

**SPECIAL BOARD
and
EXECUTIVE/FINANCE COMMITTEE MEETING**

C. April Boling
Greg Cox
Jim Desmond
Lloyd B. Hubbs
Jim Janney
Mark Kersey
Paul Robinson
Mary Sessom

AGENDA

Monday June 13, 2016
9:00 A.M.

Ex-Officio Board Members
Laurie Berman
Eraina Ortega
Col. Jason Woodworth

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

President / CEO
Thella F. Bowens

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

Staff Reports and documentation relating to each item of business on the Agenda are on file in Corporate & Information Governance and are available for public inspection.

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

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

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

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

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

Board

Board Members: Berman (Ex-Officio), Boling, Cox, Desmond, Gleason (Chair), Hubbs, Janney, Kersey, Ortega (Ex-Officio), Robinson, Sessom, Woodworth (Ex-Officio)

Executive Committee

Committee Members: Gleason (Chair), Janney, Robinson

Finance Committee

Committee Members: Boling (Chair), Cox, Janney, Sessom

NON-AGENDA PUBLIC COMMENT

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

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

NEW BUSINESS:

1. APPROVAL OF MINUTES:

RECOMMENDATION: Approve the minutes of the May 9, 2016 regular meeting.

FINANCE COMMITTEE NEW BUSINESS:

2. REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE TEN MONTHS ENDED APRIL 30, 2016:

RECOMMENDATION: Accept the report.

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

3. REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF APRIL 30, 2016:

RECOMMENDATION: Accept the report.

Presented by: Geoff Bryant, Manager, Airport Finance

EXECUTIVE COMMITTEE NEW BUSINESS

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

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

Presented by: Tony R. Russell, Director, Corporate & Information Governance/Authority Clerk

REVIEW OF FUTURE AGENDAS:

5. REVIEW OF THE DRAFT AGENDA FOR THE JUNE 23, 2016 BOARD MEETING:

Presented by: Thella F. Bowens, President/CEO

6. REVIEW OF THE DRAFT AGENDA FOR THE JUNE 23, 2016 AIRPORT LAND USE COMMISSION MEETING:

Presented by: Thella F. Bowens, President/CEO

BOARD BUSINESS:

7. APPROVE AND ADOPT A MID-YEAR ADJUSTMENT OF THE CAPITAL PROGRAM BUDGET FOR FISCAL YEARS 2016-2020 TO FUND AN INCREASE IN THE TERMINAL 2 PARKING PLAZA PROGRAM BUDGET; AND APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE A FIRST AMENDMENT TO THE SWINERTON BUILDERS, INC., AGREEMENT TO ESTABLISH A MAXIMUM CONTRACT VALUE AND TO NEGOTIATE AND EXECUTE FUTURE WORK AUTHORIZATIONS AND A FUTURE GUARANTEED MAXIMUM PRICE AMENDMENT:

RECOMMENDATION: Adopt Resolution No. 2016-0046, approving and adopting a mid-year adjustment to the Fiscal Year 2016-2020 Capital Program Budget to fund an increase in the Terminal 2 Parking Plaza budget of \$45,720,000 for a Validated Program budget of \$127,800,000.

Adopt Resolution No. 2016-0047, approving and authorizing the President/CEO to negotiate and execute: 1) a First Amendment (the "Validation Amendment") to the Agreement with Swinerton Builders, Inc., establishing a Maximum Project Budget of \$99,800,000 and a Master Project Schedule for the design and construction of the Terminal 2 Parking Plaza; 2) Work Authorizations and a

Second Amendment (“Guaranteed Maximum Price Amendment”) within the Maximum Project Budget after the issuance of the Validation Amendment in order to allow completion of 100% design and construction; and 3) future change orders using uncommitted funds within the Validated Program Budget of \$127,800,000.

Presented by: Bob Bolton, Director, Airport Design and Construction

BUDGET WORKSHOP:

8. DISCUSSION REGARDING THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY FISCAL YEAR 2017 PROPOSED BUDGET AND FISCAL YEAR 2018 PROPOSED CONCEPTUAL BUDGET:

RECOMMENDATION: Discuss the Fiscal Year 2017 Proposed Budget and Fiscal Year 2018 Proposed Conceptual Budget.

Presented by: Scott Brickner, Vice President, Finance & Asset Management/Treasurer

CLOSED SESSION:

REPORT ON CLOSED SESSION:

NON-AGENDA PUBLIC COMMENT:

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 announcement of that 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 period at the beginning of the agenda is limited to eighteen (18) minutes and is reserved for persons wishing to address the Board, ALUC, or Committee 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. A second Public Comment period is reserved for general public comment later in the meeting for those who were not heard during the first Public Comment period.
- 3) Persons wishing to speak on a specific item listed on the agenda will be afforded an opportunity to speak during the presentation of that individual item. Persons wishing to speak on a specific item should reserve their comments until the item is taken up by the Board, ALUC or Committee. Public comment on a specific item is limited to twenty (20) minutes – ten (10) minutes for those in favor and ten (10) minutes for those in opposition of an item. Each individual speaker will be allowed three (3) minutes, and applicants and groups will be allowed five (5) minutes.
- 4) If many persons have indicated a desire to address the Board, ALUC or Committees on the same issue, then the Chair may suggest that these persons consolidate their respective testimonies. Testimony by members of the public on any item shall be limited to **three (3) minutes per individual speaker and five (5) minutes for applicants, groups and referring jurisdictions.**
- 5) Pursuant to Authority Policy 1.33 (8), recognized groups must register with the Authority Clerk prior to the meeting.
- 6) After a public hearing or the Public Comment portion of the meeting has been closed, no person shall address the Board, ALUC, and Committees without first obtaining permission to do so.

Additional Meeting Information

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

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

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

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

UPCOMING MEETING SCHEDULE

<i>Date</i>	<i>Day</i>	<i>Time</i>	<i>Meeting Type</i>	<i>Location</i>
July 11	Monday	9:00 A.M.	Regular	Board Room

DRAFT
SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
EXECUTIVE AND FINANCE COMMITTEE
MINUTES
MONDAY, MAY 9, 2016
BOARD ROOM

CALL TO ORDER: Chair Gleason called the Executive Committee to order at 9:04 a.m., on Monday, May 9, 2016, in the Board Room of the San Diego International Airport, Administration Building, 3225 N. Harbor Drive, San Diego, CA 92101.

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

ROLL CALL:

Executive Committee

PRESENT: Committee Members: Gleason, Robinson
 Board Members: Desmond, Hubbs

ABSENT: Committee Members: Janney

Finance Committee

PRESENT: Committee Members: Cox
 Board Members: Desmond, Hubbs

ABSENT: Committee Members: Alvarez, Boling, Janney, Sessom

ALSO PRESENT: Thella F. Bowens, President/CEO; Breton Lobner, General Counsel;
 Tony Russell, Director, Corporate and Information Governance/
 Authority Clerk; Dawn D'Acquisto, Assistant Authority Clerk I

There was no quorum of the Finance Committee present.

NON-AGENDA PUBLIC COMMENT: None

NEW BUSINESS:

1. **APPROVAL OF MINUTES:**
 RECOMMENDATION: Approve the minutes of the April 4, 2016 regular meeting.

ACTION: Moved by Board Member Robinson and seconded by Chair Gleason to approve staff's recommendation. Motion carried unanimously, noting Board Member Janney as ABSENT.

FINANCE COMMITTEE NEW BUSINESS

2. REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE NINE MONTHS ENDED MARCH 31, 2016:

Scott Brickner, Vice President, Finance and Assets Management/Treasurer, and Kathy Kiefer, Senior Director, Finance and Asset Management, provided a presentation on the Unaudited Financial Statements for the Nine Months Ended March 31, 2016, which included an Economic Update, Revenue and Expenses, Operating Revenues, Financial Summary, Non-Operating Revenues and Expenses, Monthly Operating Expenses, and Statements of New Positions.

RECOMMENDATION: Accept the report.

3. REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF MARCH 31, 2016:

Geoff Bryant, Manager, Airport Finance, provided a presentation on the Authority's Investment Report as of March 31, 2016, which included the Total Portfolio Summary, Portfolio Composition by Security Type, Portfolio Composition by Credit Rating, Portfolio Composition by Maturity, Benchmark Comparison, Detail of Security Holdings, Portfolio Investment Transactions, Bond Proceeds Summary, and Bond Proceeds Investment Transactions.

RECOMMENDATION: Accept the report.

4. ANNUAL REVIEW OF AUTHORITY POLICY 4.40 – DEBT ISSUANCE AND MANAGEMENT:

RECOMMENDATION: Forward to the Board for approval.

5. ANNUAL REVIEW AND APPROVAL OF AMENDMENTS TO AUTHORITY POLICY 4.20 - GUIDELINES FOR PRUDENT INVESTMENTS, AND DELEGATION OF AUTHORITY TO INVEST AND MANAGE AUTHORITY FUNDS TO THE VICE PRESIDENT, FINANCE AND ASSET MANAGEMENT/TREASURER:

Geoff Bryant, Manager, Airport Finance, provided a presentation on the Annual Review and Approval of Amendments to Authority Policy 4.20 and 4.40, which included the Debt Policy Overview, Debt Policy Objectives, Investment Policy Overview, Investment Policy Amendments, Local Agency Investment Fund Limit, and Action Requested.

RECOMMENDATION: Forward to the Board for approval.

ACTION: Items 2-5 were forwarded to the Board.

EXECUTIVE COMMITTEE NEW BUSINESS

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

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

ACTION: Moved by Board Member Robinson and seconded by Chair Gleason to approve staff's recommendation. Motion carried unanimously, noting Board Member Janney as ABSENT.

REVIEW OF FUTURE AGENDAS

7. **REVIEW OF THE DRAFT AGENDA FOR THE MAY 19, 2016 BOARD MEETING:**

Thella F. Bowens, President/CEO, provided an overview of the draft agenda for the May 19, 2016 Board Meeting.

8. **REVIEW OF THE DRAFT AGENDA FOR THE MAY 19, 2016 AIRPORT LAND USE COMMISSION MEETING:**

Thella F. Bowens, President/CEO, provided an overview of the draft agenda for the May 19, 2016 Airport Land Use Commission Meeting.

ACTION: Moved by Board Member Robinson and seconded by Chair Gleason to approve Items 7 and 8. Motion carried unanimously, noting Board Member Janney as ABSENT.

NON-AGENDA PUBLIC COMMENT: None.

COMMITTEE MEMBER COMMENTS: None.

ADJOURNMENT:

The meeting was adjourned at 9:55 a.m. The next meeting of the Executive and Finance Committee will be held on Monday, June 13, 2016 at 9:00 a.m. in the Board Room at the San Diego International Airport, Administration Building, 3225 N. Harbor Drive, San Diego, CA 92101.

APPROVED BY A MOTION OF THE SAN DIEGO COUNTY REGIONAL AIRPORT
AUTHORITY EXECUTIVE COMMITTEE THIS 13th DAY OF JUNE, 2016.

