

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

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SPECIAL AUDIT COMMITTEE and SPECIAL BOARD MEETING *

AGENDA

Thursday, April 22, 2021
9:00 A.M.

San Diego International Airport
SDCRAA Administration Building
3225 N. Harbor Drive
San Diego, CA 92101

This meeting of the Audit Committee of the San Diego County Regional Airport Authority Board will be conducted pursuant to the provisions of California Executive Order N-29-20 which suspends certain requirements of the Ralph M. Brown Act. During the current State of Emergency and in the interest of public health, all Board members will be participating in the meeting electronically. In accordance with the Executive Order, there will be no members of the public in attendance at the Board Meeting. We are providing alternatives to in-person attendance for viewing and participating in the meeting. In lieu of in-person attendance, members of the public may submit their comments in the following manner.

Comment on Agenda Items

Public comments on agenda items received no later than 8:00 a.m. on the day of the meeting will be distributed to the Committee and included in the record.

If you'd like to speak to the Committee live during the meeting, please follow these steps to request to speak:

- **Step 1:** Fill out the online [Request to Speak Form](#) to speak during the meeting via teleconference. The form must be submitted by 4 p.m. the day before the meeting or by 4:00 p.m. the Friday before a Monday meeting. After completing the form, you'll get instructions on how to call in to the meeting.
- **Step 2:** Watch the meeting via the Webcast located at the following link: <https://www.san.org/Airport-Authority/Meetings-Agendas/Audit-Committee?EntryId=14256>
- **Step 3:** When the Committee begins to discuss the agenda item you want to comment on, call in to the conference line, you will be placed in a waiting area. ***Please do not call until the item you want to comment on is being discussed.***
- **Step 4:** When it is time for public comments on the item you want to comment on, Authority Clerk staff will invite you into the meeting and unmute your phone. Please mute the webcast to avoid any feedback. Staff will then ask you to state your name and begin your comments.

How to Watch the Meeting

You may also view the meeting online at the following link: <https://www.san.org/Airport-Authority/Meetings-Agendas/Audit-Committee?EntryId=14256>

REQUESTS FOR ACCESSIBILITY MODIFICATIONS OR ACCOMMODATIONS

As required by the Americans with Disabilities Act (ADA), requests for agenda information to be made available in alternative formats, and any requests for disability-related modifications or accommodations required to facilitate meeting participation, including requests for alternatives to observing meetings and offering public comment as noted above, may be made by contacting the Authority Clerk at (619) 400-2550 or <mailto:clerk@san.org>. The Authority is committed to resolving accessibility requests swiftly in order to maximize accessibility.

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.

CALL TO ORDER:

ROLL CALL:

Committee Members: Blakespear, Casillas Salas, Lloyd, Van Sambeek,
Vann (Chair), Vargas, Wong Nickerson

NEW BUSINESS:

1. INTERVIEW OF PUBLIC MEMBERS TO FILL AN UPCOMING VACANCY ON THE AUDIT COMMITTEE:

RECOMMENDATION: Interview applicants and select a primary and an alternate to recommend to the Board for appointment to fill an upcoming vacancy on the Audit Committee.

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

COMMITTEE MEMBER COMMENTS:

ADJOURNMENT:

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

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

Additional Meeting Information

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

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

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

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

AUDIT COMMITTEE

Meeting Date: **APRIL 22, 2021**

Subject:

Interview of Public Members to Fill a Vacancy on the Audit Committee

Recommendation:

Interview applicants and select a primary and alternate to recommend to the Board for appointment to fill an upcoming vacancy on the Audit Committee.

Background/Justification:

Section 170018 of the Public Utilities Code and Authority Policy 1.50 (5)(c)(ii) describe the Audit Committee, its composition, function, oversight responsibilities, membership and qualifications for public members.

Due to the upcoming expiration of the term of Jack Van Sambeek in June 2021, a Notice of Vacancy on the Audit Committee was posted on March 1, 2021 to fill the vacancy. The recruitment flyer was posted on www.san.org and the official posting board at the Administration Building; published in the San Diego Business Journal and the San Diego Voice and Viewpoint; emailed to all City Clerks within the County for posting; emailed to Authority Art and Advisory Committee members; posted on the Authority's Facebook and Twitter accounts; and emailed to numerous civic, professional and other stakeholder groups. The deadline to submit applications for the Public Audit Committee Member vacancy was April 2, 2021.

We received six (6) applications. All applicants met one or more of the qualifications. Lee Parravano, Chief Auditor, and I met with Carmen Vann, Chair of the Audit Committee, to assist in reviewing the applications. As a result of the review, four of the candidates were selected by the Chair to be interviewed. The next step in the process is for the Audit Committee to interview the applicants. Applicants are allotted 20 minutes each for their interview.

During our review of the applications, it was determined that all six of the applicants met one or more of the following criteria:

- An architect or civil engineer licensed to practice in the State of California.
- A professional with experience in the field of real estate or land economics.
- A person with public or private sector executive level decision making experience.
- A person who resides within the airport influences area of the San Diego International Airport. **(See attached Airport Influence Area Map to determine residence status)**
- A person with experience in environmental justice as it pertains to land use.

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The qualifications of the current public Audit Committee members are 1) A professional with experience in the field of public finance and budgeting (Committee Member Agnes Wong Nickerson); and 2) A person with experience in managing construction of large-scale public works projects (Committee Member Carmen Vann). Committee Member Jack Van Sambeek's term is due to expire in June 2021 and he is not eligible to be appointed to another term, per Authority Policy 1.50.

The Audit Committee is requested to interview applicants and select a primary and alternate to recommend for appointment to fill the upcoming vacancy on the Audit committee. The applications are attached as Attachment A.

