solely within specific areas of the county in which system improvements (transit, roadways, and other transportation-related facilities) would be built. Depending on the projects and areas involved, the bill could facilitate financing for projects that improve access to San Diego International Airport for passengers, employees, and other airport users.

**Status:** 2/25/19 – Read first time

**Position:** Watch

### **Legislation/Topic**

**AB 1433 (Diep) – Transportation Network Companies (TNC)**

### **Background/Summary**

AB 1433 is a placeholder (spot bill) making nonsubstantive changes to the Passenger Charter-party Carriers' Act, which provides regulation of charter-party carriers of passengers and includes requirements for liability insurance coverage, background checks, and other regulations pertaining to TNCs and their drivers.

### **Anticipated Impact/Discussion**

The Authority's legislative team will closely monitor the development of this bill language for any potential impact on the San Diego International Airport (SDIA) and the Airport Authority's future ground transportation operations.

**Status:** 02/25/19 – Read first time

**Position:** Watch

\*Shaded text represents new or updated legislative information

**Legislation/Topic**

**AB 1594 (Bauer-Kahan) – Vehicular Air Pollution: Zero-Emission Vehicle Incentive Program**

**Background/Summary**

AB 1594 is a placeholder (spot bill) making nonsubstantive changes to the provision of the Health and Safety Code relating to vehicular air pollution. Current law requires the State Air Resources Board, in conjunction with the State Energy Resources Conservation and Development Commission, to develop and administer a program to provide grants to individuals, local governments, public agencies, nonprofit organizations, and private businesses, to encourage the purchase or lease of a new zero-emission vehicle.

**Anticipated Impact/Discussion**

The Authority's legislative team will closely monitor the development of this bill language for any potential impact on the San Diego International Airport (SDIA) and the Airport Authority.

**Status:** 2/25/19 – Read first time.

**Position:** Watch

**Legislation/Topic**

**AB 1782 (Chau) – Automated License Plate Recognition Systems**

**Background/Summary**

AB 1782 is a placeholder (spot bill) making nonsubstantive changes to definitions relating to automated license plate recognition (ALPR) systems. Current law defines an automated license plate recognition (ALPR) system and requires a public agency that operates or intends to operate an ALPR system to provide an opportunity for public comment at a regularly scheduled public meeting of the governing body of the public agency before implementing the program. Current law prohibits a public agency from selling, sharing, or transferring ALPR information, except to another public agency, as specified.

**Anticipated Impact/Discussion**

The Authority's legislative team will closely monitor the development of this bill language for any potential impact on the San Diego International Airport (SDIA) and the Airport Authority.

**Status:** 2/25/19 – Read first time.

\*Shaded text represents new or updated legislative information

**Position:** Watch

## **New Senate Bills**

### **Legislation/Topic**

**SB 507 (Atkins) – San Diego Unified Port District: Trust Lands**

### **Background/Summary**

Current law authorizes the establishment of the San Diego Unified Port District for the acquisition, construction, maintenance, operation, development, and regulation of harbor works and improvements for the harbor of San Diego and for the promotion of commerce, navigation, fisheries, and recreation. This bill would grant in trust to the district certain additional tidelands and submerged lands held by the state within the San Diego Bay, subject to certain terms and conditions, as specified.

### **Anticipated Impact/Discussion**

Although this legislation is not expected to impact San Diego International Airport (SDIA) or the Airport Authority, the Authority's legislative team will closely monitor the development of this bill language for any potential impact to SDIA or the Airport Authority.

**Status:** 2/22/19 – From printer. May be acted upon on or after March 24.

**Position:** Watch

### **Legislation/Topic**

**SB 615 (Hueso) – Public Records Disclosure**

### **Background/Summary**

The California Public Records Act, when it appears to a superior court that certain public records are being improperly withheld from a member of the public, requires the court to order the officer or person charged with withholding the records to disclose the public record or show cause why they should not do so. The act requires the court to award court costs and reasonable attorney's fees to the requester if the requester prevails in litigation filed pursuant to these provisions, and requires the court to award court costs and reasonable attorney's fees to the public agency if the court finds that the requestor's case is clearly frivolous. SB 615 would require a person to meet and confer in good faith with the agency in an attempt to informally resolve each issue before instituting any proceeding for injunctive or declarative relief or writ of mandate.

\*Shaded text represents new or updated legislative information

The bill would require that in order for a requester to prevail in litigation related to the act, the trial court must find by a preponderance of the evidence that an agency knowingly, willfully, and without substantial justification failed to respond to a request for records, improperly withheld from a member of the public records that were clearly subject to public disclosure, unreasonably delayed providing the contents of a record subject to disclosure in part or in whole, improperly assessed a fee upon a requester that exceeded the direct cost of duplication, or otherwise did not act in good faith to comply with these provisions.

### **Anticipated Impact/Discussion**

Because the bill would require a person or entity requesting public records to take measures to resolve a conflict informally before asking a court to intervene, the bill could have a positive impact on the Authority.

**Status:** 2/25/2019-From printer. May be acted upon on or after March 27. Read first time.

**Position:** Watch

### **Legislation/Topic**

**SB 648 (Chang) – Unmanned Aircraft Systems: Accident Notification**

### **Background/Summary**

SB 648 would require, except as specified, the operator of an unmanned aircraft system (UAS) involved in an accident resulting in injury to an individual or damage to property to immediately land the UAS at the nearest location that will not jeopardize the safety of others and to provide certain information to the injured individual or the owner or person in charge of the damaged property, or place that information in a conspicuous place on the damaged property.

### **Anticipated Impact/Discussion**

The bill is not expected to directly impact San Diego International Airport.

**Status:** 02/22/19 – Introduced in Senate

**Position:** Watch

### **Legislation/Topic**

**SB 736 (Umberg) – Airport Greenhouse Gas Reduction Account**

\*Shaded text represents new or updated legislative information

### **Background/Summary**

SB 736 would create the Airport Greenhouse Reduction Fund, requiring all moneys in the account to be available upon appropriation for allocation to airport greenhouse gas emissions reduction projects.

### **Anticipated Impact/Discussion**

If enacted, this bill would provide the Airport Authority with an additional source of potential funding to be used to help implement the Authority's goals and efforts to reduce greenhouse gas emissions resulting from the airport's daily operations.

**Status:** 02/25/19 – From printer. May be acted upon on or after March 27. Read first time.

**Position:** Support

## **Federal Legislation**

### **New House Bills**

#### **Legislation/Topic**

**H.R. 1108 (DeFazio) – Aviation Funding Stability Act of 2019**

#### **Background/Summary**

H.R. 1108 would provide funding from the Airport and Airway Trust Fund for all Federal Aviation Administration (FAA) activities in the event of a Government shutdown. This would only apply to funds not otherwise appropriated and would be available on the first day of a lapse in appropriations and end on the date that the regular appropriation bill for that fiscal year becomes law.

#### **Anticipated Impact/Discussion**

This bill would help minimize the impact of another government shutdown on the Airport Authority and San Diego International Airport by ensuring that there would be no disruption in FAA operations due to a lack of appropriations.

**Status:** 02/08/19 – Introduced in the House and referred to the Committee on Transportation & Infrastructure Subcommittee on Aviation as well as the Committee on Ways and Means.

**Position:** Support

#### **Legislation/Topic**

**H.R. 1171 (DeFazio) - Funding for Aviation Screeners and Threat Elimination**

\*Shaded text represents new or updated legislative information

## Restoration (FASTER) Act

### **Background/Summary**

In 2013, Congress started diverting one-third of the revenue collected from airline passenger security fees to be deposited into the general fund of the Treasury. In Fiscal Year 2019, an estimated \$1.36 billion will be diverted away from aviation security and used for unrelated government spending. H.R. 1171 would repeal the requirement to divert funds, and ensure that passenger security fees are used for aviation security purposes. H.R. 1171 would also give the Transportation Security Administration (TSA) access to September 11 Security Fee revenue in the event of a lapse in appropriations. This means that, in the event of another government shutdown, TSA would be able to continue paying its officers.

### **Anticipated Impact/Discussion**

Giving TSA access to the full amount of airline passenger security fee revenue would allow TSA to invest in new equipment as well as hire additional staff to better serve passengers, airlines, and airports, including San Diego International Airport (SDIA). This bill would also help minimize the impact of another government shutdown on SDIA by ensuring that there would be no disruption in TSA operations due to a lack of appropriations.

**Status:** 02/13/19 Introduced in the House and referred to the Committee on Homeland Security

**Position:** Support

### **Legislation/Topic**

**H.R 976 (Lynch) – Air Traffic Noise and Pollution Expert Consensus Act of 2019**

### **Background/Summary**

H.R. 976 would require the Federal Aviation Administration (FAA) to enter into arrangements with the National Academies of Sciences, Engineering, and Medicine to provide a report on the health impacts of air traffic noise and pollution caused by aircraft flying over residential areas.

### **Anticipated Impact/Discussion**

This bill would not directly impact operations at San Diego International Airport (SDIA), however, the information collected by the study may be useful in helping the community and the Airport Authority assess any environmental and health impacts of air traffic noise and pollution.

**Status:** 02/07/19 – Referred to House Committee on Transportation & Infrastructure Subcommittee on Aviation

\*Shaded text represents new or updated legislative information

**Position:** Support

**New Senate Bills**

There are no new Senate bills to report.

\*Shaded text represents new or updated legislative information

## **STAFF REPORT**

Meeting Date: **MARCH 14, 2019**

### **Subject:**

**Reject Claim of Darren Tanzella**

### **Recommendation:**

Adopt Resolution No. 2019-0024, rejecting the Claim of Darren Tanzella.

### **Background/Justification:**

On January 25, 2019, Darren Tanzella filed a claim ("Attachment A") with the San Diego County Regional Airport Authority ("Authority"). Specifically, Tanzella alleges that the San Diego International Airport employee shuttle bus in which he was riding was involved in a traffic accident and he was injured as a result. Tanzella claims damages in excess of \$10,000 to include emergency treatment and transportation, continued medical and lost wages.

As described above, Tanzella alleges that on September 30, 2018, he was a passenger on an employee shuttle bus operating for the benefit and use of employees working at San Diego International Airport. Tanzella claims the shuttle driver changed lanes and failed to brake for the vehicle in front of him which was fully stopped. He claims as a result of the collision he has suffered shoulder and neck injuries and associated loss of range of motion.

Tanzella's claim should be denied. The employee shuttle bus at San Diego International Airport is not operated by the San Diego County Regional Airport Authority. It is operated through a contract with Ace Parking Management, Inc. Accordingly, the claim will be tendered to the contracting operator for consideration. The General Counsel has reviewed the claim and recommends rejection.

### **Fiscal Impact:**

Not applicable.

### **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:**

AMY GONZALEZ  
GENERAL COUNSEL

SAN DIEGO  
COUNTY  
REGIONAL  
AIRPORT  
AUTHORITY

## ACCIDENT OR DAMAGE

## CLAIM FORM

Please complete all sections.  
Incomplete submittals will be  
returned, unprocessed. Use a  
typewriter or print in ink.

## FOR AUTHORITY USE ONLY

Document No.: \_\_\_\_\_

Filed: \_\_\_\_\_

JAN 25 8:50RCU'D

1) Claimant Name: <b>DARREN TANZELLA</b>	
2) Address to which correspondence regarding this claim should be sent: <b>BRIAN E. WATKINS &amp; ASSOCIATES</b> <b>925 B STREET, STE. 402</b> <b>SAN DIEGO, CA 92101</b>	
Telephone No.: <b>(619) 255-5930</b>	Date: <b>JANUARY 14, 2019</b>
3) Date and time of incident: <b>SEPTEMBER 30, 2018 11:30 AM</b>	
4) Location of incident: <b>SAN DIEGO INTERNATIONAL AIRPORT</b>	
5) Description of incident resulting in claim:  <b>CLAIMANT WAS PASSENGER IN FRONT ROW OF EMPLOYEE SHUTTLE BUS AT AIRPORT. SHUTTLE DRIVER CHANGED LANES, AND FAILED TO BRAKE FOR THE VEHICLE IN FRONT OF IT THAT WAS FULLY STOPPED. SHUTTLE PROCEEDED TO COLLIDE WITH THE STOPPED VEHICLE IN FRONT OF IT AT FULL SPEED.</b>	
6) Name(s) of the Authority employee(s) causing the injury, damage or loss, if known: <b>SHUTTLE DRIVER</b>	
7) Persons having firsthand knowledge of incident:	
Witness (es) <b>DRIVERS &amp; OTHER</b>	Physician(s):
Name: <b>PASSENGERS.</b>	Name:
Address:	Address:
Phone:	Phone:

8) Describe property damage or personal injury claimed:

SHOULDER AND NECK INJURIES WITH CORRESPONDING PAIN AND LOSS OF RANGE OF MOTION.

9) Owner and location of damaged property or name/address of person injured:

DARREN TANZELLA  
4555 71ST ST #3  
LA MESA, CA 91942

\* ALL CORRESPONDENCE ~~AND~~ SHOULD BE SENT TO COUNSEL AT:

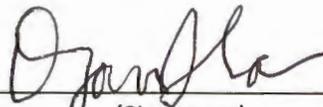
925 BST, STE. 402  
SAN DIEGO, CA 92101

10) Detailed list and amount of damages claimed as of date of presentation of claim, including prospective damages. If amount exceeds \$10,000.00, a specific amount need not be included.

MEDICAL SPECIALS STEMMING FROM AMBULANCE, ER, PRIMARY CARE, AND PHYSICAL THERAPY, AS WELL AS LOST WAGES. TOTAL DAMAGED TO BE DETERMINED; CURRENTLY IN EXCESS OF \$10,000.

Dated: 1-22-19

Claimant:

  
(Signature)

**Notice to Claimant:**

Where space is insufficient, please use additional paper and identify information by proper section number.

Mail completed original form to:

OR

Deliver completed original form in person to:

Claims  
San Diego County Regional Airport Authority  
P.O. Box 82776  
San Diego, CA 92138-2776

San Diego County Regional Airport Authority  
Administration Reception Desk  
3225 N. Harbor Drive, 3<sup>rd</sup> Floor  
San Diego, CA 92101

RESOLUTION NO. 2019-0024

A RESOLUTION OF THE BOARD OF THE  
SAN DIEGO COUNTY REGIONAL AIRPORT  
AUTHORITY, REJECTING THE CLAIM OF DARREN  
TANZELLA

WHEREAS, on January 25, 2019, DARREN TANZELLA filed a claim with the San Diego County Regional Airport Authority (“Authority”) for losses he claims to have suffered as the result of being a passenger on the Employee Shuttle Bus when it was involved in a traffic accident on Harbor Drive in front of San Diego International Airport; and

WHEREAS, at its regular meeting on March 14, 2019, the Board considered the claim filed by Darren Tanzella and the report submitted to the Board, and found that the claim should be rejected.

NOW, THEREFORE, BE IT RESOLVED that the Board rejects the claim of Darren Tanzella; and

BE IT FURTHER RESOLVED the Board finds that this action is not a “project” as defined by the California Environmental Quality Act (“CEQA”) (California Public Resources Code § 21065); and is not a “development” as defined by the California Coastal Act (California Public Resources Code § 30106).

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at its special meeting this 14th day of March, 2019, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES /  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

## STAFF REPORT

Meeting Date: **MARCH 14, 2019**

### Subject:

#### Adoption of Amendments to Authority Codes and Policies

#### Recommendation:

The Executive Committee recommends that the Board Adopt Resolution No. 2019-0025, approving amendments to Authority Codes 8.01, 8.02, 8.10, 8.11, 8.20, 8.21, 8.41, 8.42, and 8.51.

#### 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 presented the proposed amendments to the Executive Committee during a workshop at its February 25, 2019 meeting and the committee voted unanimously to forward the policies to the Board for approval as amended.

#### 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

RESOLUTION NO. 2019-0025

A RESOLUTION OF THE BOARD OF THE SAN  
DIEGO COUNTY REGIONAL AIRPORT  
AUTHORITY, APPROVING AMENDMENTS TO  
AUTHORITY CODES AND POLICIES

WHEREAS, the Authority Codes and Policies were initially adopted by the Interim Authority Board of Directors on September 20, 2002; and

WHEREAS, there has not been a comprehensive review of the codes and policies since the Authority was created; and

WHEREAS, since the creation of the Authority, best practices require a comprehensive and thorough review in order to ensure that the Codes and Policies reflect current operations of the Airport and the Authority; and

WHEREAS, the proposed amendments included in Attachment A were reviewed by the Executive Committee at its February 25, 2019 meeting and the committee forwarded the proposed amendments to the Board with a recommendation for approval.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby approves the amendments to the Authority Codes 8.01, 8.02, 8.10, 8.11, 8.20, 8.21, 8.41, 8.42, and 8.51 as outlined in Attachment A; and

BE IT FURTHER RESOLVED that the Board finds that this action is not a "project" as defined by the California Environmental Quality Act ("CEQA") (California Public Resources Code §21065); and is not a "development" as defined by the California Coastal Act (California Public Resources Code §30106).

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 14<sup>th</sup> day of March, 2019, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES /  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

# CODES

# **ARTICLE 8**

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

- ARTICLE 8** - **GENERAL OPERATIONS**  
**PART 8.0** - **APPLICATION**  
**SECTION 8.01** - **GENERAL APPLICATION**
- 

(a) — The Codes contained in this Article 8 shall be applicable to all facilities and airports under the jurisdiction of the ~~San Diego County Regional Airport Authority~~, including without limitation, the ~~San Diego International Airport~~.

[~~Adopted by~~ Resolution No. 2002-02 dated September 20, 2002.]  
[~~Superseded by~~ Resolution No. \_\_\_\_\_ dated \_\_\_\_\_.]

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

- ARTICLE 8 - GENERAL OPERATIONS  
PART 8.0 - APPLICATION  
SECTION 8.02 - FEES, RATES, LICENSES AND CHARGES
- 

All persons, including, without limitation, tenants, lessees, licensees, concessionaires, permittees, car rental agencies, invitees and others, shall pay all applicable fees, rates, licenses and charges that may be established by, as applicable, the ~~Executive Director~~President/CEO or the Board ~~of Directors 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 8** - **GENERAL OPERATIONS**  
**PART 8.1** - **AIRCRAFT**  
**SECTION 8.10** - **AIRCRAFT OPERATIONS**

---

(a) Federal ~~aviation~~ Aviation regulations-Regulations pertaining to aircraft operations shall be observed at all times.

(b) No person shall perform any engine run up at a power setting above idle power between 11:30 p.m. and 6:30 a.m. (2330 - 0630 hours) (local time) at the ~~San Diego International Airport, (the "SDIA")~~.

(c) Practice instrument approaches and touch and go landings are prohibited at the ~~SDIA Airport~~.

(d) No aircraft shall be parked, stored or repaired on any airports under the jurisdiction of the ~~San Diego County Regional Airport Authority (the "Authority")~~ except in an ~~the~~ areas designated for such use.

(e) At the direction of the ~~Executive Director~~ President/CEO of the Authority or his or her designee, ~~(the "Executive Director")~~, the operator, owner or pilot of any aircraft on ~~the any~~ airports under the jurisdiction of the Authority shall move the aircraft from the place where it is parked or stored to any other place designated on the ~~airport, airports under the jurisdiction of the Authority~~. In event of the failure or refusal to comply with such directions, the Authority may cause the aircraft to be moved to such place at the operator's expense and without liability for damage that may result from such moving.

(f) The owner of an aircraft, or part thereof, that is disabled on ~~the any~~ airports under the jurisdiction of the Authority shall have it promptly removed to an area designated by the ~~Executive Director~~ President/CEO, unless he or she is required to delay it pending investigation of an accident. In the event such aircraft, or part thereof, is not removed as directed by the ~~Executive Director~~ President/CEO, the Authority may remove it at the owner's expense and without liability for additional damage resulting from the removal.

(g) No person may run an engine ~~of~~, or taxi, an aircraft on the airports under the jurisdiction of the Authority in a manner that endangers any person or property or so as to compromise or diminish the safety of operations on such airports.

(h) The pilot of an aircraft involved in an accident on ~~the any~~ airports under the jurisdiction of the Authority causing personal injury or property damage shall report in writing ~~if the~~ accident fully to the ~~Executive Director~~ President/CEO within 24 hours of such accident. In the event that he or she is unable to do so, the owner or his or her agent and any witnesses shall make

such report.

(i) Airport property that is damaged or destroyed by an accident or otherwise shall be paid for by parties responsible therefor.

(j) No aircraft shall be taxied into or out of any hangar.

(k) The ~~Executive Director~~ President/CEO shall have the authority to detain any aircraft for nonpayment of any charges due the Authority, or for the violation of any codes, rules or regulations of the Authority contained herein.

(l) No person shall park or stand an aircraft or load or unload aircraft passengers ~~on or cargo a public landing area, public ramp and apron area, public passenger ramp and apron area, public cargo ramp and apron area, public aircraft parking and storage area or operational area~~ at ~~the any~~ airports under the jurisdiction of the Authority except at such ~~places~~ locations as may be permitted and approved by the ~~Executive Director~~ President/CEO.

(m) No person shall use an air terminal building gate position at ~~the any~~ airports under the jurisdiction of the Authority without permission from the ~~Executive Director~~ President/CEO.

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

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

**ARTICLE 8 - GENERAL OPERATIONS**

**PART 8.1 - AIRCRAFT**

**SECTION 8.11 - AIRCRAFT FUELING OPERATIONS**

[RT1]

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- (a) Fuelers must meet and comply with all applicable federal, state and local laws regulating the storage, handling and dispensing of aviation fuel.
- (b) No aircraft shall be fueled or drained while an engine is running or while the aircraft is in a hangar or an enclosed space.
- (c) During all fueling operations, the aircraft shall be grounded by a method approved by the ~~Executive Director/President/CEO~~ of the San Diego County Regional Airport Authority (the "~~Authority~~") or his or her designee.
- (d) Lighting of an open flame is prohibited within 50 feet of any fueling operation.
- (e) Aircraft being fueled shall be positioned so that aircraft fuel system vents or fuel tank openings are not closer than 25 feet to any terminal building, hangar, service building, or enclosed passenger concourse other than a loading walkway.
- (f) Fuel trucks shall be parked at least 50 feet from any hangar or building unless engaged in active fueling of an aircraft.
- (g) Adequate fire extinguishers shall be within ready reach of personnel engaged in fueling operations. Extinguishers shall not be located near fuel hoses, pumps, meters or valves.
- (h) No electrical or radio equipment shall be operated on aircraft during fueling operations in a manner that endangers any person or property on anythe facilities and or airports under the jurisdiction of the Authority.
- (i) All fuel dispensing equipment shall be kept in a safe and non-leaking condition.
- (j) No aircraft shall be started when there is fuel on the ground under or near the aircraft.
- (k) Smoking is prohibited throughout any airport operating area under the jurisdiction of the Authority.

(l) All fueling conducted within the Authority's jurisdiction on any airport under the jurisdiction of the Authority must meet and comply with all applicable NPDES Permits, including the Municipal, Industrial and Construction Storm Water Permits, and any stormwater related documents or guidance, including, but not limited to, the Storm Water Management Plan, the Water Quality Improvement Plan and the Authority Rules & Regulations document.

(+)(m) The Authority's Executive Director/President/CEO or his or her designee may adopt and set forth additional rules and regulations relating to aircraft fueling operations.

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

- ARTICLE 8** - **GENERAL OPERATIONS**  
**PART 8.2** - **AUTHORITY FACILITIES**  
**SECTION 8.20** - **ANIMALS**
- 

(a) No person shall bring or allow an animal on the facilities and airports under the jurisdiction of the ~~San Diego County Regional Airport Authority (the "Authority")~~, except as follows:

- (1) Service animals and emotional support animals;
- (2) Animals properly crated for shipment by air; and

(3) Domestic animals if restrained by a leash or confined in such a manner as to be under the positive control of the owner or handler; provided, however, that such domestic animals shall not be allowed in airport terminal buildings or passenger loading areas, except as permitted in subsections (1) and (2) above.

(b) No person shall enter any terminal or the air operating area of any facility or airport under the jurisdiction of the Authority with a dog or other animal except ~~a guide dog~~ permitted under federal, state or local laws, or one properly confined in a suitable container for shipment.

(c) No person shall permit any animal to urinate or defecate upon the sidewalks or upon the floor of any ~~facilities facility~~ or airports under the jurisdiction of the Authority.

(d) No person shall feed or perform any other act to encourage the congregation of birds or other animals on any facility or airport under the jurisdiction of the Authority.

(e) No person shall hunt, pursue, trap, catch, injure or kill any animal on any facility or airport under the jurisdiction of the Authority unless expressly authorized by the Authority in writing, other than in the conduct of their official duties.

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

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

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

- ARTICLE 8 - GENERAL OPERATIONS  
PART 8.2 - AUTHORITY FACILITIES  
SECTION 8.21 - ALCOHOL
- 

For purposes of this section, the following terms shall be defined as indicated:

(a) “**Alcoholic Beverage**” includes alcohol, spirits, liquor, wine, beer and every liquid or solid containing alcohol, spirits, wine or beer, and which contains 0.05% or more of alcohol by volume and which is fit for beverage purposes either alone or when diluted, mixed or combined with other substances.

(b) Unless the ~~Executive Director~~ President/CEO or his or her designee (~~the “Executive Director”~~) of the San Diego County Regional Airport Authority (~~the “Authority”~~) has issued a special event permit, or unless otherwise ~~permitted~~ approved, it shall be unlawful for any person ~~or persons~~ to consume any alcoholic beverage at any time upon any ~~facilities~~ facility ~~and or~~ airports under the jurisdiction of the Authority.

(c) Unless the ~~Executive Director~~ President/CEO has issued a special event permit, or ~~unless~~ otherwise ~~permitted~~ approved, it shall be unlawful for any person ~~or persons~~ to possess any can, bottle or other receptacle containing any alcoholic beverage that has been opened, or ~~a~~ the seal broken, or the contents of which have been partially removed, at any time, on any ~~facility~~ ies ~~and or~~ airports under the jurisdiction of the Authority.

(d) The ~~Executive Director~~ President/CEO may designate from time to time certain public property ~~or~~ and public right of way ~~located~~ on facilities or airports under the jurisdiction of the Authority, as described in Subsections (b) and (c) above, to be used for alcohol consumption on a short-term or long-term basis; the use of said public property ~~and or~~ public right of way for such alcohol consumption shall only be allowed under permit from the Authority and the boundaries thereof shall be posted.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]  
[~~Supereeded by~~ Resolution No. \_\_\_\_\_ dated \_\_\_\_\_.]

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

- ARTICLE 8 - GENERAL OPERATIONS**  
**PART 8.4 - BUSINESS AND COMMERCIAL ACTIVITIES**  
**SECTION 8.41 - BUSINESS AND COMMERCIAL ACTIVITIES REGULATED**
- 

(a) It shall be unlawful for any person to engage in any performance as an entertainer or engage in any business or commercial activity on any ~~of the facilities facility~~ or airports under the jurisdiction of the ~~San Diego County Regional Airport Authority, (the "Authority"),~~ except as authorized by a valid grant, franchise, lease, certificate or permit from the Authority.

(b) Every person violating any of the provisions of this section shall be guilty of a misdemeanor.

[~~Adopted by~~ Resolution No. 2002-02 dated September 20, 2002.]  
[~~Supereeded by~~ Resolution No. \_\_\_\_\_ dated \_\_\_\_\_.]

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

**ARTICLE 8 - GENERAL OPERATIONS**  
**PART 8.4 - BUSINESS AND COMMERCIAL ACTIVITIES**  
**SECTION 8.42 CAR RENTAL AGENCIES OPERATORS**

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(a) All ~~car rental agencies~~ ~~rental car companies~~ ~~operators~~ ~~operators~~ shall be authorized to transact business on the facilities and airports under the jurisdiction of the San Diego County Regional Airport Authority (the "Authority") only if the rental car company possesses a Rental Car Center license, Lease Agreement and/or other Authority issued agreement authorizing such activity, a non-exclusive Concession Agreement with the San Diego County Regional Airport Authority, a license agreement therefore is first obtained from the Authority. Rental Car Operators operating to and from the Rental Car Center must execute non-exclusive Concession Agreements with the Authority for the privilege of operating on airport rental car operations at San Diego International Airport.

(b) The agreement shall also require the airport rental car company to pay fees, including a percentage fee as established by the license agreement which is approved by the Authority's Board of Directors [T1].

(c) The license agreement shall limit the ~~all airport car rental agency~~ ~~rental car companies~~ ~~operators~~ ~~to the activity and privilege of the Common Use Transportation System, which shall mean and refer to the system of equipment and associated improvements by which rental car customers are transported between the Airport terminal(s) and the Rental Car Center, as more specifically set forth in Article 12 of the Rental Car Center Lease Agreement.~~ the applicable agreement [T2].

(cd) Rental car ~~companies~~ ~~operators~~ operating in the Rental Car Center are prohibited from transporting customers to off-site offices or locations. Customer pick-up (and subsequent drop-off) by any rental car company to airport terminal curbs and areas, parking lots, and any other premises is prohibited [T3].

~~courtesy vehicle pick-up of an airport customer at the airport under the jurisdiction of the Authority for delivery of a rental car off the airport when the customer has requested the rental car agency to come into the airport for such purpose, or when the customer enters into a car rental agreement with the rental car agency within 24 hours of arrival at the airport and rental car arrangements or reservations were made using a telephone located at an airport information board by said customer.~~ (dde) Rental car companies operators electing not to participate in the consolidated Rental Car Center shall not be allowed to operate buses to and from the Airport terminals, but are permitted to drop-off and pick-up passengers at the Rental Car Center but [RT4] shall be required to share on a pro rata basis in the costs of

operating the Common-Use Transportation System based on estimated customer usage and the use of designated areas to at the Rental Car Center for customer pick-up and drop-off.

(ef) Customer pick-up (and subsequent drop-off) by any rental car company shall be limited to those airport terminal curbs and areas, parking lots, and any other premises as designated by the Authority's Executive Director/President/CEO or his or her designee is prohibited.

The license agreement shall also require the airport car rental agency to pay fees, including a percentage fee as established by the license agreement which is approved by the Authority's Board of Directors.

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

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## CODES

- ARTICLE 8 - GENERAL OPERATIONS  
PART 8.5 - ENVIRONMENTAL  
SECTION 8.51 - HAZARDOUS MATERIALS
- 

(a) No person shall, without prior written approval from the Executive Director/President/CEO or his or her designee, ~~(the “Executive Director”) of the San Diego County Regional Airport Authority (the “Authority”), shall~~ keep, transport, handle or store at, in or upon any ~~of the facilities~~ or airports under the jurisdiction of the Authority, ~~including, without limitation, the San Diego International Airport (collectively, the (“Facilities”))~~, any cargo of explosives, or other hazardous materials that are barred from loading in or for transportation by civil aircraft in the United States under regulations promulgated by the Federal Aviation Administration or the regulations of any other authorized federal, state or local agency having jurisdiction. Advance written notice of at least 24 hours shall be given to the Executive Director/President/CEO to permit full investigation and clearances of any operation requiring a waiver of this rule. Compliance with said regulations shall not constitute or be construed to constitute a waiver of the required notice or an implied permission to keep, transport or store such explosives or other dangerous materials at, in, or upon the Facilities.

(b) No person may offer, and no person knowingly may accept, any hazardous materials for shipment at any of the Facilities without the prior written approval of the Executive Director/President/CEO. Any and all shipments of hazardous materials must be handled and stored in full compliance with the current provisions of F.A.R. Paragraph 139.321. Any person who has been authorized by the Executive Director/President/CEO to transport hazardous materials shall have designated personnel at the Authority who are authorized and responsible for receiving and handling such shipments in compliance with all applicable federal, state and local laws.

(c) Any person engaged in the transportation of hazardous materials shall provide storage facilities which reasonably ensure against unauthorized access, exposure to persons, ~~or~~ and damage to shipments while in or on any of the Facilities.

[Adopted by Resolution No. 2002-02 dated September 20, 2002.]  
[Supereeded by Resolution No. \_\_\_\_\_ dated \_\_\_\_\_.]

## **STAFF REPORT**

Meeting Date: **MARCH 14, 2019**

### **Subject:**

**Fiscal Year 2019 Second Quarter Activities Report and Audit Recommendations Issued by the Office of the Chief Auditor**

### **Recommendation:**

The Audit Committee recommends that the Board accept the report.

### **Background/Justification:**

The Charter for the Office of the Chief Auditor, as amended by Board Resolution No. 2018-0117, dated October 4, 2018, provides the purpose, authority, role, and responsibilities of the Chief Auditor and that of the internal audit function. As directed in the Charter, the Chief Auditor has the responsibility to communicate to the Audit Committee on a periodic basis regarding activities that the Office of the Chief Auditor (OCA) performs.

To inform the Audit Committee of the OCAs recent activities, on February 11, 2019, the Fiscal Year 2019 Second Quarter Activity Report was presented to the Audit Committee during a regularly scheduled meeting.

In addition to a progress update on the OCA Fiscal Year 2019 Audit Plan, the Second Quarter Activity Report contains revenue identified by the OCA, Ethics Program activity, corrective action taken by Authority management on recommendations still pending, and describes other specific work or training completed by the department.

On February 11, 2019, the Audit Committee requested that staff amplify the OCA Second Quarter Activity Report; specifically, to expand on the performance measures information related to the percentage of the Audit Plan completed to date, and on the percentage of audits completed within budget. The Audit Committee then voted unanimously to forward the report to the Board.

The revised Fiscal Year 2019 Second Quarter Activity Report is provided as Attachment A.

### **Fiscal Impact:**

None.

### **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:**

LEE PARRAVANO  
CHIEF AUDITOR

# Office of the Chief Auditor

## Fiscal Year 2019 2nd Quarter Activities Report



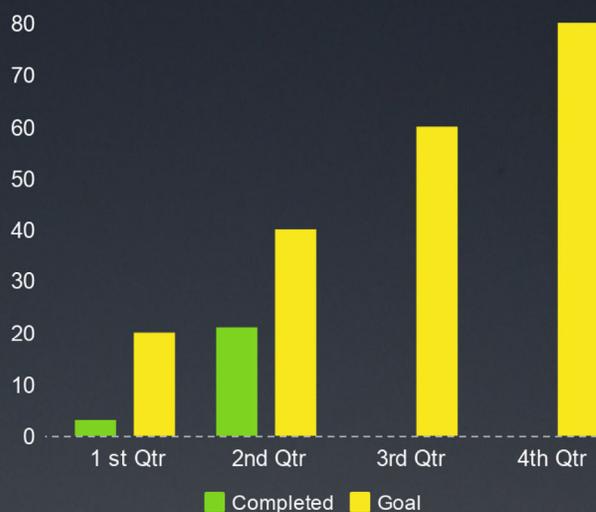
### FY 2019 Audit Plan Progress

FY 2019 Audit Plan Status



■ Completed (21.62%) 
 ■ In Progress (37.84%) 
 ■ Not Started (40.54%)

Audit Plan Completed vs Goal



### FY 19 Audit Reports - By the Numbers



Recommendations



Recommendations Accepted



Additional Revenue Identified



Customer Satisfaction Rating (Out of 5)



Auditor Utilization Percentage



Audits Completed within Budget

OFFICE OF THE CHIEF AUDITOR  
Fiscal Year 2019 Second Quarter Activity Report

## ***Audit Activities***

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### **Completed**

During the second quarter, the Office of the Chief Auditor (OCA) issued a total of five (5) audit reports, as described below.

*Turner-PCL, a Joint Venture:* This expenditure contract audit examined the Agreement with Turner-PCL to design and construct the Federal Inspection Services facility at SDA. The audit found that the procurement and payments surrounding the Agreement were in compliance with Authority Policies and were appropriate. Additionally, adequate internal controls and monitoring were found to be in place and functioning properly. However, the audit did identify opportunities for the enhancement of the management of Disadvantaged Business Enterprises and Small Business Enterprises. Three (3) recommendations were issued.

*Nevada Lease and Rentals, Inc., dba Payless Car Rental System:* This revenue contract audit examined the Agreement between Nevada and the Authority to determine if Nevada accurately reported gross revenue and concession fees. This audit resulted in six (6) recommendations. This audit is highlighted in Appendix C<sup>1</sup>.

*M.W. Vasquez Construction Company Inc., dba Vasquez Construction Company:* This expenditure contract audit examined the four (4) separate Agreements with M.W. Vasquez. The audit found that internal controls were in place to manage and monitor the Agreements and to ensure that the expenditures of Authority funds are in compliance with the Agreements. No issues were noted.

*Fixed Asset Management:* This business process audit examined procedures and practices for the procurement, recording, valuation, and disposal of Fixed Assets for compliance with accounting principles, and to verify that adequate controls are present and applied to the processes. We found that the Authority has procedures in place for Fixed Asset Management that are consistent with best practices and Generally Accepted Accounting Principles (GAAP). Further, the audit concluded that the practices put into place are functioning correctly, and that the Accounting Department properly manages the systems and is responsive to Authority departments in possession of Fixed Assets. No findings were noted.

*Pneuma Enterprises, Inc., dba Travcar Car Rental:* This revenue contract audit examined the Agreement between Pneuma and the Authority and attempted to determine if Pneuma reported and paid all fees required under its Agreement with the Authority. We found that Pneuma did not comply with Article 6.2.1 of the Non-Exclusive Off-Airport Rental Car Concession Agreement (Concession Agreement) due to failing to provide the OCA requested documentation, and operated at the San Diego International Airport after termination of the Concession Agreement. Therefore, it is unknown if Pneuma has remitted all of the required payments to the Authority. One (1) recommendation was issued.

### **In Progress**

At the close of the second quarter there were a total of 14 audits or activities In Progress, representing 37% of the Fiscal Year 2019 Audit Plan. Of those, three (3) were in the reporting/review stage, seven (7) were in the fieldwork stage, two (2) were in the planning or preliminary survey stage, and two (2) are ongoing activities that occur throughout the year.

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<sup>1</sup> Each quarter we will highlight a significant audit completed during that quarter.

## **Fiscal Year 2019 Second Quarter Activity Report**

Construction audit activity for the second quarter of Fiscal Year 2019 consisted of attending meetings regarding the Federal Inspection Services project, the airport support facilities, the development program, and other airport construction projects. The OCA Construction Auditor completed the audits of the agreements with Turner-PCL, a Joint Venture, and M.W. Vasquez Construction Company, Inc. as part of the Fiscal Year 2019 Audit Plan. The Construction Auditor remains involved with issues identified by the Airport Design and Construction team and Authority Management, providing assistance and attending meetings specific to the aspects of the Authority's construction activity.

The OCA continues to run the Authority's Ethics Program and reporting hotline. During the second quarter of Fiscal Year 2019, thirteen (13) tips/reports were received. Three of the tips/reports were investigated, because the details of the reports/tips supported a potential code violation. The preliminary investigation of two of the reports determined that there was no code violation. The remaining full investigation is ongoing. Tips/reports that are not investigated by the OCA are forwarded to management, as appropriate. A summary of tips/reports received during the second quarter of Fiscal Year 2019 is available in Appendix B.

See Appendix A for a complete detailed breakdown of our Fiscal Year 2019 Audit Plan progress.

## ***Administrative Activities***

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### **Budget and Expenses**

Department expenses through the second quarter totaled \$537,622, which represents 42% of the Fiscal Year 2019 budget. No large and/or unexpected outlays occurred within the department during the quarter. We expect to continue to remain on budget throughout the Fiscal Year.

### **Training**

OCA staff continue obtaining CPE credits as required by their various certifications. Specifically, staff attended a fraud and ethics seminar, attended a class on critical thinking within the audit process, and obtained a COSO internal control certificate from the Institute of Internal Auditors. A review of CPE credits obtained by staff found that all staff met their individual CPE requirements for the year.

### **Procedural/Supervisory**

During the quarter, the OCA provided coordination for the November 5, 2018, Audit Committee Meeting with the Authority Board Services Department. Additionally, a thorough review of the OCA Desk Manual was performed and a comprehensive revision to the department's Policies and Procedures Manual was completed.

The OCA also finally identified an Audit Intern III who started on January 16<sup>th</sup>, 2019.

### **Risk Assessment**

The OCA began the risk assessment process that will identify the FY 2020 Audit Plan. Specifically, all Authority departments were asked to identify their Key Work Activities which will be used to identify an audit universe for risk scoring. The risk assessment and proposed Audit Plan are scheduled for review and approval at the Audit Committee's May meeting.

**Recommendation Follow Up**

To ensure audit issues are addressed in a timely manner, the OCA tracks the status of its recommendations on an on-going basis. The status of tracked recommendations is shown in Figure 1 below, along with descriptions of each designation. See Appendix D for a detailed list of each recommendation and its status.

Figure 1: Status of Recommendations as of December 31, 2018

Completed	In Progress	Not Accepted	Tracked
8	13	0	21

**Completed:** This designation is used for recommendations that the OCA has determined to be adequately implemented or for recommendations where alternate action is taken that adequately addresses the risk identified. For the quarter, eight (8) of the 21 recommendations were completed. Of the completed recommendations, seven (7) or 88% were completed within the initial timeframe identified when the recommendations were issued.

**In Progress:** These recommendations have been partially addressed or partial corrective action has been taken. This category also includes when there has not been adequate time between report issuance and recommendation follow-up. If adequate progress is not being made, it will be noted as such.

**Not Accepted:** This designation is used for recommendations that an auditee does not accept; and, therefore, will not implement. This category can represent a failing on the part of the OCA, as all recommendations should be workable and acceptable to the affected departments.

Figure 2 below shows the status of recommendations that were Completed or In Progress during the quarter along with the estimated implementation timeframe based on issue date of the audit report.

Figure 2: Recommendations with Estimated/Actual Implementation Timeframe

Recommendations	Zero to 7 Months	7 Months to 1 Year	Over 1 Year	Total
In Progress	10	1	2	13
Completed	7	0	1	8

Adequate progress is being made with all of the tracked recommendations. Specifically, the non-completion of the “In Progress” recommendations should not have a material adverse effect on the Authority. The OCA will continue its monthly tracking of their status.

**Performance Measures**

Each Fiscal Year the OCA develops and tracks performance measures to gauge the progress and success of the Office. For Fiscal Year 2019, the OCA developed six (6) separate measures to evaluate the OCA performance. Figure 3 below outlines the OCAs performance against the selected measures.

*Figure 3: Status of Performance Measures as of December 31, 2018*

Performance Measure	Goal	Progress as of December 31, 2018
Percentage of the Audit Plan completed	40% (80% by Year End)	21% <sup>2</sup>
Additional revenue/cost savings identified	n/a	\$279,266
Percentage of staff time spent on audit activities	70%	60%
Percentage of audits completed within budget	80%	38% <sup>3</sup>
Recommendations accepted by management	95%	100%
Customer satisfaction rating	4.0	4.53

The measures are detailed below along with further explanation of the OCAs performance for the Fiscal Year:

**Percentage of the Audit Plan completed annually:** As of the second quarter of Fiscal Year 2019, the OCA completed 21% of the Fiscal Year 2019 Audit Plan. Specifically, 8 out of 38<sup>4</sup> audits were finalized as issued audit reports or closed out. Additionally, three (3) audits were in the report writing process at December 31, 2018.

**Additional revenue/cost savings identified through audits:** While the value of an audit cannot be adequately assessed by this performance measure, it does provide quantifiable values for completed audits. For the Fiscal Year, the OCA identified over \$279,266 in new revenue as shown in Figure 4 below.

<sup>2</sup> The 21% represents the percentage of audit reports issued as of December 31, 2018, from the total projects within the FY19 Audit Plan (8/38=21%). However, an alternative method for calculating the percentage of the Audit Plan completed, using total hours expended and total audit hours budgeted to complete the Audit Plan, results in a completion percentage of 34% through December 31, 2018. Specifically, the OCA expended 3,572 hours through December 31, 2018, and estimates 10,376 total audit hours will be needed to complete the FY19 audit plan (3,572/10,376=34%). This alternate methodology takes into consideration audits in progress, but not yet completed.

<sup>3</sup> Through the second quarter three (3) of eight (8) audits were completed under budget. Of the five (5) audits that were over budget, two (2) contained multiple findings and resulted in additional revenue for the Authority; one (1) contained observations to strengthen the Authority’s internal controls, and one (1) was slightly over budget (11 hours or less than 8%). Only one (1) of the over budget audits significantly exceeded its budget without identifying issues or encountering unforeseen complexities.

<sup>4</sup> To determine the size of our audit population, annually, we add 1) planned audits/activities contained within the current year’s Audit Plan, 2) any carry over audits/activities from the previous year, and 3) any special request audits approved by the Audit Committee.

Figure 4: Revenue Identified as of December 31, 2018

Audit	Revenue Identified	Revenue Collected
Nevada Lease and Rentals, Inc. dba Payless Car Rental System	\$198,036	--
Signature Flight Support	69,541	\$69,541
Pneuma Enterprises, Inc., dba Travcar Car Rental	11,689 <sup>5</sup>	--
<b>Total</b>	<b>\$279,266</b>	<b>\$69,541</b>

**Percentage of staff time spent on audit activities:** This measure helps ensure that the OCA spends an adequate amount of time on audit activities rather than administrative activities. As of the second quarter of Fiscal Year 2019, the OCA spent 60% of staff time on audit activities, under our goal of 70%. This was largely due to the administrative time spent on updating the OCA Desk Manual and the department Policies and Procedures Manual, preparing for the QAR, and beginning the risk assessment process.

**Percentage of audits completed within budgeted time:** This category monitors how efficient audit staff is in performing their audits. Specifically, audit staff is held accountable to the internally prepared audit budgets for each project. However, it does recognize that budgets may need adjustment(s) as additional facts become known during an audit activity. In Fiscal Year 2019, the OCA completed three (3) out of the eight (8) projects under budget bringing our percentage to 38% (3 out of 8). This is the result of some specific complexities within the audits and difficulties in obtaining certain audit data and information.

**Acceptance of Audit Recommendations:** This category helps to evaluate the quality of the findings and recommendations issued by the OCA, and ensures that we have received management buy-in to anything we recommend. For the year, all recommendations have been accepted by management.

**Customer Satisfaction:** At the conclusion of every audit we provide a survey to the audited Authority department to determine their satisfaction with the audit process and the audit team. While an audit could be contentious, we expect that value can still be observed by the audited entity. In that regard, our goal for customer satisfaction is 4.0, on a 1 to 5 scale (With 1 being very dissatisfied and 5 being very satisfied). To date we have achieved a score of 4.53.

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<sup>5</sup> The audit of Pneuma was unable to conclude as to the total amount underpaid by Pneuma. However, we found that Pneuma self-reported owing \$11,689 by submitting revenue reports without payments in this amount. Therefore, we conclude that Pneuma at least owes this amount.

**Appendix A - Fiscal Year 2019 Audit Plan Progress**

#	Audit / Activity	Type
<b>Completed</b>		
1	Haley and Aldrich, Inc. <sup>1</sup>	Expense Contract
2	Signature Flight Support <sup>1</sup>	Revenue Contract
3	Procurement Card Program <sup>1</sup>	Annual Ongoing and Support
4	Turner - PCL Joint Venture	Expense Contract
5	Nevada Lease and Rental Inc. dba Payless Car Rental System <sup>1</sup>	Revenue Contract
6	M.W. Vasquez Construction Company, Inc. dba Vasquez Construction Company	Expense Contract
7	Asset Management <sup>1</sup>	Business Process
8	Pneuma Enterprises Inc. dba TravCar	Revenue Contract
<b>In Progress</b>		
9	Ace Parking Management, Inc. <sup>1</sup>	Expense Contract
10	Art Program	Business Process
11	Concession Cost Recovery <sup>1</sup>	Business Process
12	Construction Audit and Monitoring Activity	Annual Ongoing and Support
13	Emergency Medical Technician - Paramedic Services <sup>1</sup>	Annual Ongoing and Support
14	Ethics Program	Annual Ongoing and Support
15	Fox Rent A Car	Revenue Contract
16	Granite Construction Company	Expense Contract
17	JCDcaux, Inc.	Revenue Contract
18	Leigh Fisher & Associates <sup>1</sup>	Expense Contract
19	New Zoom Inc. dba ZoomSystems (RP 6)	Revenue Contract
20	San Diego Unified Port District Billing - Fiscal Year 2017 <sup>1</sup>	Annual Ongoing and Support
21	Small Business Development <sup>1</sup>	Business Process
22	Tuition Reimbursement Program	Business Process
<b>Not Started</b>		
23	Ace Parking	Revenue Contract
24	Aircraft Rescue and Fire Fighting (ARRF)	Annual Ongoing and Support
25	ALPR System - Ace Parking	Annual Ongoing and Support
26	Avis Rent A Car Systems LLC (Avis, Zip Car)	Revenue Contract
27	Capital and Maintenance Project Selection and Planning	Business Process
28	Enterprise Rent A Car Company (Enterprise, Alamo, National)	Revenue Contract
29	Fordyce Construction, Inc.	Expense Contract
30	Information Technology Acquisition and Implementation	Business Process
31	Other Post-Employment Benefits (OPEB)	Business Process
32	Owner-Controlled Insurance Program (OCIP) Management	Business Process
33	Rental Car Center Fund Review - 2018 <sup>1</sup>	Annual Ongoing and Support
34	Rental Car Center Fund Review - 2019	Annual Ongoing and Support
35	Ricondo and Associates	Expense Contract
36	San Diego Unified Port District Billing - Fiscal Year 2018	Annual Ongoing and Support
37	Transportation Network Company Reviews and Assistance	Annual Ongoing and Support
38	Ueberall International LLC	Expense Contract
<small><sup>1</sup> Carried over from the Fiscal Year 2018 Audit Plan</small>		

**Appendix B - Ethics Program Activities**

	Number of Tips / Reports Received	Preliminary Investigation Required	Full Investigation Initiated	Investigation Results Supported Code Violation (Ethics or Workplace)	Response (email or phone to non-anonymous reports)
<b>Code of Ethics Concerns</b>					
Potential Misuse of Position	1	1	1	Open <sup>(1)</sup>	0
Potential Misuse of Resources	1	1	0	0	0
<b>Non Ethics Related Concerns</b>					
ATO Practices and Behavior	1	0	0	0	0
Security Issue	1	0	0	0	0
<b>General Workplace Concerns</b>					
Workplace Equitability	1	0	0	0	0
Workplace Practices/Behavior	8	0	0	0	0
<b>Total</b>	<b>13</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>

(1) One report currently being investigated.

**Legend:**

**Number of Tips / Reports Received:** The total number of tips or reports received by the Ethics Officer through the hotline, direct phone line, e-mail, inter-office mail, or direct contact.

**Preliminary Investigation Required:** The number of tips or reports that required a preliminary investigation by the Ethics Officer.

**Full Investigation Initiated:** Following a preliminary investigation, the Ethics Officer determined that the tip necessitated a full investigation. As a result, the tip/report received was forwarded to the Ethics Committee for a determination on how to proceed.

**Investigation Results Supported Coded Violation:** Based on an investigation, these are the tips/reports that were found to have been a Code violation.

**Response:** This column represents the number of times the Ethics Officer responded back to the original non-anonymous tipper/reporter.

## ***Appendix C - Audit Highlight***

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### **Nevada Lease and Rentals, Inc., dba Payless Car Rental Systems: Report Number #18017, December 2018**

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#### ***Background***

Nevada Lease and Rentals, Inc., dba Payless Car Rental System (Nevada), operates at San Diego International Airport (SDIA) under a Non-Exclusive On-Airport Rental Car Concession Agreement (Concession Agreement) with a term from January 20, 2016, through June 30, 2026. The Concession Agreement grants Nevada the right to provide rental car services at the SDIA from the Rental Car Center (RCC). In exchange for offering its services at SDIA, the Concession Agreement requires Nevada to remit concession fees to the San Diego County Regional Airport Authority (Authority). In addition, pursuant to California Civil Code §1936(M)(2) Nevada must also remit CFCs to the Authority. During our audit period that ran from January 1, 2014, through December 31, 2017, Nevada remitted \$6,752,390 to the Authority. The Revenue Management Department manages the Concession Agreement with Nevada.

#### ***Audit Results***

Our audit of revenue reports, rental contracts, and other documentation determined that Nevada generally complied with its License and Concession Agreement with the San Diego County Regional Airport Authority. However, we identified three (3) findings regarding underpayments related to concession and CFC fees and compliance to the Concession Agreement, as summarized below:

- Nevada improperly classified airport customer revenue as non-airport. Based on a review of rental agreements, we noted that some rental customers did not meet all requirements to be classified as non-airport.
- Nevada underpaid CFCs during the audit period.
- Nevada is not compliant with Section 4.2.2 of the Concession Agreement regarding submittal of annual reports.

#### ***Recommendations***

Based on this audit, there were six (6) recommendations, which are summarized below. The Revenue Management Department (RM) should:

- Request that the Accounting Department issue an invoice to Nevada in the amount of \$78,063 for the net underpayment of concession fees.
- Consider charging Nevada interest for the underpayment of concession fees and for the full cost of the audit in the amounts of \$31,052 and \$56,050, respectively.
- Request that the Accounting Department issue an invoice to Nevada in the amount of \$32,371 for the underpayment of CFCs during the audit period.
- Notify Nevada that non-airport customers should be refunded the CFCs charged totaling the amount of \$112,354 during the period from January 1, 2014, to January 19, 2016.
- Request that the Accounting Department issue an invoice to Nevada in the amount of \$500 for not submitting the annual report.
- Issue a Notice of Default to Nevada for non-compliance of Agreement Section 4.2.2 – regarding submittal of an annual report.

**Appendix D - Status of Recommendations**

Rec. No.	Audit Report Description	Priority Rating	Recommendation	Initial Estimated Completion Date	Status as of December 31, 2018
<b>Completed</b>					
17-11	Audit Report 17027 Issued: February 7, 2017 Title: Spa Didacus, Inc.  Department: BUSINESS AND FINANCIAL MANAGEMENT	High	The Business and Financial Management Department should develop a control to ensure that the completed Certification of Capital Investment, the related depreciation schedule, and proper supporting documentation are received from every concessionaire, as required by the lease.	6/30/2017	The Revenue Management and the Facilities Development Departments overseeing the Tenant Improvement Program Management enhanced a completion checklist process to ensure the Certification of Capital Investment Forms are formally submitted as part of the Tenant Improvement Close-out procedures.
18-14	Audit Report 18001 Issued: June 14, 2018 Title: Business and Travel Expenses  Department: AUTHORITY MANAGEMENT	Medium	In addition to the current Administrator training, Authority Management should consider requiring training covering Authority Policies 3.30 and 3.40 and the more detailed Accounting guidance over travel contained in the Employee Reference Guide for all employees that incur reimbursable business or travel expenses.	6/30/2019	On December 20, 2018, the Board's Executive Committee unanimously recommended approval of a revised and combined Business and Travel Expense Reimbursement Policy, which will be considered for adoption at the Board's January 3, 2019, meeting. Consistent with this audit recommendation, the new Policy requires training for all travelers, administrators, and those who book travel.

Rec. No.	Audit Report Description	Priority Rating	Recommendation	Initial Estimated Completion Date	Status as of December 31, 2018
<b>Completed</b>					
18-15	Audit Report 18001 Issued: June 14, 2018 Title: Business and Travel Expenses  Department: AUTHORITY MANAGEMENT	Medium	Administrator review of the expense reports submitted for reimbursement needs to be strengthened to ensure that all reimbursement requests submitted for approval meet Authority Policy requirements. Further, Administrators should reject reimbursements that do not adhere to Authority Policies.	3/31/2019	Staff will continue to ensure that the Administrators are correctly approving expenses per Authority Policy. On December 20, 2018, the Board's Executive Committee unanimously recommended approval of a revised and combined Business and Travel Expense Reimbursement Policy, which will be considered for adoption at the Board's January 3, 2019, meeting. Upon adoption of the new policy, a business and travel expenses procedures document will be created to provide detailed guidance to all employees. The new Policy, together with the procedures document, will be clearer and easier to follow. Further, new training will be conducted for administrators, travelers, and those who book travel.
18-16	Audit Report 18001 Issued: June 14, 2018 Title: Business and Travel Expenses  Department: AUTHORITY MANAGEMENT	Medium	Authority business and travel expense Policies need to be revised and strengthened. Authority Management should consider a thorough review of the Policies to ensure the requirements are practical, consistent, and do not become too detailed with procedures. A strong business and travel expense procedures guide should be developed to cover the actual execution of the Policy requirements.	3/31/2019	On December 20, 2018, the Board's Executive Committee unanimously recommended approval of a revised and combined Business and Travel Expense Reimbursement Policy, which will be considered for adoption at the Board's January 3, 2019, meeting. Upon adoption of the new policy, a business and travel expenses procedures document will be created to provide detailed guidance to all employees.

Rec. No.	Audit Report Description	Priority Rating	Recommendation	Initial Estimated Completion Date	Status as of December 31, 2018
<b>Completed</b>					
18-17	Audit Report 18001 Issued: June 14, 2018 Title: Business and Travel Expenses  Department: AUTHORITY MANAGEMENT	Medium	Authority Management should consider eliminating the use of travel advances due to the issues noted. Additionally, Authority Management should institute a Policy whereby employees that don't follow travel advance requirements are prohibited from obtaining advances for at least one (1) year.	3/31/2019	On December 20, 2018, the Board's Executive Committee unanimously recommended approval of a revised and combined Business and Travel Expense Reimbursement Policy, which will be considered for adoption at the Board's January 3, 2019, meeting. Consistent with this audit recommendation, the new Policy institutes a one (1) year prohibition on travel advances for those who fail to adhere to the requirements for travel advances.
18-18	Audit Report 18001 Issued: June 14, 2018 Title: Business and Travel Expenses  Department: AUTHORITY MANAGEMENT	Medium	Authority Management should institute procedures to ensure that advances are issued in accordance with the Travel Advance procedures and are not issued more than seven days before travel. Alternately, Policies 3.30 and 3.40 could be amended to specify how many days prior to travel an employee can be issued a travel advance. Under IRS guidance, travel advances exceeding 30 days are in excess of a reasonable period of time, are to be treated as being paid under a non-accountable plan, and are to be reported as wages to the employee.	3/31/2019	On December 20, 2018, the Board's Executive Committee unanimously recommended approval of a revised and combined Business and Travel Expense Reimbursement Policy, which will be considered for adoption at the Board's January 3, 2019, meeting. Consistent with this audit recommendation, the new Policy states that advances generally shall not be paid to travelers more than seven (7) days prior to travel.
18-19	Audit Report 18001 Issued: June 14, 2018 Title: Business and Travel Expenses  Department: AUTHORITY MANAGEMENT	Medium	Authority Management should consider including a limit on expenses that can be approved by an Administrator. Expenses, such as airfare, over a certain dollar threshold should require Executive Management approval. This would ensure that the Executive Management is involved in the process of verifying that each expense that is unusual in amount is reasonable, necessary, directly related to the Authority's business, and adequately supported.	3/31/2019	Staff agrees with this recommendation. Approval limits were implemented earlier this year.

Rec. No.	Audit Report Description	Priority Rating	Recommendation	Initial Estimated Completion Date	Status as of December 31, 2018
<b>Completed</b>					
18-20	Audit Report 18001 Issued: June 14, 2018 Title: Business and Travel Expenses  Department: AUTHORITY MANAGEMENT	Medium	Authority Management should consider changing Authority Policy 3.40 to require employees to use the per diem rates set each year by the GSA for meals. Amending the Policy to reimburse employees based on GSA rates would reduce staff time in processing reports, limit meal reimbursement amounts, and eliminate any supporting documentation issues related to meals. In our opinion, it is not reasonable to require GSA rates for hotels, due to issues such as conference locations and lack of hotel vacancies. However, the GSA rates should be used as a guide and Authority Management should consider requiring preapproval of hotel costs that exceed the GSA or conference rates for hotels for domestic travel destinations, and the Department of State rates for hotels for international destinations.	3/31/2019	On December 20, 2018, the Board's Executive Committee unanimously recommended approval of a revised and combined Business and Travel Expense Reimbursement Policy, which will be considered for adoption at the Board's January 3, 2019, meeting. Consistent with this audit recommendation, the new Policy includes reimbursement at the per diem rate for out-of-town meals and incidental expenses.

Rec. No.	Audit Report Description	Priority Rating	Recommendation	Initial Estimated Completion Date	Status as of December 31, 2018	Revised Estimated Completion Date
<b>In Progress</b>						
18-10	Audit Report 18013 Issued: February 28, 2018 Title: Chula Vista Electric Company  Department: FACILITIES MANAGEMENT	Medium	Facilities Management Department (FMD) should request that the Accounting Department bill Chula Vista Electric Company (CVEC) \$42,510 for reimbursement of expenses not allowed by the contract. Additionally, FMD should take steps to ensure that disallowed fees and expenses are not included in future payments to CVEC.	6/30/2018	FMD evaluated all of the expenses and a current amount to bill is being assessed.	3rd Quarter FY19
18-12	Audit Report 18013 Issued: February 28, 2018 Title: Chula Vista Electric Company  Department: FACILITIES MANAGEMENT	Medium	Facilities Management Department (FMD) should request that Chula Vista Electric Company (CVEC) provide supporting documentation for the \$416,556 in expenses billed and paid. When these documents are provided, FMD should review and verify that the expenses are justified.	7/31/2018	All supporting documentation provided by CVEC has been reviewed and verified to justify the \$416,556 in expenses. During the course of staff's review, additional discrepancies outside of the Audit pertaining to duplicate billing, errors on hours billed, and missing receipts were found. The proper amount to bill is currently being assessed.	3rd Quarter FY19
19-02	Audit Report 18020 Issued: July 30, 2018 Title: Signature Flight Support  Department: BUSINESS AND FINANCIAL MANAGEMENT	Medium	Business Management should work with Signature Management to ensure that the future Gateway Program investments are made in accordance with the Lease, or amend the Lease as needed.	3/31/2019	Signature and the Authority Revenue Management Department have met and Signature is not in dispute with the finding. General Counsel is reviewing the lease and working to ensure clarity within the agreement moving forward ensuring proper resolution of this item.	3/31/2019

Rec. No.	Audit Report Description	Priority Rating	Recommendation	Initial Estimated Completion Date	Status as of December 31, 2018	Revised Estimated Completion Date
<b>In Progress</b>						
19-04	Audit Report 19012 Issued: Nov. 27, 2018 Title: Turner-PCL, A Joint Venture  Department: AIRPORT DESIGN AND CONSTRUCTION	Medium	Airport Design and Construction should ensure that procedures are in place to verify that contractors obtain Disadvantaged Business Enterprise (DBE) certifications for all DBE subcontractors prior to their start of work.	6/1/2019	ADC will work with General Counsel to strengthen contract language and work with the Authority's Small Business Department to develop procedures that establish a robust process to verify that contractors obtain SBE/DBE certifications for all SBE/DBE subcontractors prior to their start of work.	6/1/2019
19-05	Audit Report 19012 Issued: Nov. 27, 2018 Title: Turner-PCL, A Joint Venture  Department: AIRPORT DESIGN AND CONSTRUCTION	Medium	Airport Design and Construction should ensure that all Small Business Enterprises (SBE) reported as working on the Federal Inspection Services (FIS) project meet the definition of a small business per Authority policy.	6/1/2019	ADC will work with the Authority's Small Business Department to develop procedures that ensure that all SBEs/DBEs reported as working on design and construction projects meet the definition of a small business per Authority policy.	6/1/2019
19-06	Audit Report 19012 Issued: Nov. 27, 2018 Title: Turner-PCL, A Joint Venture  Department: AIRPORT DESIGN AND CONSTRUCTION	Medium	Airport Design and Construction should ensure that Turner-PCL provides accurate reporting of amounts paid in the "Small-DBE Tracker" report, supported by documentation of the amounts reported in their financial system, and a reconciliation to the amounts paid per the schedule of values.	6/1/2019	ADC will work with the Authority's Small Business Department to develop procedures that ensure that all prime contracts provide accurate reporting of amounts paid in the "Small-SDB Tracker" report, supported by documentation of the amounts reported in their financial system, and a reconciliation to the amounts paid per the schedule of values.	6/1/2019

Rec. No.	Audit Report Description	Priority Rating	Recommendation	Initial Estimated Completion Date	Status as of December 31, 2018	Revised Estimated Completion Date
<b>In Progress</b>						
19-07	Audit Report 18017 Issued: Dec. 14, 2018 Title: Nevada Lease and Rentals, Inc. dba Payless Car Rental System  Department: REVENUE MANAGEMENT	Medium	The Revenue Management Department should request that the Accounting Department issue an invoice to Nevada in the amount of \$78,063 for the net underpayment of concession fees.	5/31/2019	This recommendation was issued in December 2018, therefore, no follow-up activity was performed.	5/31/2019
19-08	Audit Report 18017 Issued: Dec. 14, 2018 Title: Nevada Lease and Rentals, Inc. dba Payless Car Rental System  Department: REVENUE MANAGEMENT	Medium	The Revenue Management Department should consider charging Nevada interest for the underpayment of concession fees and for the full cost of the audit in the amount of \$31,052 and \$56,050, respectively.	5/31/2019	This recommendation was issued in December 2018, therefore, no follow-up activity was performed.	5/31/2019
19-09	Audit Report 18017 Issued: Dec. 14, 2018 Title: Nevada Lease and Rentals, Inc. dba Payless Car Rental System  Department: REVENUE MANAGEMENT	Low	The Revenue Management Department should request that the Accounting Department issue an invoice to Nevada in the amount of \$32,371 for the underpayment of CFCs during the audit period.	5/31/2019	This recommendation was issued in December 2018, therefore, no follow-up activity was performed.	5/31/2019
19-10	Audit Report 18017 Issued: Dec. 14, 2018 Title: Nevada Lease and Rentals, Inc. dba Payless Car Rental System  Department: REVENUE MANAGEMENT	Low	The Revenue Management Department should notify Nevada that non-airport customers should be refunded CFCs in the amount of \$112,354 during the period from January 1, 2014, to January 19, 2016.	5/31/2019	This recommendation was issued in December 2018, therefore, no follow-up activity was performed.	5/31/2019

Rec. No.	Audit Report Description	Priority Rating	Recommendation	Initial Estimated Completion Date	Status as of December 31, 2018	Revised Estimated Completion Date
<b>In Progress</b>						
19-11	Audit Report 18017 Issued: Dec. 14, 2018 Title: Nevada Lease and Rentals, Inc. dba Payless Car Rental System  Department: REVENUE MANAGEMENT	Low	The Revenue Management Department should request that the Accounting Department issue an invoice to Nevada in the amount of \$500 for not timely submitting the annual report.	5/31/2019	This recommendation was issued in December 2018, therefore, no follow-up activity was performed.	5/31/2019
19-12	Audit Report 18017 Issued: Dec. 14, 2018 Title: Nevada Lease and Rentals, Inc. dba Payless Car Rental System  Department: REVENUE MANAGEMENT	Low	The Revenue Management Department should issue a Notice of Default to Nevada for non-compliance of Section 4.2.2 - Submittal of an Annual Report.	5/31/2019	This recommendation was issued in December 2018, therefore, no follow-up activity was performed.	5/31/2019
19-13	Audit Report 19016 Issued: Dec. 26, 2018 Title: Pneuma Enterprises, Inc., dba Travcar Car Rental  Department: REVENUE MANAGEMENT	High	The Revenue Management Department should take all appropriate steps to recover damages and other amounts owed based upon the following: - Pneuma failed to comply with Article 6.2.1 of the Concession Agreement; - Pneuma operated after termination of the Concession Agreement without authorization; and, - It is unknown if Pneuma has emitted all required payments to the Authority for the audit period.	1/31/2019	This recommendation was issued in December 2018, therefore, no follow-up activity was performed.	1/31/2019

## STAFF REPORT

Meeting Date: **MARCH 14, 2019**

### Subject:

**Approve and Authorize the President/CEO to Execute a Third Amendment to the Agreement with Anderson & Kreiger LLP**

### Recommendation:

Adopt Resolution No. 2019-0026, approving and authorizing the President/CEO to execute a Third Amendment to the Agreement with Anderson & Kreiger LLP for Professional Legal Services increasing the term by one year resulting in a termination date no later than October 2, 2020 and the compensation by \$100,000 for a not-to-exceed compensation amount of \$500,000.

### Background/Justification:

On October 3, 2013, the Board awarded a professional legal services agreement to Anderson & Kreiger (“Law Firm”) for a term of 3 years with 2 one-year options to renew and a not-to-exceed amount of \$100,000. [Resolution No. 2013-0119]. On July 6, 2017, the Board authorized the First Amendment to the Agreement increasing the compensation amount by \$100,000 [Resolution No. 2017-0059]. On May 3, 2018, the Board authorized the Second Amendment to the Agreement extending the term by one year and increasing the compensation amount by \$300,000 [Resolution No. 2018-0044].

The Law Firm assists the General Counsel in negotiations with the airlines concerning the new airline operating and lease agreement. The Law Firm also assists the General Counsel with federal regulatory issues and the development of a fuel lease with a consortium consisting of airlines serving SDIA. The negotiations regarding the airline operating and lease agreement and the fuel lease are ongoing. The General Counsel believes it is in the best interest of the Authority to continue to retain Law Firm to represent the Authority in these matters. This Third Amendment would extend the term for one year and increase the compensation by \$100,000 for a total not-to-exceed amount of \$500,000.

### Fiscal Impact:

Adequate funding for this agreement is included in the adopted FY 2019 and conceptually approved FY 2020 Operating Expense Budgets within the Contractual Services line item.

### 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:**

AMY GONZALEZ  
GENERAL COUNSEL

RESOLUTION NO. 2019-0026

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, APPROVING AND AUTHORIZING THE PRESIDENT/CEO TO EXECUTE A THIRD AMENDMENT TO THE AGREEMENT WITH ANDERSON & KREIGER LLP FOR PROFESSIONAL LEGAL SERVICES INCREASING THE TERM BY ONE YEAR AND THE COMPENSATION BY \$100,000 FOR A NOT-TO-EXCEED COMPENSATION AMOUNT OF \$500,000

WHEREAS, on October 3, 2013, the Board awarded a legal services agreement to Anderson & Kreiger LLP (“Law Firm”) for a term of 3 years with 2 one-year options to renew and a not-to-exceed amount of \$100,000. [Resolution No. 2013-0119]; and

WHEREAS, on July 6, 2017, the Board approved the First Amendment increasing the compensation amount by \$100,000 [Resolution No. 2017-0059]; and

WHEREAS, on May 3, 2018, the Board approved a Second Amendment extending the term for one year and increasing the compensation amount by \$200; and

WHEREAS, Law Firm has assisted the General Counsel in federal regulatory matters as well as ongoing issues related to the Authority’s fuel lease with the airline consortium and the airline operating and lease agreement; and

WHEREAS, negotiations regarding the fuel lease and airline operating and lease agreement are ongoing; and

WHEREAS, the General Counsel believes it is in the best interest of the Authority to continue to retain Law Firm to represent the Authority in these ongoing matters.

NOW THERE FORE BE IT RESOLVED that the Board hereby approves and authorizes the President/CEO to execute a Third Amendment to the Agreement increasing the compensation by \$100,000 for a not-to-exceed compensation amount of \$500,000 and extending the term by one year resulting in a termination date no later than October 2, 2020; and

BE IT FURTHER RESOLVED that the Board of the San Diego County Regional Airport Authority finds that this Board action is not a “project” as defined by the California Environmental Quality Control Act (CEQA) Pub. Res. Code Section 21065; and is not a “development” as defined by the California Coastal Act Pub. Res. Code Section 30106.

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 14th day of March, 2019 by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES/  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

## **STAFF REPORT**

Meeting Date: **MARCH 14, 2019**

### **Subject:**

**Approve and Authorize the President/CEO to Execute a Third Amendment to the Agreement with Meyers Nave Riback Silver & Wilson**

### **Recommendation:**

Adopt Resolution No. 2019-0027, approving and authorizing the President/CEO to execute a Third Amendment to the Legal Services Agreement with Meyers Nave Riback Silver & Wilson extending the term by one year.

### **Background/Justification:**

On March 1, 2012, the Board authorized the award of an agreement with Meyers Nave Riback Silver & Wilson ("Law Firm") to provide professional legal services regarding environmental issues [Resolution No. 2012-0028]. The Agreement has a term of three years with two one-year options to renew at the discretion of the President/CEO and a maximum compensation amount of three hundred thousand dollars (\$300,000). On April 6, 2017, the Authority approved a First Amendment to extend the term one year to expire on April 12, 2018 [Resolution No. 2017-0034]. On March 1, 2018, the Board authorized a Second Amendment to extend the term one year to expire on April 12, 2019 [Resolution No. 2018-0020].

Law Firm assists the General Counsel's office in matters related to the Laurel Hawthorne Central Embayment in San Diego Bay. The Laurel Hawthorne Central Embayment is that portion of San Diego Bay that lies north of an imaginary line drawn from the southeast corner of the Coast Guard Station on North Harbor Drive to the West Hawthorne Street pier; an area also generally known as the Downtown Anchorage.