TONY R. RUSSELL
DIRECTOR OF CORPORATE & INFORMATION
GOVERNANCE/AUTHORITY CLERK

APPROVED AS TO FORM:

BRETON K. LOBNER
GENERAL COUNSEL

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
 Statements of Revenues, Expenses, and Changes in Net Position
 For the Month Ended April 30, 2016
 (Unaudited)
 Revised

	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Operating revenues:					
Aviation revenue:					
Landing fees	\$ 2,065,712	\$ 2,175,066	\$ 109,354	5%	\$ 2,041,518
Aircraft parking Fees	239,608	221,526	(18,082)	(8)%	226,320
Building rentals	4,435,642	4,480,612	44,970	1%	4,249,781
Security surcharge	2,307,068	2,304,985	(2,083)	(0)%	2,210,825
CUPPS Support Charges	100,544	100,545	1	0%	93,750
Other aviation revenue	130,403	129,254	(1,149)	(1)%	132,974
Terminal rent non-airline	119,291	110,440	(8,851)	(7)%	102,767
Terminal concessions	1,830,254	2,160,105	329,851	18%	1,863,833
Rental car license fees	2,221,557	2,380,399	158,842	7%	2,325,396
Rental car center cost recovery	173,056	147,654	(25,402)	-	-
License fees other	351,779	372,457	20,678	6%	358,361
Parking revenue	3,045,016	3,675,739	630,723	21%	3,390,976
Ground transportation permits and citations	340,386	408,528	68,142	20%	286,683
Ground rentals	1,471,852	1,551,159	79,307	5%	1,019,860
Grant reimbursements	24,000	24,000	-	0%	24,000
Other operating revenue	39,441	89,473	50,032	127%	97,950
Total operating revenues	18,895,609	20,331,942	1,436,333	8%	18,424,994
Operating expenses:					
Salaries and benefits	3,523,043	3,145,755	377,288	11%	5,156,070
Contractual services	3,302,831	3,437,477	(134,646)	(4)%	3,887,339
Safety and security	1,998,762	2,344,989	(346,227)	(17)%	2,687,942
Space rental	869,049	870,450	(1,401)	(0)%	869,289
Utilities	978,358	805,589	172,769	18%	775,311
Maintenance	1,190,708	1,674,038	(483,330)	(41)%	1,713,304
Equipment and systems	81,311	43,960	37,351	46%	37,636
Materials and supplies	36,080	40,850	(4,770)	(13)%	48,035
Insurance	110,207	81,915	28,292	26%	88,586
Employee development and support	107,091	88,179	18,912	18%	111,287
Business development	257,733	170,456	87,277	34%	361,501
Equipment rentals and repairs	321,043	132,419	188,624	59%	365,856
Total operating expenses	12,776,216	12,836,077	(59,861)	(0)%	16,102,156
Depreciation	9,276,219	9,276,219	-	-	7,355,841
Operating income (loss)	(3,156,826)	(1,780,354)	1,376,472	44%	(5,033,003)
Nonoperating revenue (expenses):					
Passenger facility charges	3,222,314	2,926,399	(295,915)	(9)%	2,640,538
Customer facility charges (Rental Car Center)	2,997,634	2,799,312	(198,322)	(7)%	2,852,784
Quieter Home Program	(272,344)	(757,797)	(485,453)	(178)%	(269,044)
Interest income	365,828	430,034	64,206	18%	472,018
BAB interest rebate	385,935	385,851	(84)	-	385,851
Interest expense	(5,616,220)	(4,224,232)	1,391,988	25%	(4,903,442)
Bond amortization cost	351,457	351,457	-	0%	358,755
Other nonoperating income (expenses)	(833)	3,659,126	3,659,959	-	2,262,961
Nonoperating revenue, net	1,433,771	5,570,150	4,136,379	288%	3,800,421
Change in net position before capital grant contribution	(1,723,055)	3,789,796	5,512,851	(320)%	(1,232,582)
Capital grant contributions	22,500	137,443	114,943	511%	841,406
Change in net position	\$ (1,700,555)	\$ 3,927,239	\$ 5,627,794	331%	\$ (391,176)

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Revenues, Expenses, and Changes in Net Position
For the Ten Months Ended April 30, 2016 and 2015
(Unaudited)
Revised

	Budget	Actual	Variance Favorable (Unfavorable)	%	Prior Year
Operating revenues:					
Aviation revenue:					
Landing fees	\$ 20,272,978	\$ 20,797,879	\$ 524,901	3%	\$ 19,625,326
Aircraft parking fees	2,396,085	2,249,127	(146,958)	(6)%	2,271,916
Building rentals	44,344,212	44,297,315	(46,897)	(0)%	42,397,849
Security surcharge	23,070,675	22,263,961	(806,714)	(3)%	22,108,274
CUPPS Support Charges	1,005,439	1,005,450	11	0%	939,280
Other aviation revenue	1,320,170	1,333,176	13,006	1%	1,321,344
Terminal rent non-airline	1,190,113	811,010	(379,103)	(32)%	1,026,073
Terminal concessions	17,550,598	19,640,008	2,089,410	12%	17,718,276
Rental car license fees	21,144,941	22,040,141	895,200	4%	21,571,962
Rental car center cost recovery	173,056	495,341	322,285	-	-
License fees other	3,778,593	3,645,260	(133,333)	(4)%	3,643,065
Parking revenue	31,798,448	35,413,084	3,614,636	11%	32,170,950
Ground transportation permits and citations	3,528,446	4,346,215	817,769	23%	2,638,218
Ground rentals	10,841,158	12,122,877	1,281,719	12%	9,566,797
Grant reimbursements	243,200	243,930	730	0%	243,130
Other operating revenue	394,421	705,604	311,183	79%	603,029
Total operating revenues	183,052,533	191,410,378	8,357,845	5%	177,845,489
Operating expenses:					
Salaries and benefits	37,411,728	35,244,032	2,167,696	6%	38,919,094
Contractual services	31,453,063	30,609,024	844,039	3%	26,172,278
Safety and security	21,373,046	21,215,181	157,865	1%	20,421,285
Space rental	8,690,424	8,630,868	59,556	1%	8,694,663
Utilities	10,400,756	9,446,523	954,233	9%	8,644,957
Maintenance	12,108,112	11,930,485	177,627	1%	11,734,889
Equipment and systems	463,892	418,692	45,200	10%	182,745
Materials and supplies	348,484	401,153	(52,669)	(15)%	352,074
Insurance	1,102,065	792,306	309,759	28%	882,906
Employee development and support	1,131,331	971,112	160,219	14%	807,773
Business development	2,359,589	1,866,920	492,669	21%	2,104,811
Equipment rentals and repairs	3,205,071	2,597,926	607,145	19%	2,636,435
Total operating expenses	130,047,561	124,124,222	5,923,339	5%	121,553,910
Depreciation	70,822,446	70,822,446	-	0%	67,568,493
Operating income (loss)	(17,817,474)	(3,536,290)	14,281,184		(11,276,914)
Nonoperating revenue (expenses):					
Passenger facility charges	31,905,828	32,844,576	938,748	3%	30,967,475
Customer facility charges (Rental Car Center)	27,556,451	27,671,770	115,319	0%	26,474,796
Quieter Home Program	(2,740,269)	(3,557,316)	(817,047)	(30)%	(2,395,654)
Interest income	4,008,595	4,888,271	879,676	22%	4,852,673
BAB interest rebate	3,859,349	3,871,504	12,155	0%	3,859,014
Interest expense	(48,024,027)	(48,368,288)	(344,261)	(1)%	(51,530,926)
Bond amortization	3,542,202	3,542,202	-	0%	3,614,073
Other nonoperating income (expenses)	(8,333)	5,004,708	5,013,041	-	1,194,439
Nonoperating revenue, net	20,099,796	25,897,427	5,797,631	29%	17,035,890
Change in net position before capital grant contributions	2,282,322	22,361,137	20,078,815	880%	5,758,976
Capital grant contributions	11,520,853	10,435,315	(1,085,538)	(9)%	3,894,424
Change in net position	\$ 13,803,175	\$ 32,796,452	\$ 18,993,277	138%	\$ 9,653,400



San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
 For the ten months ended April 30, 2016
 (Unaudited)

Print Date: 5/24/2016
 Print Time: 1:46:05PM
 Report ID: GL0012

	Month to Date				Year to Date					
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Landing Fees										
41112 - Landing Fees - Signatory	\$2,065,712	\$2,175,066	\$109,355	5	\$2,055,685	\$20,453,146	\$20,914,522	\$461,376	2	\$19,889,181
41113 - Landing Fee Rebate	0	0	0	0	(14,167)	(180,168)	(116,643)	63,525	35	(263,855)
Total Landing Fees	2,065,712	2,175,066	109,355	5	2,041,518	20,272,978	20,797,879	524,901	3	19,625,326
Aircraft Parking Fees										
41150 - Terminal Aircraft Parking	203,441	194,400	(9,042)	(4)	195,855	2,034,412	1,943,996	(90,416)	(4)	1,915,025
41155 - Remote Aircraft Parking	36,167	27,126	(9,042)	(25)	30,466	361,673	305,131	(56,542)	(16)	356,891
Total Aircraft Parking Fees	239,609	221,525	(18,083)	(8)	226,321	2,396,085	2,249,127	(146,958)	(6)	2,271,916
Building and Other Rents										
41210 - Terminal Rent	4,373,048	4,416,539	43,491	1	4,189,275	43,743,153	43,688,415	(54,738)	0	41,805,607
41215 - Federal Inspection Services	62,593	64,073	1,480	2	60,504	601,059	608,900	7,841	1	592,242
Total Building and Other Rents	4,435,641	4,480,612	44,971	1	4,249,779	44,344,212	44,297,315	(46,897)	0	42,397,849
Security Surcharge										
41310 - Airside Security Charges	563,217	561,643	(1,574)	0	548,031	5,632,167	5,437,145	(195,022)	(3)	5,480,334
41320 - Terminal Security Charge	1,743,851	1,743,342	(509)	0	1,662,794	17,438,508	16,826,816	(611,692)	(4)	16,627,940
Total Security Surcharge	2,307,068	2,304,985	(2,083)	0	2,210,825	23,070,675	22,263,961	(806,714)	(3)	22,108,274
CUPPS Support Charges										
41400 - CUPPS Support Charges	100,544	100,545	1	0	93,750	1,005,439	1,005,450	10	0	939,280
Total CUPPS Support Charges	100,544	100,545	1	0	93,750	1,005,439	1,005,450	10	0	939,280
Other Aviation Revenue										
43100 - Fuel Franchise Fees	11,452	10,303	(1,148)	(10)	14,023	130,660	143,666	13,006	10	131,834
43105 - New Capital Recovery	118,951	118,951	0	0	118,951	1,189,510	1,189,510	0	0	1,189,510
Total Other Aviation Revenue	130,403	129,254	(1,148)	(1)	132,974	1,320,170	1,333,176	13,006	1	1,321,344
Non-Airline Terminal Rents										
45010 - Terminal Rent - Non-Airline	119,291	110,440	(8,851)	(7)	102,767	1,190,113	811,010	(379,103)	(32)	1,026,073
Total Non-Airline Terminal Rents	119,291	110,440	(8,851)	(7)	102,767	1,190,113	811,010	(379,103)	(32)	1,026,073

San Diego County Regional Airport Authority
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 (Unaudited)

	Month to Date				Year to Date				
	Budget	Actual	Variance		Budget	Actual	Variance		
			Favorable (Unfavorable)	Percent			Favorable (Unfavorable)	Percent	
Other Operating Revenue									
45510 - Finger Printing Fee	\$7,574	\$17,969	\$10,395	137	\$75,739	\$169,384	\$93,645	124	\$76,491
45520 - Utilities Reimbursements	18,476	37,461	18,985	103	184,765	203,204	18,439	10	146,864
45530 - Miscellaneous Other Reve	5,417	15,047	9,631	178	54,167	109,551	55,384	102	140,334
45540 - Service Charges	6,250	6,646	396	6	62,500	82,259	19,759	32	197,888
45570 - FBO Landing Fees	1,725	11,189	9,464	549	17,250	131,726	114,476	664	21,452
45580 - Equipment Rental	0	1,160	1,160	0	0	9,480	9,480	0	20,000
Total Other Operating Revenue	39,442	89,472	50,030	127	394,420	705,603	311,183	79	603,029
Total Operating Revenue	18,895,609	20,331,942	1,436,333	8	183,052,532	191,410,375	8,357,843	5	177,845,489
Personnel Expenses									
Salaries									
51110 - Salaries & Wages	2,587,581	2,192,422	395,159	15	27,988,783	23,086,162	4,902,620	18	21,587,690
51210 - Paid Time Off	0	203,073	(203,073)	0	0	2,214,827	(2,214,827)	0	2,100,340
51220 - Holiday Pay	0	215	(215)	0	0	723,628	(723,628)	0	659,060
51240 - Other Leave With Pay	0	9,535	(9,535)	0	0	97,121	(97,121)	0	84,998
51250 - Special Pay	0	57,933	(57,933)	0	0	658,611	(658,611)	0	679,052
Total Salaries	2,587,581	2,463,178	124,403	5	27,988,783	26,780,349	1,208,434	4	25,111,140
52110 - Overtime	56,959	49,912	7,046	12	585,583	576,450	9,133	2	733,744