Fiscal Impact:

None

Authority Strategies/Focus Areas:

This item supports one or more of the following (*select at least one under each area*):

Strategies

- Community Strategy Customer Strategy Employee Strategy Financial Strategy Operations Strategy

Focus Areas

- Advance the Airport Development Plan Transform the Customer Journey Optimize Ongoing Business

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

Attachment A

APPLICANTS

FREDRICK LADT

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

DEADLINE FOR SUBMITTAL: MARCH 12, 2021 AT 5:00 P.M.

(Please type or print in ink.)

Name: Ric Ladt _____ Home Phone: [REDACTED]

Address: [REDACTED] City: La Jolla _____ Zip: 92037 _____

Occupation: Consultant _____

Employer: Ladt Consulting Services, Inc. Work Phone: [REDACTED] _____

Educational Background/Qualifications: See attached

Licenses or Special Certificates held: _____

Organizations to which you belong (professional, technical, community, service): San Diego County Regional Airport Authority Advisory Committee and Saint James By The Sea Episcopal Church Finance Committee.

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. (Please be specific and limit your response to 1000 words. Use additional paper if necessary). (Use additional paper if necessary).

Please See Attached

References:

- 1) Paul Dostart [REDACTED]
Name and Telephone Number
- 2) Mark Hovey [REDACTED]
Name and Telephone Number
- 3) Jerry Sevens [REDACTED]
Name and Telephone Number

I understand that any or all information on this form may be verified. I consent to the release of this information for public purposes.

Signature: *Ric Ladt* Date: 03/02/21

Return to: Board Services/Authority Clerk at clerk@san.org

Education:

Georgia Institute of Technology – Bachelors of Chemical Engineering

Vanderbilt University – Masters of Business Administration

Qualifications:

I was appointed and served 12 years as an airport board member and Secretary of the Barkley Regional Airport Authority, a Category IV Airport, which included:

- Overseeing the bidding process for car rentals
- Overseeing a terminal upgrade
- Overseeing the bidding process as well as the installation of an automated parking system
- Conducting fixed base operator negotiations
- Banking negotiations
- Audit reviews.

I was appointed to the Board and then elected Chairman of the Paducah Area Reuse Organization, PACRO. As Chair, I sought and helped secure \$6,000,000 of federal funding which we had to meet federal guidelines for this grant. It was used for surrounding counties to establish spec buildings and a multi-county industrial park to assist with regional economic development efforts.

I was appointed as a founding board member of the McCracken County Joint Sewer Agency. We were charged with combining numerous independent sewer agencies throughout the county into one smoothly operating agency providing all the various agencies' employees with jobs. We had to oversee federal, state, and local funding for projects.

I served on the Board and was the Treasurer of the National Association for Gifted Children in Washington, D.C.

I currently serve as Assistant Treasurer of Saint James-By-the Sea Episcopal Church and served on its multi-million dollar Trust Fund Committee.

I am in my second term as a member at large on the San Diego County Regional Airport Authority Advisory Committee.

Through my work 20 years of experience and education, as the CEO of multi-million dollar companies, I have a strong understanding of finance, oversight of budgets and audits.

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. (Please be specific and limit your response to 1000 words. Use additional paper if necessary).

Throughout my career, I have held that we have a social responsibility to give back to our communities. This has been demonstrated by my civic and non-profit work. As a result of my twelve plus years of experience on the Barkley Regional Airport Authority's Board, I gained an insight into what an impact the airport has as an economic engine for the community and the region.

Since moving to San Diego in 2012, I have sought to use my experience and interest in the San Diego County Regional Airport Authority by serving on the Advisory Committee. I believe that I can be a further asset to the Airport Authority and the community by serving on the Public Audit Committee.

My past experience with an airport board, the FAA and government funding mechanisms along with current exposure to the San Diego County Regional Airport Authority provides me with a unique understanding of the sometimes complex funding issues that airports face. Throughout my terms on the Advisory Committee, I have demonstrated by participation my knowledge base and an inquisitive nature to ask the questions which is a strength to an audit committee.

In addition, as indicated in the qualifications section, I have a mix of experience in the private and public sectors along with exposure to federal, state and local funding and their associated accounting along with audit oversight. This experience, coupled with my C-Suite skills, equips me to help ensure that the organizations I serve, are transparent, judicious in their spending, and good stewards of public trust.

JEFFREY SCOTT

SAN DIEGO COUNTY

REGIONAL AIRPORT AUTHORITY

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

DEADLINE FOR SUBMITTAL: APRIL 2, 2021 AT 5:00 P.M.

(Please type or print in ink.)

Name: JEFFREY F. SCOTT _____ Home Phone: [REDACTED] _____

Address: [REDACTED] _____ City: La Jolla, CA _____ Zip: 92037 _____

Occupation: Adjunct faculty UCSD (financial and strategic management), former CFO in Global 500 companies, the federal government, and flagship universities

Employer: UCSD _____ Work Phone: (NA)

Educational Background/Qualifications:

BA, Magna cum Laude, Harvard College;

Master in Public Policy, Harvard Kennedy School;

Doctorate in Higher Education Management, The University of Pennsylvania

Professional Qualifications (highlights):

Office of Management and Budget: Budget Examiner

General Dynamics: Planning Manager/Director, Convair (DC10/MD11) and F-16 Divisions

FMC Corporation: CFO Europe and Corporate Director of Development/ Mergers and Acquisitions

SCA: CFO North and South America (Swedish paper and packaging manufacturer)

Exim Bank: CFO (Federal insurer of export transactions, including all Boeing aircraft exports)

Georgia Tech: SVP Finance (Responsibility for finance, capital planning, and real estate)

University of Washington: EVP Finance and Administration (Responsible for all admin functions, including finance, HR, IT, Facilities, Real Estate, etc)

Licenses or Special Certificates held:

Single Engine Land, Commercial/IFR; Glider, Commercial and CFIG

Organizations to which you belong (professional, technical, community, service):

San Diego Museum of Natural Science: Board member, member of the Finance and Investment Committees

California Council on Science and Technology: Chair, Investment Committee

La Jolla Woods HOA, Member of the Board

Part time CFG, Sky Sailing, Warner Springs, CA

La Jolla Shores Community Association, Member

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. (Please be specific and limit your response to 1000 words. Use additional paper if necessary). (Use additional paper if necessary).