On June 18, 2014, the San Diego Regional Water Quality Control Board ("Regional Board") issued Investigative Order No. R9-2013-007 ("Investigative Order") to the Airport Authority, the San Diego Unified Port District ("Port"), and General Dynamics (collectively, the "Parties"). The Investigative Order was issued under the authority of §§ 13267 and 13304 of the State Water Code ("Porter-Cologne Water Quality Control Act") and directs the Parties to submit technical reports pertaining to an investigation of sediment chemistry in the Laurel Hawthorne Central Embayment in San Diego Bay. The Investigative Order required the Parties to act collectively to submit a Sediment Chemistry Assessment Work Plan and a Sediment Chemistry Assessment Report describing the results from implementing the Work Plan.

On July 25, 2018, Regional Board staff sent the Parties a new final draft investigative order No. R9-2018-0035 (the "Draft IO"). At that time, Regional Board staff indicated its intent to issue the final investigative order soon thereafter. To date, no final investigative order has been issued. If issued in its current state, the Draft IO requires the Parties to

further investigate the Laurel Hawthorne Central Embayment and provide an investigative report of its findings to the Regional Board.

Law Firm has been representing the Authority in this matter prior to the issuance of the Investigative Order and continues to represent the Authority in ongoing discussions with the Regional Board. Due to the Law Firm’s knowledge of and involvement in the Laurel Hawthorne Central Embayment and ongoing discussions with the Regional Board, the General Counsel believes it is in the best interest of the Authority to continue to retain Law Firm to handle these matters.

**Fiscal Impact:**

Adequate funding for Meyers Nave Riback Silver & Wilson Agreement Amendment is included in the adopted FY 2019 and conceptually approved FY 2020 Operating Expense Budgets within the Legal Services line item. This agreement impacts years that have not been adopted and the expense will be included in those future years.

**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:**

AMY GONZALEZ  
GENERAL COUNSEL

RESOLUTION NO 2019-0027

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, APPROVING AND AUTHORIZING THE PRESIDENT/CEO TO EXECUTE A THIRD AMENDMENT TO THE LEGAL SERVICES AGREEMENT WITH MEYERS NAVE RIBACK SILVER & WILSON EXTENDING THE TERM BY ONE YEAR

WHEREAS, on March 1, 2012, the Board authorized the award of an agreement with Meyers Nave Riback Silver & Wilson (“Law Firm”) to provide professional legal services regarding environmental issues [Resolution No. 2012-0028]; and

WHEREAS, the Agreement has a term of three years with two one-year options to renew at the discretion of the President/CEO and a maximum compensation amount of three hundred thousand dollars (\$300,000); and

WHEREAS, the President/CEO exercised the first and second options to extend the term resulting in an expiration date of April 12, 2017; and

WHEREAS, on April 6, 2017, the Board authorized a First Amendment to the Agreement extending the term for one year [Resolution No. 2017-0034]; and

WHEREAS, on March 1, 2018, the Board authorized a Second Amendment to the Agreement extending the term for one year [Resolution No. 2018-0020]; and

WHEREAS, Law Firm assists the General Counsel’s office in ongoing matters related to the Laurel Hawthorne Central Embayment in San Diego Bay; and

WHEREAS, on June 18, 2014, the San Diego Regional Water Quality Control Board (“Regional Board”) issued Investigative Order No. R9-2013-007 (“Investigative Order”) to the Airport Authority, the San Diego Unified Port District (“Port”), and General Dynamics (collectively, the “Parties”); and

WHEREAS, the Investigative Order directed the Parties to submit technical reports pertaining to an investigation of sediment chemistry in the Laurel Hawthorne Central Embayment in San Diego Bay; and

WHEREAS, the Parties complied with the Investigative Order; and

WHEREAS, on July 25, 2018, the Regional Board sent the Parties a new final draft investigative order No. R9-2018-0035 (the "Draft IO"). At that time, the Regional Board indicated its intent to issue the final investigative order on or about August 10, 2018. To date, no final investigative order has been issued. If issued in its current state, the Draft IO requires the Parties to further investigate the Laurel Hawthorne Central Embayment and provide an investigative report of its findings to the Regional Board; and

WHEREAS, Law Firm has been representing the Authority in this matter prior to the issuance of the Investigative Order and continues to effectively represent the Authority in ongoing discussions with the Regional Board; and

WHEREAS, due to the Law Firm's knowledge of and involvement in the Laurel Hawthorne Central Embayment and ongoing discussions with the Regional Board, the General Counsel believes it is in the best interest of the Authority to continue to retain Law Firm to handle these matters.

NOW, THEREFORE, BE IT RESOLVED that the Board approves and authorizes the President/CEO to execute a third amendment to the Legal Services Agreement extending the term by one year; and

BE IT FURTHER RESOLVED that this Board finds this action is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act ("CEQA"), nor is it a "project" as defined by the California Coastal Act.

PASSED, ADOPTED, AND APPROVED by the Board at the San Diego County Regional Airport Authority at a special meeting this 14<sup>th</sup> day of March, 2019, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES/  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

## **STAFF REPORT**

Meeting Date: **MARCH 14, 2019**

### **Subject:**

**Authorize the President/CEO to Execute a First Amendment to the Schweers Technologies Inc. Service Contract**

### **Recommendation:**

Adopt Resolution No. 2019-0028, authorizing the President/CEO to execute a first amendment to the contract with Schweers Technologies Inc. for hand-held citation issuance devices, software customizations, and other support services increasing the total contract amount by \$150,000, resulting in a new not-to-exceed amount of \$320,500.

### **Background/Justification:**

In July 2016, the Authority entered into a five-year contract with Schweers Technologies Inc. to obtain hand-held citation and violation issuance devices, software hosting, and support services. The contract had a not to exceed value of \$170,500.00. In the contract's second year, additional services along with the additional costs were incurred.

Additional funds are required on the contract for the following reasons –

- Recent increases in ATO staffing requiring the purchase of six additional ticketing devices. This increased the cost of quarterly license fees.
- The City of San Diego mandated three changes to the information on the back of the citations which required the purchase of 500 new citation paper rolls.
- Startup of the Transportation Network Company (TNC) operations at the Airport required software adjustments to establish a monthly TNC violation report to compile detailed TNC violation data that is sent to the TNC companies electronically for revenue collections.
- Software adjustments to input the specific TNC data
- Purchase of a ticketing device protection plan to maintain repair and support costs at a fixed quarterly rate.
- Battery replacements to sustain the storage of citation data, which is transferred to the City of San Diego processing center.

The current available contract funds will have been depleted by March 2019. Additional funds are requested to allow for the new costs above, ongoing identified contract costs, and for any additional required software customizations, development, or support to accommodate operational needs through the contract termination date of July 14, 2021.

**Detail of Identified Additional Expenses**

	FY 2019	FY 2020	FY 2021
Software licenses, services and support – Hardware maintenance and support - \$4,900 quarterly	\$19,600	\$19,600	\$19,600
Annual Hosting Online Service Fee	\$1,850	\$1,850	1,850
Citation Paper 300 rolls – Last 1 ½ years	\$4,500		\$4,500
Battery replacement for 65 devices (note: replaced all in 2019 budget and half the devices in 2021)	\$2,600		\$1,300
Software Updates	\$5,000	\$5,000	\$5,000
<b>Total</b>	<b>\$33,550</b>	<b>\$26,450</b>	<b>\$32,250</b>

**Summary of Amounts for Contract Amendment**

<b>Original Contract Amount</b>		<b>\$ 170,500</b>
<u>Expenses Incurred to Date</u>		
Fiscal Year 2016 Expenses	\$ (109,702)	
Fiscal Year 2017 Expenses	\$ (18,710)	
Fiscal Year 2018 Expenses	\$ (51,355)	
Total Invoiced		\$ (179,767)
<u>Additional Identified Expenses</u>		
Fiscal Year 2019 Expenses	\$ (33,550)	
Fiscal Year 2020 Expenses	\$ (26,450)	
Fiscal Year 2021 Expenses	\$ (32,250)	
Total Additional Expenses		\$ (92,250)
Projected Net Available Funds on Contract		\$ (101,517)
<b>Additional Contract Amount Requested</b>		<b>\$ 150,000</b>
Net available funds after Amendment Increase		\$ 48,483
<b>New Contract Not to Exceed Amount</b>		<b>\$ 320,500</b>

Staff recommends that the Board authorize the President/CEO to execute an Amendment to the contract with Schweers Technologies Inc. to increase the compensation by \$150,000 resulting in a not-to-exceed amount of \$320,500 over the term of the contract.

The increased contract amount will allow Schweers to continue providing citation support services through July 14, 2021.

**Fiscal Impact:**

The identified expense amounts on the contract are included in the Fiscal Year 2019 Forecast and in the Fiscal Year 2020 and 2021 Budget.

**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:**

The Authority has the following inclusionary programs/policies: a Disadvantaged Business Enterprise (DBE) Program, an Airport Concession Disadvantaged Business Enterprise (ACDBE) Program, Policy 5.12 and Policy 5.14. These programs/policies are intended to promote the inclusion of small, local, service disabled veteran owned, historically underrepresented businesses and other business enterprises, on all contracts. Only one of the programs/policies named above can be used in any single contracting opportunity.

This contract does not utilize federal funds and provides limited opportunities for sub-contractor participation; therefore; at the option of the Authority, Policy 5.12 was applied to promote the participation of qualified small businesses. Policy 5.12 provides a preference of up to five percent (5%) to small businesses in the award of selected Authority contracts. When bid price is the primary selection criteria, the maximum amount of the preference cannot exceed \$200,000. The preference is only applied in measuring the bid. The final contract award is based on the amount of the original bid.

In accordance to Policy 5.12, the recommended firm Schweers Technologies Inc. did not receive the small business preference.

**Prepared by:**

MARC NICHOLS  
DIRECTOR, GROUND TRANSPORTATION

RESOLUTION NO. 2019-0028

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, AUTHORIZING THE PRESIDENT/CEO TO EXECUTE A FIRST AMENDMENT TO THE CONTRACT WITH SCHWEERS TECHNOLOGIES INC. FOR HAND-HELD CITATION ISSUANCE DEVICES, SOFTWARE CUSTOMIZATIONS, AND SUPPORT SERVICES INCREASING THE TOTAL CONTRACT AMOUNT BY \$150,000, RESULTING IN A NEW NOT-TO-EXCEED AMOUNT OF \$320,500

WHEREAS, on July 15, 2016 , the Authority entered into a contract with Schweers for hand-held citation issuance devices and support services for a term beginning on July 15, 2016 and ending on July 14, 2021 in an amount not to exceed one hundred seventy thousand five hundred dollars (\$170,500); and

WHEREAS, additional funding is needed, due to the increase of Airport Traffic Officer (ATO) staffing, mandated changes to information on the back of the citation paper, the inception of Transportation Network Companies (TNCs) operations, the development of monthly violation reports for fine collections, software customization, and adjustments for reporting and replacement of device batteries; and

WHEREAS, it has been recognized and acknowledge that the current contract's funding will be depleted on or about March 1, 2019 due to the increased service levels.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby authorizes the President/CEO to execute a first amendment to the contract with Schweers Technologies Inc. increasing the total contract amount by \$150,000, resulting in a new not-to-exceed amount of \$320,500.

BE IT FURTHER RESOLVED that the Board finds that this action is not a "project" as defined by the California Environmental Quality Act ("CEQA") (California Public Resources Code §21065); and is not a "development" as defined by the California Coastal Act (California Public Resources Code §30106).

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a regular meeting this 14<sup>th</sup> day of March, 2019, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES /  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

**STAFF REPORT**

Meeting Date: **MARCH 14, 2019**

**Subject:**

**Award a Contract to G&G Specialty Contractors, Inc. for Quieter Home Program Phase 9, Group 11, Project No. 380911 forty-eight (48) Non-Historic Single-Family and Multi-Family Units on twenty (20) Residential Properties Located East and West of the Airport**

**Recommendation:**

Adopt Resolution No. 2019-0029, awarding a contract to G&G Specialty Contractors, Inc. in the amount of \$1,414,854 for Phase 9, Group 11, Project No. 380911, of the San Diego County Regional Airport Authority's Quieter Home Program.

**Background/Justification:**

The San Diego County Regional Airport Authority's ("Authority") Quieter Home Program ("Program") provides sound attenuation treatment to residences within the highest noise-impacted neighborhoods surrounding San Diego International Airport ("SDIA"). This contract for Phase 9, Group 11, Project number 380911 includes installation of new acoustical windows, doors, and ventilation improvements to reduce aircraft-related noise levels and provide sound attenuation to forty-eight (48) non-historic single-family and multi-family units on twenty (20) residential properties located east and west of the airport (refer to Attachment A).

To date, the Program has completed 3,741 residences, of which 895 are historic and 2,846 are non-historic. 2,321 residences are located west of SDIA and 1,420 are located east of SDIA.

Project No. 380911 was advertised on December 20, 2018, and bids were opened on January 31, 2019. The following bids were received (refer to Attachment B):

<b>Company</b>	<b>Total Bid</b>
S&L Specialty Construction, Inc.	\$1,446,064.00
G&G Specialty Contractors, Inc.	\$1,414,854.00

The Engineer's estimate is \$1,419,440.72.

The low bid of \$1,414,854.00 is considered responsive and G&G Specialty Contractors, Inc. is considered responsible. Award to G&G Specialty Contractors, Inc. is, therefore, recommended in the amount of \$1,414,854.00.

**Fiscal Impact:**

Adequate funds for the contract with G&G Specialty Contractors, Inc. are included in the adopted FY 2019 and conceptual FY 2020 Operating Expense Budgets within the

Quieter Home Program budget line item. Sources of funding include federal Airport Improvement Program grants and Passenger Facility Charges.

### 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 a “project” subject to the California Environmental Quality Act (“CEQA”), Pub. Res. Code §21065. The individual projects under the Quieter Home Program are part of a class of projects that are categorically exempt from CEQA: 14 Cal. Code Regs. §15301 – “Existing Facilities: Class 1 consists of the operation, repair, maintenance, permitting, leasing, licensing, or minor alteration of existing public or private structures, facilities, mechanical equipment, or topographical features, involving negligible or no expansion of use beyond that existing at the time of the lead agency’s determination.”
- B. California Coastal Act. This Board action is a “development” as defined by the California Coastal Act, Cal. Pub. Res. Code §30106. The individual projects under the Quieter Home Program will consist of treatments to single-family and multi-family dwellings. Improvements to single-family homes are exempt from coastal permit requirements under Cal. Pub. Res. Code §30610(a) and 14 Cal. Code Regs. §13250 – “Improvements to Single-Family Residences.” The proposed improvements to multi-family residences are exempt from coastal permit requirements under Cal. Pub. Res. Code §30610(b) and 14 Cal. Code Regs. §13253 – “Improvements to Structures Other than Single-Family Residences and Public Works Facilities that Require Permits.”

### Application of Inclusionary Policies:

The Authority has the following inclusionary programs/policies: a Disadvantaged Business Enterprise (DBE) Program, an Airport Concession Disadvantaged Business Enterprise (ACDBE) Program, Policy 5.12 and Policy 5.14. These programs/policies are intended to promote the inclusion of small, local, service disabled veteran owned, historically underrepresented businesses and other business enterprises, on all contracts. Only one of the programs/policies named above can be used in any single contracting opportunity.

The Authority’s DBE Program, as required by the U.S. Department of Transportation 49 Code of Federal Regulations (CFR) Part 26, calls for the Authority to submit a triennial overall goal for DBE participation on all federally-funded projects. When federal funds are utilized, the Authority is prohibited from using a program that provides a preference such as those used in Policies 5.12 and 5.14. Therefore, the Authority must utilize other means as provided in the DBE Plan to achieve participation.

This project utilizes federal funds; therefore, it will be applied toward the Authority's overall DBE goal. G&G Specialty Contractors, Inc. proposed 6.36% DBE participation on QHP Phase 9, Group 11.

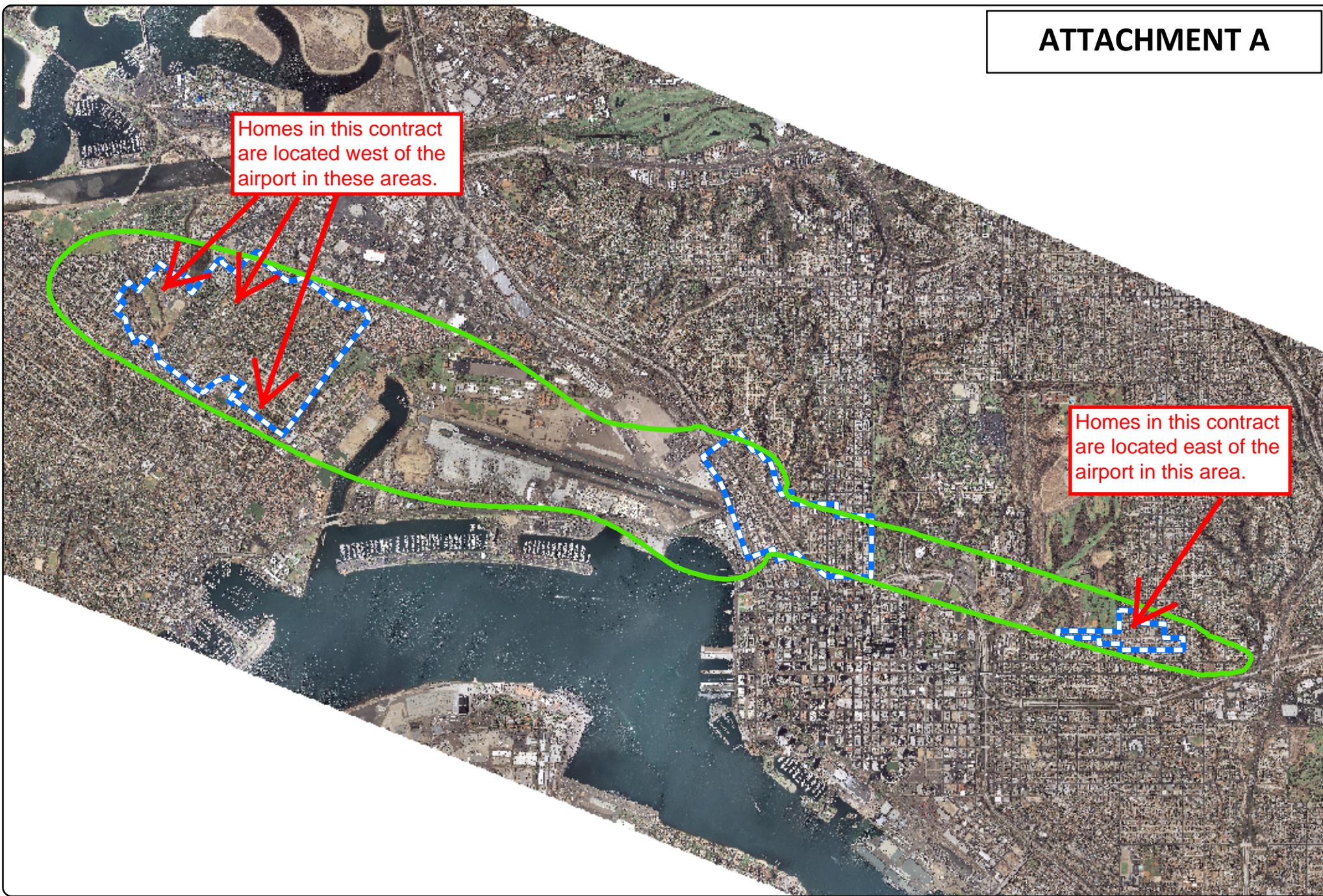
**Prepared by:**

BRENDAN REED  
DIRECTOR, PLANNING & ENVIRONMENTAL AFFAIRS

# ATTACHMENT A

Homes in this contract are located west of the airport in these areas.

Homes in this contract are located east of the airport in this area.



**Map Notes:**  
Staff Report Attachment A

1 inch = 3,898 feet

<b>Land Use - SanGIS 2/07</b>	QHP Completed	67 dB Boundary
Single-Family Residential	QHP Ineligible	65 dB CNEL Contour
Multi-Family Residential	County Parcel	Address Point
Condominiums		

**San Diego County Regional Airport Authority**  
**Quieter Home Program**  
Project 380911

# TABULATION OF BIDS

# ATTACHMENT B

TITLE: QUIETER HOME PROGRAM PROJECT NO. 380911  
 BIDS OPENED: January 31, 2019 at 2:00 p.m.  
 ENGINEER'S ESTIMATE: \$1,418,440.72

CONTRACTOR:		G&G Specialty Contractors, Inc.				S&L Specialty Construction, Inc.					
ADDRESS:		1221 N. Model Drive, Gilbert, AZ 85233				313 S. Franklin Street, Syracuse, NY 13202					
GUARANTEE OF GOOD FAITH:		Harford Casualty Insurance Company				Liberty Mutual Insurance Company					
Res No.	Bid Item Number - Name/Address	Dwelling Units	Unit of Measure	General Construction (In Figures)	Ventilation Construction (In Figures)	Electrical Construction (In Figures)	TOTAL (In Figures)	General Construction (In Figures)	Ventilation Construction (In Figures)	Electrical Construction (In Figures)	TOTAL (In Figures)
380910.27	MORTON 4368 TEMECULA STREET UNIT 204	1	Lump Sum	\$12,335.00	\$0.00	\$0.00	\$12,335.00	\$10,000.00	\$0.00	\$0.00	\$10,000.00
380911.01	BARTOCCI 3043 WING STREET	1	Lump Sum	\$18,994.00	\$0.00	\$0.00	\$18,994.00	\$25,000.00	\$0.00	\$0.00	\$25,000.00
380911.03	BERMAN 4477 VALETA STREET	1	Lump Sum	\$21,575.00	\$4,500.00	\$7,600.00	\$33,675.00	\$26,000.00	\$4,000.00	\$8,000.00	\$38,000.00
380911.03	BERMAN 4477 1/2 VALETA STREET	1	Lump Sum	\$20,460.00	\$4,500.00	\$1,900.00	\$26,860.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4479 VALETA STREET	1	Lump Sum	\$20,460.00	\$4,500.00	\$1,900.00	\$26,860.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4479 1/2 VALETA STREET	1	Lump Sum	\$20,460.00	\$4,500.00	\$1,900.00	\$26,860.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4481 VALETA STREET	1	Lump Sum	\$32,823.00	\$6,600.00	\$1,900.00	\$41,423.00	\$36,000.00	\$8,000.00	\$3,000.00	\$47,000.00
380911.03	BERMAN 4481 1/2 VALETA STREET	1	Lump Sum	\$20,506.00	\$4,500.00	\$1,900.00	\$26,906.00	\$24,000.00	\$2,000.00	\$0.00	\$30,000.00
380911.03	BERMAN 4483 VALETA STREET	1	Lump Sum	\$20,600.00	\$4,500.00	\$1,900.00	\$27,000.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4483 1/2 VALETA STREET	1	Lump Sum	\$21,010.00	\$4,500.00	\$1,900.00	\$27,410.00	\$24,000.00	\$4,000.00	\$2,000.00	\$30,000.00
380911.03	BERMAN 4485 VALETA STREET	1	Lump Sum	\$16,524.00	\$4,500.00	\$1,900.00	\$22,924.00	\$21,000.00	\$3,000.00	\$1,000.00	\$25,000.00
380911.03	BERMAN 4485 1/2 VALETA STREET	1	Lump Sum	\$20,709.00	\$4,500.00	\$1,900.00	\$27,109.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4487 VALETA STREET	1	Lump Sum	\$20,436.00	\$4,500.00	\$1,900.00	\$26,836.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4487 1/2 VALETA STREET	1	Lump Sum	\$20,350.00	\$4,500.00	\$1,900.00	\$26,750.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4489 VALETA STREET	1	Lump Sum	\$20,350.00	\$4,500.00	\$1,900.00	\$26,750.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4489 1/2 VALETA STREET	1	Lump Sum	\$18,837.00	\$4,500.00	\$1,900.00	\$25,237.00	\$23,000.00	\$4,000.00	\$2,000.00	\$29,000.00
380911.03	BERMAN 4491 VALETA STREET	1	Lump Sum	\$19,089.00	\$4,500.00	\$1,900.00	\$25,489.00	\$24,000.00	\$4,000.00	\$2,000.00	\$30,000.00
380911.03	BERMAN 4491 1/2 VALETA STREET	1	Lump Sum	\$20,441.00	\$4,500.00	\$1,900.00	\$26,841.00	\$24,000.00	\$4,000.00	\$2,000.00	\$30,000.00
380911.03	BERMAN 4493 VALETA STREET	1	Lump Sum	\$19,254.00	\$4,500.00	\$1,900.00	\$25,654.00	\$23,000.00	\$4,000.00	\$1,000.00	\$28,000.00
380911.03	BERMAN 4493 1/2 VALETA STREET	1	Lump Sum	\$20,443.00	\$4,500.00	\$1,900.00	\$26,843.00	\$25,000.00	\$4,000.00	\$1,000.00	\$30,000.00
380911.03	BERMAN 4495 VALETA STREET	1	Lump Sum	\$20,600.00	\$4,500.00	\$1,900.00	\$27,000.00	\$25,000.00	\$4,000.00	\$2,000.00	\$31,000.00
380911.03	BERMAN 4495 1/2 VALETA STREET	1	Lump Sum	\$19,870.00	\$4,500.00	\$1,900.00	\$26,270.00	\$24,000.00	\$4,000.00	\$2,000.00	\$30,000.00
380911.03	BERMAN 4497 VALETA STREET	1	Lump Sum	\$17,362.00	\$4,500.00	\$1,900.00	\$23,762.00	\$21,000.00	\$3,000.00	\$1,000.00	\$25,000.00
380911.05	CAMPBELL 4699 W. POINT LOMA BLVD	1	Lump Sum	\$29,451.00	\$12,158.00	\$4,085.00	\$45,694.00	\$23,000.00	\$9,000.00	\$4,000.00	\$36,000.00
380911.07	DOBSON 3653 KINGSLEY STREET	1	Lump Sum	\$43,804.00	\$12,558.00	\$2,565.00	\$58,927.00	\$50,000.00	\$10,000.00	\$2,000.00	\$62,000.00
380911.08	DOLAN 4347 VOLTAIRE STREET	1	Lump Sum	\$30,381.00	\$12,558.00	\$2,280.00	\$45,219.00	\$28,000.00	\$10,000.00	\$2,000.00	\$40,000.00
380911.09	DOLAN SAVLOV 4351 VOLTAIRE STREET	1	Lump Sum	\$32,121.00	\$12,158.00	\$3,705.00	\$47,984.00	\$28,000.00	\$10,000.00	\$4,000.00	\$42,000.00
380911.10	ELLSWORTH 3661 LELAND STREET	1	Lump Sum	\$31,515.00	\$0.00	\$0.00	\$31,515.00	\$31,000.00	\$0.00	\$0.00	\$31,000.00
380911.15	HALE 2145 VENICE STREET	1	Lump Sum	\$17,158.00	\$12,408.00	\$5,795.00	\$35,361.00	\$12,000.00	\$10,000.00	\$5,000.00	\$27,000.00
380911.18	JUAN 3091 A STREET	1	Lump Sum	\$25,065.00	\$0.00	\$0.00	\$25,065.00	\$21,000.00	\$0.00	\$0.00	\$21,000.00
380911.20	KESSLER 2218 BOLINAS STREET	1	Lump Sum	\$22,898.00	\$12,558.00	\$2,660.00	\$38,116.00	\$24,000.00	\$10,000.00	\$2,000.00	\$36,000.00
380911.21	KHAMEDDOOST 2849 A STREET UNIT 9	1	Lump Sum	\$23,791.00	\$12,158.00	\$4,560.00	\$40,509.00	\$24,000.00	\$9,000.00	\$5,000.00	\$38,000.00
380911.24	DOO-NAJO LLC 821 W. OLIVE STREET UNIT A	1	Lump Sum	\$27,242.00	\$12,158.00	\$2,850.00	\$42,250.00	\$40,000.00	\$9,000.00	\$2,000.00	\$51,000.00
380911.24	DOO-NAJO LLC 821 W. OLIVE STREET UNIT B	1	Lump Sum	\$24,688.00	\$12,158.00	\$2,850.00	\$39,696.00	\$36,000.00	\$9,000.00	\$2,000.00	\$47,000.00
380911.30	DR. WEBBER & PAWLICK 3707 JAMES STREET	1	Lump Sum	\$23,767.00	\$12,558.00	\$2,945.00	\$39,270.00	\$21,000.00	\$10,000.00	\$2,000.00	\$33,000.00
380911.31	SCHENK 2844 PONSSETTA DRIVE	1	Lump Sum	\$13,521.00	\$0.00	\$0.00	\$13,521.00	\$18,000.00	\$0.00	\$0.00	\$18,000.00
380911.32	TOWER 1320 31ST STREET	1	Lump Sum	\$52,783.00	\$12,558.00	\$3,990.00	\$69,331.00	\$52,000.00	\$10,000.00	\$3,000.00	\$65,000.00
380911.34	WARDLOW 4345 RIALTO STREET UNIT 1	1	Lump Sum	\$13,783.00	\$0.00	\$0.00	\$13,783.00	\$12,000.00	\$0.00	\$0.00	\$12,000.00
380911.34	WARDLOW 4345 RIALTO STREET UNIT 2	1	Lump Sum	\$9,596.00	\$0.00	\$0.00	\$9,596.00	\$8,000.00	\$0.00	\$0.00	\$8,000.00
380911.34	WARDLOW 4345 RIALTO STREET UNIT 3	1	Lump Sum	\$9,596.00	\$0.00	\$0.00	\$9,596.00	\$8,000.00	\$0.00	\$0.00	\$8,000.00
380911.34	WARDLOW 4345 RIALTO STREET UNIT 4	1	Lump Sum	\$12,166.00	\$0.00	\$0.00	\$12,166.00	\$11,000.00	\$0.00	\$0.00	\$11,000.00
380911.34	WARDLOW 4345 RIALTO STREET UNIT 5	1	Lump Sum	\$14,200.00	\$0.00	\$0.00	\$14,200.00	\$12,000.00	\$0.00	\$0.00	\$12,000.00
380911.34	WARDLOW 4345 RIALTO STREET UNIT 6	1	Lump Sum	\$9,686.00	\$0.00	\$0.00	\$9,686.00	\$8,000.00	\$0.00	\$0.00	\$8,000.00
380911.34	WARDLOW 4345 RIALTO STREET UNIT 7	1	Lump Sum	\$9,845.00	\$0.00	\$0.00	\$9,845.00	\$8,000.00	\$0.00	\$0.00	\$8,000.00
380911.34	WARDLOW 4345 RIALTO STREET UNIT 8	1	Lump Sum	\$11,006.00	\$0.00	\$0.00	\$11,006.00	\$11,000.00	\$0.00	\$0.00	\$11,000.00
380911.35	WHELAN 2255 WORDEN STREET UNIT 19	1	Lump Sum	\$19,473.00	\$4,500.00	\$1,425.00	\$25,398.00	\$25,000.00	\$4,000.00	\$1,000.00	\$30,000.00
380911.36	WILLIAMS 4543 VOLTAIRE STREET	1	Lump Sum	\$31,032.00	\$12,158.00	\$2,280.00	\$45,470.00	\$24,000.00	\$8,000.00	\$2,000.00	\$34,000.00
380911.38	KIMBALL 2727 NIPOMA STREET	1	Lump Sum	\$34,720.00	\$12,408.00	\$2,470.00	\$49,598.00	\$33,000.00	\$10,000.00	\$2,000.00	\$45,000.00
							<b>Subtotal</b>				<b>Subtotal</b>
							Permits				Permits
							\$26,064.00				\$26,064.00
							<b>TOTAL BID</b>				<b>TOTAL BID</b>
							\$1,414,854.00				\$1,446,064.00

RESOLUTION NO. 2019-0029

A RESOLUTION OF THE BOARD OF THE  
SAN DIEGO COUNTY REGIONAL AIRPORT  
AUTHORITY, AWARDDING A CONTRACT TO G&G  
SPECIALTY CONTRACTORS, INC. IN THE  
AMOUNT OF \$1,414,854 FOR PHASE 9, GROUP  
11, PROJECT NO. 380911, OF THE SAN DIEGO  
COUNTY REGIONAL AIRPORT AUTHORITY'S  
QUIETER HOME PROGRAM

WHEREAS, the San Diego County Regional Airport Authority ("Authority") has established a residential sound insulation program, known as the Quieter Home Program ("Program"), to reduce aircraft noise levels in the homes of residents living within the highest noise-impacted neighborhoods surrounding San Diego International Airport ("Airport"); and

WHEREAS, Phase 9, Group 11, of the Program will include installation of new acoustical windows, doors, and ventilation improvements to reduce aircraft-related noise levels inside the homes; and

WHEREAS, Phase 9, Group 11, of the Program provides sound attenuation to forty-eight (48) non-historic single-family and multi-family units on twenty (20) residential properties located east and west of the Airport; and

WHEREAS, the Authority issued a Bid Solicitation Package for Phase 9, Group 11, on December 20, 2018; and

WHEREAS, on January 31, 2019, the Authority opened sealed bids received in response to the Bid Solicitation Package; and

WHEREAS, the apparent low bidder G&G Specialty Contractors, Inc. submitted a bid of \$1,414,854.00 and the Authority's staff has duly considered the bid and has determined G&G Specialty Contractors, Inc. is responsible and that its bid is responsive in all material respects; and

WHEREAS, the San Diego County Regional Airport Authority Board ("Board") believes that it is in the best interest of the Authority and the public that it serves to award G&G Specialty Contractors, Inc., the lowest bidder, the contract for Phase 9, Group 11, upon the terms and conditions set forth in the Bid Solicitation Package.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby awards a contract to G&G Specialty Contractors, Inc. in the amount of \$1,414,854 for Phase 9, Group 11, Project No. 380911, of the San Diego County Regional Airport Authority's Quieter Home Program; and

BE IT FURTHER RESOLVED that the Authority's President/CEO or designee is hereby authorized to execute and deliver such contract to G&G Specialty Contractors, Inc.; and

BE IT FURTHER RESOLVED that the Authority and its officers, employees, and agents are hereby authorized, empowered, and directed to do and perform all such acts as may be necessary or appropriate in order to effectuate fully the foregoing; and

BE IT FURTHER RESOLVED that the Board of the San Diego County Regional Airport Authority finds that this is a "project" as defined by the California Environmental Quality Act ("CEQA"), Cal. Pub. Res. Code §21065; and is a "development," as defined by the California Coastal Act, Cal. Pub. Res. Code §30106 and that the individual Quieter Home Program projects are categorically exempt from the CEQA under Cal. Code Regs. §15301(f), "Existing Facilities," and are exempt from coastal permit requirements under Cal. Pub. Res. Code §§30610(a) and 30610(b) and 14 Cal. Code Regs. §§13250 and 13253.

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 14<sup>th</sup> day of March 2019, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES /  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

## **STAFF REPORT**

Meeting Date: **MARCH 14, 2019**

### **Subject:**

**Approve the Arts Master Plan and Amend Policy 8.50 – Airport Authority Arts Program**

### **Recommendation:**

Adopt Resolution No. 2019-0030, approving the Arts Master Plan.

Adopt Resolution No. 2019-0031, approving amendments to Policy 8.50.

### **Background/Justification:**

The Airport Arts Master Plan is the first comprehensive review of the San Diego International Airport Arts Program in seven years, and it updates the Arts Program's last Master Plan, which was completed more than a decade ago. This project was initiated in 2017, and is the result of extensive research and stakeholder engagement conducted in an effort to develop a broad framework for how the Arts Program will operate over the next decade and beyond. The Plan outlines recommended strategies for each of the Arts Program's core components (Public Art, Temporary Exhibitions, and Performing Arts) as well as communications, engagement, evaluation, and overall planning approaches in addition to recommended revisions to Airport Authority Policy 8.50 (Exhibit 1). It also includes a Site and Opportunities Plan that outlines how the Arts Program can develop public art projects, arts infrastructure and arts programming related to possible future airport development, which could provide significant opportunities for the integration of public art and the expansion of ongoing programming.

The Arts Master Plan closely adheres to the guidance of the Airport's Five Year Strategic Plan, drawing specifically upon two of the Strategic Plan's central initiatives: 1) *Define and deliver a seamless, unique, consistent airport and product experience*, and 2) *Further develop arts and community programming through strategic community partnerships that expand awareness of the airport as a cultural gateway*.<sup>1</sup> The Arts Master Plan follows these recommendations by exploring how the Program can evolve to support the Airport's broader thinking about how it manages customer experience. The Plan also considers how the Arts Program can engage with a culturally and economically vibrant region that has an increasingly diversified and interconnected arts and culture sector. And it anticipates that day when, with no major capital projects on the horizon, the Arts Program will focus more on programming.

The Master Plan was developed over the course of nearly two years. The planning process included extensive engagement of internal and external stakeholders. This engagement included dozens of interviews with artists, civic and cultural leaders as well as current and former Airport Authority staff, ten topic-specific roundtable meetings to

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<sup>1</sup> San Diego County Regional Airport Authority, Five Year Strategic Plan 2017-2011, p. 7, 10.

engage administrators from local arts organizations and key stakeholder interest groups, more than 500 intercept surveys of customers in the Terminals, and an online survey distributed to more than 9,000 contacts. The Airport's Art Advisory Committee was engaged throughout the process as well.

Key findings from these efforts included:

- 91% of respondents to the intercept survey said that arts in the airport improved their airport experience, with 59% reporting it improved their experience "very much."
- 75% of respondents selected "mostly true" for the statement that art makes using the airport less stressful and more enjoyable.
- 85% of survey respondents said they would like to see more arts at the airport.
- 80% of intercept survey respondents said that attending a performance improved their airport experience "very much."

Staff also ensured that the customer experience priorities and broad goals for arts integration outlined in the Master Plan were brought before the Airport Development Plan (ADP) Stakeholder group and Airline Stakeholder group on multiple occasions for their feedback and consideration. These groups included representatives from the Airport Design and Construction, Operations, Facilities Management, IT, Marketing, and Real Estate Departments as well as the airlines who would be impacted should the Authority approve the ADP.

Three drafts of the plan were published for review by stakeholders and the general public, the Airport Art Advisory Committee, and now the SDCRAA board. The Master Plan will guide the Program's operations for years to come, and outlines possible approaches to arts integration throughout the ADP, should the Authority move forward with it. Accordingly, the Plan includes a Site and Opportunities Plan which consists of recommendations for 21 potential public art projects and Arts Program infrastructure as well as consideration of the existing artworks in the current Terminal One. These recommendations support the vision and goals of the Arts Master Plan, as well as the principles of the Customer Experience Chapter of the ADP Program Definition Document (PDD), to which Arts Program staff contributed to significantly. The Site and Opportunities Plan uses these principles and provides technical guidance for arts projects and infrastructure in the new terminal and related facilities.

Given that the ADP has not yet been advanced as a formal project by the Board, all projects outlined in the Site and Opportunities Plan are preliminary in nature and do not commit the Authority to any specific project. The Site and Opportunities Plan is intended to offer a wide range of conceptual possibilities for arts integration that are adaptable depending upon whether the Authority's Board ultimately approves of the ADP, and if it does, the many variables of terminal design and overall ADP project budget. Specific curatorial ideas for each potential project will emerge in a future stage of work, if and when the design of the terminal is further underway.

In addition to the development of the Site and Opportunities Plan, the Master Plan was informed by a breadth of research, beginning with a comprehensive program review that focused on 1) general policies governing the management and funding of the Program,

2) specific policies, procedures and processes related to the Program's operations, projects and programming, and 3) the Program's engagement with its audiences, regional arts organizations and the community at large. From this review, a number of key recommendations were made pertinent to each of the key Program areas - Public Art, Temporary Exhibitions, and Performing Arts – as well as Communication and Engagement, Evaluation, and updates to Airport Authority Policy 8.50.

With regard to the Public Art Program, the Plan asserts that in order to continue to build and maintain a strong and dynamic Public Art Collection, the Arts Program will need to continue to explore new approaches to attracting and working with artists and engaging SAN customers, make changes to its funding model to ensure that there is budget for the long-term care of its collection, and look at new and different ways for working with public-private partnerships.

In addressing future direction of the Performing Arts Program, the Plan affirms that performance should continue to be a mainstay of the Arts Program by highlighting a diversity of genres and local talent of the performing arts, while expanding the range, frequency and locations of performances and strengthening relationships with the regional arts community through new partnerships and sponsorship opportunities. The Plan recommends that the Temporary Exhibitions Program be further developed by building on its current strengths, which include staff's curatorial oversight, the practice of close collaboration with artists, and maintaining flexibility and versatility of where and how artwork is sited throughout the airport. Recommendations for film and video installations are also included.

Communications and Community Outreach recommendations in the Plan include encouraging the Arts Program to support a robust communications and engagement program that ensures every airport customer is aware of the Arts Program, can access information about the resources it offers through multiple platforms and can experience its wide range of arts offerings. The Plan advises that the Arts Program strengthen its engagement with the broader community by focusing on the strategies of intentional partnerships with non-arts organizations, community-engaged art projects, arts education outreach and Cultural Exchange projects. Central to the success of this new goal will be ensuring equitable structure to all partnerships, and focused efforts to outreach to underserved and culturally diverse populations from throughout the San Diego region through arts programming.

The Plan also states that evaluation should be an increasingly important tool for the Arts Program to implement as it expands its programming and audience development efforts. This effort will serve to assess whether a project has achieved its goals, and to inform future processes, programs and projects.

Finally, the Master Plan outlines detailed recommendations for the Airport Authority's Art Policy 8.50 (Policy), under which the Arts Program is administered. Key recommendations include developing processes for incorporating public art into public-private partnership projects, establishing mechanisms for accepting financial donations, utilizing a percentage of art funds for collections management, creating clear goals and criteria for reviewing gifts of artwork, and clarifying the definition of eligible projects that generate percent for art funds.

As part of the planning process, the Master Plan team also undertook a benchmarking study that considered public arts and culture programs at fourteen commercial, domestic or non-domestic airports, as well as three non-air transit agencies. Overall, this exercise showed that SAN's Arts Program is demonstrative of best practices in the field, and found a number of common threads amongst leading programs from around the country and world including 1) a mission to enhance the customer experience, 2) a goal to highlight local culture, and 3) a commitment to producing the highest quality programming possible. Other notable findings of the report included that 9 of the 17 agencies surveyed are funded through a percent for art allocation, and all but one of the agencies commission permanent public artwork.

Additionally, the Master Plan undertook a study of the impact of direct spending by the Arts Program on the San Diego County (regional) economy from FY2012 through FY2016. Key findings of this report indicate that 1) Spending by the Arts Program supported 173 full-time equivalent jobs (FTE) in the San Diego region by its direct, indirect, and induced effects combined, 2) \$22.37 million in estimated economic output, a measure of the cumulative economic activity which resulted from the Arts Program spending, was generated, and 3) More than \$1.45 million was generated in local, state and federal taxes and fees.

The key takeaways of the Master Plan are:

- The Arts Program has operated at an increasingly high level of excellence and professionalism in recent years, and has the capacity to play a leading role in helping the airport innovate in the area of customer experience.
- The Arts Program's robust offerings in traditional public art, changing exhibitions, performances and residencies have been shown to increase customer satisfaction and appreciation of the airport.
- Successful partnerships with regional arts and culture organizations have strengthened the excellence of the Arts Program's offerings, effectively leverage Airport resources and generate a positive attitude about the airport.
- The Arts Program can benefit from expanding its investments in communications and marketing to internal audiences, its regional arts and culture peers and the public at large; conservation and maintenance of its permanent collection; and evaluation of its projects and programs, including ongoing economic impact research.
- To meet these challenges and take advantage of these opportunities, the Arts Program requires more flexibility, in terms of both its operations and the way its funding can be used.

In conclusion, San Diego International Airport's Arts Program has built a firm foundation. The Master Plan highlights that within the Airport Authority the Program should be looked to as a leader in regard to the Airport's goals and planning for customer experience. The Program's public art, performing arts and exhibitions programming, in addition to its growing reach in terms of community partnerships, have distinguished the Arts Program as a regional and national leader in the field.

This Plan will help the Arts Program look both inward and outward, providing a high-level vision, programmatic directions, recommended adjustments to policies and procedures under which it operates, and a path to documenting its impact. Most important, the goals

and outcomes indicated in the Plan direct the Arts Program to keep its sights on its most unique feature, bringing artistic vision to the everyday experience of a place that is not only a complex piece of infrastructure but also one of San Diego’s greatest civic spaces and community assets.

Staff recommends approval of the Arts Master Plan as well as all recommended revisions to Airport Authority Policy 8.50 therein, which governs the Arts Program.

**Fiscal Impact:**

Adequate funds for the Art allowance referenced in Policy 8.50 is included within the Board adopted FY2019-FY2023 Capital Program Budget within the Eligible Projects budget and separate Art allowance. Sources of funding for this project include Airport Cash and General Airport Revenue Bonds (GARB).

**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:**

CHRIS CHALUPSKY  
SR. MANAGER, ARTS & COMMUNITY PARTNERSHIPS

LAUREN LOCKHART  
ARTS PROGRAM MANAGER

**COMPARISON BETWEEN  
CURRENT POLICIES 8.50 AND PROPOSED AMENDED POLICY 8.50**

	<b>Current Policy (8.50) [with cite]</b>	<b>Proposed Amended Policy 8.50 [with cite]</b>
<b><u>DEFINITIONS</u></b>		
	<u>Airport Art Site and Opportunity Plan.</u> An annual plan reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board that identifies specific areas, project opportunities, and budget allocations for the following fiscal year as a document discrete from the Airport Art Master Plan. The Airport Art Site and Opportunity Plan may be modified during the course of the year in response to changing conditions.	<u>Airport Art Site and Opportunities Plan.</u> A comprehensive plan created for the Airport Arts Program related to major capital projects. The Airport Art Site and Opportunities Plan should include recommendations for public art projects and arts infrastructure and include recommended budget allocations for each project or infrastructure investment. The Airport Art Site and Opportunities Plan is reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board.
	<u>Airport Arts Program</u> A program of the Authority consisting of the: (1) Public Art Program; (2) Temporary Installations Program; (3) Changing Exhibitions Program; and (4) Performing Arts Program. The Airport Art Program is dedicated to engaging the traveling public and the greater San Diego region by providing enhanced customer experience through the presentation and advancement of high quality art and culture programming that has artistic merit, cultural interest, and educational value.	<u>Airport Arts Program</u> A program of the Authority consisting of the: (1) Public Art Program; (2) Temporary Exhibitions Program; and (3) Performing Arts Program. The Airport Arts Program enriches the travel experience and airport environment for customers through innovative and memorable arts programming and exemplifies the Airport’s role as a respected community partner and regional resource.
	<u>Art Advisory Committee (AAC)</u>	<u>Arts Advisory Committee (AAC)</u>
	<u>Capital Project</u>	Construction projects within the Authority’s Capital Program which is defined by Authority Policy 4.30.
	<u>Changing Exhibitions Program</u>	Removed
	----	<u>Collections Management Plan.</u> A plan maintained by the Airport Arts Program staff that documents the Airport’s Public Art Collection, records previous conservation, and documents and prioritizes conservation needs.
	----	<u>Conservation.</u> The preservation, protection and restoration of artwork and cultural property through activities that prolong its existence and minimize chemical and physical deterioration and damage, and that prevent loss of informational content.
	<u>Conservation and Maintenance Plan</u>	Removed

**COMPARISON BETWEEN  
CURRENT POLICIES 8.50 AND PROPOSED AMENDED POLICY 8.50**

	<u>Eligible Project.</u> A Capital Project that includes construction of terminals, curbsides, roadways, connecting green spaces and other related landside improvements.	<u>Eligible Project.</u> A Capital Project that includes construction of or renovations to terminals, curbsides, roadways, connecting green spaces and other related landside improvements that directly impacts the customer experience by nature of being physically accessible and/or visually prominent.
	----	<u>Financial Contributions.</u> Funds contributed to support any element of the Airport Arts Program. This may include cash contributions and sponsorships.
	----	<u>Program Review.</u> A periodic review of the Airport Arts Program that considers the overall vision and goals for the Airport Arts Program, its internal processes, and external partnerships, with special consideration given to current staffing resources. The Program Review is reviewed and recommended by the AAC and approved by the President/CEO.
	----	<u>Public-Private Partnership (P3).</u> A contract between a public sector entity and a private sector entity that outlines the provision of assets and the delivery of services.
	<u>Temporary Installations Program.</u> Artwork commissioned for a designated Site at the Airport installed for a limited duration of time.	<u>Temporary Exhibitions Program.</u> The temporary presentation of items on loan from local and regional museums, cultural institutions, arts organizations, educational groups, collectors, and Artists.
<b><u>POLICY STATEMENT</u></b> <b>(b) Funding</b>	The President/CEO shall take appropriate action to earmark for Board approval 2% of the amount of construction costs of eligible projects in the Authority's annual Capital Program and Airport Master Plan budgets to fund the Public Art Program. [(1)(b)(i)]	The President/CEO shall take appropriate action to allocate for Board approval two-percent (2%) of eligible construction costs from each Eligible Project to fund the Public Art Program. In certain extraordinary circumstances, including but not limited to a large-scale Eligible Project or a period of poor economic climate, the President/CEO, in his/her discretion, may request that the Board reduce the two percent (2%) allocation on a per-Eligible Project basis. If less than two percent (2%) of eligible construction costs from an Eligible Project is allocated to fund the Public Art Program, all such instances shall be documented on an annual basis, accounting for the actual percentage that was allocated per Eligible Project to fund the Public Art Program. The accounting report shall be provided to the Arts Advisory Committee and the Board. [(1)(b)(i)]

**COMPARISON BETWEEN  
CURRENT POLICIES 8.50 AND PROPOSED AMENDED POLICY 8.50**

<b>(b) Funding</b>	The Board shall approve public art fund allocations in conjunction with Capital Project funds. All monies appropriated for the Airport Art Program purposes shall be maintained in a separate project fund. [(1)(b)(i)(d)]	The Board shall approve public art fund allocations in conjunction with Capital Project funds. All Capital Project monies appropriated for the Airport Arts Program purposes shall be maintained in a separate project fund. [(1)(b)(i)(c)]
<b>(b) Funding</b>	The Temporary Installations Program, Changing Exhibitions Program, Performing Arts Program, conservation and maintenance and administrative costs required to operate the Airport Art Program shall be funded from the Authority's annual operating expense budget. [(1)(b)(ii)]	The Temporary Exhibitions Program, Performing Arts Program, and administrative costs required to operate the Airport Arts Program shall be funded from the Authority's annual operating expense budget. [(1)(b)(ii)]
<b>(b) Funding</b>	----	Up to 15% of the funds allocated for an Eligible Project shall be placed in a separate fund for conservation, costs associated with relocation and Deaccession, and other costs related to collections management. The amount shall be recommended by Airport Arts Program staff. [(1)(b)(iii)]
<b>(b) Funding</b>	----	Public Private Partnerships. Any Public Private Partnership (P3) project in which the Authority is a public partner, whether or not the project is owned and operated by the Authority, shall be subject to and considered a Capital Project, or an Eligible Project if so deemed, under this Policy 8.50. [(1)(b)(iv)]
<b>(b) Funding</b>	----	Financial Contributions. The Authority may accept financial contributions to support the Airport Arts Program. [(1)(b)(v)]
<b>(b) Funding</b>	----	Financial Contributions shall be held in a fund that allocates the funding for the purpose that it was contributed. [(1)(b)(v)(a)]
<b>(b) Funding</b>	----	Donors making financial contributions to the Airport Arts Program shall agree that their funds will be used to support projects and programs developed by the Airport Arts Program in accordance with the Policy, and may not influence artistic decisions or direct the selection of particular artists, performers or contractors. [(1)(b)(v)(b)]
<b>(c) Ownership ii. Copyright</b>	[...] including all commercial and non-commercial uses regardless of whether or not a fee is charged to the public or whether revenue is otherwise received by the Authority. [(1)(c)(ii)]	[...] including all non-commercial uses. The Authority retains the right to pursue a separate agreement with the Artist for the purpose of producing commercial merchandise featuring the Artwork. [(1)(c)(ii)]

**COMPARISON BETWEEN  
CURRENT POLICIES 8.50 AND PROPOSED AMENDED POLICY 8.50**

<b>(g) Gifts and Loans of Artwork</b>	The AAC shall review all Gifts and Loans of Artwork and shall provide a written recommendation to the President/CEO. [(1)(g)]	The AAC shall review all Gifts and Loans of Artwork and based upon their professional expertise, shall provide a written recommendation to the President/CEO. The AAC shall review all proposed Gifts and Loans by deliberate, standardized procedures independent of political pressures, fluctuations in artistic taste, and public opinion. [(1)(g)]
<b>(g) Gifts and Loans of Artwork i. Donations</b>	[...] In making such a determination, the President/CEO shall consider, at a minimum, whether some or all of the following criteria exist: [(1)(g)(i)]	[...] In making such a determination, the AAC and the President/CEO shall consider, at a minimum, whether some or all of the following criteria exist: [(1)(g)(i)]
<b>(g) Gifts and Loans of Artwork i. Donations</b>	----	The proposed gift of Artwork supports the vision and goals of the Airport Arts Program; [(1)(g)(i)(f)]
	----	There is an available location for the siting of the gift; [(1)(g)(i)(g)]
	----	The gift adds to the diversity of the Public Art Collection; and [(1)(g)(i)(h)]
	----	The gift is an Artwork and is created by an Artist, as defined in the Policy. [(1)(g)(i)(i)]
<b>(g) Gifts and Loans of Artwork</b>	----	Unless otherwise approved by the AAC, the donor of the proposed gift shall be required to pay all costs associated with the donation including but not limited to design, fabrication, transportation, installation, security, permits, on-going maintenance, lighting and removal. [(1)(g)(ii)]
	----	All gifts shall be subject to all applicable provisions regarding review, Acquisition, exhibition, ownership and Deaccession governing the Airport Arts Program as described herein. [(1)(g)(iii)]
	----	The consideration of acceptance of gifts may be held for up to 12 months to be reviewed in conjunction with other donations. [(1)(g)(iv)]
	----	The Authority may establish limitations to or a moratorium on future installations of a gifts at its sole discretion. [(1)(g)(v)]
	----	Objects that do not meet the Policy's definition of Artwork are not reviewed under this Policy. [(1)(g)(viii)]
<b>(h) Memorials</b>	The AAC shall review all Memorials, as defined herein, being considered for placement on Airport property and shall provide its written recommendation to the President/CEO. [(1)(h)]	The AAC shall review all Memorials, as defined herein, being considered for placement on Airport property and shall provide its written recommendation to the President/CEO. The AAC shall review all proposed Memorials by deliberate, standardized procedures independent of political pressures, fluctuations in artistic taste, and public opinion. [(1)(h)]

**COMPARISON BETWEEN  
CURRENT POLICIES 8.50 AND PROPOSED AMENDED POLICY 8.50**

<b>(h) Memorials ii. Donor Requirements</b>	Unless otherwise approved by the AAC, the donor of the proposed Memorial shall be required to pay all costs for design, fabrication, transportation, installation, permits, and lighting. [(1)(h)(ii)]	Unless otherwise approved by the AAC, the donor of the proposed Memorial shall be required to pay all costs associated with the donation including but not limited to design, fabrication, transportation, installation, security, permits, on-going maintenance, lighting and removal. [(1)(h)(ii)]
<b>(2) Art Advisory Committee</b>	Art Advisory Committee [...] [(2)]	Arts Advisory Committee [...] [(2)]
<b>(2) Arts Advisory Committee (a) Composition</b>	The AAC shall be comprised of seven voting members and no more than three ex-officio, non-voting members. [...] [(2)(a)]	The AAC shall be comprised of seven voting members and no more than three ex-officio, non-voting members. The composition should include members who bring a variety of professional expertise in the arts and design, cultural backgrounds, and spectrum of life experiences, striving especially to ensure inclusive representation, including but not limited to age, cultural background, and gender. [...] [(2)(a)]
<b>(a) Composition i. Voting</b>	----	At least one of the six shall be active in building design, architecture or operational engineering. [(2)(a)(i)(d)]
<b>(a) Composition ii. Board Representative</b>	One voting member who serves on the Board. [(2)(a)(ii)]	One voting member who serves as the Board Representative. [(2)(a)(ii)]
<b>(b) Appointment Process i. Board Representative</b>	The Chair of the Board shall appoint one member of the Board to serve as a voting member of the AAC. The President/CEO shall recommend six individuals who are Arts Professionals and Design Professionals to serve as voting members of the AAC subject to appointment by the Board. [(2)(b)(i)]	The Chair of the Board shall annually appoint one Board Representative to serve as a voting member of the AAC. The Board Representative may be a past or present Board member. The President/CEO shall recommend six individuals who are Arts Professionals and Design Professionals to serve as voting members of the AAC subject to appointment by the Board, for three-year terms. [(2)(b)(i)]
<b>(c) Terms of Membership</b>	[...] Should a member serve a partial term to complete the non-expired term of a prior member, such partial term shall not be included for purposes of the maximum service of two consecutive terms. [(2)(c)]	[...] Should a member serve a partial term less than one-and-a-half years to complete the non-expired term of a prior member, such partial term shall not be included for purposes of the maximum service of two consecutive terms. Partial terms equal to or exceeding one-and-a-half years shall count as a full term. [(2)(c)]
<b>(d) Governance</b>	The Chair and Vice-chair shall be residents of San Diego. [(2)(d)(i)]	The Chair shall be a resident of San Diego. [(2)(d)(i)]

**COMPARISON BETWEEN  
CURRENT POLICIES 8.50 AND PROPOSED AMENDED POLICY 8.50**

<b>(e) Role</b>	<p>Airport Art Program policies and procedures; [(2)(e)(i)]</p> <p>Airport Art Master Plan; [(2)(e)(ii)]</p> <p>Airport Art Site and Opportunity Plan; [(2)(e)(iii)]</p> <p>Artist selection, review panels, and processes; [(2)(e)(iv)]</p> <p>Artwork review and selection; [(2)(e)(v)]</p> <p>Conservation and maintenance of Artwork; [(2)(e)(vi)]</p> <p>Proposed Deaccession of Artwork; [(2)(e)(vii)]</p> <p>Proposed Gifts and Loans of Artwork; [(2)(e)(viii)]</p> <p>Proposed Memorials, as defined herein; and [(2)(e)(ix)]</p> <p>Advocacy, community outreach, and strategic planning in support of the Airport Art Program mission. [(2)(e)(x)]</p>	<p>Recommend Airport Arts Program policies to the President/CEO for his/her review and recommendation to the Board for its approval; [(2)(e)(i)]</p> <p>Recommend Airport Arts Program guidelines and procedures to the President/CEO for his/her approval; [(2)(e)(ii)]</p> <p>Recommend the Arts Master Plan to the President/CEO for his/her review and recommendation to the Board for its approval; [(2)(e)(iii)]</p> <p>Recommend the Program Review to the President/CEO for his/her review and approval; [(2)(e)(iv)]</p> <p>Recommend the Airport Art Site and Opportunities Plan to the President/CEO for his/her review and recommendation to the Board for its approval; [(2)(e)(v)]</p> <p>Approve selection process and Artist Selection and Review Panel composition for public art commissions; [(2)(e)(vi)]</p> <p>Approve selection panels for Performing Arts Residency and Temporary Exhibition programs; [(2)(e)(vii)]</p> <p>Recommend approval of artist selection for public art projects to President/CEO for his/her review and confirmation; [(2)(e)(viii)]</p> <p>Recommend approval of artist concept design for public art projects to the President/CEO for his/her review and confirmation; [(2)(e)(ix)]</p> <p>Recommend Deaccession to the President/CEO for his/her approval; [(2)(e)(x)]</p> <p>Recommend Gifts and Loans to the President/CEO for his/her approval; [(2)(e)(xi)]</p> <p>Recommend Memorials to the President/CEO for his/her approval; and [(2)(e)(xii)]</p>
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**COMPARISON BETWEEN  
CURRENT POLICIES 8.50 AND PROPOSED AMENDED POLICY 8.50**

		Participate in advocacy, community outreach and strategic planning in support of the Airport Arts Program mission. [(2)(e)(xiii)]
<b>(3) Artist Selection</b>	The AAC, at its sole discretion, reserves the right to serve as the Artist Selection and Review Panel. [(3)(e)]	The AAC, at staff’s request and at the Committee’s discretion, reserves the right to be serve as the Artist Selection and Review Panel. [(3)(c)]
<b>(4) Duties of the Board</b>	<p>Approve funds annually for the Airport Art Program; [(4)(a)]</p> <p>Through its Chair, appoint one member of the Board annually to serve as a voting member of the AAC; [(4)(b)]</p> <p>Approve appointments to the AAC, other than the Board member who is selected by the Chair; and [(4)(c)]</p> <p>Approve contracts with Artists as recommended by the President/CEO. [(4)(d)]</p>	<p>Approve the Airport Art Site and Opportunities Plan; [(4)(a)]</p> <p>Approve the allocated two-percent (2%) of eligible construction costs from eligible Airport Capital Projects for the Public Art Program; [(4)(b)]</p> <p>Through its Chair, appoint one Board Representative annually to serve as a voting member of the AAC who may be a past or present member of the Board. [(4)(c)]</p> <p>Approve appointments to the AAC, other than the Board Representative who is selected by the Chair; and. [(4)(d)]</p> <p>Approve Airport Arts Program public works contracts per Policy 5.02. [(4)(e)]</p>

**COMPARISON BETWEEN  
CURRENT POLICIES 8.50 AND PROPOSED AMENDED POLICY 8.50**

<p><b>(5) Duties of President/CEO</b></p>	<p>Selection of Artists and Artwork; [(5)(a)(i)]</p> <p>Ongoing care, maintenance, and conservation of Artwork; [(5)(a)(ii)]</p> <p>Review of proposed Memorials; [(5)(a)(iii)]</p> <p>Deaccession of Artwork; and [(5)(a)(iv)]</p> <p>Review of proposed Gifts and Loans of Artwork. [(5)(a)(v)]</p> <p>Upon authorization from the Board, the President/CEO shall negotiate and execute contracts with Artists or commission the design, fabrication, and installation of Artwork for the Airport. [(5)(b)]</p>	<p>Negotiate and execute contracts with Artists to commission the design, fabrication, and installation of Artwork for the Airport; [(5)(a)]</p> <p>Ensure that artists shall be involved at the earliest stages of design for Eligible Projects to maximize the successful integration of the Artwork and the Site; [(5)(b)]</p> <p>Review and approve the Program Review; [(5)(c)]</p> <p>Review the Airport Art Site and Opportunities Plan and forward it to the Board for its approval; [(5)(d)]</p> <p>Allocate two-percent (2%) of eligible construction costs from eligible Airport capital projects for the Public Art Program; [(5)(e)]</p> <p>Review and confirm the AAC’s recommended artist selection for public art projects; [(5)(f)]</p> <p>Review and confirm the AAC’s recommended concept design for public art projects; [(5)(g)]</p> <p>Approve Deaccession and Relocation of public art; [(5)(h)]</p> <p>Approve Gifts and Loans; [(5)(i)]</p> <p>Approve Memorials; [(5)(j)]</p> <p>Serve as a liaison between the Authority and the public on Airport Arts Program-related matters, including coordinating outreach and communications efforts; and [(5)(k)]</p> <p>Pursue collaborations and partnerships that further the goals of the Authority and the Airport Arts Program. [(5)(l)]</p>
<p><b>(6) Duties of the Airport Art Program Manager</b></p>	<p>The Airport Art Program Manager shall be responsible for all of the following: [...][(6)(a-d)]</p>	<p>Removed</p>

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY**

**POLICIES**

**ARTICLE 8 = GENERAL OPERATIONS**  
**PART 8.5 = VISUAL AND PERFORMING ARTS**  
**SECTION 8.50 = POLICY FOR THE AIRPORT AUTHORITY ART PROGRAM**

~~SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY POLICIES~~

~~ARTICLE 8 - GENERAL OPERATIONS~~  
~~PART 8.5 - VISUAL AND PERFORMING ARTS~~  
~~SECTION 8.50 - POLICY FOR THE AIRPORT AUTHORITY ART PROGRAM~~

**PURPOSE:** To establish policy governing acquisition, retention, display, gifts and loans, and deaccession of Artwork at all public-use facilities and airports under the jurisdiction of the San Diego County Regional Airport Authority (“Authority”), as well as overall administration of the Airport Arts Program and Arts Advisory Committee; and to integrate the Airport Arts Program into the day-to-day administration of the Airport Authority, and to afford new and innovative opportunities for the presentation of arts and culture, and to further the mission of the Authority.;

~~jurisdiction of the San Diego County Regional Airport Authority (“Authority”).~~

~~**GOALS:** To integrate the Airport ArtArts Program into the day-to-day administration of the Airport Authority and to afford new and innovative opportunities for the presentation of art and culture, and to further the mission of the Authority.~~

**DEFINITIONS:**

Acquisition. Permanent artwork collected and catalogued by the Authority through purchase, commission, bequest, or gift.

Airport. All public-use facilities and airports under the jurisdiction of the Authority including San Diego International Airport (Lindbergh Field).

Airport Arts Master Plan. A five-year planning document reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board that establishes a strategic direction for the Airport Arts Program and defines the associated administrative,

organizational, financial resources and guidelines to support its implementation.

Airport Arts Program. A program of the Authority consisting of the: (1) Public Art Program; (2) Temporary Exhibitions Program; and (3) Performing Arts Program. The Airport Arts Program enriches the travel experience and airport environment for customers through innovative and memorable arts programming and exemplifies the Airport's role as a respected community partner and regional resource.

Airport Art Site and Opportunities Plan. A comprehensive plan created for the Airport Arts Program related to major capital projects. The Airport Art Site and Opportunities Plan should include recommendations for public art projects and arts infrastructure and include recommended budget allocations for each project or infrastructure investment. The Airport Art Site and Opportunities Plan is reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board.

Artist. An individual recognized by critics and peers as a professional practitioner of serious intent and substantial ability in the visual, performing, or literary arts.

Artist Selection and Review Panels. Ad hoc committees comprised of members appointed by the AAC that review and recommend Artists for participation in the Airport Arts Program.

~~Acquisition. Permanent artwork collected and catalogued by the Authority through purchase, commission, bequest, or gift.~~

~~Art Arts Advisory Committee (AAC). A standing committee that serves to advise the President/CEO and Board on matters regarding the Airport Art Arts Program.~~

~~Airport Arts Master Plan. A five-year planning document reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board that establishes a strategic direction for the Airport Arts Program and defines the associated administrative, organizational, financial resources and guidelines to support its implementation.~~

~~Airport Art Site and Opportunity Opportunities Plan. An annual A comprehensive plan created for the Arts Program related to major capital projects., The Site and Opportunities Plan should include recommendations for public art projects and arts infrastructure and include recommended budget allocations for each project or infrastructure investment that would be funded through Two Percent for Art and the operations budget. The Site and Opportunities Plan is reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board that identifies specific areas, project opportunities, and budget allocations for the following fiscal year as a document discrete from the Airport Art Master Plan. The Airport Art Site and Opportunity Plan may be modified during the course of the year in response to changing conditions and subsequently approved by the Board.~~

**POLICY SECTION NO. 8.50**

~~Airport Art Arts Program. A program of the Authority consisting of the: (1) Public Art Program; (2) Temporary Installations Program; (3) Changing Exhibitions Program; and (4) Performing Arts Program. The Airport Art Program is dedicated to engaging the traveling public and the greater San Diego region by providing enhanced customer The Airport Arts Program enriches the travel experience and airport environment for customers through the presentation and advancement of high quality art innovative and culture memorable arts programming that has artistic merit, cultural interest, and educational value and exemplifies the airport's role as a respected community partner and regional resource.~~

Arts Professionals. Individuals with recognized expertise and working knowledge in one or more fields of the visual, performing, and literary arts including arts administrators, arts educators, or practicing artists.

~~Artist. An individual recognized by critics and peers as a professional practitioner of serious intent and substantial ability in the visual, performing, or literary arts.~~

~~Artist Selection and Review Panels. Ad hoc committees comprised of members appointed by the AAC that review and recommend Artists for participation in the Airport Art Arts Program.~~

~~Artistic Plan. An annual plan that sets out overall artistic goals, as well as strategies for accomplishing them through the Arts Program's program areas (Public Art, Temporary Exhibitions, Performing Arts), with special consideration given to current staffing resources.~~

Artwork. A permanent, temporary, fixed, portable, visual, and/or performative work in any style, expression, genre and/or media created by an Artist as defined herein. Memorials, as defined herein, shall also constitute Artwork subject to this Policy 8.50. Gifts of State, as defined herein, shall not constitute Artwork subject to this Policy 8.50.

Board. The Authority's Board of Directors.

~~Capital Project. Construction projects of any new Airport building or facility and renovation of any existing Airport building or facility financed wholly or in part by funds appropriated by the Board within the Authority's Capital Improvement Program which is defined by Policy 4.30.~~

~~Changing Temporary Exhibitions Program. The temporary presentation of items on loan from local and regional museums, cultural institutions, arts organizations, educational groups, collectors, and Artists.~~

~~Conservation and Maintenance Collections Management Plan. Annual survey conducted A plan maintained by a trained fine art conservator the Airport Arts Program staff that details the conditions of and documents the Airport's Public Art Collection, records previous conservation and maintenance, and documents and prioritizes conservation needs for all Artwork acquired through the Airport Art Program.~~

~~Conservation. The preservation, protection and restoration of artwork and cultural property through activities that prolong its existence and minimize chemical and physical deterioration and damage, and that prevent loss of informational content.~~

Deaccession. The removal of Artwork from the Authority's collection and care.

Design Professionals. Generally refers to architects; civil, structural, mechanical, electrical engineers; landscape architects; urban planners; graphic, interior, industrial, fashion designers;

and others whose services require licensing or registration by the state or otherwise require the knowledge and application of design principles appropriate to the Airport ~~Art~~Arts Program.

Eligible Project. A Capital Project that includes construction of or renovations to terminals, curbsides, roadways, connecting green spaces and other related landside improvements that directly impacts the customer experience by nature of being physically accessible and/or visually prominent.

Financial Contributions. Funds contributed to support any element of the Airport Arts Program. This may include cash contributions and sponsorships.

Gifts of Artwork. The donation of Artwork, or the funds to acquire or commission Artwork, to the Authority for placement in the Airport.

Gifts of State. Items given to the Authority by a domestic or foreign government official as an expression of goodwill; not considered Artwork under this policy.

Incoming Loan of Artwork. Artwork borrowed by the Authority for display in the Airport for a specified period of time.

Ineligible Project. A Capital Project that includes airside improvements, utilities, land acquisition, purchase of right of way, equipment purchase or rental, pollution mitigation, and other project soft costs that do not directly impact or relate to the public experience.

Memorial. An item, object, or monument designed or adapted to commemorate or honor the memory of a person, place, idea, or event that occurred in the past.

~~Operating Budget. The Arts Program's annual budget as determined through the Authority's fiscal year process, and separate from the Two-Percent Art Budget for public art.~~

Outgoing Loan of Artwork. Artwork from the Public Art Collection that is loaned to qualified institutions which include a non-profit museum, art gallery, governmental or educational entity for a specified period of time.

Performing Arts Program. The presentation of live performances of music, dance, theater or other performative art forms.

President/CEO. The President/Chief Executive Officer of the Authority.

Program Review. A periodic review of the Airport Arts Program that considers the overall vision and goals for the Airport Arts Program, its internal processes, and external partnerships, with special consideration given to current staffing resources. The Program Review is reviewed and recommended by the ~~Arts Advisory Committee~~AAC and approved by the President/CEO.

~~President/CEO. The President/Chief Executive Officer of the Authority.~~

Public Art Collection. The group of permanent Artworks acquired by the Authority.

Public Art Program. Planning, ~~and~~ development, and Conservation of a collection of permanent Artwork that is integral to the Airport.

~~Public Art Collection. The group of permanent Artworks acquired by the Authority.~~

Public-Private Partnership (P3). A contract between a public sector entity and a private sector entity that outlines the provision of assets and the delivery of services.

Site. A specified area, space or system within the Airport identified for the placement of Artwork.

Temporary Exhibitions Program. The temporary presentation of items on loan from local and regional museums, cultural institutions, arts organizations, educational groups, collectors, and Artists.