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	Month to Date				Year to Date					
	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Benefits										
54110 - FICA Tax	\$200,315	\$186,825	\$13,490	7	\$265,095	\$2,073,886	\$1,933,187	\$140,699	7	\$1,842,083
54120 - Unemployment Insurance-S	0	20,672	(20,672)	0	14,395	0	55,070	(55,070)	0	29,822
54130 - Workers Compensation Ins	24,883	14,256	10,627	43	25,313	269,985	103,201	166,785	62	184,029
54135 - Workers Comp Incident Expense	0	3,968	(3,968)	0	0	0	33,868	(33,868)	0	27,906
54210 - Medical Insurance	383,268	331,309	51,959	14	315,036	3,743,528	3,326,064	417,464	11	3,258,204
54220 - Dental Insurance	28,877	26,109	2,767	10	24,766	277,768	257,115	20,653	7	245,091
54230 - Vision Insurance	3,386	3,192	194	6	3,008	33,856	31,608	2,248	7	29,856
54240 - Life Insurance	8,455	7,807	649	8	11,450	84,553	77,685	6,868	8	79,870
54250 - Short Term Disability	9,158	9,753	(595)	(6)	9,006	91,579	96,380	(4,801)	(5)	90,048
54310 - Retirement	477,969	501,729	(23,761)	(5)	981,002	5,136,536	4,756,357	380,180	7	5,327,181
54312 - GABS 68 -Non-funded Retirement	0	0	0	0	305,154	0	0	0	0	4,690,869
54315 - Retiree	210,957	100,200	110,757	53	209,300	2,109,574	1,866,950	242,624	12	2,085,550
54320 - Amortization of Retiree	45,975	0	45,975	100	50,192	498,831	0	498,831	100	501,925
54410 - Taxable Benefits	0	0	0	0	0	0	19,562	(19,562)	0	17,674
54430 - Accrued Vacation	0	14,119	(14,119)	0	26,571	0	123,472	(123,472)	0	19,183
Total Benefits	1,393,243	1,219,938	173,305	12	2,240,288	14,320,098	12,680,519	1,639,579	11	18,429,291
Cap Labor/Burden/OH Recharge										
54510 - Capitalized Labor Recha	(462,728)	(73,191)	(389,537)	(84)	(184,426)	(4,922,617)	(845,172)	(4,077,445)	(83)	(1,538,683)
54515 - Capitalized Burden Rech	0	(29,058)	29,058	0	(67,117)	0	(322,753)	322,753	0	(606,918)
Total Cap Labor/Burden/OH Recharge	(462,728)	(102,249)	(360,479)	(78)	(251,544)	(4,922,617)	(1,167,925)	(3,754,692)	(76)	(2,145,602)
QHP Labor/Burden/OH Recharge										
54520 - QHP Labor Recharge	(52,010)	(23,485)	(28,525)	(55)	(43,056)	(560,117)	(296,033)	(264,084)	(47)	(316,605)
54525 - QHP Burden Recharge	0	(10,241)	10,241	0	(17,000)	0	(126,139)	126,139	0	(139,703)
54526 - QHP OH Contra Acct	0	(25,418)	25,418	0	(30,647)	0	(190,940)	190,940	0	(209,863)
Total QHP Labor/Burden/OH Recharge	(52,010)	(59,144)	7,134	14	(90,703)	(560,117)	(613,113)	52,996	9	(666,171)
MM&JS Labor/Burden/OH Recharge										
54530 - MM & JS Labor Recharge	0	0	0	0	(117)	0	(1,488)	1,488	0	120
54531 - Joint Studies - Labor	0	0	0	0	3	0	2,092	(2,092)	0	70
54535 - MM & JS Burden Recharge	0	0	0	0	(13)	0	(500)	500	0	(44)
54536 - Maintenance-Burden	0	0	0	0	(45)	0	500	(500)	0	(23)
54599 - OH Contra	0	(425,882)	425,882	0	(280,553)	0	(3,012,853)	3,012,853	0	(2,543,432)
Total MM&JS Labor/Burden/OH Recharge	0	(425,882)	425,882	0	(280,724)	0	(3,012,248)	3,012,248	0	(2,543,309)

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	Budget	Actual	Variance	Prior Year Actual	Budget	Actual	Variance	Prior Year Actual	
			Favorable (Unfavorable)				Favorable (Unfavorable)		Percent
Total Personnel Expenses	3,523,044	3,145,753	377,291	5,156,067	37,411,729	35,244,032	2,167,697	6	38,919,093
Non-Personnel Expenses									
Contract Services									
61100 - Temporary Staffing	\$11,403	\$36,338	\$(24,934)	\$53,315	\$97,876	\$313,288	\$(215,412)	(220)	\$420,249
61110 - Auditing Services	0	2,551	(2,551)	0	125,000	177,500	(52,500)	(42)	125,000
61120 - Legal Services	97,917	25,280	72,637	40,730	979,167	103,851	875,315	89	242,926
61130 - Services - Professional	759,031	1,093,990	(334,959)	1,811,808	8,986,075	9,932,097	(946,021)	(11)	7,495,981
61150 - Outside Svs - Other	326,230	187,128	139,103	292,856	3,081,006	2,713,207	367,799	12	2,294,003
61160 - Services - Custodial	2,062,284	2,051,348	10,936	1,554,989	18,583,691	17,953,496	630,195	3	15,578,914
61190 - Receiving & Dist Cntr Services	131,179	130,510	669	129,980	1,311,790	1,303,955	7,835	1	1,290,902
61990 - OH Contra	0	(89,667)	89,667	3,662	0	(1,888,370)	1,888,370	0	(1,275,697)
61998 - Capital Proj OH Alloc Co	(85,213)	0	(85,213)	0	(1,711,542)	0	(1,711,542)	(100)	0
Total Contract Services	3,302,831	3,437,477	(134,646)	3,887,340	31,453,063	30,609,024	844,039	3	26,172,278
Safety and Security									
61170 - Services - Fire, Police,	476,135	468,025	8,110	416,179	4,761,347	4,973,453	(212,106)	(4)	4,482,592
61180 - Services - SDUPD-Harbor	1,293,461	1,604,789	(311,328)	2,053,877	14,320,039	13,754,344	565,695	4	13,700,730
61185 - Guard Services	229,166	272,174	(43,008)	217,887	2,291,660	2,487,384	(195,724)	(9)	2,237,963
Total Safety and Security	1,998,762	2,344,988	(346,226)	2,687,943	21,373,045	21,215,181	157,864	1	20,421,285
Space Rental									
62100 - Rent	869,049	870,450	(1,401)	869,289	8,690,424	8,630,868	59,556	1	8,694,663
Total Space Rental	869,049	870,450	(1,401)	869,289	8,690,424	8,630,868	59,556	1	8,694,663
Utilities									
63100 - Telephone & Other Commun	35,531	27,489	8,042	40,787	354,749	320,361	34,388	10	328,468
63110 - Utilities - Gas & Electr	852,373	673,838	178,534	649,132	9,262,467	8,293,603	968,864	10	7,606,442
63120 - Utilities - Water	90,454	107,975	(17,521)	85,392	783,540	836,271	(52,731)	(7)	710,047
63190 - OH Contra	0	(3,712)	3,712	0	0	(3,712)	3,712	0	0
Total Utilities	978,358	805,590	172,768	775,311	10,400,756	9,446,523	954,233	9	8,644,957

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	Month to Date				Year to Date				
	Budget	Actual	Variance		Budget	Actual	Variance		
			Favorable (Unfavorable)	Percent			Favorable (Unfavorable)	Percent	
			Prior Year Actual	Variance Percent			Prior Year Actual	Variance Percent	
Maintenance									
64100 - Facilities Supplies	\$83,109	\$120,487	\$(37,378)	(45)	\$845,359	\$776,571	\$68,788	8	\$641,559
64110 - Maintenance - Annual R	927,599	1,321,543	(393,945)	(42)	9,421,753	9,175,006	246,747	3	9,076,009
64122 - Contractor Labor	0	0	0	0	0	0	0	0	81
64123 - Contractor Burden	0	0	0	0	0	0	0	0	102
64124 - Maintenance-Overhead	0	39	(39)	0	0	73	(73)	0	779
64125 - Major Maintenance - Mat	140,000	178,772	(38,772)	(28)	1,339,000	1,257,662	81,338	6	1,669,545
64127 - Contract Overhead (co	0	0	0	0	0	394	(394)	0	91
64140 - Refuse & Hazardous Waste	40,000	53,198	(13,198)	(33)	502,000	720,779	(218,779)	(44)	346,723
Total Maintenance	1,190,708	1,674,038	(483,331)	(41)	12,108,112	11,930,485	177,627	1	11,734,889
Equipment and Systems									
65100 - Equipment & Systems	83,819	44,125	39,694	47	493,689	420,346	73,343	15	184,020
65101 - OH Contra	(2,508)	(165)	(2,343)	(93)	(29,797)	(1,654)	(28,143)	(94)	(1,275)
Total Equipment and Systems	81,311	43,960	37,351	46	463,892	418,692	45,200	10	182,745
Materials and Supplies									
65110 - Office & Operating Suppl	28,682	35,393	(6,711)	(23)	294,619	320,450	(25,831)	(9)	354,847
65120 - Safety Equipment & Suppl	8,122	7,526	595	7	76,065	91,203	(15,138)	(20)	40,335
65130 - Tools - Small	2,250	1,405	845	38	13,500	10,970	2,530	19	10,905
65199 - OH Contra	(2,975)	(3,474)	499	17	(35,700)	(21,470)	(14,230)	(40)	(54,013)
Total Materials and Supplies	36,078	40,851	(4,772)	(13)	348,484	401,153	(52,668)	(15)	352,075
Insurance									
67170 - Insurance - Property	67,268	37,184	30,084	45	672,678	371,839	300,839	45	505,246
67171 - Insurance - Liability	17,254	17,254	0	0	172,537	172,537	0	0	169,579
67172 - Insurance - Public Office	12,680	11,771	910	7	126,803	118,657	8,146	6	114,237
67173 - Insurance Miscellaneous	13,005	15,707	(2,702)	(21)	130,047	129,273	773	1	93,844
Total Insurance	110,206	81,915	28,291	26	1,102,064	792,306	309,758	28	882,906