See Attached

References:

1) Peter Cowhey (Dean UCSD School of Global Policy and Strategy): [REDACTED]

2) Bill Ayer (Regent, University of Washington, Former Chair Alaska Airlines): [REDACTED]

3) Judy Gradwhol (CEO, SD Natural History Museum): [REDACTED]

4) John Portman IV (President, Portman Holding): [REDACTED]

I understand that any or all information on this form may be verified. I consent to the release of this information for public purposes.

Signature: _____ Jeffrey F. Scott _____ Date: 4/2/2021 _____

Return to: Board Services/Authority Clerk at clerk@san.org

April 2, 2021

Dear Members of the Selection Committee,

It would be an honor to serve on the Audit Committee of the San Diego County Regional Airport Authority. With senior experience in industry, government, academia, and real estate transactions, I believe I would make a significant contribution to the Authority.

This is a critical time for San Diego, the Airport Authority, and its Audit Committee. As we turn the corner on the pandemic, the regional economy is ready to reopen. Yet, the past year has imposed unprecedented hardship throughout the community, resulting in increased operational complexities and risks with long term implications. The Airport Authority, its employees, its clients, its stakeholders, and the whole region have been significantly affected.

Under these circumstances, it is critical that the Audit Committee fully understand the following: 1) the management actions taken over the past year, 2) the impact of the current environment on the control environment (e.g., working from home), 3) the effectiveness of controls over day to day operations, financial reporting, and capital/real estate projects and transactions, 4) changes in the aggregate risk profile of the Authority, 5) and changes in the risk profile of critical stakeholders (e.g., airlines, developers, etc.). This environment puts a premium on an Audit Committee made up of individuals with broad financial and operational expertise, and with deep understanding of finance, operations, and the audit process.

In this context, I bring a strong interest in the operations of the Airport, the financial qualification to serve on the Audit Committee, a deep understanding of the audit process, knowledge of the information required for a successful audit, and expertise in key audit issues.

As you consider my application, I would highlight the following experience:

Senior Financial Experience: I have served 15 years in senior financial positions, including Chief Financial Officer of FMC's European operations (a \$2B diversified chemical and machinery manufacturer) and SCA Americas (a \$2B Swedish paper and packaging company with US and Mexican operations). In addition, I served as EVP or SVP Finance at the Export Import Bank of the United States (which insures most Boeing aircraft exports), Georgia Tech, and the University of Washington (UW). These positions have given me a deep, day-to-day understanding of financial management, including financial planning and analysis, financial reporting and control, treasury, tax, mergers and acquisitions, endowment management, and pension management.

Real Estate Experience: I led material real estate transactions in most of the positions listed above. At FMC and SCA, I purchased and sold facilities in the US, Europe, and Mexico, all involving significant real estate and environmental challenges. At Georgia Tech, I negotiated the development/construction of the Coda Center with Portman Holdings and a joint P3 facility with Emory University. At UW, I oversaw the University's downtown Seattle land holdings, the renegotiation of the Olympic Hotel contract, and the negotiation of Amazon's HQ development. These transactions have given me a good working knowledge of the issues raised by large real estate agreements.

Corporate Audit Experience: My corporate audit experience is significant. I served as the executive sponsor of the financial and information technology audits at FMC Europe and SCA Americas, defining audit scope with KPMG and PWC, negotiating finance and IT findings, and overseeing the implementation of improvement plans. Throughout, I worked closely with the Audit Committee, Management Board, and Board of Directors.

Public Sector Audit Experience: I sponsored the audits at ExIm Bank, Georgia Tech, and UW, working closely with their Audit Committees. I managed the interface with each auditor organization, including PWC, the GAO, ExIm Bank's Inspector General, the State Auditors of Georgia and Washington, and audit firms engaged in the Federal Single Audit. After a significant fraud at the Georgia Tech Research Institute, Georgia Tech's President appointed me to design and implement the improvement plan to address major findings on leadership culture, controls, financial reporting, purchasing, human resources, and segregation of duties. At UW, I selected, oversaw, and evaluated the external auditor, and worked with the Audit Chair to define Internal Audit's structure and reporting relationship.

Aerospace and Airport Ground Equipment Experience: I have been involved in the aerospace and airport equipment industry throughout much of my career. Early-on, I served as the planning manager for General Dynamics Convair, working on the DC 10 and MD 11 at Plant 19 and Lindbergh Field. I served as Planning Director for the F-16 program in Fort Worth, before transitioning to the Planning Director role at Chrysler Technologies, the then owner of Gulfstream and L3's Waco aircraft modification Center. As Director of Financial Analysis and Development at FMC, I was involved in monitoring the performance of Jetway and the Airport Equipment Division (now JBT AeroTech).

Board Experience: Over my career, I have served as a member or chair of multiple boards, from a Chapter of the Red Cross to a Food Rescue organization. Currently, I serve as the Chair of the Investment Committee of the California Council on Science and Technology. I am also a member of the Board of the San Diego Museum of Natural Sciences (Finance Committee) and the La Jolla Woods Homeowners Association.