~~Temporary Installations Program. Artwork commissioned for a designated Site at the Airport installed for a limited duration of time.~~

~~Two Percent for Art. A funding mechanism for public art at the AirportSAN whereby the President/CEO shall take appropriate action to allocate for Board approval 2% of eligible construction costs from eligible Airport Ceapital Pprojects for the purpose of commissioning site specific public art throughout the airport campus, as well as maintenance and conservation of the Public Art Collection.~~

## POLICY STATEMENT:

- (1) General Policy. The Authority recognizes the unique physical, social and economic contribution of the arts and culture. The Authority is committed to the presentation and advancement of a wide variety of high quality arts and culture programming that has artistic merit, cultural interest, and educational value; that positions the Airport as a creative industry driver; and that promotes regional prosperity and quality of life. Such programming shall be aligned with the mission of the Authority.
  - (a) Airport ArtArts Program. The President/CEO shall sustain the Airport ArtArts Program through the presentation and advancement of quality arts and cultural programming that supports and enhances the mission of the Authority.
  - (b) Funding. Funding for the Airport ArtArts Program shall be accomplished as follows:
    - i. The President/CEO shall take appropriate action to ~~earmark~~ allocate for Board approval two percent (2%) of ~~the amount of eligible~~ construction costs ~~off from each eEligible projects in the Authority's annual Capital Program and Airport Master Plan budgets~~ Ceapital Pprojects to fund the

Public Art Program. ~~In certain extraordinary circumstances, including but not limited to a one-time large-scale Eligible Project or a period of poor economic climate, the President/CEO, in his/her discretion, may request that the Board to reduce the two percent (2%) allocation on a per-Eligible Project basis. If less than two percent (2%) of eligible construction costs from an an-Eligible Project is allocated less than 2% to fund the Public Art Program, all such instances shall be documented on an annual basis, accounting for the actual percentage that was allocated per Eligible Project to fund the Public Art Program. The accounting report shall be reviewed provided to by the Arts Advisory Committee and the Board.~~

~~a. Artists shall be involved at the earliest stages of design to maximize the successful integration of the Artwork and the Site.~~

~~b.a. Allocations shall be calculated based on the total of construction costs for the Eligible projectProject.~~

~~e.b. In collaboration with the Airport ArtDesign and Construction Department, the Airport Arts Program Managerstaff shall participate in the identification of eligible projects during the initial planning phase for Capital Project funding.~~

~~d.c. The Board shall approve public art fund allocations in conjunction with Capital Project funds. All Capital Project monies appropriated for the Airport ArtArts Program purposes shall be maintained in a separate project fund.~~

ii. The Temporary ~~Installations Program, Changing~~ Exhibitions Program, Performing Arts Program, ~~conservation and maintenance~~ and administrative costs required to operate the Airport ArtArts Program shall be funded from the Authority's annual operating expense budget.

iii. ~~The Airport Arts Program shall set aside Up to 15% of the Airport Arts Program's Two Percent for Art funds shall be allocated perfor an pEligible Project shall be placed in a separate fund for Ceonservation, costs associated with relocation and dDe-accession, and other costs related to collections management. The amount shall be recommended by Airport Arts Program staff.~~

~~Public Private Partnerships. AnyH Public Private Partnership (P3) projects in which the Authority is a public partner, whether or not the project is owned and operated by the Aauthority-or not, mayshall should be subject to and subject to-considered a Capital Project, or an Eligible Project if so deemed, under this Policy 8.50the same Two Percent for Art obligation as-Ccapital Pprojects managed by the Authority.~~

~~The Airport Arts Program staff should take the lead on identifying and~~

~~defining the public art opportunities for P3 projects in conjunction with the overall planning for the Capital Project, including developing an Airport Art Site and Opportunities Plan for large-scale capital projects.~~

~~Airport Arts Program staff should manage the integration of art using the public art commissioning process outlined in this Policy, in particular with regard to the roles of Artist Selection Panels and the Arts Advisory Committee.~~

~~iv. Even if the P3 is responsible for operating and maintaining the future facility, as in a lease situation, The Artwork shall be the public art asset should be owned by the Authority in part and maintained and conserved as part of the Airport's Public Art Collection.~~

~~iii.v. Financial Contributions. The Authority may shall accept financial contributions to support the Airport Arts Program.~~

~~a. Financial Contributions shall be held in a fund that allocates the funding for the purpose that it was contributed.~~

~~b. Donors making financial contributions to the Airport Arts Program shall agree that their funds will be used to support projects and programs developed by the Airport Arts Program in accordance with the Policy, and may not influence artistic decisions or direct the selection of particular artists, performers or contractors.~~

(c) Ownership. Except as described below, Authority shall obtain full ownership of and title to all Artwork acquired through the Airport ~~Art~~Arts Program.

i. Waiver and Transfer of Rights. The Authority shall not commission, accept, or receive any Artwork unless prior to such commissioning, acceptance, or receipt, the author and (or) owner of the Artwork has executed a written waiver of all interests and rights held by the author and (or) owner in the concerned Artwork under all applicable local, state and federal law, and transferring all ownership interests to the Authority.

ii. Copyright. Subject to the above provisions, the Artist retains copyright to the Artwork as the sole author of the Artwork and the Artist (or other copyright holder if not the Artist) gives the Authority perpetual license and right to use the Artwork and images of the Artwork at the Authority's sole discretion and without further compensation, including all ~~commercial and non-commercial uses regardless of whether or not a fee is charged to the public or whether revenue is otherwise received by the Authority.~~ The Authority retains the right to pursue a separate agreement with the Artist for the purpose of producing commercial merchandise featuring the Artwork. The Authority will reasonably endeavor to provide advance notice to the copyright holder for any Artwork that is anticipated to be prominently featured in a commercial use undertaken by the Authority.

iii. Unconstrained Use. The Authority shall have the right to alter, change, modify, relocate, destroy, distort, mutilate, remove, transport, store, sell,

transfer in whole or in part, replace and replicate the Artwork in whole or in part when the Authority, in its sole discretion, deems it necessary for any reason or when required as part of public works or infrastructure improvements to enhance Airport facilities.

- (d) Rights and Responsibilities. A legal instrument of conveyance clearly defining the rights and responsibilities of all parties must accompany all Artwork acquired and presented by the Authority, including but not limited to ownership, copyright, license, and reproductions.
- (e) Conservation and Maintenance. The President/CEO shall ensure that all Artwork in the Public Art Collection is maintained and ~~exhibited in accordance with an annual conservation and maintenance plan.~~ conserved in accordance with the Collections Management Plan. Maintenance and conservation shall be conducted through the use of qualified fine art conservators when necessary, skilled maintenance technicians, and detailed Artwork maintenance records.
- (f) Collections Management. The President/CEO shall ensure accurate records that document the ownership, care and appraisal value of Public Art Collection.
- (g) Gifts and Loans of Artwork. The AAC shall review all Gifts and Loans of Artwork and based upon their professional expertise, shall provide a written recommendation to the President/CEO. The AAC shall review all proposed Gifts and Loans by deliberate, standardized procedures independent of political pressures, fluctuations in artistic taste, and public opinion.
  - i. —The Authority shall accept donated Gifts and Incoming Loans of Artwork only where the President/CEO, in his or her sole discretion, determines that special and unique circumstances exist. In making such a determination, ~~the AACrts Advisory Committee and~~ the President/CEO shall consider, at a minimum, whether some or all of the following criteria exist:
    - a. Relevance of the Gift or Incoming Loan of Artwork to the Public Art Collection;
    - b. Appropriateness of the Gift or Incoming Loan of Artwork to the Airport;
    - c. Artistic excellence of the Gift or Incoming Loan of Artwork;
    - d. Costs for delivery, site preparation, installation, maintenance and ongoing display of the Gift or Incoming Loan of Artwork;
    - e. Any special restrictions, conditions, or considerations required by the donor regarding the use of the Gift or Incoming Loan of Artwork;
    - f. The proposed gift of Aartwork supports the vision and goals of the Airport Arts Program and meets criteria for artistic excellence and innovation as outlined in the Artistic Plan;

- g. There is an available location for the siting of the gift;~~;~~
- h. The gift adds to the diversity of the Public Art Ceollection; and
- i. The gift is an Artwork and is created by an Artist, as defined in the Policy.
- ii. Unless otherwise approved by the AAC, the donor of the proposed gift shall be required to pay all costs associated with the donation including but not limited to design, fabrication, transportation, installation, security, permits, on-going maintenance, ~~and~~ lighting and removal.
- iii. All gifts shall be subject to all applicable provisions regarding review, acquisition, exhibition, ownership and Deaccession governing the Airport Arts Program as described herein.
- iv. The consideration of acceptance of gifts may be held for up to 12 months to be reviewed in conjunction with other donations.
- ~~ii-v.~~ The Authority may establish limitations to or a moratorium on future installations of a gifts at its sole discretion ~~a particular location or area.~~
- vi. The Authority shall approve Outgoing Loans of Artwork only where the President/CEO, in his or her sole discretion, determines that special and unique circumstances exist. In making such a determination, the President/CEO shall consider, at a minimum, the following criteria:

  - ~~a.~~ ~~Value of Artwork and period of Outgoing Loan;~~
  - ~~b.~~
  - a. Value of Artwork and period of Outgoing Loan;
  - ~~a.b.~~ Function of the facility in which the Artwork is to be located and hours of operation;
  - ~~b.c.~~ Accessibility of the building in which the Artwork is to be located;
  - ~~e.d.~~ Environmental controls for Artwork;
  - ~~d.e.~~ Provision of security and staffing for Artwork; and
  - e.f. Proof of adequate insurance coverage for Artwork.
- ~~iii-vii.~~ Gifts of state by foreign governments or by other political jurisdictions of the United States are not considered Artwork and shall not be reviewed by

the AAC.

viii. Objects that do not meet the Policy's definition of Artwork are not reviewed under this Policy.

- (h) Memorials. The AAC shall review all Memorials, as defined herein, being considered for placement on Airport property and shall provide its written recommendation to the President/CEO. The AAC shall review all proposed Memorials by deliberate, standardized procedures independent of political pressures, fluctuations in artistic taste, and public opinion.
- i. The Authority shall accept requests for Memorials only where the President/CEO, in his or her sole discretion, determines that special and unique circumstances exist. In making such a determination, the President/CEO shall consider, at a minimum, whether some or all of the following criteria exist:
    - a. The person, place, idea or event being memorialized is deemed significant enough to merit such honor and is appropriate to the mission of the Airport;
    - b. The Memorial has timeless qualities and makes a statement of significance to future generations;
    - c. The Memorial represents broad community values and has been embraced and supported by the community it is intended to honor;
    - d. The proposed location is an appropriate setting for the Memorial and there is specific justification for the Memorial being located at that site;
    - e. The quality, scale, and character of the Memorial are at a level commensurate with the proposed location or setting;
    - f. The Memorial is relevant to the Public Art Collection; or
    - g. Provision of a maintenance endowment to ensure adequate quality of care for the Memorial in perpetuity.
  - ii. Unless otherwise approved by the AAC, the donor of the proposed Memorial shall be required to pay all costs ~~for~~associated with the donation including but not limited to design, fabrication, transportation, installation, security, permits, on-going maintenance, and lighting and removal.
  - iii. All Memorials shall be subject to all applicable provisions regarding review, acquisition, exhibition, ownership and Deaccession governing the Airport ~~Art~~Arts Program as described herein.
  - iv. The Authority may establish limitations to or a moratorium on future installations of a Memorial at a particular location or area.

(i) Deaccession. The Authority shall retain the right to Deaccession any Artwork in the Public Art Collection. The AAC shall review all Artwork being considered for Deaccession by deliberate, standardized procedures independent of political pressures, fluctuations in artistic taste, and public opinion.

- i. The Authority shall Deaccession Artwork only where the President/CEO, in his or her sole discretion, determines that special and unique circumstances exist. In making such a determination, the President/CEO shall consider, at a minimum, whether some or all of the following criteria exist:
  - a. The condition or security of the Artwork cannot be reasonably guaranteed;
  - b. The Artwork requires excessive maintenance or has faults of design or workmanship and repair or remedy is impractical or unfeasible;
  - c. The Artwork has been damaged or has deteriorated and repair or remedy is impractical or unfeasible;
  - d. The Artwork's physical or structural condition poses a threat to public safety;
  - e. The Artwork is proved to be inauthentic or in violation of existing copyright laws;
  - f. The Artwork is not, or is only rarely on display because no suitable site is available;
  - g. Significant changes in the use, character or design of the site have occurred which affect the integrity of the Artwork;
  - h. The Artwork has been lost, stolen, or is missing;
  - i. The Artwork has received documented and unabated adverse public reaction over an extended period of time; and
  - j. Deaccession is requested by the Artist.
- ii. Should the Authority choose to Deaccession an Artwork, the Authority reserves the right to sell the Artwork. The Artist shall be given the first opportunity to purchase the Artwork at its current appraised value.
- iii. Should the Artist choose not to purchase the Artwork, the Authority may sell, trade, donate, or destroy the Artwork.
- iv. Destruction shall only be used where, in the sole discretion of the President/CEO, the following circumstances exist:
  - a. Most or all of the Artwork has been damaged or has deteriorated ~~and~~and/or repair or remedy is impractical or unfeasible; and

b. Public safety can be protected only by destroying the Artwork.

(2) ~~ArtArts~~ Advisory Committee (AAC). In carrying out its duties, the AAC shall make recommendations to the President/CEO on matters relating to the Airport ~~ArtArts~~ Program upholding the Airport ~~ArtArts~~ Program mission, ensuring the Airport ~~ArtArts~~ Program policies and procedures are followed, and supporting the development and stewardship of the Airport ~~ArtArts~~ Program. The President/CEO shall decide, in his or her sole discretion, whether or not to forward the AAC recommendations to the Board for approval. The AAC shall be advisory in nature and shall have no authority to negotiate for or commit the Authority in any respect.

(a) Composition. The AAC shall be comprised of seven voting members and no more than three ex-officio, non-voting members. The composition should include members who bring a variety of professional expertise in the arts and design, cultural backgrounds, and spectrum of life experiences, striving especially to ensure inclusive representation, including but not limited regard to age, cultural background, and gender. The following membership shall constitute the AAC:

i. Six voting members who are Arts Professionals or Design Professionals.

a. At least two of the six members shall be practicing Artists.

b. At least one of the six members shall be actively involved in the performing arts.

c. At least two of the six members shall reside outside San Diego County.

e.d. At least one of the six shall be active in building design, architecture or operational engineering.

ii. One voting member who serves ~~on~~as the Board Representative ~~Liaison~~.

iii. Up to three ex-officio non-voting Authority staff members whose departments work closely with the Airport ~~ArtArts~~ Program as determined by the President/CEO.

~~iv. Authority staff members are ineligible to vote.~~

(b) Appointment Process. Appointment of members to the AAC shall be as follows:

i. The Chair of the Board shall annually appoint one ~~member of the Board Liaison~~ Representative to serve as a voting member of the AAC. The Board Representative member may be a past or present Board member. The President/CEO shall recommend six individuals who are Arts Professionals and Design Professionals to serve as voting members of the AAC subject to appointment by the Board, for three-year terms.

- ii. The President/CEO shall review interested candidates' qualifications and make recommendations to the Board as follows:
  - a. Solicit and review qualifications submitted by AAC, staff, and interested professionals in the fields of design, visual art, performing arts, and literary arts annually or as needed; and
  - b. Conduct interviews as needed.
  
- (c) Terms of Membership. ~~Except for a replacement term as described below, voting~~ Voting members of the AAC shall be ~~appointed~~ recommended by the President/CEO ~~for appointment by the Board~~ for a term of three years, and no member may serve more than two consecutive terms. Should a member serve a partial term less than one-and-a-half years to complete the non-expired term of a prior member, such partial term shall not be included for purposes of the maximum service of two consecutive terms. Partial terms equal to or exceeding one-and-a-half years shall count as a full term. Ex-officio members of the AAC shall be appointed by the President/CEO without a term limit.
  - i. A member's term shall commence on the date the member is appointed or reappointed to the AAC.
  - ii. Should a vacancy occur prior to the end of the member's scheduled term, the President/CEO shall recommend a replacement for the non-expired term, subject to appointment by the Board.
  - iii. The Authority shall maintain a record of the current AAC members and their term expirations.
  
- (d) Governance. The members of the AAC shall elect a Chair and Vice-chair at the first meeting of each calendar year for a one-year term.
  - i. The Chair ~~and Vice-chair~~ shall be ~~residents~~ a resident of San Diego.
  - ii. The Chair and Vice-chair shall not hold a current leadership position on the staff, governing board, or advisory committee of the arts agency or department of any local governmental or educational entity within San Diego County, to prevent any overlap of authority.
  
- (e) Role. The AAC shall make recommendations to the President/CEO who shall decide, in his or her sole discretion, whether or not to forward the AAC recommendations to the Board for approval. The AAC shall ~~provide expert advice regarding~~:
  - i. Airport Art ~~Recommends~~ Airport Arts Program policies to the President/CEO for his/her ~~their~~ review and recommendation to the Board for its approval;
  - ii. Recommends Airport Arts Program guidelines and procedures; to the President/CEO for his/her ~~their~~ approval;
  - iii. Recommend the Arts Master Plan to the President/CEO for his/her review and recommendation to the Board for its approval;

(3) —

i. — Airport Art Master Plan;

(4) —

iv. ~~Airport Art~~ ~~Recommends~~ the Program Review to the President/CEO for his/her ~~their~~ review and approval;:-

i. — Recommends the Airport Art Site and Opportunity Plan;

(5) —

i. — Artist selection, review panels, and processes;

(6) —

i.v. Artwork Opportunities Plan to the President/CEO for his/her ~~their~~ review and selection; recommendation to the Board for ~~its~~ approval;:-

(7) —

i. — Conservation and maintenance of Artwork;

(8) —

i. — Proposed Deaccession of Artwork;

(9) —

vi. Proposed Approves selection process and Artist Selection and Review Panel composition for specific public art commissions;:-

vii. Approves selection panels for Performing Arts Residency and Temporary Exhibition programs;:-

viii. Recommends approval of artist selection for public art projects to President/CEO for ~~their~~ his/her review and confirmation;:-

ix. Recommends approval of artist concept design for public art projects to the President/CEO for his/her ~~their~~ review and confirmation;:-

x. Recommends De-accession to the President/CEO for his/her ~~their~~ approval;:-

i.xi. Recommends Gifts and Loans of Artwork; to the President/CEO for his/her ~~their~~ approval;:-

(10) —

i.xii. Proposed Recommends Memorials, as defined herein; and to the President/CEO for his/her ~~their~~ approval; and:-

~~(11)~~

~~i.iii.~~ Advocacy Participates in advocacy, community outreach, and strategic planning in support of the Airport ~~Art~~ Arts Program mission.

~~(b)~~ (f) Conflict of Interest. AAC members must abide by the following:

- i. Withdraw from participating or voting on any recommendation involving a competition, commission, project or program for which any monetary gain or for which any business or familial relationship would make it difficult to render an objective and impartial decision or create the perception that an objective and impartial decision would be difficult;
- ii. Be ineligible for any Authority-related competition, commission, project, or program during their tenure; and
- iii. Disclose any real or perceived conflicts of interest.

(3) Artist Selection and Review Panels. The AAC shall appoint Artist Selection and Review Panel members to review and recommend Artists for specified designated projects and program opportunities within the Airport ~~Art~~ Arts Program.

(a) Composition. Each Panel shall be comprised of the following:

- i. Three to five voting members who are Arts Professionals or Design Professionals;
- ii. A representative from the project design or construction team of the Authority who shall participate as a non-voting advisor; and
- ~~iv.iii.~~ A member of the AAC who shall participate as a non-voting advisor.

~~(c) Three to five voting members who are Arts and Culture, or and Design Professionals.~~

~~(d) A representative from the project design or construction team of the Authority shall participate as a non-voting advisor;~~

~~(e) A member of the AAC shall participate as a non-voting advisor;~~

~~(b)~~ (b) Duration. Artist Selection and Review Panels shall be formed for only the duration of the particular Artist selection process designated selection process projects. Upon final recommendation of an Artist to the AAC, the specific Artist Selection and Review Panels shall be disbanded.

~~(g)(c)~~ The AAC, at ~~its sole~~ staff's request and at the Committee's discretion, reserves the right to ~~be called upon to~~ serve as the Artist Selection and Review Panel.

~~(12)~~—

~~(13)~~(4) \_\_\_\_\_ Duties of the Board. The Board shall, ~~in subject to~~ its sole discretion:

~~(a)~~ Approve ~~funds annually~~ the Airport Art Site and Opportunities Plan;

~~— Approve Airport Arts Program Policies.~~

~~(a)(b)~~ Approve the allocated 2% of the amount of eligible construction costs from Eligible Airport Capital Projects for the Airport Public Art Program;

~~(14)~~—

~~— Approve the Airport Arts Program Operating Budget through the annual budget process.~~

~~(a)(c)~~ Through its Chair, appoint one ~~member of the Board~~ Representative member Liaison annually to serve as a voting member of the AAC who may be a past or present member of the Board;

~~(15)~~—

~~(a)(d)~~ Approve appointments to the AAC, other than the Board Representative member who is selected by the Chair; ~~and; and.~~

~~(16)~~—

~~(a)(e)~~ Approve Airport Arts Program public works contracts with Artists above \$100,000 ~~25,000 and other Airport Arts Program contracts above \$1,000,000~~ 50,000 (or as recommended by the President/CEO per contracting authority) per Policy 5.02.

~~(17)~~—

~~(18)~~ Duties of the President/CEO. The President/CEO shall be responsible for the administration and implementation of the Airport ~~Art~~ Arts Program and shall decide, in his/her sole discretion, whether or not to forward the AAC recommendations to the Board for its approval as defined herein.

~~(19)~~—

~~(20)~~(5) \_\_\_\_\_ The President/CEO shall determine ~~a~~ processes to carry out the following:

~~(21)~~—

i. ~~Selection of Artists and Artwork;~~

ii. ~~Ongoing care, maintenance, and conservation of Artwork;~~

~~(22)~~—

i. ~~(i) Review of proposed Memorials;~~

(23) ~~—~~

i. ~~Deaccession of Artwork; and~~

(24) ~~—~~

(a) Negotiate and execute contracts with Artists to commission the design, fabrication, and installation of Artwork for the Airport;

(b) Ensure that artists shall be involved at the earliest stages of design for Eligible Projects to maximize the successful integration of the Artwork at and the Site;

(c) Review and approve the Program Review of proposed;

(d) Review the Airport Art Site and Opportunities Plan and forward it to the Board for its approval;

~~— Recommend Airport Arts Program policies to the Board for its approval.~~

(e) Allocate 2% of eligible construction costs from Eligible Airport capital P projects for the Public Art -Program Fund;

~~— Approve Airport Arts Program public works contracts valued at up to \$25,000100,000 and other Airport Arts Program contracts valued at up to \$50,0001,000,000 (or as per contracting authority).~~

(f) Review and confirm the AAC's recommended artist selection for public art projects;

(g) Review and confirm the AAC's recommended concept design for public art projects;

(h) Approve De-accession and rRelocation of public art;

(i) Approve Gifts and Loans of Artwork;

(j) Approve Memorials;

(k) Serve as a liaison between the Authority and the public on Airport Arts Program-related matters, including coordinating outreach and communications efforts; and

(l) Pursue collaborations and partnerships that further the goals of the Authority and the Airport Arts Program.

(25) ~~—~~

~~(a) Upon authorization from the Board, the President/CEO shall negotiate and execute contracts with Artists or commission the design, fabrication, and installation of Artwork for the Airport.~~

(26) ~~—~~

~~(27) Duties of the Airport ArtArts Program ManagerManagement. The Airport ArtArts Program ManagerManagement shall be responsible for all of the following:~~

~~(a) Managing, coordinatingManaging, coordinating and overseeingoverseeing administration of the Airport ArtArts Program, including staffing the AAC.;~~

~~(28)~~

~~(a) WorkingWorking with Authority, staff, Artists,artists and contractors, vendors and tenants to facilitateoversee the design, fabricationcommissioning and installation of Artwork for the Airport; Collaborating with the Authority's capitalpublic art projects throughout the Airport campus including at both Airport Authority operated and non-Airport Authority operated sites. Airport Arts Program Management public art responsibilities include but are not limited to staff on the integration of Artwork at the Airport; and project planning, management of the artist selection process, project implementation, and documentation.~~

~~(29)~~

~~— ServingEnsuring that the Public Art Collection is properly documented, maintained and conserved.~~

~~— Overseeing the Exhibitions Program, including the selection of work (review panel), the installation and de-installation of exhibitions, and documentation.~~

~~— Overseeing the Performing Arts Program, including the selection and programming of performances, and documentation.~~

~~— Overseeing the Artist Residency Programs, including the selection and presentation of artists and their work, and documentation.~~

~~— Serving e as a liaison between the Airport Authority and the public on Airport ArtArts Program related matters, including coordinating outreach and communications efforts.~~

~~— Overseeing the development of plans, policies, procedures, and guidelines related to the Airport Arts Program.~~

~~— Pursueing collaborations and partnerships that help further the goals of the Airport Arts Program and the Airport Authority.~~

~~— Facilitate eCommunicating AAC recommendations and updates to the President/CEO.~~

[Amended by Resolution No. 2013-0005 dated January 10, 2013.]  
[Amended by Resolution No. 2006-0149 dated December 4, 2006.]  
[Amended by Resolution No. 2006-0081 dated July 6, 2006.]  
[Adopted by Resolution No. 2002-02 dated September 20, 2002.]

RESOLUTION NO. 2019-0030

A RESOLUTION OF THE BOARD OF THE SAN  
DIEGO COUNTY REGIONAL AIRPORT  
AUTHORITY, APPROVING THE ARTS MASTER  
PLAN

WHEREAS, the establishment and execution of a successful Airport Arts Program is critical for several reasons including (A) supporting the vision of the San Diego County Regional Airport Authority (“Authority”) to provide world class performance, (B) providing amenities and experiences that exceed customer expectations, (C) acting as a gateway to San Diego and showcasing the region’s rich arts and culture vibrancy, (D) being a respected and trusted community partner and regional resource, and (E) maintaining artistic excellence and remaining competitive among industry peers; and

WHEREAS, the Airport Arts Program continues to lead airport arts programs across the world in innovative approaches to the program’s three core components: (1) the Public Art Program, (2) the Performing Arts Program, and (3) the Temporary Exhibitions Program; and

WHEREAS, the Arts Master Plan includes future vision, goals, and recommendations that are consistent with the direction provided in Policy 8.50 (Guidelines for the Airport Authority Arts Program), and further defines criteria and planning approaches for the administration of the Airport Arts Program; and

WHEREAS, the process employed in the development of the Arts Master Plan placed an emphasis on extensive stakeholder engagement (internal and external), benchmarking of other airport and transit organization arts programs (national and international), customer and community surveys (intercept and online), research and review of program processes and procedures, and a study on the economic impact of the Airport Arts Program; and

WHEREAS, the development of the Arts Master Plan also outlined suggested revisions to Policy 8.50 in line with best practices from the field; and

WHEREAS, the Arts Master Plan provides recommendations for Community Engagement and Communications with the San Diego arts and culture sectors, patrons, and the region at large while considering diversity, equity, inclusion and evaluation practices; and

WHEREAS, the Arts Master Plan includes a Site and Opportunities Plan which was developed to identify and conceptualize the integration of proposed arts projects at San Diego International Airport.

NOW THEREFORE BE IT RESOLVED that the Board hereby approves the Arts Master Plan for the San Diego County Regional Airport Authority Airport Arts Program (Attachment A).

BE IT FURTHER RESOLVED that the Board finds that this action is not a "project" as defined by the California Environmental Quality Act ("CEQA"), Cal. Pub. Res. Code § 21065; and is not a "development" as defined by the California Coastal Act, Cal. Pub. Res. Code §30106.

PASSED, APPROVED, AND ADOPTED by the Board of the San Diego County Regional Airport Authority at a special meeting this 14th day of March, 2019, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

---

TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES/  
AUTHORITY CLERK

APPROVED AS TO FORM:

---

AMY GONZALEZ  
GENERAL COUNSEL

# SAN DIEGO INTERNATIONAL AIRPORT ARTS MASTER PLAN



PREPARED FOR  
SAN DIEGO COUNTY  
REGIONAL AIRPORT AUTHORITY

PREPARED BY  
**Lead Consultants**  
Todd W. Bressi, Urban Design • Place Planning • Public Art  
Meridith McKinley, Via Partnership  
Victoria Plettner-Saunders, WolfBrown

**Sub-consultants**  
Eleanor Safe, Eleanor Safe Design Consultants  
Surale Phillips, Decision Support Partners  
Steven R. Nivin, Ph.D.



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# EXECUTIVE SUMMARY



This Airport Arts Master Plan is the first comprehensive review of the San Diego International Airport Arts Program in seven years, and it updates the Arts Program's last Master Plan, which was completed more than a decade ago.

The broad purpose of this Master Plan is to provide a framework for how the Arts Program will operate over the next decade and beyond, following the guidance of the Airport's Strategic Plan, a forward-looking policy document that sets the vision for SAN from 2017 – 2022.<sup>1</sup> It explores how the Program can evolve to further support the Airport's broader thinking about how it manages customer experience. It considers how the Arts Program can engage with a culturally and economically vibrant region that has an increasingly diversified and interconnected arts and culture sector. And it anticipates that day when, with no major capital projects on the horizon, the Arts Program will focus more on programming.

The immediate purpose of this Master Plan is to outline how the Arts Program can develop public art projects, arts infrastructure and arts programming related to the Airport Development Plan (ADP). The ADP,

*SAN, Figure of Speech exhibition, Gilbert Neri*

<sup>1</sup>San Diego County Regional Airport Authority, Five-Year Strategic Plan, 2017 – 2022

<sup>2</sup>According to both intercept and online surveys undertaken during the planning process, the Arts Program's robust offerings in public art, temporary exhibitions, performing arts and residencies can increase customer satisfaction and appreciation of the airport.

which includes the redevelopment of Terminal One and related facilities and transportation improvements, will result in millions of dollars of public art investments and significant opportunities for expanding ongoing programming.

The key takeaways of the Master Plan are:

- The Arts Program has operated at an increasingly high level of excellence and professionalism in recent years, and has the capacity to play a leading role in helping the airport innovate in the area of customer experience.<sup>2</sup>
- The Arts Program will make major investments in public art through the expansion of Terminal One and related improvements. Beyond the ADP, major capital improvements that provide the opportunity for public art are undefined.
- Successful partnerships with regional arts and culture organizations have strengthened the excellence of the Arts Program's diverse offerings, effectively leveraging airport resources and generating a positive attitude about the airport. At the same time, the opportunity to work at the airport has equitably helped partner organizations strengthen their artistic output and audience visibility.
- Programmatically, the Arts Program can strengthen its alignment with customer service goals through increased performances, updated exhibition infrastructure and evaluation of its projects and programs.

- The Arts Program can strengthen its alignment with community engagement goals by expanding its investments in communications and marketing to internal audiences, its regional arts and culture peers and the public at large.
- The Arts Program can expand its reach into the regional cultural community by being inclusionary and ensuring that opportunities are available for a wide range of artists.
- The Arts Program faces a growing need for additional investment in conservation and maintenance of its public art collection.
- To meet these challenges and take advantage of these opportunities, the Arts Program needs more flexibility, in terms of both its operations and the way its funding can be used.
- Arts Program staffing levels should be carefully evaluated before proceeding with all recommendations made in this plan.



SAN, Performing Arts Concert Series, Lakshmi Basile, Luna Flamenco

### Master Plan Process

The Master Plan was developed over the course of nearly two years, from mid 2017 through early 2019. The planning process included several research tasks — a Program and Policy review, a benchmarking study and an economic impact analysis — as well as the engagement of internal and external stakeholders through interviews, roundtable meetings, and internet and intercept surveys. The Airport Art Advisory Committee (AAC) was engaged throughout the process as well. A preliminary draft of the plan was published for review by stakeholders and the general public, the AAC and ultimately the San Diego County Regional Airport Authority (SDCRAA) Board.

The Master Plan process was guided by several key questions:

- How can the Arts Program take its activities to the next level?
- What conceptual framework should guide the identification of future sites and definitions of opportunities for public art projects and other arts programming?
- What specific opportunities arise through the Airport Development Plan?
- How should the Arts Program organize and prioritize its audience development and community engagement activities?
- What changes in funding, staffing and administrative practices are necessary for the Arts Program to achieve its goals?

## VISION, GOALS AND RECOMMENDATIONS

The plan addresses these questions by setting a clear vision, goals and outcomes for the Arts Program, and using them to prioritize recommendations for arts programming, communications and engagement, future arts opportunities and program administration.

### Vision

**The Arts Program enriches the travel experience and airport environment for customers through innovative and memorable arts programming and exemplifies the airport's role as a respected community partner and regional resource.**

### Goals

The Arts Program will achieve this vision by pursuing the following goals:

#### Customer Experience

Create a superior experience for SAN customers

#### Placemaking

Tap into customers' emotions, feelings and experiential connections to place

#### Civic and Community

Connect with the community beyond the fence line

#### Artistic Excellence

Reach new levels of innovation in excellence in the overall Arts Program, as well as in the work that individual artists produce at the airport

### Recommendations

#### Arts Program Recommendations

The *Arts Program Recommendations* section of the Master Plan addresses the Arts Program's three main components — Public Art, Performing Arts and Temporary Exhibitions.

Key recommendations for the Public Art program include: use a variety of approaches for working with artists, including a visual arts residency and artist mentorships; and adopt a broader method for recruiting artists.

Key recommendations for the Performing Arts program include: broaden the range, frequency and locations of performances; develop collaborations with organizations that can help expand artist recruitment; and strengthen the documentation and promotion of residencies.

Key recommendations for the Temporary Exhibitions program include: develop new curatorial approaches for exhibitions in the new Terminal One, expand the capacity to commission new work as part of the Exhibitions program, develop guidelines for exhibitions siting and infrastructure; and prototype a film program.

#### Communications and Engagement Recommendations

The *Communications and Engagement Recommendations* section addresses how the Arts Program interacts with its audiences and the broader community through communications, marketing, partnerships and programming. It also provides recommendations for measuring success and other program evaluation methods.

Key recommendations include: expanding partnerships, especially those that address specific project and programming needs; focusing outreach on military, youth, culturally diverse and underserved communities; encouraging artists to engage the broader community in developing their projects, when appropriate; and ensure partnerships are structured equitably.

### Site and Opportunities Plan

The Master Plan includes a Site and Opportunities Plan for the ADP. It includes recommendations for public art projects and Arts Program infrastructure that support the vision and goals of the Arts Master Plan, as well as the principles of the Customer Experience Chapter of the ADP Program Definition Document (PDD). The Site and Opportunities Plan provides technical guidance for arts projects and infrastructure in the new terminal and related facilities. Curatorial ideas will emerge in a future stage of work, when the design of the terminal is further underway.

Key recommendations include opportunities for twenty place-based, integrated projects. The recommendations include several strategies for iconic projects such as a gateway project in the airport approach area, and an artist involved in designing the facade of the new Terminal One, and artist involvement in creating the overall look and feel of the new Terminal One. The plan proposes innovative public art opportunities including a family-friendly “art zone” and an artwork that explores sustainability. The plan also looks ahead to a robust programming schedule by identifying opportunities for permanent, plug-and-play and mobile performance infrastructure, as well as exhibition space.

### Planning Recommendations

The Master Plan recommends a revised planning structure for the Arts Program. It proposes four planning components: an ongoing Artistic Plan with a three-year look-ahead; periodic Program Reviews; Site and Opportunities plans to accompany major capital investments, and a baseline Collections Management Plan. This approach to planning follows best practices in other arts organizations and will allow for more efficient management.

### Airport Authority Art Policy Recommendations

The Master Plan outlines detailed recommendations for the Airport Authority’s Art Policy 8.50 (Policy), under which the Arts Program is administered.

Key recommendations include: developing processes for incorporating public art into public-private partnership projects, establishing mechanisms for accepting financial donations, utilizing Two-Percent for Art funds for collections management, creating clear goals and criteria for reviewing gifts of artwork, and clarifying the definition of eligible projects that generate Two-Percent for Art funds.

## CONCLUSION

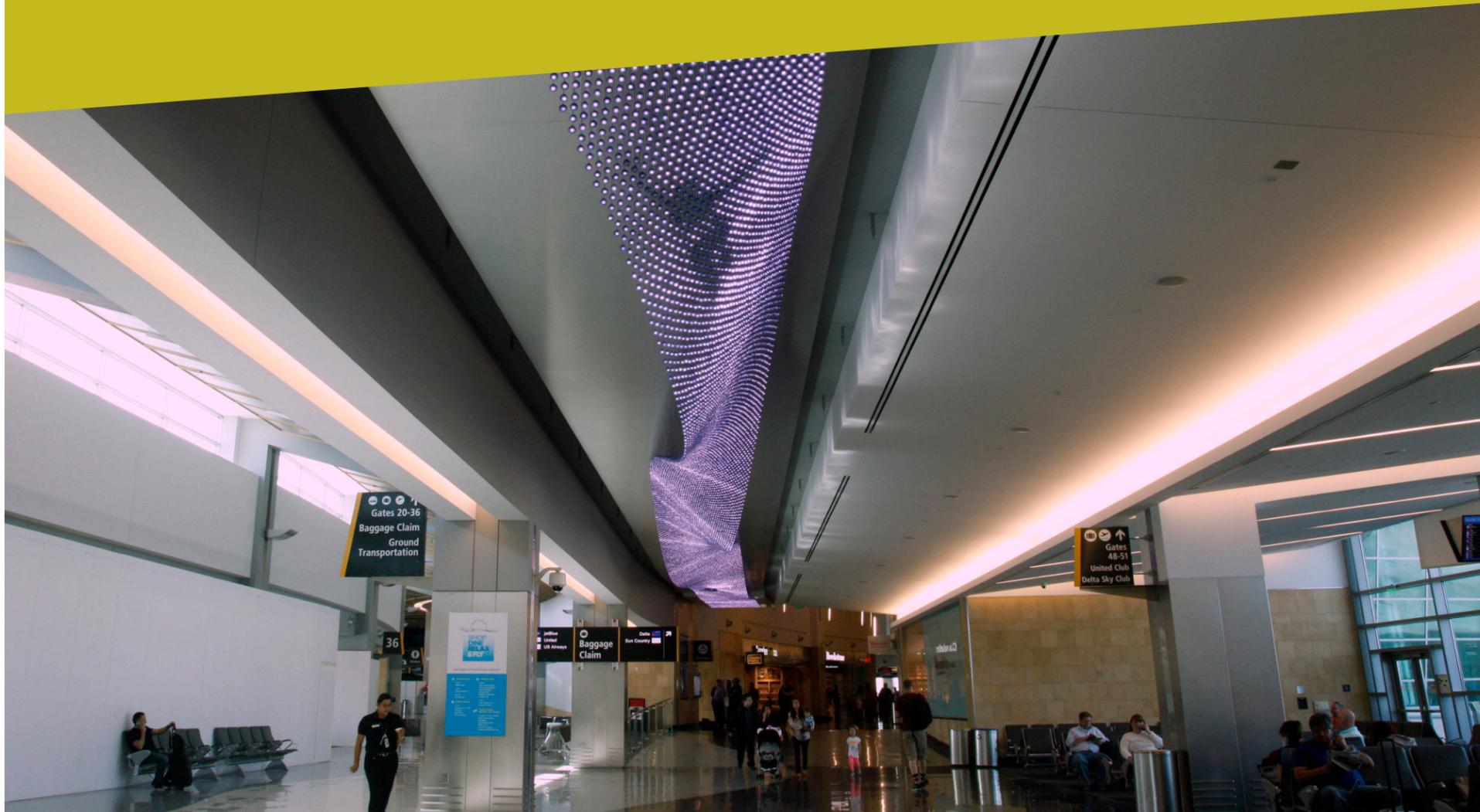
San Diego International Airport’s Arts Program has built a firm foundation. Within the Airport Authority, it should be looked to as a leader in regard to the Airport’s goals and planning for customer experience. The Program’s public art, performing arts and exhibitions programming, in addition to its growing reach in terms of community partnerships, have distinguished the Arts Program as a regional and national leader in the field.

This plan helps the Arts Program look both inward and outward, providing a high-level vision, programmatic directions, recommended adjustments to policies and procedures under which it operates, and a path to documenting its impact. Most importantly, the goals and outcomes remind the Arts Program to keep its sights on its most unique feature — bringing artistic vision to the everyday experience of a place that is not only a complex piece of infrastructure but also one of San Diego’s grandest civic spaces and community assets.

SAN. Public Art Collection. *MetroGnome*. Christian Moeller



# CONTEXT



## ARTS PROGRAM PLANNING

San Diego's Airport Arts Program has operated in its current form since 2003, when the San Diego County Regional Airport Authority was established to manage the day-to-day needs of San Diego International Airport and address the region's long-term air transportation needs.

The first Airport Art Master Plan was completed in 2006.<sup>3</sup> This plan provided a framework for the Program, outlining key program areas and identifying sites for public art projects through a Site and Opportunities Plan. The plan included operational guidelines as well. It successfully guided the Arts Program through the "Green Build" of Terminal Two and made recommendations for other projects on Authority property.

In 2011, the Arts Program commissioned a program assessment,<sup>4</sup> which recommended modifications to the Airport's Arts Policy, as well as to the Program's procedures and operations. The assessment did not identify specific sites for future public art projects, but it suggested the initiation of "sustainable" and "virtual" art projects.

SAN, Public Art Collection, *The Journey*, Jim Campbell

Together, these plans set out artistic, programmatic and policy directions for the Arts Program that carry through to this day:

The Airport Arts Program shall include artwork and programming wherever feasible in all its facilities, places and spaces, including the landscape, terminals and parking areas. To the maximum extent possible, consistent with design and financial considerations, the Airport Art(s) Program shall be a component in all appropriate CIP Projects and Master Plan Projects.<sup>5</sup>

In 2017, the Arts Program began a process to update its Master Plan and to develop a new Site and Opportunities Plan for the Airport Development Plan, which will guide the replacement of Terminal One and related infrastructure improvements. This is the last major capital investment at the airport for the foreseeable future. The following sections outline the research and internal and external engagement that was undertaken as a foundation for the plan.

<sup>3</sup> San Diego Airport, *Airport Art Master Plan for San Diego International Airport* (2006)

<sup>4</sup> San Diego County Regional Airport Authority, *Assessing the San Diego County Regional Airport Authority (SDCRAA) Art Program* (2011)

<sup>5</sup> San Diego Airport, *Airport Art Master Plan for San Diego International Airport* (2006), page 12

## AIRPORT PLANNING AND DEVELOPMENT

### Airport Capital Projects

San Diego International Airport has expanded vigorously since the last Master Plan was completed in 2006. First the Airport undertook its Green Build program, which included the expansion of Terminal Two West. More recent capital projects have included the construction of the Rental Car Center, the Terminal Two Parking Plaza and the International Arrivals Facility.

In conjunction with these projects, the Arts Program has successfully managed an ambitious program of permanent public art commissions, innovative performing arts offerings and purposeful exhibitions that have changed the face and experience of the airport while raising the Arts Program's stature as recognized within the Airport Authority administration and within the broader community.



SAN, 90th Anniversary Celebration

### SAN Strategic Plan

In 2017, SDCRAA completed an overall Strategic Plan and confirmed SAN's strategic vision:<sup>6</sup>

#### Customer

Achieve the highest level of internal and external customer satisfaction

#### Community

Be a trusted and highly responsive regional agency

#### Operations

Operate our airport in a safe, secure, environmentally sound, effective and efficient manner

#### Employee

Assure the highest level of commitment and productivity

#### Financial

Enhance the financial position of the Authority

This Arts Master Plan implements the following initiatives called out in the Strategic Plan:<sup>7</sup>

#### Define and deliver a seamless, unique, consistent airport and product experience:

- Assemble an Airport Stakeholder Working Group to define common customer experience expectations
- Facilitate customer experience solutions to address the changing airport environment for each customer segment
- Implement at least one new innovation each year that improves the customer experience

<sup>6</sup> San Diego County Regional Airport Authority, Five Year Strategic Plan 2017–2022, p. 3

<sup>7</sup> San Diego County Regional Airport Authority, Five Year Strategic Plan 2017–2022, p. 7, 10

Further develop arts and cultural programming through strategic community partnerships that expand awareness of the airport as a cultural gateway:

- Complete the Arts Master Plan
- Develop new opportunities for engagement with youth and educational organizations
- Execute performing arts residency, community workshops and special programming

### Airport Development Plan, Customer Experience Chapter

As this Arts Master Plan was being developed, the Airport Stakeholder Working Group completed a Customer Experience Chapter for the ADP Program Definition Document (PDD). The PDD is a critical element for planning and designing the new Terminal One, and the main document the selected Design Builder will use. The Customer Experience Chapter considers the entire airport customer experience, from purchasing a ticket to departing the airport.

#### General Strategies for Customer Experience

The Customer Experience Chapter recommends the following general strategies for improving customer experience at the airport:

- Shift the airport mindset from Customer Service to Customer Experience
- Provide passengers with immediate answers to their questions
- Exceed customer expectations by improving simple things
- Use technology to enhance the travel experience
- Create an airport-wide brand

### The Arts Program's Role in Customer Experience

The Customer Experience Chapter includes a specific section on the role that the Arts Program can play in shaping customer experience, with a programmatic statement and a framework of goals and opportunities. The arts section includes the following programmatic statement for the Arts Program:

The thoughtful integration of art and arts programming into the airport environment serves to create a unique sense of place and ambiance and connects the flying public to the community that surrounds the airport. Local cultural events, temporary and permanent exhibitions, and performing arts allow the airport to showcase a dynamic regional culture, all while providing a new high-grade Customer Experience for patrons, even if they are frequent flyers.

Integrated, site-specific public art supports intuitive wayfinding and helps enliven the path down long concourses or spaces.

Performing Arts and Temporary Exhibitions offer travelers an unexpected encounter with culture and help to mitigate moments of waiting or stress. Moreover, local residents when arriving back at the airport have an enhanced experience of being "home."

On a community level, a well-designed Arts Program, such as the existing one at SAN, allows the airport to be a good neighbor and help support local artists and arts organizations through exhibition and programming, via partnerships and direct funding.

The arts section includes the following framework for identifying Arts Program goals and opportunities:

- Intuitive Wayfinding
- New and Innovative Amenities
- Family-Friendly
- Revenue Enhancement / Increased Dwell Time
- Iconic Placemaking
- Green / Sustainability
- Community Focus
- Dynamic / Changing
- Improves Pain Point
- Serves Meeter-Greeters
- Interactive / Passes Dwell Time
- Related Programming



## MASTER PLAN RESEARCH AND STAKEHOLDER ENGAGEMENT

The Master Plan process involved a breadth of research and stakeholder outreach and engagement activities, all of which helped inform the final recommendations of the Master Plan.

### Research Program Review

The Master Plan team undertook a review of the Arts Program, focusing on three topics: general policies governing the management and funding of the Program; specific policies, procedures and processes related to the Program's operations, projects and programming; and the Program's engagement with its audiences, regional arts organizations and the community at large.

Several themes recurred throughout the findings:

- The Arts Program brings value to SAN in terms of fulfilling customer experience and community engagement goals.
- The Program can achieve stronger outcomes if it had more flexibility in sources and uses of funding, and in its operations, particularly related to artist selection, contracting, programming and marketing.

SAN, Public Art Collection, Carry On, Walter Hood

The key recommendations were:

- Update the artistic goals for public art opportunities.
- Expand the number, location and types of performances.
- Create a new curatorial strategy for exhibitions in the new Terminal One.
- Provide more flexibility in artist selection processes and collaborate widely with other arts organizations in artist recruitment.
- Create the flexibility to contract separately for design and for installation and/or fabrication and installation of public art.
- Increase the visibility of Arts Program offerings and of participating artists, especially performers.
- Develop a strong identity for the Arts Program, through specific communications plans for projects and initiatives, expanded communications platforms and information, and more interactive experiences and events.
- Establish desired outcomes for programs and initiatives, and tools for measuring achievement.
- Undertake different types of program planning on time cycles more responsive to the Arts Program's goals.
- Include Arts Program staff in the process of calculating Two-Percent for Art budgets.
- Set aside a portion of the Two-Percent for Art allocations for conservation, relocation and Deaccession costs.
- Strengthen policies and procedures related to gifts and loans, to ensure that the review and acceptance of gifts will be made by deliberate, standardized procedures, independent of political pressure and public opinion.

### Benchmarking

The Master Plan team undertook a benchmarking study that considered public arts and culture programs at fourteen commercial, domestic or non-domestic airports, as well as three non-air transit agency art programs. The benchmarking documented best practices in vision, mission, program operations, staffing, funding, contracting, governance and other factors.

The key findings were:

- The vision and mission of all programs focused on *enhanced customer experience*.
- Some programs also emphasized *highlighting local culture, quality and caliber, and support for local artists*.
- Most programs had *permanent* public art, *exhibitions, performance* and *video* components. Only a few had a *temporary* public art component.
- Most programs use Two-Percent for Art funds for new commissions and maintenance / conservation, and operating funds for exhibitions and staff.
- Other funding sources include marketing dollars, concessions revenue, sponsors, and foundations.
- None of the programs had undertaken program evaluation or economic impact studies, but some had anecdotal / undocumented economic impact information.
- By showcasing the work of external partners, airport arts programs can provide airport customers with a sense of regional cultural offerings. Airport arts programs allow external partners to reach a large, and often new, audience.

### Economic Impact

Finally, the Master Plan team undertook a study of the impact of direct spending by the Arts Program on the San Diego County (regional) economy from FY2012 through FY2016. The findings indicate that:<sup>8</sup>

- Spending by the Arts Program at SAN supported 173 full-time equivalent jobs (FTE) in the San Diego region by its direct, indirect and induced effects combined.
- More than \$8 million was generated in fees, salaries and benefits to the local workforce.
- Spending by the Arts Program contributed nearly \$13 million to the county's gross regional product.
- \$22.37 million in estimated economic output, a measure of the cumulative economic activity which resulted from Arts Program spending, was generated.
- More than \$1.45 million was generated in local, state and federal taxes and fees.

In addition, further study was undertaken to consider the possible effect of public art installations on passenger numbers, and the effect of live performances on passenger concessions spending.<sup>8</sup> Additional examination of these focus areas is recommended in the future.

### Stakeholder Engagement

The Master Plan process also included extensive engagement of internal and external stakeholders. Engagement included dozens of interviews with artists, and civic and cultural leaders as well as current and former Airport staff, nine topic specific roundtable meetings to engage administrators from local arts organizations and key stakeholder interest groups, more than 500 intercept surveys of customers in Terminals One and Two, both pre- and post-security, and an online internet survey. In addition, a draft of the Arts Master Plan was posted on the Arts Program's website for 30-days to allow for community feedback. The key findings were:

- Most respondents to the intercept survey were pleased with the ambiance at SAN, with nearly three-fourths ranking it "much better than," "a little better than" or "the same as" other airports they've experienced.
- Respondents to the intercept survey were mostly unaware that there is a formal Arts Program at SAN, but they were very aware of the art at the airport.
- Overall, 91% of respondents to the intercept survey said that arts in the airport improved their airport experience, with 59% reporting that it improved their experience "very much." Additionally, 75% of respondents selected "mostly true" for the statement that art makes using the airport less stressful and more enjoyable. Responses were fairly consistent for local versus non-local respondents, Terminal One versus Terminal Two respondents, and business versus leisure travelers.
- 85% of intercept survey respondents said they would like to see more arts at the airport.

<sup>8</sup> The full report provides definitions of economic terms used here.

- 80% of intercept survey respondents said that attending a performance improved their airport experience "very much," and 54% of respondents selected "mostly true" for the statement that performances at the airport make using the airport less stressful.
- Respondents to both the internet and intercept surveys expressed a strong interest in a variety of arts experiences, with few options receiving a low response.
- Of the various types of arts experiences, respondents to both surveys expressed more interest in passive experiences (painting, sculpture, exhibits) than interactive or dynamic experiences (performance, interactive, film / video).
- Similarly, respondents to both surveys expressed more interest in passive amenities (recompose area, art gallery, green wall, observation deck, reading lounge) than active amenities (performance space, yoga space, family play area, screening / video room).
- Respondents to both surveys expressed greater interest in encountering art in dwell areas such as holding rooms, food courts, ticketing lobbies, public waiting areas, and baggage claim as well as on structural elements such as airport entrances and roadways, ceilings, and corridor walls, rather than near functional amenities such as escalators, floors, drinking fountains or restrooms.

- Respondents to the intercept survey said they would like to see art by local artists.
- There is a strong interest from regional arts organizations for collaborating on projects at the airport. However, those surveyed indicated that they do not fully understand how they can engage with the Arts Program.
- There is a strong interest in programming and collaboration that addresses key audiences of veterans, youth and under-represented communities.



SAN, Master Plan Stakeholder Tour

## HOW PEOPLE EXPERIENCE AIRPORTS

The Arts Program is a key initiative in support of the airport's goal to provide a superior customer experience. The experience of being at the airport can be viewed through several contexts: the role of the airport as a place that taps into people's emotions and aspirations; the functional role of an airport as a transportation hub; and the iconic role of an airport as a symbol of its region. All of these considerations provide a context for how the Arts Program shapes passenger experiences at SAN.

### Airports as Aspirational and Civic Environments

Airports are unique and particular environments that have a number of characteristics that can either constrain an arts program or open up possibilities for creative inspiration:

- Airports are aspirational places that speak to the human desire to explore and connect.
- Airports are highly evolved in regard to their physical infrastructure and operational systems, which balance efficiency, safety, security and essential services for passengers.
- Airports are symbols of their regions, iconic as gateways for residents and visitors alike.
- Airports are economic engines for their regions, hubs of economic activity and critical for the region's economic health.
- Airports are places of emotionally charged experiences for their customers, who hold in their minds not only the civic aspirations of travel and their own personal narratives about journeying, but also potential experiences of anxiety as they navigate systems that can be stressful.



SAN, Public Art Collection, *Signalscape*, Miki Iwasaki

### Airport Customer Experience

The Arts Program is considered part of the airport's overall approach to providing a superior customer experience. In general, there are two trends affecting airport customer experience that set a context for this plan.

The first is the continued dominance of security considerations in people's perceptions of their airport experience. This is particularly related to the required passage through security checkpoints, which is characterized by unpredictable processes and waiting times and can create anxiety.

The second is the evolution of approaches to customizing each traveler's individual airport experience. This can be seen in pre-arrival stages, with processing, ticketing and eventually baggage being managed online; in the security clearance stage, where travelers can choose from different expedited services; and in the post-security environment, in which navigation and concessions experiences that draw on personal information technology are being developed.

### A Sense of Place at SAN

San Diego's airport is held in high regard by its customers. It has been ranked above average in customer satisfaction in a number of surveys, including surveys undertaken for this Master Plan.

To many, the airport conveys something unique about the region and evokes a sense of place, an unmistakable sense that one has arrived in San Diego. The light, the openness of Terminal Two to the outdoors, the view of sky and the palm trees, are all specific considerations. Some observers say the ease of using the airport reminds them of the ease of living in San Diego.

The airport's arts resources also contribute to its sense of place. In interviews, arts stakeholders remarked that the quality of the public art in the collection made the airport visually distinctive. In surveys, respondents said their encounters with Arts Program resources improved their experience of being in the airport.



SAN, *Balboa Park & The City* exhibition, *The Tree Lady*, illustrations by Jill McElmurry

## ARTS AND CULTURE IN SAN DIEGO

The SAN Arts Program operates within a rich arts and culture ecosystem that has consistently grown and successfully adapted to the complexities that are inherent to those who live, work and visit the San Diego region. This ecosystem is affected by the geography, the highly diverse mix of cultures and ethnicities, the range of organizations and the ways in which these organizations interact with one another. The SAN Arts Program has not only grown within this art and culture ecosystem, but also greatly contributed to it as a partner with other arts and culture organizations, as a supporter of local artists and through its staff members' participation on committees and panels.

### Reputation

San Diego has a reputation for artistic quality through many of its major award-winning arts and culture organizations as well as its highly regarded community college and university arts departments, which for decades have graduated visual, literary and performing artists who have achieved national and international recognition. As a region of festivals, San Diego County has international music, film and theatre fests that draw thousands of visitors year-round. Museums county-wide have originated exhibitions that have traveled throughout the world while holding collections that merit the attention of scholars and the viewing public.

Despite these successes, the region's arts and culture milieu is challenged by the perception that San Diego is a series of beach communities or tourist towns that cannot compete with Los Angeles or San Francisco in terms of arts and culture resources. The county's arts and culture community as a whole however, continues to carry on its work together across borders, disciplines, cultures and institutions to fulfill their missions, work collaboratively on arts funding, engage new audiences and showcase the region's cultural assets.

### Leadership

San Diego County's arts and culture leadership has a history of advocating for the arts and supporting the sector both locally and at state and national levels. The Regional Arts and Culture Coalition has successfully spearheaded arts advocacy initiatives throughout the county for more than 20 years. Rising Arts Leaders San Diego has created a pipeline for future leaders since 2004. Local arts leaders have been nominated to the California Arts Council and guided volunteer councils at Americans for the Arts and have worked on boards of directors for professional associations in every artistic discipline.

### Arts Education

Arts education leadership has gained significant stature over the last decade. For example, the County Office of Education is spearheading a broad arts education partnership, known as Arts Empower San Diego, with participation from school districts, nonprofit arts and culture organizations and arts leaders from throughout the region. The goal of Arts Empower San Diego is to ensure that every student in the county has access to visual and performing arts education opportunities. In addition, they help connect schools with arts programming and encourage the community to work together to achieve their goals.

### Municipal Arts Agencies

In addition to arts and culture organizations, significant parts of the region are guided by municipal arts agencies. The City of San Diego occupies the lion's share of the arts and culture landscape in the region with the largest municipal arts funding agency and public art program at the City of San Diego Commission for Arts and Culture. However, five other cities (Carlsbad, Chula Vista, Coronado, Encinitas and Oceanside) also have municipal arts agencies with arts programming, funding and public art programs. Local arts agencies play an important role in the arts ecosystem by convening arts administrators and leaders for networking, advocacy, training and professional development activities. One of the key roles of local arts agencies is to encourage partnership and collaborations and to connect their residents and visitors with arts and culture opportunities throughout the region.



SAN, Youth Arts Program workshop, High Tech High Media Arts

### Trends

There are several long-term trends, some common to arts and culture organizations across the country and others specific to the region, that offer a context for thinking about the Arts Program's programming and partnerships in the future. Broadly, these trends come under the umbrellas of cultural participation, working cross-disciplinarily and increased access for all.

### Cultural Participation

Arts and culture organizations have been focusing on issues of cultural participation as they search for ways to remain relevant and connected to newer generations with different motivations for engaging with arts and culture programs and organizations.

Arts and culture organizations nationwide have become increasingly responsive to the goal of providing their audiences with a more participatory experience with the arts. This is driven by several factors. One is the result of a general increase in people's interest in engaging in cultural and creative experiences, from core arts activities to related fields such as culinary arts. Another is the increased interest of artists in engaging audiences in their work through participatory approaches. And another is the rise of new technologies that enable people to direct their own creative experiences and interactions with arts resources.

San Diego is no different. Its cultural institutions have responded through the creation of programs and cross-organizational partnerships designed to provide audiences with opportunities for more meaningful engagement with the arts. Major arts organizations have expanded their internal staff capacity for education and marketing that are dedicated to addressing audience and community engagement. Participatory experiences are often reflected in activities like workshops with artists, immersive performances, community mural painting and self-directed activities through new media.

An example is the Port of San Diego's re-envisioning of its Public Art Program, creating the Waterfront Arts and Activation Department to enable residents and visitors to "experience a vibrant waterfront destination with innovative artworks, cultural programming, and activation opportunities that enhance the visual excitement and cultural richness of Port tidelands."<sup>9</sup>

While opportunities for participatory experiences might be more limited at the airport than they are for other arts organizations, the Program should nevertheless keep this in mind when imagining new programs.



SAN, Bro-Am performance featuring Switchfoot and San Diego Youth Symphony and Chula Vista Elementary School District

<sup>9</sup> <https://www.portofsandiego.org/experiences/waterfront-arts-activation>

### Access for All

Across the country, there has been a special focus on increasing access to the arts for all — including underserved communities, such as youth, people of different ethnic backgrounds, immigrants and refugees, the differently-abled people and veterans. In many cases organizations have created arts programming as a means to provide people with opportunities to access and engage with safe spaces, expressive outlets, life skills training, social service resources, personal storytelling and a sense of community.

### Cross-Disciplinary

Essential to programming for underserved communities is the need for partnerships across disciplines and agencies. As a community partner with a non-traditional platform for providing visitors to the region with a sense of what makes San Diego a vibrant place, the SAN Arts Program plays an important role.

### Youth

Many of the arts programs for youth are focused on at-risk and risk-taking youth from across the economic and social spectrum. A new generation of social practice and arts-based Creative Youth Development (CYD) programs has emerged from the community-based arts movement of previous decades. Local organizations focused on this work have embedded themselves in areas once considered undesirable such as City Heights, Chula Vista, National City, and Barrio Logan. While their chosen disciplines may be different — dance, visual arts, photography or music — they work collaboratively to support one another both locally and as part of the National Community Youth Development Partnership. The SAN Arts Program helped raise awareness of one local CYD organization, transcenDANCE Youth Arts Project, which participated in SAN's 2016 Performing Arts Residency.

### Military

The military community in San Diego is one of the largest in the nation, with more than 33,000 military families and more than 350,000 active duty personnel and veterans county-wide. While this community can be highly transient because of deployments and temporary assignments, there are also many service members who connect with the community, some of whom choose to settle in the region or retire here. There is increasing interest from arts organizations at the national and regional level in engaging with the active-duty and veterans' communities.



SAN, Performing Arts Residency, transcenDANCE Youth Arts Project

The airport plays an important role as a civic place of embarkation for service members and the SAN Arts Program has recently begun to connect with the veteran and military arts community to explore possibilities. The 2018 exhibition *Figure of Speech*, for example, included bronze works by the Veterans Art Project and an art-making workshop in collaboration with the organization at the airport's USO. The Arts Program recognizes the need to continue to make a special effort to work with and for this community in the future.

### Immigrants and Refugees

San Diego County is incredibly diverse geographically, culturally, demographically and artistically. Artists are inspired by the region's cultural and social diversity, particularly in relation to cross-border relations with Mexico and the resettlement of refugees from war-torn areas around the world.

The region's artists and cultural institutions continue to be strongly influenced by its cross-border relationship with Mexico. Visual arts organizations in particular have developed culturally-specific programs and exhibits as well as cross-border tours of Tijuana art galleries and studios, while performing arts organizations have commissioned music compositions and plays by border artists. Reminders of the city's role in the Chicano Arts Movement can be seen in the murals in Chicano Park below the Coronado Bridge.

The influence of the county's decades long role as a resettlement location for refugees has also been seen in the work of arts and arts education organizations and artists who are inspired by or focused on the creative needs of these widely diverse populations. They include the nation's second largest populations from East Africa (City Heights) and the Philippines (National City and Mira Mesa), as well as sizable communities from Laos, Cambodia, Vietnam (Linda Vista) and Chaldea (East County) to name a few.

The Arts Program has already been addressing many of these themes and topics through temporary exhibitions and other programs. For example, in 2016, the temporary exhibition, *Point of Entry*, was inspired by the geographic, cultural and social intricacies of borders — both real and perceived. The exhibition explored the complexity of cultural identity and international exchange through sculpture, photography, works on paper and personal artifacts.



SAN, Performing Arts Concert Series, Ballet Folklórico El Tapatio de San Dieguito

# SAN ARTS PROGRAM NEXT



In the past decade, the Arts Program at San Diego International Airport has achieved increasing levels of artistic excellence and customer impact across all of its program areas.

The airport's expansion has resulted in significant public art commissions through the Green Build Program (Terminal Two West), Rental Car Center, Parking Plaza, and new International Arrivals Facility. The Program has strengthened the curating of its Temporary Exhibitions program to include a range of original and loaned artworks and has expanded its Performing Arts program to include a residency that commissions artists to create original work.

Over the next decade, the airport's capital expansion will continue with the ADP, including the replacement of Terminal One and related facilities, which will also result in new public art commissions for a number of years. After that, however, there are no major capital improvements currently planned, and the expansion of the permanent Public Art Collection will be limited to opportunities presented by renovations to existing facilities.

Instead, the long-term future of the Arts Program is coming into focus in Terminal Two, where, in addition to commissioning permanent public art, the Program is focusing its attention towards ongoing programming. In particular, the Program is exploring fresh strategies

[SAN, Performing Arts Residency Program, transcenDANCE](#)

for creating ever-changing arts and culture experiences at the airport through temporary exhibitions, performances, residencies, community partnerships and audience engagement activities — directions set out in the Airport's 2017 Strategic Plan. In addition, the Program's attention is turning to the increasing age of the Public Art Collection, some of which now dates back more than twenty years.

These shifts in emphasis — from permanent artworks to programming and from commissioning to conservation — are likely to be the key directions for the Arts Program over the next decade. These directions will reshape how the Program serves as a resource to airport customers and the region; offer new opportunities for regional partnerships, creative innovation and artistic leadership; and require new approaches to how the Program is funded, staffed and managed.

## **The Future of Arts Programming at the Airport**

The Arts Program is organized into three key program areas — Public Art, Performing Arts and Temporary Exhibitions. These three program areas provide a strong foundation for the Arts Program over the next decade. This foundation will enable the Program to explore creative growth through partnerships with regional arts groups and other organizations and through flexibility in the types of projects it undertakes.

Following are some key factors that are likely to provide a context for the Program over the next decade.

### Public Art and the Experience of Place

The evolution of the Arts Program's emphasis from permanent commissions to programming not only anticipates the evolution of the airport's infrastructure program but also reflects broader changes in the ways that arts and culture organizations are working in public space.

In a broad sense, the public art field is entering its third generation. The modern approach to public art began with independent works placed in the public realm with varying relationships to their sites, then embraced the approach of integrated site-specific artworks, and is now moving into diverse types of art-making that are focused on people's experience of place.

Public art organizations around the country are experimenting with new approaches to developing projects that aim for transformations of people's relationships to public space and ultimately to each other. In San Diego, for example, this transformation is now at the forefront of the Port of San Diego's public art strategies, which are focusing on short-term projects that connect people with the Tidelands and make the most of this civic asset. The SAN Arts Program's overarching mission, to support the airport's efforts in creating a superior customer experience, is clearly aligned with this new paradigm for public art.



### Purposeful Partnerships

As the Program's emphasis on exhibitions and performances grows, it will require increasingly robust partnerships with regional arts and culture organizations to sustain the breadth and quality of the work it presents. The Program's relationships with the regional arts community, its reputation in the regional arts community and the impact it can demonstrate on the health of the regional arts ecosystem will be increasingly important to its success.

This suggests that the Program will have to be intentional and proactive in the partnerships it develops. The Program should cultivate relationships with a variety of arts, culture and community organizations throughout the region and be open to co-programming or co-producing work that supports their mutual interests.

In particular, it should be attuned to cross-organizational collaborative efforts being organized by others and consider how the airport could serve as a platform. The Program did this successfully when it mounted an exhibition, *Balboa Park and the City*, in conjunction with the Park's Centennial Celebration in 2015.

Finally, the Program should also be deliberate about cultivating partnerships that serve specific constituencies. This could include youth, through art education programs, and the military, which is an important part of the San Diego community and for whom the airport is an important resource. Both are identified as key audiences in the airport's strategic plan.

SAN, *Balboa Park & The City* exhibition. Electriquette replica, Shapery Enterprises

### Quality, Innovation and Risk

The Arts Program has achieved increasingly strong levels of distinction across all of its program areas and has cultivated strong work from artists despite budgetary limitations and the challenges of working at an airport.

Quality will remain a fundamental value for the Program, a core characteristic of its identity, and a key factor in its ability both to attract the creative partnerships that it will need to succeed and to demonstrate artistic leadership in the region and the field. At the same time, the Program must remain fresh and innovative, in order to best support creative production and address customer experience.

The Program should ensure that its practices — artist recruitment and selection processes, the thoughtful framing of opportunities and curating of projects, and the provision of financial and technical support — are continually focused and driving artistic quality.

The Program should also enhance its capacity to work nimbly — working in a wide variety of locations; experimenting with artworks in a variety of scales, time-frames and media; and developing partnerships with a wider variety of artists and creative organizations.

SAN in collaboration with ArtPower. Bang on a Can All-Stars

Pursuing these goals will require continued thinking outside the box of its program structures. For example, it might mean providing an opportunity for a visiting company to stage a special performance at the airport or provide a location at the airport for an offshoot of an exhibition or event that is happening elsewhere in the region.

This will be challenging in a highly structured environment like an airport, but the Program is already evolving in this direction. For example, the Performing Arts Program now includes a residency component that requires original work and flexibility as to where performances are presented. The Temporary Exhibitions program has demonstrated flexibility in how it cultivates exhibition material and where it installs work. The Community Partnerships initiative has been a vehicle for the type of unique collaborations.

To start, the Program is likely to find that smaller-scale, time-limited projects will help it continue advancing the quality and innovation of its work. These kinds of projects can enable the Program to take more risks and provide lessons that can be applied to future, more ambitious projects.



### Diversity, Equity and Inclusion

Diversity typically refers to the extent to which an organization has people from diverse backgrounds represented throughout. For arts organizations, diversity refers to the range of backgrounds of artists it works with, the organizations with which it partners, the staff and advisors who establish creative priorities, the types of work that are represented in the collection and the programming that is presented, and the audiences it seeks to reach. For the Arts Program, the goal is for the program to reflect the diversity of the San Diego region in general and San Diego's arts and culture sector in particular.

Equity refers to the actions taken to ensure that everyone has access to the same opportunities. Equity recognizes that advantages and barriers to cultural participation exist, even if they are not intentional, and that intentional efforts are often necessary to counteract them. These efforts would relate to how arts opportunities are framed, how the information about arts opportunities is made available to artists who would like to participate and how arts resources are made available to audiences.

The Arts Program should also implement best practices in equitable partnerships between organizations. These best practices recognize that partnerships are more than contracts for services. Organizations have differing capacities, resources and needs (both creatively and organizationally), and in an equitable partnership the needs of all partners are considered and addressed to the extent possible.

Inclusion refers to the intentional creation of conditions that enable efforts for diversity and equity to succeed. It means that artists and organizations feel welcome to participate in opportunities to work with the airport and that efforts are made to ensure their access to those opportunities. It means that decision-making authority, particularly

about creative and aesthetic issues, involves a variety of voices. Inclusion also refers to the ways in which the Arts Program intentionally creates the conditions for airport customers to experience the collection and programs.

Like many of its peer organizations, the Arts Program should consciously consider its practices through the lenses of diversity, equity and inclusion. In the long run, equitable and inclusive practices will enable artistic creativity to flourish, expand the audience for the Arts Program and strengthen partner arts organizations.

### Audience Engagement

The Arts Program faces a unique challenge. While its resources are accessible to tens of millions of people from all walks of life, the airport is not a place where most people specifically come to see art, nor is it a place that is specifically designed to display or present art. Additionally, security screening can cause a barrier to audience access. Because of this, building a collection, staging events, connecting with audiences and positively impacting people's experience at the airport is a unique challenge.

In the next decade, audience engagement will be driven by two main strategies — the approaches to flexibility and emphasis on programming as previously described and the use of personal devices to provide immediate interfaces between airport users and the Arts Program's resources. These tools will deepen audience experiences by allowing people to engage with the Program's resources in self-directed ways and by providing opportunities for them to interact with each other.

### Community Engagement

Community engagement, in the sense of connecting with neighborhoods and non-arts organizations, can be a powerful means of helping the Arts Program achieve other goals on the Airport's behalf. For the Arts Program, community engagement can be viewed in the context of trends in the arts and culture field in general and the Airport's own strategic goals for community engagement.

While the idea of engaging communities in the creation of art projects is not new to the field, it has become increasingly important. In recent years, this has been influenced by an equity perspective, which holds that established, well-resourced arts institutions should consider how they could support the growth of smaller, community-based arts organizations and the creative and professional growth of the artist community. Two of San Diego's other public art programs and many of the city's other arts organizations are developing specific efforts to share their resources with San Diego's communities, draw more people into arts and culture activities and activate public spaces.

The Airport's strategic plan outlines a focused community engagement role for the Arts Program, identifying it as one of five initiatives that will help the Airport achieve its goal of "enhanc(ing) community understanding of SAN as an economic engine and a portal for prosperity that enhances our quality of life." Specifically, the strategic plan suggests that the Arts Program should develop "strategic community partnerships" that "expand awareness of the Airport as a cultural gateway" and refers to "engagement with youth and educational programs," and "arts residencies, workshops and programming."

### Evaluating Opportunities

Finally, the airport's emphasis on customer experience has the potential to connect the Arts Program to a variety of design, infrastructure and management initiatives, providing further opportunities for the Program to support the Airport's strategic goals. The Program however, should evaluate these opportunities carefully, as it risks being drawn into the facilitation of operations and programming that stray from its arts focus, stretch its staff capacity and dilute its financial resources.