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	Month to Date				Year to Date			
	Budget	Actual	Variance	Prior Year Actual	Budget	Actual	Variance	Prior Year Actual
			Favorable (Unfavorable)				Favorable (Unfavorable)	
Employee Development and Suppo								
66120 - Awards - Service	\$6,600	\$2,811	\$3,789	\$5,297	\$69,150	\$23,091	\$46,059	\$7,843
66130 - Book & Periodicals	6,221	5,242	978	4,882	65,306	45,435	19,870	46,732
66220 - Permits/Certificates/Lic	2,138	844	1,294	7,906	141,882	117,898	23,984	153,593
66260 - Recruiting	1,833	4,424	(2,591)	2,521	16,583	18,338	(1,755)	7,728
66280 - Seminars & Training	40,850	31,672	9,178	28,642	382,861	348,781	34,080	259,047
66290 - Transportation	12,572	11,187	1,385	12,837	135,199	118,434	16,765	128,991
66299 - OH Contra	(4,207)	(5,699)	1,492	(1,769)	(34,869)	(32,543)	(2,326)	(21,029)
66305 - Travel-Employee Developm	27,150	32,564	(5,413)	41,911	219,286	236,245	(16,959)	147,972
66310 - Tuition	5,000	1,951	3,049	4,340	55,000	37,381	17,619	34,753
66320 - Uniforms	8,933	3,182	5,752	4,720	80,933	58,052	22,881	42,143
Total Employee Development and Suppo	107,090	88,177	18,913	111,286	1,131,331	971,113	160,217	807,773
Business Development								
66100 - Advertising	71,061	36,360	34,701	31,706	738,022	259,902	478,120	468,052
66110 - Allowance for Bad Debts	2,100	0	2,100	0	20,800	164,942	(144,142)	11,486
66200 - Memberships & Dues	69,504	35,230	34,274	67,383	379,187	293,733	85,453	353,052
66230 - Postage & Shipping	3,661	374	3,287	342	36,560	16,091	20,469	17,180
66240 - Promotional Activities	46,831	58,276	(11,445)	141,206	513,764	517,859	(4,096)	639,706
66250 - Promotional Materials	52,159	36,783	15,376	115,117	520,423	455,721	64,702	495,543
66300 - Travel-Business Developm	12,417	3,432	8,984	5,747	150,833	158,672	(7,839)	119,792
Total Business Development	257,732	170,455	87,277	361,500	2,359,588	1,866,921	492,667	2,104,810
Equipment Rentals and Repairs								
66140 - Computer Licenses & Agre	19,716	(36,145)	55,861	76,133	255,860	183,631	72,229	411,977
66150 - Equipment Rental/Leasing	24,212	22,877	1,335	63,177	241,348	230,725	10,623	311,150
66160 - Tenant Improvements	91,000	27,163	63,837	126,254	863,000	578,690	284,310	764,258
66270 - Repairs - Office Equipme	200,140	126,848	73,292	131,415	2,028,462	1,727,500	300,962	1,389,296
66279 - OH Contra	(14,025)	(8,324)	(5,701)	(31,123)	(183,599)	(122,620)	(60,980)	(240,246)
Total Equipment Rentals and Repairs	321,043	132,419	188,624	365,856	3,205,070	2,597,927	607,143	2,636,435
Total Non-Personnel Expenses	9,253,168	9,690,320	(437,152)	10,946,086	92,635,830	88,880,192	3,755,638	82,634,815
Total Departmental Expenses before	12,776,212	12,836,073	(59,861)	16,102,153	130,047,559	124,124,224	5,923,335	121,553,908

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	Month to Date				Year to Date				
	Budget	Actual	Variance		Budget	Actual	Variance		
			Favorable (Unfavorable)	Percent			Favorable (Unfavorable)	Percent	
			Prior Year Actual				Prior Year Actual		
Depreciation and Amortization									
69110 - Depreciation Expense	\$9,276,219	\$9,276,219	\$7,355,841	\$0	\$70,822,446	\$70,822,446	\$0	0	\$67,568,493
Total Depreciation and Amortization	9,276,219	9,276,219	7,355,841	0	70,822,446	70,822,446	0	0	67,568,493
Non-Operating Revenue/(Expense)									
Passenger Facility Charges									
71110 - Passenger Facility Charge	3,222,314	2,926,399	2,640,538	(295,915)	31,905,828	32,844,576	938,748	3	30,967,475
Total Passenger Facility Charges	3,222,314	2,926,399	2,640,538	(295,915)	31,905,828	32,844,576	938,748	3	30,967,475
Customer Facility Charges									
71120 - Customer facility charges (Con	2,997,634	2,799,312	2,852,784	(198,322)	27,556,451	27,671,770	115,319	0	26,474,796
Total Customer Facility Charges	2,997,634	2,799,312	2,852,784	(198,322)	27,556,451	27,671,770	115,319	0	26,474,796
Quiter Home Program									
71212 - Quieter Home - Labor	0	(23,485)	(43,056)	(23,485)	0	(296,033)	(296,033)	0	(316,605)
71213 - Quieter Home - Burden	0	(10,241)	(17,000)	(10,241)	0	(126,139)	(126,139)	0	(139,703)
71214 - Quieter Home - Overhead	0	(25,418)	(30,647)	(25,418)	0	(190,940)	(190,940)	0	(209,863)
71215 - Quieter Home - Material	(1,273,575)	(405,916)	(1,418,638)	867,659	(12,814,032)	(9,490,278)	3,323,754	26	(10,448,119)
71216 - Quieter Home Program	1,017,901	(297,194)	1,259,547	(1,315,095)	10,240,423	6,735,313	(3,505,110)	(34)	9,363,814
71217 - Contract Labor	0	(19)	(9,997)	(19)	0	(38,667)	(38,667)	0	(240,770)
71218 - Contractor Burden	0	(24)	(13,971)	(24)	0	(49,213)	(49,213)	0	(306,434)
71222 - Contractor Labor	0	167	0	167	0	(37,201)	(37,201)	0	(358)
71223 - Contractor Burden	0	0	0	0	0	0	0	0	(456)
71224 - Joint Studies Overhead	0	0	4,717	0	0	(2,962)	(2,962)	0	4,717
71225 - Joint Studies - Material	(16,670)	4,334	0	21,004	(166,660)	(61,196)	105,464	63	(101,474)
71226 - Contractor Overhead	0	0	0	0	0	0	0	0	(403)
Total Quiter Home Program	(272,344)	(757,797)	(269,044)	(485,453)	(2,740,269)	(3,557,317)	(817,048)	(30)	(2,395,654)

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	Budget	Actual	Variance		Budget	Actual	Variance		
			Favorable (Unfavorable)	Percent			Favorable (Unfavorable)	Percent	
Interest Income									
71310 - Interest - Investments	\$197,832	\$280,860	\$83,029	42	\$2,272,763	\$2,105,638	\$(167,125)	(7)	\$1,795,598
71330 - Interest - Commercial Pa	0	0	0	0	0	0	0	0	1
71340 - Interest - Note Receivab	167,996	167,996	0	0	1,735,832	1,735,832	0	0	1,801,618
71350 - Interest - Other	0	0	0	0	0	(1,337)	(1,337)	0	(956)
71360 - Interest - Bonds	0	0	0	0	0	(2,278)	(2,278)	0	0
71361 - Interest Income - 2010 Bonds	0	9,286	9,286	0	0	325,508	325,508	0	234,163
71363 - Interest Income - 2013 Bonds	0	(6,708)	(6,708)	0	0	308,923	308,923	0	359,268
71365 - Interest Income - 2014 Bond A	0	(21,400)	(21,400)	0	0	415,985	415,985	0	662,981
Total Interest Income	365,827	430,033	64,206	18	4,008,595	4,888,272	879,677	22	4,852,673
Interest income BAB's rebate									
71362 - BAB interest rebate	385,935	385,851	(84)	0	3,859,349	3,871,504	12,155	0	3,859,014
Total Interest Income BAB's rebate	385,935	385,851	(84)	0	3,859,349	3,871,504	12,155	0	3,859,014
Interest Expense									
71411 - Interest Expense- 2010 Bonds	(2,595,983)	(2,595,983)	0	0	(25,959,832)	(25,959,832)	0	0	(26,236,999)
71412 - Interest Expense 2013 Bonds	(1,534,550)	(1,534,550)	0	0	(15,345,500)	(15,345,500)	0	0	(15,385,278)
71413 - Interest Expense 2014 Bond A	(1,361,768)	(1,361,768)	0	0	(13,617,675)	(13,617,675)	0	0	(13,617,675)
71420 - Interest Expense-Variable Debt	(48,296)	(30,013)	18,283	38	(482,963)	(255,889)	227,074	47	(210,320)
71430 - LOC Fees - C/P	(18,524)	(27,495)	(8,970)	(48)	(185,242)	(271,461)	(86,220)	(47)	(246,008)
71440 - Dealer Fees - C/P	0	0	0	0	0	0	0	0	(3,246)
71450 - Trustee Fee Bonds	0	(1,675)	(1,675)	0	(22,080)	(11,995)	10,085	46	(10,338)
71451 - Program Fees - Variable Debt	0	0	0	0	(5,000)	(3,300)	1,700	34	(5,950)
71458 - Capitalized Interest	0	1,394,071	1,394,071	0	0	7,699,424	7,699,424	0	5,662,687
71460 - Interest Expense - Other	0	(9,720)	(9,720)	0	8,170,605	(25,720)	(8,196,325)	(100)	(947,441)
71461 - Interest Expense - Cap Leases	(57,100)	(57,100)	0	0	(576,340)	(576,340)	0	0	(530,358)
Total Interest Expense	(5,616,221)	(4,224,232)	1,391,989	25	(48,024,026)	(48,368,287)	(344,262)	(1)	(51,550,926)
Amortization									
69210 - Amortization - Premium	351,457	351,457	0	0	3,542,202	3,542,202	0	0	3,614,073
Total Amortization	351,457	351,457	0	0	3,542,202	3,542,202	0	0	3,614,073

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
 For the ten months ended April 30, 2016
 (Unaudited)

Print Date: 5/24/2016
 Print Time: 1:46:05PM
 Report ID: GL0012

	Month to Date				Year to Date				
	Budget	Actual	Variance		Budget	Actual	Variance		
			Favorable	(Unfavorable)			Favorable	(Unfavorable)	
			Percent	Percent			Percent	Percent	
Other Non-Operating Income (Expense)									
71510 - Legal Settlement Income	\$0	\$0	0	0	\$0	\$2,535	0	0	\$2,241
71520 - Fixed Asset Disposal-Pro	0	0	0	0	0	1,144,086	0	0	0
71521 - Fixed Asset Disposal - L	0	0	0	0	0	(78,560)	0	0	0
71530 - Gain/Loss On Investments	0	3,657,738	3,657,738	0	2,225,639	4,225,167	0	0	1,208,678
71540 - Discounts Earned	0	0	0	0	0	15,720	0	0	8,228
71610 - Legal Settlement Expense	(833)	0	833	100	(8,333)	(374,632)	(4,396)	(800)	(800)
71620 - Other non-operating revenue (e	0	1,388	1,388	0	1,729	70,392	0	0	61,549
71630 - Other Non-Operating Expe	0	0	0	0	35,303	0	0	0	(85,457)
73300 - DMJM and Auth OH Clearin	0	0	0	0	0	0	0	0	0
Total Other Non-Operating Income (Expense)	(833)	3,659,126	3,659,959	439,197	(8,333)	5,004,708	60,157	1,194,438	(17,035,890)
Total Non-Operating Revenue/(Expense)	1,433,769	5,570,150	4,136,381	288	20,099,797	25,897,428	29	(17,035,890)	
Capital Grant Contribution									
72100 - AIP Grants	22,500	137,443	114,943	511	11,520,853	10,435,315	(9)	3,894,424	
Total Capital Grant Contribution	22,500	137,443	114,943	511	11,520,853	10,435,315	(9)	3,894,424	
Total Expenses Net of Non-Operating Revenue/ (Expense)	20,596,161	16,404,699	4,191,463	20	169,249,355	158,613,927	6	168,192,088	
Net Income/(Loss)	(1,700,552)	3,927,244	5,627,796	331	13,803,177	32,796,448	138	9,653,401	
Equipment Outlay									
73200 - Equipment Outlay Expendi	(151,333)	(90,666)	60,667	40	(803,583)	(931,463)	(16)	(263,031)	
73299 - Capitalized Equipment Co	0	90,666	90,666	0	0	931,463	0	263,031	
Total Equipment Outlay	(151,333)	0	151,333	100	(803,583)	0	100	0	



Review of the Unaudited Financial Statements for the Ten Months Ended April 30, 2016 and 2015

Presented by:

