

# **ITEM 1**

**APPLICATIONS:  
PUBLIC MEMBER  
CANDIDATES FOR THE  
AUDIT COMMITTEE**



# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## **Board Communication**

**Date:** June 20, 2011

**To:** Committee Members

**From:** Tony R. Russell, Director, Corporate Services/Authority Clerk

**Subject:** Interview of Public Member Candidates for the Audit Committee

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The Notice of Vacancy on the Audit Committee was posted on April 25, 2011. The deadline to submit applications for the Public Audit Committee Member vacancy was Friday, May 20. We received four applications. The recruitment flyer was posted on [www.san.org](http://www.san.org) and the official posting board at the Commuter Terminal; published in the Daily Transcript, San Diego Business Journal, and San Diego Union-Tribune; e-mailed to all City Clerks within the County for posting; and e-mailed to numerous Auditing and Construction Associations.

The next step in the process is the interview of applicants by the Audit Committee. Each applicant is allotted 30 minutes for his/her interview. One applicant, however, is not available for interview. It appears that each applicant meets 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 experience in managing construction of large-scale public works projects
- A person who resides within the airport influence area of the San Diego International Airport
- A person with experience in environmental justice as it pertains to land use

Attached are the applications, interview questions and rating sheet to be used by the Committee during the interview process.

**TONY PAUKER**



SAN DIEGO COUNTY  
REGIONAL AIRPORT AUTHORITY

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

DEADLINE FOR SUBMITTAL: MAY 20, 2011 AT 5:00 P.M.

(Please type or print in ink.)

Name: Tony Parker Home Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Occupation: residential development  
(Must meet at least one of the qualifications listed in the Notice of Vacancy)

Employer: City Ventures Work Phone: \_\_\_\_\_

Educational Background/Qualifications: \_\_\_\_\_

BA, UCLA, Geography 1988  
MBA, USC, 1990  
MPL, USC 1990

see attached resume

Licenses or Special Certificates held: CA Broker License  
CA Class B Contractor license

Organizations to which you belong (professional, technical, community, service): \_\_\_\_\_  
UFI, Lambda Alpha

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. Be specific. (Use additional paper if necessary).

Please see cover letter

Please provide three References:

Name	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: 5/2/11

Return ORIGINAL applications to: Corporate Services, 3225 North Harbor Drive, San Diego, CA 92101

TONY PAUKER

May 2, 2011

Tony R. Russell, CRM, MMC  
Director, Corporate Services/Authority Clerk  
San Diego County Regional Airport Authority  
P.O. Box 82776  
San Diego, CA 92138-2776

**Re.: Vacancy - Public Audit Committee Member**

Dear Mr. Russell:

I am enclosing an application and a copy of my resume for the vacant seat on the Public Audit Committee. I have previously served for three years as the Chair of the San Diego District Council of the Urban Land Institute (ULI) and I am the Vice President of Development for City Ventures, a residential development company.

I am very interested in volunteering to serve the public in San Diego as it relates to land and land use – such as the airport. My involvement with ULI has allowed me to organize my schedule such that I have the time to serve on the committee. Further, my professional work, while in real estate and land use, should not result in any conflicts of interest as our focus is for sale residential.

I look forward to discussing this with you further. I can be reached at [redacted] or at [redacted]

Sincerely,



Tony Pauker

# TONY PAUKER

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## **OVERVIEW:**

Experience in real estate development, development management, entitlements, and real estate consulting. Extensive background in infill locations and public/private joint ventures. Ran the San Diego division for Olson Homes, a regional homebuilder, and VP of Development of DDR/OliverMcMillan, a retail entertainment developer. Served in a day-to-day management and team leader capacity for complex, residential, retail and mixed use real estate projects coordinating acquisition, entitlement, legal, leasing, sales, design, finance, marketing, public/political relations, construction, and customer service. Proven team leader managing large interdisciplinary teams. Significant experience with public/private joint ventures. Extensive financial experience. Led controversial entitlement processing involving redevelopment agencies, the California Coastal Commission, and the California State Lands Agency. Consulting experience includes feasibility, finance, entitlements, acquisition, disposition, and development management. Significant public and volunteer work including Chair of the San Diego/Tijuana District Council of the Urban Land Institute (ULI) and instructor at the University of San Diego Burnham Moores School of Real Estate.

## **PROFESSIONAL EXPERIENCE:**

### **City Ventures, San Diego, CA**

#### **VP of Development and President, Distressed Housing Fund**

**2009 - Present**

**City Ventures is a start up home building company formed of former Olson Company senior staff to acquire new for sale development and in-place residential opportunities. Key responsibilities include:**

- Developed a platform to purchase single family REO homes, either individually or in bulk, that will be rented until such time that properties have appreciated and can be sold.
- Sourced single and multifamily home sites for entitlement and construction in San Diego, Orange and Los Angeles counties. Properties are primarily distressed assets acquired for 10-50% of peak market valuation.
- Processed entitlements and building permits for new for sale residential development properties.

### **Acquisition, Disposition and Entitlement Consulting, San Diego, CA**

**2008 – 2009.**

**On behalf of property owners, leading acquisition, disposition and entitlement of real estate assets in the southern California region. Transactions include:**

- For an equity fund sold a 78 unit single family entitled, unimproved, parcel in San Diego County.
- For a private investor sold a 55 unit single family finished lots in north San Diego.
- For BRIDGE Housing acquiring 250 unit multifamily property in conjunction with City gap financing.
- For BRIDGE Housing assembling 20 parcels for a 120 unit affordable rental project in Lake Elsinore.
- Formed SaleHaus to provide third party sales services for lenders. Currently selling six tracts in south Riverside for Bank of America and GMAC.



**The Olson Company, San Diego, CA**

*Regional President, 2001 – 2008.*

Served as Regional President overseeing all aspects of the San Diego division from land acquisition, entitlements, design, construction, sales and customer service. During this tenure was responsible for the build out of a dozen communities and almost 1,000 homes, the majority of which were attached townhomes in infill locations requiring complex entitlement strategies and public/private partnerships. Peak gross annual revenues of the division exceed \$80 million. Significant achievements at Olson included:

- Helped to start the San Diego division and hired all staff.
- Consistently exceeded business plan (exceeded 2007 business plan by 53%).
- Achieved the lowest rate of employee initiated turnover of any Olson division.
- Turned the division from having the second to lowest customer service score nationally to achieving the highest satisfaction rating of over 250 divisions nationally since 2005 (as rated by Eliant, a third party customer service survey firm).
- Achieved the highest net margin and highest revenues and profit per employee of any Olson division in 2005.
- Oversaw all aspects of land acquisition, entitlements, design, construction, sales, accounting, warranty and customer service.
- Managed all land acquisition and entitlement processes.
- Oversaw all aspects of design, from conceptual plans through working drawings and permitting.
- Managed all construction staff activities, including purchasing, field supervision, and contract administration/accounting.
- Hired and managed sales force, including oversight of all required Department of Real Estate documentation, marketing, public relations materials, and home warranty.
- Oversaw divisional finances and accounting.

**Developers Diversified Realty (formerly DDR OliverMcMillan), San Diego, CA**

*VP Development, 1998 to 2001.*

Served as VP of Development for Queensway Bay, a 500,000 square foot, \$150 million retail, restaurant, and entertainment development project located in downtown Long Beach, California. Responsibility included day-to-day management of all aspects of the development process. Managed the development process of an approximate 30,000 sf retail center in Las Vegas, NV. Oversaw development-related activities and due diligence efforts associated with DDR's acquisition of portions of the Burnham Pacific portfolio. Performed site review and acquisition analysis of new development projects.