SAN, *Point of Entry* exhibition. High Tech High Media Arts

## VISION, GOALS AND OUTCOMES

### Vision

The Arts Program enriches the travel experience and airport environment for customers through innovative and memorable arts programming and exemplifies the airport's role as a respected community partner and regional resource.



SAN, Performing Arts Residency, Fern Street Circus

### Goals and Outcomes

The Arts Program will achieve the above vision by focusing on the following four goals and corresponding outcomes. These were developed through a content review of a variety of airport documentation, including the Airport's Arts Program Policy 8.50, the Airport's Strategic Plan, the Arts Program's 2006 Master Plan, the Airport Development Plan Customer Experience section of the PDD and other documentation.

#### Customer Experience

##### Create a Superior Experience for SAN Customers

- Strong overall visual identity for the airport
- Experiences that are accessible in both content and location to the airport's diverse audience
- Experiences that entertain and enrich
- Experiences that are fresh, new, memorable, and unforgettable; that are "takeaways"
- Experiences that people recognize, seek out and enjoy
- Enhanced appearance of airport infrastructure and design elements
- Enhanced experience of monotonous or generic spaces
- Enhanced wayfinding through practical visual cues and landmarks
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel

#### Placemaking: Emotional and Experiential Connections

##### Tap into Customers' Emotions, Feelings and Experiential Connections to Place

- Art projects and programming that serve as a gateway to the San Diego region and its culture
- Experiences that create a sense of welcome
- Experiences that leave lasting memories
- Sense of important civic function and presence of the airport
- Experiences that bring to life the narratives embodied in airport travel

#### Civic and Community

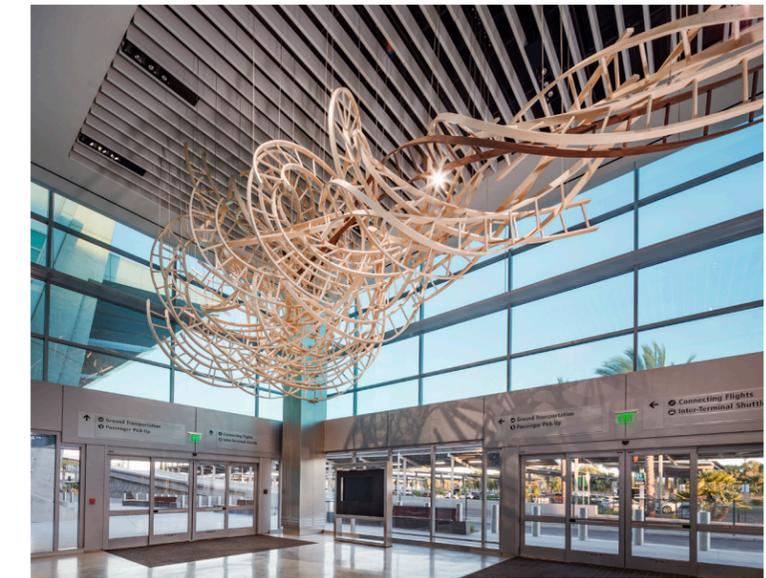
##### Connect with the Community Beyond the Fence Line

- Recognition of the airport as a civic icon
- Arts experiences that local residents and visitors can access without entering secure areas
- Loyal following for the Arts Program among airport customers and the broader community
- Strengthened audience for arts, culture, historic, nature and science organizations throughout the region
- Vivid contributions from San Diego's rich arts and culture communities
- Strengthened relationships with local stakeholders
- Reflecting or showcasing the racial, ethnic and cultural diversity of the region

#### Artistic Excellence

##### Reach New Levels of Innovation in Excellence in the Overall Arts Program, as well as in the Work that Individual Artists Produce at the Airport

- Recognition by peers and the public for its exemplary permanent collection, temporary exhibitions and performing arts work and for its role as a leading arts organization in the region and program in the field
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience
- Recognition by patrons as an airport with excellence in the arts



SAN, Public Art Collection, *Paths Woven*, Aaron T. Stephan

## PLANNING PROCESSES

The Policy for the Arts Program calls for a new Airport Arts Master Plan every five years and an Annual Plan that is approved by the President/CEO and SDCRAA Board. However, developing a new Airport Arts Master Plan every five years may not be necessary or the best use of staff and consultant resources, and it may not deliver planning guidance when it is most needed.

Instead of a comprehensive master plan, the Arts Program should pursue several types of planning — Artistic Plan, Program Review, Site and Opportunities Plan, and Collections Management Plan. Each of these plans should be undertaken at times that meet the needs and circumstances of the Program and should align with each other even if they are not prepared concurrently. They should also align with the Airport Strategic Plan and other relevant airport-approved plans. The definitions of these plans should be incorporated into the Airport Policy 8.50.



### Artistic Plan (Annual Plan)

The Arts Program should develop an annual Artistic Plan that sets out overall artistic goals as well as specific strategies for implementing the Program's overall vision.

The Artistic Plan should identify projects and initiatives for each of the Arts Program's program areas (Public Art, Temporary Exhibitions, Performing Arts, Artist Residencies) across all areas of the airport. The Artistic Plan should also address audience engagement with the existing collection as an area of activity that is equally important to presenting new work through its three artistic program areas.

Each annual Artistic Plan should provide a minimum three-year look-ahead to account for the long lead times necessary for program and project development and should take staffing resources into consideration. The Artistic Plan can be created in conjunction with the annual budgeting process.

### Program Review

Periodically, the Arts Program should conduct a Program Review. The Program Review should consider the Arts Program's overall vision and goals, as well as its internal processes and external partnerships. More specifically, it should consider the Program's policies, procedures, staffing resources, and roles and responsibilities — specifically whether they are adequate in helping the Arts Program achieve its vision and goals and implement its programs, projects and initiatives.

A Program Review should occur every five to six years, or on a cycle consistent with the Airport's strategic planning. It should be reviewed by the Arts Advisory Committee and approved by the President/CEO.

[SAN. Creative Youth Development event](#)

### Site and Opportunities Plan

Periodically, the Arts Program should create plans for artworks developed in conjunction with the Airport's major capital projects. These plans should include recommendations for permanent commissions, temporary commissions and arts infrastructure such as stages, exhibition spaces and screens. These plans should include recommended budget allocations for each project or infrastructure investment that would be funded through Two-Percent for Art funds. The allocations would be reviewed by the Arts Advisory Committee, recommended to the President/CEO, and subsequently approved by the Board.

Each Site and Opportunities Plan should implement the vision and goals for the Program. The projects identified in a Site and Opportunities Plan should be carried through to the Artistic Plan (Annual Plan).

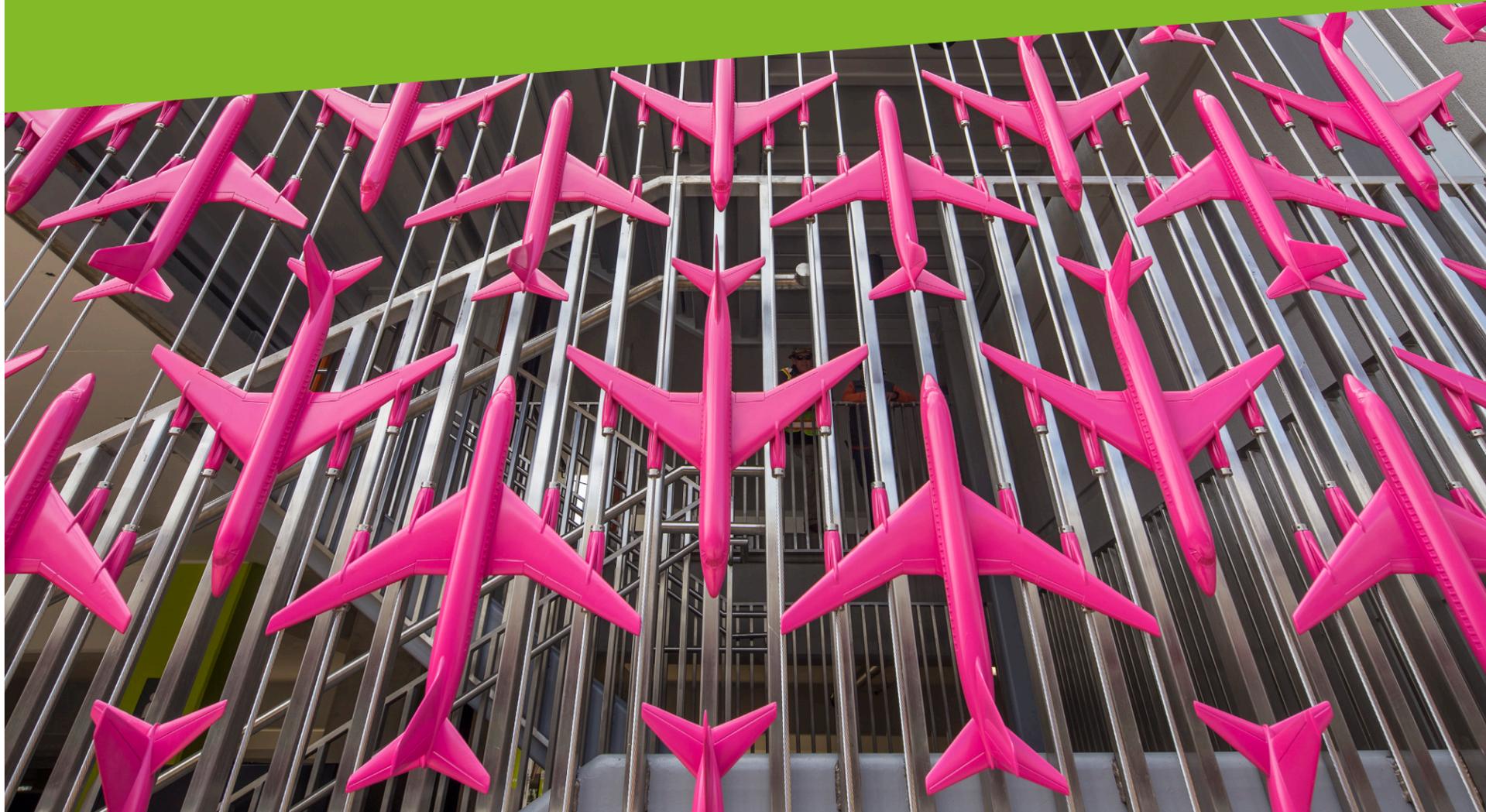
### Collections Management Plan

The Arts Program should maintain a baseline Collections Management Plan and update it as needed. This is a plan maintained by the Arts Program staff that documents the Airport's Public Art Collection, records previous conservation efforts, and documents and prioritizes conservation needs. Each year, based on the Collections Management Plan, the Arts Program should recommend a conservation program and funding levels. Once a conservation program is established, Arts Program staff will work with professional, on-call conservators to prioritize conservation projects annually, and expenses for each project will be reviewed and approved by Arts Program and Airport Design and Construction staff.



[SAN. Public Art Collection, DAZZLE, Ueberall International](#)

# ARTISTIC PROGRAM RECOMMENDATIONS



## PUBLIC ART

Over the past decade, the Arts Program has built a Public Art Collection of distinction. It has produced artworks of great complexity, engaged artists with varying levels of public art experience and created some of the airport's most memorable features. It has accomplished many of the goals of the last Arts Master Plan.

The Program is skillful at facilitating a successful public art process, the Arts Program team receives high marks for professionalism; and artists who have completed projects say they feel that public art is a high priority in the complex process of building capital improvements at the airport.

This strong track record provides a sound basis for the Program to tackle new commissions with the Terminal One redevelopment and new administration building.

*SAN Public Art Collection, Formation. Mark Reigelman*

### THE BENEFITS OF PUBLIC ART AT SAN

Public art supports the four goals of the Arts Program in the following ways:

#### Customer Experience Outcomes

- Individual public art projects, as well as the collection taken as a whole, create a strong overall visual identity for the airport.
- Public art enhances the appearance of airport infrastructure and design elements.
- Works of art can serve as “intuitive” wayfinding by creating visual cues and landmarks.
- Public art can help create spaces that elevate the experience of travel and of public space, and can mitigate the stress of travel.
- Public art can create experiences that are fresh, new, memorable and unforgettable.

#### Placemaking Outcomes

- Site-specific and unique works of art help create a sense of arrival for visitors and a sense of returning home for residents.
- Works of art can connect with the travel experience, reflecting human narratives embodied in modern travel.

### Civic and Community Outcomes

- Locals and visitors alike are able to access and experience public art without entering secure areas.
- The overall Public Art Collection reflects SAN's importance as a civic icon.

### Artistic Excellence Outcomes

- High-quality public artworks help the Arts Program gain recognition by peers and the public.
- SAN is a prestigious collection to be a part of as an artist and is known as a place that supports artists in creating their best work.

## FUTURE DIRECTIONS FOR PUBLIC ART AT SAN

Over the next decade, there will be several opportunities for permanent public art commissions, though overall the pace of new projects is likely to decline. The redevelopment of Terminal One will result in a series of commissions as significant as those included in the Green Build project. Potential projects for Terminal One are discussed in the Site and Opportunities Plan section of this Master Plan. In addition, there may be opportunities associated with the new administration building and smaller-scale improvements to Terminal Two.

To continue to build and maintain a strong and dynamic Public Art Collection, the Arts Program will also need to continue to explore new approaches to working with artists and engaging SAN customers, make changes to its funding model to ensure that there is funding for the long-term care of its collection, and look at new and different ways for working with public-private partnerships.

## STRATEGIES

Moving forward, the Arts Program should consider the following strategies for public art:

1. Adopt Criteria for Evaluating Potential Public Art Opportunities
2. Continue to Use a Variety of Approaches to Public Art
3. Adopt a Range of Methods for Recruiting Artists
4. Create an Artist Mentorship Program
5. Create a Visual Art Residency
6. Develop Processes for Incorporating Public Art into Public-Private Partnership Projects
7. Create Mechanisms for Accepting Financial Donations
8. Utilize Two-Percent for Art Funds for Collections Management
9. Create Clear Goals and Criteria for Reviewing Gifts of Artwork

### Special Consideration

Staffing resources should be evaluated as new strategies are implemented.

### STRATEGY 1

#### Adopt Criteria for Evaluating Potential Public Art Opportunities

The Arts Program should adopt a set of criteria for evaluating potential public art opportunities.

The Site and Opportunities Plan, a component of this Arts Master Plan, identifies public art opportunities for Terminal One based upon the designs included in the Program Definition Document (PDD), which is the basis for the design-build contractor's work. As the design for Terminal One progresses to the next phase, changes may make certain opportunities less desirable or obsolete, and other opportunities may open up. The following criteria are a tool to help the Arts Program evaluate the opportunities should changes occur.

In addition, anticipated projects in Terminal Two, the new Administration Building and other capital projects will result in new opportunities for permanent public art projects. These criteria can also be a guide for identifying opportunities within these future capital projects.

Finally, the Arts Program is beginning to commission permanent and temporary public art projects that are independent of capital improvements. These criteria can also be used to evaluate such opportunities.

The following criteria should be used as a tool to help evaluate whether a potential public art opportunity should be pursued. The public art opportunity would not need to meet all of the criteria, but should provide the best opportunity to address a majority of the topics. These criteria can also be used as a tool to help shape and define a project once it is underway, to ensure that it will best support the Arts Program's vision and goals. As has been the practice to date, Arts Program staff will bring new public art opportunities to the AAC for its feedback and consideration.

## CRITERIA FOR EVALUATING PUBLIC ART OPPORTUNITIES

### MISSION ALIGNMENT

Supports an aspect of the airport's overall vision, goals or policy priorities

Supports an aspect of the Arts Program's vision or desired outcomes

### LOCATIONAL

Located where it is likely to be effective at achieving outcomes the Program seeks

Located where it is accessible and people can appreciate it

Located where it is safe from incidental damage, and where relocation for functional reasons is not likely

### FEASIBILITY

There is space available for the project or program or infrastructure, or minimal space impact

There is adequate funding and staffing to support the development of the project and, if applicable, ongoing staffing, programming and maintenance

The project's useful life is well understood, and maintenance and conservation can be managed to the best professional standards

The project does not conflict with airport operations or functional requirements

### ARTISTIC

Offers a compelling opportunity / challenge for artists

Offers strong collaborative, integrative or site-specific possibilities

Contributes to overall artistic, programmatic and curatorial strategies

Diversifies the range of artists engaged with art projects, including artists' level of experience and attainment, and background

Diversifies the approaches that artists use to explore the airport and engage with its stakeholders, including media, approach to integration, subject matter, and scale

Diversifies the range of audiences who engage with art at the airport, by addressing or involving particular user groups and by considering issues such as access

Diversifies the ways that audiences interact with art at the airport, by introducing new approaches to how audiences engage with the artist during project development and the artwork after it is installed

## STRATEGY 2

### Continue to Use a Variety of Approaches to Public Art

Over the years the Arts Program has established a variety of approaches to developing projects with artists. Doing so has allowed the program to work with a wide range of artists and develop a collection that feels fresh and current. As the airport has fewer large capital projects, the Program should also shift its focus to more site-specific temporary installations and artist residencies that bring new work and generate excitement.

The Program should continue to embrace the following broad set of approaches to working with artists:

#### Design Team Artist

An artist is selected at the start of the project to work closely with the design team (architect, engineer, landscape architect and others) to realize the design of a larger capital project.



SAN Public Art Collection  
*¿Dónde Estás?*  
Erik Carlson

The thinking of the artist helps shape fundamental ideas about the project design and usually results in a specific element that the artist has more responsibility for designing. Most often, this element will be integrated into the architectural or landscape design project itself.

The Design Team Artist may also have a role in establishing a curatorial vision for an overall art program for a project or series of projects and may be involved in identifying public art opportunities to be executed by other artists.

#### Integrated

An art project is planned for and executed in conjunction with the overall design of a larger capital project. Art projects can be integrated into architecture, landscape design, streetscape or infrastructure projects. The artist consults with the design team, the client department and the local community to identify opportunities for integrated artwork and collaborates throughout the design, fabrication and installation process. The artwork is usually designed and fabricated independently of the main project and installed at the appropriate time during the overall construction schedule.

#### Stand-Alone Artwork

An artist is commissioned independently of any capital project, or independently of the design and construction schedule of a capital project, to create a stand-alone artwork, which is usually site-specific. The artist consults with the Arts Program staff and the design team (if applicable) to identify opportunities for an artwork. The result is a site-specific element that is conceived and fabricated by the artist.

#### Goal-Oriented

An artist is selected to create a public art project in response to a specific goal, outcome or idea but without a specific site having been identified by the Arts Program. The selected artist would explore, in collaboration with the Arts Program staff, design team members, and other relevant stakeholders, how and where a project could be developed; ultimately, an integrated artwork could be produced. The artists would be selected on the basis of their ability to produce works that capture the goals / outcomes that are sought.

#### Artist Residency

An artist is embedded in an agency for a fixed period of time with the expectation that the artist will create new permanent, temporary, or time-based (a series of events or experiences) work from research and exploration conducted during the residency. In the context of public art, residencies allow the artist to have a longer research and development period in the creation of their work and to be more self-directed about how they will approach the project. The residency model can be used when there is interest in having an artist create permanent or temporary work that reflects interactions with airport customers or staff, observations about the experience of air travel, or other considerations.

#### Temporary

An artist is commissioned to create an artwork that is presented only for a fixed amount of time, from a one-time event to a period of a few years. In standard public art practice, the artist generally retains ownership of the artwork, as long as there are no conflicts with funding sources or other policies related to the commission.

## STRATEGY 3

### Adopt a Range of Methods for Recruiting Artists

The Arts Program currently relies on an open call to invite artists to be considered for public art commissions. The Arts Program should also allow for an invitational selection process and for the development of an artist roster, as tools to use when appropriate. Using a variety of tools will help expand the Program's reach in recruiting artists and reduce administrative effort. These methods are aligned with best practices in the public art field at large.

#### Open Call

In an open call, any artist may submit qualifications, subject to any requirements established by the Arts Program. The open call is traditionally how the SAN Arts Program has recruited artists and remains a useful tool.

#### Invitational Selection Process

An invitational process should be considered when the Arts Program is:

- Seeking artists with a specific skill or background, based on the nature of the site or the project concept.
- Hoping to attract artists who may not have completed a public art project and do not consider themselves "public art" artists but would be a good fit for the particular project.
- Adhering to an accelerated construction schedule that prohibits a lengthier solicitation process.

In an invitational process, the Arts Program invites a short list of artists to submit design qualifications. The short list can be developed by staff or with input from the Arts Advisory Committee and/or the Artist Selection Panel.

### Artist Roster

An Artist Roster is a pre-qualified pool of artists from which the Program can choose artists for an invitational process.

The roster would be developed based on a comprehensive review of qualifications from artists who respond to an open call. Qualifications would be reviewed by a Selection Panel and the recommended final roster would be approved by the Arts Advisory Committee. If the roster is meant to be used for several years, it should be updated annually or bi-annually to allow new artists to be considered and to allow artists on the roster to update their materials.

A roster could potentially be useful when:

- The Program is anticipating a large number of commissions at one time, as it might with the Terminal One redevelopment.
- The Program is anticipating a number of commissions in the same medium or genre, such as art glass, ceramics or photography.

The advantages of a roster would be to:

- Make it more attractive and administratively easier for artists to apply for commissions at the airport by allowing them to apply for a pool rather than individual commission.
- Provide more flexibility for Artist Selection Panels in the artists they might choose.
- Reduce the administrative effort that would be needed to manage multiple artist selection processes.

The challenges of a roster are that:

- Well-established artists, as well as artists that do not self-identify as public artists may not be inclined to apply for a roster.
- A roster may not capture artists with the skills sets required for a specific project.

### STRATEGY 4

#### Create an Artist Mentorship Program

The SAN Arts Program should develop a mentorship program to provide emerging artists in the region with the opportunity to work with experienced artists on large-scale public art commissions.

The primary goal of the mentorship program would be to provide opportunities for artists who are new to the field of public art to gain technical and administrative experience needed to compete within the field of public art, and to learn how to work as an artist in the airport context. A second goal is to enrich the project through a collaborative process.

Numerous public art programs have launched initiatives drawing on this concept. They include programs in El Paso, TX, in Fulton County, GA, and at Minneapolis-St. Paul International Airport.

To accomplish this strategy the Arts Program should:

- Determine on a case-by-case basis what commissions would be appropriate for the mentorship program. Usually this will depend on the overall project budget and the scope of work for the artist. The mentoring component should be included in the original Request for Qualifications (RFQ) for the project and the mentoring responsibilities should be built into the scope of work and budget in the lead artist's contract.
- Invite local artists to apply to a Mentorship Roster through an open RFQ issued on a periodic basis. This roster would be shared with the experienced lead artists who are asked to mentor an artist on their project. The lead artist would select a mentee based on a review of qualifications and an interview.
- Work with the lead artist to establish a scope of work for the mentee. The responsibilities of the mentee might include attending planning meetings; conducting research regarding materials, design issues and building codes; and other duties that relate to the design and fabrication of the artwork. In other cases the mentee may be

responsible for crafting and installing the artwork while being guided by the mentor. The mentee and mentor would be paid a stipend or fee based upon the scope of work. The budget for the mentorship should also provide for travel expenses and time for the mentee to visit and work at the lead artist's studio.

### STRATEGY 5

#### Create a Visual Art Residency

The Arts Program should establish a Visual Art Residency. This would be a reinstatement of a former program at SAN that was discontinued.

The Visual Art Residency would occur on at least an annual basis. An artist or artist team would be engaged to develop a permanent or temporary public art project based upon research and design development undertaken over a period of time at the airport. The work could be informed through customer interaction, employee interaction, observation and/or other inputs that result from an in-depth experience at the airport.



### STRATEGY 6

#### Develop Processes for Incorporating Public Art into Public-Private Partnership Projects

The airport is now considering entering into public-private partnership arrangements (P3) for some capital projects. Recently, the Signature Flight Support facility, a private aviation company on the airport campus, was developed through such an arrangement. The project included public art, but the art process was not under the overview of the Arts Program.

Public-private partnership arrangements can take many forms. It is difficult to predict every possible iteration that may happen in the future at SAN, and the exact breakdown of responsibilities for the Arts Program may vary depending on the structure of a particular P3. To guide any future P3 negotiations, the Arts Program should create a set of principles for establishing Two-Percent for Art requirements for P3 projects. These principles should be incorporated into Policy 8.50, the Policy for the Airport Authority Arts Program (see Appendix B). These principles should include, at a minimum:

- P3 projects should be subject to the same Two-Percent for Art obligation as capital projects managed by the Airport.
- The Arts Program should take the lead on identifying and defining the public art opportunities for P3 projects in conjunction with the overall planning for the capital project, including developing a Site and Opportunities plan for large-scale capital projects that are likely to have more than one public art commission.

SAN, Construction of Norie Sato's *The Spirit of Silence*

- Arts Program staff should manage the integration of art using the public art commissioning process outlined in the Policy, in particular with regard to the roles of Artist Selection Panels and the Arts Advisory Committee.
- Even if the P3 is responsible for operating and maintaining the future facility, the public art asset should be owned by the Airport and maintained and conserved as part of the Airport’s Public Art Collection.
- Arts Program staff, in collaboration with airport Leadership, should also consider accessibility of artwork in all P3 facilities, as outlined under the previous criteria section.

**STRATEGY 7**  
**Create Mechanisms for Accepting Financial Donations**

There may be instances when SAN and the Arts Program wish to seek financial donations or sponsorships to support a specific public art project. The definition of “gifts” in the Policy for the Airport Authority Art Program includes mention of financial gifts, but does not provide guidance on the acceptance and use of those gifts. Donors making financial contributions should not influence artistic or curatorial decisions or direct the selection of particular artists, performers or contractors. Working with the Airport Finance Department, the Program should establish the guidelines for how the Arts Program can receive and use financial donations for public art. These guidelines should be incorporated into Policy 8.50, the Policy for the Airport Authority Arts Program (see Appendix B).

**STRATEGY 8**  
**Utilize Two-Percent for Art Funds for Collections Management**

The Arts Program will experience increased budget demands for conservation as the Public Art Collection grows and matures. In order to ensure there is sufficient funding to properly conserve artwork at SAN, as well as to support other costs related to collections management (relocation and Deaccession, for example) the Arts Program should set aside up to 15 percent of the Two-Percent for Art allocation per project for collections management. This follows on a recommendation in the 2006 Airport Art Master Plan and is in keeping with practices at peer programs. This will require a change to Policy 8.50, the Policy for the Airport Authority Arts Program (see Appendix B).

These funds should be used to supplement, not to replace, the operating funds available for conservation. Funds should be pooled into a Collections Management Fund to be used for conservation and collection management needs for the entire collection. Based on the Collections Management Plan and anticipated new commissions, the Program should develop a work plan that anticipates conservation and maintenance needs both in the near term and over the next 10 years.

Monies from the Fund should be allocated based upon needs identified in the Collections Management Plan. Because the Fund would only receive contributions from new projects but would need to pay for conservation and collection management needs for the entire collection, the Fund will need to be carefully managed and only be used to supplement annual operating funds allocated to collections management, to ensure that the Fund will not be depleted during the lifetime of the works in the collection.

**STRATEGY 9**  
**Create Clear Goals and Criteria for Reviewing Gifts of Artwork**

From time to time the Arts Program is offered a gift of artwork. While gifts can be a way to bring new and dynamic works to the airport environment and to add to the SAN Public Art Collection, proposed gifts of artwork should be carefully reviewed to ensure that they appropriately contribute to the airport overall and the Collection specifically. Gifts should also be subject to all applicable provisions regarding review, acquisition, exhibition, ownership and Deaccession governing the Arts Program.

The Arts Program should revise Policy 8.50, the Policy for the Airport Authority Arts Program, to include criteria for reviewing gifts that ties the acceptance of gifts to the goals and Policies of the Arts Program:

- The proposed gift of artwork supports the vision and goals of the Arts Program and meets criteria for artistic excellence and innovation as outlined in the Artistic Plan.
- There is an available location for the siting of the gift.
- The gift adds to the diversity and quality of the collection.
- The gift is an Artwork and is created by an Artist, as defined in the Policy.

Arts Policy 8.50 should also include language that states that the donor is responsible for all costs associated with a gift, such as installation, ongoing maintenance, and security etc. as well as include clearer language around the procedures for review (see Appendix B for further description of Policy recommendations).



SAN, *Intergalactic Dreaming* Exhibition, Sheena Rae Dowling



## PERFORMING ARTS

The Performing Arts Program is a comprehensive program that includes regularly scheduled musical performances, periodic presentations of dance and theatre, plus public presentations that result from the Performing Arts Residency.

Music performances are scheduled weekly in the Sunset Cove concessions area and periodically in the Terminal Two Baggage Claim area. Other locations, such as the ticketing areas, Terminal Two East food court, Terminal One Baggage Claim, USO and curbside have also been used for special performances.

In 2016, the Arts Program launched a Performing Arts Residency Program as a special component of its Performing Arts Program, the first of its kind at any national airport. The Residency Program provides opportunities for artists and/or arts organizations to develop and perform original site-specific work over an extended period of time that is inspired by the airport environment. The Residency Program is designed to create a unique airport experience for customers, provide a creative challenge for artists and showcase the region's performing arts community to the vast audiences that the airport can provide.

Performances developed through the Residency Program have included genres such as circus arts, a creative youth dance arts program and aerial dance theater. Resident artists or organizations are selected through a call for submissions that is open to performing artists in all performing arts disciplines — dance, music and theater, as well as,

cross-disciplinary media including digital performance and projection. The timeframe for each residency, including research, creation and presentation, is six months.

The Performing Arts Program is internationally recognized for its innovation and has become a model for integrating local performing artists and arts organizations into an airport environment. The Program's framework is well-designed and provides a clear foundation on which to expand creatively and in scope.

### THE BENEFITS OF PERFORMING ARTS AT SAN

Performing arts supports the four Arts Program goals identified in this plan in the following ways:

#### Customer Experience

- Performances create a pleasant atmosphere and a diversion in a potentially stressful environment.
- Performances become an anticipated part of the customer experience to seek out and enjoy.
- Spaces are enlivened and airport customers are creatively entertained and engaged in unexpected ways.

### Placemaking: Emotional and Experiential Connection

- Food courts and other spaces are transformed by performances that allow customers an opportunity to meaningfully connect with local culture beyond the immediate experience of an airport terminal.
- Customers connect with their traveling experience in surprising ways and at unanticipated moments of their journey through site-specific performances.
- Performances by local artists and arts organizations remind residents that they are home.

### Civic and Community

- Visitors are offered a glimpse of the region's arts and cultural offerings.
- Local performing artists and arts and cultural organizations have access to larger audiences through Arts Program partnerships.
- The Arts Program remains relevant and connected to the broader arts and culture community by engaging with regional performing artists and arts organizations.
- Residency artists and organizations are supported in the development of new work.
- Performances reflect the racial, ethnic, and cultural diversity of the region.

### Artistic Excellence

- The Arts Program continues to gain recognition by its peers and the public by presenting performers and performing arts organizations of the highest caliber.
- Performing artists and resident artists are creatively challenged to originate site-specific work in a unique environment for a nontraditional audience.

## FUTURE DIRECTIONS FOR PERFORMING ARTS – ONGOING PROGRAM

The Performing Arts component will be a mainstay of the Arts Program, enriching people's experiences in key locations where they have time to spend a moment or more relaxing. The Program will highlight the diversity of genres of performing arts — music, theatre, dance and others — that can be found in San Diego, as well as the cultural diversity of its artists and arts organizations. The existing program provides a strong foundation on which to expand the range and increase the frequency of performances and to strengthen relationships with the regional arts community.

### STRATEGIES

The Program should evolve through five key strategies:

1. Broaden the Range of Performances
2. Increase the Frequency of Performances
3. Broaden the Types of Locations in which Performances Can Be Experienced
4. Develop New Collaborations
5. Explore New Funding Resources for Performances

### Special Consideration

Staffing resources should be evaluated as new strategies are implemented.

### STRATEGY 1

#### Broaden the Range of Performances

The Arts Program should consider presenting an even wider selection of performers and performance styles or genres. The selections should fully reflect the diverse range of cultural resources in the region. This can be accomplished through a variety of approaches.

#### Recruitment

The Arts Program should continue to actively recruit a broad range of talent to ensure that there is a deep bench of qualified performers who reflect the diverse range of cultural resources in the region.

The Arts Program website includes information that explains how interested performers can submit materials for consideration. However, the Program should promote this, in order to create an organized yet transparent means for considering potential performers. The Arts Program may also want to create an annual notification inviting performers to submit materials in consideration of securing a performance opportunity at the airport.

The Arts Program should also work with experienced curators, managers, producers and consultants as necessary to achieve recruitment goals.

#### Community Partnerships

The Arts Program should proactively seek out partnerships with local arts and culture organizations and events to identify performers who can further help the Program achieve its recruitment goals. Many of these organizations have broad networks of performers and have dedicated community engagement staff that can help raise awareness of performance opportunities at SAN.

### Criteria for Evaluating Talent

In developing a broader reach, the Arts Program should also have clear criteria that are used to evaluate talent. This will help performers know whether they should apply, and will allow the Program to ensure a high level of quality and to draw on a full range of diversity of performers in the region and performing arts genres.

### STRATEGY 2

#### Increase the Frequency of Performances

The Arts Program should increase the frequency of performances. Furthermore, with the redevelopment of Terminal One, the Performing Arts Program should also increase the number and regularity of performances to reach audiences in that terminal.

Intercept surveys conducted as part of this planning process found that a majority of performance attendees (80%) felt performances enhanced their experience of the airport. Increasing the frequency that performances are available can help support a positive customer experience.

The benchmarking of other airport arts and culture programs conducted as part of this planning process revealed that, at other airports, the frequency of scheduled performances on stages varies. LAX presents 18 shows per year; PIT has one per week; MSP, DAL and BNA all have three to four per week; and AUS has the most with 21 performances per week. PIT is planning to expand its program with an additional stage and more performances in the future. In addition to performances on the Art Program's stages at BNA, the Art Program books performers for a separate stage in a bar seven days a week; other concessionaires run their own live music programs as well, contributing to the airport's environment.

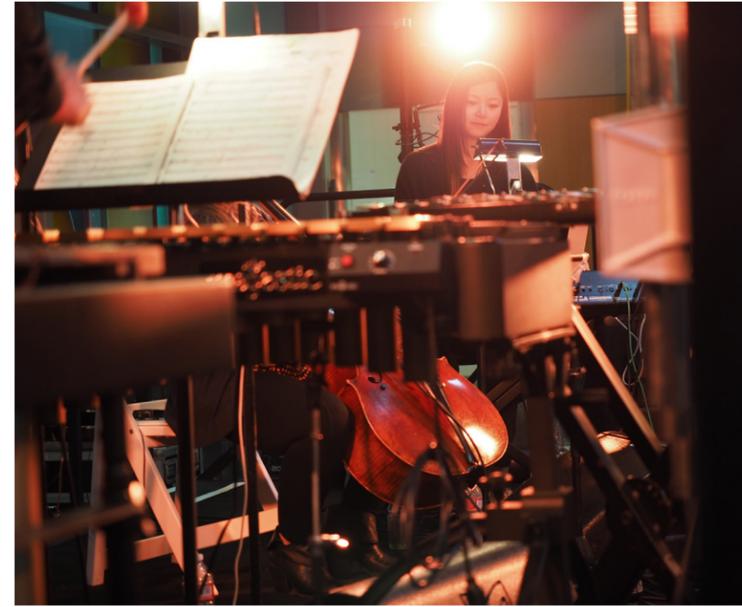
Increasing the frequency of performances will require additional resources as well as exploring different models for working with and paying performers. An incremental and varied approach to adding performances can support measured increases in required resources.

### Target Number of Performances

- Near-term, target to have three to four performances weekly at SAN. This would bring the number of performances in line with peer programs at Dallas Love Field, Minneapolis-St. Paul International Airport and Nashville International Airport (excluding concessionaires that run their own music programs).
- When Terminal One is completed, target a baseline of four performances weekly, two in each terminal.
- Long-term, as resources and partnerships grow, that number could grow to six to eight performances weekly.

### Performance Models

- Badge a small cadre of musicians who play regular sets at SAN. These musicians would not need a special escort through security.
- Partner with performing arts organizations; military bands; universities or community colleges that have reputations for high caliber training of upper-level music majors or ensembles in residence or other performing arts groups, to bring one-time performances or a special series of performances to SAN.
- Feature special performances related to festivals and events presented elsewhere. Allow flexibility for adjusting to external schedules.



SAN in collaboration with ArtPower, Bang on a Can All-Stars

### STRATEGY 3

#### Broaden the Types of Locations in which Performances Can Be Experienced

Having performances in a wider variety of locations will enable more people to enjoy them. Twenty percent of the performance attendees that participated in the intercept survey conducted as part of this planning process said they went out of their way to experience the performance, while the majority (80%) said they just happened to be in the area when the performance was taking place.

Sunset Cove currently offers an excellent location for formal and larger-scale performances. It has a stage, space for sound equipment, and room for a variety of types of music, dance, theater and even aerial dance to be experienced. The other, less formal, performance spaces are important too, because they allow the Arts Program to reach more people with its performances and create the opportunity for artists to perform without the need for built-in sound equipment.

Moving forward, the Arts Program should continue to provide formal stage set-ups, including at least one in the new Terminal One Food Halls and/or curbside or patio / terrace locations. These should be complemented by other types of infrastructure that allow for more flexible programming, such as mobile set-ups (locations that are visually delineated for performances and have electricity and seating, but not a full stage or permanent sound system), plug-and-play spaces (delineated performance spaces with built-in audio and sometimes monitors to present visual content), as well as portable dance floors that can be used to protect dancers' feet.

### Mobile Set-Ups and Plug-and-Play

- Develop several areas for mobile set-ups and/or plug-and-play. At least one should be incorporated into an existing, post-security location in Terminal Two. A potential location is the group-seating areas near gates 50 – 51.
- Consider mobile set-ups and plug-and-play in the new Terminal One. With limited space in Terminal One, these may be the main way to bring performances post-security. Possible locations include the two concession cores, the east and west dwell areas and the “arts zone” (see Site and Opportunities Plan).

### Marley Dance Floor

- The facility's terrazzo floors are generally hard on dancers and other performers' feet; particularly for artists who are required to participate in multiple on-site rehearsals and performances. The Arts Program should purchase a portable Marley-type dance floor if dance is to become a regular component of the Performing Arts Program.



SAN, Performing Arts Residency, Fern Street Circus

#### STRATEGY 4

##### Develop New Collaborations

The Performing Arts Program has been successful at recruiting a variety of talent through collaboration with an independent music curator. Developing new and different types of collaborations can further diversify the Performing Arts Program's offerings. These could include:

- Performances developed in relationship to special events taking place in the region, such as Comic-Con.
- Collaborations with performing arts organizations and venues to feature performances related major concerts or shows taking place in San Diego.
- Featuring performers from regional cultural celebrations and festivals.

#### STRATEGY 5

##### Explore New Funding Resources for Performances

Increasing performances will require a larger budget for performer fees, Performing Arts Production and Programming Specialist Services, promotion and staffing. The current Performing Arts Program budget should be doubled to provide an expanded program that includes Terminal One.

The Arts Program should also consider other options for funding and reducing per-performance costs. Some suggestions for implementing this strategy include badging musicians, community partnerships and sponsorships.

##### Badged Musicians

- Reduce overhead costs by badging musicians who may not require the support of an escort and sound producer.
- Offer badged musicians a slightly lower per-performance fee and permission to collect, but not solicit for, tips.

##### Community Partnerships

- Arts organizations, festivals, presenters, universities and other community performing groups and presenting organizations may be willing to bring performances to the airport that are funded through their own sources.
- Co-created programs with local arts and culture organizations may be able to draw on funding opportunities with grant programs designed to increase access to the arts for non-traditional audiences or in non-traditional settings.

##### Sponsorships

The Arts Program should investigate the possibility of performance sponsorships, including outside sponsors and internal airport sponsors. Sponsors should not influence artistic or curatorial decisions or direct the selection of particular artists, performers or contractors.

This practice is followed at several peer airports. At Atlanta Hartsfield, San Antonio and Austin Bergstrom, for example, food and beverage concessionaires support music programs because they recognize the impact performances have on passenger dwell time and positive spending. One of the two music programs at Atlanta Hartsfield is funded through a concessionaire's marketing fund, similar to the one at SAN, to which each concessionaire contributes a small percent of sales. At Austin Bergstrom, Delaware North Companies, the airport's restaurant and retail manager, directly pays for the musicians on the four stages located in bars and restaurants. Delaware North and the City of Austin Aviation Department share the costs of the musicians on the main stage.

## FUTURE DIRECTIONS FOR PERFORMING ARTS – RESIDENCY PROGRAM

The Performing Arts Residency Program continually offers airport customers fresh opportunities to engage with artists, different from experiences they can have in any other airport and even at traditional arts venues.

The program is off to a strong start. It is well-respected and is becoming a highly desirable opportunity for artists and arts organizations. Airport customers and the public have responded positively and the program has garnered local, national and international press coverage. Other airports have followed suit, including LaGuardia International Airport and Pittsburgh International Airport. Past residents report that they have experienced increases in visibility and publicity while participating in the program. They also say that the residency has creatively challenged them, providing an opportunity for developing site-specific work in a setting rarely considered for performances. There is little to suggest that it will not continue to grow into one of the Arts Program's signature offerings.

The program will continue to provide highly sought-after opportunities for regional artists and organizations to create new work, refine it, present it and build their audiences. It will continue to be a model for other airports and align the Arts Program with SAN's efforts to find innovative ways to lead the industry.

## STRATEGIES

The Performing Arts Residency Program should evolve through three key strategies:

1. Keep the Creative Output of the Program Fresh and Innovative
2. Strengthen Awareness of the Program
3. Strengthen Partnerships with Artists and Cultural Organizations

### Special Consideration

Staffing resources should be evaluated as new strategies are implemented.

#### STRATEGY 1

##### Keep the Creative Output of the Program Fresh and Innovative

The Residency program has a track record of risk-taking in its selection of resident arts organizations. This openness to risk-taking will be important to the continued innovation of the program. This can be accomplished by:

- Keeping the selection processes open to a wide range of genres and disciplines including music, dance, theater, sound design and more.
- Asking residents to focus their creative development and presentations around the airport environment.
- Making the community engagement component of the Residency part of the application process and asking applicants to provide examples of how they might fulfill this requirement.

### STRATEGY 2

#### Strengthen Passenger Awareness of the Program

As with the ongoing concert series, the audience for Residency performances is limited to the number of airport customers who happen to be at the airport at the times and locations when presentations occur. The creative output of the program can be made accessible to more audiences by:

- Developing additional documentation for each residency, including background on the resident artist or organization, the creative process and the presentation of work.
- Continuing to push out documentation for current and past residencies through various media, such as the Arts Program's digital resources (web, social media) as well as on-site resources in each terminal, including print signage, video monitors installed at performing arts sites, and through Cultural Exchange exhibition location(s).



SAN, Performing Arts Residency, Fern Street Circus

### STRATEGY 3

#### Strengthen Partnerships with Artists and Cultural Organizations

The Residency Program will require partnerships with artists and cultural organizations to continue to succeed. When entering into these partnerships, the Arts Program should consider how both parties can benefit in regard to their own goals and needs, and how the resident artists and organizations, which generally have fewer resources than the Arts Program, can be compensated fairly for their efforts. The Arts Program's goals and needs are expressed in this plan in regard to customer experience, placemaking, civic and community engagement and artistic excellence. Resident artists' and organizations' goals and needs generally include opportunities for creative growth, capacity building and audience development.

This strategy can be accomplished by:

- Articulating each partner's goals and needs at the beginning of the partnership and ensuring those needs are addressed in the partnership agreement.
- Considering not only the creative development and presentation costs but also the administration, logistical and documentation costs that resident organizations incur. Ensure that residency budgets cover those costs. Build the capacity of resident organizations to develop realistic expectations for budgeting project costs. Require budget proposals from residents that include all residency costs including administration, marketing and documentation.
- Supporting Program and resident audience development and recognition. Consider cross-promotions, sharing of audience lists and public relations resources during the residency, and support applications for external grant and recognition awards after the residency, for example.



SAN, Performing Arts Residency, transcenDANCE Youth Arts Project



# TEMPORARY EXHIBITIONS

Over the past few years the Temporary Exhibitions Program has migrated to an approach of organizing annual theme-based exhibitions, a recommendation of the 2011 Arts Program Assessment. This strategy has unleashed fresh creative potential through a wide range of partnerships, stimulating themes and out-of-the-box approaches to developing and exhibiting work.

The themes have ranged from timely civic topics, such as an exhibition that accompanied the Balboa Park Centennial Celebration; to conceptual themes, such as *Intergalactic Dreaming* and *Figure of Speech*; to topics that relate more specifically the San Diego region, such as *Point of Entry*.

Exhibitions have included a variety of materials, including the presentation of collections of artifacts, and works of art by local artists or from local collections. While most of the works of art exhibited are on loan, the Arts Program has been able to work with artists to develop new, site-specific work as part of the Exhibitions Program as well.

Exhibitions have also been installed in the airport in increasingly bold ways that read more as temporary installations than traditional exhibitions. The 2018 – 2019 exhibition, *Figure of Speech*, includes artworks installed above a food court, in the main concourse in Terminal Two, on a glass window in Terminal Two, curbside, and in the Terminal Two Rotunda.

SAN, *Figure of Speech* exhibition, Michelle Montjoy

The Temporary Exhibitions Program has received high marks from artists who have participated. They say they have appreciated the curatorial and logistical guidance from Arts Program staff and benefited from being part of a diverse group show and from the sheer visibility of exhibitions at the airport.

Exhibitions spaces are also often used as places to highlight other elements of the Arts Program, such as DesignAHEAD, artist residencies and Cultural Exchanges with partner organizations.

## THE BENEFITS OF TEMPORARY EXHIBITIONS AT SAN

The Temporary Exhibitions Program supports the four goals of the Arts Program in the following ways:

### Customer Experience

- Exhibitions allow for a more in-depth experience than other artworks might and provide an entertaining and enriching way for customers to spend time.
- Exhibitions improve the airport experience for frequent customers by breaking up generic spaces and continually providing something new and exciting to see.

- Exhibitions become an anticipated part of the customer experience to seek out and enjoy.

### Placemaking: Emotional and Experiential Connections

- Exhibitions that feature local artists or collections from local institutions help create a sense of arrival in the San Diego region.
- Exhibition themes can reveal human narratives embodied in modern travel.
- Exhibitions create a gateway to the region's creative and cultural scene, both promoting it to locals and providing a taste for visitors.

### Civic and Community

- Exhibitions take place throughout the airport, pre- and post-security, allowing locals and visitors alike to access and experience the arts at SAN.
- Partnerships with artists and lending organizations strengthen relationships with community stakeholders.

### Artistic Excellence

- High-quality exhibitions help the Arts Program gain recognition by peers and the public.
- Exhibitions bring recognition of the airport by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience.

## FUTURE DIRECTIONS FOR TEMPORARY EXHIBITIONS

The Temporary Exhibitions Program will continue to program spaces in Terminal Two and, with the ADP, expand into more of Terminal One. As it continues to grow, the Program should build on its current strengths. These include the Arts Program staff's involvement with curating, from crafting curatorial themes with the Arts Advisory Committee to working closely with artists to select work for sites, and having the flexibility and versatility to site work in a variety of locations. Terminal One also offers the opportunity to create new and different types of spaces that will allow the Arts Program to expand the type of work that can be exhibited.

### STRATEGIES

To be successful, the SAN Arts Program should adopt the following strategies:

1. Maintain Flexibility in Curatorial Approaches
2. Adopt Guidelines for Exhibition Siting and Infrastructure
3. Develop Approaches for Future Exhibition Spaces
4. Prototype a Film Program
5. Create Mechanisms for Accepting Financial Donations
6. Increase Program Resources

### Special Consideration

Staffing resources should be evaluated as new strategies are implemented.

### STRATEGY 1

#### Maintain Flexibility in Curatorial Approaches

The Temporary Exhibitions Program should continue to work flexibly, experimenting with different approaches to curating as well as to working with artists and collections.

The annual, theme-based exhibitions have been a great success. This unique approach has allowed airport visitors to enjoy and explore different approaches and perspectives on a topic, and has created a strong, cohesive identity for the Exhibitions Program among a variety of disconnected sites. As the number of exhibition spaces expands into Terminal One, the Arts Program should consider different curatorial approaches for different areas of the airport. Some of the exhibition spaces could continue to be curated under a single theme within a specific terminal or a zone defined by the Arts Program. Other spaces could be curated independent of the annual, thematic exhibition and feature work by local artists, local collections or exhibitions in partnership with regional arts, culture, history, nature and science organizations.

The Temporary Exhibitions Program has also benefitted from being able to work with artists, in some instances, to create new work to fit within the exhibition theme and in response to a specific space. These works have contributed to the quality and innovative nature of recent shows. The Arts Program should continue to build in the ability to occasionally support and pay for the creation of new work as part of exhibitions programming.

### STRATEGY 2

#### Adopt Guidelines for Exhibition Siting and Infrastructure

The Arts Program should adopt guidelines that provide direction on the placement of different types of exhibitions infrastructure, as well as standards for exhibition site conditions. The Temporary Exhibitions Program occupies spaces throughout Terminal Two and in select Terminal One locations, both pre- and post-security, and includes both wall spaces and vitrines for three-dimensional exhibitions. The redevelopment of Terminal One provides an exciting opportunity for the exhibitions program to expand. Furthermore, future changes to Terminal Two may allow the Arts Program to upgrade exhibition infrastructure and reconsider existing siting.

### Exhibition Infrastructure Types

The following types of exhibition infrastructure and sites are either currently used by the Arts Program or should be developed:

#### Wall Cases

*Casework, usually built into wall spaces or placed in front of walls, that has flexibility to exhibit both two-dimensional and three-dimensional objects in a protected location.*

Dimensions of casework vary but are typically a minimum of 24 inches deep to allow for the display of objects. Taller cases can have flexible and removable shelving, or use movable risers or pedestals to allow for more variety. The Arts Program currently has wall cases in the following locations:

- Terminal Two, Post-Security, International Arrivals
- Terminal Two West, Pre-Security, Security Checkpoint

### Stand-Alone Cases

*Casework with a pedestal bottom and a clear acrylic vitrine top for the display of objects in a protected location.*

Cases are often placed in groupings to allow for the curation of an exhibition with multiple objects. There are currently four groupings of stand-alone cases in Terminal Two. Many of these are suffering from maintenance and access issues, as well as being somewhat outdated aesthetically.

- Terminal Two East, Pre-Security
- Terminal Two West, Post-Security, Alcove between Gates 33 – 34
- Terminal Two Pre-Security, Lost and Found Office
- Terminal Two West, Pre-Security, Rotunda



Sheena Rae Dowling, *Intergalactic Dreaming*.

SAN, *Intergalactic Dreaming* Exhibition, Adriene Hughes

### Dedicated Wall Space

*Wall spaces that the Arts Program may use to install two-dimensional work as part of the exhibitions program.*

These walls do not have any special infrastructure, but are typically clean, drywalled walls that have enough visual separation from advertising, wayfinding and other visual elements to create an uncluttered space for the art to be successfully displayed. Directional track lighting allows for works to be properly lit. These walls have allowed the Arts Program to have flexibility in exhibiting borrowed and commissioned work as part of its exhibitions that would not fit within the confines of casework. The availability of these walls has sometimes changed based upon other airport needs. The Arts Program currently uses walls at:

- Terminal Two East, Pre-Security, Alcoves
- Terminal Two East, Post-Security, Gate 22
- Terminal Two East, Post-Security, Gate 28
- Terminal Two East, Pre-Security, Hallway
- Terminal Two East/West Connecting Corridor, Post Security



### Gallery

*A room-like space dedicated to exhibitions.*

A gallery is typically a flexible space where casework, video monitors or other exhibition infrastructure could be brought in, or work could be exhibited directly on the floor or walls. The Arts Program formerly exhibited work in the West End Gallery, located in Terminal Two West, which closed in 2017 to make way for the International Arrivals Facility. The Arts Program recently built a new mini-gallery space, pre-security, in Terminal Two East. The former West End location may also be available again, in part, with the completion of the International Arrivals Facility.

### Light Boxes

*Backlit, wall-mounted display infrastructure for printed, two-dimensional artwork.*

Light boxes are often used for the exhibition of photography and other artwork that can be transferred digitally onto Duratrans or another specialty backlit film. Light boxes are frequently installed in multiples to allow for the exhibition of a collection or series of works. In an airport environment, it is important that they are visually distinct from advertising infrastructure. There are currently no light boxes at SAN.

### Video Monitors

*Large-scale monitors that allow for the display of video.*

The Arts Program currently has three monitors available for use. One is permanently located near the Sunset Cove stage in Terminal Two West and is meant to promote the Arts Program and its varied offerings to customers.

### Siting Criteria

Siting for exhibitions should consider the following criteria:

- Exhibitions should be located in a variety of sites, both pre- and post-security, in order to reach travelers as well as meeter-greeters and the non-traveling public.
- There should be a mix of the type of work that can be accommodated, with more space for two-dimensional than three-dimensional works of art and objects.
- When possible, exhibitions should be sited in accessible areas where airport customers have significant dwell-time or where there is an opportunity for a strong, immediate visual impact.
- Flexible and temporary exhibition spaces should be considered including ceilings, floors, suspended in open air space etc.

### Exhibition Site Conditions

The Arts Program should have a General Facility Report for its exhibition cases for instances where the Program is interested in borrowing work from institutions, collectors or other lenders that would potentially have concerns about the general conditions of the exhibitions space. The Facility Report should indicate, at a minimum, temperature and humidity readings, lighting conditions and UV ratings, building fire protection and security, credentials of art handlers, and insurance requirements.

Over time, the Arts Program should complete an assessment of existing casework and Deaccession or replace cases that are not in good condition.

When feasible, new casework should meet museum standards for UV-filtering, lighting, security, non-off-gassing materials and humidity control.

### STRATEGY 3

#### Develop Approaches for Future Exhibition Spaces

The development of the new Terminal One, as well as other future capital projects, will create an opportunity to develop new exhibitions infrastructure. The Arts Program should take advantage of this opportunity to expand the variety of types and locations of spaces it has available for exhibitions.

#### Terminal One Exhibition Spaces

Through the ADP process, the Arts Program should identify a minimum of five and up to eight sites in the new Terminal One that can be used for exhibitions. Siting should take into consideration the criteria listed above. Sites discussed to date include wall cases adjacent to restrooms and the baggage claim area.

Exhibition spaces should include a mix of casework and wall sites in Terminal One. The Program's current display cases should be added to with new cases consisting of updated materials, finishes and technology, such as lighting and access. At least one of the cases should be full wall height to allow for the flexibility of exhibiting larger two-or three-dimensional objects. The Arts Program should play an active role in participating in an airport stakeholder wayfinding / arts / advertising work group to ensure available wall sites and promote "zones" for such uses.

The Arts Program should also invest in at least one additional large-scale monitor for the exhibition of video. The monitor would not need to have a fixed location but could be placed on available wall space (pending availability of electricity) or in a gallery location when an exhibition incorporates video.

<sup>10</sup> New casework at SFO, LAX and ATL should be reviewed as potential models.

#### Casework

For Terminal One, most cases should be a minimum of 16 feet long and 24 inches deep. Cases can be anywhere from 18 inches to three feet off the ground, with the lower base being ideal for exhibiting taller objects. Cases can be either built-in, flush with the wall, or freestanding.<sup>10</sup> Cases should have movable and adjustable track lighting. For wall cases, hinged doors, rather than sliding, are more functional and provide a cleaner glass front.

Cases meeting this description offer the most flexibility in terms of exhibiting two-dimensional art and artifacts, three-dimensional objects at a variety of scales, and art installations. The Arts Program does not currently have this type of case, and placing several cases of this scale in Terminal One would increase the variety of work that can be exhibited.

New casework should meet museum standards for UV-filtering, lighting, security, non-off-gassing materials and humidity control. This will provide the Arts Program with more flexibility in the materials that it borrows for exhibitions.



SAN, *Intergalactic Dreaming* Exhibition, High Tech High Chula Vista

#### Wall Sites

The Temporary Exhibitions Program should utilize wall sites in the future Terminal One.

Most wall sites should be a minimum of sixteen feet wide and the full wall height, though smaller sites could be used creatively depending on where they are located. Some walls should have the capacity to bear modest loads for two-dimensional installations, and some walls should have the capacity for the installation of monitors.

#### Gallery

A gallery at SAN could be a different type of exhibition space and experience than what is currently offered. A gallery could allow the Arts Program to create an oasis-like space that is removed from the competition and distractions of advertising, concessions, informational signage and other infrastructure. The space could be one appreciated by customers for its reprieve from other busy locations in the terminal. It could also allow the Program to present exhibitions that may not be practical or possible elsewhere, including shows that contain valuable and/or environmentally sensitive objects. In addition, a gallery could be used as a flexible space for events and programs.

The Arts Program should seek an area in the future Terminal One and/or Terminal Two for a new gallery space. The gallery should be built out to meet basic museum standards for UV-filtering, lighting, security, non-off-gassing materials and humidity control.

#### Cultural Exchange Space

A Cultural Exchange Space or Spaces should be set aside within Terminal One and/or Terminal Two. This space can be a large-scale wall space or exhibition case used to promote the Artist Residency program, DesignAHEAD, and other community partnership programs that fall outside of the Arts Program's core-component, regular programming.

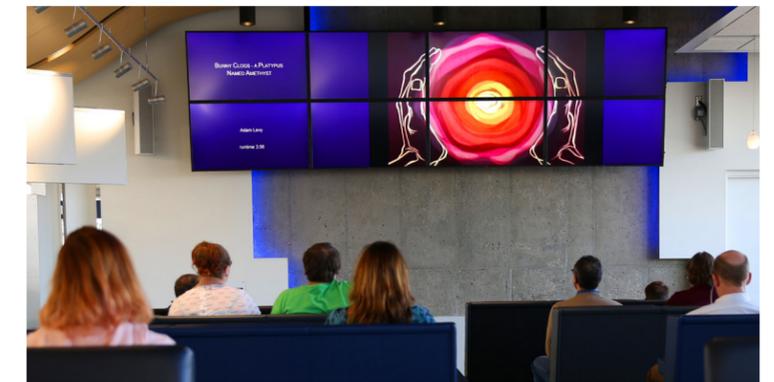
### STRATEGY 4

#### Prototype a Film Program

The Arts Program should designate a film screening area and create a series that features locally-produced short films. Eight of the airport Arts and Culture programs benchmarked as part of this planning process include media arts (film or video) as part of their overall programming.

#### Film Series

The film series should focus on short films, music videos and documentaries to accommodate the typically short waiting times that airport customers experience. The films could tie in thematically to the Temporary Exhibition or regional cultural celebrations and other happenings. San Diego is home to numerous filmmakers, as well as arts organizations that sponsor film festivals, provide opportunities for young and emerging filmmakers and promote San Diego's filmmaking scene. The Arts Program should either partner with an independent film curator or with one or more local organizations to co-curate and present the films. This approach is used for the film screening programs at the Minneapolis-St. Paul and Portland International airports.



See 18, Minneapolis-Saint Paul International Airport  
Photo: David Sherman

### Film Screening Area

The Arts Program should designate an area in the new Terminal One as a Film Screening Area.

The Film Screening Area should have:

- Ample room for a large screen that provides an experience that is cinematic.
- Comfortable, dedicated seating for a minimum of 10 – 12 people.
- Enough distance or separation from other noise in order for people to be able to hear the films.



### STRATEGY 5

#### Create Mechanisms for Accepting Financial Donations

There may be instances when SAN and the Arts Program wish to seek financial donations to support the exhibitions program. The definition of “gifts” in the Policy for the Airport Authority Arts Program includes mention of financial gifts but does not provide guidance on the acceptance and use of those gifts. Donors making financial contributions should not influence artistic or curatorial decisions or direct the selection of particular artists, performers or contractors. The program should establish the guidelines for how the Arts Program can receive and use financial donations for exhibitions. This could include sponsorship opportunities. These guidelines should be incorporated into Policy 8.50, the Policy for the Airport Authority Arts Program (see Appendix A).

Hollywood Theater, Portland International Airport  
Photo: Bill Purcell

### STRATEGY 6

#### Increase Program Resources

The expansion of the exhibitions program into the new Terminal One will necessitate an increase in the overall budget for both loan fees and for the contract for Art Handling, Installation, Fabrication and Off-Site Storage Services. Estimated costs and rationale are included below.

#### Loan Fees

Paying a fee to artists and other lenders is in keeping with best practices in the field. The Arts Program currently offers a flat \$500 loan fee for each space. Moving forward, the Arts Program should consider this a minimum fee, and allow for higher fees for larger spaces and, for instances where an artist is creating new work for exhibition, up to \$1,500 per space.

#### Art Handling

The contract for on-call art handling services should be continued and expanded to manage the additional spaces. Using professional handlers and installations has resulted in excellent exhibition quality and allows for the exhibitions to be installed efficiently with little disruption to the spaces in which they are located. It is also important for artists and other lenders to know that accredited professionals will handle their works and objects.

#### Film Program

The costs of the Film Program would include costs for infrastructure, costs for equipment and infrastructure maintenance and replacement, and for programming (see Site and Opportunities Plan).



Erika Lizée, *Transfiguration*, Los Angeles International Airport  
Photo: Panic Studio

# COMMUNITY ENGAGEMENT & COMMUNICATIONS RECOMMENDATIONS



Arts and culture organizations are focusing more intently than ever on how to develop effective communications and engage audiences with their exhibitions, collections, performances and other artistic presentations. Their efforts are generally driven by mission-related goals, by the need to cultivate patrons and customers who will support their programs financially, or both.

For the SAN Arts Program, the primary focus of communications and engagement should be to support the Program's vision, goals and outcomes for customer experience. The second focus should be to support the value that the Arts Program brings to the airport overall and to community organizations that partner with the Program.

The Arts Program operates in a unique environment. The Program benefits from the large numbers of people who are passing through the airport and can be potential members of the audience. However, it is not a place where people as a whole specifically come to experience the arts; most travelers follow circumscribed routes and encounter the arts incidentally, rather than intentionally seeking them out. This provides important context for how the Arts Program should communicate with and engage its audiences.

SAN, DesignAHEAD Program, San Diego City College

## Audiences

The following groups are the primary and secondary audiences that the Arts Program considers when developing communications and engagement plans.

### Primary Audiences

- Airport customers. This includes passengers as well as meeters-greeters and well-wishers who accompany passengers to and from the airport.
- Airport employees. This includes all badged employees at SAN.

### Secondary Audiences

- Arts, civic, education and community organizations. This includes organizations that currently are or could be future partners for the Arts Program. It is important for the Program's work to be understood and respected by these organizations, as that will help the Program build effective partnerships to expand its offerings and raise awareness of the Program and the airport overall. These organizations can also support the Arts Program efforts to connect with culturally diverse and underserved audiences as well.
- Internal Arts Program stakeholders. This includes SAN staff, Ambassadors and contractors that play a role in the success of the Arts Program and individual projects and initiatives.

- General public. This includes the general population in the culturally diverse region that the airport serves. The general public is of interest inasmuch as everyone is a potential airport customer, and because the Arts Program can help build general public understanding of the airport's importance as a regional resource and strengthen goodwill towards the airport.
- Military. This includes thousands of military service members who use SAN when coming and going from deployment or training (many of whom utilize the USO), as well as former members of the military and military families.
- The broader arts and aviation community. This includes peer arts organizations and airports throughout the country. This is important as it will help generally elevate the profile of the airport within the travel industry, strengthening its business prospects.



## FUTURE DIRECTIONS FOR COMMUNICATIONS AND ENGAGEMENT

The Arts Program should support a robust communications and engagement program that ensures every airport customer is aware of the Arts Program, can access information about the resources it offers and can experience the wide range of arts offerings. The communications and engagement program should be carefully designed to reflect the specific ways people use and experience the airport. It should take advantage of the evolving information and interactive tools that are being developed to help travelers manage their airport experience.

Overall, the Arts Program's communication and audience engagement strategies should:

- Improve customer access to Program resources. Ensure that all airport customers encounter information about the resources presented by the Program and can leverage that information to connect to arts resources and experiences.
- Enhance customer, stakeholder and public experience. Provide more experiences, and deeper experiences, for audiences engaging with the resources presented by the Program.
- Catalyze actions. Inspire customers to share information about their airport arts experience and to engage with arts experiences outside the airport.

SAN, Gemological Institute of American exhibition

- Add value to partnerships. Provide value to organizations and artists that partner with the Program, particularly by expanding their audiences and the public's understanding of their work.
- Build internal support for the Arts Program. Provide internal airport stakeholders with a strong appreciation for the value that the Arts Program brings to the airport, as well as the professional, funding and marketing resources that are necessary to sustain the Program at a continued high level of excellence.
- Create a cycle of learning from past experience. Establish goals for communications and engagement strategies and evaluate the outcomes on a systematic basis.

## STRATEGIES

Moving forward, the Arts Program should focus on the following strategies for communications and engagement:

1. Develop a Strong and Consistent Program Identity
2. Develop a Communications Plan for Each New Project and Initiative
3. Expand and Enhance Platforms for Communicating with Audiences
4. Expand and Enhance the Types of Information that are Provided about the Arts Program
5. Encourage Interaction with Arts Program Resources

### Special Consideration

Staffing resources should be evaluated as new strategies are implemented.

### STRATEGY 1

#### Develop a Strong and Consistent Program Identity

For the Arts Program, having a strong and consistent identity is important for two reasons.

First, while many customers are aware that there is art at the airport, fewer know that the airport has an Arts Program. Further those who know there is an Arts Program may only know about one aspect of the Program or be familiar with only a few works of art. This may not impact customer experience in terms of people's appreciation or enjoyment of the resources the Program offers. But it may provide an obstacle to

individuals who would like to engage with the Program intentionally, seek information about what the Program is offering, or share information about their experience with the work.

Second, the Program's identity is an important factor when it is recruiting artists, developing partnerships and elevating SAN's profile among peer and competing airports. Artists and collaborators will be more likely to want to work with the Arts Program if it is a known entity with a solid reputation. Potential customers will be more likely to consider SAN as an option if they enjoy their experience at the airport, including their experience of arts resources.

Creating a strong and consistent identity is achieved by understanding the core values of the airport and the Program, acting on them, and communicating them effectively.

The Arts Program's identity includes its own standards for artistic excellence in all of its endeavors as well as its desire to redefine a traditional airport arts program through innovative approaches to artwork, artists and programs.

The Program already promotes its identity through having its own distinct logo and using it consistently on print materials, press releases, website, social media, identification labels and other communications. Although consistent and clear, these efforts have not been enough to generate broad awareness of the Arts Program. These efforts should be reinforced through expanded communications, in particular Program-specific social media channels. The Program should have a singular and unique voice through social media, its website and other communication channels that is friendly, responsive and encouraging dialogue with patrons, not simply broadcasting at them.

SAN, DesignAHEAD Program, High Tech High Chula Vista

### STRATEGY 2 Develop a Communications Plan for Each New Project and Initiative

The Arts Program, working with the airport's Marketing and Public Relations departments, should develop a communications strategy for each new public art project, exhibition, performance series and residency, as well as other initiatives. A communications strategy will ensure that resources are devoted to content that has the most impact, that content is made accessible across platforms, and that there is consistency in how communications is approached across the Program.

Each strategy should outline messaging opportunities from the selection and commissioning process through unveiling the work. It should identify target audiences, messages and vehicles for communication, as well as a timeline linked to the project milestones. The communications strategy can also be a tool for identifying strategies for audience engagement.



### STRATEGY 3 Expand and Enhance Platforms for Communicating with Audiences

The intercept survey conducted as a part of the Arts Master Plan process found that a large percentage of performance attendees (77%) said that they would plan ahead to see a performance the next time they are travelling through the airport. Having easily accessible information about Arts Program offerings can help ensure that visitors and travelers are able to take in public art, exhibitions and performances as part of their visit.

The Arts Program should make use of multiple platforms (e.g. print, internet and social media) to provide access to informational resources about the Arts Program. These platforms should be cross-linked in order to maximize their efficiency and effectiveness. Using a diversity of platforms is important for several reasons:

- People are accustomed to accessing information from different platforms, dependent on their preferences and circumstances, including whether they are at the airport or off-site.
- Different platforms have intrinsic strengths and weaknesses in communicating information.
- Multilingual informational content (exhibition labels, concert signage, printed handouts, etc.) is accessible to more people, particularly the San Diego region's large Spanish-speaking population.

SAN, Temporary Exhibition brochures

### Print

Even though digital communication is becoming more and more prevalent, there is still a role for print materials in disseminating information about the Arts Program.

The print catalog that accompanies each Temporary Exhibition has been an effective way of helping audiences to understand the entire scope of the exhibition, even if their current travels only allow them to see a portion of it. Print documentation is tangible and more permanent than digital documentation.

Past print brochures about the Public Art Collection have provided customers with useful information that they can carry around as they navigate the airport and are a nice reminder piece to take home. They are also easy to share with potential collaborators and community supporters.

The Arts Program should continue to budget for brochures, catalogues and other print materials, such as a catalog of new additions to the collection or educational materials.



### On-Site Signage

On-site information is a key way that people learn about the Arts Program while at the airport, particularly people who had not been aware that there were arts resources to experience. The Program should continue to invest in informative plaques, labels, performance signage and other relevant on-site signage, which can inform people about the artworks and performances, as well as direct them to the Program website and social media to learn more.

### Website

The Arts Program's website is the main portal for people to learn about public art, exhibitions, performances, residencies, other initiatives and news, and is the main repository for Program-related content. The website is best suited for desktops and laptops, which means it can be used at home, the office or in the airport. It is also mobile-enabled, allowing for easy browsing for people who are on the move and do not have access to a computer. All marketing and communication should always include the arts.san.org address.

### Social Media

People turn to social media channels to get up-to-the-moment information and to follow or participate in conversations that are user-generated. The Arts Program should establish a social media channel dedicated specifically to the Program. This can be used for general external communications for the Program (such as announcements about RFQs and events), as well as communications that engage and inform on-site users about the Public Art Collection, exhibitions, performances and residences. Whenever possible, social media platforms and posts should direct traffic to arts.san.org through tags and web links.

### Traditional and Arts Media

Coverage in the media can increase the visibility, stature and value of the Arts Program to internal stakeholders, external partners and peers. The Arts Program should continue to work with the Marketing and Public Relations departments to cultivate local and regional media to cover new public art installations, exhibitions, notable performances and residencies. In addition, the Arts Program should seek regional and national arts-focused media for specific projects, including on-line journals and blogs that cover art, and regional and national travel-focused media.

### Video

Videos are a dynamic way to provide narrative or documentary content about the Program. The Program has periodically developed videos with additional information about specific public artworks and residencies. These videos provide access to more behind the scenes information about projects and snippets of artists' discussing their work. They are available on the SAN website and have also been made available at the airport at locations such as a monitor at the Rental Car Center and in Terminal Two.

The Arts Program should consider producing short videos for all new major public art installations, exhibitions and residencies. These videos can be accessed through the SAN Arts Program website and pushed out through social media, e-newsletters and platforms available to people in the airport and beyond.

### Campaigns

Audience engagement campaigns can focus the attention of audiences on the Arts Program's work and elevate people's awareness of them. The Program should develop periodic campaigns — such as photo contests, selfie campaigns, scavenger hunts and contests — to encourage people to look at, think about and respond to the resources the Program offers. Possible campaigns could be centered on busy travel periods such as Spring Break or annual attractions like Comic-Con.

### Airport Navigation

Airports are creating innovative approaches across a variety of platforms to help customers navigate throughout the airport. These include print and web-based maps and event calendars as well as social media channels that can push out information about Arts Program resources when customers are near artworks or exhibition sites. As SAN looks at navigation and wayfinding tools, the Arts Program should ensure that the Public Art Collection, exhibition sites and performance sites and schedules are incorporated into those platforms.

### Ambassadors

The Ambassadors, volunteers who are stationed at information desks and provide assistance to airport customers, can be great spokespeople for the Arts Program. The Program should share current information with the Ambassadors in a format that is easy for them to access. The information should include print materials about the collections and exhibitions, and schedules of events.



SAN, Volunteer Ambassadors Program

### STRATEGY 4

#### Expand and Enhance the Types of Information that are Provided about the Arts Program

The Arts Program should provide a wide range of content about its projects, programs and partnerships. This is important for several reasons:

- The artworks and programs have more to offer people than they can experience directly in the airport.
- Travelers don't always have time to take in the arts while they are at the airport and may want to circle back and learn more at a later time.
- Some travelers have extra time and may want to dig in deeper while at the airport.
- Knowing more about arts projects, exhibitions and performances generally makes people more appreciative of what they are seeing.
- Enriched information about the airport's arts offerings can make people's experience with the artwork more rewarding and their overall experience of the airport more positive.