Other Experience: I currently teach nonprofit finance and strategic planning at the University of California San Diego's School of Global Policy and Strategy and the University of Washington's Evans School of Public Policy and Governance. I am an active pilot with a Commercial/IFR rating and a glider instructor rating.

It would be an honor to join the Audit Committee of the San Diego Airport Regional Authority. I look forward to discussing my candidacy at your convenience.

Sincerely,

Jeffrey F. Scott

JEFFREY FRANCIS SCOTT

Higher education executive with general management, financial management, and strategic planning experience in Higher Education, Government, and Business. Significant expertise in designing solutions to complex challenges, building coalitions across communities, and implementing for results.

PROFESSIONAL EXPERIENCE

JEFFREY SCOTT CONSULTING LLC (2019-Present)

Provide strategic and financial advice to institutions of higher education and a major consulting firm conducting strategy and financial transformation projects for universities.

UNIVERSITY OF WASHINGTON, Executive Vice President. Seattle, WA (2016-2019)

Served as the chief business officer for this \$7 Billion university. Led UW Finance, Information Technology, Human Resources, Facilities Services, and Capital Planning and Development. Restructured the University's financial strategy including capital spending and debt. Established a high-level strategy and budget plan for the University's administration. Developed a long-term strategy to address the University's \$2 Billion deferred maintenance challenge. Implemented Workday Human Resources and launched the implementation of Workday Finance. Served as Treasurer of the Board of Regents and Member of the UW Foundation Board. Staffed the Endowment and Real Estate governance committees.

GEORGIA INSTITUTE OF TECHNOLOGY, Senior Vice President. Atlanta, GA (2014-2016)

Served as the senior resource executive for this \$1.7 Billion technical university and research institute. Led Finance, Budget, Capital/Campus Planning, Real Estate, and Institutional Research. Launched the "Matrixed Partnership" program to create a collaborative financial culture emphasizing professionalism, data analytics, accountability, and ethics. Led the restructuring of Georgia Tech Research Institute processes after a material fraud event (finance, research, procurement, contract management, human resources). Led the developer selection for the High-Performance Computing Center, a 700,000 square foot research building.

COLUMBIA UNIVERSITY, Executive Vice President. New York, NY (2008-2014)

Led Student and Administrative Services, (Human Resources, Information Technology, Student Financial Services, and Campus Services) through the economic downturn and recovery. Directed a highly visible faculty/administration initiative to restructure the University's benefit programs, saving \$10M/year. Managed the University's transition of \$250M in annual student loans to the Federal Direct Loan program, improving compliance. Developed/implemented a focused IT strategy emphasizing infrastructure modernization.

EXPORT IMPORT BANK OF THE UNITED STATES, Senior Vice President & Chief Financial Officer. Washington, DC (2007-2008)

Served on the management team of this national financial institution which managed a \$60 Billion loan guarantee portfolio supporting US exporters and executed \$12 Billion in annual transactions. Responsible for the financial management of the Bank, assessing the risk portfolio, and managing defaults. Led the Bank's Congressionally mandated transition to financial self-sustainability. Facilitated the integration of the Bank's first Inspector General. Represented the Bank before the Government Accountability Office.

SCA AMERICAS, Vice President and Chief Financial Officer. Philadelphia, PA (2003-2007)

Served on the management team of this \$2 Billion subsidiary of a Global 500 Swedish paper and packaging company with operations in the US, Canada, Mexico, and S. America. Responsible for business strategy, finance, tax, and IT. Designed/implemented a growth strategy leading to \$500M in acquisitions. Negotiated the \$400M divestiture of SCA's American packaging business. Oversaw \$300M in capital projects.

FMC CORPORATION (1990-2003)

Corporate Director, Business Development (Chief Strategy Officer). Philadelphia, PA (2001-2003)

Developed and articulated FMC's corporate strategy, focusing on profitable growth in niche markets, cash flow improvement, and debt repayment. Established FMC's in-house development and business intelligence team. Supported FMC's \$1B debt refinancing.

Chief Financial Officer & Director of Development, FMC Europe. Brussels, Belgium (1996-2001)

Designed/implemented FMC's Eastern European growth strategy. Executed and integrated \$400M in acquisitions and divestitures. Established a pan-European cash management system, prepared FMC for the Euro, and completed the sale/leaseback of FMC's Cork pharma plant. Established Food Processing Machinery Europe, a trade group with six member companies. Served as Regional Director, Russia/CIS.

Director of Re-Engineering, Chemical Products Group. Philadelphia, PA (1994-1996)

Controller and Director of Planning, Phosphorous Division. Philadelphia, PA (1992-1994)

Corporate Director, Operations Analysis/Financial Planning. Chicago, IL (1990-1992)

CHRYSLER TECHNOLOGIES, Director of Planning. Washington, D.C. (1988-1990)

Designed/implemented a growth strategy to win government contracts and acquire aerospace assets. Chaired the company's review/red teaming of key DoD proposals involving subsidiaries Gulfstream and Electrospace. Evaluated the acquisition of Learjet, Textron, and Butler Aviation. Enhanced Chrysler's market position through a tailored communication campaign targeting investment banks, government and private sector customers, and trade associations.

GENERAL DYNAMICS, Planning Manager/Director. San Diego, CA & Fort Worth, TX (1984-1988)

Managed strategic and operating planning for the F-16, F-111, DC-10/MD-11 fuselage, Tomahawk, and Atlas Centaur programs. Led the company's government marketing and economic analysis staff, responsible for business intelligence and developing country/customer-specific strategies. Co-managed a Corporate strategic plan resulting in the company's shift from "platform" manufacturing to systems integration.