Scott Brickner, CPA

Vice President, Finance and Asset Management/Treasurer

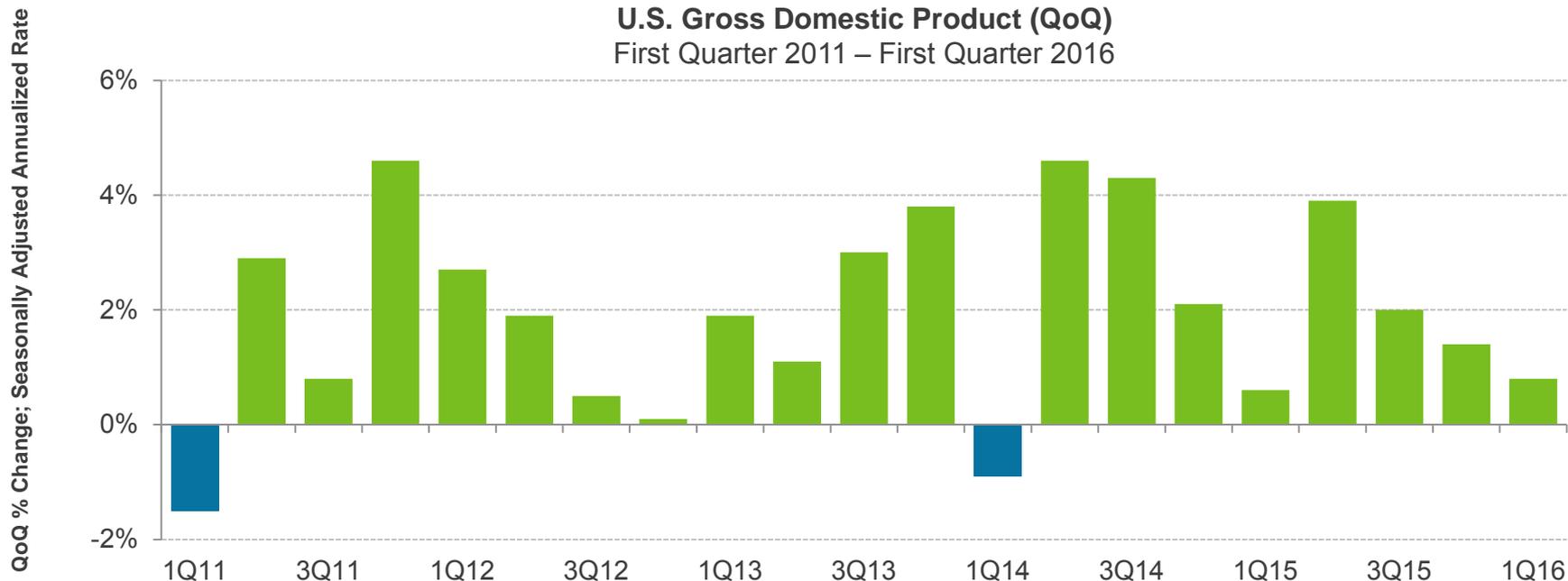
Kathy Kiefer

Senior Director, Finance & Asset Management

June 13, 2016

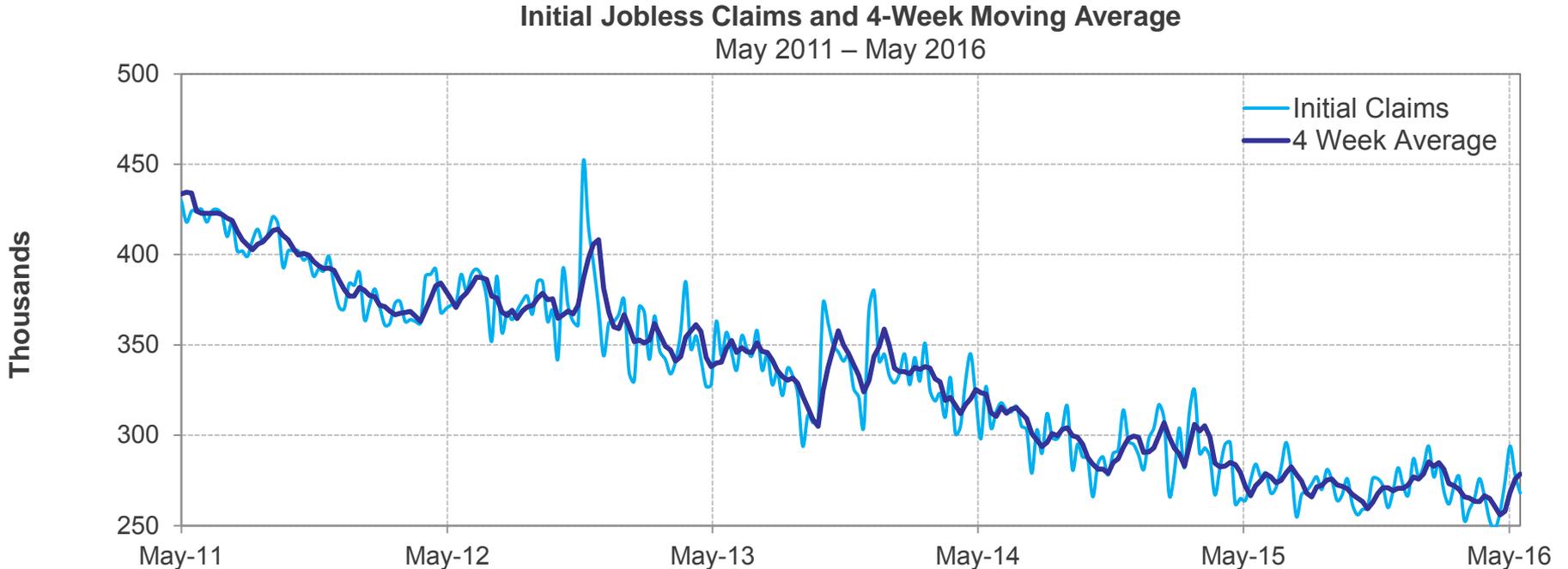
First Quarter GDP

U.S. GDP grew at 0.8% in the first quarter (second estimate) compared to the 0.5% increase for the advance estimate. The primary drivers of the increase in the GDP estimate was improvements in residential investment and exports compared to the advance estimate. While growth was down in the first quarter, growth is expected to rebound in the second quarter.



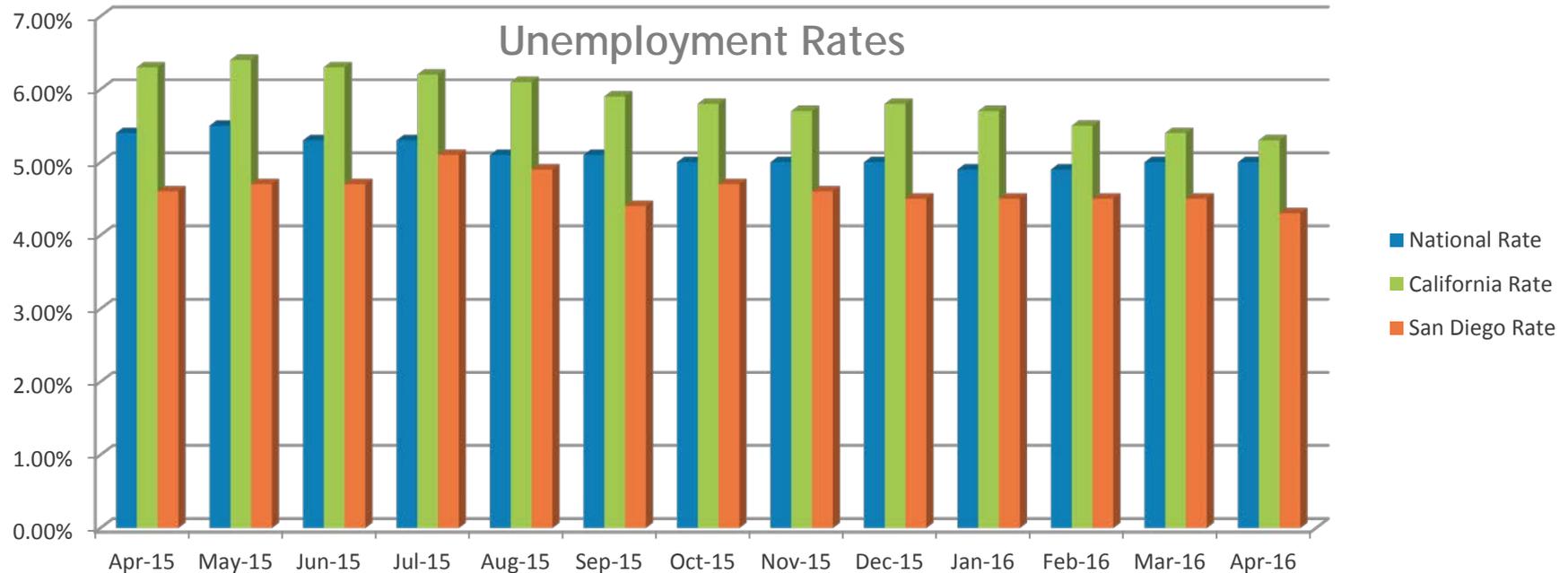
Initial Claims For Unemployment

For the week ending May 21, initial claims for unemployment (seasonally adjusted) fell by 10,000 to 268,000. The 4-week moving average, which helps smooth out some of the weekly volatility, rose by 2,750 to 278,500. Although the recent trend is upward, the overall level of claims remains low suggesting continued strength in the labor markets.



April Unemployment Rates

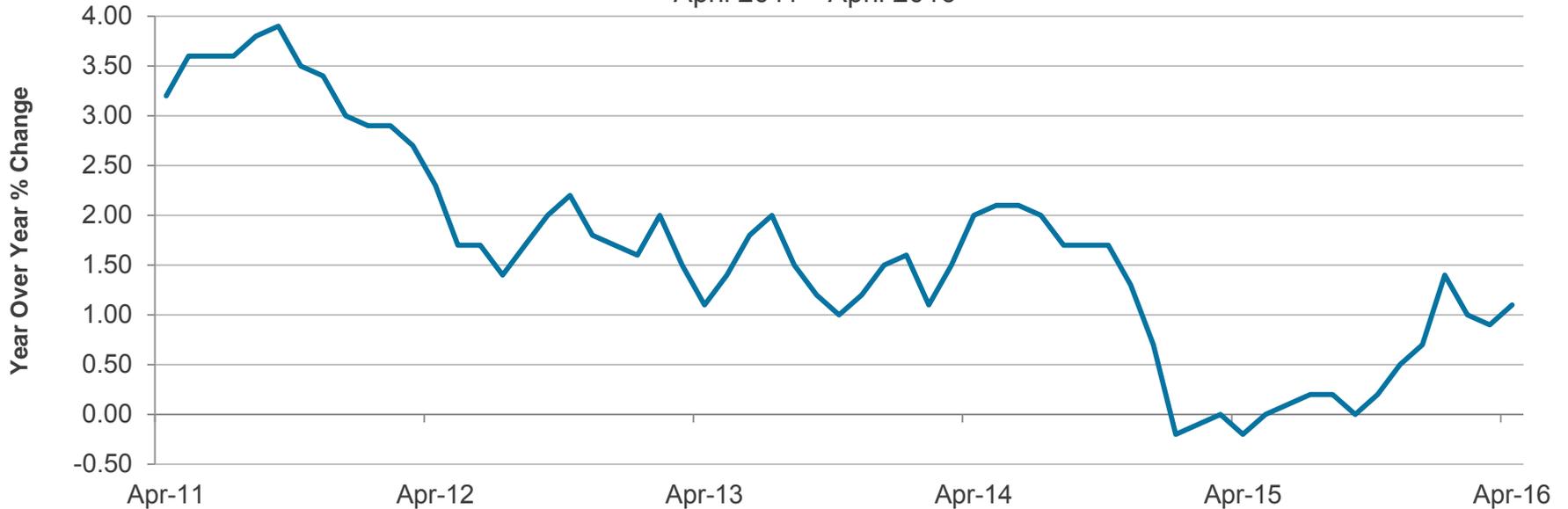
The National unemployment rate remained steady at 5.0 percent for the month of April. The National U-6 rate dropped 0.1 percentage points to 9.7 percent. In California the unemployment rate dropped 0.1 percentage points from the March rate of 5.4 percent to 5.3 percent for April and is down 1.2 percentage points from one year ago. Locally, San Diego's unemployment rate dropped slightly to 4.3 percent.



Consumer Price Index

The Consumer Price Index (CPI) for the twelve months ending April was up 1.10%, a 0.90% increase from March. Core CPI, excluding food and energy, was up 2.10% for the twelve months ending April, which was down from the 2.20% increase in March. Even discounting the impact of low energy prices, overall inflation remains low.