These are examples of the types of content that the Arts Program should develop or make available across its platforms:

#### Behind the Scenes Stories

Often some of the most interesting stories about an artwork involve how it was put together. This can include information about the artist's vision, public engagement that led to the project, design and fabrication techniques, and the teams of people who were involved in making the artwork a reality.

Telling the artist's story or providing opportunities to hear directly from the artist can offer unparalleled insight into both individual works as well as how artists create a practice in public art.

The stories behind partners and partnerships with the community and with arts organizations could be further drawn upon to generate interest.

#### An Easily Accessible Calendar of Events

Pushing out information about upcoming art events through social media and signage, rather than requiring people to look for it, could engage people who are not already aware of the Arts Program and increase the number of participants at events. This will be even more important with the increase in performances and other Arts Program events recommended in this plan.

#### Educational and Informational Pieces Aimed at Specific Audiences

For example, Dallas Love Field has created an activity book about their public art collection for young children, providing entertainment for both child and adult during travel. Airport employees, military personnel and their families, and other customer groups could also be audiences for which the Arts Program develops specialized information pieces that meet particular interests and needs.

#### News Reports and Critical Responses to Projects

Content developed by news organizations and by art critics can provide a broader context for the Program's offerings.

#### STRATEGY 5

#### Encourage Interaction with Arts Program Resources

Interactive experiences help people connect with arts resources because they can result in experiences that users direct and are unique to them. Platforms that allow for people to engage in conversations with each other add interest because people can express their own thoughts while learning what other people have to say about artworks.

These are examples of approaches to encouraging interaction with the Arts Program:

#### Events

The Arts Program has recently initiated special programming in *The Spirit of Silence (the Reflection Room)* by Norie Sato and *AIospace* by Jason Bruges Studio. These artworks encompass entire rooms that have been utilized for meditation, yoga and other programming.

The Arts Program should continue to look for creative ways to engage passengers through programs and events. These could include demonstrations and interactive art-making activities.

#### Artist Reinterpretations

Consider commissioning artists to reinterpret elements of the existing collection; for example, asking composers, dancers or writers to create new pieces inspired by the existing collection. The Arts Program Residency may be a good outlet for such a project.

#### Artist-led Engagement

The Arts Program should incorporate elements of artist-led community engagement into specific public art commissions, exhibitions and performances, when appropriate to the goals of the project and the interests of the artist and the Program. When artists work with communities in this way, people have a positive connection to the project, the Arts Program and the airport. In addition, the artworks can take on an additional level of site specificity.

The Program has done this successfully several times. Walter Hood worked with the broader San Diego community to collect images of objects incorporated into his artwork, *Carry On*, at the International Arrivals Facility. *Intergalactic Dreaming* artist Michael Giancristiano worked with the Veterans Museum of San Diego to create a day of community fun and art therapy.

#### Digital Platforms

Many museums are incorporating and experimenting with digital platforms that provide users with in-depth content, virtual and augmented reality experiences, and the ability to build a virtual collection or design and share their experience.

For example, the Museum of Modern Art received high marks for its interactive exhibition catalogue for the AB EX NY Exhibition. The Cooper Hewitt National Design Museum allows people to download images from their collection and use them at creative stations in the museum and on their personal computers at home. The San Francisco Museum of Modern Art sends people images of items in its collection in response to text message queries. The Philadelphia Museum of Art sponsors an annual "hackathon" in which developers are supported in creating apps that help people engage with the collection; one night each year, museum-goers can meet the developers and test out the apps.

Recognizing that platforms and technologies will change rapidly, the Arts Program should be cautious about investments in digital platforms, but should carefully assess innovations made by other arts organizations that might be of value to replicate at the airport. Above all, the Program should ensure that its digital content is optimized for mobile platforms.

#### Education Resources

The Arts Program can be a platform to develop educational resources and programs that support arts education and career development in the arts.

One successful example has been DesignAHEAD, a collaborative endeavor between the Arts Program and local universities to expose aspiring and emerging artists, designers, architects, inventors, and programmers to real-world design challenges encountered in an airport environment. The Arts Program has also traditionally invited one or more artists participating in the exhibitions program to do a collaborative project at a local school.

The Arts Program should continue these programs and develop partnerships for other opportunities for local educators to utilize the resources that the Arts Program has to offer. The education community should be consulted to determine what resources would be most beneficial.



SAN, Youth Arts Program workshop, High Tech High Chula Vista



# ENGAGING WITH THE REGION'S ARTS AND CULTURE COMMUNITY

The SAN Arts Program is playing an increasingly significant role in the regional arts and culture community, not only through major public art commissions but also through its innovative approaches to its Temporary Exhibitions Program and its Performing Arts Residency Program. Its role includes commissioning and presenting work in a range of media and, through those efforts, supporting the visibility and growth of a widening range of regional artists and arts and culture organizations. Because the exhibitions and residency programs have been flexible, they have been able to develop impactful partnerships.

Arts Program staff have been more proactive in building relationships with artists and arts organizations in recent years. Their efforts have ranged from informal studio visits, to participation in arts events and peer gatherings, to taking on regional arts leadership roles. All of these efforts are raising the visibility of the Program, laying the groundwork for effective partnerships, and demonstrating leadership in the arts and culture ecosystem. Although the understanding the arts community has of the Arts Program is still growing, there is strong interest in partnering with the airport.

## FUTURE DIRECTIONS FOR ENGAGING WITH THE REGION'S ARTS AND CULTURE COMMUNITY

As the Program's emphasis on exhibitions and performances grows, it will require increasingly robust partnerships with regional arts and culture organizations to sustain the breadth and quality of the work it presents. The Program's relationships with the regional arts community, its reputation in this community and its impact on the arts ecosystem will continue to become increasingly important to its success.

The Arts Program, because of its visibility, capacity and the quality of its work, should be recognized as a premier arts organization in the San Diego region. Achievement of this recognition can ultimately not only support the broad goal for the Airport to be a good neighbor and regional resource, but also the specific goal for the Arts Program to provide fresh and engaging experiences for customers. By building stronger partnerships with arts organizations, the Arts Program should be better able to pursue cost-effective approaches to expanding its offerings and providing airport customers a unique sense of what San Diego is all about. Through these partnerships, the Arts Program should also be able to leverage the creative capacity of regional arts and culture organizations for the benefit of airport audiences.

SAN Public Art Collection, *Soar/Shift/Shelter*, Eva Struble

When engaging with the region's arts and culture community, the Arts Program should develop purposeful partnerships and collaborations for creating and presenting work at the airport, strengthen relationships with peer leaders and organizations, and ensure that partnerships are structured equitably.

## STRATEGIES

Moving forward, the Arts Program should focus on the following strategies for engaging with the region's arts and culture community:

1. Cultivate Partnerships through Ongoing General Outreach Approaches
2. Pursue Specific Partnerships that Address Specific Project and Programming Needs
3. Cultivate Partnerships through Cultural Exchange
4. Strengthen Relationships with Peer Leaders and Organizations
5. Ensure that Partnerships are Structured Equitably
6. Connect Arts Program Audiences with the Broader Arts and Culture Ecosystem

### Special Consideration

Staffing resources should be evaluated as new strategies are implemented.

SAN, public art community workshop, Walter Hood and Aja Project

### STRATEGY 1

#### Cultivate Partnerships through Ongoing General Outreach Approaches

The Arts Program should continue hosting informational open houses related to programs and projects. The Program should also consider informational on-site walk-throughs of the Arts Program collection and exhibitions and performance spaces as a way of exploring co-programming possibilities. The Program should make a special effort to cultivate partnerships that connect with underserved audiences or otherwise increase the diversity of artists, arts organizations and art forms presented at the airport.

### STRATEGY 2

#### Pursue Specific Partnerships that Address Specific Project and Programming Needs

The Airport Arts Program should consider a variety of partnerships to support the Public Art, Temporary Exhibition and Performing Arts programs. Some examples include, but are not limited to:

- Partner with local university music composition programs to commission a new work of music for the airport, possibly tied to historic events (the Airport's 100th anniversary, completion of ADP, etc.).
- Partner with the region's children's museums, and science and nature museums on child-centered artwork, installations or play areas.



### STRATEGY 3

#### Cultivate Partnerships through Cultural Exchange

The Arts Program should continue to develop cross-disciplinary partnerships with community organizations in pursuit of Cultural Exchange programs that highlight the region's "bright spots," and that are outside of the Program's usual schedule of core-component work. The Switchfoot BRO-AM exhibition and performances, which amplified the work of several local charities supporting underserved youth throughout the region, is an example of such a Cultural Exchange program. The Arts Program should:

- Participate in regional arts exhibitions by providing satellite exhibition or event space at the airport.
- Consider co-programming or co-producing work that supports the mutual interests of both the Arts Program and partnership organizations.
- Consider Cultural Exchange themes that educate residents and visitors about local organizations that are using the arts to connect the region's people across cultures.

### STRATEGY 4

#### Strengthen Relationships with Peer Leaders and Organizations

The success of community partnerships relies on strong relationships with individuals and organizations in the community. The Arts Program should:

- Allocate time for staff to participate on arts and culture committees and panels.
- Participate in regional cultural planning activities, for overall plans or special projects.
- Serve as a convener for conferences, group strategy sessions or other community partner meetings.

### STRATEGY 5

#### Ensure that Partnerships are Structured Equitably

The Arts Program should structure partnerships to benefit both the Program and the partnering organizations. In doing so, the Arts Program should:

- Develop a checklist of factors that should be considered in order for a partnership to be successful for both the Arts Program and partnering organizations.
- Ensure that there is mission alignment between partners and that each organization's goals for the partnership are clearly articulated.
- Consider the relative capacity and core missions of the Arts Program and independent arts organizations when allocating responsibility for tasks.
- Identify specific capacity building outcomes for artist commissions and residencies as well as ways to measure achievement of those outcomes.
- Compensate partners fairly for the services they provide and for their secondary costs when entering into a partnership.

### STRATEGY 6

#### Connect Arts Program Audiences with the Broader Arts and Culture Ecosystem

The Arts Program is unusual among arts organizations in its ability to connect with broad public audiences who are not specifically seeking out an arts experience. Because of that, the Arts Program provides an important portal for residents of and visitors to San Diego to learn about the region's arts and culture offerings. To support regional arts and culture organizations, the Arts Program should:

- Openly solicit information about regional arts and culture resources and provide information about them across variety of Arts Program platforms, such as webpage blog posts and e-newsletter mailings.



## ENGAGING THE BROADER COMMUNITY IN THE SAN DIEGO REGION

Connecting with the broader community is a key focus for most public art organizations and a growing focus for most other arts institutions, such as museums. While the SAN Arts Program potentially is accessible to more people than any other public art program or arts institution in the region, its approach to engaging the broader community is constrained because its mission is focused largely on airport customers and many of its projects are not accessible to the non-traveling public.

The airport's strategic plan outlines a focused community engagement role for the Arts Program, identifying it as one of five initiatives that will help the Airport achieve its goal of "enhanc(ing) community understanding of SAN as an economic engine and a portal for prosperity that enhances our quality of life." Specifically, the strategic plan suggests that the Arts Program should develop "strategic community partnerships" that "expand awareness of the airport as a cultural gateway" and refers to "engagement with youth and educational programs," and "arts residencies, workshops and programming."

The Arts Program has created numerous initiatives that implement this guidance and is a leader among its peers in this regard. Its initiatives include a Youth Art program with school workshops, the DesignAHEAD initiative, the Performing Arts Residency program and Cultural Exchanges.

Other examples are in-school workshops that connect students to airport exhibitions (such as a month-long, artist-facilitated, hands-on art making workshop for students from local high schools) and the community engagement requirement of the Performing Arts Residency that obliges the Resident to provide at least one performance or workshop outside of the airport that ties back to their work in the airport.

The Arts Program has also supported artists who seek to engage the community in their work, as Walter Hood did as a means to gather imagery for his project to create an emotional connection between his work and the general public.

However, beyond the guidance of the strategic plan, the Arts Program should have an overall set of community engagement goals to guide its work. Without a clear set of goals, the Program will not have a way to prioritize the use of its resources, test the impact of its activities, or give direction to artists who are working with the Program to engage the community. For example, the Program requires focused strategies for supporting youth arts education or engaging with military audiences, two groups that are repeatedly identified as key audiences for the Program.

SAN, *Figure of Speech* exhibition programming, VetArts

## FUTURE DIRECTIONS FOR ENGAGING THE BROADER COMMUNITY IN THE SAN DIEGO REGION

The Arts Program should strengthen its engagement with the broader community by focusing on the strategies of intentional partnerships with non-arts organizations, community-engaged art projects, arts education outreach and Cultural Exchange projects.

Community engagement will be a powerful tool for producing innovative artworks, exhibitions and performances that create a unique customer experience at the airport. Also, connecting with the broader community in the creation and presentation of work that appears at the airport will support the airport's efforts to build goodwill throughout the region and result in strong and long-lasting connections.

In focusing its community engagement efforts, the Program should give special consideration to key groups, including the military arts and healing community, culturally diverse and underserved communities, school-aged youth and emerging professionals in the arts, design and airport fields.

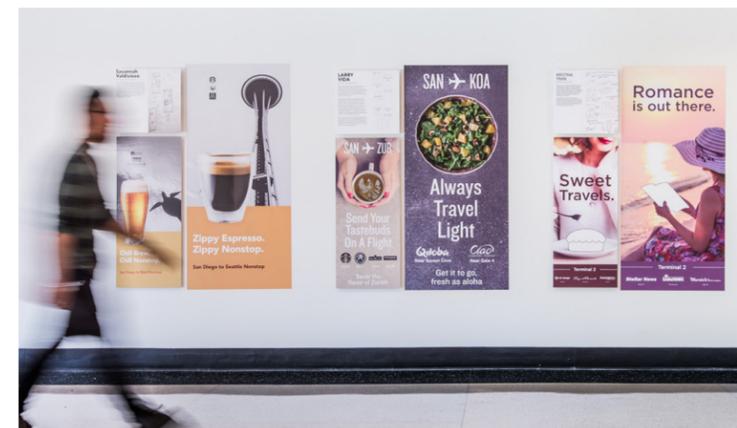
San Diego is home to the nation's largest concentration of military personnel and the airport is a critical resource. All non-sea deployments and arrivals through San Diego use the airport and its USO Neil Ash Airport Center. Using the arts to meaningfully reflect this important aspect of San Diego's regional culture can deepen airport customers' experience and provide stronger connections to local residents and military service members and their families.

In discussions with educators as part of the master planning process, there was strong consensus that there are many ways the Arts Program can connect with school-aged youth. Students who have been to SAN can be introduced to new ways of experiencing the airport environment

as well as the arts. Those who have never been to SAN can be introduced to it through the Arts Program's offerings or special outreach efforts. Educators suggested ways in which the Arts Program can support curricular needs combining art and design with science, technology, engineering and math, for example.

Culturally diverse communities will continue to make up larger portions of the region's population. The Arts Program can reflect the many cultures and ethnicities that make San Diego the region in which people want to live and visit, through relevant public art commissions, temporary exhibition themes and content, and performing arts events and residencies.

The definition of underserved communities depends, in part, on the organization or entity using it. Here it refers to those who are not currently being served by the Airport. Some people do not have the means or a reason to use an airport. The Arts Program however provides a way for many in the county who are underserved, with respect to experiencing SAN, with an opportunity to access it through educational programs with schools, through community partnerships and collaborations, and tours of the Public Art Collection, for example.



SAN, DesignAHEAD Program, San Diego City College

In addition, there are artists in the region who may be overlooked for public art commissions because they may not receive information through channels that more experienced artists do and are unaware of opportunities that are available. Similarly, artists who are less experienced are often unable to compete for larger scale commissions. Lacking a critical access point and projects that can increase their skills and experience can create a barrier to entry and future opportunities. This can be addressed by the Arts Program's continued efforts to intentionally identify projects for which lesser-experienced yet artistically skilled artists can compete. A recent example of this is the Admiral Boland Way Mural project, which was a lower dollar contract available to emerging and local artists.

Emerging professionals in the arts, design and airport fields also comprise an Arts Program constituency with continued potential for programs that engage them in career exploration. DesignAHEAD is a current example of such a program that serves high school and college-aged students.

The Arts Program should focus on how community engagement can support the visions of both the airport and the Program. Some ways to accomplish this include:

- Creating awareness of the airport as a cultural gateway.
- Creating awareness of the Arts Program as an integral part of the county's cultural resources and assets.
- Creating the perception that the Airport is a trusted and highly responsive regional agency.
- Providing resources and opportunities for artists who are creating artworks, exhibitions and performances for the airport.
- Promoting equity in people's access to the Arts Program's resources and opportunities.

## STRATEGIES

The Arts Program's strategies for community engagement should include those recommended in the SAN Strategic Plan as well as the others listed below:

1. Expand Strategic Community Partnerships
2. Expand Engagement with the Military Community
3. Expand Engagement with Education Programs
4. Expand Engagement with Culturally Diverse and Underserved Communities
5. Continue Airport-Based Arts Residencies
6. Support Artists Who Wish to Engage with the Broader Community in the Process of Developing Their Projects
7. Establish Marketing Related to Community Engagement

### Special Consideration

Staffing resources should be evaluated as new strategies are implemented.

**STRATEGY 1**  
**Expand Strategic Community Partnerships**

The Arts Program should develop partnerships with community-based organizations and arts education organizations that purposefully advance the goals above and the directions of the airport's strategic plan. These include:

- Organizations related to diverse communities within the San Diego region.
- Off-site venues, such as libraries, parks and centers for community programming related to Arts Program initiatives.

**STRATEGY 2**  
**Expand Engagement with the Military Community**

Conversations with members of the military community as part of this planning process suggested that there are several ways the Arts Program can engage with this community, including:

- Enlist military arts support organizations in the production of artworks, performances and workshops that engage the military community and educate travelers about the military community in the greater San Diego region.
- Enroll in national directories of military-arts and related organizations and play an active role as a connector of resources.



SAN. *Figure of Speech* exhibition programming, St. Madeleine Sophie's Center

**STRATEGY 3**  
**Expand Engagement with Education Programs**

Conversations with local arts educators during the planning process resulted in the following methods for connecting with education programs:

- Collaborate with arts educators in public and private K – 12 schools and independent arts education organizations to identify strategies for developing and using curricular materials related to the Arts Program and its youth arts programming.
- Consider the creation of learning guides, teacher packs, pop-up workshops and other tools that supports arts, STEAM and other educational areas through the Arts Program's lens. The activity book developed and distributed at Dallas Love Field is an engaging way to inform and entertain airport customers of all ages about the Public Art Collection as well as temporary exhibitions or artist residencies.
- Consider the creation of Arts Program-sponsored artist residencies with educational institutions with the intention that the artists would facilitate co-produced projects that would be exhibited at the airport.

**STRATEGY 4**  
**Expand Engagement with Culturally Diverse and Underserved Communities**

The Arts Program should seek to ensure that all of its programs support accessibility, diversity and equity. This can be achieved by:

- Commissioning works of art by artists who have historically experienced barriers to public art projects. This includes developing project opportunities that do not require extensive previous public art experience, to allow emerging artists or those unfamiliar with traditional solicitation processes to meet minimum eligibility requirements.
- Ensuring that Arts Program applications, calls for submissions, marketing efforts, informational materials, exhibition labels and signage are provided, at minimum, in Spanish as well as English.

- Publicizing and conducting information sessions for artist opportunities in a variety of locations that are accessible to those who may not attend sessions if they were only available at the airport. These could include culturally diverse neighborhoods or those with residents who are underserved with regards to the arts and/or arts opportunities.
- Partnering with trusted, local, community-based organizations to present sessions, workshops and outreach to ensure relevancy while strengthening community relations with the Arts Program and airport.

**STRATEGY 5**  
**Continue Airport-Based Arts Residencies**

The Arts Program should follow the recommendations for Residencies in this plan.

**STRATEGY 6**  
**Support Artists Who Wish to Engage with the Broader Community in the Process of Developing Their Projects**

The Arts program should encourage artists creating work for the Public Art, Exhibitions and Performing Arts programs to engage the broader community in the research for their projects. The Program should:

- Consider building in time for community engagement into artists' project scope and timelines.
- Consider making an artist's experience and approach to community engagement a selection criterion for certain projects.
- Consider community engagement when developing project budgets.

SAN. Youth Arts Program workshop, High Tech High Chula Vista

**STRATEGY 7**  
**Establish Marketing Related to Community Engagement**

The Arts Program's community engagement activities should have the same level of communications and marketing as other Arts Program activities. The Program should:

- Develop content and programming for off-site community engagement activities related to airport public art projects, temporary exhibitions and performances.
- Consider providing brochures or public information programs in community centers, libraries and schools about the Arts Program in general or specifically about a new Temporary Exhibition or Performing Arts Residency.
- Consider using multiple platforms for publicizing community engagement activities to reach a variety of audiences. These platforms could be media-related (newspapers, social or radio/television); accessible in Spanish as well as English; or be developed in partnership with organizations in the community that the Arts Program is hopeful of reaching.
- Add web page and social media content that articulates the story of the Program's community engagement activities, highlighting or showcasing different constituencies throughout the year.





## EVALUATION

Evaluation will be an increasingly important tool for the Arts Program as it expands its programming and audience development efforts. To date, the Arts Program has not undertaken any evaluation of its work outside of the Master Plan process.

There are two general reasons for performing evaluations. One is to assess whether a specific project has achieved its goals, which can be important for sponsors and participants. The other is to inform future processes, programs and projects, which can be useful to improving the Arts Program's impact.

The Arts Program should establish the following specific goals for its evaluation process:

- Understand stakeholder perceptions of public art project development processes
- Understand how airport users interact with airport arts and how it impacts their experience
- Understand the effectiveness of its communications
- Understand the economic impact of the Arts Program

SAN, Public Art Collection, *Carry On*, Walter Hood

The research protocols undertaken as part of the master plan process provide a baseline for future evaluation research. It is recommended that the Arts Program contract with an outside firm to manage all aspects of a multi-year evaluation process that remains objective as well as uses a consistent methodology in order to develop a knowledge base over time.

### STRATEGIES

The Arts Program should use the following strategies to evaluate programs and processes:

1. Conduct Process Evaluations of Arts Program Projects and Initiatives
2. Evaluate Audience Engagement with the Public Art Collection and Temporary Exhibitions
3. Evaluate Audience Engagement with Performing Arts
4. Continue to Conduct Economic Impact Research

#### Special Consideration

Staffing resources should be evaluated as new strategies are implemented.

**STRATEGY 1**  
**Conduct Process Evaluations of Arts Program Projects and Initiatives**

The Arts Program should evaluate the project development processes of its public art, exhibition, performing arts and residency projects. The evaluation should occur at the conclusion of the commissioning process, or at the conclusion of the presentation of exhibitions, performances and residency work. Evaluations can be accomplished using a simple questionnaire or exit interview with key project participants. The findings can provide data for future program reviews and inform goals and processes for future projects.

Questions to answer through evaluation protocols include:

- Did the project meet the stated goals that were established for the project at the outset?
- What were the lessons learned from stakeholders throughout the project's development?
- Were audience and community engagement processes well-suited for the project? (This may not be applicable to all projects.)

**STRATEGY 2**  
**Evaluate Audience Engagement with Public Art and Temporary Exhibitions**

The Arts Program should periodically evaluate audience engagement with the permanent Public Art Collection and Temporary Exhibitions. This can be accomplished using intercept interviews, surveys with passengers and comment cards made available near public art and exhibition displays. Research should be conducted on an annual cycle, but given seasonal variations in airport usage, surveying should be spread throughout the year.

<sup>11</sup> But not income.

Questions to answer through evaluation protocols include:

- Are people aware of the Arts Program in general, public artworks specifically and Temporary Exhibitions specifically?
- How did they hear about airport art?
- How do they experience / engage with airport art?
- How does their engagement with airport art contribute to their experience of the airport and their overall impression of the airport?
- What aspects of the airport make them feel as if they are in the San Diego region? Does the artwork they experienced at the airport contribute to that sense, and if local, does it provide a sense of pride?
- Does their engagement with airport art in general lead them to take any follow-up activities (such as, post an Instagram photo or tell people about their experience)?
- How does their engagement with airport art in general affect their overall interest in arts and culture activities? Has this resulted in greater participation in other arts activities, such as art-making, attending performances or visiting museums?
- How does viewing public art during dwell-time impact concessions spending?
- What are the demographics of airport art patrons (ethnicity, age, gender, zip code, occupation)?<sup>11</sup>

**STRATEGY 3**  
**Evaluate Audience Engagement with Performing Arts**

The Arts Program should periodically evaluate audience engagement with performances, both through the ongoing concerts and the residency program. This can be accomplished with intercept interviews, surveys with passengers and comment cards distributed during events. Research should be conducted on an annual cycle, but given seasonal variations in airport usage, surveying should be spread throughout the year.

Questions to answer through evaluation protocols include:

- Are people aware of performances at the airport?
- How did they hear about the performance?
- How do they experience / engage with performances?
- How does their engagement with performances contribute to their experience of the airport and their overall impression of the airport?
- What aspects of the airport make them feel as if they are in the San Diego region? Does the artwork they experienced at the airport contribute to that sense, and if local, does it provide a sense of pride?
- How is their attendance at performances related to spending on concessions?
- Does their engagement with performances at the airport in general lead them to take any follow-up activities (such as, post an Instagram photo or tell people about their experience)?
- How does their engagement with performances at the airport in general affect their overall interest in arts and culture activities? Has this resulted in greater participation in other arts activities, such as art-making, attending performances or visiting museums?
- What are the demographics of airport art patrons (ethnicity, age, gender, zip code, occupation)?

SAN, Creative Youth Development event, transcenDANCE Youth Arts Project

**STRATEGY 4**  
**Continue to Conduct Economic Impact Research**

The economic impact studies completed as part of this master planning process provided baseline data in several areas of analysis. In order to better understand the Arts Program's measurable impacts on the regional economy, the airport should continue to build on this data for comparative purposes.

One way to accomplish this would be to align with SAN's periodic economic impact reporting activities and engage in a similar study focused specifically on the Arts Program's impact. This information can be incorporated into the larger airport report or kept as a stand-alone study.

The Arts Program should continue to examine various factors and methodologies for quantitatively measuring the Program's impact beyond those already defined. Updating these studies will require the organized collection of data sets that have not been customarily gathered for this purpose. At least three areas of impact should be studied further:

- The impact of direct spending by the Airport Arts Program on the regional economy.
- The impact of live performances on concessions revenues.
- The cumulative impact of public art installations on passenger traffic.



# SITE AND OPPORTUNITIES PLAN



## PURPOSE OF THE SITE AND OPPORTUNITIES PLAN

The Airport Development Plan (ADP) Site and Opportunities Plan guides new investments in public art (permanent and temporary) and arts infrastructure (exhibitions, performances and other programming) for the San Diego International Airport Terminal One Redevelopment Program (T1RP). It also guides Deaccessioning and relocation of artworks from the existing Terminal One and the Airport Administration Building as a result of the replacement of Terminal One and related facilities.

The Site and Opportunities Plan was developed concurrently with a new Arts Program Master Plan, which updates the master plan that was approved in 2006. It also builds on preliminary work completed in the Customer Experience Chapter of the Program Definition Document (PDD) for the ADP, which outlines how functional features, amenities, public art and arts programming in Terminal One will provide the highest-level experience for airport customers.

Together, the new Master Plan and the Site and Opportunities Plan are incorporated into the PDD for the ADP.

*SAN Public Art Collection, Autoplast I: Tail Light Swarm, Amy Landesberg*

## FACILITIES ADDRESSED BY THIS SITE AND OPPORTUNITIES PLAN

The Site and Opportunities Plan identifies opportunities for Arts Program projects and infrastructure in the following capital project development areas.

### New Terminal One

The Airport Development Plan focuses on the redevelopment of Terminal One and associated improvements. The existing Terminal One will be replaced with a state of the art 30-gate facility in the area of the existing terminal and the existing Airport Administration Building.

### Approach and Gateways

The redevelopment of Terminal One will result in the reconfiguration of airport approach roadways and create new opportunities for gateway features.

### Administration Building

The redevelopment of Terminal One will result in the demolition of the existing Airport Administration Building and the construction of a new administration building on the western edge of the airport, in the vicinity of Airport Terminal Road and McCain Road.

## HOW THE SITE AND OPPORTUNITIES PLAN IS ORGANIZED

### An Airport Journey: Four Airport Zones

The Site and Opportunities Plan organizes the potential opportunities for T1RP into four main zones, based on the journey a typical traveler would take to and from the airport. Together, they comprise a series of experiences that can be orchestrated from an artistic point of view, just as they reflect a series of operational or functional aspects of the airport journey.

- The Airport Entry Zone is a sequence of spaces that people experience as they are arriving at the airport or passing by it in transportation, or looking at it from public property on Harbor Island.
- The Pre-Security, Ticketing Level Zone comprises the area that people experience after they enter the Terminal building, and before they enter into the security screening area.
- The Terminal Post-Security Zone comprises the area after the security checkpoint.
- The Baggage and Arrivals Zone is the last area people experience before they depart the Terminal and thus serves as a transition between the airport experience and arrival in the city and the region. It is also the area where “meeter-greeters” wait to meet people who are arriving on flights.
- Several projects are identified as being Flexible in terms of where they are commissioned.

The Site and Opportunities Plan also outlines general opportunities for public art in relation to the proposed Airport Administration Building.

### Project Recommendations

Each project recommended in the Site and Opportunities Plan includes basic information and is cross-referenced to the goals, outcomes and project types outlined in the program administration section of the Arts Master Plan.

#### Location

The recommendation describes the general location of each project. The specific determination of these locations will evolve through future phases of the design process.

#### Concept

The recommendation describes a basic concept for the project, in terms of how the opportunity would relate to the overall design of the airport and the experience it is intended to create for airport users.

#### Project Type

The recommendation indicates a project type, in terms of the artist’s role. This recommendation refers to the various project types (Design Team Artist, Integrated, Stand-Alone Artwork, Goal-Oriented, Artist Residency, Temporary) outlined in the Artistic Program Recommendations section of the Arts Master Plan.

#### Consistency with Customer Experience Goals

The recommendation identifies which of the twelve public art goals and opportunities, outlined in the Customer Experience Chapter of the Program Definition Document, the specific opportunity addresses.

#### Consistency with Arts Program Goals and Outcomes

The recommendation identifies which of the Arts Program goals and outcomes, outlined in the Master Plan, are addressed by this specific opportunity.

#### Special Considerations

The recommendation notes any special circumstances that should be considered in the further planning of this project.

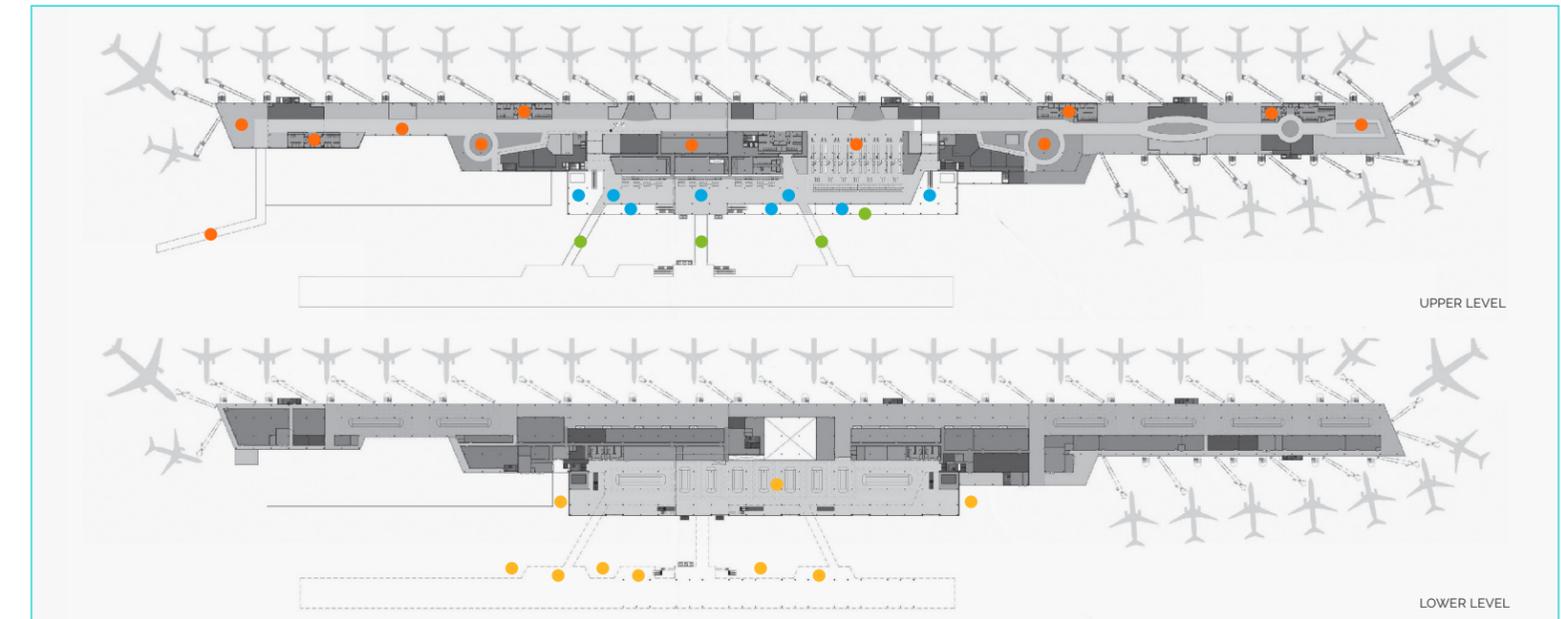
### Budget Range.

Consideration for budget recommendations has been given to all projects identified in the Site and Opportunities Plan. Each proposed project was benchmarked against others of comparable scope and scale in order to estimate their costs for completion. However, because of the preliminary nature of the design process and because the specific locations, scale, materials and other aspects of the scope of the proposed projects are not yet known, budgets cannot be thoroughly validated at the time of this document’s completion. When the Airport Development Plan (ADP) and its accompanying project budget are approved, Arts Program staff should further develop and refine a preliminary rough order of magnitude budget for each public art project identified in the Site and Opportunities Plan.

With regard to how the ultimate project budgets will be determined, generally, it is assumed that the proposed budgets include artist fees, design, materials, fabrication and installation costs, and a conservation reserve. Also, it is assumed that the budgeting method for integrated projects will allocate base costs of design and construction to the base building budget and that the Arts Program would only incur incremental costs above that. Finally, it is assumed that costs such as site preparation and lighting would be additional.

### Implementation

The projects recommended in the Site and Opportunities Plan would be funded and implemented in accordance with Airport Policy 8.50, and follow the recommendations of the concurrent Arts Master Plan. The projects would be managed by the Arts Program staff through processes similar to those used for the recently-completed Rental Car Center and the Parking Plaza, which were also design-build projects.



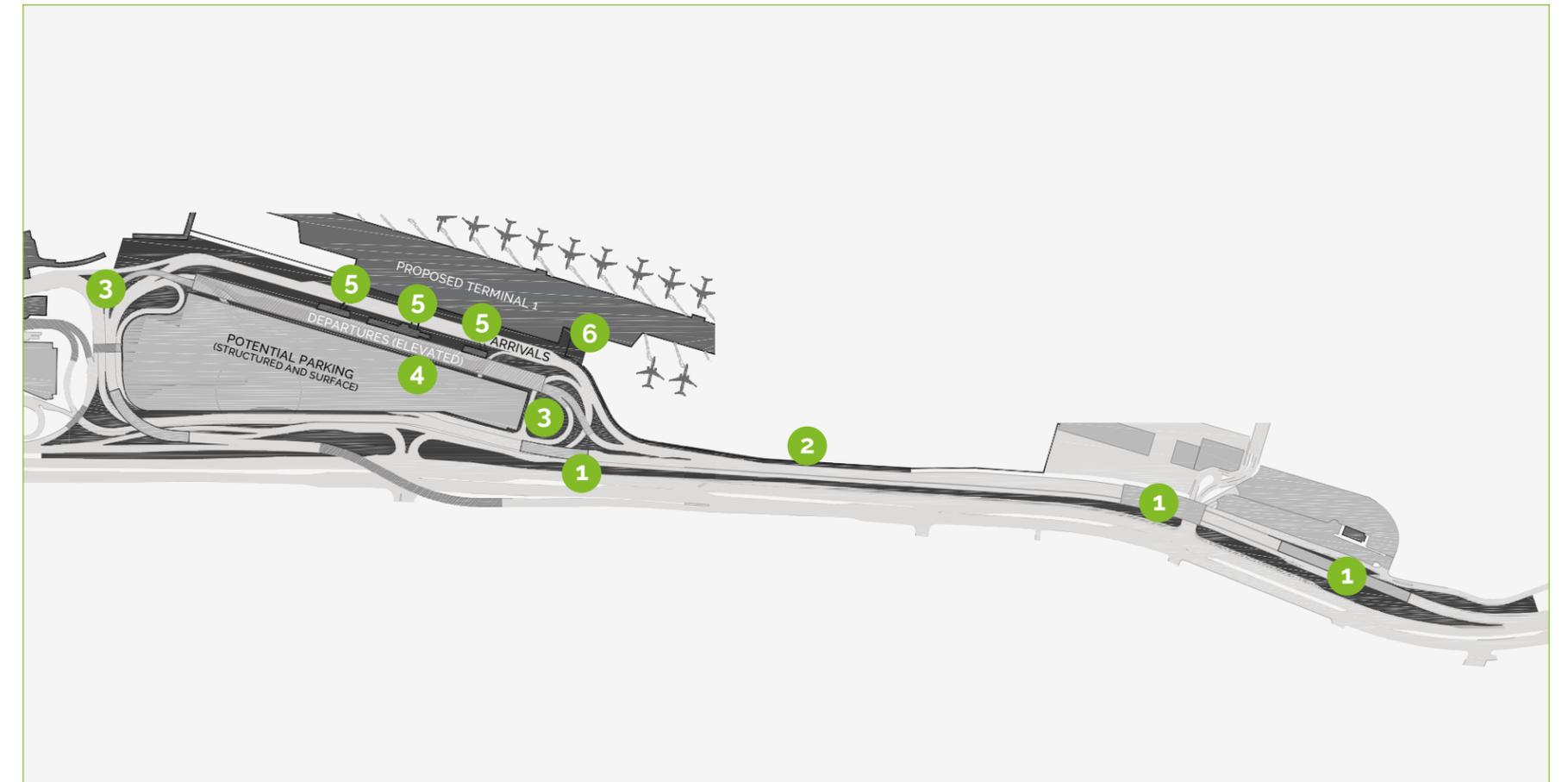
# AIRPORT ENTRY ZONE

The Airport Entry zone is a sequence of spaces that people experience as they are arriving at the airport, passing by it in transportation or looking at it from public property on Harbor Island. This group of opportunities in particular presents the chance to set the stage or define the customer experience at the airport as these projects will offer the first introduction to SAN.

The artworks proposed here are a series of experiences that announce the airport, humanize the infrastructure of highways, walls and garages that are the face of the airport along Harbor Drive, and can create iconic images for the airport and the region.

The projects described here would be experienced as travelers approach the airport from the east. As work continues on the planning and design of Terminal One and the Airport Entry zone, these projects should be explored as collection of artworks providing a sequential experience. They should complement each other visually and not compete against each other for the viewer's attention.

- 1 Airport Roadway Retaining Wall
- 2 Airport Roadway Perimeter Fence (Airport Operations Area / AOA Fence)
- 3 Gateway Monument
- 4 Garage Facade
- 5 Skyways
- 6 Roofline / Glass Facade



## 1 AIRPORT ROADWAY RETAINING WALL

### Location

Between West Laurel Street and Airport Terminal Road, a new roadway is proposed just north of and parallel to Harbor Drive (Airport Roadway).

The Airport Roadway will be elevated for part of its length, with one option being to build the roadway on fill stabilized by retaining walls. The elevated portion will run approximately from the intersection of West Laurel Street and the Airport Support Facilities area.

### Concept and Project Type

In general, the Arts Program looks for opportunities to involve artists in the design of airport facilities to make them unique, welcoming and memorable. This particular project would involve an artist in the design of the concrete retaining walls that support the fill upon which the second-level roadway will be built. The retaining walls will be features that are highly visible to people coming to and from the airport, or just passing by on Harbor Drive. The artist would be commissioned to create a design that could be integrated into the retaining wall, railings or related components of the infrastructure.

This project would be developed as an integrated artwork, coordinated with the design of the retaining walls, potentially as an integral part of the retaining walls.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Iconic placemaking
- Community focus

### Consistency with Arts Program Goals and Outcomes

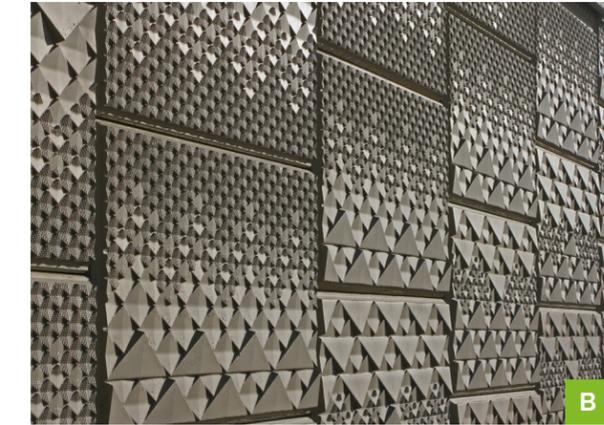
This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhance the appearance of airport infrastructure and design elements.
- Arts experiences that locals and visitors can access without entering secure areas.

### Special Considerations

The approach to this project will be dependent on the construction method for the retaining wall.

The artist should be added to the team during the design process to maximize the efficiency of integration.



A Carolyn Braaksma, *The Prickly Greenway*, Tuscon, AZ  
Photo: Carolyn Braaksma

B Vicki Scuri SiteWorks, *375 Outer Loop*, El Paso, TX  
Photo: Vicki Scuri SiteWorks

C Carolyn Braaksma with Barb McKee, *Drifting Beyond Control*  
San Diego International Airport  
Photo: SDCRAA

## 2 AIRPORT ROADWAY PERIMETER FENCE (Airport Operations Area / AOA Fence)

### Location

The Airport Operations Area (AOA) fence will run along the airfield boundary on the north side of the Airport Roadway, between the Airport Support Facilities area and the ramps that carry traffic into Terminal One, for a distance of approximately 2,000 feet. The fence will be highly visible to passing traffic as well as to people using the trail on the south side of Harbor Drive.

### Concept and Project Type

The AOA fence will be a highly visible feature for people coming to and from the airport or just passing by on Harbor Drive. This project would make the fence a memorable visual asset by installing a two-dimensional artwork or sculptural relief element, including landscape, in front of or on a portion of the fence. The project could follow the same approach as the temporary murals the Arts Program is currently installing along Admiral Boland Way. Or, the artwork could be a stand-alone structure in front of the perimeter fence.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Iconic placemaking
- Community focus
- Dynamic / Changing

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhance the appearance of airport infrastructure and design elements.
- Arts experiences that locals and visitors can access without entering secure areas

### Special Considerations

The artwork should lend itself to being viewed by people who are passing by in a moving vehicle.

If the artwork could not be attached to the AOA Fence, it could be installed in front of it, as is the artwork along Admiral Boland Way.



**A** Tim Bavington, *Pipe Dream*, Las Vegas, NV  
Photo: Tim Bavington and Mark Moore Fine Art

**B** Ball Nogues, *Not Whole Fence*, Southwest University Park, El Paso, TX  
Photo: Marty Snortum

**C** Dan Corson, *Shifting Topographies*, 19th Street BART Station, Oakland, CA  
Photo: Greg Linhares

### 3 GATEWAY FEATURE

#### Location

A Gateway Feature should be located in the area where vehicles approach the airport, either east of Terminal One or between Terminal One and Terminal Two.

One option is the traffic triangle at the intersection with Laurel Street at the far eastern end of the airport approach, though that site is currently controlled by the Unified Port of San Diego.

A second option is the space in front of the parking area for Terminal One, which is seen by people approaching the terminal. Another option is the landscaped triangle between Terminal One and Terminal Two, which is bounded by the segment of Airport Terminal Road that connects the terminals and the inbound and outbound connections to Harbor Drive. Currently, it is planted with palm trees. This is a highly visible location for traffic arriving at Terminal Two, leaving Terminal One, and connecting between the two.

A final option is the area between the parking areas for Terminal One and Terminal Two, though this location may be less visible than the other options.

The feature could be a single artwork or multiple or serial features designed by the same artist and installed in several of these locations.

#### Concept and Project Type

Since SAN's first art master plan, the airport has been discussing the creation of a gateway or iconic feature through public art. This would be a visibly prominent feature that serves as an iconic or aspirational image for the airport and, perhaps, the region. It could consist of one artwork or a series of pieces.

#### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding
- Iconic placemaking

#### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhance wayfinding through visual cues and landmarks.
- Recognition of airport as a civic icon.
- Arts experiences that locals and visitors can access without entering secure areas.

A Lawrence Argent, *I See What You Mean*, Denver, CO  
Photo: Arts & Venues Denver

B Ugo Rondinone, *Seven Magic Mountains*, Las Vegas, NV  
Photo: Thomas  
<https://www.flickr.com/photos/photommo/42870203185/in/photolist-28jhZQe-NKXkmN-Um7Q4P-VwrtYr-VUJm-jw-TobaNE-VUJmY-Vwrrgg-UYrk2Q-eWZgHA-Vwrt0B-WGkLaQ-Rsg7qP-29150Ez-9JiCcm-VFSotq-7AFvHX-8dqJJe-8e8rtV-eWMMKap-UgdZon-eWMMUaa-8NaDyY-6V4cLC-4ak8fW-4OshBY-6ZDRtR-25Za1Fo-YvUUPd-Uge25P-eWMyeV-78vhqG-71KMci-28hqBSs-78roge-QyF4E6-7AKgHw-fpvfJC-5UDw37-XwRyig-agku5c-EO3U3j-CVGohM-Phoobb-eW-MYR4-J4KtTV-231s3hV-4Y5wSo-71PLMC-BTy8J3>

C Fernando Ortiz Monasterio and VerdeVertical, *Respira (Breathe)*  
commissioned by VerdM, Mexico City, Mexico  
Photo: VerdMX

#### Special Considerations

The Gateway Feature should be visible to people passing by in vehicles from as many vantages as possible, including east and west approaches to the airport. Visibility from Harbor Island would be desirable.

The Gateway Feature should lend itself to easy passenger access and engagement, including photographic documentation.

There may be height restrictions related to the proximity to the landing field and Coastal Commission review.



## 4 GARAGE FACADE

### Location

This project would be undertaken if a parking garage were built at the site between Terminal One and Airport Terminal Road, which is reserved for a parking area and could be used either for a surface lot or a combination surface lot / parking structure.

### Concept and Project Type

A parking structure in front of Terminal One would be a highly visible piece of infrastructure. For most people it will create an early impression of the airport, before they see what is expected to be an iconic terminal facade.

All four sides of a parking structure at this location would be highly visible: One facade of the garage will face traffic arriving from the east on Airport Terminal Road and Harbor Drive; one facade will be visible from Harbor Island (and may obscure the terminal building itself); one facade will be visible from the terminal (and will be larger than the terminal facade); and one will face traffic arriving from the west on Airport Terminal Road.

This project would be developed as an integrated artwork, coordinated with the design of the parking structure, potentially as an integral part of the building facade.

Alternatively, one of the facades could be used to expand the temporary mural program so that the current program, which uses the east facing wall of the Airport Administration Building, can be continued in an alternate location once that building is removed.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Iconic placemaking
- Intuitive wayfinding

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are “takeaways”
- Arts experiences that locals and visitors can access without entering secure areas
- Sense of important civic function and presence at the airport
- Recognition of airport as a civic icon
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience

### Special Considerations

This project is dependent on a new parking structure being built, but it is not clear if or when that will happen.



A Rob Ley, *May-September*, Eskenazi Hospital, Indianapolis, IN  
Photo: Serge Hoeltzchi

B Roberto Behar & Rosario Marquardt, *Rhode Island Intermodal Station*, Warwick, RI  
Photo: © R&R Studios

## 5 SKYWAYS

### Location

Three skyways are proposed to connect the second level of the Terminal to the curbside drop-off for departing passengers, to the commercial vehicle bays for arriving and departing passengers, and to the parking area (surface or garage). The bridges will cross a ground-level road that provides for curbside pickup for arriving passengers at the baggage claim level. They will be connected to the parking and commercial vehicle bays via a vertical circulation tower.

### Concept and Project Type

The skyways offer both an external and an internal opportunity.

From an external point of view, the skyways will be an important element of the visual approach to the airport. From an internal point of view, they provide a pedestrian connection between the terminal, curbside drop-off, and the parking garage. There should be further study during the design phases to consider whether the primary focus of this opportunity should be the external appearance and/or structure of the skyways, or how the skyways are experienced by people moving through them internally, or both.

This project would be developed as an integrated artwork, coordinated with the design of the skyways or created as an integral part of the skyways.

The skyways could also be potential locations for temporary installations related to the Temporary Exhibitions Program.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding
- Dynamic / Changing (if temporary artworks are presented)

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhance wayfinding through visual cues and landmarks.
- Enhance the appearance of airport infrastructure and design elements.
- Enhance the experience of monotonous or generic spaces.
- Environments / features / amenities that elevate the experience of travel and of public space.
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel.
- Arts experiences that locals and visitors can access without entering secure areas.

A Amy Landesberg, *Veneers*, Hartsfield-Jackson International Airport, Atlanta, GA  
Photo: Amy Landesberg

B Dale Chihuly, *Chihuly Bridge of Glass*, Tacoma, WA  
Image Courtesy City of Tacoma  
Photo: Mahesh Thapa

C Seyed Alavi, *Flying Carpet*, Sacramento International Airport  
Photo: Seyed Alavi



### Special Considerations

In the three-bridge configuration, there is a shorter distance between each bridge. Exterior design approaches may not be as impactful for the second and third bridges of the sequence, as people travelling along the arrivals road may not have much time to see them. The primary bridge to work on is the eastern-most bridge.

If the focus is on the internal experience, it will be important to realize the transitory nature of the use of the space by customers coming and going from the terminal. Work that allows customers to experience it “on the move” will be most impactful, based on observation from current pedestrian bridge artwork.

Consider local, repeat travelers who may frequent the skyways as a rationale for implementing temporary installations at this site.

The scale and focus of this artwork will depend on the viewer’s experience of it, whether it is on the interior or exterior of the skyways.

This project is related to Project 18, Curbside, and might be undertaken by the same artist.



## 6 TERMINAL FACADE AND ROOFLINE

### Location

This project would be located on the front (south-facing facade) of the new terminal building.

### Concept and Project Type

The front (south-facing facade) of the new terminal building will be one of the most highly-visible features of the new terminal and could be one of the terminal's most iconic features as well. For the last half century, the boldest airport designs have been characterized by iconic rooflines and facades — from the TWA Terminal (JFK) to Dulles Airport; from Denver Airport's tent-like roofline to the undulating roofline of San Francisco's international terminal — that have generally been designed by architects. The newer sections of San Diego's Terminal Two have an equally dramatic glass facade, canopy and roofline.

Terminal One's front facade should follow in this tradition.

This is an appropriate opportunity for incorporating a Design Team Artist at the earliest possible stage. The artist's role would be as a full creative partner on the team of architects, engineers and other designers working on the massing, profile, roofline and materials of the terminal facade, and/or on artworks integrated into the design of the facade. The artist would play a collaborative role determining the sculptural form, materials and colors chosen for the structure.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding
- Iconic placemaking

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Strong overall visual identity for the airport
- Experiences that are fresh, new, memorable and unforgettable; that are “takeaways”
- Enhanced appearance of airport infrastructure and design elements
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Sense of important civic function and presence at the airport
- Recognition of airport as a civic icon
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience
- Arts experiences that locals and visitors can access without entering secure areas

### Coordination with Other Terminal One Projects

Because of the prominence of this project and the design and planning skill sets the artist would bring to it, the artist selected for this project could also be considered for Project 21, Terminal Look and Feel.

More specifically, the facade and roofline will have a visual interplay with suspended artworks proposed for vertical feature areas (Project 7) and the remote check-in and vertical circulation features (Project 18). The projects should be coordinated so they are complementary, from a visual point of view. The artist selected for Terminal Facade and Roofline could be involved in the artist selection and concept review of these projects, as well.

### Special Considerations

Arts Program staff should lead the effort to identify the artist for this opportunity by preparing a short list of qualified candidates for the selected Design Builder's consideration. Arts Program staff should also oversee facilitation of any final interview and charrette processes in collaboration with the selected Design Builder. Though this solicitation process differs from the process that would be followed for other project opportunities in the ADP, Arts Program staff should ensure equity in the process by outreaching to a diverse roster of potential artists.

A Jacques Herzog and Pierre de Meuron of Herzog & de Meuron, Stefan Marbach, Ai Weiwei, and Li Xinggong of CDAG, Beijing National Stadium Beijing, China  
Photo: Peter23 ([https://commons.wikimedia.org/wiki/File:Beijing\\_national\\_stadium.jpg](https://commons.wikimedia.org/wiki/File:Beijing_national_stadium.jpg))

The artist working on this project should be able to work compatibly with the design-build team. While the artist would best be selected through an invited request for qualifications managed by the Arts Program, the design-build team should be involved in the final artist selection and contracting.

As an investment of the Arts Program, the Terminal Facade and Roofline concept would be presented by the artist to the Arts Advisory Committee for approval. However, as an integral part of the building, the Facade and Roofline would not be formally accessioned into the Public Art Collection. Routine maintenance and repairs would be expected to maintain the aesthetic integrity of the design; conservation would be treated as a capital maintenance item and not as a responsibility of the Arts Program.



### Budget Range

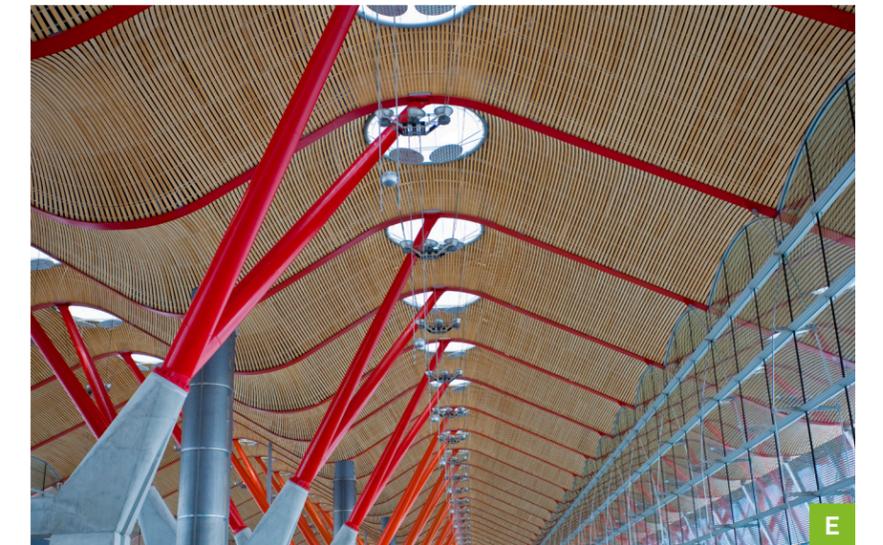
The allocation could be up to 15 percent of the overall art budget for the Terminal One project. The art budget should be used to cover the artist's fee and to contribute to the construction costs of artistic enhancements.

Usually integrated artworks are budgeted such that the incremental cost of the artwork and its installation, above the base budget, are the responsibility of the Arts Program. In the case of this project, the expectation is that the contributions of the artists versus the architect and the design team to the facade design project, with the artist fully integrated into the design team, costs will not be easily distinguishable and therefore it is recommended that the Arts Program commit an overall lump sum, as a percentage of its Two-Percent for Art funds for this project, to the cost of the facade construction.

Because of the preliminary nature of the design process and because the outcome for this project is not yet known, a budget cannot be thoroughly validated at the time of this document's completion. When the Airport Development Plan (ADP) and its accompanying project budget is approved, Arts Program staff should further develop and refine a preliminary rough order of magnitude for this project.



- B** Spencer Finch, *Following Nature*, Indianapolis Museum of Art, Indianapolis, IN  
Photo: Courtesy of Indianapolis Museum of Art at Newfields
- C** Amanda Leveté, AL\_A, MAAT Museum, Lisbon, Portugal  
Photo: StockPhotosArt, iStock
- D** Olafur Eliasson and Hennig Larsen Architects, Harpa, Reykjavik, Iceland  
Photo: Courtesy Harpa
- E** Estudio Lamela & Rogers Stirk Harbour + Partners, Madrid-Barajas Airport Terminal 4, Madrid, Spain  
Photo: FernandoAH, iStock



# TERMINAL PRE-SECURITY / TICKETING LEVEL ZONE

The Pre-Security, Ticketing Level zone comprises the area that people experience after they enter the Terminal building, and before they enter into the security screening area.

In this area, passengers are finalizing the ticketing, boarding pass and baggage processes, and it is often a place where passengers and people accompanying them will say goodbye. Some arriving passengers will pass through this area as well, on their way from the gate and concourse areas to the skyways that lead to parking and pedestrian pick-up areas.

More than any other area, this has the possibility of being an architectural civic space for both airport passengers and the general public. There are ample precedents in the design of airports and train stations of spaces like this that have become quite iconic – from great train stations like Grand Central Terminal to Santiago Calatrava's Guillemins TGV

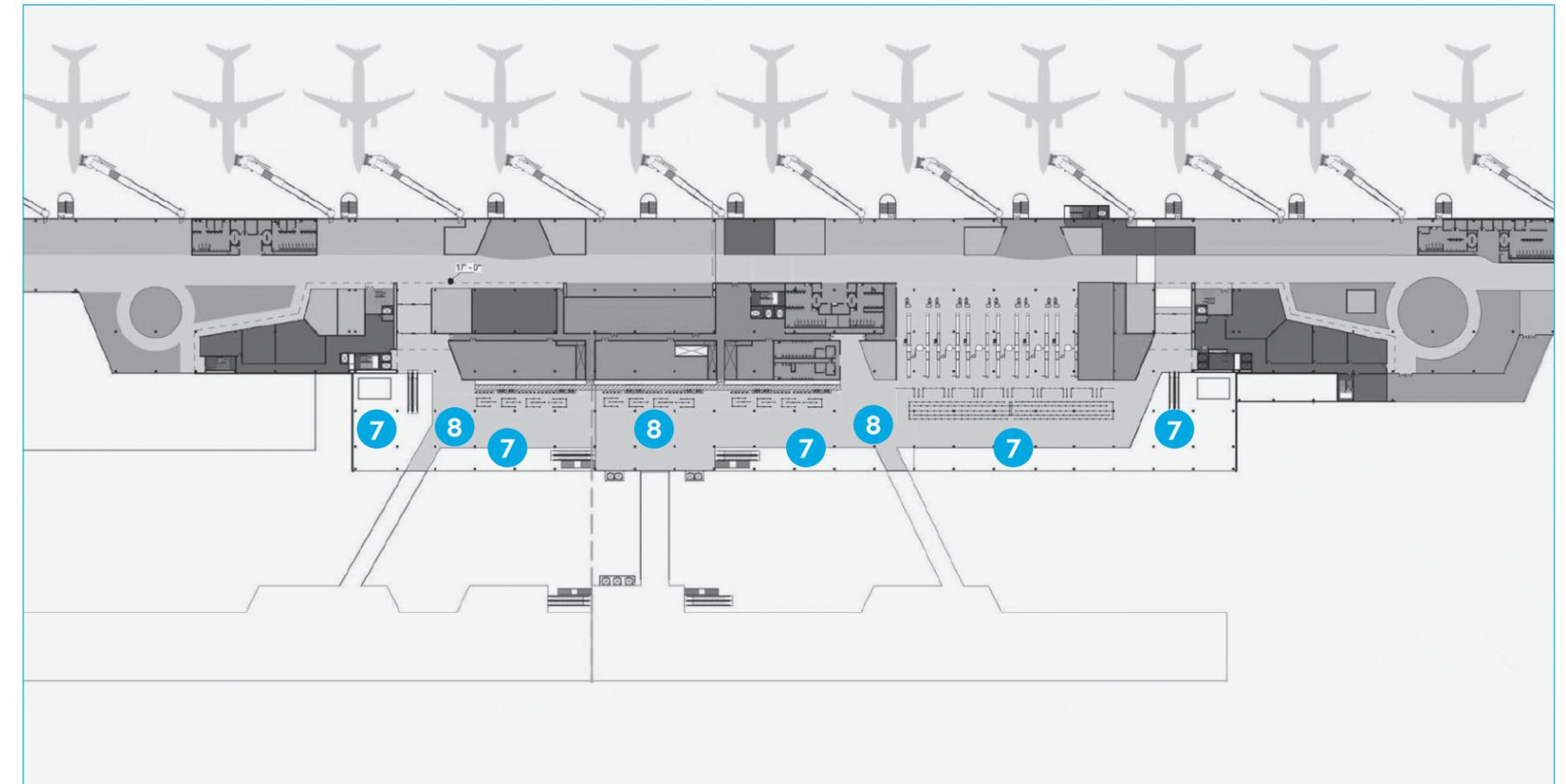
station; from Eero Saarinen's Dulles International Airport terminal to Curt Fentriss's Denver International Airport terminal.

Artists have contributed to these types of spaces. Lawrence Argent's playful sculptures are icons at the Colorado Convention Center and at Sacramento International Airport. Kent Bloomer's floral sculpture anchors the end of Terminal B at Reagan National Airport, where two-dimensional artwork is integrated into the floors and second-level balustrades.

This area would be just behind the iconic Terminal Facade (Project 6) and is likely to be a high, open airy space.

**7** Vertical Feature Areas  
(Center, Southeast, Southwest)

**8** Ticketing Decision Area



## 7 VERTICAL FEATURE AREAS (Center, Southeast, Southwest)

### Location

There are several areas in the ticketing area where the ground floor is open to the baggage claim level below — at each corner of the building and between the three skywalk connections.

### Concept and Project Type

People arriving into the terminal at the ticketing level will experience a dramatic space, whether they are returning from the secure zone or entering the terminal from the outside. It will be an expansive space, open to the sunlight from the south, and with double height spaces that look down to the baggage claims level below.

These spaces would be ideal locations for one or more three-dimensional works that become a focal feature. The artworks could be made in many media; they could be static, interactive, or responsive to the shifts of light and air currents in the ticketing hall.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Iconic placemaking
- Intuitive wayfinding
- Serves meeter-greeters

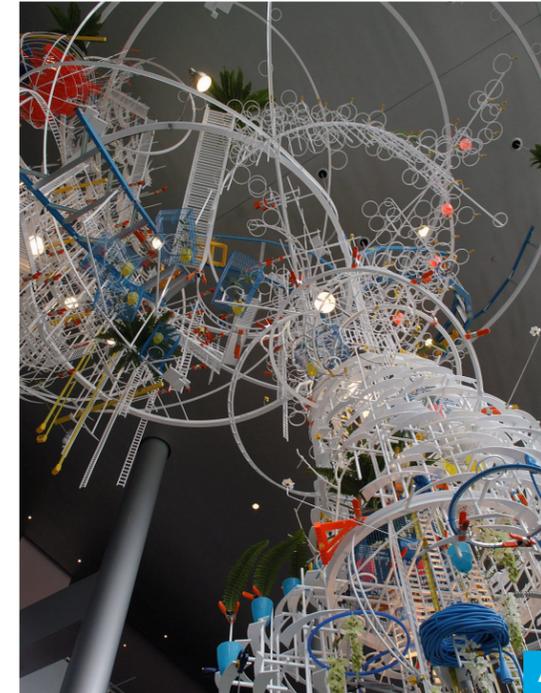
### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Strong overall visual identity for the airport
- Enhanced wayfinding through visual cues and landmarks
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Recognition of airport as a civic icon
- Arts experiences that locals and visitors can access without entering secure areas

### Special Considerations

There are many materials that could be used for suspended artworks in this area and many ways of arranging one or more artworks in this space. One artist should be selected for this opportunity and should work with the design team to determine whether one or more pieces are most appropriate. The artist should be retained early enough to participate in design discussions and ensure that the approach to the artwork (location, media, scope and scale) is responsive to the architectural context, particularly the terminal facade.



- A** Sarah Sze, *An Equal and Opposite Reaction*  
McCaw Hall, Seattle, WA  
Photo: Bill Mohn
- B** Shimon Attie with Vale Bruck  
*Spiral of Gratitude*, San Francisco, CA  
Photo: Tim Griffith
- C** Aaron T. Stephan, *Paths Woven*  
San Diego International Airport  
Photo: SDCRAA

## 8 TICKETING LEVEL DECISION AREA

### Location

There are three locations in the ticketing and security area that are important orientation points — between ticketing and security, to the east of security, and to the west of ticketing. These are busy junctions, where people moving in different directions will cross paths.

### Concept and Project Type

The goal is to create artworks that serve orientation and welcoming functions in these locations. Passengers entering the airport will be leaving the ticketing area and finding their way to security. Passengers leaving the airport will be departing the secure zone and heading toward curbside pick-up areas or the parking garage. The challenge is that this is an area that will be busy with pedestrian flows and will require operational flexibility.

Artwork integrated into the flooring is one of the most likely approaches to this project, as long as there is a reasonable chance that the artworks will remain visible and that future changes will be operational, not requiring fundamental changes to the floor. Other approaches could include integrated wall treatments.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding

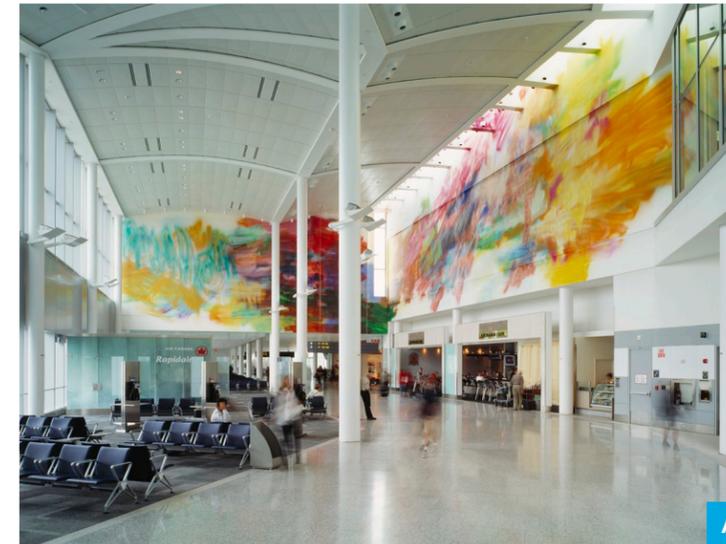
### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

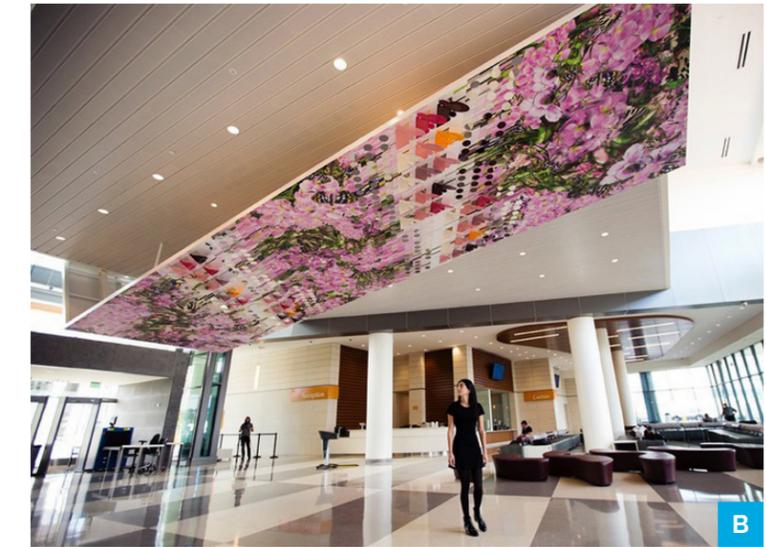
- Enhanced wayfinding through visual cues and landmarks
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience
- Involvement of local artists and the arts community in creating new artwork and arts programs
- Arts experiences that locals and visitors can access without entering secure areas

### Special Considerations

The investment in floor artwork should be balanced against the prospect of future alterations to this area.



A Katharina Grosse, *untitled*, Toronto Pearson International Airport, Toronto, ON  
Photo: Courtesy Katharina Grosse



B Elena Manfredini, *Zev Yaroslavsky Family Support Center Civic Artwork*, Los Angeles, CA  
Photo: Atelier Manfredini

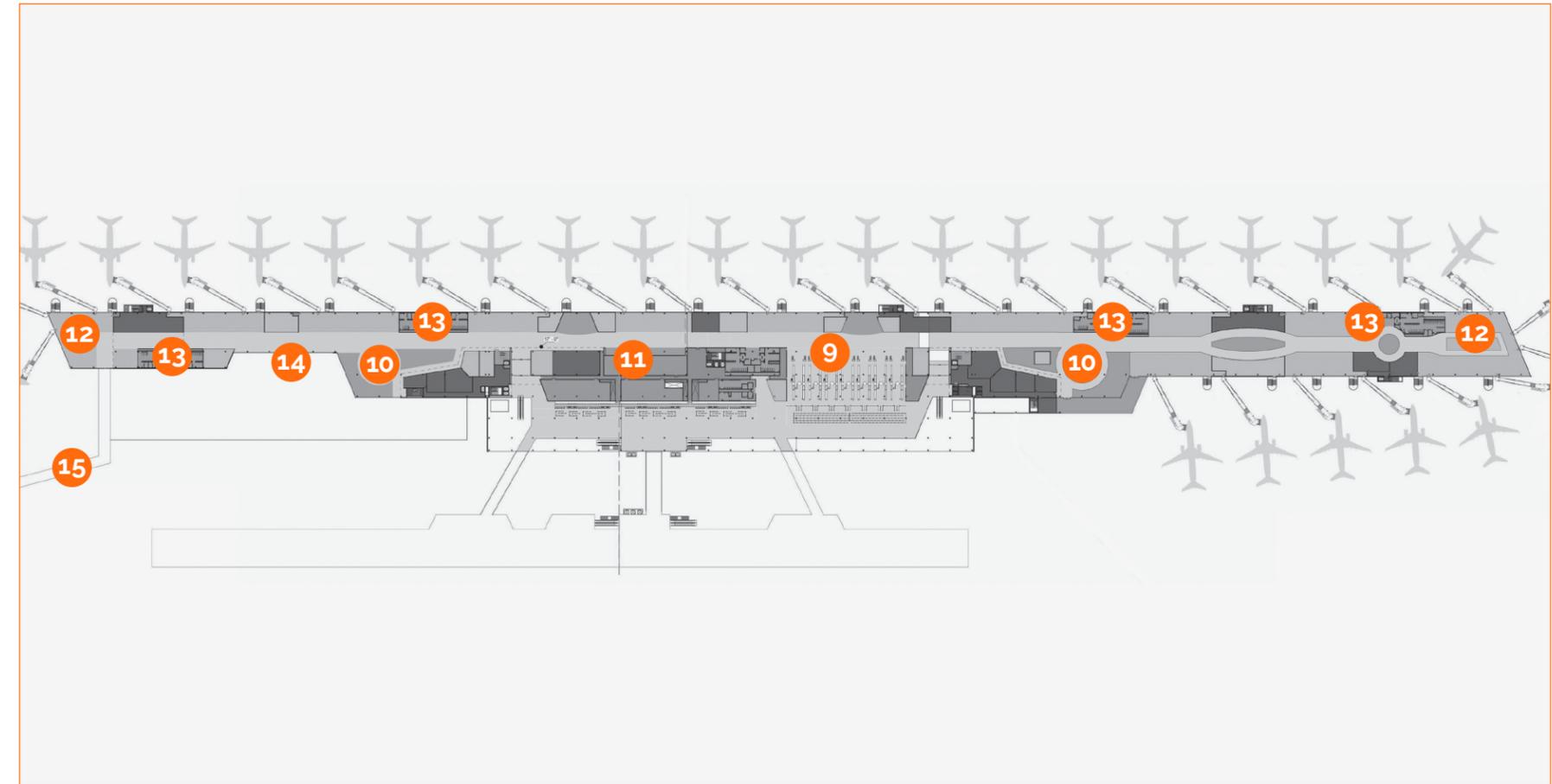


C Alicia LaChance, *New Village*, St. Louis Lambert International Airport  
Photo: Richard Sprengler

# TERMINAL POST-SECURITY ZONE

The Terminal Post-Security zone comprises the area after the security checkpoint. This is for passengers and employees only, and passengers will remain here until their flights board (or pass through this area once they deplane).