OFFICE OF MANAGEMENT AND BUDGET, Budget Examiner. Washington, D.C. (1981-1984)

Budget Examiner for Security Assistance, the Economic Support Fund, and Arms Control. Represented the White House on the Senior Interagency Groups on Europe, the Far East, and Arms Control. Supported negotiations on Philippine and Spanish base rights (SOFA), Intermediate Nuclear Forces (INF), and NATO. Earned the Executive Office of the President Professional Achievement Award.

OFFICE OF THE SECRETARY OF DEFENSE, Defense Analyst and Planner. Washington, D.C.

(1978, 1979, 1980-1981)

Planned and budgeted Navy amphibious ships, medical support, and air cushion landing craft (Office of Program Analysis and Evaluation). Supported the Camp David Talks and Middle Eastern Strategy (Office of International Security Affairs).

EDUCATION

Ed. D., Higher Education Management, University of Pennsylvania. Dissertation: Globalization on the Line MPP, Harvard Kennedy School, Harvard University

AB, *Magna Cum Laude*, Harvard University

Lycée Lakanal, Sceaux, France: Traditional French secondary education. Fluent in French

ADDENDUM -- OTHER EXPERIENCE

- Adjunct Faculty, the University of California San Diego, School of Global and Public Affairs. Teach a Master-level course on the “Strategic and Financial Management of NGOs” (2020-date)
- Adjunct Faculty, the University of Washington (Seattle, Washington), The Evans School of Public Policy and Governance. Teach a Master-level financial management course on “The Chief Financial Officer - Technician, Strategist, and Leader” (2019-date)
- The San Diego Natural Sciences Museum, Board Member (2020-date)
- California Council on Science and Technology (Sacramento, CA), Chair, Investment Management Committee (2019-date)
- University of Washington Foundation. Board member and Member of the Executive Committee (2016-2019)
- Adjunct Faculty, The Georgia Institute of Technology. Taught a freshman introductory course, 2016.
- French American Foundation (New York, NY), Board Member (2012-2017)
- Adjunct Faculty, Columbia University (New York, NY), Master’s in Sustainability Management. Taught second-year course on Sustainability Operations (2011-2014)
- Drexel University (Philadelphia, PA), Member, Business School Advisory Councils (2004-2009)
- Leadership Philadelphia (Philadelphia, PA), Board Member (2004-2007)
- Christ Church Preservation Trust (Philadelphia, PA), Board Member and Board Chair (2003-2008). Christ Church is affiliated with Independence National Park and operates two highly-visited venues, the Church and the Burial Ground on Independence Mall where Benjamin Franklin is buried.
- Red Cross, South East Pennsylvania Chapter (Philadelphia, PA), Board Member (2006-2008)
- Rittenhouse Town (Philadelphia, PA), Board Member (2006-2008)
- Food Processing Machinery Europe (Brussels, Belgium), Secretary General (1998-2001)
- Commercial/IFR Pilot. Certified Flight Instructor (Glider)
- Eagle Scout

**GRETCHEN
NEWSOM**

**SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY**

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

DEADLINE FOR SUBMITTAL: APRIL 2, 2021 AT 5:00 P.M.

(Please type or print in ink.)

Name: Gretchen Newsom Home Phone: () [REDACTED]

Address: [REDACTED] City: San Diego Zip: 92107

Occupation: Workforce Advocate, Political Director, Organizer

Employer: IBEW 569 Work Phone: () [REDACTED]

Educational Background/Qualifications: Humboldt State University, BA, Government and Politics;
Minors in Public Administration and Pacific Basin Studies. Graduated Magna Cum Laude
Graduate of the California State Executive Fellowship with masters coursework completed
in Public Policy and Administration.

I am a "person with public or private sector executive level decision making experience; who resides
within the airport influences area of the SD International Airport; and experience in environmental justice."

Licenses or Special Certificates held: _____

Organizations to which you belong (professional, technical, community, service): Water Reliability Coalition;
Ocean Beach Town Council; OB Historical Society; Friends of OB Library

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. (Please be specific and limit your response to 1000 words. Use additional paper if necessary). (Use additional paper if necessary).

See attachment.

References:

- | | |
|--|---|
| 1) <u>Jeremy Abrams, IBEW 569, [REDACTED]</u>
Name and Telephone Number | 2) <u>Tom Lemmon, [REDACTED]</u>
Name and Telephone Number |
| 3) <u>Rej Javier, ETP, [REDACTED]</u>
Name and Telephone Number | |

I understand that any or all information on this form may be verified. I consent to the release of this information for public purposes.

Signature: Gretchen Newsom Date: 03/03/2021

Return to: Board Services/Authority Clerk at clerk@san.org

Airport Audit Committee Application, Gretchen Newsom

STATEMENT

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. (Please be specific and limit your response to 1000 words. Use additional paper if necessary).

As a person with experience in developing broad support for construction of large scale public works projects, and as an active community member that resides in Ocean Beach and within the airport influence area of the San Diego International Airport, I seek to apply my skill sets and experience to serving on the Airport Audit Committee.

I will prioritize ensuring that precious airport resources are utilized efficiently and effectively to develop and modernize the airport while creating community benefits.

As the Political Director for IBEW 569, I advocate and testify before local, regional, statewide, and federal governments and civic bodies on construction and workforce policies that create good-paying jobs, career training opportunities, and responsible and responsive development for communities and economies. I am also charged with engaging our members and the public to increase civic awareness and action on these issues.