Representative primary responsibilities for Queensway Bay include:

- Negotiated Development Disposition Agreement (DDA) and ground lease.
- Assisted preparation of design concept and retail merchandise plan.
- Coordinated design team and oversaw design from conceptual plans through construction documents.
- Coordinated consultant team, including graphics, marketing, public relations, environmental, market, financial, legal, etc.
- Served as liaison between owner, design team and general contractor.
- Led entitlement process, including discretionary approvals from City Planning, Planning Commission, Redevelopment Agency, State Lands Commission, and California Coastal Commission.
- Developed and managed project budget and schedule.
- Led negotiations related to a \$43 million Mello Roos bond used to fund a 2,200-stall parking garage and site infrastructure.
- Coordinated renegotiations with the City related to the bond issuance, waiver of City fees, amendments to the DDA and extension of performance deadlines.
- Coordinated leasing, lease documentation and review/approval of all tenants.



**Kotin Mouchly Group (Formerly Sedway Kotin Mouchly Group), Los Angeles, CA**

*Manager, 1996 to 1998.*

Directed professional staff preparing real estate financial and market analyses, pro-forma development and asset management strategies for large-scale real estate development and acquisition projects. Coordinated firm marketing efforts and sold approximately 10% of gross firm revenues. Representative projects include:

- Prepared disposition strategy of an 11.5-acre downtown San Diego site for San Diego Gas & Electric (current Padres baseball park site).
- Prepared disposition strategy for SCANA energy site in Columbia, South Carolina.
- Valued naming rights of sports stadiums and arenas.
- Developed pro-formas for the proposed LA MetroMall project in Carson, California and related Mello-Roos bond financing.
- Conducted feasibility and tenanting strategies for downtown Manhattan Beach shopping district.

**Gruen Gruen + Associates, San Francisco and San Diego, CA**

*Senior Economist, 1992 to 1996.*

Led financial analysis, market feasibility, due diligence, computer modeling, bond financing and asset management assignments of various large and small-scale real estate projects throughout California. Involved in helping clients secure entitlement for proposed projects and securing public assistance packages. Opened San Diego office and led all southern California work. Key representative projects included:

- Prepared an asset management program and financial/lease analysis of 750,000 square foot San Diego City office relocation project.
- Led capital facilities financing and entitlement programs for master planned communities and retail centers.
- Prepared market analyses, tenanting strategies and merchandise plans for retail centers in San Jose, San Francisco, Modesto and San Diego.
- Conducted strategic market assessments and disposition strategies for Stanford University and State of California excess properties.

**Angus McDonald & Associates, Berkeley, CA**

*Project Manager, 1991 to 1992.*

Conducted financial analyses of residential, retail and mixed use projects, evaluated fiscal and economic impacts associated with proposed projects and developed computer financial models. Representative projects:

- Structured transfer of development rights for a development partnership in Livermore, Calif.
- Prepared fiscal/economic impact assessments of projects in northern California.
- Conducted market feasibility and municipal assistance for transit-oriented developments.

**EDUCATION:**

**University of Southern California, Los Angeles, California.**

Master in Business Administration - Concentration in Real Estate Finance, 1990.

**University of Southern California, Los Angeles, California.**

Master in Urban and Regional Planning - Focus in Real Estate Development, 1990.

**University of California at Los Angeles, Los Angeles, California.**

Bachelor of Arts Urban Geography - Specialization in Business Administration, 1988.

**PROFESSIONAL AFFILIATIONS, CERTIFICATIONS, & OTHER:**

- California Real Estate Broker (#01145656).
- California Class B General Contractor License (#893087)
- Chair, San Diego/Tijuana District Council of the Urban Land Institute
- American Institute of Certified Planners (AICP)
- Named "Metro Mover of 2008" by *San Diego Metropolitan Magazine*
- Instructor at the Burnham Moore School of Real Estate at the University of California San Diego (USD)

## **REPRESENTATIVE CONSULTING EXPERIENCE (1991-1998)**

### **Financial Analysis and Market Feasibility**

- . Kaufman & Broad — Financial feasibility/residual analysis of a master planned project in Patterson, CA.
- . Nomura Securities — Golf course and residential development due diligence in east San Diego County.
- . Leucadia National/Goodkin Associates — Market potential for a master planned community in San Diego.
- . Pacific Coast Homes — Industrial market demand analysis in Ramona, CA.
- . City of San Diego — Retail market potential for retail and hotel projects along I-15 San Diego, CA.
- . Storm/Hunter Properties — Market potential of tenants in the McCarthy Ranch Marketplace, Milpitas, CA.
- . Tiechert Aggregates — Forecast of development in the Central Valley and Eastern Contra Costa County, CA.
- . Paladin USA, Inc. — Demand for residential for-sale lofts in downtown San Francisco.
- . Forest City Development — Market feasibility of a regional-scale shopping center in Las Vegas.
- . US Navy/Office of Economic Adjustment — Demand for 1,000,000 SF power center in Long Beach, CA.
- . Storm/Hunter Properties — Market feasibility of a 700,000 SF power center in Milpitas, CA.
- . Placer County — Forecasts of demand for residential and commercial development in Roseville, CA.
- . Town of Court Madera — Financial feasibility of alternate residential product configurations.
- . Goodkin Associates — Golf course and master planned community due diligence in San Diego County.
- . City of Carson — Municipal bond debt service feasibility analysis of LA MetroMall.
- . City of Columbia, South Carolina — Financial analysis of proposed 400-unit public/private joint venture.

### **Asset Management and Disposition Strategies**

- . Ahmenson Commercial Development — Value-enhancing strategy for a San Francisco historic building.
- . Stanford Management Company — Business plan for vacant and underutilized Stanford University lands.
- . San Diego Gas & Electric — Asset management and disposition strategy for 12-acre downtown site.
- . California Dept. of General Services — Strategic property assessment/disposition strategy of surplus property.
- . Storm/Hunter Properties — Feasibility and tenanting strategy for the Old Town Center, Los Gatos, CA.
- . City of San Diego — Master Plan and financing strategy for 750,000 SF new City Hall.

### **Entitlement and Fiscal/Economic Impact Analysis**

- . Chevron Products Co. — Economic impacts of \$750 million refinery expansion, Richmond, CA.
- . Pacific Coast Homes — Economic/fiscal benefits of master community in Pismo Beach, CA.
- . Kaufman & Broad — Entitlement and impacts for annexation of 650-acre specific plan, Patterson, CA.
- . Kaiser Permanente — Economic/fiscal impact analysis for entitlement review of a 350-bed hospital in Santa Clara, CA.
- . Cicchetti/Weir — Impact analysis and entitlement strategy for residential master planned community in the City of American Canyon, CA.
- . Livermore Landowners — Transfer of development rights for a residential development in Livermore, CA.
- . Economic/fiscal effects of BART extension to the San Francisco International Airport.

### **Public Sector Finance and Development**

- . Hunter/Storm Properties — Debt service and feasibility of a \$3.5 million municipal bond for a power center.
- . Centre City Development Corp. — Downtown Asian-district revitalization plan San Diego, CA.
- . Martinez Unified District — School fee analysis and justification study, Martinez, CA.
- . Cicchetti/Weir — Capital facilities financing strategy for residential specific plan in American Canyon, CA.
- . Young America Homes — Capital facilities financing strategy for a residential tract in Ukiah, CA.
- . City of Manhattan Beach — Downtown strategic plan economic analysis and impact on retail development.

**CHANDRA SRIVASTAVA**



SAN DIEGO COUNTY  
REGIONAL AIRPORT AUTHORITY

SDCRAA

MAY 12 2011

Corporate Services

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

DEADLINE FOR SUBMITTAL: MAY 20, 2011 AT 5:00 P.M.

(Please type or print in ink.)