- 9 Recomposure Area
- 10 Concession Cores (East and West)
- 11 Arts Zone
- 12 Dwell Lounges (East and West) and Gate Lounges
- 13 Restrooms
- 14 West Concourse Wall
- 15 Inter-Terminal Connector (Terminal One / Terminal Two)



## 9 RECOMPOSURE AREA

### Location

The recomposure area is the location just past security where passengers gather up their belongings and re-orient themselves before they head to their gates. It is estimated that this area will be 20 feet deep, between the screening area and the east-west concourse.

### Concept and Project Type

The recomposure area is an important transition for passengers. They are leaving the sometimes stressful and highly structured experience of security screening and transitioning to part of the journey that they have more control over. They are gathering their belongings, from which they might have been separated in the screening process, and orienting themselves in regard to the location of their gate and the time they have before they need to board.

When respondents to the online survey conducted as part of this Arts Master Plan were asked to select from a list of 12 amenities they would like to see at the airport, the most frequently selected option was: “calm area with seats to gather things after security (47%).”

Key goals for this space are to provide a calming transition and to enable people to re-organize their belongings. On the other hand, security officials do not want people to dwell in the area any longer than they need to. There are some functional needs in this area, such as seating and orientation information, such as flight information displays.

This area might be best suited for art forms like lighting, environmental graphics, music and artist-designed functional elements, such as flooring or seating.

The glass partitions used to demarcate the screening area from the post-security concourse are also an opportunity for incorporating artwork.

This project would be developed as an integrated artwork, closely coordinated with the design of the recomposure area and transition to the main concourse.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- New / Innovative amenities
- Improves pain point



- A Catherine Widgery, *Ripples*, Raleigh-Durham International Airport  
Photo: Michel Dubreuil
- B Penny Coss, *Slow Drift Effect 2015*, Perth International Airport Terminal 1  
Photo: Rob Frith Acorn Studios
- C Snarkitecture, *Playhouse*, Columbus, OH  
Photo: Hadley Fruits

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are “takeaways”
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Experiences that bring to life the narratives embodied in modern travel
- Involvement of local artists and the arts community in creating new artwork and arts programs

### Special Considerations

Within the screening area changing security protocols and needs should be carefully considered when determining the placement and scope of this project.



## 10 CONCESSION CORES (East and West)

### Location

There will be two major concession cores or food halls managed by the airport, on the east and west side of the main concourse. They will be similar to Terminal Two's Sunset Cove in form and function, though they will be more visibly open to the main concourse corridor. Both will have views to the outside through south-facing glass walls; the east core will overlook part of the tarmac.

### Concept and Project Type

The concession cores will be key locations for people to wait when they have dwell time. They should be a focal point for all components of the Arts Program, public art, performance and exhibition. The Airport's hope is that the Arts Program will provide passengers with amenities that will not only make their experience of the airport more positive, but also support increased spending on concessions by making them comfortable in the space.

Public art approaches must balance the potential of creating a significant visual experience and/or customer amenity with the need for operational flexibility. Options range from an artist-designed seating area or stage, to a suspended artwork, to a painted light well, to a glass treatment or light-based work that echoes glasswork in the front facade.

Projects in these areas would be developed as integrated artworks, closely coordinated with the design of the concession cores.

### Performance Infrastructure

Each of the concession cores is an opportunity for either a built-in stage, a plug-and-play performance site or a mobile set-up performance site. These options should be reviewed during the design process.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Revenue enhancement
- Dynamic / Changing
- Interactive / Passes dwell time

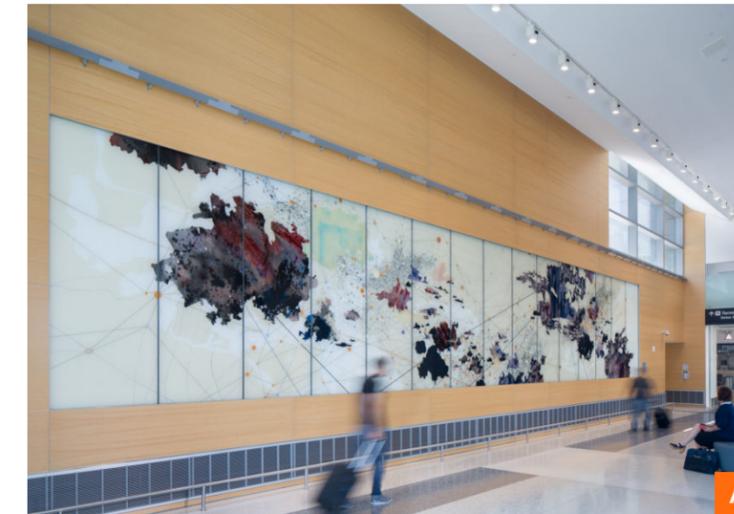
### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are "takeaways"
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Experiences that people recognize, seek out and enjoy

### Special Considerations

Artworks and infrastructure should be positioned in consideration of space acoustics and sound deflection from glass.



A Val Britton, *Voyage*, San Francisco International Airport, San Francisco, CA  
Photo: Ethan Kaplan Photography

B Ralph Helmick, *Floating World*, Iowa State University, Ames, IA  
Photo: Howcroft Photography

## 11 ARTS ZONE

### Location

Current plans for Terminal One include a space adjacent to the concourse — in the center of the terminal and just south of the walkway — that can be programmed by the Arts Program.

### Concept and Project Type

This should be considered a flexible space, balancing necessary fixed infrastructure with the need for programming that can evolve in response to changing needs and opportunities, in order to achieve the following goals:

- Incorporate all aspects of the Arts Program (public art, temporary exhibitions, performance); consider collaborations with other airport departments
- Address a variety of passengers, in terms of their ages and needs
- Facilitate the gathering of people with different interests, rather than separating out people with specific interests

The following built-in features should be considered for this space:

- Film screening area
- Exhibition features (including gallery space)
- Video wall
- Audio features with built-in sound reinforcement (plug-and-play)

- Spaces for relaxation and working, with power, data and comfortable seating

The following semi-permanent features could be included in this space:

- Artist-designed family-friendly play features

The Arts Zone should encourage the engagement of customers with a wide range of ages, needs and interests through varied activities. It could address toddlers, school age children and teens, as well as adults traveling with or without children.

All programming should be evaluated on an ongoing basis to learn what programming is most desired, useful and appreciated by airport passengers.

This project should be developed through a Design Team Artist approach. A lead artist or designer should be assigned specifically to this space so the mix of features feels cohesive.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- New / Innovative amenities
- Family-friendly
- Interactive / Passes dwell time

- A** *To Travel is to Live*, San Francisco International Airport  
San Francisco, CA  
Photo courtesy of the San Francisco Arts Commission  
Photo: Ethan Kaplan Photography
- B** Hollywood Theater, Portland International Airport  
Photo: Bill Purcell
- C** Point of Entry exhibition, San Diego International Airport  
Photo: SDCRAA



### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are “takeaways”
- Experiences that people recognize, seek out and enjoy.
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience.

### Special Considerations

The assumption should be that this overall space will be permanently dedicated to the Arts Program, but that the uses should evolve over time, in response to user needs and updated thinking about customer experience and amenities.

Preferably, the space should be configured so that it is open to the main concourse, with a wide frontage and shallow depth, rather than a small frontage with a deep space.

Generally, the space should be designed to be open and flexible, and encourage a mix of activities adjacent to and visible to each other, though a film projection area might need to be enclosed for light and sound purposes.



## 12 DWELL LOUNGES (East and West) AND GATE LOUNGES

### Location

There are two large dwell lounges at either end of the terminal; the east dwell area serves six gates and the west dwell area serves three gates. There are also eleven gate lounges, each serving one or two gates.

### Concept and Project Type

The two large dwell lounges, one at either end of the terminal, will be designed as areas that serve multiple gates at once. The space available for art will be limited, so the final opportunities will emerge in the process of the design of the areas.

The Arts Master Plan online community survey found that waiting areas in general, and gate waiting areas in particular, are places where people would most like to see visual art.

Potential goals for these areas could be to create a visual element that terminates the long view down the corridor, thereby marking the destination of the end gates; to introduce features that provide unique passenger amenities; and to stimulate positive and exciting thoughts about the journey ahead.

Potential approaches could be suspended pieces, if the ceilings are high enough, art glass in the external glass walls, artist-designed seating or play features, artwork in glass partitions, or artwork in terrazzo flooring.

The gate lounges will be similarly constrained in regard to space. If there were any walls that are not adjacent to active queuing areas or are not controlled by tenants, they would be good locations for two-dimensional artworks, such as photo panels, light boxes, murals or posters. While the artworks could change (and therefore be a specialized type of temporary exhibition), they should all reflect the same theme and approach, and should not be confused with advertising or commercial signage.

Projects in these areas would be developed as integrated artworks, closely coordinated with the design of the dwell lounges.

Projects in the gate lounges should be developed as integrated artworks or as exhibition spaces.

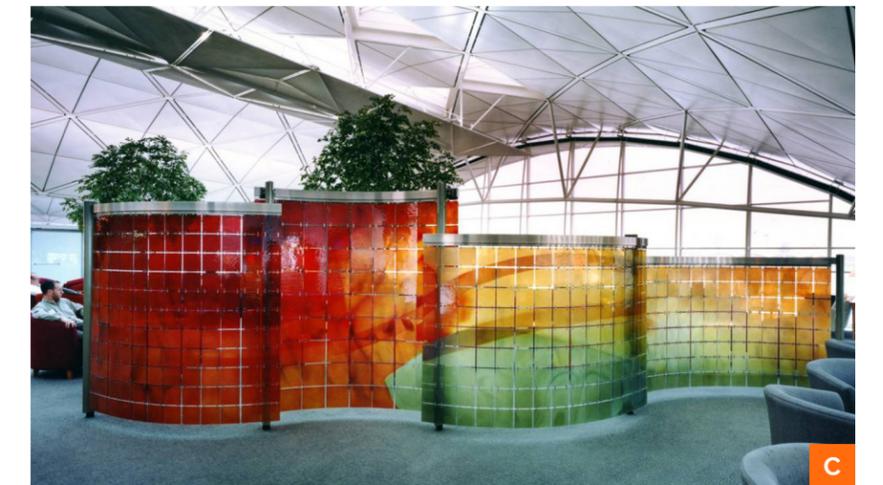
### Performance Infrastructure

The large dwell lounges at the eastern and western ends of the concourse are opportunities for mobile set-up performance sites.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding
- Revenue enhancement
- Interactive / Passes dwell time



### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhanced wayfinding through visual cues and landmarks
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel

### Special Considerations

Art glass projects should balance the admission of light and views to the airfield with positioning that makes them an iconic or wayfinding element when viewed from inside the concourse.

A Franka Diehnelt and Claudia Reisenberger, *Sky San Francisco International Airport Proposal*  
Photo: Bruce Damonte

B Electroland, *Aurora, DirecTV, El Segundo, California*  
Photo: Cameron McNall

C Karl-Heinz Traut, *DragonAir Lounge, Hong Kong International Airport*  
Fabrication: Derix Glasstudios Taunusstein  
Photo: Horst Goebel

## 13 RESTROOMS

### Location

There will be four restroom areas along the concourse: one in the center just to the side of the entrance through security and two each on the east and west sides.

### Concept and Project Type

There are opportunities for two-dimensional works on the exterior walls of the restrooms and on the walls that separate incoming from outgoing traffic. Examples of artworks in both types of locations can be found in Terminal Two.

All five restrooms should be treated similarly; for example, the same artist should be asked to work on all five restroom entries, or the same media, such as tile, should be used.

This project would be developed as a series of integrated artworks.

### Temporary Exhibitions Infrastructure

The exterior restroom walls are a possible location for exhibition cases.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding

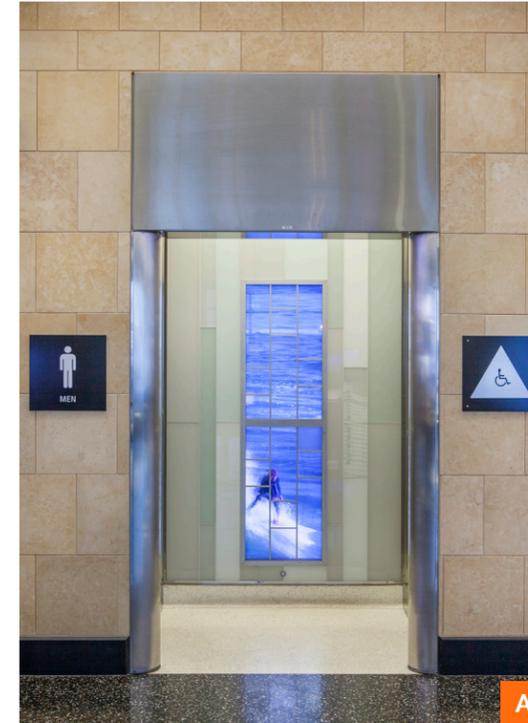
### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhanced wayfinding through visual cues and landmarks
- Enhanced appearance of airport infrastructure and design elements
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel

### Special Considerations

Potential conflict between ambient noise levels and sound art should be considered.



A Erik Carlson, *¿Dónde Está?*, San Diego International Airport  
Photo: SDCRAA

B Lori Greene, *Confluence*, Minneapolis-Saint Paul International Airport  
Photo: Airport Foundation MSP

## 14 WEST CONCOURSE WALL

### Location

The west concourse wall is located between the west concession core and a set of restrooms. It is an external wall and faces south. Beyond the wall is a site that might one day be used for development. It is approximately 120 feet long.

### Concept and Project Type

This wall would be suitable for several components of the Arts Program. It could be the location of a permanent public art exhibition, a location for temporary commissions or a temporary exhibition wall space, or a location for exhibition cases. This could be the location for a Cultural Exchange exhibition space, if no space is available pre-security.

This project, if a permanent commission, would be developed as an integrated project.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Green sustainability
- Community focus
- Dynamic / Changing

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhanced experience of monotonous or generic spaces
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience
- Involvement of local artists and the arts community in creating new artwork and arts programs

### Special Considerations

The wall may be used for windows/viewing or other purposes related to future development.

The scale for the artwork will be dependent on the viewer's experience of it, whether it's on the interior or exterior of the building.



**A** Miki Iwasaki, *Astralgraph*, San Diego International Airport  
Photo: SDCRAA

**B** Ugo Rondinone, *Clockwork for Oracles*, Art Gallery of New South Wales, Sydney, Australia  
Photo: Nicole Marie Edine  
<https://www.flickr.com/photos/lilomoony/3248275567/in/photolist-5X3gaa-dXfYg-6EEAw1-7AFvEV-4aLzGP-eWZtww-J4kVVR-29E3RvP-BMDGFM-TDIRGL-4aLEqR-dm28TH-231s3FF-dmz9AH-E6ag3Z-BnivfT-4RT2tD-SYR5TC-7AJRW-W-BVFIg8-XwPYxy-WS8Lih-Y8QLVF-WS8Nlu-XSMOC3-XSMAV5-WS8K6N-BVNugF-oLmHRe-NhGsgA-DUMUCu-YsL87F-fipmwp-fipkar-DEdWsu-GIFILc-4aLEsx-q7JIN-fiDvuS-7PsqE7-5FwJ1u-Gpw5BT-GMKt8x-FZpDuu-Fu4Ckd-RKapiW-8aWN7z-7Psggo-dofe82-edAaMB>

**C** Elena Manferdini, *Zev Yaroslavsky Family Support Center Civic Artwork*, Los Angeles, CA  
Photo: Atelier Manferdini

## 15 INTER-TERMINAL CONNECTOR (Terminal One / Terminal Two Pedestrian Connection)

### Location

The inter-terminal connector is the pedestrian walkway that connects Terminal One to Terminal Two. Its configuration will be similar to that of a skyway.

The Terminal One / Terminal Two connection will be used by both passengers and airport employees. It will be in a highly visible location for people in vehicles leaving Terminal One curbside pickup and for people arriving at Terminal Two in vehicles. It is expected to be constructed as a permanent, not a temporary, structure, and will be approximately 150 feet long.

### Concept and Project Type

The most important opportunity is for the design of the overall walkway structure. More people will see it from the outside than the inside, and it will serve as a visual landmark for people arriving at and departing the airport in vehicles.

This project could be developed through a Design Team Artist approach.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding
- Iconic placemaking

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are “takeaways”
- Enhanced wayfinding through visual cues and landmarks
- Enhanced appearance of airport infrastructure and design elements
- Enhanced experience of monotonous or generic spaces
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Arts experiences that locals and visitors can access without entering secure areas

### Special Considerations

The space is a narrow corridor.



**A** Teresita Fernandez, *Black Sun*, MassMOCA, North Adams, MA  
Courtesy the artist and Lehmann Maupin, New York, Hong Kong, and Seoul  
Photo: David Dashiell

**B** Amy Ellingson, *Untitled (Large Variation)*  
San Francisco International Airport, San Francisco, CA  
Photo: John Janca

**C** Leo Villareal, *Multiverse*, National Gallery of Art, Washington, DC  
Photo: Amaury Laporte  
<https://www.flickr.com/photos/alaporte/16902827596/in/photolist-NB3DPT-PMbsAW-PO9g28-e1mPun-e1mS6R-e1soHb-CtD-QaL-e1mTUz-e1mUkv-e1mVbV-dT9ZRP-dvwThB-e1szJG-e1mLre-gubQsX-E6no1i-e1syUs-DgT8sm-27fArBh-vJ7kgf-sBPBzp-uzb1bV-uawLj3-syL1c-ddJJa-EeBDgn-VRDAn8-CutDz4-C1DQhj-GKgsE-GKaps-FMAfa4-GKG8BE-FTsg8F-LzgZCh-GKG7Xd-CpjeMd-26zUQrY-GKGaVh-rLmuZp-M1p2Hz-GKG7d7-rMPKYE-rKDP1-LzNDRs-e1mRPF-e1sp2J-dTLwQT-dTSn1-dTLjwD>



## 16 BAGGAGE CLAIM AREA

### Location

The project would be located in the baggage claim area on the ground floor of the terminal. The specific location and opportunity would be determined after further evolution of the design. (This project does not include the vertical areas open to the ticketing area and the roof; those areas are described in Project 7.)

### Concept and Project Type

Artwork in the baggage claim area serves several types of airport stakeholders — arriving passengers, people waiting to meet those passengers, and airport employees. The baggage claim is important in terms of how it can create a first impression of San Diego for visitors, and important as a location where people are often experiencing a charged moment, meeting loved ones or friends. It is also an important orientation point on people's exit path from the airport.

This is an opportunity for an integrated artwork, closely coordinated with the design of the baggage claim area. The Arts Program should collaborate with the design team to think expansively about the opportunities here, including floors, walls, ceilings and the baggage belt islands themselves.

The project should lend itself to extended dwell time and viewing, and could feature temporary projects or dynamic work that offers unique experiences with multiple viewings.

### Temporary Exhibitions Infrastructure

The baggage area is a possible location for exhibition cases. This would be the best location for a Cultural Exchange display as well.

### Performing Arts Program Infrastructure

The southeastern corner of the baggage area is an opportunity for a mobile set-up or plug-and-play performance site.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding
- Serves meeter-greeter



### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhanced appearance of airport infrastructure and design elements
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Experiences that bring to life the narratives embodied in modern travel
- Arts experiences that locals and visitors can access without entering secure areas

### Special Considerations

As this project would be in an area open to the general public, it is particularly suitable for a project that engages the public in its creation.

The project by Walter Hood in the International Arrivals Facility is a good example of what can be achieved here.

A Walter Hood, *Carry On*, San Diego International Airport  
Photo: SDCRAA

B Milki Iwasaki, *Signalscape*, San Diego International Airport  
Photo: SDCRAA

C Jan Hendrix, *Centro Cultural Bella Epoca*, Mexico City, Mexico  
Photo: César Flores

## 17 OUTDOOR SEATING AREAS

### Location

Small outdoor plazas have been proposed for the southeast and southwest corners of the terminal building.

### Concept and Project Type

Small outdoor plaza areas are proposed at either end of the terminal, outside the baggage claim areas. These small plaza areas are likely to be used by people who would like a quiet place to sit and rest while waiting for a ride or waiting for a passenger to arrive. These settings should be comfortable and aesthetically pleasing, a respite from hectic baggage and curbside pick-up areas. This is a particularly strong opportunity because people like to be outside in the San Diego climate.

Artists here could create features that are functional and/or integrated into the design such as canopies, enhanced walkways, seating and lighting. Alternatively the design of the sitting areas could be put in the hands of a lead artist, working with designers for support.

This is an opportunity for an integrated artwork at one or both areas, or an artist-led design of the entire plaza areas. In particular, there is an opportunity for an artist-designed performance space.

### Performance Infrastructure

The eastern outdoor seating area is an opportunity for a built-in stage, plug-and-play site or a mobile set-up.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Serves meeter-greeter
- Interactive / Passes dwell time

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

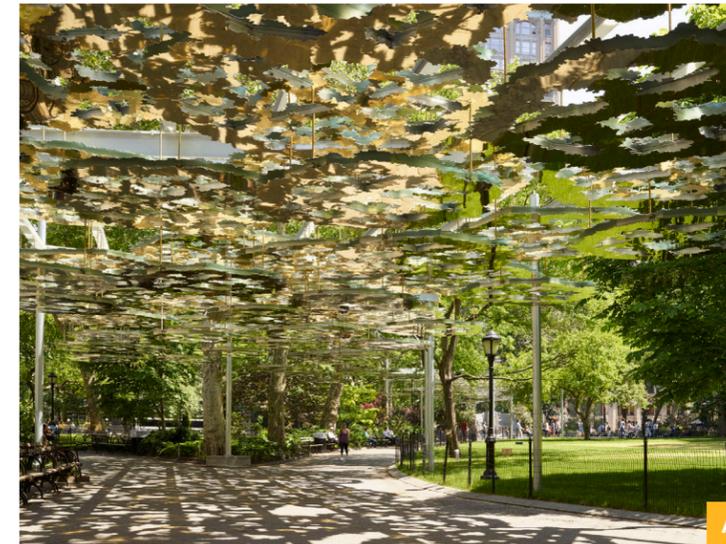
- Experiences that people recognize, seek out and enjoy
- Arts experiences that locals and visitors can access without entering secure areas

### Special Considerations

The scope of this project will depend on the ultimate scope of the plaza areas.

Consideration should be given to accommodating large groups traveling together (i.e. school athletic teams, classes) as well as external community groups visiting the airport with sufficient seating to gather.

Artist-designed features should be distanced from designated smoking and pet relief areas.



A Teresita Fernandez, *Fata Morgana*, Madison Square Park, New York, NY  
Courtesy the artist, Lehmann Maupin, New York, Hong Kong, and Seoul  
Photo: Elisabeth Bernstein; © Teresita Fernández



B Becki Chan and Milos Begovic, *Meander*, Richmond, BC  
Photo: City of Richmond Public Art Program



C Jeppe Hein, *Long Modified Bench* Auckland, New Zealand  
Courtesy KÖNIG GALERIE, Berlin, 303 GALLERY, New York and  
Galleri Nicolai Wallner, Copenhagen  
Photo: David St. George

## 18 CURBSIDE

### Location

There are several curbside drop-off and pick-up areas:

- Arrivals Curb. There is one general-purpose bay at the arrivals adjacent to the terminal, with access directly to the terminal baggage area.
- Commercial Vehicle Area. There are three commercial bays at the arrivals level, outboard from the general-purpose bay, with access via elevators and a central skybridge.
- Departures Curb. There is one general-purpose bay at the departures level, with access to the terminal via three skybridges.

In addition there are remote check-in areas at the entrances to the three skybridges and one vertical circulation core attached to the central skyway.

### Concept and Project Type

The curbside areas will be busy with passengers moving back and forth to the terminal from parking and ground transportation, as well as up and down between ground level and the skybridges.

The Arts Program can anticipate several public art opportunities:

- Safety Barriers. Because the circulation system is designed to prevent passengers from crossing the commercial vehicle area to the terminal at grade (vertical circulation is provided), it is possible that there will need to be safety barriers to keep people from straying into the

roadway. Also, because the departures drop-off area is surrounded by roadways, it is possible that there will need to be safety barriers to keep people from straying into the roadway. These could be designed by artists in a number of materials, such as glass or other translucent panels, or metalwork.

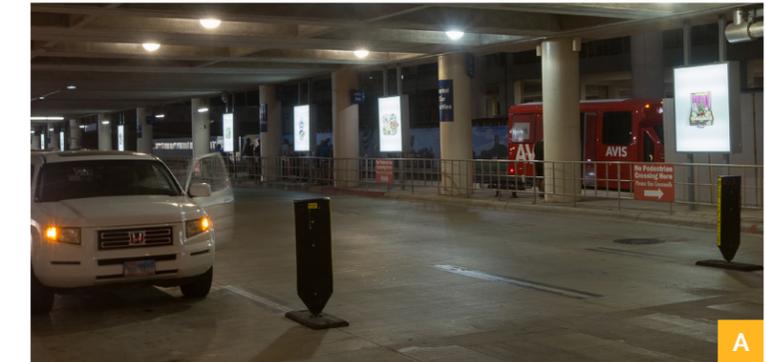
- Vertical Circulation Core. The exterior surface of this core could include artist-designed surfaces, such as tile (ceramic, porcelain enamel).
- Remote Check-in Areas. These areas, at the entry to the skybridges, could be enclosed or partially enclosed structures. If they are structures, there are many possibilities. The exterior walls and roofline of the structures could be designed in concert with the terminal facade and roofline project. Alternatively, if the walls are glass, they can be designed with art glass or other methods of incorporating imagery into glass. If the walls are not glass, the interior or exterior could also be treated with artist-designed surfaces. The remote check-in structures and vertical elements could be designed by one artist or a group of artists.
- Functional Features. Areas like this potentially include a number of functional features, such as overhead canopies, seating and wayfinding. Any or all of these elements could be created or enhanced by artists.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding

- A Chuck Ramirez, *Suit Case Portraits*, San Antonio International Airport, San Antonio, TX  
Photo: Courtesy of the City of San Antonio's Department of Arts & Culture
- B Jan Hendrix, *Patio de las Jacarandas*, Aguascalientes, Mexico  
Photo: Jaime Navarro
- C Georgia A. Greeley, *Tipping the Scales, Everyday Poems for City Sidewalks*, Saint Paul, MN  
Photo: Public Art Saint Paul



### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Enhanced appearance of airport infrastructure and design elements
- Experiences that bring to life the narratives embodied in modern travel
- Arts experiences that locals and visitors can access without entering secure areas

### Special Considerations

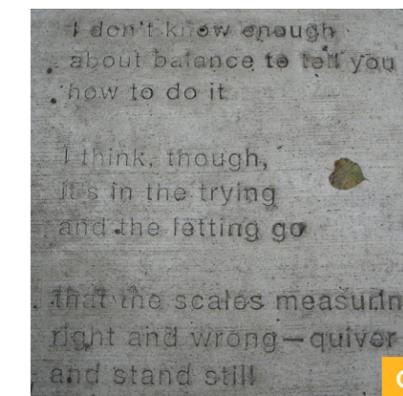
Passenger flow, passenger waiting areas, and potential conflicts with wayfinding should be considered.

Barriers may need to be blast resistant.

The existing *Sublimare* public artwork is an example of a project in this zone, at Terminal Two.

This project is related to Project 5, Skybridges.

Consideration should be given to accommodating large groups traveling together (i.e. school athletic teams, classes) as well as external community groups visiting the airport with sufficient seating to gather.





# FLEXIBLE ZONE

There are several projects that are driven at the outset by an idea or a goal, rather than a specific location. The artist could be selected before the actual location is determined, and the location would emerge through the interaction of the artist and the design team.

**PROJECT 19**  
Green / Sustainable Artwork

**PROJECT 20**  
Interactive / Family-Friendly Artwork

**PROJECT 21**  
Terminal Look and Feel

## 19 GREEN / SUSTAINABLE ARTWORK

### Location

The location for this project would be determined by the artist in collaboration with the design team.

### Concept and Project Type

One of the airport's key organizational commitments is to sustainability. The five-year vision in its Strategic Plan states:

In 2022, our integrated leadership team has continued to evolve the Authority into a passenger-focused, business driven, community-centered enterprise. We have achieved our five-year strategic plan and are widely recognized for successfully managing our financial, social and environmental sustainability.<sup>12</sup>

One of the airport's key goals in this regard is to:

Execute regional engagement and education plan to clearly communicate SAN's role in economic growth (including focus on small/local/disadvantaged businesses), innovation, environmental sustainability, and quality of life for local residents.

<sup>12</sup> San Diego County Regional Airport Authority, Five-Year Strategic Plan, 2017 – 2022

The Arts Master Plan online survey found that green features, such as a green wall or a garden, would be one of the most desired features that could improve their airport experience.

The Arts Program should explore how it can create a public presence for the Authority's sustainability efforts through its projects and exhibitions. For public art, the approach would be to review the work of artists who explore environmental issues and sustainability and select an artist whose work would seem to be in good alignment with the airport's interests. The artist would then work with the design team to develop a strategy for locating their work in the terminal. The project could be exterior or interior, pre-security or post-security.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Green / Sustainability

**A** Mike Weinmaster, *Green over Grey* – Living Walls & Design Inc., *Project: Arty Gallery* Edmonton International Airport  
Photo: Green over Grey, © www.greenovergrey.com

**B** Trevor Lee, *WindNest*, a project of the Land Art Generator Initiative  
Image: Land Generator Initiative  
Originally proposed to the LAGI 2010 design competition for Abu Dhabi and re-designed for an urban site in Pittsburgh, PA.

**C** STUDIOKCA (Studio Klimoski Chang), *Skyscraper*, Bruges, Belgium  
Photo: Matthias Desmet

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are “takeaways”
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Experiences that people recognize, seek out and enjoy
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience



**B**



**C**



**A**

## 20 INTERACTIVE / FAMILY-FRIENDLY ARTWORK

### Location

The location for this project would be determined by the artist in collaboration with the design team.

A key opportunity lies within Project 11, the Arts Zone. A secondary opportunity lies within Project 12, Dwell Lounges, particularly the shared Dwell Lounge at the east end of the terminal.

### Concept and Project Type

Children's play spaces have become common features in airports, but they rarely feature artist-designed, original content. They are useful as areas for children to engage in active play in the downtime while they and their families are waiting for their flights to depart.

There could be several approaches to integrating artist-designed, family-friendly, interactive features at the airport. One would be to designate a specific area, where children could play on specially designed elements while caregivers watched nearby. Another would be to integrate smaller, playful features into the dwell lounges and gate lounges so they can be accessed by families that do not want to leave the gate areas. These approaches are not mutually exclusive.

This project could offer an opportunity for an artist-led project in collaboration with organizations such as the New Children's Museum, Children's Discovery Museum, San Diego Zoo, Fleet Science Center, or other youth, nature and science organizations.

Given the high volume and wear and tear these sites experience, this may be a temporary commission that is turned over every 3 to 5 years, engaging a different artist or partner organization with each iteration.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- New amenity / Innovation
- Family-friendly
- Interactive / Passes dwell time

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are "takeaways"
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Experiences that people recognize, seek out and enjoy
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience

**A** Volkan Alkanoglu, *Cloud Scape*, Hollywood International Airport, Fort Lauderdale, FL  
Photo: Tabatha Mudra

**B** Walter Kitundo, *San Francisco Bird Encounters*, San Francisco International Airport  
Photo: Bruce Damonte

**C** Mark Reigelman, *Sweetwater – Domino Park Playground*, Brooklyn, NY  
Photo: Mark Reigelman

### Special Considerations

If a designated children's play area is created, seating and amenities for caregivers should be integrated as well. This could include seating, cup holders, easy access to flight information display systems (FIDS), charging stations, etc.

Children's play experts should be integrated into the artist's team as consultants.

Consideration should be given to implementing multiple sites by the same artist to serve travelers throughout the terminal.



## 21 TERMINAL LOOK AND FEEL

### Location

This project would create a role for an artist to participate in the development of an overall design vision or theme for the Terminal that would be used to shape the interior architecture, design, graphics and public art throughout the Terminal, in consultation with the design-builder.

### Concept and Project Type

Numerous design professions influence the look and feel of an airport — architects, environmental graphic designers, interior designers and others. Design professionals in each field can be capable of setting an overall thematic look and feel for their work, but often their work is compartmentalized and not well coordinated from a visual point of view.

Excellence in design is strongly associated with people's satisfaction with SAN. In intercept surveys conducted as part of the Arts Master Plan process, most respondents said they were pleased with the ambiance at SAN, with nearly three-fourths ranking it "much better than," "a little better than" or "the same as" other airports they've experienced.

Design excellence is also a concern of peer airports. Looking at the vision statements and goals of 14 domestic and non-domestic airports through the Arts Master Plan's benchmarking process, most programs work to create a "sense of place" in the airport or transit system and to connect users with the city or region they are in.

For this project, the design-build team would be asked to include an artist on their team who would be an equal partner to the other design professionals. The artist would join the team early on and be responsible for collaborating to develop a vision or theme for the airport that could be carried through different aspects of the design and would be responsible for collaborating with the rest of the team to ensure that the overall visual approach to the airport is carried through. This would include consideration of the location of public art projects that are commissioned and involvement in artist recruitment and selection processes. The artist would work directly with the Arts Program in implementing projects.

### Consistency with Customer Experience Goals

This project addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Intuitive wayfinding
- Iconic placemaking

### Consistency with Arts Program Goals and Outcomes

This project addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Strong overall visual identity for the airport
- Enhanced appearance of airport infrastructure and design elements
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience

**A** Michele Oka Doner, *A Walk on the Beach*, Miami International Airport, Miami, FL  
Photo: Nick Merrick

**B** Kent Bloomer, Reagan Washington National Airport, Washington, DC  
Photo: Kent Bloomer

### Coordination with Other Terminal One Projects

The artist selected for this project could be the same artist selected for Project 6, Terminal Facade and Roof. In that case, the artist would be expected to advise on how the vision or theme that they develop for the Terminal overall could be translated into the design of the facade and/or roofline of the building.

### Special Considerations

The integration of the artist onto the design team and coordination / delineation of the artist's role will be a key factor of the success in this project. Staff and the artist should ensure early and consistent engagement with the design team to avoid misaligned expectations for the collaboration between artist and architect.

The artist's role could involve a long-term engagement of several years, as well as a significant time commitment at certain phases of the design process.



A



B

# PERFORMING ARTS AND TEMPORARY EXHIBITIONS INFRASTRUCTURE



## PERFORMING ARTS PROGRAM

The T1RP will allow the Performing Arts Program to expand its offerings into Terminal One, where it has not had a significant presence in the past because of space constraints.

### Criteria

- Flexibility is key. With a variety of sites, and a variety of infrastructure, the Arts Program will be able to experiment and produce a schedule of performances that best meets customer needs.
- Visibility is positive. Performance spaces should be positioned in high visibility locations to maximize their benefit to customers. Performance spaces should be in visual connection to concession areas and seating areas, to the extent possible.
- Acoustic impact is an important consideration. Performance spaces should be designed and positioned to minimize interference with public announcements and operations of nearby concessions and similar activities, and to limit sound deflection into areas where low volume may be preferred.
- Space is at a premium. Consider how performance spaces may be repurposed for other uses when not actively used for performance and in collaboration with the Arts Program.

SAN Performing Arts Residency, Astaeus Dance Theatre

### Infrastructure

The Arts Master Plan recommends that three types of performance spaces should be considered: permanent built-in stages, plug-and-play sites, and mobile set-up sites.

### Locations

To allow for flexibility, the Arts Program should identify a variety of locations for scheduled performances. These would not be programmed simultaneously, but would allow for performances to be presented indoors or outdoors, pre-security or post-security. The Arts Program should work with the design-build team as the T1RP progresses to identify the exact locations for performances and the best approaches to creating the spaces.

The locations for performances presented through the performing arts residencies are situational and developed through collaboration between resident artists and the Arts Program staff.

The following locations are recommended in the previously described project zones.

### Zone: Airport Entry

There are no appropriate locations for performing arts spaces in the Airport Entry Zone because this zone only serves vehicular traffic.

### Zone: Pre-Security, Ticketing

There are no appropriate locations for performing arts spaces in the Pre-Security Ticketing Zone because of potential conflicts with passenger flows and queuing.

### Zone: Post-Security

Performing arts spaces should be considered in the following locations:

#### Concession Cores

The two concession cores, where people will sit and dine, will be conducive to the enjoyment of performances. The Arts Program should investigate with the design team the potential for at least one performance space in each concession core, either a permanent built-in stage or a Plug-and-Play site.

#### East and West Dwell Areas

The east and west ends of the concourse have large dwell areas that serve multiple gates. Performances in these locations can entertain large numbers of passengers who are waiting for their flights as well as welcome passengers arriving. The Arts Program should investigate with the design team the potential for at least one performance space in each concession area, possibly a mobile set-up site.

#### Arts Zone

The Arts Program anticipates programming performances in conjunction with other activities in the Arts Zone. The space should have the infrastructure to accommodate performance, including plug-and-play.

### Zone: Pre-Security, Baggage and Arrivals

The Arts Program should develop two performing arts spaces in this zone, one inside the building and one outside the building. The indoor site should be near the bottom of the east elevator bay, in the location with the two-level atrium. This will allow for the music to also drift up to Level Two and create a welcoming ambiance for customers arriving to the airport. The outdoor location should be on the proposed patio space at the southeast corner of the terminal on ground level. In each location, collaboration with the design team should be undertaken to realize built-in and/or plug-and-play sites.

### Consistency with Customer Experience Goals

Performing Arts infrastructure addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Community focus
- Revenue enhancement
- Dynamic / Changing
- Serves meeter-greeters
- Interactive / Passes dwell time

### Consistency with Arts Program Goals and Outcomes

Performing Arts infrastructure addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are “takeaways”
- Environments / features / amenities that elevate the experience of travel and of public space
- Environments / features / amenities that are comforting and calming, mitigating the stress of travel
- Experiences that people recognize, seek out and enjoy
- Arts experiences that locals and visitors can access without entering secure areas
- Experiences that bring to life the narratives embodied in modern travel
- Involvement of local artists and the arts community in creating new artwork and arts programs
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience



SAN Performing Arts Concert Series, Voices of Our City Choir



## TEMPORARY EXHIBITIONS PROGRAM

The T1RP will allow the Temporary Exhibitions Program to expand its offerings into Terminal One, where it has not had a significant presence in the past because of space constraints.

### Criteria for Siting Temporary Exhibition Infrastructure

The Arts Master Plan recommends that siting for Temporary Exhibition Program infrastructure consider the following criteria:

- Exhibitions should be located in a variety of sites, both pre- and post-security, in order to reach both travelers and the non-traveling public, including meeter-greeters.
- Exhibition spaces should accommodate a mix of two-dimensional and three-dimensional work at a variety of scales.
- Exhibitions should be sited in areas where airport customers have significant dwell time, or where there is an opportunity for the exhibitions to have a strong, immediate visual impact.

### Types of Exhibitions Infrastructure

The Arts Master Plan recommends the following types of Temporary Exhibition Program infrastructure.

All types of infrastructure could be accommodated in Terminal One except a gallery. The Arts Program should monitor the design development of Terminal One to determine whether an opportunity for a gallery arises in the future.

#### Wall Cases

Casework, usually built into wall spaces or placed in front of walls, that has flexibility to exhibit both two-dimensional and three-dimensional objects in a protected location. Casework should meet museum standards for UV-filtering, lighting, security, non-off-gassing materials and humidity control.

#### Stand-Alone Cases

Casework with a pedestal bottom and a clear acrylic vitrine top for the display of objects in a protected location. Casework should meet museum standards for UV-filtering, lighting, security, non-off-gassing materials and humidity control.

#### Dedicated Wall Space

Wall spaces that the Arts Program may utilize to install two-dimensional work as part of the exhibitions program.

#### Light Boxes

Backlit, wall-mounted display infrastructure for printed, two-dimensional artwork.

#### Video Monitors

Large-scale monitors that allow for the display of video.

### Gallery

A room-like space dedicated to exhibitions.

### Film Screening Area

A room-like space dedicated to screening films.

### Locations

The Arts Program should aim for a minimum of five and up to eight sites in Terminal One for temporary exhibitions. The following sites respond to the above criteria and would potentially be available to accommodate an exhibition location. As the design process for Terminal One proceeds, the Arts Program should work with the design-build team to refine the exact locations, dimensions and approach to cases.

#### Zone: Airport Entry

No opportunities.

#### Zone: Pre-Security, Ticketing

Though floor-based work would not be feasible, opportunities for wall-built cases or suspended work may be explored.

#### Zone: Post-Security

##### Restroom Walls

The outer, concourse-facing walls of the four restroom areas are potential exhibition spaces. This would include two sites in Phase One and two sites in Phase Two of the T1RP.

The exhibition spaces could include wall cases if there is enough depth in the walls, or stand-alone cases if there is enough breadth in the concourse. If there is not enough room for cases, then dedicated wall spaces, light boxes or video monitors could be considered.

Exhibition spaces should only be located on one side of the restroom. The side would be determined by which wall had the most unobstructed space available and the least amount of competing signage. Alternatively, if the Arts Program preferred a mix of cases and wall sites, two of the walls could have cases and two could be wall sites.

#### Arts Zone

The Arts Zone could include space for all types of exhibition infrastructure, depending on how it is designed. The Arts Zone provides the best opportunity to create a dedicated Film Screening Area, utilizing approximately 500 – 750 square feet of floor space. The Arts Program should work with the design team to develop design specifications as they progress with the next phase of design.

#### West Wall

There is a long wall on the west end of the south side of the concourse in an area where future development might occur. As with the restroom walls above, this could be a location for wall cases, stand-alone cases, light boxes or video monitors. It could also be a location for a temporary installation.

This would also be a secondary location for a Cultural Exchange space, because of its scale and its unique location.

#### Zone: Pre-Security, Baggage and Arrivals

##### Baggage Claim

The main pre-security location for exhibitions should be on Level One, in the vicinity of the baggage claim carousels. The site would need to be highly visible, but not block movement. This would be an appropriate location for casework as described above. In the first phase of Terminal One development, a site should be identified that is either to the north of the horizontally oriented baggage carousel, against the wall, or to the south of the carousel, freestanding but not obstructing traffic. A second case could be oriented similarly in the second phase of development.

This would also be the best location for a Cultural Exchange space, because of its accessibility to the general public.

##### Flexible Sites

In addition to the locations for exhibition infrastructure defined above, the Arts Program should continue to periodically use other spaces for temporary exhibitions, including walls, ceilings and freestanding objects. The Arts Program currently employs this technique of siting work, especially installations that are part of exhibitions in Terminal Two, allowing for visually interesting components of the exhibitions and unexpected experiences for customers.

#### Consistency with Customer Experience Goals

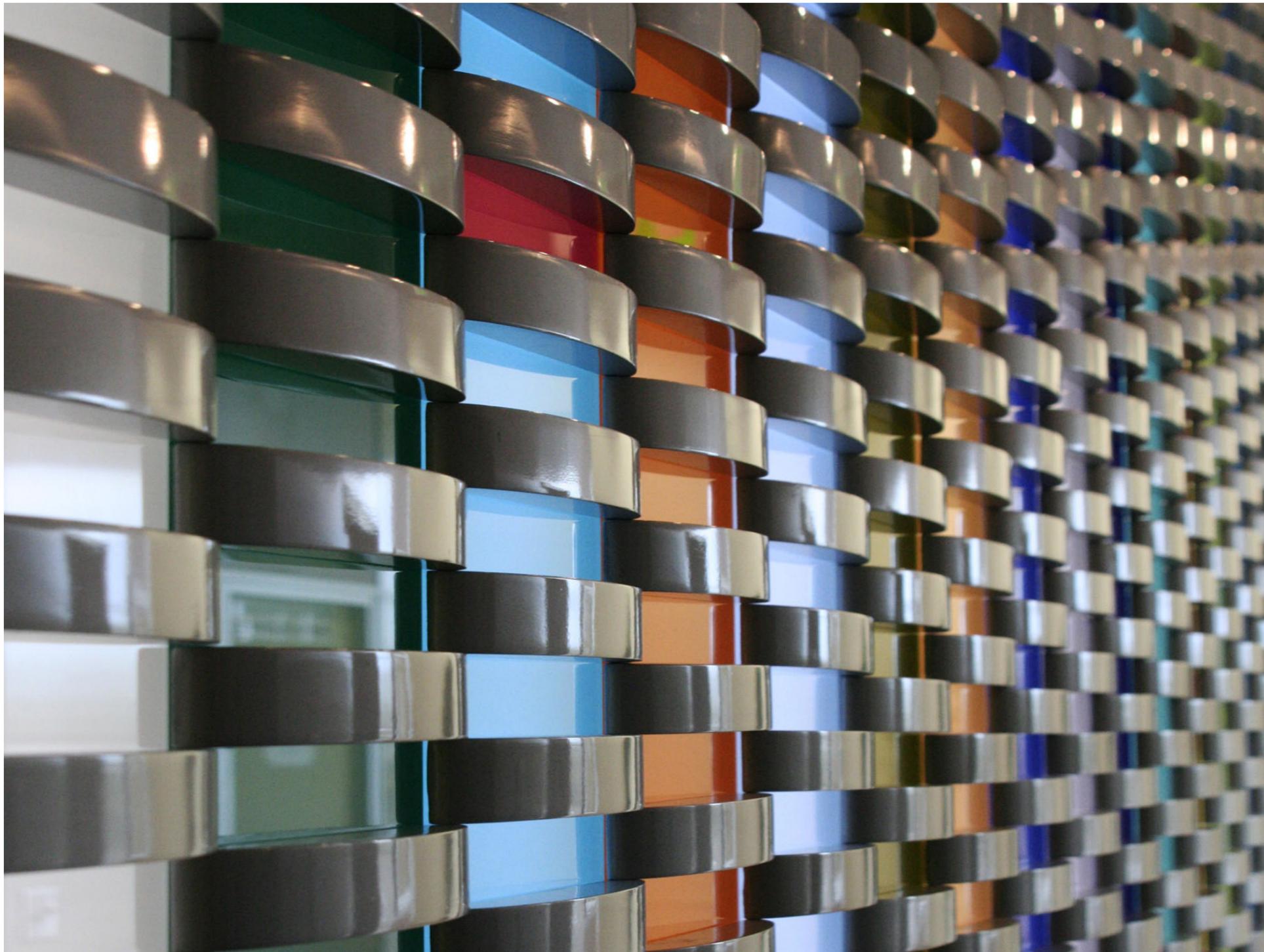
Exhibition infrastructure addresses the following Customer Experience goals, as identified in the ADP Program Definition Document:

- Community focus
- Dynamic / Changing
- Serves meeter-greeters
- Interactive / Passes dwell time

#### Consistency with Arts Program Goals and Outcomes

Performing Arts infrastructure addresses the following Arts Program outcomes as outlined in the Arts Master Plan:

- Experiences that are fresh, new, memorable and unforgettable; that are “takeaways”
- Experiences that people recognize, seek out and enjoy
- Arts experiences that locals and visitors can access without entering secure areas
- Experiences that bring to life the narratives embodied in modern travel
- Involvement of local artists and the arts community in creating new artwork and arts programs
- Recognition by artists as a place where they can develop fresh, challenging work in a unique environment with a unique audience



## AIRPORT ADMINISTRATION BUILDING

The redevelopment of Terminal One will result in the demolition of the existing Airport Administration Building and the construction of a new administration building on the western edge of the airport, in the vicinity of Airport Terminal Road and McCain Road.

The design for the new Airport Administration Building is not known at this time. As the design develops, the Arts Program should evaluate the building for the following potential public art locations and possibilities.

### **Exterior feature walls, if highly visible to the public**

Consider continuation of mural series on current Administration Building.

### **Exterior facade treatments/architectural elements**

Consider features such as a sun screen, a brise soleil or a canopy.

### **Exterior outdoor seating area**

Consider artist-designed feature element, functional element or green element integrated into the design.

### **Main lobby**

If there is a high ceiling, consider suspended artwork. If there is a feature wall, consider relocation of artwork from existing Airport Administration Building or Terminal One, a large-scale graphic design or integrated two-dimensional artwork.

### **Elevator lobbies**

Consider relocation of artwork from existing Airport Administration Building or Terminal One. Also consider a large-scale graphic design and/or the acquisition of two-dimensional artworks.

### **Administrative office waiting area**

Consider integrated floor artwork. Consider green artwork.

### **Board room**

Consider commissioning an original two-dimensional work.

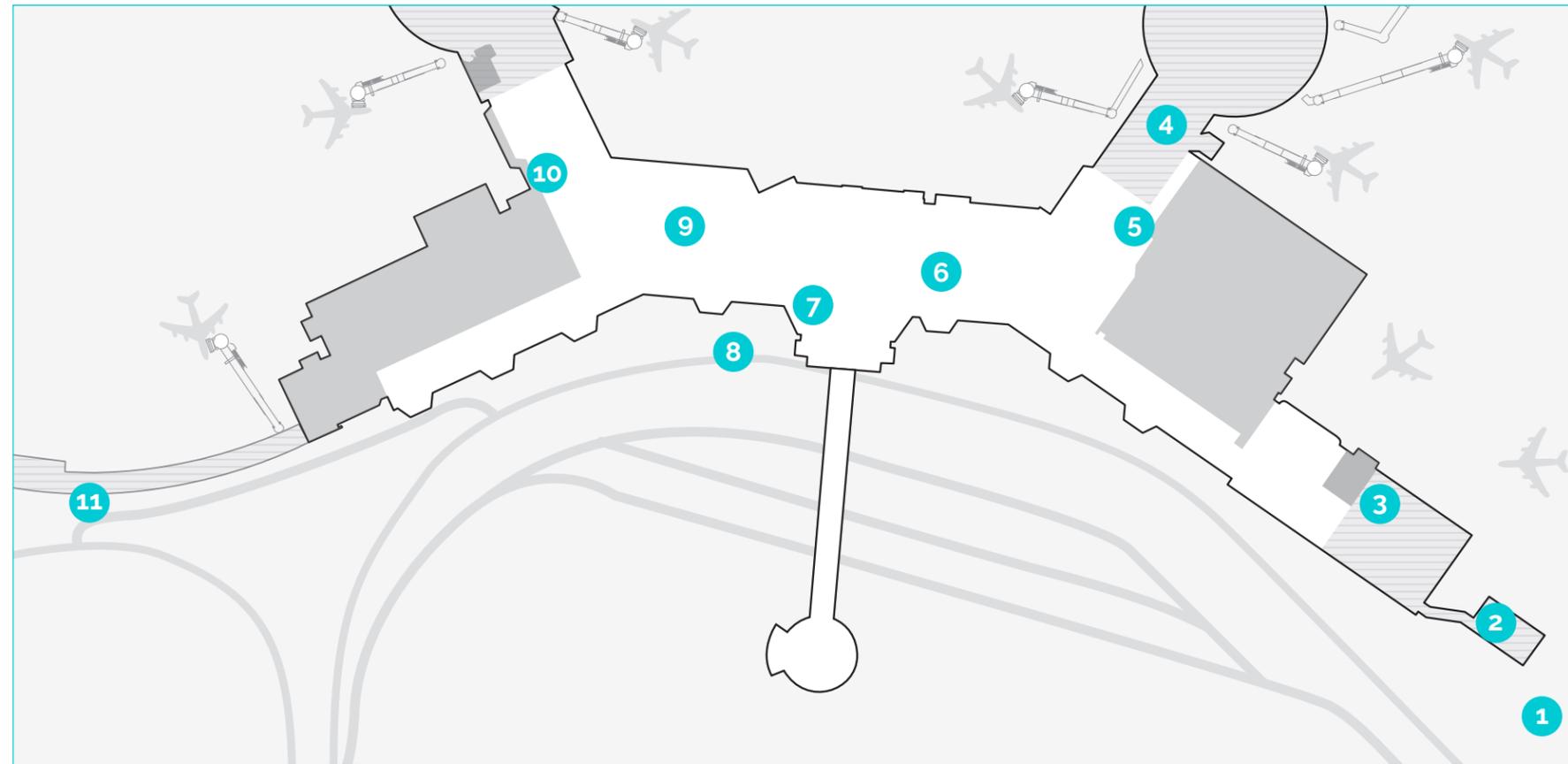
### **Conference rooms**

Consider acquisition of two-dimensional artworks.

SAN Public Art Collection, *Time Interwoven*, Christie Beniston

# RELOCATION AND DEACCESSION

Existing Public Art Collection, Terminal One



## Administration Building



1 Christine Beniston  
*Time Interwoven*  
Elevator Lobby,  
Ground Level  
(pre-security)



2 Javi 'WERC' Alvarez  
*SAN*  
Building Exterior  
(pre-security)

## Terminal One



1 Steve Bartlett  
*Guillermo*  
Sidewalk, Ground Level  
(pre-security)



2 Brett O'Connell and  
Kyra Sheker  
*The Traveler*  
Gate 1A, Ground Level  
(post-security)



3 Tracy Sabin  
*A Day at the Beach*  
Gates 1 & 2  
Ground Level  
(post-security)



4 Mike Mandel  
*In Flight*  
Southwest Rotunda,  
Upper Level  
(post-security)



5 Ben Darby  
*Puff*  
Ground Level  
(pre-security)



6 Miki Iwasaki  
*Signalscape*  
Baggage Claim,  
Ground Level  
(pre-security)



7 Charles R. Faust  
*Sandcast*  
Entrance, Ground Level  
(pre-security)



8 Anne Mudge  
*Pacific Flyway*  
Curbside, Ground Level  
(pre-security)



9 Miki Iwasaki  
*Astralgraph*  
Food Court, Ground  
Level (pre-security)



10 Rin Colabucci  
*Wind, Trees, and Birds*  
Ground Level  
(pre-security)



11 Carolyn Braaksma  
*Drifting Beyond Control*  
Pedestrian Sidewalk,  
Ground Level  
(pre-security)



12 Paul T. Granlund  
*Charles A. Lindbergh:  
The Boy and the Man*  
currently in storage

Materials, dimensions and costs, where given, are based on the Replacement Value Appraisal Report, commissioned by the Arts Program in 2014.

## Administration Building

### Jari "Werc" Alvarez, *SAN*, 2014.

Digital wall mural on vinyl. 35' x 60'. Value: \$25,000. Located on exterior, east facing wall. This is the first of three digital murals commissioned from Werc. The second and third murals were intended to be printed at a later date and installed as a series.

**Recommendation:** The mural that was installed was intended to be a temporary mural and was not formally accessioned into the Airport's collection. It should be decommissioned when it reaches the end of its useful life, or when the building is removed, whichever is earlier. The installation of the other murals in the series will depend on the configuration of the new building and the ability to place a similarly-sized frame on a similarly-visible wall.

### Christie Beniston, *Time Interwoven*, 2009.

Light box with extruded plastic strips. Value \$80,750. Located in lobby.

**Recommendation:** Relocate to new Administration Building or new Terminal One.

## Terminal One

### Miki Iwasaki, *Astralgraph*, 2015.

Walnut hardwood, local artisan ceramic. 60' long, 9' high, 6" deep. Terminal One Food Court, Ground Level (pre-security).

**Recommendation:** *Astralgraph* could be very successful at a similar site (serving as a screen or way of delineating spaces in a food court or elsewhere) in the new Terminal One, but would need to be reconfigured / re-built by the artist to fit its new location. This artwork is not listed in the appraisal that was commissioned of the Public Art Collection. Costs should be evaluated before making a final decision.

### Miki Iwasaki, *Signalscape*, 2011.

Wood boxes and motion sensors. 64' long. Terminal One Baggage Claim, Ground Level (pre-security). Replacement value: \$100,000.

**Recommendation:** *Signalscape* could be very successful at a similar site (on the fascia in baggage claim, ticketing or another busy location) in the new Terminal One, but would need to be reconfigured/re-built by the artist to fit its new location. Costs should be evaluated before making a final decision.

### Steve Bartlett, *Guillermo*, 1997.

Stainless Steel. 11.4' x 11.4' x 6'. Located at east end of outdoors. Replacement value: \$165,000.

**Recommendation:** *Guillermo* is not integrated and could therefore be easily located to a new interior or exterior site in the new Terminal One, or at another public location. (It is also a very popular work in the collection and should not be Deaccessioned).

### Carolyn Braaksma, *Drifting Beyond Control*, 2001.

Precast Concrete. Eight 9' x 14' panels. Outdoor pedestrian corridor linking Terminals One and Two. Replacement value: \$90,000.

**Recommendation:** *Drifting Beyond Control* may not be able to be moved without destroying it, and there may not be a good location for it to be re-created. The Program should investigate relocation further while considering possible sites, such as the airport entrance roadway. Otherwise, Deaccession.

### Anne Mudge, *Pacific Flyways*, 2010.

Lithocrete, shells, glass disks, imbedded aggregate, colored reflected glass. 17.5" to 29.5" diameter. Seats 18.5" high. Terminal One Exterior Plaza. Replacement value \$166,000.

**Recommendation:** *Pacific Flyways* cannot be moved without destroying it. The piece has also had issues with surface soiling, gum adhesion, fading and various glass disks being dislodged. Deaccession.

### Tracy Sabin, *A Day at the Beach*, 2005.

Mosaic. 6.5' x 38'. Terminal One, Gates 1 & 2. Replacement value: \$70,000. Relocation cost: \$55,000.

**Recommendation:** Because *A Day at the Beach* is a very long work, there may not be a suitable location in the renovated Terminal One to re-install it. If the work cannot be relocated, it should be Deaccessioned and offered to the artist, who has a right of first refusal on taking the work if it is Deaccessioned. If the artist does not want the work, it could be donated to a community partner that has a suitable location for the work (and if it is possible for SAN to donate the work). The cost for removing, storing and re-installing the work could possibly exceed the replacement value. These costs should be evaluated before making a final decision.

### Kira Schecker and Brett O'Connell, *The Traveler*, 2009.

Photography and digital graphics printed on mixed media. Terminal One, Gates 1 & 2. Replacement value: \$45,000.

**Background:** There is no record of this work being in the permanent collection.

**Recommendation:** This display would require a long, linear display area. There is not a suitable location for this work in the new Terminal One. The cost for removing, storing and re-installing the work could exceed the replacement value. Remove and do not replace.

### Ben Darby, *Puff*, 2010.

Mosaic. Terminal One, Ground Level (pre-security).

**Recommendation:** Translated into mosaic from a painting that is hanging in the Administration Building, *Puff* was fabricated to specifically fit the dimensions of the restroom/fountain areas. This work could be re-installed in one of the restroom areas, but would likely need to be modified to fit the dimensions of a new site. These costs should be evaluated before making a final decision.

### Rin Colabucci, *Wind, Trees and Birds*, 2010.

Mosaic. Terminal One, Ground Level (pre-security).

**Recommendation:** Translated into mosaic from a painting that is hanging in the administration building, *Wind, Trees and Birds* was fabricated to specifically fit the dimensions of the restroom / fountain areas. This work could be re-installed in one of the restroom areas, but would likely need to be modified to fit the dimensions of a new site. These costs should be evaluated before making a final decision.

[Mike Mandel, \*In Flight\*, 2009.](#)

Mosaic. Terminal One Southwest Rotunda, Upper Level (post-security).

**Recommendation:** A work in multiple parts, there may not be a suitable location in the renovated Terminal One to re-install *In Flight* as it is currently configured. The artist would need to be re-engaged to reconfigure the work for a new site (possibly adding or subtracting elements). The cost for removing, storing, artist re-design, fabrication modifications and re-installing the work could possibly exceed the replacement value. These costs should be evaluated before making a final decision.

[Charles R. Faust, \*Sandcast\*, 1966.](#)

Terminal One Entrance, Ground Level (pre-security).

**Recommendation:** This work suffered damage when previously relocated and there were issues with how it was re-installed. The work should be evaluated for the costs to re-locate and if it could be re-located without sustaining further damage. Would need to find a suitable location.

[Paul T. Granlund, \*Charles A. Lindbergh, the Boy and the Man\*, 1967.](#)

Bronze. Currently in storage during construction in Terminal Two.

**Recommendation:** This work commemorates Charles Lindbergh, who began his historic trans-Atlantic flight from Dutch Flats, the location of the airport. The airport was named for him (Lindbergh Field) until 2003, when it was officially re-designated San Diego International Airport. In 1987, the statue was donated by Teledyne Ryan Aeronautical to the Port of San Diego (which operated the airport at the time), and it is not known if there are any conditions that accompanied the donation. A determination about this artwork should be made based on further discussion with the AAC and careful consideration of issues of iconography and equity, as well as current best practices in addressing artworks that memorialize individuals.

# SITE AND OPPORTUNITIES CUSTOMER EXPERIENCE CONSIDERATIONS

This table summarizes how each of the projects recommended in the Site and Opportunities Plan addresses the Customer Experience goals that are identified in the ADP Program Definition Document.

	Intuitive Wayfinding	New / Innovative Amenities	Family-Friendly	Revenue Enhancement	Iconic Placemaking	Green / Sustainability	Community Focus	Dynamic / Changing	Improves Pain Point	Serves Meeter-Greeters	Interactive / Passes Dwell Time	Related Programming
<b>1. Airport Roadway Retaining Wall</b>					X							
<b>2. Airport Drive Perimeter Security Wall</b> (Airport Operations Area / AOA Fence)	X							X				
<b>3. Gateway Feature</b>	X				X							
<b>4. Garage Facade</b>	X				X							
<b>5. Skyways</b>	X											
<b>6. Roofline / Glass Facade</b>	X				X							
<b>7. Vertical Feature Area</b>	X				X							
<b>8. Ticketing Decision Points</b>	X											
<b>9. Recomposure Area</b>		X						X				
<b>10. Concession Cores (East, West)</b>				X							X	
<b>11. Arts Zone</b>		X	X								X	

## Airport Entry Zone

## Terminal Pre-Security / Ticketing Level Zone

## Terminal Post-Security Zone

## Terminal Pre-Security / Baggage and Arrivals Zone

## Flexible Zone

	Intuitive Wayfinding	New / Innovative Amenities	Family-Friendly	Revenue Enhancement	Iconic Placemaking	Green / Sustainability	Community Focus	Dynamic / Changing	Improves Pain Point	Serves Meeter-Greeters	Interactive / Passes Dwell Time	Related Programming
<b>12. Dwell Lounges (East, West)</b>				X							X	
<b>13. Restrooms</b>	X											
<b>14. West Concourse Wall</b>						X	X	X				
<b>15. Inter-Terminal Connector</b> (Terminal One / Terminal Two)					X							
<b>16. Baggage Claim Area</b>										X		
<b>17. Outdoor Seating Areasx</b>										X	X	
<b>18. Curbside</b>	X											
<b>19. Green / Sustainable Artwork</b>		X				X						
<b>20. Interactive / Family-Friendly Artwork</b>		X	X									
<b>21. Terminal Look and Feel</b>	X				X							

# APPENDICES



## APPENDIX A SUMMARY OF MASTER PLAN RECOMMENDATIONS

Herein lies a summary of all recommended strategies identified in the Arts Master Plan, organized by program focus areas. Arts Program resources should be carefully evaluated as staffing levels at the time of this document's completion will not support the successful implementation of all recommended strategies.

### PUBLIC ART PROGRAM STRATEGIES

#### 1. Adopt Criteria for Evaluating Potential Public Art Opportunities

Develop criteria for evaluating public art opportunities that supports alignment with Airport and Arts Program mission, vision and goals and includes provisions for artistic quality, location and feasibility.

#### 2. Continue to Use a Variety of Approaches to Public Art

Continue to use the following approaches to working with artists: Design Team Artist; Integrated; Stand-Alone Artwork; Goal-Oriented; Artist Residency; and Temporary.

#### 3. Adopt a Range of Methods for Recruiting Artists

In addition to the current open call method for recruiting artists, adopt a broader range of approaches including an invitational selection process and the use of an artist roster (pre-qualified list) when appropriate.

#### 4. Create an Artist Mentorship Program

Develop a mentorship program that provides emerging artists in the region with the opportunity to work with experienced artists on large-scale public art commissions.

Invite local artists to apply to a Mentorship Roster through an open Request for Qualifications issued on a periodic basis.

#### 5. Create a Visual Art Residency

Reinstate SAN's previously discontinued Visual Art Residency program for annual implementation.

#### 6. Develop Processes for Incorporating Public Art into Public-Private Partnership Projects

Create a set of principles for establishing Two-Percent for Art requirements for public-private partnerships.

SAN Public Art Collection, *Relativator*, Living Lenses

## 7. Create Mechanisms for Accepting Financial Donations

Establish guidelines for receiving and utilizing financial donations for public art.

## 8. Utilize Two-Percent for Art Funds for Collections Management

Set aside up to 15 percent of the Two-Percent for Art allocation per project for collections management. These funds should be used to supplement, not to replace, the operating funds available for conservation.

Pool funds into a Collections Management Fund to be used for conservation and collections management needs for the entire collection.

Develop a work plan that anticipates conservation and maintenance needs both in the near term and over the next 10 years (based on the Collections Management Plan and anticipated new commissions).

Allocate monies from the Collections Management Fund based upon needs identified in the Collections Management Plan.

## 9. Create Clear Goals and Criteria for Receiving Gifts of Artwork

Include criteria for reviewing gifts that ties the acceptance of gifts to the Arts Program's goals and policies.

Include language that states that the donor is responsible for all costs associated with a gift such as, installation, ongoing maintenance, and security etc. and include clearer language around the procedures for review of gifts.

## PERFORMING ARTS PROGRAM STRATEGIES

### 1. Broaden the Range of Performances

Continue to actively recruit a broad range of talent to ensure a deep and diverse bench of qualified performers and performing arts genres that reflect the region's cultural resources.

Develop a recruitment process that includes working with community partners and a procedure for artists to submit materials annually.

Establish and post the criteria for evaluating talent.

### 2. Increase the Frequency of Performances

In the near-term present three to four performances weekly in Terminal Two.

When Terminal One is completed target a baseline of four performances weekly, two in each terminal.

Long-term grow the performance schedule to six to eight per week, resources permitting.

Badge a small number of musicians for regular sets.

Explore partnerships with performing arts organizations.

Feature special performances related to festivals and events presented elsewhere. Allow flexibility for adjusting to external schedules.

### 3. Broaden the Types of Locations in which Performances Can Be Experienced

Develop several areas for mobile set-ups and/or plug-and-play.

Incorporate at least one mobile/plug-and-play into an existing location in Terminal Two.

Consider mobile/plug and play, and permanent set-up(s) in the new Terminal One.

Purchase a portable dance floor for use with dance / theatre performances.

### 4. Develop New Collaborations

Proactively seek partnerships with local arts and culture organizations to assist with achieving recruitment goals.

### 5. Explore New Funding Resources for Performances

Explore the options for reducing costs through badged musicians (lower overhead) and partnerships (cost-sharing).

Explore co-created programs and leverage resources with local arts and culture organizations that want to increase access to the arts for non-traditional audiences or in non-traditional settings.

Explore the possibility of performing arts sponsorships with concessionaires.

## PERFORMING ARTS RESIDENCY STRATEGIES

### 1. Keep the Creative Output of the Program Fresh and Innovative

Keep the selection process open to ensure a wide range of genres.

### 2. Strengthen Awareness of the Program

Develop additional documentation for each residency (e.g. resident background, creative process and presentation of the work) for display in terminals or online.

Continue promoting the program through digital media as well as in the terminals and in the Cultural Exchange Space with documentation from past and current residencies.

### 3. Strengthen Partnerships with Artists and Cultural Organizations

Create and implement a means for articulating both Arts Program and resident goals and needs at the beginning of the residency.

Build the capacity of resident organizations to develop realistic project budgets by requiring budget proposals from residents that include all residency costs including administration, marketing and documentation.

Create and implement a means for capturing future benefits regarding recognition and audience development.

## TEMPORARY EXHIBITIONS STRATEGIES

### 1. Maintain Flexibility in Curatorial Approaches

Continue to work flexibly, experimenting with different approaches to curating as well as to working with artists and collections.

Consider different curatorial approaches in each terminal once Terminal One is completed.

Build in the ability to support the creation of new work as part of exhibitions programming.

### 2. Adopt Guidelines for Exhibitions Siting and Infrastructure

Develop Siting Criteria for exhibitions.

Develop a General Facility Report.

Complete an assessment of existing casework.

New casework should meet museum standards.

Deaccession or replace cases not in good condition.

### 3. Develop Approaches for Future Exhibition Spaces

Identify a minimum of five and up to eight sites for use with two-dimensional works in Terminal One.

Purchase one additional large-scale, mobile monitor for video exhibitions.

Seek an area in the new Terminal One or Terminal Two for a new gallery space that is built out to basic museum standards.

Set aside a Cultural Exchange Space in the new Terminal One and/or Terminal Two.

### 4. Prototype a Film Program

Create the infrastructure needed to prototype a film program including the purchase of monitors and other equipment.

Develop and implement a program that features locally-produced short films, videos and/or documentaries in partnership with a local curator or genre-specific organizations.

Designate an area in the new Terminal One as a Film Screening Area.

### 5. Create Mechanisms for Accepting Financial Donations

Establish guidelines for the receipt and use of monetary contributions.

### 6. Increase Program Resources

Establish the current \$500 loan fee as a minimum; have higher fees for larger spaces or newly-created work.

Expand on-call art handling services contract.

## COMMUNICATIONS AND ENGAGEMENT STRATEGIES

### 1. Develop a Strong and Consistent Program Identity

Focus on standards for artistic excellence and the desire to redefine the airport experience through the Arts Program.

Expand communications efforts related to social media platforms.

### 2. Develop a Communications Plan for Each New Project and Initiative

Work with the Marketing and Public Relations departments to develop a communications strategy for each new public art project, exhibition, performance series, residency or other initiative.

### 3. Expand and Enhance Platforms for Communicating with Audiences

Use multiple platforms, print, Internet and social media to reach different audiences.

Create multilingual informational content for increased access.

Continue to budget for collateral materials related to programs, installations and exhibitions.

Continue to invest in informational signage for visual and performing arts programs.

Continue to work with the Marketing and Public Relations departments to cultivate local and regional media stories about the Program's activities.

Consider producing short videos for all new major public art installations, exhibitions and residencies.

Develop periodic campaigns to encourage people to engage with the collection, temporary exhibitions and performing arts programs.

Ensure that the Airport Art Collection, Temporary Exhibition and Performance locations and schedules are included in airport wayfinding and customer navigation assistance.

Provide information about the Arts Program to the Ambassadors in accessible formats.

### 4. Expand and Enhance the Types of Information that are Provided about the Arts Program

Provide a wider range of content about Arts Program projects, partnerships and partnerships.

Create an easily accessible calendar of events.

Develop and disseminate educational and informational materials aimed at specific audiences.

Make news reports and critical responses to projects available to the public.

### 5. Encourage Interaction with Arts Program Resources

Explore and develop activities to encourage interaction with the collection such as demonstrations or interactive art-making.

Commission artists (visual and performing) to reinterpret elements of the collection.

Incorporate elements of artist-led community engagement into specific public art commissions, exhibitions and performances.

Explore the development and use of interactive apps to expand customer experiences with the collection and exhibits.

Continue to develop programs for and partnerships with educators that use the Arts Programs resources, e.g. DesignAHEAD.

## ENGAGING WITH THE REGION'S ARTS AND CULTURE COMMUNITY STRATEGIES

### 1. Cultivate Partnerships through Ongoing General Outreach Approaches

Continue informational open houses related to programs and projects.

Consider informational on-site walk-throughs of the collection, exhibitions and performance spaces to explore co-programming.

Cultivate partnerships that connect with underserved audiences or otherwise increase the diversity of artists, arts organizations and art forms presented at the airport.

### 2. Pursue Specific Partnerships that Address Specific Project and Programming Needs

Partner with university music composition programs to commission new work for the airport.

Partner with local children's museums on child-centered artwork, installations and/or play areas.

### 3. Cultivate Partnerships through Cultural Exchange

Participate in regional art exhibitions by providing a satellite location at the airport.

Consider co-programming/co-producing with arts and culture partners.

Consider Cultural Exchange themes that educate residents and visitors about local organizations that are using the arts to connect the region's people across cultures.

#### 4. Strengthen Relationships with Peer Leaders and Organizations

Allocate time for staff to participate in arts and culture committees and panels.

Participate in regional cultural planning activities.

Serve as a convener for conferences, group strategy sessions or other community partner meetings.

#### 5. Ensure that Partnerships are Structured Equitably

Develop a checklist of factors to consider for successful partnerships.

Ensure there is mission alignment between partners.

Clearly articulate each partner organization's goals for the partnership.