Beyond my extensive work advocating for the electricians and power professionals of IBEW 569, I am also very active with the California State and San Diego Building Trades Councils – often reviewing and developing strong workforce and construction development policies that result in significant public works projects and investments in local community development.

I am also one of the most active members of the California Employment Training Panel (ETP) and I serve as the Chair of our Policy Committee with a demonstrated record on diving deep into policy and procedures. ETP is a labor and business-supported state agency that funds vocational training, and has contributed more than \$1 Billion toward training workers in over 80,000 businesses since 1982. As a Panel Member, I seek to uphold ETP's mission of connecting quality training to good paying, long-term jobs, while also advocating for the interests of workers, businesses, and taxpayers, and I attend monthly meetings to review and deliberate on dozens of applications for millions of dollars of public funds.

I have attached my resume and bio for review of my experience, and I would be honored to serve on the Airport Audit Committee. Thank you for your time and consideration of my application.

GRETCHEN NEWSOM

• San Diego, CA 92107 •

PROFESSIONAL PROFILE

Management and Organization: An accomplished and talented administrator and manager. Exceptional in training personnel, developing effective management strategies and executing goals. A levelheaded, detail oriented problem solver.

Research and Analysis: Skilled in researching, writing, and producing public materials, including briefings, policy and advocacy documents, and newsletters. Adept in analyzing complex information and gleaning valuable insights. Excellent written and oral presentation abilities.

Public Relations and Advocacy: Exceptional at organizing events, coordinating public relations efforts, and raising awareness of key information and policy issues. Proficient in issue advocacy, and facilitating trainings, workshops, and stakeholder outreach. Well versed in coalition development and management. Adept in mobilizing and maintaining an active base of supporters and new technologies for advocacy purposes.

EXPERIENCE

IBEW LOCAL UNION 569

Political Director and Organizer

San Diego, CA

June 2014 - Present

- Subject matter expert on state and federal legislative processes, communications, and social media.
- Advocates and testifies before local, regional, statewide, and federal governments and civic bodies on policies that create good-paying jobs, career training opportunities, and responsible and responsive development for communities and economies.
- Engages union members and the public to increase voter registration and civic awareness and action.

CALIFORNIA EMPLOYMENT TRAINING PANEL

Panel Member and Chair of the ETP Policy Committee

Sacramento, CA

February 2016 - Present

- Appointed by then Speaker of the Assembly, Toni Atkins, in February 2016, and re-appointed by California Speaker of the Assembly Anthony Rendon.
- The ETP is a labor and business-supported state agency that funds vocational training, and has contributed more than \$1 Billion toward training workers in over 80,000 businesses since 1982.
- As a Panel Member, I seek to uphold ETP's mission of connecting quality training to good paying, long-term jobs, while also advocating for the interests of workers, businesses, and taxpayers.

OCEAN BEACH TOWN COUNCIL (OBTC)

President and Executive Board Member

San Diego, CA

August 2011-February 2018

- Advocate for the community of Ocean Beach, CA. Works toward preserving the environment, beach access, and clean waters. Co-facilitates community and beach cleanups and co-authored OBTC resolutions to support a plastic bag ban and enact a strong Climate Action Plan.
- Works toward improving community resources, advocating for a sustainable local economy, enhancing community dialogue and civic engagement, increasing neighborhood safety.

LESAR DEVELOPMENT CONSULTANTS

Principal and Director of Communications and Legislative Affairs

San Diego, CA

July 2011-June 2014

- Supported clients with research and analysis of frontier policy initiatives, project management, public relations, positioning and branding, social media, and preparation of public materials.
- Tracked legislation and regulatory developments related to local, statewide, and federal policy decisions regarding economic development, environmental policies, affordable housing, homelessness. Senior project manager and editor of all LDC presentations and client products.

FINANCIAL CRISIS INQUIRY COMMISSION (FCIC)

Washington, D.C.

Special Assistant to the Chairman**October 2009 – February 2011**

- Principal liaison to the Commissioners of the FCIC, a bipartisan body charged with conducting the nation's official inquiry into the causes of the financial and economic crisis and reporting its findings to the President, Congress, and the American people.
- Served as the Commission's senior administrator, which included oversight of a \$9.8 million operating budget, coordination of the Commission's internal and external relations, and management of both start-up infrastructure and day-to-day operations.
- Successfully managed staff, special projects and initiatives, such as the creation of the FCIC's external relations database and the tracking of all requests from elected officials.
- Producer and coordinator of all FCIC public events, including 19 days of high-visibility hearings in New York, Washington DC, Las Vegas, Miami, and Sacramento.

CANYON PARTNERS

Los Angeles, CA

Executive Administrator and Associate**December 2007 – September 2009**

- Responsible for research and management of special projects within the real estate group of Canyon Partners, a multi-billion dollar investment firm. Involved in and assisted with operations, transactions, investor relations, and public relations.

RIVERVIEW CAPITAL INVESTMENTS

Sacramento, CA

Executive Administrator and Associate**January 2007 – December 2007**

- Integral in the opening and operation of a real estate investment firm focused on urban in-fill, smart growth developments, and clean energy projects.
- Worked closely with the company President on all aspects of the business, including public relations, project management, and market research and analysis.

ANGELIDES FOR GOVERNOR CAMPAIGN

Sacramento, CA

Deputy Policy Director**June 2005 – December 2006**

- Drafted campaign policy initiatives, literature, briefings, and talking points for the candidate and media.
- Coordinated outreach to key political entities and organized statewide grassroots campaign efforts.
- Composed language for the campaign website and responses to endorsement questionnaires.
- Managed legislative tracking, campaign correspondence, and supervised constituent affairs team.