Name: CHANDRA SHEKHAR SRIVASTAVA Home Phone: ( )

Address: \_\_\_\_\_

Occupation: INTERNATIONAL CIVIL SERVANT (Peacekeeper - Chief Engineer)  
(Must meet at least one of the qualifications listed in the Notice of Vacancy)

Employer: UNITED NATIONS (UN) Work Phone: \_\_\_\_\_

Educational Background/Qualifications: Bachelor of Science in Civil Engineering

Licenses or Special Certificates held: CIVIL ENGINEER WITH UNITED NATIONS SMART PROGRAM & MANAGEMENT DEVELOPMENT PROGRAM OF UN - For Senior managers & executives.

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

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. Be specific. (Use additional paper if necessary).

PLEASE SEE ATTACHED SHEET

Please provide three References:

Name

KAMAL BHADADA

KOFI JOHNSON

VERA KRIPALANI

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: Chandra Shekhar

Date: May 10, 2011

Return ORIGINAL applications to: Corporate Services, 3225 North Harbor Drive, San Diego, CA 92101



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# Chandra S Srivastava

May 12, 2011

San Diego County Regional Airport Authority

Corporate Services,

3225 North Harbor Drive

San Diego, CA 92101,

Dear Madam/Sir:

Please refer your Notice of Vacancy for Audit Committee dated April 25, 2011. In this connection I am forwarding my completed Application and the most recent resume for your perusal.

**I am a permanent resident of USA (having valid California State driving license) and a qualified Civil Engineer with Post Graduate diploma in advanced Civil Engineering.** I have nearly thirty-four years of varied and comprehensive international engineering & construction management experience in multi-discipline, large-value, complex turnkey civil engineering projects & contracts in the areas of all types of infrastructure projects comprising airfields & helipads, highways, rail-roads, bridges, tunnels, commercial structures (including office complex, public buildings, hotels, Courts at the International Criminal Tribunal for former Yugoslavia in The Hague), housing and institutes, industrial structures, and other infrastructure construction projects. I have been involved right from the beginning, that is, from identification to bid preparation, estimation, vendor selection & finalization and after a successful bid in the planning, scheduling, execution, quality assurance, cash-flow planning, invoicing the clients, contract management including certification of vendors & sub contractor's invoices and monitoring of the project. I am member of several professional bodies including the American Society of Civil Engineers and have presented papers in several national and international seminars.

In addition to engineering management I have also had extensive exposure to business development as I have carried out policy dialogue with governments and other decision-making officials during negotiation of several projects. In several cases I was instrumental in arriving at hard bargains using effective communication and persuasion. . . .


May 12, 2011

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Out of thirty-four years my last fifteen years experience has been with United Nations peacekeeping. Here, I am presently working as Chief Engineer (CE) and have worked as Regional Director (Operations), Chief of Buildings Management & Engineering (CBMES) and Field Engineer overseeing Engineering and Logistics amongst other areas of operations in different peacekeeping missions located world-wide. In my present assignment of CE and during my short stay as CBMES I have achieved extraordinary results due to excellent planning and team-work. *Cost managing of large projects are the main elements of my job.* I am very well versed in the management of engineering programs in large value complex infrastructure projects including building management. Logistics and planning has been my chief gains during this period and especially in my assignment as Regional Director (Operations). Working at highly responsible positions I have to routinely meet and obtain clearances from top government officials.

With my extensive international relevant experience and educational qualifications I am confident that I can contribute vastly in the expansion project of the San Diego airport. I look forward to hear from you soonest.

Sincerely,



Chandra S Srivastava  
Chief Engineer



# Chandra S Srivastava

## EDUCATION

June 1977	<b>Indian Institute of Technology,</b> Post Graduate Diploma (PGD) Project work could not be completed because of overseas assignment thus diploma not awarded.	
May 1976	<b>DELHI UNIVERSITY</b> Bachelor of Civil Engineering	<i>Department of Civil Engineering,</i>

## PROFESSIONAL EXPERIENCE

June 1996 – Present	<b>UNITED NATIONS</b> -UNMIL, Liberia - UN Mission (MINUSTAH), Haiti (from July 2004 to 26 April 2010) - UN Mission (MONUC), Kinshasa, DR Congo, (from Dec 03 to June 03)  - UN Mission (MONUC), Kinshasa & Kisangani, DR Congo (Oct 2001 to Nov 2003) - UN-ICTY, The Hague, Netherlands (from Aug 1999 to October 2001) - UN Mission (MINURCA), Bangui, Central African Republic (April – Aug 1999) - UNLB, Brindisi, Italy (June 1996 – April 1999) <ul style="list-style-type: none"><li>• Leading a team of Professionals and staff in the UN Mission in Liberia to consolidate and re-establish the mission's facilities (spread over 100 locations) and battered infrastructure of paved and unpaved roads to keep the inter-city Main Supply (MSR) and Secondary Supply Routes (SSR) open.</li><li>• Led the Engineering rehabilitation effort in the post earthquake Haiti's UN Mission during the 90 day crises management period from 12 January 2010. Quickly established the key projects needs (28 Major Projects including road &amp; bridges assessment &amp; rehabilitation projects) and obtained Top Management's concurrence on way forward. This signed and agreed document of Project Plan forms the basis of re-establishment of the UN Mission.</li><li>• Set up the MINUSTAH Mission in Haiti and managed the Engineering Section for over five years in an extremely difficult conditions with execution of multi discipline infrastructure engineering projects (in roads, helipads, airfields, camps etc).</li><li>• As Principal Program Manager i.e. the Chief Engineer (CE) - Leading &amp; successfully managing the Engineering Section of the peacekeeping mission of the UN. As the Head of Engineering Section I am directly responsible for several infrastructure development (Highway, Helipads) &amp; civil engineering projects with a total budget of over \$ 60 million. Managing over 256 staff. Closely managing the mission's military engineering resources (1500 military engineers, technicians and supporting staff and a range of heavy construction equipment) and providing tactical lead. As Principal Program Manager i.e. Chief Engineer I am reporting to the top management of the Project (i.e. Mission).</li><li>• As Regional Director (RD) - Successfully managed the mission's logistics needs of about \$ 130 million for aviation, ground fuel, engineering &amp; other assets mobilization and deployment. Managing the whole sector (over 300,000 square miles) including complete manpower and human resources.</li><li>• As Principal Program Manager/CE &amp; RD - Advising mission's Director of Administration on technical and administrative policy matters. Assisted UNITED NATIONS HQ in the decision making of several engineering and logistics issues.</li><li>• As RD - Provided strategic direction to all the Sections/Units ( viz., Engineering, Aviation, Procurement, Contracts Management, Transportation and Finance &amp; Personnel sections amongst others) working under me for collaborative planning, budgeting, forecasting, requisitioning and streamlining of operations including long-term estimating &amp; planning of logistics requirements at all the locations of the mission and monitoring consumption to ensure uninterrupted supply for all the spread-out and inaccessible sector</li></ul>	<b>Chief Engineer</b> <b>Chief Engineer</b> <b>Chief Engineer &amp; Officer-in-Charge, Engineering Section</b> <b>Regional Director (Operations)</b>  <b>Contracts Officer</b> <b>Chief Engineer</b> <b>Field Engineer</b>
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locations.

- As RD - Reviewed the logistics strategy of operations and substituted air transportation of resources by river transportation at almost all locations of the mission for optimal utilizations of assets and cost benefits.
- As CE - Approved bidding documents including Technical Specifications, Schedule of Requirements, Scope of Work and Bills of Quantities for construction of several civil, highways and infrastructure engineering projects.
- Evaluated bids received, negotiated with clients & vendors, developed master construction plans & schedules and subsequently led a team to supervise & monitor the construction & progress as Project Manager.
- Reviewed and certified vendors' measurements & invoices.
- Developed and implemented Quality Assurance programs during the construction phase of the project.
- As Contracts Officer & Field Engineer led teams to upgrade and construct several facilities of UN. Managed several large value civil engineering projects.