Consider the relative capacity and core missions of the Arts Program and independent arts organizations when allocating responsibility for tasks.

Identify specific capacity building outcomes for artist commission and residencies as well as ways to measure achievement of those outcomes.

Compensate partners fairly for their services as well as secondary costs.

#### 6. Connect Arts Program Audiences with the Broader Arts and Culture Ecosystem

Solicit information about arts and culture resources and provide information about them across variety of platforms, such as blog postings, newsletter and web page.

## ENGAGING THE BROADER COMMUNITY IN THE SAN DIEGO REGION STRATEGIES

### 1. Expand Strategic Community Partnerships

Develop partnerships with community-based and arts education organizations.

Develop partnerships with off-site venues such as libraries for related community programming.

### 2. Expand Engagement with the Military Community

Enlist military support organizations in the production of relevant artworks, performances and workshops that engage the military community and educate travelers about the military community in the greater San Diego region.

Enroll in national directories of military arts and related organizations and play an active role as a connector of resources.

### 3. Expand Engagement with Education Programs

Collaborate with arts educators to identify strategies for development and implementation of curricular materials.

Create educational materials such as learning guides, teacher packs and pop-up workshops that support arts, STEAM and educational areas through the Arts Program's lens.

Explore the creation of Arts Program-sponsored community-based artist residencies to develop co-produced projects for airport exhibition.

### 4. Expand Engagement with Culturally Diverse and Underserved Communities

Commission works of art by artists who have historically experienced barriers to public art projects.

Ensure that Arts Program applications, calls for submission, marketing efforts, informational materials, exhibitions labels and signage are provided, at minimum, in Spanish as well as English.

Publicize and conduct information sessions for artist opportunities in a variety of locations that are accessible to those who may not attend sessions if they are only available at the airport.

Partner with trusted local community-based organizations to present sessions, workshops and outreach to ensure relevancy while strengthening community relations with the Arts Program and the airport.

### 5. Continue Airport-Based Arts Residencies

Follow recommendations for Arts Residencies in this plan.

### 6. Support Artists Who Wish to Engage with the Broader Community in the Process of Developing Their Projects

Consider building in time for community engagement into artists' project scope and timelines.

Consider making an artist's experience and approach to community engagement a selection criterion for certain projects.

Consider community engagement when developing project budgets.

### 7. Establish Marketing Related to Community Engagement

Develop content and programming for off-site community engagement activities related to Arts Program activities.

Consider providing brochures or public information programs in community centers, libraries and schools, about the Arts Program in general, or specifically about a new Temporary Exhibition or Performing Arts Residency.

Consider using multiple platforms for publicizing community engagement activities to reach a variety of audiences.

Add web page and social media content that articulates the story of the Arts Program's community engagement activities, highlighting or showcasing different constituencies throughout the year.

## EVALUATION STRATEGIES

### 1. Conduct Process Evaluations of Arts Program Projects and Initiatives

Design and implement a questionnaire or exit interview to gauge project stakeholders' perceptions of the project development process for public art, exhibition, performing arts and residency projects

### 2. Evaluate Audience Engagement with Public Art and Temporary Exhibitions

Design and implement a survey (in-person, online etc.) and comment cards that gather information about people's knowledge of and experience and interaction with the permanent Public Art Collection and Temporary Exhibitions.

Conduct research annually and throughout the year to align with peak and non-peak travel.

### 3. Evaluate Audience Engagement with Performing Arts

Design and implement a survey (in-person, online etc.) and comment cards that gather information about people's knowledge of and experience and interaction with performances, both through the ongoing concerts and the residency program.

Conduct research annually and throughout the year to align with peak and non-peak travel.

### 4. Continue to Conduct Economic Impact Research

Build on the data gathered as part of the 2017 studies for comparison in future years; include data on the impact of direct spending on the local economy.

Continue to examine various factors and methodologies for quantitatively measuring the Arts Program's impact beyond those already defined.

## PLANNING PROCESSES

### 1. Pursue Several Types of Planning at Times that Meet the Needs and Circumstances of the Arts Program.

Develop an annual Artistic Plan with a three-year look ahead.

Conduct a Program Review.

Periodically develop Site and Opportunities Plans related to major capital projects.

Establish a baseline Collections Management Plan.

Annually recommend a conservation program and funding levels based on the Collections Management Plan.

## ALL RECOMMENDATIONS FOR REVISIONS TO ARTS POLICY 8.50 IN APPENDIX B

1. Adopt the recommended revisions to the Arts Policy's Purpose, Goals and Definitions.
2. Adopt the recommended revisions to the Arts Policy's Funding language regarding the addition of language to set aside funds allocated for an eligible project, funds for conservation, Arts Program staff's participation in initial planning for Capital Project funding, references to Temporary Installations Program, the use of funds allocated for an eligible project for P3 projects, and the inclusion of guidelines for accepting Financial Contributions.
3. Adopt the recommended revisions to Ownership language in Arts Policy Section 1(c)(ii) that removes language that requires blanket use of artwork for commercial purposes.
4. Adopt the recommended revisions to Arts Policy Section 1(e) related to annual updates of the Conservation and Maintenance Plan and the Arts Program's practice of using a Collections Management Plan.
5. Adopt the recommended revisions to Arts Policy Section 1(g) regarding Gifts and Loans of Artwork that guides the review and acceptance process of donated works of art including language that ties the acceptance of a gift of artwork to the Arts Programs Goals and Policies, outlines donor responsibility for all costs associated with the gift, expands the provisions for accepting Memorials to gifts of artwork, review and acceptance of gifts shall be standardized and independent, allows additional time for considering acceptance of a donation of artwork and that clarifies that objects that do not meet the Policy's definition of Art work are not reviewed.
6. Adopt the recommended revisions to Arts Policy Section 2 regarding the duties of Art Advisory Committee, Artist Selection and Review Panels, Authority Board, President/CEO, and Arts Program Management.
7. Adopt the recommended revisions to the Arts Policy Section 4 regarding the Duties of the Authority Board.
8. Adopt the recommended revisions to the Arts Policy Section 5 regarding the Duties of the President/CEO.
9. Remove Arts Program Policy Section 6 regarding Arts Program Management.

# APPENDIX B

## SUMMARY OF POLICY RECOMMENDATIONS

The following compiles the recommendations above related to making edits to Policy 8.50, the Policy for the Airport Authority Arts Program. These recommendations are being made at this time to coincide with an executive staff review of all Airport policies and to allow for implementation of the recommendations of this plan.

### Purpose

The Policy refers to the governance of the Acquisition, retention, display, gifts and loans, and Deaccession of Artwork. It should be updated to refer also to the overall administration of the Arts Program, including the Arts Advisory Committee. The Purpose section should absorb content from the Goals section.

#### Purpose

To establish policy governing Acquisition, retention, display, gifts and loans, and Deaccession of Artwork at all public-use facilities and airports under the jurisdiction of the San Diego County Regional Airport Authority (“Authority”), as well as overall administration of the Airport Arts Program and Arts Advisory Committee; and to integrate the Airport Arts Program into the day-to-day administration of the Airport Authority, afford new and innovative opportunities for the presentation of arts and culture, and to further the mission of the Authority.

### Goals

The Goals statement should be eliminated.

### Definitions

Many of the definitions in the Policy set out direction for the Arts Program, especially around planning. Recommended changes to how the Arts Program plans require some modifications to these definitions.

- Ensure all definitions are listed in alphabetical order.

- Remove definitions for:

#### Airport Art Master Plan

This is replaced with new definitions for Artistic Plan and Program Review (below).

#### Conservation and Maintenance Plan

This is being replaced with a definition for Collections Management Plan (below).

#### Temporary Installations

The Arts Program does not make a programmatic distinction between temporary and permanent public art. This has been combined with “Changing Exhibitions” in what is now called “Temporary Exhibitions.”

- Create definitions for:

#### Conservation

The preservation, protection and restoration of artwork and cultural property through activities that prolong its existence and minimize chemical and physical deterioration and damage, and that prevent loss of informational content.

#### Capital Project

Construction projects within the Authority’s Capital Program which is defined by Authority Policy 4.30.

#### Program Review

A periodic review of the Arts Program that considers the overall vision and goals for the Program, its internal processes, and external partnerships. The Program Review is reviewed and recommended by the Arts Advisory Committee and approved by the President/CEO, with special consideration given to current staffing resources.

#### Collections Management Plan

A plan maintained by the Arts Program staff that documents the Airport’s Public Art Collection, records previous conservation, and documents and prioritizes conservation needs.

#### Financial Contributions

Funds contributed to support any element of the Arts Program. This may include cash contributions and sponsorships.

- Revise definitions for:

#### Art Advisory Committee

Change name to *Arts Advisory Committee*.

#### Airport Art Site and Opportunities Plan

Change to make its focus specifically on planning for major capital projects.

#### *Airport Art Site and Opportunities Plan*

*A comprehensive plan created for the Airport Arts Program related to major capital projects. The Airport Art Site and Opportunities Plan should include recommendations for public art projects and arts infrastructure and include recommended budget allocations for each project or infrastructure investment. The Airport Art Site and Opportunities Plan is reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board.*

#### Airport Art Program

Remove reference to Temporary Installation Program and change to Airport Arts Program. Remove specific reference to Arts Program vision.

#### *Airport Arts Program*

*A program of the Authority consisting of the (1) Public Art Program, (2) Temporary Exhibitions Program and (3) Performing Arts Program. The Arts Program enriches the travel experience and airport environment for customers through innovative and memorable arts programming and exemplified the airport’s role as a respected community partner and regional resource.*

#### Eligible Project

Change to:

#### *Eligible Project*

*A Capital Project that includes construction of or renovations to terminals, curbsides, roadways, connecting green spaces and other related landside improvements that directly impact the customer experience by nature of being physically accessible and/or visually prominent.*

## Funding

Arts Program funding is outlined in the Policy Statement, Section 1(b). There should be minor edits for clarification, plus additional language that states that Two-Percent for Art funds can be set aside in a conservation fund.

- Revise Section 1(b)(i) to clarify that the allocation for Board approval is 2% of eligible construction costs from eligible Airport capital projects. Add language regarding the President/CEO's ability to request that the Board reduce the two percent (2%) allocation on a per-Eligible Project basis under extraordinary circumstances such as a large-scale Eligible Project or a period of poor economic climate.
- Revise Section 1(b)(i)(c) to indicate that the Arts Program staff, in collaboration with the Airport Design and Construction Department, shall participate in the initial planning phase for the Capital Project funding.
- In Section 1(b)ii, remove reference to Temporary Installations Program. Remove reference to conservation and maintenance.
- In Section 1(b) add language that allows the Airport Arts Program to set aside up to 15 percent of the funds allocated for an eligible project funds allocated per project in a separate fund for conservation, costs associated with relocation and Deaccession, and other costs related to collections management. The amount would be at the recommendation of Arts Program staff.
- Either in the funding section or another section of the Policy, a set of principles should be outlined that guide how the Two-Percent for Art requirement should be handled for P3 projects.

P3 projects should be subject to the same Two-Percent for Art obligation as capital projects managed by the Airport.

The Arts Program should take the lead on identifying and defining the public art opportunities for P3 projects in conjunction with the overall planning for the capital project, including developing a Site and Opportunities Plan for large-scale capital projects.

Arts Program staff should manage the integration of art using the public art commissioning process outlined in the Policy, in particular with regard to the roles of Artist Selection Panels and the Arts Advisory Committee.

Even if the P3 is responsible for operating and maintaining the future facility, as in a lease situation, the public art asset should be owned by the Airport and maintained and conserved as part of the Airport's Public Art Collection.

- Either in the funding section or another section of the Policy, a set of guidelines should be outlined that address the acceptance of Financial Contributions, including sponsorships.

Financial Contributions should be held in a fund that allocates the funding for the purpose that it was contributed.

Donors making financial contributions agree that their funds will be used to support projects and programs developed by the Arts Program in accordance with the Policy, and may not direct the selection of particular artists, performers or contractors, and may not influence artistic decisions or direct the selection of particular artists, performers or contractors.

## Ownership

Section 1(c)(ii), remove "all commercial and." It is not a best practice for contracts to require blanket use for commercial purposes. Commercial uses would need to be handled in a separate agreement with an artist.

## Conservation and Maintenance

Section 1(e), remove "and exhibited in accordance with an annual conservation and maintenance plan." The practice of the Arts Program is to maintain a Collections Management Plan, but that plan would not necessarily be updated annually.

## Gifts and Loans of Artwork

Section 1(g) addresses gifts and loans of Artwork. Several edits are recommended to guide the review and acceptance process.

- The "special and unique circumstances" under which the President/CEO would consider an artwork under (Section 1 (g)(i)) should additionally include language that ties the acceptance of the gift to the goals and Policies of the Arts Program:

The proposed gift of artwork supports the vision and goals of the Arts Program and meets criteria for artistic excellence and innovation as outlined in the Artistic Plan,

There is an available location for the siting of the gift,

The gift adds to the diversity of the Public Art Collection, and

The gift is an Artwork and is created by an Artist, as defined in the Policy.

- Add language that states that the donor of the proposed gift shall be required to pay all costs associated with the donation including but not limited to design, fabrication, transportation, installation, security, permits, on-going maintenance, lighting, and removal. This language is currently in Section 1(h)(ii) under the review and acceptance of memorials. As with memorials, the Airport should not have to bear the responsibility for the costs associated with gifts of artwork.
- Add language that states that all gifts are subject to all applicable provisions regarding review, Acquisition, exhibition, ownership and Deaccession governing the Airport Arts Program as described herein. This is language that is currently in the review of Memorials section of the Policy and should be the same for gifts.
- Add language that states that review and acceptance of gifts shall be made by deliberate, standardized procedures, independent of political pressures and public opinion. This replicates the language found in the section on Deaccession (Section 1(i)).

- Add language that states that consideration of gifts may be held for up to 12 months to be considered in relation to other donations. This allows Arts Program staff and the Arts Advisory Committee to review proposals annually and in a systematic manner.

- Add language that states that objects that do not meet the Policy's definition of Artwork are not reviewed under this Policy.

## Memorials

Section 1(i)ii, revise the language to state that the donor of the Memorial shall be required to pay all costs associated with the donation including but not limited to design, fabrication, transportation, installation, security, permits, on-going maintenance, lighting, and removal.

## Arts Advisory Committee

Section 2 of the Policy outlines the composition, appointment process, terms of membership, governance, role and conflict of interest policies of the Arts Advisory Committee. The following recommends edits that address composition, governance and roles of the Arts Advisory Committee.

- In Section 2(a), should state that the composition of the AAC should include one voting member that serves as the Board Representative, rather than a member that serves on the Board.
- In the description of the composition of the Arts Advisory Committee in Section 2 (a), add language about striving especially to ensure inclusive representation, including but not limited to age, cultural background, and gender.
- At least one of the six shall be active in building design, architecture, or operational engineering.

- Section 2(b)j on Appointment Process should be edited to reflect the appointment of a Board Representative and should note that the Board Representative may be a past or current member of the Board.
- Section 2(c) on Terms of Membership should reflect that voting members of the AAC are recommended by the President/CEO and appointed by the Board. This section should also state that if a member serves a partial term equal to or exceeding one-and-a-half years, it shall count as a full term.
- Section 2(d)(i) on Governance should remove “and Vice Chair” from the residential requirement. This limitation may prevent the position from being filled.
- Section 2(e) outlines the role of the Arts Advisory Committee. Some of these roles, especially regarding the entity to which it is making recommendations, need clarification. Amend the roles to reflect that the Arts Advisory Committee:
  - Recommends Arts Program policies to the President/CEO for review and recommendation to the Board for approval.
  - Recommends Arts Program guidelines and procedures to the President/CEO for approval.
  - Recommends the Site and Opportunities Plan to the President/CEO for review and recommendation to the Board for approval.
  - Approves selection process and Artist Selection and Review Panel composition for public art commissions.
  - Approves selection panel for Performing Arts Residency and Temporary Exhibition programs.
  - Recommends approval of artist selection for public art projects to President/CEO for review and confirmation.
  - Recommends approval of artist concept design for public art projects to President/CEO for review and confirmation.

- Recommends Deaccession to the President/CEO for approval.
- Recommends Gifts and Loans to the President/CEO for approval.
- Recommends Memorials to the President/CEO for approval.
- Participates in advocacy, community outreach and strategic planning in support of the Arts Program mission.

### Artist Selection and Review Panels

Section 3 describes the Artist Selection and Review Panels. A few minor edits should be made to clarify that these Panels can be called for one or more designated projects and under what circumstances they should not be utilized.

- In the introduction to Section 3, change “specific” to “designated.” Not all projects and programs use Panels.
- In Section 3(d), change “particular” to “designated” and “process” to “projects.” Some Panels may be called for more than one project.
- In Section 3(e), clarify the circumstances when the Arts Advisory Committee would serve as the Artist Selection and Review Panel:
  - 3(e): The AAC, at staff’s request and at the Committee’s discretion, reserves the right to be called upon to serve as the Artist Selection and Review Panel.

### Duties of the Authority Board

The duties of the Authority Board are outlined in Section 4. These duties should be updated to reflect some of the changes in the way the Arts Program develops plans and should also clarify that the Board does not approve all contracts with artists, but only contracts that are within its contracting authority.

- Revise the duties of the Board to reflect the following:
  - Approve the Site and Opportunities Plan.
  - Approve Arts Program Policies.
  - Approve the allocated 2% of the amount of eligible construction costs from eligible Airport capital projects for the Public Art Fund.
  - Through its Chair, appoint one Board Representative annually to serve as a voting member of the AAC who may be a past or present Board member.
  - Approve appointments to the AAC, other than the Board Representative who is selected by the Chair.
  - Approve Airport Arts Program public works contracts per Policy 5.02.

### Duties of the President/CEO

The duties of the President/CEO are outlined in Section 5. These duties should be updated to reflect some of the changes in the way the Arts Program develops plans.

- Revise the duties of the President/CEO to reflect the following:
  - Negotiate and execute contracts with Artists to commission the design, fabrication, and installation of Artwork for the Airport;
  - Ensure that artists shall be involved at the earliest stages of design for Eligible Projects to maximize the successful integration of the Artwork and the Site;
  - Review and approve the Program Review;

- Review the Airport Art Site and Opportunities Plan and forward it to the Board for its approval;
- Allocate eligible construction costs from eligible Airport capital projects for the Public Art Program;
- Review and confirm the AAC’s recommended artist selection for public art projects;
- Review and confirm the AAC’s recommended concept design for public art projects;
- Approve Deaccession and relocation of public art;
- Approve Gifts and Loans;
- Approve Memorials;
- Serve as a liaison between the Authority and the public on Airport Arts Program- related matters, including coordinating outreach and communications efforts; and
- Pursue collaborations and partnerships that further the goals of the Authority and the Airport Arts Program.

### Duties of Arts Program Management

Section 6, which currently outlines the duties of the Arts Program Management, should be removed, with select duties transferred to Section 5 or Duties of the President/CEO.

# APPENDIX C DEFINITIONS

## **Airport Development Plan (ADP)**

A master plan for San Diego International Airport that identifies improvements that will enable the Airport to meet demand through 2035, including the redevelopment of Terminal One and related facilities and transportation improvements.

## **Artist Residency**

A method of engaging an artist in which an artist is embedded in the airport for a fixed period of time with the expectation that the artist will create new permanent, temporary or time-based work from research and exploration conducted during the period.

## **Artist Roster**

A pre-qualified pool of artists from which the Arts Program can choose artists for an invitational selection process.

## **Arts Advisory Committee (AAC)**

A standing committee that serves to advise the President/CEO and Board on matters regarding the SAN Arts Program.

## **Conservation**

The preservation, protection and restoration of artwork and cultural property through activities that prolong its existence and minimize chemical and physical deterioration and damage, and that prevent loss of informational content.

## **Cultural Exchange**

Activities of the SAN Arts Program that are designed with the specific intent of partnering with a community or arts organization to develop mutually beneficial programming.

## **Customer Experience Chapter**

a section of the Airport Development Plan (ADP) Program Definition Document (PDD) that considers the entire experience airport customers have from purchasing a ticket to departing the airport and recommends strategies for improving customer experience at the airport.

## **DesignAHEAD**

A collaborative endeavor between the Arts Program and local high schools, colleges and universities to expose aspiring and emerging artists, designers, architects, inventors, and programmers to real-world design challenges encountered in an airport environment.

## **Gifts of Artwork**

The donation of Artwork, or the funds to acquire or commission Artwork, to the Authority for placement in the Airport.

## **Goal-Oriented Art Project**

A public art project in which an artist is selected to create work in response to a specific goal, outcome or idea identified by the Arts Program, without a specific site having been identified prior to engaging the artist.

## **Integrated Artwork**

An artwork that is planned for and executed in conjunction with the overall design of a larger capital project. The work can be integrated into architecture, landscape design, streetscape or infrastructure projects.

## **Invitational Selection Process**

A method of recruiting artists for a project by which the Arts Program invites a short list of artists to submit qualifications to be considered for the project.

## **Maintenance**

The routine care and repair of works of public art that does not require specialized expertise.

## **Memorial**

An item, object, or monument designed or adapted to commemorate or honor the memory of a person, place, idea, or event that occurred in the past.

## **Mobile Set-Up**

A location that has been visually delineated for performances and has electricity and seating but does not have a full stage or permanent sound system.

## **Open Call**

A method of recruiting artists for a project by which any artist may submit qualifications, subject to any requirements established by the Arts Program.

## **Performing Arts Program**

The presentation of live performances of music, dance, theater or other performative art forms at SAN.

## **Performing Arts Residency**

A component of the Performing Arts Program that provides opportunities for artists and/or arts organizations to develop and perform original site-specific work at SAN over an extended period of time that is inspired by the airport environment.

## **Plug-and-Play Space**

A delineated performance space that has built-in audio, and sometimes monitors or screens to present visual content, but not necessarily a built-in stage or performance space infrastructure.

## **Program Definition Document (PDD)**

An element of the Airport Development Plan (ADP) that will be used by the selected Design Builder to plan and design the new Terminal One and related facilities.

## **Public Art**

An original, site-specific work of art created by an artist that is visually accessible to the traveling public.

## **Public Art Collection**

The group of permanent artworks acquired by the Authority.

## **Public-Private Partnership (P3)**

A contract between a public sector entity and a private sector entity that outlines the provision of assets and the delivery of services.

## **Selection Panel (also called Artist Selection and Review Panel)**

An ad-hoc panel appointed by the Arts Advisory Committee to review and recommend artists for designated project and program opportunities within the Arts Program.

**Stand-Alone Artwork**

An artwork commissioned independently of any capital project, or independently of the design and construction schedule of a capital project.

**Temporary Public Art**

An artwork that is commissioned to be presented for a fixed amount of time, from a one-time event to a period of a few years.

**Temporary Exhibitions Program**

The temporary presentation at SAN of items on loan from local and regional museums, cultural institutions, arts organizations, collectors and artists.

**Two-Percent for Art**

A funding mechanism for public art at SAN whereby the President/CEO shall take appropriate action to allocate for Board approval 2% of eligible construction costs from eligible airport capital projects for the purpose of commissioning site-specific public art throughout the airport campus, as well as maintenance and conservation of the Public Art Collection. In certain extraordinary circumstances, including but not limited to a large-scale Eligible Project or a period of poor economic climate, the President/CEO, in his/her discretion, may request that the Board reduce the two percent (2%) allocation on a per-Eligible Project basis. If less than two percent (2%) of eligible construction costs from an Eligible Project is allocated to fund the Public Art Program, all such instances shall be documented on an annual basis, accounting for the actual percentage that was allocated per Eligible Project to fund the Public Art Program. The accounting report shall be provided to the Arts Advisory Committee and the Board.



RESOLUTION NO. 2019-0031

A RESOLUTION OF THE BOARD OF THE SAN  
DIEGO COUNTY REGIONAL AIRPORT  
AUTHORITY, APPROVING AMENDMENTS TO  
AUTHORITY POLICY 8.50

WHEREAS, the operations, procedures and activities of the San Diego County Regional Airport Authority ("Authority") and its Board's committees are guided by, among other things, the Authority's Policies and Codes; and

WHEREAS, the Authority Policy 8.50 governs the administration of the Airport Arts Program, including acquisition, retention, conservation, display, and deaccession of art and artwork at its facilities and airports (the "Facilities") under the jurisdiction of the Authority; and

WHEREAS, in consideration of the Authority's current effort to revisit all of its policies and in conjunction with the 2019 Airport Arts Master Plan, Authority staff has reexamined Policy 8.50 and recommends that it be amended to update, streamline, clarify and align with best practices from similar programs across the industry; and

WHEREAS, Authority staff has worked with the Authority's Art Advisory Committee (AAC) and professional art planning and policy consultants to review Policy 8.50; and

WHEREAS, on October 26, 2018, the AAC reviewed a summary of recommended policy changes and approved a final draft of Policy 8.50.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby approves amendments to Authority Policy 8.50 as outlined in Attachment A; and

BE IT FURTHER RESOLVED that the Board finds that this action is not a "project" as defined by the California Environmental Quality Act ("CEQA"), Cal. Pub. Res. Code § 21065; and is not a "development" as defined by the California Coastal Act, Cal. Pub. Res. Code §30106.

PASSED, APPROVED, AND ADOPTED by the Board of the San Diego County Regional Airport Authority at a special meeting this 14th day of March, 2019, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

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TONY R. RUSSELL  
DIRECTOR, BOARD SERVICES/  
AUTHORITY CLERK

APPROVED AS TO FORM:

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AMY GONZALEZ  
GENERAL COUNSEL

## SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

### POLICIES

<b>ARTICLE</b>	<b>8</b>	-	<b>GENERAL OPERATIONS</b>
<b>PART</b>	<b>8.5</b>	-	<b>VISUAL AND PERFORMING ARTS</b>
<b>SECTION</b>	<b>8.50</b>	-	<b>POLICY FOR THE AIRPORT AUTHORITY ART PROGRAM</b>

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**PURPOSE:** To establish policy governing acquisition, retention, display, gifts and loans, and deaccession of Artwork at all public-use facilities and airports under the jurisdiction of the San Diego County Regional Airport Authority (“Authority”), as well as overall administration of the Airport Arts Program and Arts Advisory Committee; and to integrate the Airport Arts Program into the day-to-day administration of the Authority, afford new and innovative opportunities for the presentation of arts and culture, and to further the mission of the Authority.

#### **DEFINITIONS:**

Acquisition. Permanent artwork collected and catalogued by the Authority through purchase, commission, bequest, or gift.

Airport. All public-use facilities and airports under the jurisdiction of the Authority including San Diego International Airport (Lindbergh Field).

Airport Arts Master Plan. A five-year planning document reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board that establishes a strategic direction for the Airport Arts Program and defines the associated administrative, organizational, financial resources and guidelines to support its implementation.

Airport Arts Program. A program of the Authority consisting of the: (1) Public Art Program; (2) Temporary Exhibitions Program; and (3) Performing Arts Program. The Airport Arts Program enriches the travel experience and airport environment for customers through innovative and memorable arts programming and exemplifies the Airport’s role as a respected community partner and regional resource.

Airport Art Site and Opportunities Plan. A comprehensive plan created for the Airport Arts Program related to major capital projects. The Airport Art Site and Opportunities Plan should include recommendations for public art projects and arts infrastructure and include recommended budget allocations for each project or infrastructure investment. The Airport Art Site and Opportunities Plan is reviewed and recommended by the AAC to the President/CEO and subsequently approved by the Board.

Artist. An individual recognized by critics and peers as a professional practitioner of serious intent and substantial ability in the visual, performing, or literary arts.

Artist Selection and Review Panels. Ad hoc committees comprised of members appointed by the AAC that review and recommend Artists for participation in the Airport Arts Program.

Arts Advisory Committee (AAC). A standing committee that serves to advise the President/CEO and Board on matters regarding the Airport Arts Program.

Arts Professionals. Individuals with recognized expertise and working knowledge in one or more fields of the visual, performing, and literary arts including arts administrators, arts educators, or practicing artists.

Artwork. A permanent, temporary, fixed, portable, visual, and/or performative work in any style, expression, genre and/or media created by an Artist as defined herein. Memorials, as defined herein, shall also constitute Artwork subject to this Policy 8.50. Gifts of State, as defined herein, shall not constitute Artwork subject to this Policy 8.50.

Board. The Authority's Board of Directors.

Capital Project. Construction projects within the Authority's Capital Program which is defined by Policy 4.30.

Collections Management Plan. A plan maintained by the Airport Arts Program staff that documents the Airport's Public Art Collection, records previous conservation, and documents and prioritizes conservation needs.

Conservation. The preservation, protection and restoration of artwork and cultural property through activities that prolong its existence and minimize chemical and physical deterioration and damage, and that prevent loss of informational content.

Deaccession. The removal of Artwork from the Authority's collection and care.

Design Professionals. Generally refers to architects; civil, structural, mechanical, electrical engineers; landscape architects; urban planners; graphic, interior, industrial, fashion designers; and others whose services require licensing or registration by the state or otherwise require the knowledge and application of design principles appropriate to the Airport Arts Program.

Eligible Project. A Capital Project that includes construction of or renovations to terminals, curbsides, roadways, connecting green spaces and other related landside improvements that directly impacts the customer experience by nature of being physically accessible and/or visually prominent.

Financial Contributions. Funds contributed to support any element of the Airport Arts Program. This may include cash contributions and sponsorships.

Gifts of Artwork. The donation of Artwork, or the funds to acquire or commission Artwork, to the Authority for placement in the Airport.

Gifts of State. Items given to the Authority by a domestic or foreign government official as an expression of goodwill; not considered Artwork under this policy.

Incoming Loan of Artwork. Artwork borrowed by the Authority for display in the Airport for a specified period of time.

Ineligible Project. A Capital Project that includes airside improvements, utilities, land acquisition, purchase of right of way, equipment purchase or rental, pollution mitigation, and other project soft costs that do not directly impact or relate to the public experience.

Memorial. An item, object, or monument designed or adapted to commemorate or honor the memory of a person, place, idea, or event that occurred in the past.

Outgoing Loan of Artwork. Artwork from the Public Art Collection that is loaned to qualified institutions which include a non-profit museum, art gallery, governmental or educational entity for a specified period of time.

Performing Arts Program. The presentation of live performances of music, dance, theater or other performative art forms.

President/CEO. The President/Chief Executive Officer of the Authority.

Program Review. A periodic review of the Airport Arts Program that considers the overall vision and goals for the Airport Arts Program, its internal processes, and external partnerships, with special consideration given to current staffing resources. The Program Review is reviewed and recommended by the AAC and approved by the President/CEO.

Public Art Collection. The group of permanent Artworks acquired by the Authority.

Public Art Program. Planning, development, and Conservation of a collection of permanent Artwork that is integral to the Airport.

Public-Private Partnership (P3). A contract between a public sector entity and a private sector entity that outlines the provision of assets and the delivery of services.

Site. A specified area, space or system within the Airport identified for the placement of Artwork.

Temporary Exhibitions Program. The temporary presentation of items on loan from local and regional museums, cultural institutions, arts organizations, educational groups, collectors, and Artists.

## **POLICY STATEMENT:**

- (1) General Policy. The Authority recognizes the unique physical, social and economic contribution of the arts and culture. The Authority is committed to the presentation and advancement of a wide variety of high quality arts and culture programming that has artistic merit, cultural interest, and educational value; that positions the Airport as a creative industry driver; and that promotes regional prosperity and quality of life. Such programming shall be aligned with the mission of the Authority.
  - (a) Airport Arts Program. The President/CEO shall sustain the Airport Arts Program through the presentation and advancement of quality arts and cultural programming that supports and enhances the mission of the Authority.

(b) Funding. Funding for the Airport Arts Program shall be accomplished as follows:

- i. The President/CEO shall take appropriate action to allocate for Board approval two percent (2%) of eligible construction costs from each Eligible Project to fund the Public Art Program. In certain extraordinary circumstances, including but not limited to a large-scale Eligible Project or a period of poor economic climate, the President/CEO, in his/her discretion, may request that the Board reduce the two percent (2%) allocation on a per-Eligible Project basis. If less than two percent (2%) of eligible construction costs from an Eligible Project is allocated to fund the Public Art Program, all such instances shall be documented on an annual basis, accounting for the actual percentage that was allocated per Eligible Project to fund the Public Art Program. The accounting report shall be provided to the Arts Advisory Committee and the Board.
  - a. Allocations shall be calculated based on the total of construction costs for the Eligible Project.
  - b. In collaboration with the Airport Design and Construction Department, the Airport Arts Program staff shall participate in the identification of eligible projects during the initial planning phase for Capital Project funding.
  - c. The Board shall approve public art fund allocations in conjunction with Capital Project funds. All Capital Project monies appropriated for the Airport Arts Program purposes shall be maintained in a separate project fund.
- ii. The Temporary Exhibitions Program, Performing Arts Program, and administrative costs required to operate the Airport Arts Program shall be funded from the Authority's annual operating expense budget.
- iii. Up to 15% of the funds allocated for an Eligible Project shall be placed in a separate fund for Conservation, costs associated with relocation and Deaccession, and other costs related to collections management. The amount shall be recommended by Airport Arts Program staff.
- iv. Public Private Partnerships. Any Public Private Partnership (P3) project in which the Authority is a public partner, whether or not the project is owned and operated by the Authority, shall be subject to and considered a Capital Project, or an Eligible Project if so deemed, under this Policy 8.50.
- v. Financial Contributions. The Authority may accept financial contributions to support the Airport Arts Program.
  - a. Financial Contributions shall be held in a fund that allocates the funding for the purpose that it was contributed.
  - b. Donors making financial contributions to the Airport Arts Program shall agree that their funds will be used to support projects and programs developed by the Airport Arts Program in accordance with the Policy,

and may not influence artistic decisions or direct the selection of particular artists, performers or contractors.

- (c) Ownership. Except as described below, Authority shall obtain full ownership of and title to all Artwork acquired through the Airport Arts Program.
- i. Waiver and Transfer of Rights. The Authority shall not commission, accept, or receive any Artwork unless prior to such commissioning, acceptance, or receipt, the author and (or) owner of the Artwork has executed a written waiver of all interests and rights held by the author and (or) owner in the concerned Artwork under all applicable local, state and federal law, and transferring all ownership interests to the Authority.
  - ii. Copyright. Subject to the above provisions, the Artist retains copyright to the Artwork as the sole author of the Artwork and the Artist (or other copyright holder if not the Artist) gives the Authority perpetual license and right to use the Artwork and images of the Artwork at the Authority's sole discretion and without further compensation, including all non-commercial uses. The Authority retains the right to pursue a separate agreement with the Artist for the purpose of producing commercial merchandise featuring the Artwork. The Authority will reasonably endeavor to provide advance notice to the copyright holder for any Artwork that is anticipated to be prominently featured in a commercial use undertaken by the Authority.
  - iii. Unconstrained Use. The Authority shall have the right to alter, change, modify, relocate, destroy, distort, mutilate, remove, transport, store, sell, transfer in whole or in part, replace and replicate the Artwork in whole or in part when the Authority, in its sole discretion, deems it necessary for any reason or when required as part of public works or infrastructure improvements to enhance Airport facilities.
- (d) Rights and Responsibilities. A legal instrument of conveyance clearly defining the rights and responsibilities of all parties must accompany all Artwork acquired and presented by the Authority, including but not limited to ownership, copyright, license, and reproductions.
- (e) Conservation and Maintenance. The President/CEO shall ensure that all Artwork in the Public Art Collection is maintained and conserved in accordance with the Collections Management Plan. Maintenance and conservation shall be conducted through the use of qualified fine art conservators when necessary, skilled maintenance technicians, and detailed Artwork maintenance records.
- (f) Collections Management. The President/CEO shall ensure accurate records that document the ownership, care and appraisal value of Public Art Collection.
- (g) Gifts and Loans of Artwork. The AAC shall review all Gifts and Loans of Artwork and based upon their professional expertise, shall provide a written recommendation to the President/CEO. The AAC shall review all proposed Gifts and Loans by deliberate, standardized procedures independent of political pressures, fluctuations in artistic taste, and public opinion.

- i. The Authority shall accept donated Gifts and Incoming Loans of Artwork only where the President/CEO, in his or her sole discretion, determines that special and unique circumstances exist. In making such a determination, the AAC and the President/CEO shall consider, at a minimum, whether some or all of the following criteria exist:
  - a. Relevance of the Gift or Incoming Loan of Artwork to the Public Art Collection;
  - b. Appropriateness of the Gift or Incoming Loan of Artwork to the Airport;
  - c. Artistic excellence of the Gift or Incoming Loan of Artwork;
  - d. Costs for delivery, site preparation, installation, maintenance and ongoing display of the Gift or Incoming Loan of Artwork;
  - e. Any special restrictions, conditions, or considerations required by the donor regarding the use of the Gift or Incoming Loan of Artwork;
  - f. The proposed gift of Artwork supports the vision and goals of the Airport Arts Program;
  - g. There is an available location for the siting of the gift;
  - h. The gift adds to the diversity of the Public Art Collection; and
  - i. The gift is an Artwork and is created by an Artist, as defined in the Policy.
- ii. Unless otherwise approved by the AAC, the donor of the proposed gift shall be required to pay all costs associated with the donation including but not limited to design, fabrication, transportation, installation, security, permits, on-going maintenance, lighting and removal.
- iii. All gifts shall be subject to all applicable provisions regarding review, acquisition, exhibition, ownership and Deaccession governing the Airport Arts Program as described herein.
- iv. The consideration of acceptance of gifts may be held for up to 12 months to be reviewed in conjunction with other donations.
- v. The Authority may establish limitations to or a moratorium on future installations of a gift at its sole discretion.
- vi. The Authority shall approve Outgoing Loans of Artwork only where the President/CEO, in his or her sole discretion, determines that special and unique circumstances exist. In making such a determination, the President/CEO shall consider, at a minimum, the following criteria:

- a. Value of Artwork and period of Outgoing Loan;
  - b. Function of the facility in which the Artwork is to be located and hours of operation;
  - c. Accessibility of the building in which the Artwork is to be located;
  - d. Environmental controls for Artwork;
  - e. Provision of security and staffing for Artwork; and
  - f. Proof of adequate insurance coverage for Artwork.
- vii. Gifts of state by foreign governments or by other political jurisdictions of the United States are not considered Artwork and shall not be reviewed by the AAC.
- viii. Objects that do not meet the Policy's definition of Artwork are not reviewed under this Policy.
- (h) Memorials. The AAC shall review all Memorials, as defined herein, being considered for placement on Airport property and shall provide its written recommendation to the President/CEO. The AAC shall review all proposed Memorials by deliberate, standardized procedures independent of political pressures, fluctuations in artistic taste, and public opinion.
- i. The Authority shall accept requests for Memorials only where the President/CEO, in his or her sole discretion, determines that special and unique circumstances exist. In making such a determination, the President/CEO shall consider, at a minimum, whether some or all of the following criteria exist:
    - a. The person, place, idea or event being memorialized is deemed significant enough to merit such honor and is appropriate to the mission of the Airport;
    - b. The Memorial has timeless qualities and makes a statement of significance to future generations;
    - c. The Memorial represents broad community values and has been embraced and supported by the community it is intended to honor;
    - d. The proposed location is an appropriate setting for the Memorial and there is specific justification for the Memorial being located at that site;
    - e. The quality, scale, and character of the Memorial are at a level commensurate with the proposed location or setting;
    - f. The Memorial is relevant to the Public Art Collection; or

- g. Provision of a maintenance endowment to ensure adequate quality of care for the Memorial in perpetuity.
  - ii. Unless otherwise approved by the AAC, the donor of the proposed Memorial shall be required to pay all costs associated with the donation including but not limited to design, fabrication, transportation, installation, security, permits, on-going maintenance, lighting and removal.
  - iii. All Memorials shall be subject to all applicable provisions regarding review, acquisition, exhibition, ownership and Deaccession governing the Airport Arts Program as described herein.
  - iv. The Authority may establish limitations to or a moratorium on future installations of a Memorial at a particular location or area.
- (i) Deaccession. The Authority shall retain the right to Deaccession any Artwork in the Public Art Collection. The AAC shall review all Artwork being considered for Deaccession by deliberate, standardized procedures independent of political pressures, fluctuations in artistic taste, and public opinion.
- i. The Authority shall Deaccession Artwork only where the President/CEO, in his or her sole discretion, determines that special and unique circumstances exist. In making such a determination, the President/CEO shall consider, at a minimum, whether some or all of the following criteria exist:
    - a. The condition or security of the Artwork cannot be reasonably guaranteed;
    - b. The Artwork requires excessive maintenance or has faults of design or workmanship and repair or remedy is impractical or unfeasible;
    - c. The Artwork has been damaged or has deteriorated and repair or remedy is impractical or unfeasible;
    - d. The Artwork's physical or structural condition poses a threat to public safety;
    - e. The Artwork is proved to be inauthentic or in violation of existing copyright laws;
    - f. The Artwork is not, or is only rarely on display because no suitable site is available;
    - g. Significant changes in the use, character or design of the site have occurred which affect the integrity of the Artwork;
    - h. The Artwork has been lost, stolen, or is missing;
    - i. The Artwork has received documented and unabated adverse public reaction over an extended period of time; and
    - j. Deaccession is requested by the Artist.

- ii. Should the Authority choose to Deaccession an Artwork, the Authority reserves the right to sell the Artwork. The Artist shall be given the first opportunity to purchase the Artwork at its current appraised value.
  - iii. Should the Artist choose not to purchase the Artwork, the Authority may sell, trade, donate, or destroy the Artwork.
  - iv. Destruction shall only be used where, in the sole discretion of the President/CEO, the following circumstances exist:
    - a. Most or all of the Artwork has been damaged or has deteriorated and/or repair or remedy is impractical or unfeasible; and
    - b. Public safety can be protected only by destroying the Artwork.
- (2) Arts Advisory Committee (AAC). In carrying out its duties, the AAC shall make recommendations to the President/CEO on matters relating to the Airport Arts Program upholding the Airport Arts Program mission, ensuring the Airport Arts Program policies and procedures are followed, and supporting the development and stewardship of the Airport Arts Program. The President/CEO shall decide, in his or her sole discretion, whether or not to forward the AAC recommendations to the Board for approval. The AAC shall be advisory in nature and shall have no authority to negotiate for or commit the Authority in any respect.
- (a) Composition. The AAC shall be comprised of seven voting members and no more than three ex-officio, non-voting members. The composition should include members who bring a variety of professional expertise in the arts and design, cultural backgrounds, and spectrum of life experiences, striving especially to ensure inclusive representation, including but not limited to age, cultural background, and gender. The following membership shall constitute the AAC:
- i. Six voting members who are Arts Professionals or Design Professionals.
    - a. At least two of the six members shall be practicing Artists.
    - b. At least one of the six members shall be actively involved in the performing arts.
    - c. At least two of the six members shall reside outside San Diego County.
    - d. At least one of the six shall be active in building design, architecture or operational engineering.
  - ii. One voting member who serves as the Board Representative.
  - iii. Up to three ex-officio non-voting Authority staff members whose departments work closely with the Airport Arts Program as determined by the President/CEO.
- (b) Appointment Process. Appointment of members to the AAC shall be as follows:
- i. The Chair of the Board shall annually appoint one Board Representative to

serve as a voting member of the AAC. The Board Representative may be a past or present Board member. The President/CEO shall recommend six individuals who are Arts Professionals and Design Professionals to serve as voting members of the AAC subject to appointment by the Board, for three-year terms.

- ii. The President/CEO shall review interested candidates' qualifications and make recommendations to the Board as follows:
  - a. Solicit and review qualifications submitted by AAC, staff, and interested professionals in the fields of design, visual art, performing arts, and literary arts annually or as needed; and
  - b. Conduct interviews as needed.
- (c) Terms of Membership. Voting members of the AAC shall be recommended by the President/CEO for appointment by the Board for a term of three years, and no member may serve more than two consecutive terms. Should a member serve a partial term less than one-and-a-half years to complete the non-expired term of a prior member, such partial term shall not be included for purposes of the maximum service of two consecutive terms. Partial terms equal to or exceeding one-and-a-half years shall count as a full term. Ex-officio members of the AAC shall be appointed by the President/CEO without a term limit.
  - i. A member's term shall commence on the date the member is appointed or reappointed to the AAC.
  - ii. Should a vacancy occur prior to the end of the member's scheduled term, the President/CEO shall recommend a replacement for the non-expired term, subject to appointment by the Board.
  - iii. The Authority shall maintain a record of the current AAC members and their term expirations.
- (d) Governance. The members of the AAC shall elect a Chair and Vice-chair at the first meeting of each calendar year for a one-year term.
  - i. The Chair shall be a resident of San Diego.
  - ii. The Chair and Vice-chair shall not hold a current leadership position on the staff, governing board, or advisory committee of the arts agency or department of any local governmental or educational entity within San Diego County, to prevent any overlap of authority.
- (e) Role. The AAC shall make recommendations to the President/CEO who shall decide, in his or her sole discretion, whether or not to forward the AAC recommendations to the Board for approval. The AAC shall:
  - i. Recommend Airport Arts Program policies to the President/CEO for his/her review and recommendation to the Board for its approval;

- ii. Recommend Airport Arts Program guidelines and procedures to the President/CEO for his/her approval;
- iii. Recommend the Arts Master Plan to the President/CEO for his/her review and recommendation to the Board for its approval;
- iv. Recommend the Program Review to the President/CEO for his/her review and approval;
- v. Recommend the Airport Art Site and Opportunities Plan to the President/CEO for his/her review and recommendation to the Board for its approval;
- vi. Approve selection process and Artist Selection and Review Panel composition for public art commissions;
- vii. Approve selection panels for Performing Arts Residency and Temporary Exhibition programs;
- viii. Recommend approval of artist selection for public art projects to President/CEO for his/her review and confirmation;
- ix. Recommend approval of artist concept design for public art projects to the President/CEO for his/her review and confirmation;
- x. Recommend Deaccession to the President/CEO for his/her approval;
- xi. Recommend Gifts and Loans to the President/CEO for his/her approval;
- xii. Recommend Memorials to the President/CEO for his/her approval; and
- xiii. Participate in advocacy, community outreach and strategic planning in support of the Airport Arts Program mission.

(f) Conflict of Interest. AAC members must abide by the following:

- i. Withdraw from participating or voting on any recommendation involving a competition, commission, project or program for which any monetary gain or for which any business or familial relationship would make it difficult to render an objective and impartial decision or create the perception that an objective and impartial decision would be difficult;
- ii. Be ineligible for any Authority-related competition, commission, project, or program during their tenure; and
- iii. Disclose any real or perceived conflicts of interest.

(3) Artist Selection and Review Panels. The AAC shall appoint Artist Selection and Review Panel members to review and recommend Artists for designated projects and program opportunities within the Airport Arts Program.

(a) Composition. Each Panel shall be comprised of the following:

- i. Three to five voting members who are Arts Professionals or Design Professionals;
    - ii. A representative from the project design or construction team of the Authority who shall participate as a non-voting advisor; and
    - iii. A member of the AAC who shall participate as a non-voting advisor.
  - (b) Duration. Artist Selection and Review Panels shall be formed for only the duration of the designated selection process. Upon final recommendation of an Artist to the AAC, the specific Artist Selection and Review Panels shall be disbanded.
  - (c) The AAC, at staff's request and at the Committee's discretion, reserves the right to serve as the Artist Selection and Review Panel.
- (4) Duties of the Board. The Board shall, in its sole discretion:
- (a) Approve the Airport Art Site and Opportunities Plan;
  - (b) Approve the allocated 2% of the amount of eligible construction costs from Eligible Projects for the Public Art Program;
  - (c) Through its Chair, appoint one Board Representative annually to serve as a voting member of the AAC who may be a past or present member of the Board.
  - (d) Approve appointments to the AAC, other than the Board Representative who is selected by the Chair; and.
  - (e) Approve Airport Arts Program public works contracts per Policy 5.02.
- (5) Duties of the President/CEO. The President/CEO shall be responsible for the administration and implementation of the Airport Arts Program and shall decide, in his/her sole discretion, whether or not to forward the AAC recommendations to the Board for its approval as defined herein. The President/CEO shall determine processes to carry out the following:
- (a) Negotiate and execute contracts with Artists to commission the design, fabrication, and installation of Artwork for the Airport;
  - (b) Ensure that artists shall be involved at the earliest stages of design for Eligible Projects to maximize the successful integration of the Artwork at the Site;
  - (c) Review and approve the Program Review;
  - (d) Review the Airport Art Site and Opportunities Plan and forward it to the Board for its approval;
  - (e) Allocate 2% of eligible construction costs from Eligible Projects for the Public Art Program;
  - (f) Review and confirm the AAC's recommended artist selection for public art projects;
  - (g) Review and confirm the AAC's recommended concept design for public art projects;

- (h) Approve Deaccession and relocation of public art;
- (i) Approve Gifts and Loans;
- (j) Approve Memorials;
- (k) Serve as a liaison between the Authority and the public on Airport Arts Program-related matters, including coordinating outreach and communications efforts; and
- (l) Pursue collaborations and partnerships that further the goals of the Authority and the Airport Arts Program.

[Amended by Resolution No. 2013-0005 dated January 10, 2013.]

[Amended by Resolution No. 2006-0149 dated December 4, 2006.]

[Amended by Resolution No. 2006-0081 dated July 6, 2006.]

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



ARRIVE, DEPART,  
**BE INSPIRED.**

Item 12

## Approve Arts Master Plan and Amend Arts Policy 8.50

Chris Chalupsky  
Senior Manager, Arts & Community Partnerships

Meridith McKinley,  
Victoria Plettner-Saunders,  
Todd Bressi  
Consultants

March 14, 2019



# ARTS PROGRAM

## ARTS MASTER PLAN

- Intro /Background
- Master Plan Purpose, Process & Findings
- Highlighted Program Recommendations
- Site & Opportunities Plan / ADP

## POLICY & PLANNING

- Arts Program Policy 8.50

# HOW WE GOT HERE



# SAN ARTS PROGRAM

Existing Policy 8.50 is the foundation for execution of the Arts Program and was shaped by the 2006 Art Master Plan.

The Policy was developed with input from the community, Art Advisory Committee, and Authority Board.

Since 2006, when the last Master Plan was completed, the Arts Program has...

**32**  
NEW  
PUBLIC ART  
COMMISSIONS

**300**  
PERFORMANCES

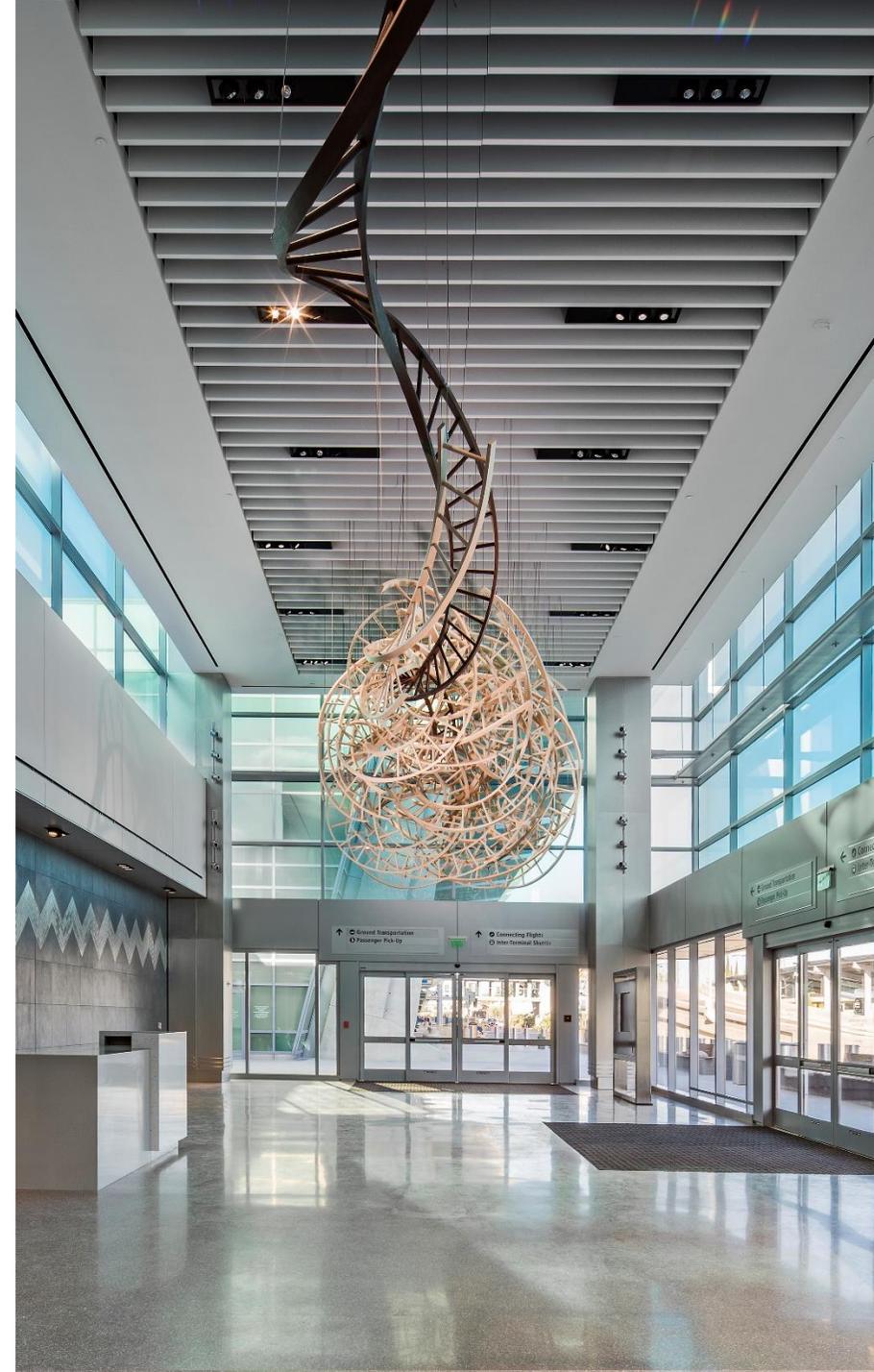
**135**  
TEMPORARY  
EXHIBITIONS

**\$10+**  
MILLION  
APPRAISED  
VALUE

**40**  
PARTNER  
ORGANIZATIONS

**30+**  
COMMUNITY  
PRESENTATIONS

**51**  
ARTWORKS  
MAINTAINED



# TRADITIONAL MEDIA COVERAGE



San Diego's airport gets serious about art



Aerial artists bring wonder and awe to San Diego International Airport

While it's true that airports are the hub of flights, take-offs of another nature are taking place in the heart of the airport bustle. San Diego International Airport is the first national airport in the US to start a performing arts residency program.



This airport is becoming a circus

by Kathryn Vasek @KathrynVasek  
May 11, 2018, 12:19 PM ET



San Diego Airport's new rental car center a showcase for art

TODAY IN THE SKY // WWW.USATODAY.COM/TRAVEL/TODAYINTHESKY/ Herries Basian, Special for USA TODAY 10:34 a.m. EST January 21, 2016



TRAVEL+ LEISURE

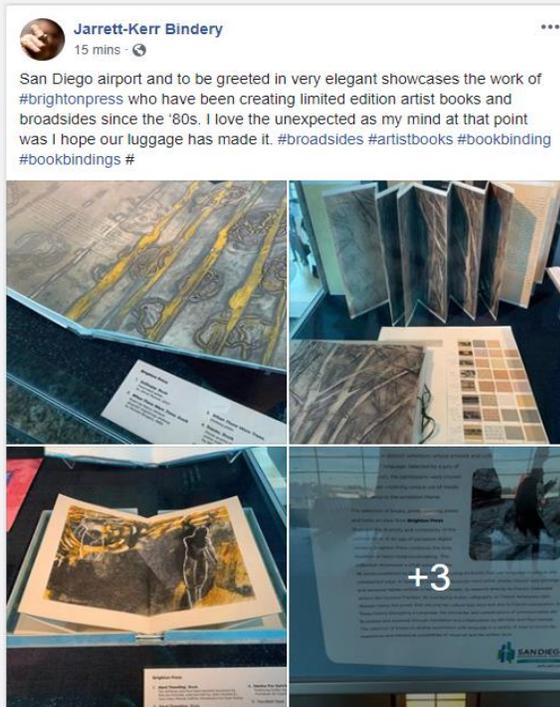
CONDÉ NAST

Traveler

Art in the Airport: Cool Exhibits for Your Next Layover

Nine American Airports for Art Lovers

# SOCIAL MEDIA COVERAGE



# ARTS MASTER PLAN PURPOSE

Provide comprehensive review of Arts Program

Align Program with Airport Strategic Plan

Guide policy-making and procedures for Arts Program operations

Consider the Arts Program's role in Customer Experience as well as its engagement with the broader community

Recommend how the Arts Program can approach upcoming major capital projects, and continue to develop programming beyond that period

## PROCESS

**ONGOING  
CONSULTATION  
WITH ADP TEAMS  
& ARTS ADVISORY  
COMMITTEE**

**200+  
INTERNAL &  
EXTERNAL  
STAKEHOLDERS**

**650+  
CUSTOMER &  
COMMUNITY  
SURVEYS**

**18  
AIRPORT & TRANSIT  
ARTS PROGRAMS  
BENCHMARKED**

**ECONOMIC  
IMPACT  
REPORT**

**POLICY &  
PROGRAM  
REVIEW**

# STAKEHOLDERS

## INTERNAL STAKEHOLDERS

Executive Office, Kim Becker, President/CEO  
Former President/CEO, Thella Bowens  
Airport Authority Board, Robert Gleason  
Arts Advisory Committee members  
Vision Voice & Engagement staff  
Arts Program staff  
Airport Ambassadors  
Airport Assets & Alliances  
Airport Design & Construction  
Airsides and Terminal Operations  
Airport Planning & Environmental  
Air Service Development  
Aviation Security & Public Safety  
Facilities Development  
Finance & Risk  
Ground Transportation  
Intergovernmental Relations  
Landrum Brown (ADP consultants)  
Procurement  
Talent Culture & Capability  
Terminals and Tenants

## EXTERNAL STAKEHOLDERS

A Reason To Survive (ARTS), National City  
Aja Project  
Art Power at UC San Diego  
Arts for Learning SD  
A Ship In The Woods  
Balboa Naval Hospital, Health & Wellness Department  
Balboa Park Cultural Partnership  
Balboa Park Conservancy  
California Arts Council  
California Center of the Arts, Escondido  
Center for Community Solutions  
City of Carlsbad Cultural Arts Office  
City of Chula Vista Cultural Arts Commission  
City of Coronado Cultural Arts Commission  
City of Encinitas Cultural Arts Division  
City of San Diego Commission for Arts and Culture  
City of Oceanside Arts Commission  
Chula Vista Elementary School District  
Chula Vista School of Creative & Performing - Arts  
Combat Arts  
Fern Street Circus  
Fresh Sounds Music Series  
Navy Region Southwest Fleet & Family -Readiness Programs  
Coronado School of the Arts  
Creative Forces: NEA Military Healing Arts  
La Jolla Music Society  
La Jolla Playhouse

Malashock Dance  
Museum of Contemporary Art San Diego  
The New Children's Museum  
NTC Foundation, Liberty Station  
Old Globe Theatre  
Port of San Diego Waterfront Arts and Activation  
Resounding Joy  
San Diego Art Institute  
San Diego Children's Discovery Museum  
San Diego County Office of Education  
San Diego Dance Theatre  
San Diego Opera Association  
San Diego Regional Economic Development-Corporation  
San Diego Symphony  
San Diego Tourism Authority  
San Diego Unified School District, Visual and -Performing Arts  
San Diego Youth Symphony and Conservatory  
St. Madeline Sophie's Center  
Sweetwater Union High School District, Visual & Performing Arts  
transcENDANCE  
USO Neil Ash Airport Center  
Various Public, Performing & Exhibition Artists  
Veterans Administration, Dept of Veterans Affairs  
Veterans Art Project  
Veterans Museum at Balboa Park

## FINDINGS: ONLINE & INTERCEPT SURVEYS

*Surveys show a strong desire for arts experiences at SAN*

**91%**

**ART IMPROVED  
THEIR AIRPORT  
EXPERIENCE**

**85%**

**WANT TO SEE  
MORE ARTS AT  
THE AIRPORT**

**80%**

**ATTENDING A  
PERFORMANCE  
IMPROVED THEIR  
AIRPORT EXPERIENCE**

**75%**

**SAID "ART MAKES  
USING THE AIRPORT  
LESS STRESSFUL AND  
MORE ENJOYABLE"**

# BENCHMARKING

Vision and mission of all programs focus on enhanced customer experience.

Most programs offer permanent public art (17), exhibitions (12) and performance (10). Some have video (5) and a gallery/museum (3).

10 use Percent for Art funds for new commissions, maintenance, conservation

13 use operating funds for performances, exhibitions and staff. Other funding sources include concessions, sponsors, grants.

9 have standing arts committees to oversee and approve art at the airport and 4 use project-specific panels.

No programs had undertaken program evaluation or economic impact studies.



# ECONOMIC IMPACT

**173**

FULL-TIME EQUIVALENT  
JOBS IN THE REGION  
WERE SUPPORTED BY  
ARTS PROGRAM  
SPENDING

**\$8+**

**MILLION**  
GENERATED IN FEES,  
SALARIES AND BENEFITS  
TO THE LOCAL  
WORKFORCE

**\$13**

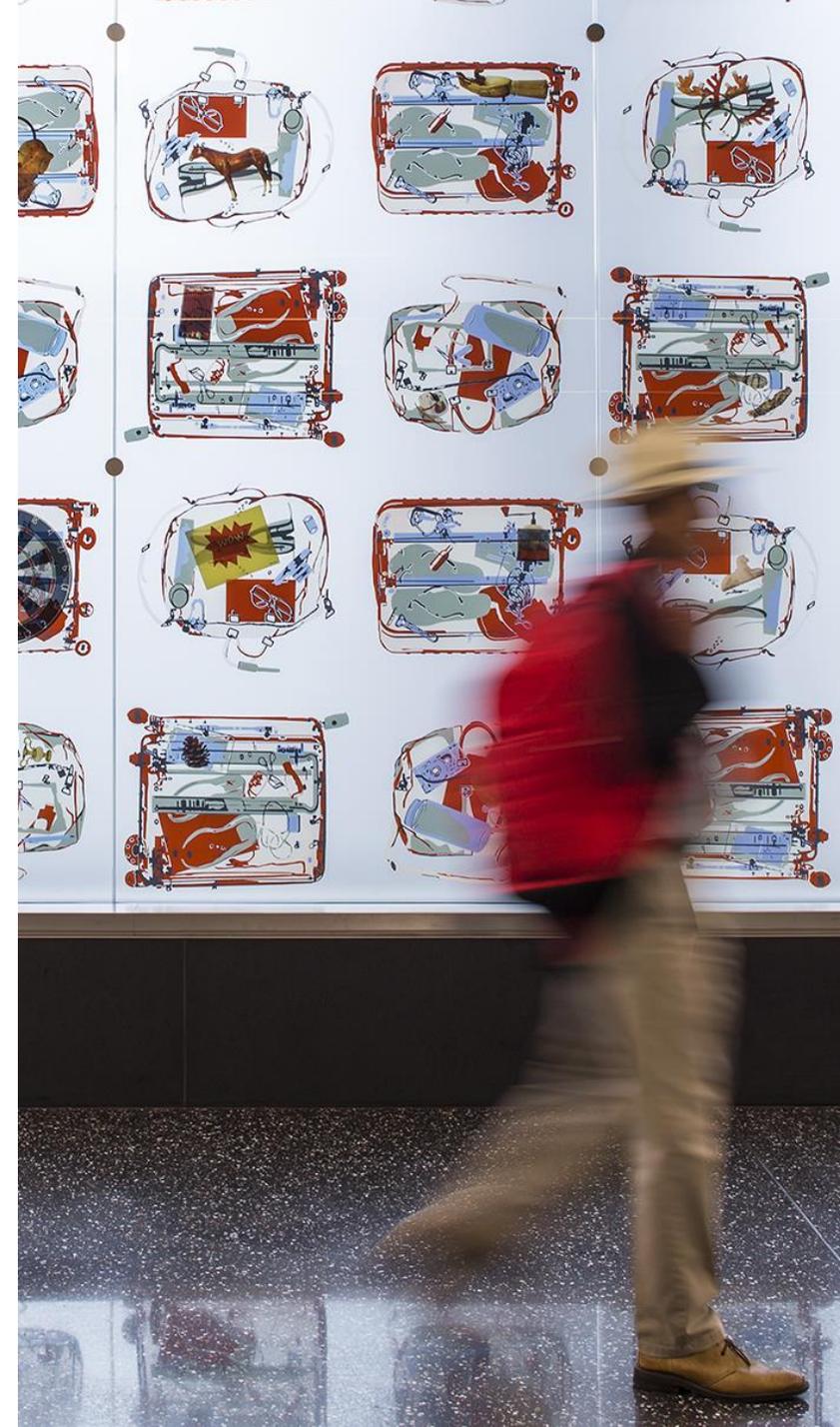
**MILLION**  
CONTRIBUTED TO THE  
COUNTY'S GROSS  
REGIONAL PRODUCT  
THROUGH ARTS  
SPENDING

**\$22+**  
**MILLION**

GENERATED IN ESTIMATED  
ECONOMIC OUTPUT, A MEASURE  
OF THE CUMULATIVE ECONOMIC  
ACTIVITY WHICH RESULTED FROM  
ARTS PROGRAM SPENDING

**\$1.5**  
**MILLION**

WAS GENERATED IN  
LOCAL, STATE AND  
FEDERAL TAXES AND FEES.



## ARTS PROGRAM VISION

*The Arts Program enriches the travel experience and airport environment for customers through innovative and memorable arts programming and exemplifies the airport's role as a respected community partner and regional resource.*

## ARTS PROGRAM GOALS

**CUSTOMER EXPERIENCE**

**PLACEMAKING**

**CIVIC & COMMUNITY**

**ARTISTIC EXCELLENCE**

## SELECT ARTISTIC PROGRAM RECOMMENDATIONS

### PUBLIC ART

- Continue to Use a Variety of Approaches to Public Art
- Create an Artist Mentorship Program
- Create a Visual Art Residency

### PERFORMING ARTS

- Increase the Frequency of Performances
- Broaden the Types of Locations in which Performances Can Be Experienced
- Explore New Funding Resources for Performances
- Keep the Creative Output of the Residency Program Fresh and Innovative

### TEMPORARY EXHIBITIONS

- Maintain Flexibility in Curatorial Approaches
- Adopt Guidelines for Exhibitions Siting and Infrastructure
- Prototype a Film Program

### COMMUNITY ENGAGEMENT & COMMUNICATIONS

- Expand Strategic Community Partnerships in the San Diego Region
- Strengthen Relationships with Organizations in the Arts & Culture Community
- Develop a Strong and Consistent Program Identity
- Evaluate Audience Engagement and Conduct Process Evaluations of Arts Program Projects and Initiatives



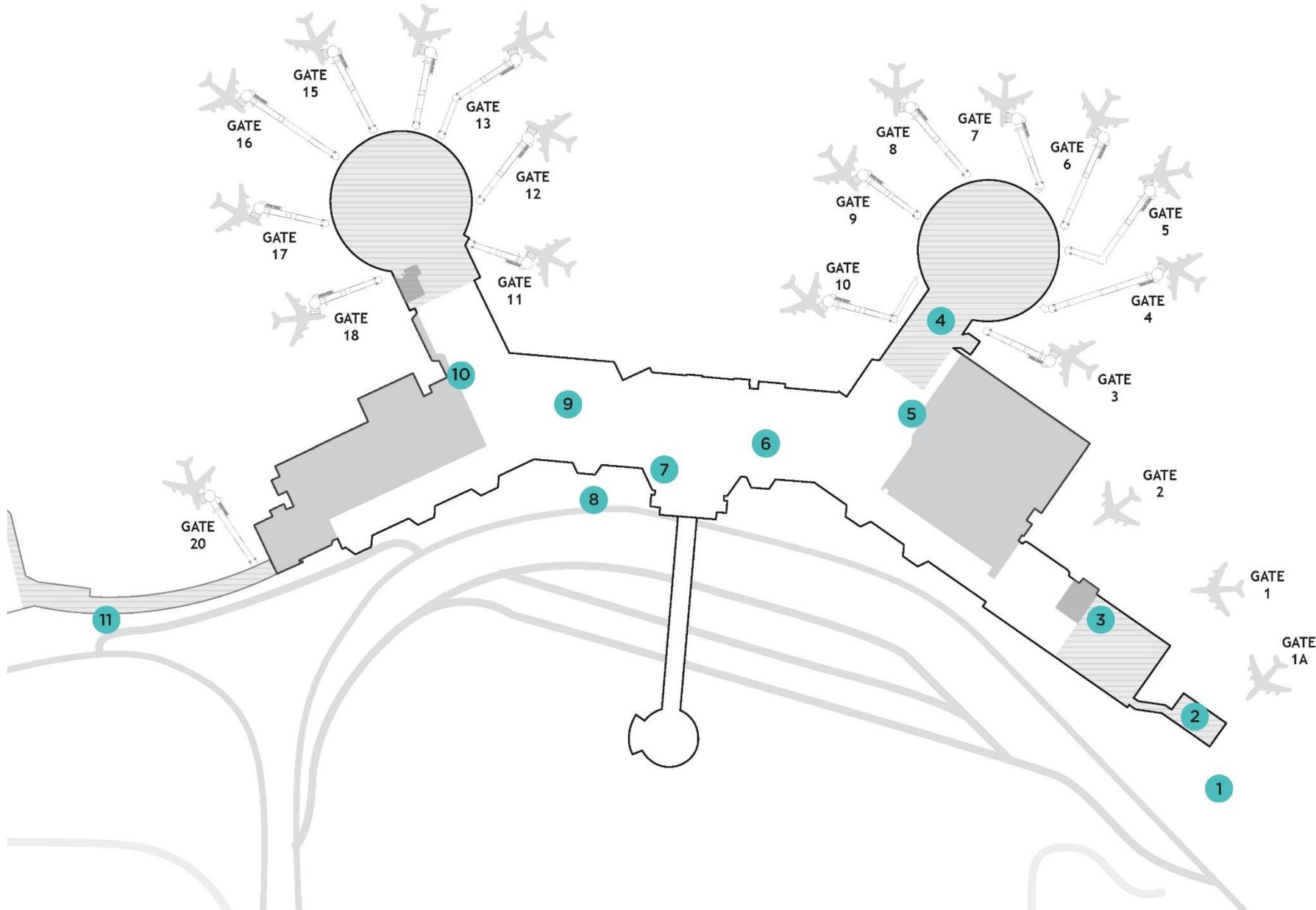
## SITE + OPPORTUNITIES PLAN FOR AIRPORT DEVELOPMENT PLAN

- Proposes 20 potential place-based, integrated projects that support goals of Arts Master Plan AND principles of Customer Experience Chapter of Program Definition Document (PDD)
- Includes innovative approaches such as Lead Artist role and thematic projects such as interactive family-friendly and sustainable/environmentally themed arts amenities
- Proposes 1 project for artist/design team collaboration directly influencing building design, using up to 15% of the overall ADP public art budget
- Up to 15% set-aside for Public Art Conservation
- Infrastructure (Performing Arts/Tech, Display Cases) included
- Relocation and/or Deaccession of existing T1 artworks factored in
- T1RP approx. 3x square footage of Green Build
- 17% Inflation since Green Build, materials costs up

### TERMINAL 2 GREEN BUILD

- \$1 Billion Project Budget
- 460,000 Square Feet
- 10 Public Art Projects
- \$6 Million Arts Budget

# DEACCESSION & RELOCATION



## Terminal 1 Public Art

1. Steve Bartlett  
*Guillermo*  
Sidewalk, Ground Level (pre-security)
2. Brett O'Connell and Kyra Sheker  
*The Traveler*  
Gate 1A, Ground Level (post-security)
3. Tracy Sabin  
*A Day at the Beach*  
Gates 1 & 2, Ground Level (post-security)
4. Mike Mandel  
*In Flight*  
Southwest Rotunda, Upper Level (post-security)
5. Ben Darby  
*Puff*  
Ground Level (pre-security)
6. Miki Iwasaki  
*Signalscape*  
Baggage Claim, Ground Level (pre-security)
7. Charles R. Faust  
*Sandcast*  
Entrance, Ground Level (pre-security)
8. Anne Mudge  
*Pacific Flyway*  
Curbside, Ground Level (pre-security)
9. Miki Iwasaki  
*Astralgraph*  
Food Court, Ground Level (pre-security)
10. Rin Colabucci  
*Wind, Trees, and Birds*  
Ground Level (pre-security)
11. Carolyn Braaksma  
*Drifting Beyond Control*  
Pedestrian Sidewalk, Ground Level (pre-security)
12. Paul T. Granlund  
*Charles A. Lindbergh: The Boy and the Man*  
\*currently in storage

## Admin Building Public Art

1. Christine Beniston  
*Time Interwoven*  
Elevator Lobby, Ground Level (pre-security)
2. Javi 'WERC' Alvarez  
*SAN*  
Building Exterior (pre-security)

# ARTS PROGRAM POLICY 8.50

## FUNDING

- Clarifies language around Two-Percent for Art funding, including President/CEO's authority and Arts Program staff's participation in initial planning process for Capital Project funding. [\[\(pg.4\) section\(1\)\(b\)\(i\)\]](#)
- Allows up to 15% of the Two-Percent for Art funds for conservation and collections management. [\[\(pg.4\) section \(1\)\(b\)\(iii\)\]](#)
- Sets out general principles for public art in Public-Private Partnerships. [\[\(pg.4\) section \(1\)\(b\)\(iv\)\]](#)
- Adds guidelines for accepting Financial Contributions. [\[\(pg.4\) section \(1\)\(b\)\(v\)\]](#)

## OWNERSHIP

- Removes language that requires blanket use of artwork, including commercial purposes, when contracting. [\[\(pg.5\) section\(1\)\(c\)\(ii\)\]](#)

## GIFTS & LOANS

- Adds review criteria that takes into consideration vision and goals, siting, associated costs, diversity of collection, definition of artwork, and standardized schedule. [\[\(pg.5\) section \(1\)\(g\)\(i\)\(f\)\]](#)

## ARTS ADVISORY COMMITTEE

- Changes requirement for a Board Member to a Board Representative (may be past or present Board member). [\[\(pg.9\) section \(2\)\(a\)\(ii\)\]](#)



# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## STAFF REPORT

Meeting Date: **MARCH 14, 2019**

---

### Subject:

**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**

### Recommendation:

For information only.