OFFICE OF THE STATE TREASURER OF CALIFORNIA

Sacramento, CA

California State Executive Fellow and Advisor to the State Treasurer**August 2004 – June 2005**

- Drafted legislation, speeches, and testimony for the State Treasurer and developed legislative and community outreach strategy and coalition building. Conducted corporate financial research. Organized media events, composed press releases, and served as a liaison to the media.

EDUCATION**SACRAMENTO STATE UNIVERSITY**

Sacramento, CA

12 graduate units in Public Policy and Administration**June 2005**

- Coursework completed in conjunction with California State Executive Fellowship

HUMBOLDT STATE UNIVERSITY

Arcata, CA

Bachelor of Arts, Government and Politics**May 2004**

- Minors in Public Administration and Pacific Basin Studies

HONORS

- Graduated Magna Cum Laude from Humboldt State University
- Humboldt State University Woman of the Year, 2004 and Student Body President, 2002-2004
- San Diego Metro 40 Under 40 Honoree, 2014

Gretchen Newsom Bio



Gretchen Newsom is a community leader and advocate of working families.

Gretchen works as the Political Director for International Brotherhood of Electrical Workers (IBEW) Local 569 and organizes efforts to invest in local good-paying, green-collar jobs, workforce development, civic engagement, and alternative energy. Additionally, she serves on the California Employment Training Panel.

She served as President of the Ocean Beach Town Council for more than four years, working toward preserving and improving community resources, advocating for a sustainable local economy, enhancing community dialogue and civic engagement, increasing neighborhood safety, and maintaining the unique “vibe” of Ocean Beach. Ms. Newsom chaired the famous night-time OB Holiday Parade, and she was a member of the OB Historical Society, Friends of the OB Library, and Run Women Run. She also served as an executive board member of the Point Loma Democratic Club.

She was previously employed by a social innovation firm that assists clients with creating physically, socially, and economically sustainable communities. In her role as Principal and Director of Communications and Legislative Affairs, Gretchen conducted research and analysis of policy initiatives, and tracked legislation connected to community development, environmental policies, affordable housing, homelessness, federal and state budgets, and new funding opportunities. From 2009 to 2011, Gretchen served as Special Assistant to Chairman Phil Angelides of the Financial Crisis Inquiry Commission, a bipartisan body charged with conducting the nation’s official inquiry into the causes of the financial and economic crisis and reporting its findings to the President, Congress, and the American people.

In that role, she was instrumental in managing the FCIC’s start-up, operational infrastructure, external relations, and day-to-day operations. She was centrally involved in producing the Commission’s final report, which became a New York Times and Washington Post best seller – it was hailed as “the most comprehensive indictment of the American financial failure that has yet been made” and “the definitive history of this period.” After the release of the report, Gretchen organized and executed an international book tour and interfaced with the European Parliament on the presentation of this U.S. report.

Gretchen previously worked for Phil Angelides in a variety of roles for over seven years. This included working on a partnership with Magic Johnson and Canyon Partners on the creation of affordable rental housing in urban areas, and starting a real estate investment firm focused on urban in-fill, smart growth developments, and clean energy projects. She also served as a Deputy Policy Director on a gubernatorial campaign, and conducted corporate research and drafted legislation while working at the California State Treasurer’s office.

Gretchen graduated Magna Cum Laude from Humboldt State University with a degree in Government and Politics, and was awarded with the “Woman of the Year” honor. Gretchen is also a graduate of the prestigious California State Executive Fellowship Program.

Gretchen lives in Ocean Beach, California with her son.

AJ ANTUN

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

DEADLINE FOR SUBMITTAL: APRIL 2, 2021 AT 5:00 P.M.

(Please type or print in Ink.)

Name: AJ Antun Home Phone: [REDACTED]

Address: [REDACTED] City: San Diego Zip: _____

Occupation: Public Sector Human Services - Regional Director

Employer: Public Consulting Group Work Phone: [REDACTED]

Educational Background/Qualifications: _____

- Doctor of Education (Ed.D.) in Organizational Leadership
- Master of Business Administration (MBA) in Finance
- Bachelor of Engineering (B.Eng) in Civil Engineering

Licenses or Special Certificates held: _____

Organizations to which you belong (professional, technical, community, service): _____

San Diego Rotary (Chapter 33) since 2014.

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. (Please be specific and limit your response to 1000 words. Use additional paper if necessary). (Use additional paper if necessary).

(Please see attached)

References:

1) Matthew Hubbs [REDACTED]
Name and Telephone Number

Deb Joffe [REDACTED]
Name and Telephone Number

3) Bill Tsatsoulis (10) 4 [REDACTED]
Name and Telephone Number

I understand that any or all information on this form may be verified. I consent to the release of this information for public purposes.

Signature: [Signature]

Date: 4/2/21

Return to: Board Services/Authority Clerk at clerk@san.org

April 2, 2021

Dear Board,

I am submitting my application to the Audit Committee for your consideration. I am excited about the opportunity to serve and contribute to the San Diego community and hope that you can see my unique background and experience as complementary to your current committee members. In reviewing the qualification criteria, I see that I primarily meet the “person with public or private sector executive level decision-making experience” criteria. Secondly, I have an education in Civil Engineering (not licensed in California) and while I do not live in the Airport Influence Area, I do however work within it.

My executive level experience has spanned many years across multiple industries. My experience includes work in Project Management, Marketing, Education, and Human Services. I am currently the Regional Director for Public Consulting Group, a Boston-based consultancy with a focus on helping state, county and municipal human services agencies to achieve their performance goals in order to better serve populations in need. Currently, I lead a 300-person operation to administer and oversee the CalWORKs program for the County of San Diego.