Aug 1983  
– June  
1996

**IRCON International Limited, New Delhi, India**

***Joint General Manager & Several  
Other Managerial Positions***

- Developed new strategy, reengineered processes, and implemented programs for managing complex construction projects. Programs rolled out to all owned and sub-contracted jobs, resulting in major reductions in current and expected future remediation costs, significantly enhancing profitability of construction operations. Well versed in Project Management techniques and resource management.
- Extensive world-wide experience of construction and Civil Engineering Management functions for complex and involved large value, multi-discipline engineering projects in the field of railroads, highways, airports & runways, industrial structures, housing, commercial structures, buildings, tunnels, large earthworks and specialized concrete works.
- Led teams to determine best business strategy for future. Developed strategy to balance risks and rewards of proprietary ownership, outsourcing, and terminals' business unit.
- Led sections in estimating, bid preparation & analysis, planning, scheduling, negotiating with clients & vendors/sub contractors leading to award of contracts, procurement of equipments & materials, recruiting manpower and eventually managing the construction of complex projects including MOUs with agents etc.
- As Program Manager & Project Head reported directly to the CEO.
- Executed complex airport runway & major earthwork projects as Senior Project Manager & Head of Projects involving large-scale drainage and water management in nasty soil conditions.
- Advised CEO on policy matters including diversification of corporate goals, new business opportunities, which led the company being ranked consistently in top 500 ENR international construction companies.
- Developed new technology and geographical areas. Gave main thrust in corporate computerization.
- Played a lead role in developing (from inception) a town-ship project for 12,000 dwelling units including all infrastructure highways, power, water, sewer and drainage requirements.
- Developed and implemented quality assurance programs both at bidding and execution stages.
- Developed several consultants, vendors and sub contractors to be part of a pool for rapid response.
- Comprehensive international experience in countries located in Asia, Europe and Africa.
- Represented CEO in several technical and administrative forums including inter-governmental business delegations.
- Traveled extensively both nationally and internationally on business development initiatives either heading a team of experts or singularly.
- Routinely participated in project approvals by financial institutions and secured government clearance where required.

Jun 1977  
– Aug  
1983

**LARSEN & TOUBRO ECC CONSTRUCTION GROUP, India**

***Planning Engineer,  
Several Sites (National & International)***

- Started career as graduate engineer trainee after selection in campus interview in 1977.
- Led teams in several construction projects including the famous and extremely complex Bahai House of worship at New Delhi, India. The budding lotus flower shaped structure (in white concrete) has been



termed as 'Mystery in Geometry' by Institute of Architects, London. Formwork design and erection was major challenge overcome by me and my team.

- Gained extensive on site and hands on construction planning and execution experience in industrial and commercial projects. As Project Manager planned and executed projects with large volumes of concrete using sophisticated construction techniques of 'slipform', 'swingform' etc.
  - Gained vital experience in pre-cast and prestressed concrete construction techniques.
  - Managed use of sophisticated construction equipments
  - Planned and executed heavy lift erection of enabling equipments
  - Managed several vendors, labor contractors and piece-rate workers
  - Implemented Quality Assurance and Control programs of the organization
  - Inspected and verified works done by vendors/sub contractors & suppliers
  - Regular coordination with Designers, Consultants and owners of the project to ensure timely & glitch free progress
  - Prepared estimates, construction schedules & plans, cost plans, budget and procurement plan.
  - Prepared profitability statement after the completion of project and reconciled material consumptions with plans.
- 

## **COMPUTER SKILLS**

Proficient in Microsoft products (Project, Excel, Word, PowerPoint, Project and Visio) and office productivity suites like Lotus Notes modest exposure to AUTOCAD and several other customized database management software for Project and Financial Management.

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## **MEMBERSHIPS/ AFFILIATIONS/ OTHER INFORMATION**

- *Member, American Society of Civil Engineers*
- *Member, Indian Institute of Engineers*
- *Member, Indian Concrete Institute*
- *Member, Project Management Association of India*

Attended several training in the field of Civil Engineering & Management:

- Successfully completed the Senior Management Program of UN known as SMART
- Large Panel Pre-fabricated Building Technology for Housing & Commercial/Industrial Structures in Denmark
- Railroad Tunneling & Earthwork in Japan, under Commonwealth Scholarship Program
- People Management Program held by United Nations for Senior Management
- Supervisory Skills Training Program held by United Nations for Middle Management
- Several in-house Financial, Contract & Risk Management and Computer Skills schedules
- On job training on sophisticated construction techniques like Slip-form, Swing-form, Pre-cast & Pre-stressed Concrete, Specialized & Hot Concrete, Complex formwork designs.

Wrote technical papers for Technical Journals on

- Management for Change
- Time Management
- Business Development Practices in Construction Industry
- Hot Concrete
- Large Panel Pre-fabricated Building Techniques

Presented some of the above Papers in several national & international seminars and in Advanced Training Schools.

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## List of Major Projects Handled/Executed

- Leading a team of engineering professionals and staff in UN Mission (UNMIL), Liberia to refurbish over 100 facilities of the mission to safe and acceptable standards from 1 May 2010. Liberia uses American Specifications (ASHTO and ASTM);
- Prepared the main Engineering Rehabilitation Plan for UN Mission (MINUSTAH), Haiti post January 12, 2010 earthquake. Re-established the mission during the Crises Management Period (Jan – April 2010). Haiti mostly uses American Specifications (ASHTO and ASTM);
- Led an Engineering Team to set up UN Mission (MINUSTAH), Haiti from 2004 to 2006 and then manage expansion due to mandate revision including major infrastructure projects for the rehabilitation of highways, bridges, helipads, airfields, Water & Sanitation facilities, office complexes, warehouses and residential accommodations. Provided engineering support to 4 major national elections. Haiti mostly uses American Specifications (ASHTO and ASTM);
- Provided Engineering Planning and logistics support in the set up of Bunia and the Entebe for UN Mission, MONUC in Democratic Republic of Congo in 2003 and 2004;
- Establishment of Airport & Camp facilities in Kisangani, DR Congo (MONUC) between 2002 and 2003;
- Provided major administrative support including large value Contracts Management in UN-ICTY between 1999 – 2001;
- Set up the UN Mission in Bangui, Central African Republic (MINURCAT) in 1999;
- Prepared the refurbishment and establishment plan of United Nations Logistics Base at Brindisi, Italy between 1996 & 1999;
- Lead teams to develop projects for Helipads' construction, airfield re-habilitation, development of camps (on Greenfield sites) for a population of 4000 to 5000 with all infrastructures and power generations, packaged water treatment plants with Reverse Osmosis, access roads over 500 miles in extremely difficult and inaccessible areas with prevailing insurgencies and fragile security conditions (2001 – present). As Principal Program Manager & Chief Engineer manage the complete engineering section with over 3000 civilian and military staff;
- International Business Development, tendering, bid analysis, vendor development, quality control and assurance, project planning/scheduling & monitoring, cash flow management, budget finalization and contract negotiations with clients, contractors, vendors, multi lateral funding agencies for infrastructure projects in South East Asia (1983 – 1995). Average project size around 30 million \$. Most projects in the areas of railroads, highways and industrial structures many of them based upon American Specifications;
- Lotus shaped Bahai House of Worship at New Delhi, termed as 'Mystery in Geometry' by Institute of Architects, London. Lead the team of Planners. (1981 – 1982). Carried some very high end concrete research for use of White Concrete in structural members and vertical cantilevers raising 1200 feet above ground level;
- Highway and Railroad Bridge & flyover re-habilitation and construction in Indonesia (1990 – 1992), Bombay 1992 -1993) over creek and backwaters with high tidal variations and large diameter pile foundations;
- Secured and later prepared the master schedule, finalized the vendors/subcontractors for major World Bank and Asian Bank funded interstate highways re-habilitation project in Bangladesh (1984-1987) in Nepal (1987-1989), in Uganda (1994 – 1995). Managed and controlled these projects from Corporate Headquarters.
- Airfield rehabilitation and expansion project for Indore airport to accommodate jet aircrafts (1995-1996) as the Head and Chief Project Manager and was instrumental in securing the project and executing it in optimum time.
- Planning and developing large township with 12,000 dwelling units using large panel prefabricated building techniques with extensive training in Denmark (1984 – 1985) including all services of water, sewage, drainage, landscape, electrical (indoors and outdoors), colony layouts and roads etc.
- Several industrial Projects in fertilizer and chemical industry - construction complex silos (120 feet free span), towers (over 300 feet high), foundations for turbo generators at Phulpur, India (1977 – 78); Colombo, Sri Lanka (1978-81), Satna, India (1981);
- Several commercial complexes including multi-storeyed (24 and 11) hotels (Sheraton – 1982-1983), housing complex and commercial buildings (1978 – 1983), industrial structures for railcar manufacturing facilities having covered area of 13 millions square feet and spans up to 120 feet.
- Estimation and bid preparation (Civil Works) for major railroad projects with tunnel construction in Thailand (1986-87), Algeria (1991-1992), Indonesia for Metro Rail (1993-1994) including negotiations with Clients, consultants, several vendors for specialized services of earthwork in embankment fill in nasty soil conditions