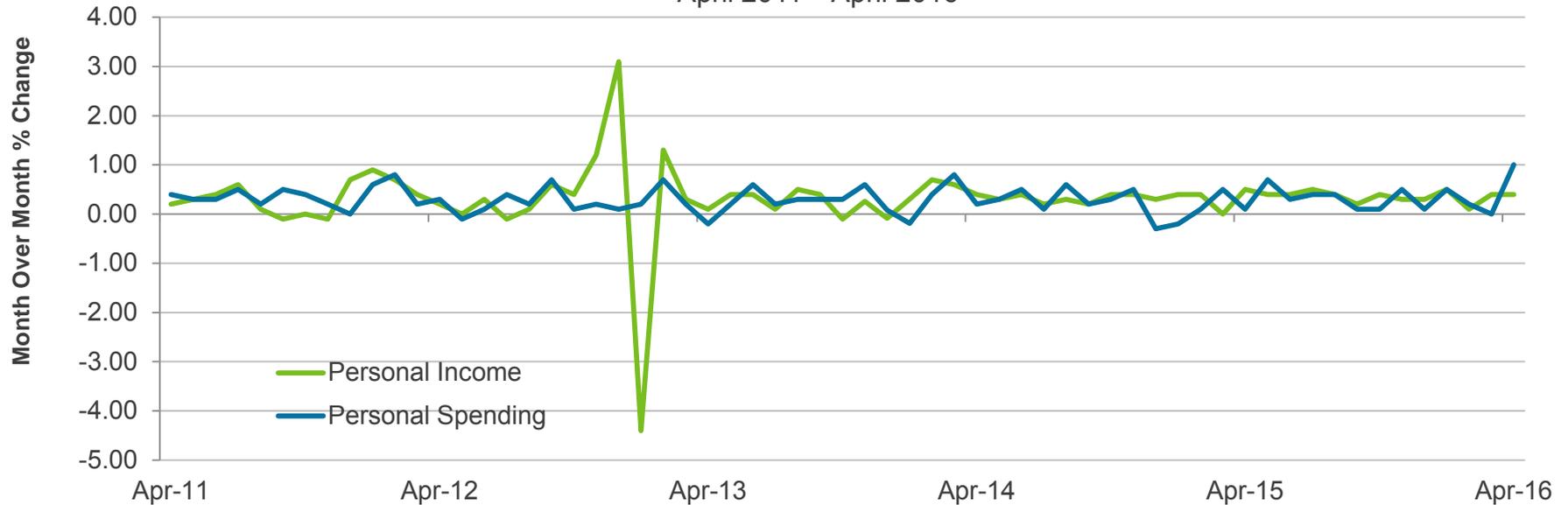
Consumer Price Index (YoY%)
April 2011 – April 2016



Personal Income and Spending

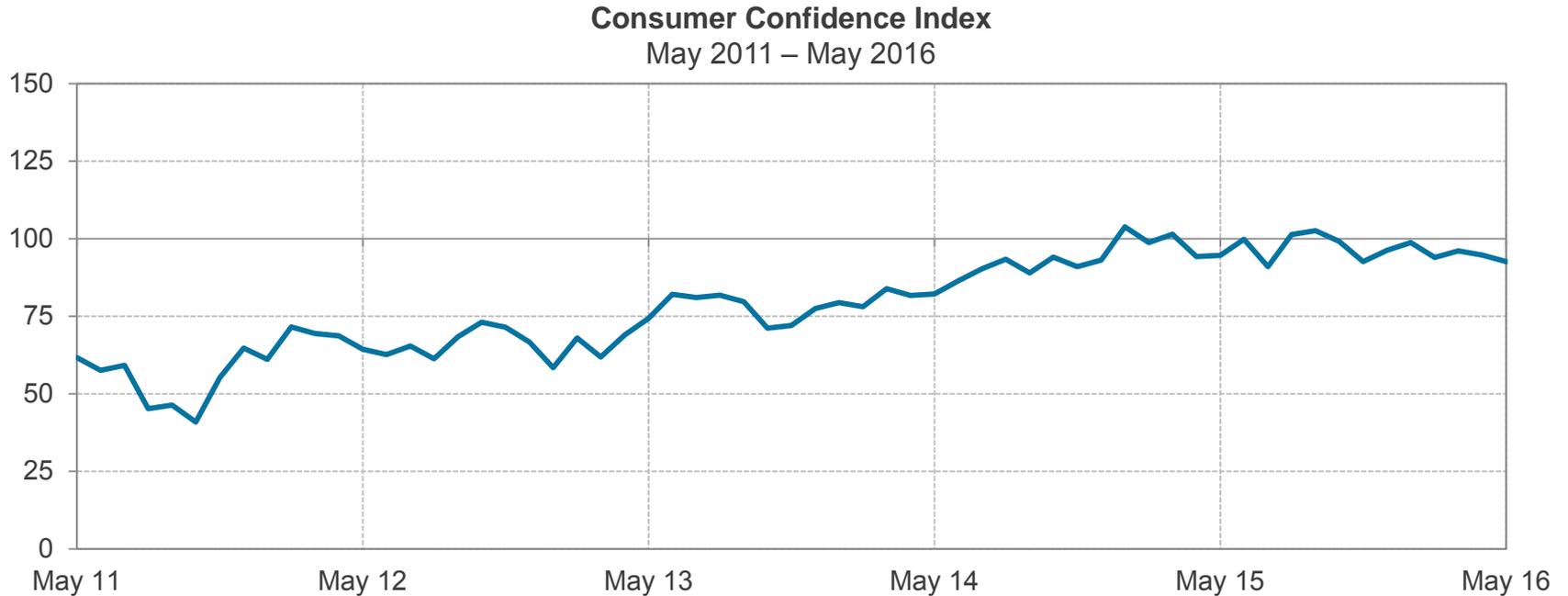
Personal income remained strong in April increasing by 0.40% matching its March increase. Spending was up even stronger increasing by 1.0% in April (its strongest increase since August 2009) compared to no change in March.

Personal Income and Spending (MoM%)
April 2011 – April 2016



Consumer Confidence Index

The Consumer Confidence Index fell for the second straight month. The Index fell to 92.6 in May, which is down 2.1 points from April's reading of 94.7. Weakness in consumers assessment of the employment market contributed to declines in both current and future expectations.



Existing Home Sales Increase

Existing home sales increased for the second straight month in April to a seasonally adjusted annualized rate of 5.45 million units, which was a 1.7% increase from the prior month and a 6.0% increase from the prior year. Prices and inventory levels were also up in April, which should help support sales in coming months. While recent sales increases are favorable, the rate of sales remains below its most recent high of 5.48 million units reached in July 2015.

U.S. Existing Home Sales (MoM)

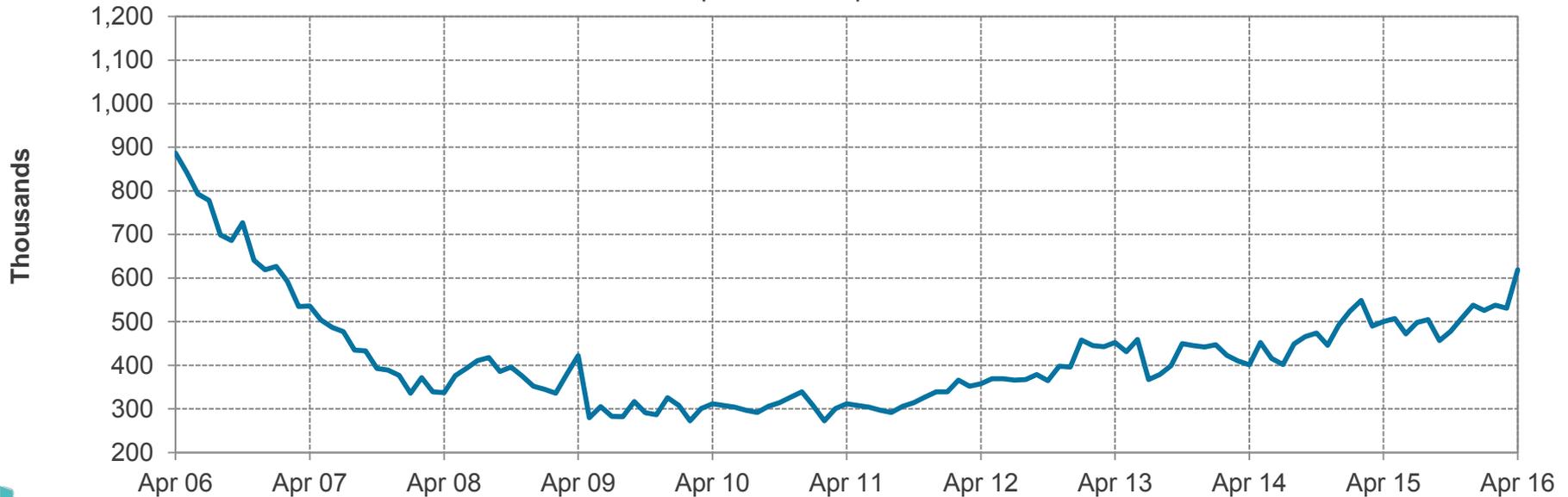
April 2006 – April 2016



New Home Sales Up Sharply

New homes sales rose by 16.6% in April to a seasonally adjusted annualized rate of 619,000 units, which is well above expectations and was the largest monthly increase since January 1992. New home sales are up 23.8% year-over-year and are at the highest monthly rate since January 2008.

U.S. New Home Sales
April 2006 – April 2016



Oil Prices Trending Higher

Oil (WTI spot) closed at \$48.12 on May 23, which is just below its high for the year of \$48.29. Oil is up 29.6% year-to-date on increased global demand and supply disruptions in Canada and Nigeria. Despite the recent price increases, crude oil is still down 21.6% from its 12 month high. The current trend is for higher prices, but potential additional supply from Libya and Iran could help limit future increases.

West Texas Intermediate Oil Price Per Barrel (WTI Spot)
May 2, 2011 – May 23, 2016



Jet Fuel Trending Higher

The price of jet fuel has been trending higher recently on higher crude prices. Jet fuel (U.S. Gulf Coast Spot) closed at \$1.363 on May 23, which is down slightly from its high for the year of \$1.397, but it is still up 29.5% year-to-date. Despite recent increases, jet fuel is down 26.0% from its 12-month high.

U.S. Gulf Coast Kerosene-Type Jet Fuel Spot Price FOB
May 2, 2011 – May 23, 2016



U.S. Equity Markets

After falling sharply at the beginning of the year on global economic uncertainty and a general de-risking, the markets rebounded as global economic concerns subsided. Although down from their highs for the year, the equity markets are still up for the year. Year-to-date, the DJIA is up 1.61% and the S&P 500 is up 1.57%.

Dow Jones Industrial Average and S&P 500 Indices

May 1, 2011 – May 24, 2016



Treasury Yields

Over the past five years, longer-term Treasury yields have fallen on global economic weakness and lower inflation expectations while shorter-term rates are up modestly on a higher federal funds rate hike.