My work experience, coupled with my Educational background (Bachelor in Civil Engineering, MBA, Doctorate in Education) have given me analytical, leadership, and decision-making skills which I feel would be of value to the audit committee and its work to support the mission of the San Diego County Regional Airport Authority. My life experiences have given me the

Personally, I have a passion for anything related to airplanes and once dreamt of becoming a commercial pilot (only to be denied by parents who were afraid of flying!). While my course in life took me on a different path, I always seem to gravitate back to airplanes. For example, my Civil Engineering capstone thesis covered the topic of airport design, and my favorite Father’s Day activity has always been taking my two daughters to watch planes land along the landing path at LAX runway 24L. Serving on the Audit Committee would fulfill yet another personal connection for me.

Thank you for your time and consideration.

Sincerely,

AJ Antun

Senior Operations Executive

*Strategic Organizational Planning / Entrepreneurial Mindset / Fiscal Analysis
Workflow Optimization / Performance Management / Profit & Loss Accountability*

Ambitious, engaging executive with 15+ year record of achievement with developing and directing metrics-driven operations, and project management initiatives in ever-changing, fast-paced environments. Intuitive leader with acute business acumen and expertise managing simultaneous dynamic priorities. Excels at aligning core business goals to enhance ROI and establish organizations as standard-setting, industry leaders. Hands-on professional with a solid history of building a culture of excellence and achieving collaboration across all levels of a diverse and complex organization.

Areas of Expertise:

- Strategic Planning and Implementation
- Cost Reduction and Revenue Growth
- Problem Resolution and Crisis Management
- Relationship Building and Motivation
- Employee Engagement and Retention
- Budget Administration and Management
- Consensus-building Leadership
- Employment/Career Services Support
- Staff Development and Training
- Operations Analysis

Professional Experience

Public Consulting Group LLC – San Diego, CA

Regional Director (2019 to present)

Oversee operations for the CalWORKs program for the County of San Diego Health & Human Services Agency by leading a diverse team of 300+ employees across four offices within the County of San Diego.

Currently lead a 10-person leadership team to administer the CalWORKs, Employment Services, and Child Care Programs, serving thousands of people in the County of San Diego with the goal of helping them achieve self-sufficiency through gainful employment. Align business operations to achieve the strategic vision of the project and meet client expectations. Monitor and analyze key performance metrics to support efficient resource allocations to continue to deliver high customer service. Lead strategic discussions among key stakeholders to assess operational risk and continue to innovate service operations.

Selected Contributions:

- Overhauled business processes and **reorganized functional departments** to achieve higher efficacy of customer service offerings.
- **Transformed the entire workforce** from office to remote work-from-home during the COVID-19 pandemic.

The Art Institute of California – San Diego, CA

President (2011 to 2019)

Oversaw operations for a regionally-accredited private college with peak enrollment of 1,950 students and 210 employees to earn \$19.3 million in annual earnings; accountable for developing and managing a \$31 million budget.

Led the campus' 7-member Executive Committee to ensure academic quality, successful student outcomes, financial stability, and employee engagement. Conducted annual strategic planning, analyzed institutional effectiveness, and developed judicious budgets in collaboration with campus-wide stakeholders. Managed all stages and aspects of key capital projects, including a 7% property expansion to address increased enrollment demand. Oversaw P&L and quarterly forecast reporting to optimize margins and ROI. Facilitated continual performance improvement by conducting thorough enrollment cycle analyses and setting strategic growth goals.

Built solid community and industry partnerships to establish the college as a renowned institutional leader. Ensured strict adherence to all regulatory standards.

Selected Contributions:

- **Saved over \$1 million annually** in rent expenses by renegotiating the campus' real estate contract
- Successfully developed a **long-term relationship** to provide technical training with a branch of the armed forces.
- Achieved **91% employee satisfaction score** over multiple years.

The Art Institutes International – Los Angeles, CA

Senior Director of Enrollment Operations (2008 to 2011)

Directed enrollment operations at four different university campuses in California and Nevada.

Managed 35 employees across several job functions. Fostered team cohesion, performance, and accountability through data-driven performance management and evidence-based training sessions. Mentored and coached enrollment managers. Developed and executed recruitment strategies to reach adult learners and international students through a variety of marketing channels. Created unique workshops customized for high school students. Developed focused, skills-based programs to meet the training needs of the local business community.

Selected Contributions:

- **Exceeded annual recruitment goals** by 110% in 2009, 122% in 2010, and 119% in 2011.
- **Reduced personnel turnover rate** to less than 10% from 2009 to 2011.

EMAK Worldwide, Inc. – Los Angeles, CA

Senior Project Manager (2000 to 2008)

Developed marketing promotions for key clients (including Burger King, Kellogg's, and Sunoco) with budgets of \$3M-\$10M.

Simultaneously managed all facets of the company's largest year-long marketing projects on-time and within budget using innovative project management approaches. Led international, cross-functional teams in all stages of client projects from planning through execution. Fostered effective communication among culturally diverse project teams and a broad range of major business clients. Trained peer project managers to improve their performance.

Selected Contributions:

- Improved **project margins 104%** to plan.
- Developed **innovative project management process**, which was adopted company-wide.

Education

Doctor of Education (Ed.D.) in Organizational Leadership • Argosy University – Phoenix, AZ

Master of Business Administration (MBA) in Finance • American University of Beirut – Beirut, Lebanon

Bachelor of Engineering (B.Eng.) in Civil Engineering • McGill University – Montreal, Canada

Public Service

2014-Present **San Diego Rotary** (Club #33), Member of Military Affairs Committee

Languages

English (fluent), **Arabic** (fluent), **French** (basic), **Spanish** (basic)