using vertical drains, sand piles, reinforced earthwork and retaining wall protection works. Approving methodology of construction, cash-flows and financial management of the Projects.

- Estimation and bid preparation (Civil Works) for 400 MW Super Thermal Power Station in Jordan and Sudan including negotiations with Clients, consultants, several vendors for specialized services of sea water cooling system, cathodic protection and fire safety and security apart from traditional turbo generator and other heavy equipment foundations (1988 – 1990)

**DAROLD PIEPER**





# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

SDCRAA

MAY 20 2011

Corporate Services

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

DEADLINE FOR SUBMITTAL: MAY 20, 2011 AT 5:00 P.M.

(Please type or print in ink.)

Name: DAROLD PIEPER Home Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Occupation: CITY ATTORNEY and PUBLIC AGENCY ATTORNEY

(Must meet at least one of the qualifications listed in the Notice of Vacancy)

Employer: CITY OF VISTA Work Phone: (\_\_\_\_\_, \_\_\_\_\_)

Educational Background/Qualifications: J.D., USC; B.A., UCLA, Economics; Extensive experience  
in public construction law, public agency law, and environmental law. A more comprehensive vitae is  
attached.

Licenses or Special Certificates held: See attached vitae. Also, licensed private pilot (1877196)(inactive)

Organizations to which you belong (professional, technical, community, service): See attached vitae.

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. Be specific. (Use additional paper if necessary).

See attached Statement Concerning Audit Committee Service

Please provide three References:

Name

Telephone Number

Rita Geldert, City Manager, City of Vista

Morris Vance, Mayor (retired), City of Vista

Bob Campbell, Councilmember (retired), City of Vista

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: 

Date: May 19, 2011

Return ORIGINAL applications to: Corporate Services, 3225 North Harbor Drive, San Diego, CA 92101

**DAROLD PIEPER**  
**STATEMENT CONCERNING AUDIT COMMITTEE SERVICE**

I am a frequent flyer from the San Diego airport and find it exceptionally easy to access and utilize. As a user and a resident concerned about the economic future of our county, I want to see the airport continue to succeed and to be able to grow to meet the future need of both myself and other county residents and businesses. While an audit committee has a limited role to play in such endeavors, it nonetheless plays an important role in helping to insure the fiscal integrity of the airport and its various projects. Although I am a city official this application is made in my personal, private capacity, and not on behalf of the City of Vista.

As indicated on my vitae, I have served on many boards and commissions, including audit committees. I also have extensive experience in transportation-related issues and construction projects. As an attorney I have been primarily responsible for over \$1 billion in construction projects, including dealing with their attendant project management, claims and budget issues. I have also dealt with environmental justice issues in connection with the construction of the Los Angeles-Long Beach Metro Blue Line and the proposed development of the Belmont High School project in downtown Los Angeles. A copy of a web page detailing my construction experience is attached for your further consideration.

## Darold Pieper

### Construction Law Expertise



**Darold Pieper** has provided primary legal counsel on public construction projects valued at over \$1 billion including, among others:

- Beverly Hills Reverse Osmosis Water Treatment Plant
- Greater Los Angeles County Vector Control District Regional Headquarters
- Hawthorne Police Headquarters
- Los Angeles County Metro Blue Line
- Los Angeles Unified School District Belmont High School Recovery Project
- Palos Verdes Library District Library Renovation
- Pasadena City Hall Seismic Retrofit
- Pasadena Convention Center Expansion
- Vista Civic Center
- Vista Fire Stations 5 & 6
- Vista Moonlight Amphitheater
- Vista Sports Park

He has also assisted in construction project dispute resolution for many public agencies, including:

- Antelope Valley Transit Authority
- City of Agoura Hills
- City of Barstow
- City of Beverly Hills
- City of Buena Park
- City of Carson
- City of Mill Valley
- City of Norwalk
- City of Rancho Cucamonga
- City of Rancho Palos Verdes
- City of Temecula
- Foothill Transit

Darold recently represented the City of Pasadena in the renovation of its historic City Hall and continues to represent the city in the expansion of its convention center. From 1984 through 1993 he was Special Counsel to the Los Angeles County Transportation Commission (now the Los Angeles County MTA) and oversaw all legal matters relating to the successful development, construction and completion of the Metro Blue Line rail transit project between downtown

Los Angeles and Long Beach. He negotiated and purchased the rights-of-way for the Metro Blue Line from Southern Pacific Transportation Company and was in charge of the two major construction accident investigations involving the Commission's projects: the collapse of a Metro Blue Line bridge span and falsework over Firestone Boulevard and the noted Metro Red Line tunnel fire under the Hollywood Freeway. He has also advised on issues concerning the Metro Green Line and the Metro Gold Line.

As a member of the League of California City's Transportation, Communication and Public Works Policy Committee since 1995, he actively assists California cities in formulating their policies on public works matters. He has lectured at the annual Public Works Officers Institute since 1999 on developments in the California laws affecting public works. He was also the original co-author of the public works chapter of the California Municipal Law Handbook published by the City Attorneys Department of the League of California Cities.



Vista Civic Center



Pasadena City  
Hall



Pasadena Convention  
Center Expansion

*Curriculum Vitae*

**DAROLD D. PIEPER**

*Office*  
City Hall  
200 Civic Center Drive  
Vista, California 92084

**EDUCATION**

University of Southern California, School of Law: Juris Doctor, 1970

University of California, Los Angeles: Bachelor of Arts, Economics, 1967

Sherman E. Burroughs High School, China Lake, California: Graduate, 1962

**EMPLOYMENT**

City Attorney: City of Vista, California, 2005–

Senior Counsel / Shareholder: Richards, Watson & Gershon, Attorneys at Law, Los Angeles, 1976–2005

Associate: Richards, Watson & Gershon, Attorneys at Law, Los Angeles, 1970–1975

Operations Research Analyst: Weapons Planning Group  
Naval Weapons Center  
China Lake, California, 1966–1969