2-, 10- and 30-year U.S. Treasury Yields
May 1, 2011 – May 24, 2016

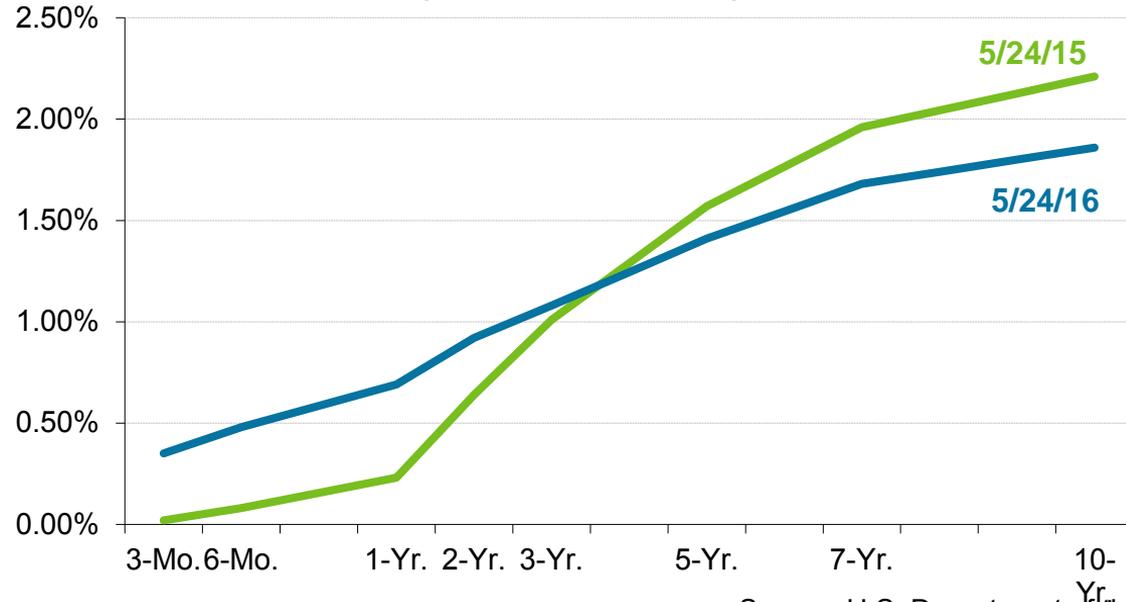


Source: U.S. Department of the Treasury.

U.S. Treasury Yield Curve Flattens

While shorter-term Treasury yields are up on the hike in the federal funds target rate, longer-term yields have fallen from prior year levels driven by global economic concerns, lowered inflation expectations, and a flight to quality.

U.S. Treasury Yield Curve
May 24, 2015 versus May 24, 2016



	5/24/15	5/24/16	Change
3-Mo.	0.02%	0.35%	0.33%
6-Mo.	0.08%	0.48%	0.40%
1-Yr.	0.23%	0.69%	0.46%
2-Yr.	0.64%	0.92%	0.28%
3-Yr.	1.01%	1.08%	0.07%
5-Yr.	1.57%	1.41%	(0.16%)
10-Yr.	2.21%	1.86%	(0.35%)
20-Yr.	2.73%	2.25%	(0.48%)
30-Yr.	2.99%	2.65%	(0.34%)

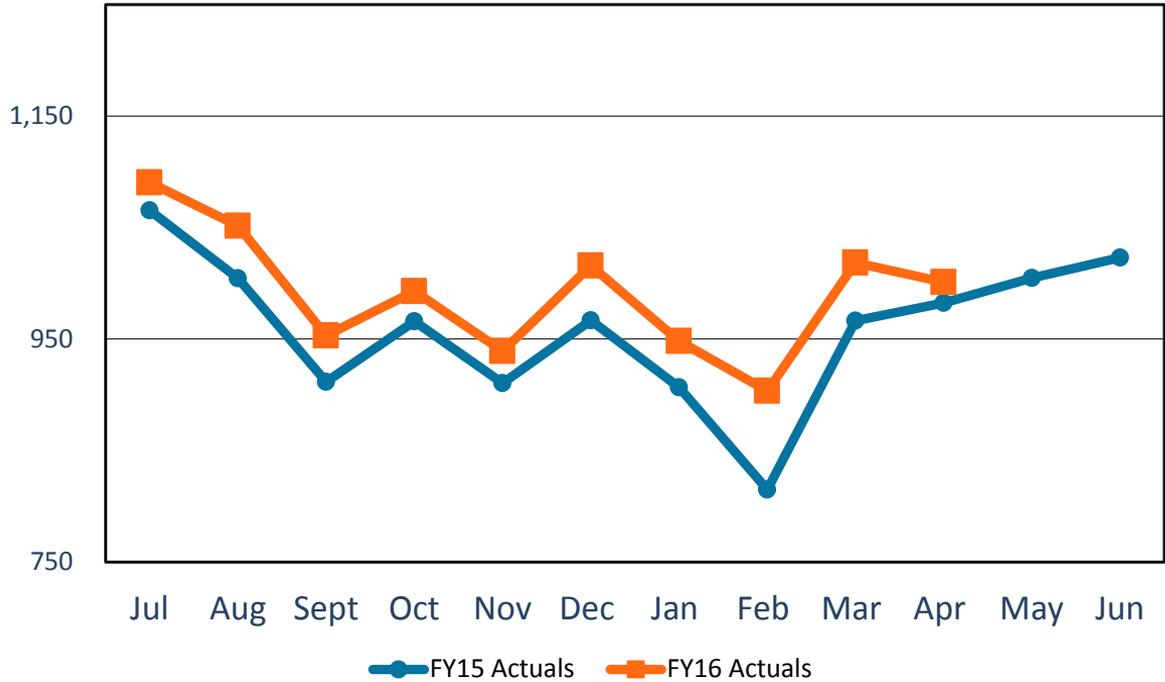
Source: U.S. Department of the Treasury



Revenue & Expenses (Unaudited) For the Month Ended April 2016 and 2015

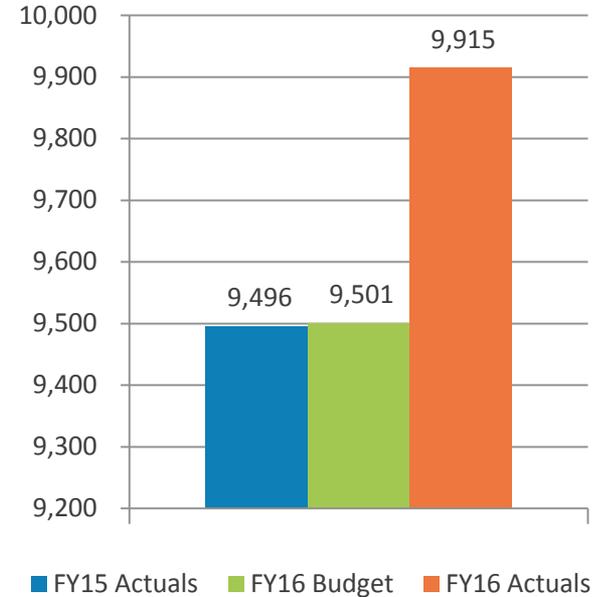
Gross Landing Weight Units (000 lbs)

(000's)



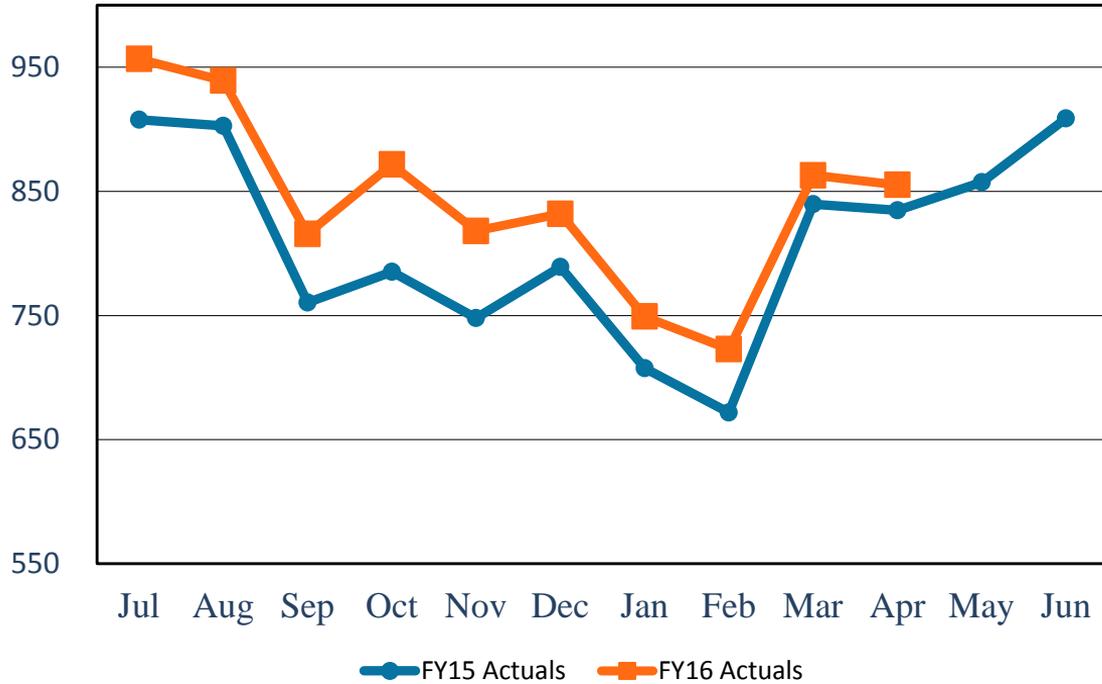
FY16 YTD Act Vs.
FY15 YTD Act
4.4%

FY16 YTD Act Vs.
FY16 YTD Budget
4.4%



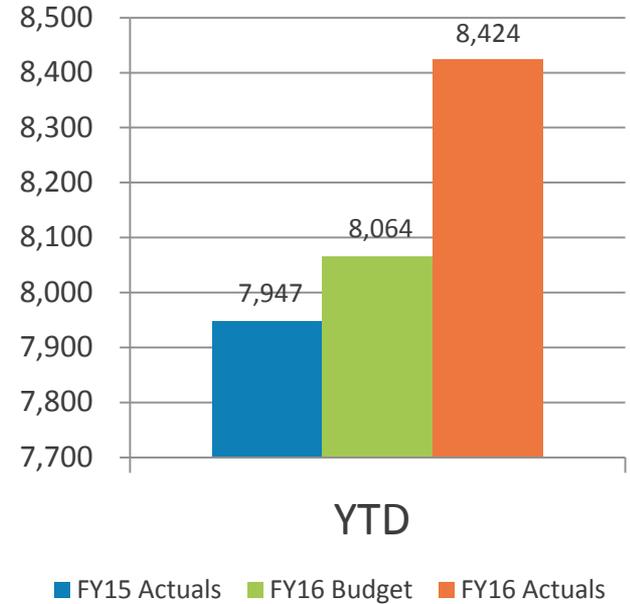
Enplanements

(000's)