### Background/Justification:

Authority Policy 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.

### 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. 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

# **BUSINESS EXPENSE**

**KIM BECKER**

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY**  
**BUSINESS EXPENSE REIMBURSEMENT REPORT**

January 2019

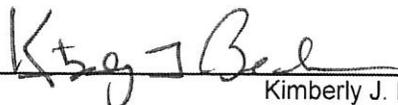
Period Covered

**Kimberly J. Becker**

DATE	G/L Account	Description		AMOUNT
01/15/19	66290.000	Parking	Councilmember Moreno Meeting	\$ 15.00
01/15/19	66290.000	Parking	State of the City Event	\$ 26.00
01/18/19	66290.000	Parking	Downtown San Diego Partnership Mtg	\$ 18.00
01/30/19	66240.100	Lunch	SAN/Convention Center Luncheon	\$ 106.90
01/30/19	66290.000	Transportation	Lyft from City Hall Parking Garage	\$ 11.79
01/31/19	66290.100	Transportation	Lyft to City Hall Parking Garage	\$ 7.48
<b>TOTAL</b>				<b>\$ 185.17</b>

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

\* Policy 3.30



NAME

Kimberly J. Becker

DATE

2/4/19



**Casey Diane**

---

**Subject:** 2019 State of the City with Mayor Faulconer  
**Location:** Balboa Theater, 868 Fourth Avenue, San Diego, CA 92101 (Doors Open 5:15 p.m. - Event Begins at 6:00 p.m.)

**Start:** Tue 1/15/2019 5:30 PM  
**End:** Tue 1/15/2019 7:00 PM  
**Show Time As:** Out of Office

**Recurrence:** (none)

**Organizer:** Becker Kimberly

**Categories:** Out of Office

**Authority Attendees**

- April Boling
- Paul Robinson
- Kim Becker
- Stephanie Heying

1632197

**RECEIPT**

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## Casey Diane

---

**Subject:** Breakfast get together - DSDP  
**Location:** DSDP | 401 B Street, Suite 100, 92101

**Start:** Fri 1/18/2019 8:00 AM  
**End:** Fri 1/18/2019 9:00 AM  
**Show Time As:** Out of Office

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Betsy Brennan

**Categories:** Out of Office

Dear Colleagues,

On behalf of Rip Rippetoe, the San Diego Convention Center, and the Downtown San Diego Partnership, please accept this invitation to join us for a breakfast get-together. The intent is to offer a casual forum to share ideas and concerns amongst fellow civic leaders. The first breakfast will be hosted at the Downtown Partnership (401 B Street, Suite 100, San Diego, CA 92101) on Friday, October 26<sup>th</sup>, from 8:00 to 9:00 a.m. We propose to meet three times per year and on the following dates in 2019:

- Friday, January 18<sup>th</sup>, 2019 (with Chairs of our Boards invited)
- Friday, May 10<sup>th</sup>, 2019
- Friday, September 13<sup>th</sup>, 2019 (with Chairs of our Boards invited)

The Downtown Partnership is happy to host these breakfasts and hope they serve as opportunities for us to gather in an informal setting to get to know each other and support these collective efforts to make San Diego even better. Please let us know if you can make it. Thank you.

Sincerely,

Betsy Brennan & Rip Rippetoe

**Betsy Brennan**  
President & CEO  
**Downtown San Diego Partnership**  
401 B Street, Suite 100  
San Diego, CA, 92101  
O: 619.234.0201 | C: 805.550.6927  
bbrennan@downtownsandiego.org



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## Casey Diane

---

**Subject:** SAN / Convention Center - Lunch  
**Location:** Tom Ham's Lighthouse, 2150 Harbor Island Drive, San Diego, CA 92101 (619.291.9110)

**Start:** Wed 1/30/2019 12:30 PM  
**End:** Wed 1/30/2019 2:00 PM  
**Show Time As:** Out of Office

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** Becker Kimberly  
**Required Attendees:** gil@cabrerafirm.com; johanna@schiaivoni-law.com; rip.rippetoe@visitsandiego.com

**Categories:** Out of Office

### Attendees

- Gil Cabrera, Convention Center – Board Chair
- Rip Rippetoe, Convention Center – President
- Johanna Schiavoni, SAN – Board Member
- Kim Becker, SAN – President & CEO

**Casey Diane**

---

**From:** Becker Kimberly  
**Subject:** FW: Your ride with Jose on January 30



**Thanks for riding with Jose!**

January 30, 2019 at 7:33 PM

**Ride Details**

Lyft fare (3.99mi, 8m 24s)	\$8.79
Tip	\$3.00
 PayPal account	<b>\$11.79</b>



-  Pickup 7:33 PM  
121 W A St, San Diego, CA
-  Drop-off 7:41 PM  
3134 Laurel St, San Diego, CA

**Trip Purpose:** CM Gomez mtg car stuck in garage  
**Expense Code:** RETURN FROM CITY HALL

**This and every ride is carbon neutral**



[Learn more](#)

Casey Diane

---

Subject:

FW: Your ride with Heather on January 31



Thanks for riding with Heather!

January 31, 2019 at 6:47 AM

**Ride Details**

Lyft fare (3.88mi, 13m 37s)	\$9.48
Tip	\$3.00
 Business Rewards Credit	-\$5.00
 PayPal account	<b>\$7.48</b>



 Pickup 6:47 AM  
3136 Laurel St, San Diego, CA

 Drop-off 7:00 AM  
193 A St, San Diego, CA

**This and every ride is carbon neutral**



[Learn more](#)

## Casey Diane

---

**Subject:** Georgette Gomez / Kim Becker, Bi-Monthly 1 on 1  
**Location:** 202 C Street, MS 10A, San Diego, CA 92101 (619.236.6699)

**Start:** Wed 1/30/2019 4:30 PM  
**End:** Wed 1/30/2019 5:00 PM  
**Show Time As:** Out of Office

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** Becker Kimberly  
**Required Attendees:** kim@millerpublic.com  
**Optional Attendees:** alex@millerpublic.com; blugo@sandiego.gov

**Categories:** Out of Office

### Contact

- Brenda Lugo  
[blugo@sandiego.gov](mailto:blugo@sandiego.gov)

### Please Note –

Kim Becker drove her car to the City Hall parking lot for this meeting. When she left the meeting and went to pick up her car, the lot was closed due to a police/medical emergency. She had to take Lyft home and back to the parking lot in the morning.

Because Kim's parking ticket would not work in the machine (because it was dated the day before), the lot attendant allowed her to leave without paying. Because she left without having to pay, there is no parking charge for this meeting.

**APRIL BOLING**



305101

**Stack Parked**

Location \_\_\_\_\_

Car \_\_\_\_\_ \$6

Color \_\_\_\_\_

Name \_\_\_\_\_




---

305101

Location \_\_\_\_\_

Car \_\_\_\_\_ MR

Color \_\_\_\_\_

Name \_\_\_\_\_ BOLING



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 1/16  
 + 2 TIP =  
 \$8

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 11 AM  
 \$8<sup>00</sup>

# **TRAVEL REQUEST**

**KIM BECKER**

**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: BU6  
 Position:  Board Member  President/CEO  Gen. Counsel  Chief Auditor  
 All other Authority employees (does not require executive committee administrator approval)

**2. DATE OF REQUEST:** 02/11/19 **PLANNED DATE OF DEPARTURE/RETURN:** 06/10/2019 06/11/2019

**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: ACI-NA Business of Airports Conference (Speaking Engagement – CEO Panel)

Explanation: \_\_\_\_\_

**4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES**

**A. TRANSPORTATION COSTS:**

• AIRFARE	\$ <u>300.00</u>
• *RENTAL CAR (Must complete page 2)	\$ _____
• OTHER TRANSPORTATION (Taxi, Train)	\$ <u>120.00</u>

**B. LODGING**

**C. MEALS**

**D. SEMINAR AND CONFERENCE FEES (Free for Speakers)**

**E. ENTERTAINMENT (If applicable)**

**F. OTHER INCIDENTAL EXPENSES**

**TOTAL PROJECTED TRAVEL EXPENSE**

\$ <u>300.00</u>
\$ _____
\$ <u>120.00</u>
\$ <u>290.00</u>
\$ <u>100.00</u>
\$ <u>0.00</u>
\$ <u>0.00</u>
\$ <u>0.00</u>
\$ <u>810.00</u>

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

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

Travelers Signature: Kimberly J. Becker Date: 2/11/19

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



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

### Monday, June 10, 2019

- 8:00am – 4:30pm **Registration**
- 8:00am – 9:00am **Networking Breakfast**
- 9:00am – 10:30am **Business Diversity Committee Meeting** (*Open to all registered attendees*)
- 10:30am – 11:00am **Networking Break**
- 11:00am – 12:15pm **Joint Meeting: Business Diversity Committee and Commercial Management Committee - FAA Update**
- 12:15pm – 1:30pm **Networking Lunch**
- 1:30pm – 2:45pm **Building An Inclusive Culture**  
Joint Business Diversity & Human Resources Session
- 2:45pm – 3:15pm **Networking Break**
- 3:15pm – 4:15pm **Creating Wealth & Opportunity – A New Way To Talk About The DBE Program**
- 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:
- Kevin M. Burke, President & CEO, ACI-NA
  - James E. Bennett, Director of Aviation Services, City of Phoenix Aviation Department
  - Candace S. 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:** Cindy Nichol, Director of Airports, Sacramento County Airport System  
 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 1B: Community Engagement – Marketing Your Airport’s Commitment to Diversity**
- 12:30pm – 2:00pm **Lunch in Networking Lounge**
- 2:00pm – 3:15pm **Session 2B: Program Compliance or Policy Imperative: Assessing the Airport Commitment to Diversity**
- 3:15pm – 3:45pm **Networking Break**
- 3:45pm – 5:00pm **Session 3B: DBE, Title VI and ADA Compliance – How To Be Better Prepared When FAA Calls**

## 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 4A: Living Wage and Recruitment**
- 11:30am – 12:30pm **Concessions Roundtable 5A: Non-Aeronautical Revenue Strategies**
- 12:30pm – 1:30pm **Lunch in Networking Lounge**
- 1:30pm – 2:45pm **General Session 3**
- 2:45pm – 3:15pm **Networking Break**
- 3:15pm – 4:30pm **Session 6A: Concessions Construction**
- 5:30pm – 6:00pm **Awards Gala Reception (business or cocktail attire suggested)**

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

**MARK WEST**



« All Events (<https://sdchamber.org/events/>)

## 2019 BINATIONAL DELEGATION TO MEXICO CITY

March 31 @ 7:00 pm - April 3 @ 12:30 pm

*Apply Now | Deadlines | Hotel | Flights | Sponsorship (</wp-content/uploads/2016/11/Sponsorship-Package-compressed-compressed-min.pdf>) | En Español (<https://sdchamber.org/events/mx2019espanol/>)*



Over the past year, issues surrounding trade, border security, the environment, and infrastructure improvements have put a spotlight on our border region. Now, with a new Presidential administration in Mexico, it is important that we share our region's story of successful collaboration and reaffirm our commitment to the U.S.-Mexico relationship. We can't do it alone. We need all the voices that make up our diverse and dynamic cross-border business community to make a strong, lasting impact. That message is most effective when we have a large, diverse representation of business and community leaders joining with us.

The 14<sup>th</sup> Annual Binational Delegation to Mexico City provides an opportunity for participants to meet with key federal officials and diverse business industry leaders to discuss 2019's major areas of focus: U.S.-Mexico-Canada Agreement (NAFTA 2.0), border infrastructure, transboundary pollution, immigration/workforce integration, private & public sector partnerships, and foreign investment opportunities in Latin America.

Delegates will also benefit from the opportunity to network and cultivate strong political and business relationships.

Please click here (<https://sdchamber.org/2017/03/annual-binational-delegation-mexico-city-champions-u-s-mexico-relationship/>) for a recap of the 2018 trip and see what can be accomplished when we work together with a strong, unified binational voice. Also, see why Mexico City was named the #1 Place to Go in 2016 ([http://www.nytimes.com/interactive/2016/01/07/travel/places-to-visit.html?\\_r=1](http://www.nytimes.com/interactive/2016/01/07/travel/places-to-visit.html?_r=1)), according to The New York Times!

## DEADLINES & IMPORTANT DATES

- February 15 – Last day for early-bird pricing
- March 11 – Hotel room block closes at 3:00 PM PST
- March 15 – Last day for hotel cancellations, must cancel by 3:00 PM PST
- March 22 – Last day for regular pricing
- March 27 – Pre-trip meeting for delegates at 10:30 AM
- March 27 – Last day to submit an application for the trip

## EVENT DETAILS

**Date:** Sunday, March 31 (7:00 PM) – Wednesday, April 3, 2019 (12:30 PM)

**Location:**

Four Seasons Hotel Mexico City

Paseo de la Reforma 500

Cuauhtémoc, Juarez, 06600 Mexico City, Mexico

Click for map/directions (<https://www.google.com/maps/dir//Four+Seasons+Mexico+D.F./data=!4m5!4m4!1m0!1m2!1m1!1s0x85d1ff4eecb66801:0x60bfab50fe53fe4f?sa=X&ved=0ahUKewjlkfXSgaLRAhXGIIQKHczIDp8Q9RcljAEwDg>)

**Contact Details:**

Lisa Kelley (English)

Ph: 619-544-1343

Email: [lkelley@sdchamber.org](mailto:lkelley@sdchamber.org) (<mailto:lkelley@sdchamber.org>)

Kenia Zamarripa (Español)

Ph: 619-544-1316

Email: [kzamarripa@sdchamber.org](mailto:kzamarripa@sdchamber.org) (<mailto:kzamarripa@sdchamber.org>)

## PARTICIPATION FEE\*

Please note: participation fee does not include hotel or airfare, or ground transportation.

### CHAMBER MEMBER PARTICIPATION

- \$1,700 per person (*until February 15*) – Early Bird Price!
- \$2,300 per person (*February 16 – March 22*)
- \$1,300 for spouse/guest from the same company

### NON-MEMBER PARTICIPATION

- \$2,800 per person (*until March 22*)

### ALL LATE APPLICATIONS

- \$3,300 per person (*March 23 – 27*)

\*Participation subject to application approval. Includes all meals, meetings, and receptions. Absolutely no applications accepted after March 27. Payment must be received prior to departure for the trip.

## HOTEL

Four Seasons Hotel Mexico City (<http://www.fourseasons.com/mexico/>) | Paseo de la Reforma 500, Cuauhtémoc, Juarez, 06600 Mexico City

We have secured a special room rate of \$285++ per night for standard rooms between March 28 – April 5, 2019. Attendees must mention the group block "San Diego Regional Chamber" or code JP313 when booking to receive the discounted rate.

Reservations can be made directly to the hotel's reservations office at +52-55-5230-1818 or email this form (</wp-content/uploads/2016/11/Reservations-Form.pdf>) to [reservations.mex@fourseasons.com](mailto:reservations.mex@fourseasons.com) (<mailto:reservations.mex@fourseasons.com>) by Monday, March 11 at 3:00 PM PST.

After March 11, the hotel will confirm reservations subject to availability. Cancellations must be done directly to the hotel 15 days before the arrival date by 3:00 PM PST in order to avoid no-show charges.

Alternative hotel: Marquis Reforma Hotel & Spa (<http://www.marquisreforma.com/default-en.html>) | Avenida Paseo de La Reforma 465, Col. Cuauhtemoc, Mexico City 06500, Mexico

## FLIGHTS

For your planning purposes, most delegates arrive in the afternoon on Sunday, March 31, prior to the Welcome Reception at 7:00 PM. The trip will conclude around 12:00 PM on Wednesday, April 3.

Be sure to stay through the end of the trip for a chance to win flight vouchers, free trip registration, and more!

## PRE-TRIP MEETING

Delegates are invited to attend the pre-trip meeting to receive full information and updates on the trip:

**WEDNESDAY, MARCH 27 | 10:30 – 11:30 AM**

Location: Chamber Office, 402 W Broadway, Ste. 1000, San Diego 92101

(<https://www.google.com/maps/dir//402+W+Broadway+%231000,+San+Diego,+CA+92101/@32.7162428,-117.1691516,17z/data=!4m16!1m7!3m6!1s0x80d954a979e0e74f:0x532e042dd4bacabb!2s402+W+Broadway+%231000,+San+Diego,+CA+92101!3b1!8m2!3d32.7162428!4d-117.1669629!4m7!1m0!1m5!1m1!1s0x80d954a979e0e74f:0x532e042dd4bacabb!2m2!1d-117.1669629!2d32.7162428>)

231000,+San+Diego,+CA+92101/@32.7162428,-117.1691516,17z/data=!4m16!1m7!3m6!

1s0x80d954a979e0e74f:0x532e042dd4bacabb!2s402+W+Broadway+%231000,+San+Diego,+CA+92101!3b1!8m2!3d32.7162428!4d-117.1669629!4m7!1m0!1m5!1m1!

231000,+San+Diego,+CA+92101!3b1!8m2!3d32.7162428!4d-117.1669629!4m7!1m0!1m5!1m1!

1s0x80d954a979e0e74f:0x532e042dd4bacabb!2m2!1d-117.1669629!2d32.7162428)

## THANK YOU SPONSORS

Click here (</wp-content/uploads/2016/11/Sponsorship-Package-compressed-compressed-min.pdf>) for sponsorship opportunities, or contact Sherman Stocker at [sstocker@sdchamber.org](mailto:sstocker@sdchamber.org) (<mailto:sstocker@sdchamber.org>) or (619) 544-1354.

# APPLICATION

*Cancellation/Refund Policy: Cancellations must be in writing and sent to [lkelly@sdchamber.org](mailto:lkelly@sdchamber.org) (mailto:lkelly@sdchamber.org). Full refunds will be issued if canceled by **midnight on March 27**. After March 27, 50% of the registration fee will be refunded.*

APPLY NOW  
([HTTPS://SDCHAMBER.ORG/EVENTS/MX2019APP/](https://sdchamber.org/events/mx2019app/))

+ GOOGLE CALENDAR ([+ ICAL EXPORT \(\[\\)\]\(https://sdchamber.org/event/mx2019/?ical=1&tribe\_display=\)](https://www.google.com/calendar/event?action=TEMPLATE&text=2019+BINATIONAL+DELEGATION+TO+MEXICO+CITY&dates=;A0%7C+DEADLINES+%7C%2%A0HOTEL%2%A0%7C%2%A0FLIGHTS%2%A0%7C%2%A0SPONSORSHIP%2%A0%7C+EN%2%A0ESPA%3%B1OL%2%A0+0A0VER+THE+PAST+YEAR%2C+ISSUES+SURROUNDING+TRADE%2C%2%A0BORDER+SECURITY%2C+THE+EN2C+AND+INFRASTRUCTURE+IMPROVEMENTS+HAVE+PUT+A+SPOTLIGHT+ON+OUR+BORDER+REGION.+NOW%2C+WITH+A+NEW+PRESIDENTIAL+A0IT+IS+IMPORTANT+THAT+WE+SHARE+OUR+REGION%E2%80%99S+STORY+OF+SUCCESSFUL+COLLABORATION+AND+REAFFIRM+OUR+COMMITMENT+:99T+DO+IT+ALONE.+WE+NEED+ALL+THE+VOICES+THAT+MAKE+UP+OUR+DIVERSE+AND+DYNAMIC+CROSS-BORDER+BUSINESS+C2C+LASTING+IMPACT.+THAT+MESSAGE+IS+MOST+EFFECTIVE+WHEN+WE+HAVE+A+LARGE%2C+DIVERSE+REPRESENTATION+OF+BUSINESS+ANI0ATHE+14TH+ANNUAL+BINATIONAL+DELEGATION+TO+MEXICO+CITY+PROVIDES+AN+OPPORTUNITY+FOR+PARTICIPANTS+TO+MEET+WITH+KEY+FEDERAL+OFFICI2%A02019%26%238217%3B5+MAJOR+AREAS+OF+FOCUS%3A+U.S.-MEXICO-CANADA+AGREEMENT+%28NAFTA+2+%28VIEW+FULL+EVENT+DESCRIPTION+HERE'2F%29&location=paseo+de+la+reforma+500%2C+CUAUHT%C3%A9MOC%2C+JUAREZ%2C+06600+MEXICO+CITY%2C+MEXICO%2C+DF&trp=false&s2FLOS_ANGELES)</a>)</p></div>
<div data-bbox=)

### Details

Start:  
March 31 @ 7:00 pm (2019-03-31)  
End:  
April 3 @ 12:30 pm (2019-04-03)  
Event Tags:  
featured-chamber  
(<https://sdchamber.org/tag/featured-chamber/>)

### Venue

Four Seasons Hotel Mexico City  
(<https://sdchamber.org/venue/four-seasons-hotel-mexico-city/>)  
Paseo de la Reforma 500  
Cuauhtémoc, Juarez, 06600 Mexico  
City, Mexico, DF (DF)

### Organizer

Lisa Kelley  
Phone:  
619.544.1343  
Email:  
[lkelly@sdchamber.org](mailto:lkelly@sdchamber.org)

## Related Events

(<https://sdchamber.org/event/anniversary19/>)

148th Anniversary  
Celebration  
(<https://sdchamber.org/event/anniversary19/>)  
February 6 @ 5:00 pm - 7:30 pm

# **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. Strategy & Policy, BU6  
 DEPARTURE DATE: 1/20/2019 RETURN DATE: 1/23/2019 REPORT DUE: 2/22/19  
 DESTINATION: Manila, Philippines (Philippine Airlines Meeting)

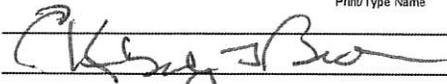
*Please refer to the Authority Travel and Lodging Expense Reimbursement Policy, Article 3, Part 3.4, Section 3.4.0, outlining appropriate reimbursable expenses and approvals. Please attach all required supporting documentation. All receipts must be detailed, (credit card receipts do not provide sufficient detail). Any special items should be explained in the space provided below.*

	Authority Expenses (Prepaid by Authority)	Employee Expenses							TOTALS
		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
		1/20/19	1/21/19	1/22/19	1/23/19	1/24/19	1/25/19	1/26/19	
Air Fare, Railroad, Bus (attach copy of itinerary w/charges)	6,305.03								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.)*			5.00						5.00
Hotel*			204.24	204.24					408.48
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid (maids, bellhop, other hotel svcs.)			10.00						10.00
Meals (include tips pd.)	Breakfast*		4.95	29.79					34.74
	Lunch*			31.24					31.24
	Dinner*								0.00
	Other Meals*								0.00
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality <sup>1</sup> *									0.00
Miscellaneous:									0.00
See's Candies - Gifts for Philippine Airlines Executives			65.22						65.22
*Provide detailed receipts									0.00
<b>Total Expenses prepaid by Authority</b>	<b>6,305.03</b>	<b>70.17</b>	<b>219.24</b>	<b>265.27</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>554.68</b>

Explanation:	Total Expenses Prepaid by Authority	6,305.03
	Total Expenses Incurred by Employee (including cash advances)	554.68
	<b>Grand Trip Total</b>	<b>6,859.71</b>
	Less Cash Advance (attach copy of Authority ck)	
	Less Expenses Prepaid by Authority	6,305.03
	<b>Due Traveler (positive amount)<sup>2</sup></b>	
	<b>Due Authority (negative amount)<sup>3</sup></b>	<b>554.68</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.

<sup>4</sup> Travel and Lodging Expense Reimbursement Policy 3.40      <sup>5</sup> Business Expense Reimbursement Policy 3.30

Prepared By: Diane Casey Ext.: 2445  
Print/Type Name  
 Traveler Signature:  Date: \_\_\_\_\_  
 Approved By: \_\_\_\_\_ Date: 2/1/19

**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  
Philippines  
01/20 - 01/23/19

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

# TRAVELTRUST

**ADD TO OUTLOOK**

Wednesday, 26DEC 2018 07:06 PM EST

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

Agency Reference Number: UZOZMN

Click here to view your current itinerary or ETicket receipt on-line: [tripcase.com](http://tripcase.com)

Japan Airlines Confirmation LD3SVR

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

FOR TRAVEL TO PHILIPPINES A US CITIZEN  
MUST HAVE A VALID PASSPORT

\*\*\*\*\*  
YOU CANNOT TRAVEL OUT OF THE UNITED STATES IF YOUR US  
PASSPORT EXPIRES WITHIN 6 MONTHS OF YOUR DEPARTURE DATE  
YOUR INTERNATIONAL TRAVEL MAY REQUIRE VACCINATIONS  
PLEASE CHECK WWW.CDC.GOV FOR LATEST REQUIREMENTS  
\*\*\*\*\*

CERTAIN FARES MAY REQUIRE REISSUANCE AT TIME OF  
CANCELLATION. PLEASE CONTACT THE AIRLINE OR TRAVELTRUST

AIR	Sunday, 20JAN 2019	
	<b>Japan Airlines</b> From: San Diego CA, USA To: Tokyo Narita, Japan Stops: Nonstop Seats: 01D Equipment: 788/AIR DEPARTS SAN TERMINAL 2 - ARRIVES NRT TERMINAL 2 Frequent Flyer Number [REDACTED] <b>Japan Airlines Confirmation number is LD3SVR</b>	<b>Flight Number:</b> 0065 <b>Class:</b> X-Business Class <b>Depart:</b> 11:45 AM <b>Arrive:</b> 04:45 PM 21JAN <b>Duration:</b> 12 hour(s) 0 minute(s) <b>Status:</b> CONFIRMED <b>Miles:</b> 5554 / 8886 KM <b>MEAL:</b> MEALS
AIR	Monday, 21JAN 2019	
	<b>Japan Airlines</b> From: Tokyo Narita, Japan To: Manila, Philippines Stops: Nonstop Seats: 05G Equipment: 76W/AIR DEPARTS NRT TERMINAL 2 - ARRIVES MNL TERMINAL 1 Frequent Flyer Number [REDACTED]	<b>Flight Number:</b> 0745 <b>Class:</b> X-Business Class <b>Depart:</b> 06:10 PM <b>Arrive:</b> 10:15 PM <b>Duration:</b> 5 hour(s) 5 minute(s) <b>Status:</b> CONFIRMED <b>Miles:</b> 1879 / 3006 KM <b>MEAL:</b> MEALS

Kim Becker  
Philippines  
01/20 - 01/23/19

Japan Airlines Confirmation number is LD3SVR

<b>AIR</b>	<b>Wednesday, 23JAN 2019</b>	
Japan Airlines	Flight Number: 0746	Class: X-Business Class
From: Manila, Philippines	Depart: 09:50 AM	
To: Tokyo Narita, Japan	Arrive: 03:00 PM	
Stops: Nonstop	Duration: 4 hour(s) 10 minute(s)	
Seats: 03G	Status: CONFIRMED	Miles: 1879 / 3006 KM
Equipment: 76W/AIR	MEAL: MEALS	
DEPARTS MNL TERMINAL 1 - ARRIVES NRT TERMINAL 2		
Frequent Flyer Number: [REDACTED]		
Japan Airlines Confirmation number is LD3SVR		

<b>AIR</b>	<b>Wednesday, 23JAN 2019</b>	
Japan Airlines	Flight Number: 0066	Class: X-Business Class
From: Tokyo Narita, Japan	Depart: 05:05 PM	
To: San Diego CA, USA	Arrive: 09:55 AM	
Stops: Nonstop	Duration: 9 hour(s) 50 minute(s)	
Seats: 01D	Status: CONFIRMED	Miles: 5554 / 8886 KM
Equipment: 788/AIR	MEAL: MEALS	
DEPARTS NRT TERMINAL 2 - ARRIVES SAN TERMINAL 2		
Frequent Flyer Number: [REDACTED]		
Japan Airlines Confirmation number is LD3SVR		

A PORTION OF THIS TRIP MAY BE REFUNDABLE. PLEASE RETURN UNUSED PORTIONS TO TRAVELTRUST FOR POSSIBLE REFUND. JAPAN AIRLINES CONFIRMATION NUMBER - LD3SVR  
FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043  
FOR EMERGENCY SERVICE FROM JAPAN - 010-800-7373-7882  
FOR EMERGENCY SERVICE FROM PHILIPPINES - 00-800-7373-7882

**Ticket/Invoice Information**

Ticket for: KIMBERLY JANE BECKER  
Date issued: 12/26/2018 Invoice Nbr: 5507728  
Ticket Nbr: JL7234531775 Electronic Tkt: Yes Amount: 6265.03 USD  
Base: 6020.00 US Tax: 36.60 USD XT Tax: 208.43 USD  
Charged to: AX\*\*\*\*\*1013

Service fee: KIMBERLY JANE BECKER  
Date issued: 12/26/2018  
Document Nbr: XD0759891628 Amount: 40.00  
Charged to: AX\*\*\*\*\*1013

Total Tickets: 6265.03  
Total Fees: 40.00  
Total Amount: 6305.03

Click here 24 hours in advance to obtain boarding passes:  
[JAPAN AIRLINES](#)

Click here to review Baggage policies and guidelines:  
[JAPAN AIRLINES](#)

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).

Kim Becker  
 Philippines  
 01/20 - 01/23/19

Operated by: SM Prime Holdings, Inc.  
 SM Mall of Asia JW Diokno Blvd  
 CBP-IA Pasay City 1300  
 Tel: +632 8339999 | Fax: 632 8329999  
 VAT Registered TIN 003-058-789-041

Kimberly Becker  
 [REDACTED]  
 [REDACTED]

Folio No. :  
 Room No. : 4034 / Conf. No. :279432  
 Person(s) : 1  
 Arrival : 21/01/19  
 Departure : 23/01/19  
 Cashier No. : JANG  
 Page No. : 1 of 2

Conrad Manila 23/01/19

DATE	DESCRIPTION	REF#	DEBITS	CREDITS
21/01/19	Room Charge		8,755.00	01/21 - Room USD \$204.24
21/01/19	Room VAT		1,050.60	
21/01/19	Room Local Tax		72.23	
21/01/19	Room Service Charge		875.50	
22/01/19	Brasserie on 3 Food Breakfast	Room# 4034 : CHECK# 0013198	1,568.04	See attached receipt USD \$299
22/01/19	Room Charge		8,755.00	01/22 - Room
22/01/19	Room VAT		1,050.60	USD \$204.24
22/01/19	Room Local Tax		72.23	
22/01/19	Room Service Charge		875.50	
23/01/19	Master Card			23,074.70

\$ 438.27 USD  
 Exchange Rate  
 .01899353

Kim Becker  
Philippines  
01/20 - 01/23/19

Operated by: SM Prime Holdings, Inc.  
SM Mall of Asia JW Diokno Blvd  
CBP-IA Pasay City 1300  
Tel: +632 8339999 | Fax: 632 8329999  
VAT Registered TIN 003-058-789-041

Kimberly Becker  
[REDACTED]  
[REDACTED]

Folio No. :  
Room No. : 4034 / Conf. No. :279432  
Person(s) : 1  
Arrival : 21/01/19  
Departure : 23/01/19  
Cashier No. : JANG  
Page No. : 2 of 2

Conrad Manila

23/01/19

DATE	DESCRIPTION	REF#	DEBITS	CREDITS
			Total	23,074.70
				23,074.70
			Balance	0.00 PHP
			Concessionaire Sales	0.00
			Vatable Sales	22,956.65
			Total Sales	22,956.65
			Local Tax	154.20
			Service Chrg	1,869.05
			VAT Amount	2,242.86
			Vatable Sales	18,690.54
			VAT Exempt Sales	0.00
			Zero Rated Sales	0.00

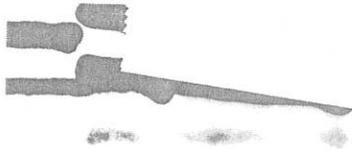
Regardless of the charge instruction, I acknowledge that I am liable for the payment of the above statement.

Guest's Signature: \_\_\_\_\_

**TRAVEL EXPENSE RECEIPTS FOR KIMBERLY J. BECKER**  
**Philippine Airlines Meeting**  
**Manila, Philippines**  
**January 20 - 23, 2019**

01/20 - Breakfast

01/20 - Gifts for  
 Philippines Airlines EXES



OPERATED BY



STARBUCKS COFFEE  
 SAN DIEGO AIRPORT

San Diego See's Candy  
 Stellar Partners, Inc. DBA See's  
 Candies  
 www.stellarairportstores.com

Ticket# 153-47-090061      User: 2258  
 01/20/2019 10:51 am      Station: 47

97292 Susana  
 -----  
 CHK 2779  
       JAN20'19 9:03AM  
 -----  
       TO GO  
 1 CHAI LATTE G            5.10  
    ONL NF MILK  
 AIRPORT DISC 10%        0.51-  
  
 SUBTOTAL                4.59  
 TAX                        0.36  
 AMOUNT PAID            4.95  
 XXXXXXXXXXXXX1880  
 883548  
 Bal: 14.17  
 STBK CARD                4.95  
 ---97292 Closed JAN20 09:04AM---

Item #	Qty	Price	Total
Description			
V18320024	1	21.74	21.74
See's Chocolate & Variety 11b			
V18320024	1	21.74	21.74
See's Chocolate & Variety 11b			
V18320021	1	21.74	21.74
See's Milk Chocolates 11b			
V18320053	1	0.00	0.00
GWP See's Tote			
Subtotal			65.22
Tax			0.00
Total			65.22
Tender:			
VISA/MC			65.22
# ***8006			

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

Items purchased:            4  
 Airport/Airline Employee

STOREID: SANSTA09

Thanks for shopping with us!  
 Please tell us about your experience  
 813-396-3639 Ext.254  
 customercare@spi-team.com

\*153-47-090061\*

**TRAVEL EXPENSE RECEIPTS FOR KIMBERLY J. BECKER**  
**Philippine Airlines Meeting**  
**Manila, Philippines**  
**January 20 - 23, 2019**

CONRAD MANILA  
 Operated by: SM Prime Holdings, Inc.  
 SM Mall of Asia JW Diokno Blvd CBP-IA  
 Pasay City 1300  
 VAT REG TIN 003-058-789-041  
 TIN: 16052320472865536  
 SERIAL#:SGH532VXF0  
 Brasserie on 3

*01/22 - Breakfast  
 (see hotel invoice)*

*\$ 2979*

10118 Mark Kevin C. 1

CHK 73198 TBL 66/1 GST 1  
 1/22/2019 7:59 AM

1 Buffet Bfast Adult 1180.54  
 # CHG TIP Php118.05  
 Room Charge Php1568.04  
 4034/Becker

Subtotal Php1180.54  
 Other Charges Php118.05  
 10% Service Charge Php118.05  
 12% VAT Php141.66  
 .825% Local Tax Php9.74  
 Payment Php1568.04

Change Due **Php0.00**  
 Vatable Amount : 1180.54  
 VAT Amount : 141.66  
 VAT Exempt Sale : 0.00  
 Zero Rated Sale : 0.00

NOT VALID AS AN  
 OFFICIAL RECEIPT

Name : \_\_\_\_\_

Room#: \_\_\_\_\_

----- Check Closed -----  
 1/22/2019 8:08 AM

**TRAVEL EXPENSE RECEIPTS FOR KIMBERLY J. BECKER**  
**Philippine Airlines Meeting**  
**Manila, Philippines**  
**January 20 - 23, 2019**

01/22 - Lunch  
 USD \$31.24 (see attached bank statement)  
 K. Becker, H. Brown, K. Platt

**DDO SIAM AROI CORP.**  
 Owned and Operated By:  
 DDO SIAM AROI CORP.  
 VAT Registered TIN # 009-630-904-001  
 MIN # 17120416065454284  
 254-255 S MAISON, MOA COMPLEX  
 MARINA WAY, BRGY 076  
 PASAY CITY 1300  
 POS Serial # FC20171204-226

Cashier: SIM Term#: 001  
 Waiter: SIM Print By: SIM  
 Encoder: SIM  
 Sold to: \_\_\_\_\_  
 TIN: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Business Style: \_\_\_\_\_

O.R. #: 0000009484 01/22/2019 14:05:03  
 Table No: CD4 Pax: 3  
 DINE IN

=====DINE IN=====

COKE ZERO	2	158.00
JASMINE RICE	1	65.00
PHAD THAI	1	435.00
FRIED NOODLE W SFOOD	1	435.00
CHICKEN BASIL	1	420.00
-----		
Total Qty	6	
Gross Amount		1513.00
Service Charge		135.09
=====		
Bill Amount		1648.09
Master Card		1648.09
**** * 8006		
KIMBERLY BECKER		

Signature: \_\_\_\_\_

Change 0.00

**Tax Details**

Vatable Amount	1350.89
VAT-Exempt Sales	0.00
VAT Zero-Rate Sale	0.00
12% VAT	162.11

-----POS Accredited Supplier-----  
 Divergent Technologies Philippines Inc.  
 G/F FCC Bldg 7494 Santillan St  
 Pio Del Pilar Makati City  
 TIN: 005-037-570-000  
 BIR Accre. # 0480050375700000311511  
 Date Issued: 03/29/2005  
 Valid Until: 07/31/2020  
 PTU # FP122017-051-0149073-00001  
 THIS INVOICE/RECEIPT SHALL BE VALID FOR  
 FIVE (5) YEARS FROM THE DATE OF  
 THE PERMIT TO USE



SIAM SUKH JAI THAI HOM  
 U 254-255 2/L S MAISON MARINA  
 WAY MALL OF ASIA COMPLEX  
 PASAY  
 VERSION 11.1  
 (ID: 33421219 MID: 000005181970187  
 BATCH: 000303  
 INVOICE: 001081  
 KIMBERLY BECKER  
 SALE  
 JAN 22, 19 14:04:13 C  
 CARD TYPE: MASTERCARD  
 APP CODE: 02418Z  
 RRN: 902221853700 APP: MASTERCARD  
 AID: A6000000041010 TC: A2AFA3E261B69697  
 SALE: PHP1,648.09

TIP: PHP \_\_\_\_\_  
 TOTAL: \_\_\_\_\_

Kim Becker  
Philippines  
01/20 - 01/23/19

Posted transactions

CONRAD MANILA Account ....8006	Hotel 01/21 + 01/22	\$438.27 ⊖ 876 miles
PURCHASED BY		Kimberly Becker
TRANSACTION DATE		Wednesday, Jan 23rd, 2019
POST DATE		Thursday, Jan 24th, 2019
MERCHANT LOCATION*		PASAY 1308
MERCHANT CATEGORY		CONRAD HOTELS

01/21 + 01/22  
Hotel

01/22  
Breakfast

Questions about this purchase? Visit our Help page

\*The merchant location may not match the physical address where you made your purchase. It is common for merchants to use the address of a central branch, headquarters, etc.

SIAM SUKH JAI THAI HOM Jan 22nd, 2019		\$31.24 ⊕ 62 miles
[REDACTED] Jan 20th, 2019		[REDACTED] ⊕ 65 miles
[REDACTED] Jan 18th, 2019		[REDACTED] ⊕ 18 miles
[REDACTED] Jan 15th, 2019		[REDACTED] ⊕ 26 miles
[REDACTED] Jan 15th, 2019		[REDACTED] ⊕ 114 miles
[REDACTED] Jan 15th, 2019		[REDACTED] ⊕ 15 miles
[REDACTED] Jan 13th, 2019		[REDACTED] ⊕ 2,342 miles
[REDACTED] Jan 11th, 2019		[REDACTED] ⊕ 60 miles

01/22  
Lunch

Kim Becker  
Philippines  
01/20 01/23/19

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: Executive, BU6

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

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

2. DATE OF REQUEST: 11/27/2018 PLANNED DATE OF DEPARTURE/RETURN: 01/20/2019 / 01/23/2019

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

Destination: Pasay City, Philippines Purpose: Philippine Airlines Headquarters Meetings  
Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

• AIRFARE	\$	<u>5000.00</u>
• *RENTAL CAR (Must complete page 2)	\$	
• OTHER TRANSPORTATION (Taxi, Train)	\$	<u>150.00</u>
B. LODGING	\$	<u>800.00</u>
C. MEALS	\$	<u>225.00</u>
D. SEMINAR AND CONFERENCE FEES	\$	
E. ENTERTAINMENT (If applicable)	\$	
F. OTHER INCIDENTAL EXPENSES	\$	
<b>TOTAL PROJECTED TRAVEL EXPENSE</b>	<b>\$</b>	<b><u>6,175.00</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: 12/6/18

**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 Myrles, Asst Authority Clerk 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 December 20, 2018 meeting.  
(Leave blank and we will insert the meeting date.)

Kim Becker  
Philippines  
01/20 - 01/23/19

## Casey Diane

---

**Subject:** PAL Meeting  
**Location:** Philippine Airlines Headquarters, Barangay 76, Pasay  
**Start:** Mon 1/21/2019 6:30 PM  
**End:** Mon 1/21/2019 8:00 PM  
**Show Time As:** Out of Office  
**Recurrence:** (none)  
**Organizer:** Becker Kimberly  
**Categories:** Out of Office

Air Service Development Meeting  
Philippine Airlines Executive Team

### SAN Airport Authority Staff

- Kim Becker, President/CEO
- Hampton Brown, Senior Director – Marketing & Air Service Development

**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. Strategy & Policy, BU6

DEPARTURE DATE: 02/05/19 RETURN DATE: 02/08/19 REPORT DUE: 2/22/19

DESTINATION: MARINA del Rey, CA CAGI-NA Board + CEO 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
		TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	
		2/5/19	2/6/19	2/7/19	2/8/19	2/9/19	2/10/19	2/11/19	
Air Fare, Railroad, Bus (attach copy of itinerary w/charges)									0.00
Conference Fees (provide copy of flyer/registration expenses)									0.00
Rental Car*									0.00
Gas and Oil*									0.00
Garage/Parking*		32.00	32.00	32.00					96.00
Mileage - attach mileage form*		83.88			83.88				167.76
Taxi and/or Shuttle Fare (include tips pd.)*									0.00
Hotel*		363.03	363.03	363.03					1,089.09
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid (maids, bellhop, other hotel svcs.)									0.00
Meals (include tips pd.)	Breakfast*								0.00
	Lunch*								0.00
	Dinner*		53.23						53.23
	Other Meals*								0.00
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality <sup>1</sup> *									0.00
Miscellaneous:									0.00
Conference Registration Fee (Paid 11/29/18)		795.00							795.00
									0.00
*Provide detailed receipts									0.00
<b>Total Expenses prepaid by Authority</b>	<b>0.00</b>	<b>1,327.14</b>	<b>395.03</b>	<b>395.03</b>	<b>83.88</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,201.08</b>
Explanation:	Total Expenses Prepaid by Authority								0.00
	Total Expenses Incurred by Employee (including cash advances)								2,201.08
	<b>Grand Trip Total</b>								<b>2,201.08</b>
	Less Cash Advance (attach copy of Authority ck)								
	Less Expenses Prepaid by Authority								0.00
	<b>Due Traveler (positive amount)<sup>2</sup></b>								
<b>Due Authority (negative amount)<sup>3</sup></b>								<b>2,201.08</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.

Prepared By: Diane Casey Ext.: 2445  
 Traveler Signature: Kimberly J. Becker Date: 2/11/19  
 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  
marina de Rey  
02/05-02/08/19

**Casey Diane**

---

**From:** meetings@aci-na.org  
**Sent:** Thursday, November 29, 2018 9:19 AM  
**To:** Becker Kimberly  
**Subject:** Your Purchase Information

Conference  
Registration

Dear Ms. Kimberly J. Becker,

Thank you for registering.

**Purchase Information**

Date of Purchase: **Nov 29 2018 12:18PM**

**Ms. Kimberly J. Becker**

Purchase Number: **16146**

Payment method: **Credit card**

Card Type: **MC**

Credit Card Number: \*\*\*\*\*9117

Order Number: **100860.00**

Transaction Numbers:

**Detail**

<b>Code</b>	<b>Type</b>	<b>Description</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Total</b>
19401/REG	MEETING	Airport Members Registration F	1	\$795.00	\$795.00
				Total:	\$795.00
				Total Payments:	-\$795.00
				Balance:	\$0.00

**Registrant Detail**

<b>Registrant ID</b>	<b>Registrant Name</b>	<b>Meeting</b>	<b>Confirmation Number</b>
43863	Ms. Kimberly J. Becker	2019 CEO Forum & Winter Board of Directors Meeting	100860

Purchase Confirmation

Kim Becker Page 1 of 1  
MANINA del Rey  
02/05 - 02/08/18

User BECKER, KIMBERLY

• Back

Purchase Confirmation

Purchase Information

Date of Purchase: Nov 29 2018 12:18PM  
Ms. Kimberly J. Becker  
Purchase Number: 16146  
Payment method: Credit card  
Order Number: 100860.00  
Transaction Numbers:

Detail

Code	Type	Description	Quantity	Unit Price	Extended Amount
19401/REG	MEETING	Airport Members Registration Fee	1	\$795.00	\$795.00
				<b>Total:</b>	\$795.00
				<b>Payments:</b>	-\$795.00
				<b>Balance:</b>	\$0.00

Registrant Detail

Registrant ID	Registrant Name	Meeting	Confirmation Number
43863	Ms. Kimberly J. Becker	2019 CEO Forum & Winter Board of Directors Meeting	100860

OK PRINT



# THE RITZ-CARLTON

MARINA DEL REY

Kim Becker  
Marina del Rey  
02/05-02/08/19

Kimberly Becker

Room Number: 1223  
Arrival Date: 02/05/19  
Departure Date: 02/08/19  
CRS Number: 95020842  
Rewards No: [REDACTED]  
Page No: 1 of 1

Company: San Diego County Airport Authority

## INVOICE

Folio No: 605557

02/08/19

Date	Description		Charges	Credits
02/05/19	In Room Dining Dinner	Line# 1223 : CHECK# 2206	53.23	02/05 Dinner
02/05/19	Package Rate		319.00	02/05 Room
02/05/19	Occupancy Tax		44.03	\$ 363.03
02/05/19	Overnight Valet Parking		32.00	02/05 Parking
02/06/19	Package Rate		319.00	02/06 Room
02/06/19	Occupancy Tax		44.03	\$ 363.03
02/06/19	Overnight Valet Parking		32.00	02/06 Parking
02/07/19	Package Rate		319.00	02/07 Room
02/07/19	Occupancy Tax		44.03	\$ 363.03
02/07/19	Overnight Valet Parking		32.00	02/07 Parking
02/08/19	Master Card	XXXXXXXXXXXX8006 XX/XX		1,238.32
<b>Total</b>			<b>1,238.32</b>	<b>1,238.32</b>
<b>Balance</b>			<b>0.00</b>	

Your Rewards points/miles earned on your eligible earnings will be credited to your account. Check your Rewards Account Statement or your online Statement for updated activity.\*

**TRAVEL EXPENSE RECEIPTS FOR KIMBERLY J. BECKER**  
**ACI-NA Winter Board & CEO Forum**  
**Marina del Rey, CA**  
**February 5 - 8, 2019**

02/05 - DINNER  
(see hotel receipt)

& & & 402 & & &  
RITZ-CARLTON MARINA DEL REY  
\*\*\*\* IN ROOM DINING \*\*\*\*  
128139 SANDRA  
-----  
CHK 2206 TBL 1223/1  
GST 1  
BECKER  
5 Feb'19 6:30 PM  
-----

1 CALI BURGER	25.00
1 ICED TEA	6.00
RS DELIVERY CHG	4.50
Subtotal:	\$31.00
	\$4.50
IRD SVC CHG	\$6.20
Tax:	\$3.53
6:30 PM	
<b>TOTAL DUE:</b>	<b>\$45.23</b>

20% Service Charge Included  
PLEASE COMPLETE FOR ROOM CHARGES

ADDITIONAL GRATUITY 8.00  
TOTAL 53.23

ROOM NUMBER \_\_\_\_\_

GUEST NAME \_\_\_\_\_

SIGNATURE \_\_\_\_\_



# Toll Payment Receipt

Your confirmation number is **2589118016**

Kim Becker  
marina del Rey  
02/05 - 02/08/19

**The Toll Roads**  
of Orange County

Vehicle	
License Plate Number	7HLB194
State	CALIFORNIA
Vehicle Type	Car, motorcycle, 2-axle truck
Start Date	02/05/2019
End Date	03/10/2019

Payment	
Name	KIMBERLY BECKER
Address	[REDACTED]
Email	[REDACTED]
Card Type	MasterCard
Card Number	[REDACTED]
<p><b>Your credit card will be kept on file</b> for the dates specified to cover tolls not yet processed or new tolls incurred by the vehicle. Accumulated tolls will be charged to the credit card periodically and a detailed receipt will be sent via email. It may take up to seven days for charges and receipts to appear.</p> <p><b>Tolls will be charged to this card for trips taken from 02/05/2019 through 03/10/2019.</b></p>	

My Tolls		
Toll Date	Toll Point	Toll Amount
02/05/19 4:19 PM	SR73 Catalina View North	\$8.48
02/08/19 12:54 PM	SR73 Catalina View South	\$8.48
<b>Total Tolls</b>		<b>\$16.96</b>

Please retain your receipt, it will be required to make any corrections.

Today, you made a payment of \$16.96.

Please allow up to seven business days for charges to appear on your credit card statement.

### YOUR TRIP TO:

4375 Admiralty Way, Marina Del Rey, CA, 90292-5434

**2 HR 25 MIN | 130 MI** 

**Est. fuel cost: \$13.70**

Trip time based on traffic conditions as of 10:12 AM on November 6, 2018. Current Traffic: Moderate



Print a full health report of your car with HUM vehicle diagnostics (800) 906-2501

Kim Becker  
marina del Rey  
02/05 - 02/08/19



1. Start out going **west** on Terminal Access Rd.

Then 0.05 miles ..... 0.05 total miles



2. Take Terminal Access Rd toward **Airport Exit/Terminal Return/Parking**.

Then 0.22 miles ..... 0.27 total miles



3. Turn **slight right** toward **I-5/Rental Car Return/Downtown**.

Then 0.50 miles ..... 0.77 total miles



4. Turn **slight right** onto N Harbor Dr.

Then 0.73 miles ..... 1.50 total miles



5. Turn **left** onto W Laurel St.

*W Laurel St is 0.4 miles past N Harbor Dr.*

Then 0.43 miles ..... 1.93 total miles



6. Turn **left** onto India St.

*India St is just past Kettner Blvd.*

*If you reach Columbia St you've gone a little too far.*

Then 0.84 miles ..... 2.77 total miles



7. Merge onto I-5 N via the ramp on the **left**.

Then 66.51 miles ..... 69.28 total miles



8. Merge onto CA-73 N via EXIT 85A toward **Long Beach** (Portions toll).

Then 17.61 miles ..... 86.89 total miles



9. Merge onto I-405 N via the exit on the **left** toward **Long Beach**.

Then 39.44 miles ..... 126.33 total miles



10. Merge onto CA-90 W via EXIT 50A toward **Marina del Rey**.

Then 2.92 miles ..... 129.25 total miles



11. Turn left onto Mindanao Way.

*If you are on Marina Expy and reach Pacific Coast Highway you've gone about 0.2 miles too far.*

Then 0.32 miles

Kim Becker  
marina del rey  
02/05 - 02/08 19

129.56 total miles



12. Turn right onto Admiralty Way.

Then 0.74 miles

130.30 total miles



13. Make a U-turn onto Admiralty Way.

*If you reach Via Regatta you've gone a little too far.*

Then 0.03 miles

130.33 total miles



14. 4375 Admiralty Way, Marina Del Rey, CA 90292-5434, 4375 ADMIRALTY WAY.

*Your destination is just past Admiralty Way.*

Use of directions and maps is subject to our [Terms of Use](#). We don't guarantee accuracy, route conditions or usability. You assume all risk of use.



Book a hotel tonight and save with some great deals!  
(1-877-577-5766)



Car trouble mid-trip? MapQuest Roadside Assistance is here:  
(1-888-461-3625)

Kim Becker  
Marina del Rey  
02/05 - 02/08/18

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:** 11/19/2018 PLANNED DATE OF DEPARTURE/RETURN: 02/05/19 02/08/19

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

Destination: Marina del Rey, CA Purpose: ACI-NA CEO Forum & Winter Board of Directors Meeting

Explanation: \_\_\_\_\_

**4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES**

**A. TRANSPORTATION COSTS:**

• AIRFARE	\$	_____
• *RENTAL CAR (Must complete page 2)	\$	_____
• OTHER TRANSPORTATION (Taxi, Train)	\$	<u>142.00</u>
<b>B. LODGING</b>	\$	<u>1,125.00</u>
<b>C. MEALS</b>	\$	<u>225.00</u>
<b>D. SEMINAR AND CONFERENCE FEES</b>	\$	<u>795.00</u>
<b>E. ENTERTAINMENT (If applicable)</b>	\$	_____
<b>F. OTHER INCIDENTAL EXPENSES</b>	\$	_____
<b>TOTAL PROJECTED TRAVEL EXPENSE</b>	\$	<u>2,287.00</u>

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

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

Travelers Signature: Kimberly J. Becker Date: 1/11/18

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



Kim Becker  
Marina del Rey  
02/05 - 02/08/19

**ACI-NA Winter Board & CEO Forum  
February 5 - 8, 2019  
Ritz Carlton Marina del Rey  
Marina del Rey, CA  
DRAFT AGENDA**

**Tuesday, February 5, 2019**

- 11:00 am – 2:00 pm *Former ACI-NA Chairs Meeting (invitation only)*
- 2:30 pm – 5:00 pm *Executive Committee Meeting*

**Wednesday, February 6, 2019**

- 8:00 am – 3:00 pm *Registration*
- 8:00 am – 9:00 am *Networking Breakfast*
- 8:00 am – 11:00 am *Canadian Small Airport Caucus Meeting*
- 8:00 am – 11:00 am *Canadian Large Airport Caucus Meeting*
- 9:00 am – 11:00 am *U.S. Small Airports Committee Meeting*
- 9:00 am – 11:00 am *U.S. Medium Hub Committee Meeting*
- 9:00 am – 11:00 am *U.S. Large Hub Committee meeting*
- 11:30 am – 2:30 pm *Lunch/Canadian Policy Council and Membership Meeting*
- 11:30 am – 2:30 pm *Lunch/U.S. Policy Council Meeting*
- 2:45 pm – 3:15 pm *Joint Canadian and U.S. Policy Council Meeting*
- 3:30 pm – 4:30 pm *ACI-NA Board of Directors Meeting*
- 4:30 pm – 5:45 pm *WBP/Associates Board Meeting*
- 5:45 pm – 7:00 pm *Welcome Networking Reception  
Sponsored by Hudson Group*
- 7:00 pm *ACI-NA Political Action Committee (PAC) Dinner  
(separate registration required; contact Hannah Giltner for details – hgiltner@aci-na.org)*

**Thursday, February 7, 2019**

- 7:00 am – 3:00 pm *Registration*
- 7:30 am – 8:15 am *Exec to Exec Meeting (ACI-NA and WBP/Associates Board Executive Committee members only)*

INTERNAL – NOT FOR DISTRIBUTION  
as of December 11, 2018

Kim Becker  
manwa del Rey  
02/05- 02/08/19

- 7:30 am – 8:30 am      **Networking Breakfast**
- 8:30 am – 2:30 pm      **CEO FORUM:**
- 8:30 am – 8:45 am      **Welcome and Introductions CONFIRMED**  
Candace McGraw, Chair, ACI-NA and Chief Executive Officer, Cincinnati/Northern Kentucky International Airport
- 8:45 am – 9:00 am      **State of the Association CONFIRMED**  
Kevin M. Burke, President & CEO, ACI-NA
- 9:00 am – 10:30 am      **How Local Officials Can Ethically Address Potential Public Health Hazards CONFIRMED**  
In light of recent revelations of potential PFAS contamination at or near airports due to federally-mandated use of Aqueous Film Forming Foam (AFFF) for airfield firefighting operations, it is increasingly urgent that airport directors think through how they can ethically and effectively address potential public health and safety issues in a highly-charged and often emotional atmosphere of public, political, and media scrutiny where they must weigh scientific evidence, alternative approaches, and expert opinions. Hear insights from the leading scientist and ethicist who uncovered lead in drinking water in Flint, MI and Washington, DC.  
  
Speaker: Dr. Marc Edwards, University Distinguished Professor and Charles P. Lunsford Professor, Virginia Tech University
- 10:30 am – 11:00 am      **Break**
- 11:00 am – 11:30 am      **Beyond Preclearance (title TBD) CONFIRMED**  
Craig Richmond, President & CEO, Vancouver International Airport
- 11:30 am – 12:00 pm      **World Class Customer Service/ASQ Data (title TBD) CONFIRMED**  
Antoine Rostworowski, Deputy Director General, Programmes and Services, Airports Council International
- 12:00 pm – 1:00 pm      **Lunch**
- 1:00 pm – 2:00 pm      **CEO Decision Framework for Project Delivery CONFIRMED**  
Roy Block, President, RW Block Consulting, Inc.
- 2:00 pm – 2:45 pm      **Does Sustainability Make "Cents"? CONFIRMED**  
Moderator: Kurt Gering, Director of Talent, Culture & Capability, San Diego County Regional Airport Authority  
Speakers: Additional airport CEOs
- 2:45 pm – 6:00 pm      **Networking Time**
- 6:30 pm – 7:30 pm      **Reception**  
**Sponsored by ACI-NA and SSP America**

**Friday, February 8, 2019**

- 7:30 am – 8:30 am      **Networking Breakfast**
- 8:15 am – 9:15 am      **Airports Only – Airport CEO Challenges CONFIRMED**  
Group discussion on topics such as long term financial sustainability, employee issues, and governance & politics as determined by a survey sent by Candace.  
Moderator: Deborah Flint, Executive Director, Los Angeles World Airports (to be confirmed)
- 9:15 am – 10:15 am      **Running Your Airport With the Investor Portfolio Mindset (suggested by Flint/LAWA)**

INTERNAL – NOT FOR DISTRIBUTION

as of December 11, 2018

10:15 am – 10:30 am      *Break*

10:30 am – 11:15 am      *Transportation Innovation*

11:15 am – 11:45 am

*ACI-NA Town Hall*

Kevin M. Burke, President & CEO, ACI-NA

Candace McGraw, Chair, ACI-NA and Chief Executive Officer, Cincinnati/Northern Kentucky International Airport

11:45 am

*Wrap Up and Adjourn*

Kim Becker  
marwa del Rey  
02/05-02/08/19

**AMY GONZALEZ**

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY  
TRAVEL EXPENSE REPORT**

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

TRAVELER: Amy Gonzalez DEPT. NAME & NO. General Counsel  
 DEPARTURE DATE: 1/24/2018 RETURN DATE: 1/25/2019 REPORT DUE: 2/24/19  
 DESTINATION: Phoenix, AZ

*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
		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
Air Fare, Railroad, Bus (attach copy of itinerary w/charges)	217.95					1/24/19	1/25/19		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.)*						14.47			14.47
Hotel*						195.87			195.87
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid (maids, bellhop, other hotel srvs.)									0.00
Meals (include tips pd.)									0.00
Breakfast*									0.00
Lunch*									0.00
Dinner*									0.00
Other Meals*									0.00
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality <sup>1</sup> *									0.00
Miscellaneous: Baggage Fees									0.00
									0.00
									0.00
*Provide detailed receipts									0.00
<b>Total Expenses prepaid by Authority</b>	<b>217.95</b>	0.00	0.00	0.00	0.00	210.34	0.00	0.00	<b>210.34</b>

Explanation:	Total Expenses Prepaid by Authority	217.95
	Total Expenses Incurred by Employee (Including cash advances)	210.34
	<b>Grand Trip Total</b>	<b>428.29</b>
	Less Cash Advance (attach copy of Authority ck)	
	Less Expenses Prepaid by Authority	217.95
	<b>Due Traveler (positive amount)<sup>2</sup></b>	<b>210.34</b>
	<b>Due Authority (negative amount)<sup>3</sup></b>	<b>210.34</b>
<i>Note: Send this report to Accounting even if the amount is \$0.</i>		

<sup>1</sup> Give names and business affiliations of any persons whose meals were paid by traveler.  
<sup>2</sup> Prepare Check Request  
<sup>3</sup> Attach personal check payable to SDCRAA

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.  
<sup>4</sup> Travel and Lodging Expense Reimbursement Policy 3.40      <sup>5</sup> Business Expense Reimbursement Policy 3.30

Prepared By: Kendy Rios Ext.: x2424  
Print/Type Name  
 Traveler Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Approved By: *Amy L* 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.*

**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 travelling 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: Amy Gonzalez Dept: 15

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

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

**2. DATE OF REQUEST:** 11/6/18 **PLANNED DATE OF DEPARTURE/RETURN:** 1/24/19 / 1/26/19

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

Destination: Phoenix, AZ Purpose: ACI Legal Steering Committee

Explanation:

**4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES**

**A. TRANSPORTATION COSTS:**

• AIRFARE	\$ 250.00
• *RENTAL CAR (Must complete page 2)	\$
• OTHER TRANSPORTATION (Taxi, Train)	\$ 30.00
<b>B. LODGING</b>	\$ 200.00
<b>C. MEALS</b>	\$ 100.00
<b>D. SEMINAR AND CONFERENCE FEES</b>	\$
<b>E. ENTERTAINMENT (If applicable)</b>	\$
<b>F. OTHER INCIDENTAL EXPENSES</b>	\$
<b>TOTAL PROJECTED TRAVEL EXPENSE</b>	\$ 580.00

\*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: Amy L Date: 11-7-18

**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, Matthew 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 \_\_\_\_\_ meeting.

(Leave blank and we will insert the meeting date.)



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

**ADD TO OUTLOOK**

Wednesday, 14NOV 2018 07:39 PM EST

**Passengers: AMY GONZALEZ (15)**

Agency Reference Number: TNJWWG

Click here to view your current itinerary or ETicket receipt on-line: [tripcase.com](http://tripcase.com)

Southwest Airlines Confirmation UKVCC3

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

**AIR Thursday, 24JAN 2019** 

<b>Southwest Airlines</b>	<b>Flight Number:</b> 0338	<b>Class:</b> L-Coach/Economy
<b>From:</b> San Diego CA, USA	<b>Depart:</b> 04:20 PM	
<b>To:</b> Phoenix AZ, USA	<b>Arrive:</b> 06:40 PM	
<b>Stops:</b> Nonstop	<b>Duration:</b> 1 hour(s) 20 minute(s)	<b>Miles:</b> 304 / 486 KM
	<b>Status:</b> CONFIRMED	

Equipment: Boeing 737-700 Jet  
 DEPARTS SAN TERMINAL 1 - ARRIVES PHX TERMINAL 4  
**Southwest Airlines Confirmation number is UKVCC3**

**AIR Friday, 25JAN 2019** 

<b>Southwest Airlines</b>	<b>Flight Number:</b> 1315	<b>Class:</b> L-Coach/Economy
<b>From:</b> Phoenix AZ, USA	<b>Depart:</b> 06:50 PM	
<b>To:</b> San Diego CA, USA	<b>Arrive:</b> 06:55 PM	
<b>Stops:</b> Nonstop	<b>Duration:</b> 1 hour(s) 5 minute(s)	<b>Miles:</b> 304 / 486 KM
	<b>Status:</b> CONFIRMED	

Equipment: Boeing 737-700 Jet  
 DEPARTS PHX TERMINAL 4 - ARRIVES SAN TERMINAL 1  
**Southwest Airlines Confirmation number is UKVCC3**

A PORTION OF THIS TRIP MAY BE REFUNDABLE. PLEASE RETURN  
 UNUSED PORTIONS TO TRAVELTRUST FOR POSSIBLE REFUND.  
 SOUTHWEST AIRLINES CONFIRMATION NUMBER - UKVCC3  
 FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

**Ticket/Invoice Information**

Ticket for: AMY GONZALEZ  
 Ticket Nbr: WN2408875104 Electronic Tkt: No Amount: 187.95  
 Base: 148.42 Tax: 39.53  
 Charged to: AX\*\*\*\*\*1013

Service fee: AMY GONZALEZ  
Date issued: 11/14/2018  
Document Nbr: XD0758336017 Amount: 30.00  
Charged to: AX\*\*\*\*\*1013

Total Tickets: 187.95  
Total Fees: 30.00  
Total Amount: 217.95

**Click here 24 hours in advance to obtain boarding passes:**  
[SOUTHWEST](#)

**Click here to review Baggage policies and guidelines:**  
[SOUTHWEST](#)

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



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Reservations  
www.embassysuites.com or 1 800 EMBASSY

GONZALEZ, AMY  
  
3225 N HARBOR DRIVE  
  
SAN DIEGO CA 92101  
UNITED STATES OF AMERICA

Room No: 522/KNGN  
Arrival Date: 1/24/2019 7:21:00 PM  
Departure Date: 1/25/2019 8:51:00 AM  
Adult/Child: 1/0  
Cashier ID: IJENSON  
Room Rate: 174.00  
AL:  
HH #  
VAT #  
Folio No/Che 707844 A

Confirmation Number: 85272650

EMBASSY SUITES HOTEL PHOENIX BILTMORE 2/4/2019 12:30:00 PM

DATE	REF NO	DESCRIPTION	CHARGES
1/24/2019	3800962	GUEST ROOM	\$174.00
1/24/2019	3800962	STATE TAX	\$12.65
1/24/2019	3800962	CITY TAX	\$9.22
1/25/2019	3801078	VS *1043	(\$195.87)
		REF=0000707844-00940476 CHIP 05 Application Label: CHASE VISA TC: B55A716DAB5DC248 TVR: 0080008000	
**BALANCE**			\$0.00

CREDIT CARD DETAIL

APPR CODE	00817C	MERCHANT ID	8029891564
CARD NUMBER	VS *1043	EXP DATE	08/22
TRANSACTION ID	3801078	TRANS TYPE	Sale

## Rios Kendy

---

**From:** Gonzalez Amy  
**Sent:** Monday, February 4, 2019 11:32 AM  
**To:** Rios Kendy  
**Subject:** FW: Your Friday afternoon trip with Uber

Kendy:  
Here is the only other receipt for the trip to Phoenix.  
Thanks  
Amy

**Amy Gonzalez**  
General Counsel  
T 619.400.2425  
C 619.455.6602  
F 619.400.2428  
[agonzale@san.org](mailto:agonzale@san.org)



[www.san.org](http://www.san.org) |   

San Diego County Regional Airport Authority, PO BOX 82776, San Diego, CA 92138

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**From:** Uber Receipts <[uber.us@uber.com](mailto:uber.us@uber.com)>  
**Sent:** Friday, January 25, 2019 2:54 PM  
**To:** Gonzalez Amy <[agonzale@san.org](mailto:agonzale@san.org)>  
**Subject:** Your Friday afternoon trip with Uber

The Uber logo, consisting of the word "Uber" in its characteristic white, rounded, sans-serif font, is positioned on the left side of a dark, textured rectangular background.

Total: \$14.47  
Fri, Jan 25, 2019

# Thanks for riding, Amy

We hope you enjoyed your ride  
this afternoon.



---

<b>Total</b>	<b>\$14.47</b>
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Trip Fare	\$11.82
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Subtotal	\$11.82
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Tolls, Surcharges, and Fees 	\$2.65
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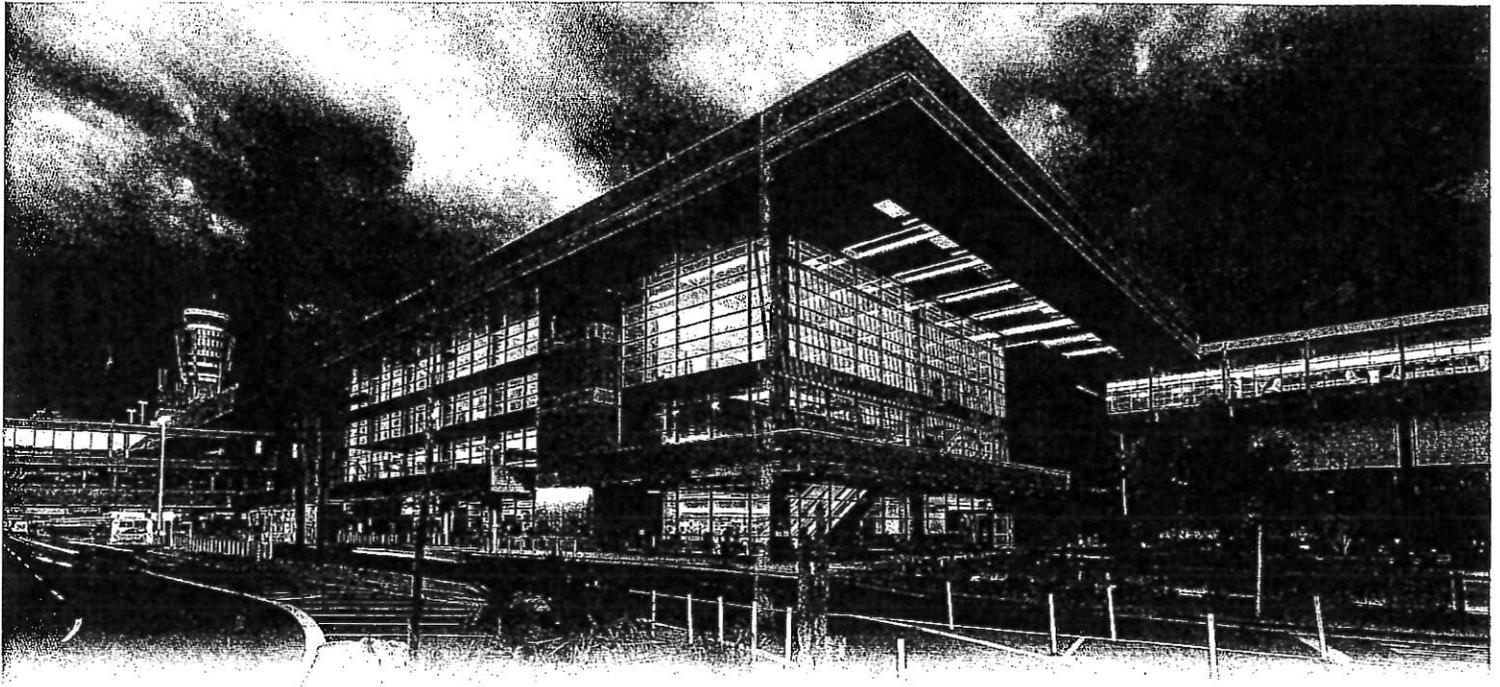
Amount Charged



•••• 1043 | Switch

\$14.47

[Download PDF](#)  
Download link expires 2/24/19



## **Airports Council International – North America Legal Steering Group Planning Meeting January 25, 2019 in Phoenix, Arizona at Fennemore Craig Law Offices**

Hotel reservations can be made at Embassy Suites (one block from the law offices).  
A block of rooms has been reserved for January 24, 2019 - January 27, 2019.  
The \$174/night special room rate will be available until December 27, 2018.

Steering Group attendees may visit the link below to book their room:

<http://group.embassysuites.com/ACI-NorthAmericaLegalConference>

Alternatively, attendees may call 1-800-EMBASSY and use the Group Code: ACI  
or indicate that they need to make a reservation in the  
ACI – North American Legal Conference room block.

Reservations must be made no later than 11:59 pm MST on December 27, 2018.