**PROFESSIONAL EXPERIENCE**

City Attorney: City of Vista, California, 2005–

General Counsel: Pomona Valley Transportation Authority, 2010–

General Counsel: Tri-City Mental Health Center, 2003–

General Counsel: Foothill Transit, 2000–

General Counsel: Palos Verdes Peninsula Transit Authority, 1992–

Special Counsel: City of Pasadena, 2005–

Special Counsel: City of Hawthorne, 2005–

General Counsel: Greater Los Angeles County Vector Control District, 2001–2005  
General Counsel: Foothill Air Support Team Joint Powers Authority, 2000–2005  
Special Counsel: Los Angeles Unified School District, 2000–2004  
Member: Policy Committee on Transportation, Communications and Public Works,  
League of California Cities, 1995–  
City Attorney: Carson, California, (Acting, 1993–2000) (Assistant City Attorney,  
1992–2000)  
City Attorney: Monrovia, California (Acting, 1993) (Assistant City Attorney, 1992–  
2000)  
Special Counsel: Los Angeles County Metropolitan Transportation Authority, 1993–  
1994  
Special Counsel: Los Angeles County Transportation Commission, 1984–1993  
Director and Vice President: Richards, Watson & Gershon, 1991–1992  
Director, Secretary and Chief Financial Officer: Richards, Watson & Gershon, 1987–  
1990  
Comment Editor: SOUTHERN CALIFORNIA LAW REVIEW, University of Southern California,  
1969–1970

## HONORS

Silver Beaver Award, Boy Scouts of America, San Gabriel Valley Council, March 2007  
Private Sector Award for Outstanding Contributions to the City Management  
Profession, California City Management Foundation, February 2007  
Scoutmaster Award of Merit, National Boy Scouts of America and National Eagle  
Scout Association, October 2003.  
Recognition for Excellence and Commitment to the League of California Cities and  
the Public Works Profession, Public Works Officers' Department, May 2003  
Baden-Powell Award for Excellence in Scouting, Rose Bowl District, February 2003  
Award of Merit, Boy Scouts of America, Rose Bowl District, March 1999  
St. George Episcopal Award, The Episcopal Church and Boy Scouts of America,  
February 1999  
Invited Participant, 43<sup>rd</sup> Annual National Security Seminar, U.S. Army War College,  
Carlisle Barracks, Pennsylvania, June 2–6, 1997  
Commendation for Service to Youth, Los Angeles County Board of Supervisors, 1996  
Certificate of Appreciation for Outstanding Service, Rail Construction Corporation, a  
subsidiary of the Los Angeles County Transportation Commission, February 1991  
Certificate of Appreciation for Outstanding Service, Rail Construction Corporation, a  
subsidiary of the Los Angeles County Transportation Commission, May 1991

Commendation for Community Service, Los Angeles County Board of Supervisors, 1978

Biographee, WHO'S WHO IN AMERICA, 50th Ed.–

Biographee, WHO'S WHO IN THE WEST, 23rd Ed.–

Biographee, WHO'S WHO IN AMERICAN LAW, 6th Ed.–

## PROFESSIONAL ASSOCIATIONS AND ADMISSIONS

American Bar Association

California Supreme Court

City Attorneys Association of San Diego County

Law Alumni Association, University of Southern California

Los Angeles County Bar Association

North County Bar Association

San Diego County Bar Association

United States Court of Appeals, Ninth Circuit

United States District Court: Central District of California, Southern District of California

## PUBLIC SERVICE

President: City Attorneys Association of San Diego County, 2007–2008  
Vice President, 2006–2007

Trustee: California City Management Foundation, 1992–

Council San Gabriel Valley Council, Boy Scouts of America,  
Commissioner: 2008–2009  
Deputy Council Commissioner, 2007

Director: Council Executive Board, San Gabriel Valley Council,  
Boy Scouts of America, 2007–2009  
Audit Committee Member, 2007–2009

Ordeal Member Order of the Arrow, Boy Scouts of America, 2007–

District Rose Bowl District, San Gabriel Valley Council,  
Commissioner: Boy Scouts of America, 2005–2007

Assistant Troop 502, Boy Scouts of America, 2003–  
Scoutmaster: Scoutmaster, 1996–2003  
Troop Committee Chairman, 1994–1996, 2004–2005  
Committee Member, 1991–2005

Volunteer: American Red Cross, 2000–2005



Chairman of the Board:	Youth Opportunities United, Inc., 1990–1996 Vice Chairman of the Board, 1988–1990 Director, 1988–1996
President:	Los Angeles County Delinquency and Crime Commission, 1987– 1994 Commissioner, 1983–1994
Vice President:	La Cañada Spartan Boosters, 1996–1997 Director, 1995–1999
Trustee:	Lanternman Historical Museum Foundation, 1989–1994
Member:	Los Angeles County Justice System Advisory Group, 1987–1992
Chairman:	Los Angeles County Delinquency Prevention Planning Council, 1987–1990
Commander:	Pasadena Police Reserve Unit, 1982–1984 Deputy Commander, 1979–1981 Reserve Peace Officer, 1972–1987
Chairman:	Public Safety Commission, City of La Cañada Flintridge, 1977– 1982 Commissioner, 1977–1988
President:	La Cañada Flintridge Chamber of Commerce and Community Association, 1981 Director, 1976–1983
President:	La Cañada Flintridge Coordinating Council,                      1977–1978 Director, 1975–1982
Executive Director:	Cityhood Action Committee (for the incorporation of the City of La Cañada Flintridge), 1975–1976

#### COMMUNITY ACTIVITIES

Boy Scouts of America, Troop 502  
California City Management Foundation  
Peace Officers Association of Los Angeles County (Life Member)  
UCLA Alumni Association (Life Member)  
USC Alumni Association (Life Member)

#### PUBLICATIONS & PRESENTATIONS

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS DEPARTMENT, LEGAL UPDATE  
AND FINANCIAL DEVELOPMENTS—LEGAL NEWS AND VIEWS (March 2011)  
LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS DEPARTMENT, LEGAL ISSUES  
UPDATE (March 2010)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS DEPARTMENT, LEGAL ISSUES UPDATE (September 2008)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, LEGAL DEVELOPMENTS IN 2007 (March 2008)

LEAGUE OF CALIFORNIA CITIES, SAN DIEGO COUNTY DIVISION MEETING, CHARTER CITY ISSUES (Panelist) (August 2007)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, LEGAL NEWS AND VIEWS FROM 2006: A SURVEY OF NEW STATUTES, CASES, AND LEGAL ISSUES FROM THE PAST YEAR INCLUDING FALLOUT AND FOLLOW-UP FROM THE *BIGHORN* DECISION (March 2007)

LEAGUE OF CALIFORNIA CITIES, CITY ATTORNEYS DEPARTMENT 2006 ANNUAL CONFERENCE, SPECIAL TOPICS IN PUBLIC WORKS CONTRACTING: LOCAL HIRING, LIVING WAGES AND PUBLIC WORKS LABOR ISSUES (2006) (Presentation and Paper)

CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS AND CALIFORNIA MUNICIPAL TREASURERS ASSOCIATION JOINT MEETING, COMPLIANCE WITH AB 1234 (2006) (Presentation)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, ETHICS IN PUBLIC WORKS: LEGAL ISSUES (2006) (Presentation)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, PUBLIC WORKS LAW AND LITIGATION: NEW DEVELOPMENTS IN 2005 (2006) (Presentation)

LEAGUE OF CALIFORNIA CITIES, TRANSPORTATION, COMMUNICATIONS AND PUBLIC WORKS POLICY COMMITTEE, PREVAILING WAGE LAW: NEW DEVELOPMENTS IN 2005 (2005) (Presentation)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, PUBLIC WORKS CONTRACT TIPS (2005) (Presentation and Paper)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, PUBLIC WORKS LAW AND LITIGATION: NEW DEVELOPMENTS IN 2004 (2005) (Presentation)

LEAGUE OF CALIFORNIA CITIES, CITY ATTORNEYS DEPARTMENT SPRING 2004 CONFERENCE, TIPS FOR REVIEWING PUBLIC WORKS CONTRACTS (2004) (Presentation and Paper)

LEAGUE OF CALIFORNIA CITIES, TRANSPORTATION, COMMUNICATIONS AND PUBLIC WORKS POLICY COMMITTEE, PREVAILING WAGES: A MOVING TARGET (2004) (Presentation)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, ETHICS PANEL (2004) (Panelist)

LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, PUBLIC WORKS LAW AND LITIGATION: NEW DEVELOPMENTS IN 2003 (2004) (Workshop Presentation)

LEAGUE OF CALIFORNIA CITIES, REVENUE AND TAXATION POLICY COMMITTEE, PREVAILING WAGES: A MOVING TARGET (2004) (Presentation)

CITY ATTORNEYS ASSOCIATION OF LOS ANGELES COUNTY JOINT MEETING WITH ORANGE COUNTY CITY ATTORNEYS' ASSOCIATION, PREVAILING WAGES: NEW LAW AND NEW RESPONSIBILITIES, (2003) (Presentation)

- SOUTH BAY CITY MANAGERS ASSOCIATION, CITY MANAGER EMPLOYMENT AGREEMENTS (2003) (Presentation)
- LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, PUBLIC WORKS LAW AND LITIGATION: NEW DEVELOPMENTS IN 2002 (2003) (Workshop Presentation)
- SAN GABRIEL VALLEY CITY MANAGERS ASSOCIATION, ANNUAL SPRING CONFERENCE, CITY MANAGER EMPLOYMENT AGREEMENTS (2002) (Workshop Presentation)
- LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, PREVAILING WAGES (2002) (Workshop Presentation)
- SOUTHERN CALIFORNIA CITY CLERKS ASSOCIATION, SURETY BONDS (2001) (Presentation)
- GREATER INLAND EMPIRE MUNICIPAL LAW ASSOCIATION, NEW DEVELOPMENTS AND TRENDS IN PREVAILING WAGE REQUIREMENTS (2001) (Presentation)
- LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, PRE-QUALIFYING CONTRACTORS UNDER AB 574 AND NEW DEVELOPMENTS AND TRENDS IN PREVAILING WAGE REQUIREMENTS (2001) (Workshop Presentation)
- LEAGUE OF CALIFORNIA CITIES, PUBLIC WORKS OFFICERS INSTITUTE, PUBLIC WORKS CONTRACTING AND PREVAILING WAGE ISSUES (1999) (Workshop Presentation)
- LEAGUE OF CALIFORNIA CITIES, THE CALIFORNIA MUNICIPAL LAW HANDBOOK (1993) (Contributing Author)
- D.D. PIEPER, ESTATE PLANNING FOR OWNERS OF THE FAMILY OR CLOSELY HELD BUSINESS, Berkeley, California, California Continuing Education of the Bar, 1978 and 1982, 191 pp.
- Darold D. Pieper, Comment, *Condominiums and the 1968 Housing and Urban Development Act*, 43 SOUTHERN CALIFORNIA LAW REVIEW 309, 1970
- D.D. PIEPER AND D.G. Kinney, RADAR BUSTING POTENTIALS OF LOW-FREQUENCY ARM WEAPONS (U), China Lake, California, Naval Weapons Center, May 1969 (Tech Note 1201-4) 72 pp. Secret/No Foreign Dissemination
- WEAPONS PLANNING Group (D.K. PACK AND D.D. PIEPER), SHALLOW WATER ANTI-SUBMARINE WARFARE (U), China Lake, California, U.S. Naval Ordnance Test Station, October 1964 (IDP 2180) 43 pp. Secret/Restricted Data
- D.D. PIEPER, INFORMATION ON THE SS-N-3 CRUISE MISSILE (U), China Lake, California, U.S. Naval Ordnance Test Station, October 1963 (IDP 1902) 7 pp. Secret/Restricted Data
- \_\_\_\_\_, NON-ACOUSTIC DETECTION OF SUBMERGED SUBMARINES: MAGNETIC SYSTEMS (U), China Lake, California, U.S. Naval Ordnance Test Station, October 1963 (IDP 1900) 26 pp. Secret/Restricted Data
- \_\_\_\_\_, NON-ACOUSTIC DETECTION OF SUBMERGED SUBMARINES: INFRARED SYSTEMS (U), China Lake, California, U.S. Naval Ordnance Test Station, October 1963 (IDP 1899) 15 pp. Secret/No Foreign Dissemination

**PERSONAL**

**Born in Vallejo, California**

**Married to Barbara G. Pieper, former Chief Executive Officer, American Red Cross, San Gabriel Valley Chapter; former Director, California Arts Council, Office of the Governor; former Member, Los Angeles County Board of Education; and former Mayor and City Councilmember, City of La Cañada Flintridge**

**Children: Christopher R. Pieper**

**Activities: Scouting, computers, travel**



# **ANDREW HOLLINGWORTH**

**(interview not yet scheduled)**





# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

## APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

DEADLINE FOR SUBMITTAL: MAY 20, 2011 AT 5:00 P.M.

(Please type or print in ink.)

Name: Andrew Hollingworth

Home Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Occupation: I meet two criteria for appointment: (1) I reside within the airport influence area of the San Diego International Airport, and (2) I have experience managing construction of large-scale public works projects.  
(Must meet at least one of the qualifications listed in the Notice of Vacancy)

Employer: USE Credit Union

Work Phone: \_\_\_\_\_

Educational Background/Qualifications: \_\_\_\_\_

Master of Business Administration, Finance, The University of California at Los Angeles Anderson School of Management

Bachelor of Arts, Economics (Magna Cum Laude), The University of California at Los Angeles

Licenses or Special Certificates held: Certified Public Accountant, California

Organizations to which you belong (professional, technical, community, service): Board Member and Past Treasurer – Point Loma Association; Credit Union National Assn. CFO Council; Financial Executives Networking Group;

Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. Be specific. (Use additional paper if necessary).

Please see attachment

Please provide three References:

Name

Telephone Number

County Supervisor Greg Cox

City Council President Pro Tem Kevin Faulconer

Tony Calabrese, President, Point Loma Bank. Chair, Point Loma Assn

Jim Harris – President – USE Credit Union

Return ORIGINAL applications to: Corporate Services, 3225 North Harbor Drive, San Diego, CA 92101

# SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

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: Andrew Holbrook

Date: 5/19/2011

## ANDREW HOLLINGWORTH MBA, CPA

SDCRAA

MAY 20 2011

Corporate Services

May 20, 2011

Mr. Tony Russell, CRM, MMC  
Authority Clerk  
San Diego Regional Airport Authority  
Corporate Services  
3225 North Harbor Drive  
San Diego, CA 92101

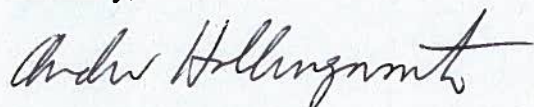
Dear Mr. Russell and Gentlemen:

I found myself quite interested by your recent announcement inviting qualified professionals and community residents to apply for membership on the Audit Committee of the San Diego Regional Airport Authority

Attached are my application materials including the application for appointment, an attachment explaining my reasons for serving and qualifications, and a short biography of my background. I am very interested in the appointment. As a 20 year resident of the Point Loma Community and the Lindbergh Field area of influence, I have an extensive public works background, and am very interested in airport issues which I have been closely following for the past four years. For these reasons my appointment is supported by Supervisor Greg Cox and Councilman Kevin Faulconer whose districts include Lindbergh Field, as well as by the Chairman of the Point Loma Association and the Presidents of Point Loma Community Bank and USE Credit Union. I also possess extensive background and experience involving both financial and performance audits and controls, as well as strong knowledge of public finance and budgeting issues.

In conclusion, I think my background and experience is a good match for the requirements of the appointment and that I could assist the committee in a number of important areas. I would appreciate the opportunity to speak with your Executive Committee concerning my qualifications and look forward to hearing from you so we can arrange an appointment.

Cordially,



Andrew Hollingworth

## **Attachment #1 – Reasons for Serving and Qualifications for the Audit Committee**

**Briefly state why you wish to serve on a committee or commission and why you believe you are qualified for the position. Be specific.**

I wish to serve on the Audit Committee of the San Diego Regional Airport Authority because, as a 20 year resident of the Point Loma community and Lindbergh Field area of influence, I am directly affected by decisions involving Lindbergh Field including its expansion, traffic and air quality impacts and its general impact on the Point Loma community. I have actively monitored airport expansion issues during that time as a past Treasurer and current board member of the Point Loma Association and am deeply committed to the successful completion of its expansion in a manner which both preserves the unique character of the Point Loma Community as well serves the long term economic development and vitality of San Diego region. This is why my application is supported by the current PLA Chairman Tony Calabrese, as well as by both Supervisor Greg Cox and Councilman Kevin Faulconer whose districts include San Diego International Airport and who are familiar with my commitment to San Diego's economic development and the Point Loma Community.

I am also uniquely qualified to serve on the Audit Committee as person with 20 years professional experience involving large scale public works programs such as the one currently underway at Lindbergh Field; and as a Certified Public Accountant with extensive auditing and public finance experience

I am a Certified Public Accountant with extensive financial audit experience with the Big Four CPA firm PricewaterhouseCoopers and have extensive performance audit experience with the California Legislative Analyst's Office. While with the Analyst's office I served as the California Legislature's advisor on public works responsible for oversight of K-12 and community college school construction programs as well as several other state construction programs. From 2000 to 2005 as a consultant with the international construction management firm 3D International; I helped successfully reform a deeply troubled \$5 billion dollar school construction program at the Los Angeles Unified School District where I managed its finances and school construction budgets. During my tenure I helped restore program finances, instituted sound budgetary controls and cost metrics, and instituted strict contractor accountability to provide clean and safe classrooms on time and on budget which significantly improved student learning environments. I also worked to finance port, energy, road, and affordable housing infrastructure projects around the world while with Edison Capital Corporation.

I currently serve as the audit/accounting representative, committee Vice Chairman, and Finance Subcommittee chairman of the Independent Rates Oversight Committee for the City of San Diego's Public Utilities Department to which I was appointed by Mayor Sanders. In this capacity I provide direct financial and auditing oversight of its \$2 billion water and wastewater public works program.

Therefore I believe my commitment to San Diego and the Point Loma community, and my extensive public works and auditing experience make me uniquely qualified to serve on the Audit Committee of the San Diego Regional Airport Authority for which I request your favorable consideration.



## ANDY HOLLINGWORTH BIOGRAPHY

Andy Hollingworth is a native Southern Californian and has resided in the Point Loma area of San Diego for the past 20 years.

He is a Magna Cum Laude graduate of U.C.L.A. in Economics and received an M.B.A degree at UCLA's Anderson School of Management. He is also a Certified Public Accountant. After graduation, Andy served as the California Legislature's advisor on K-12 and Community College education and school construction infrastructure within the Office of the Legislative Analyst from 1980 to 1983 where he successfully provided oversight over several multi-billion dollar education and capital programs. He subsequently served from 1983 to 1986 as a policy advisor on banking, bonds, budget and taxation after being assigned to advise the members of the Revenue and Taxation; Public Investments, Finance, and Bonded Indebtedness; Ways & Means; and Finance and Insurance Committees of the California Legislature.

After leaving the Legislature he worked in the PricewaterhouseCoopers public finance consulting group where he co-wrote a study of the effects of Prop 13 on California local government finance which was published by the California Taxpayers Association. He subsequently held several management and Vice President level positions in several private sector financial institutions.

From 2000 to 2003 he served as Director and Chief Financial Officer of the nonprofit International Visitors Council of San Diego and currently serves as Director, and former Treasurer, of the nonprofit Point Loma Association – a civic group which promotes community beautification and public events - including the Point Loma Concert Series - in the Point Loma community of San Diego. Mayor Sanders appointed Andy in 2009 as the audit/accounting representative on the Independent Rates Oversight Committee of the San Diego City Public Utilities Department where he currently serves as Vice Chairman and Chairman of the Finance Subcommittee.

From 2000 to 2005 he helped successfully reform a deeply troubled \$5 billion dollar school construction program where he managed its finances and school construction budgets. During his tenure he helped restore program finances, instituted sound budgetary controls and cost metrics, and instituted strict contractor accountability to provide clean and safe classrooms on time and on budget which significantly improved student learning environments. He also worked to finance port, energy, road, and affordable housing infrastructure projects around the world while with Edison Capital Corporation.

He currently is an executive at the USE Credit Union in San Diego, and is a partner in the firm of Morgan Hollingworth Association Management, which provides association management services to several San Diego and Southern California nonprofit organizations.





**COUNCIL PRESIDENT PRO TEM KEVIN L. FAULCONER**

SECOND DISTRICT  
CITY OF SAN DIEGO



May 26, 2011

Mr. Tony Russell, CRM, MMC  
Authority Clerk  
San Diego Regional Airport Authority  
3225 North Harbor Drive  
San Diego, CA 92101

Dear Mr. Russell:

I am pleased to recommend the appointment of Andy Hollingworth to the San Diego Regional Airport Authority Audit Committee.

Mr. Hollingworth has wide-ranging experience in working with governmental bodies. He has served as the advisor to California's legislator on school infrastructure, banking policy, bonds and taxation as well as advised numerous financial legislative committees. Additionally, Mr. Hollingworth has been published by the California Tax Payers Association for his work in the study of local government finance.

Mr. Hollingworth's ventures extend beyond the realm of public and private business and is very active in community service. Presently, he serves as the director and treasurer of the nonprofit Point Loma Association. He has served as the director and CFO to the nonprofit International Visitors Council of San Diego. While with Edison Capital Corporation, he worked to finance port, energy, road and affordable housing infrastructure projects on a global scale.

Mr. Hollingworth is a native Southern Californian and has resided in the Point Loma area of San Diego for the past 20 years. With his extensive background, experience and commitment, I believe that Andy Hollingworth would bring valuable insight and perspective to the San Diego Regional Airport Authority Audit Committee. I appreciate your consideration on his appointment

Sincerely,

Kevin L. Faulconer  
Council President Pro Tem  
Second District

KLF:mp







**GREG COX**  
**SUPERVISOR, FIRST DISTRICT**  
San Diego County Board of Supervisors

May 25, 2011

Mr. Tony Russell, CRM, MMC  
Authority Clerk  
San Diego Regional Airport Authority  
Corporate Services  
3225 North Harbor Drive  
San Diego, CA 92101

Dear Mr. ~~Russell~~ <sup>Tony</sup>:

I am pleased to recommend the appointment of Andy Hollingworth to the Audit Committee of the San Diego Regional Airport Authority.

Andy Hollingworth is a Certified Public Accountant and a 20 year resident of the Point Loma community and Lindbergh Field area of influence; with extensive professional public finance and oversight experience involving large scale public works programs. He served as the California Legislature's advisor on school infrastructure, banking, bonds, and public finance and has been published by the California Taxpayers Association for his work on government finance.

From 2000 to 2005, Mr. Hollingworth served as a consultant with the international construction management firm 3D International where he helped successfully reform a troubled \$5 billion school construction program at the Los Angeles Unified School District. He also worked to finance port, energy, road, and affordable housing infrastructure projects around the world while with Edison Capital Corporation.

Mr. Hollingworth currently serves as the audit/accounting representative, committee vice chairman, and Finance Subcommittee chairman of the Independent Rates Oversight Committee for the City of San Diego's Public Utilities Department, where he provides direct financial and auditing oversight of its \$2 billion water and wastewater public works program.

Mr. Tony Russell, CRM, MMC  
May 25, 2011  
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Given his extensive background, I believe that Andy Hollingworth would bring valuable expertise and insight to the Audit Committee of the San Diego Regional Airport Authority and I recommend his appointment.

Sincerely,



GREG COX  
Supervisor, First District