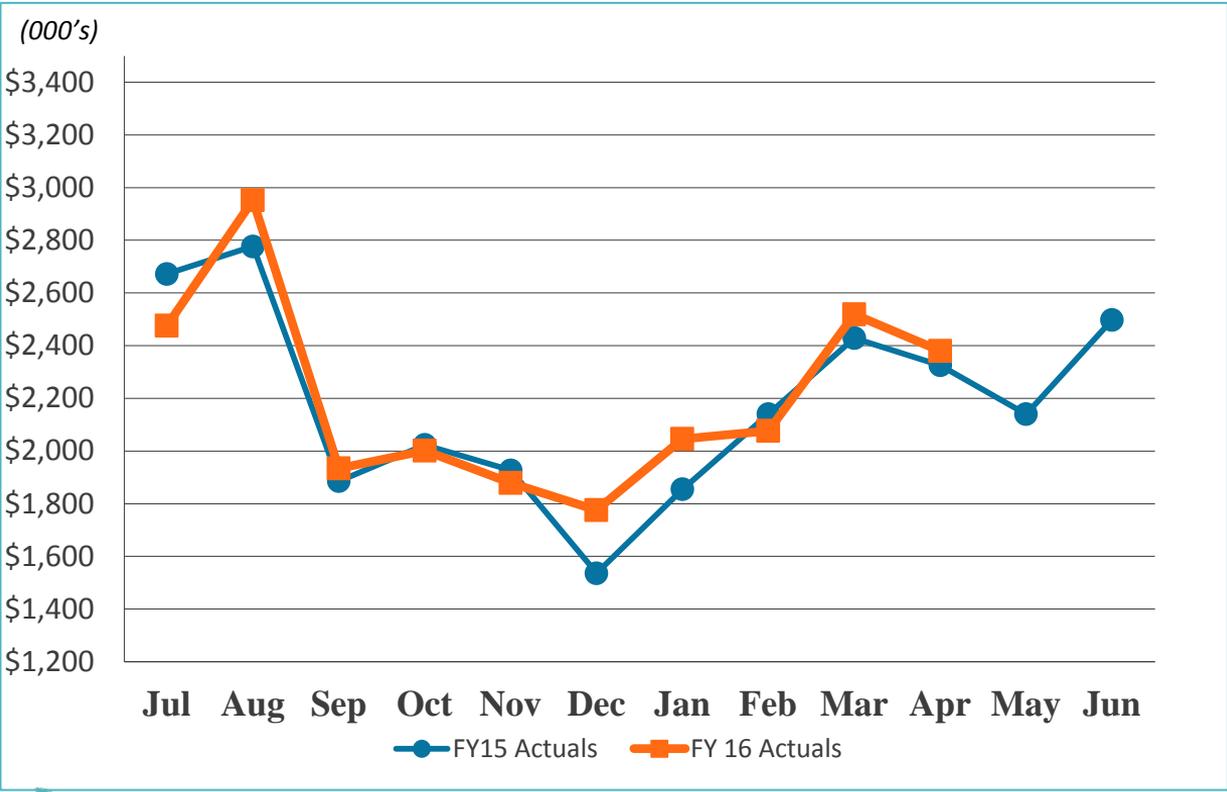


FY16 YTD Act Vs.
FY15 YTD Act
6.0%

FY16 YTD Act Vs.
FY16 YTD Budget
4.5%

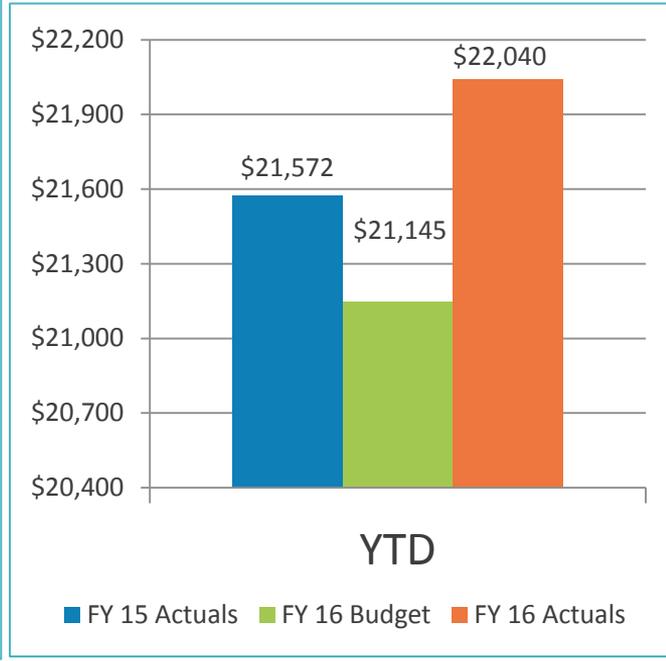


Car Rental License Fees

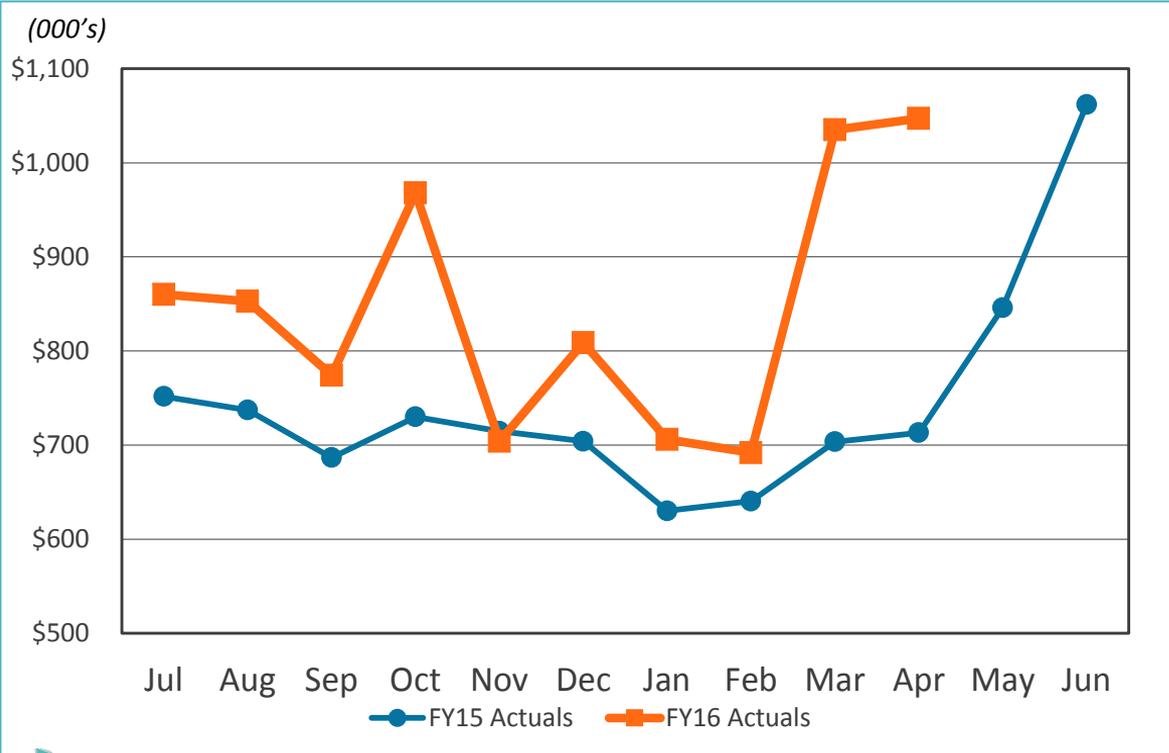


FY16 YTD Act Vs.
FY15 YTD Act
4.6%

FY16 YTD Act Vs.
FY16 YTD Budget
4.1%

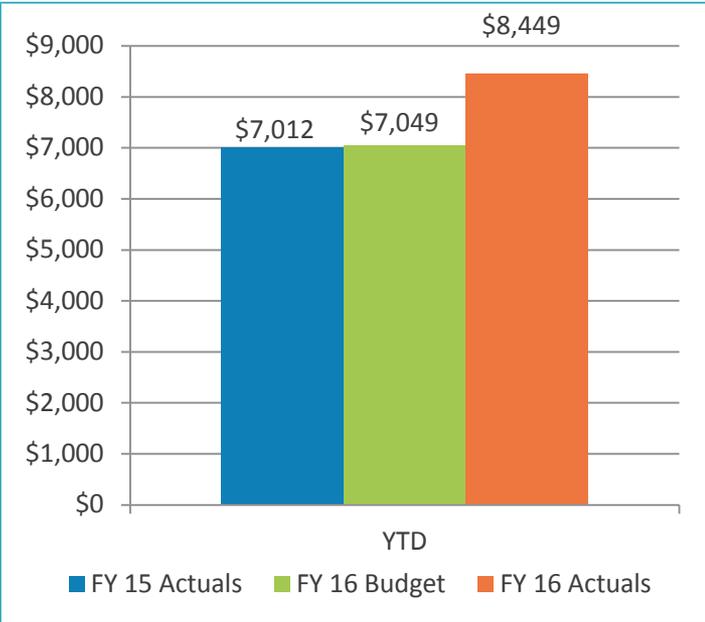


Food and Beverage Concessions Revenue

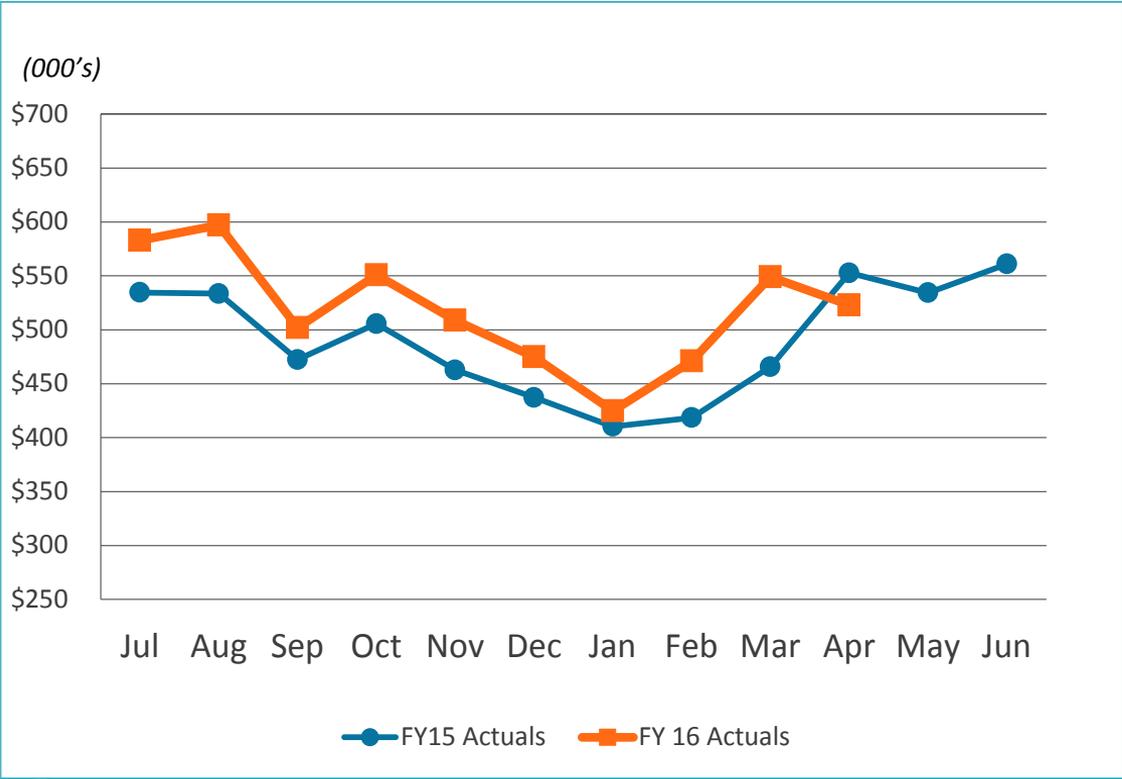


FY16 YTD Act Vs.
FY15 YTD Act
20.5%

FY16 YTD Act Vs.
FY16 YTD Budget
19.8%

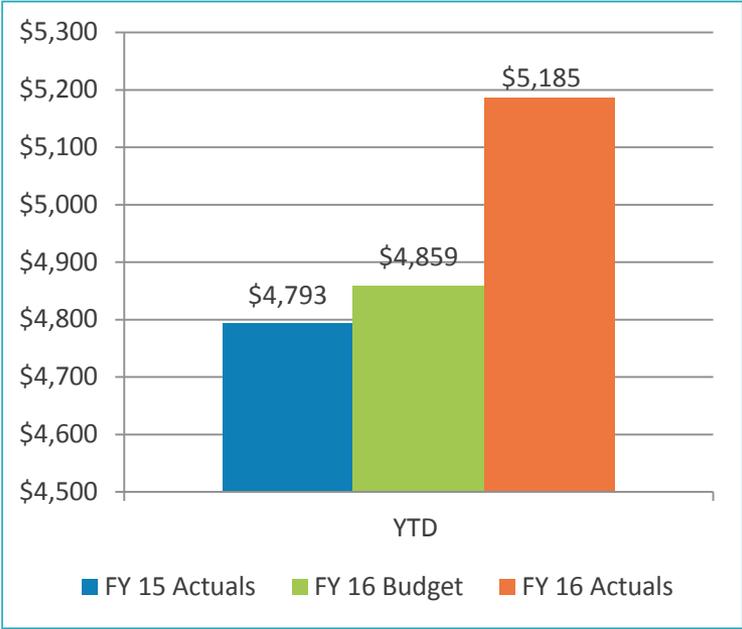


Retail Concessions Revenue



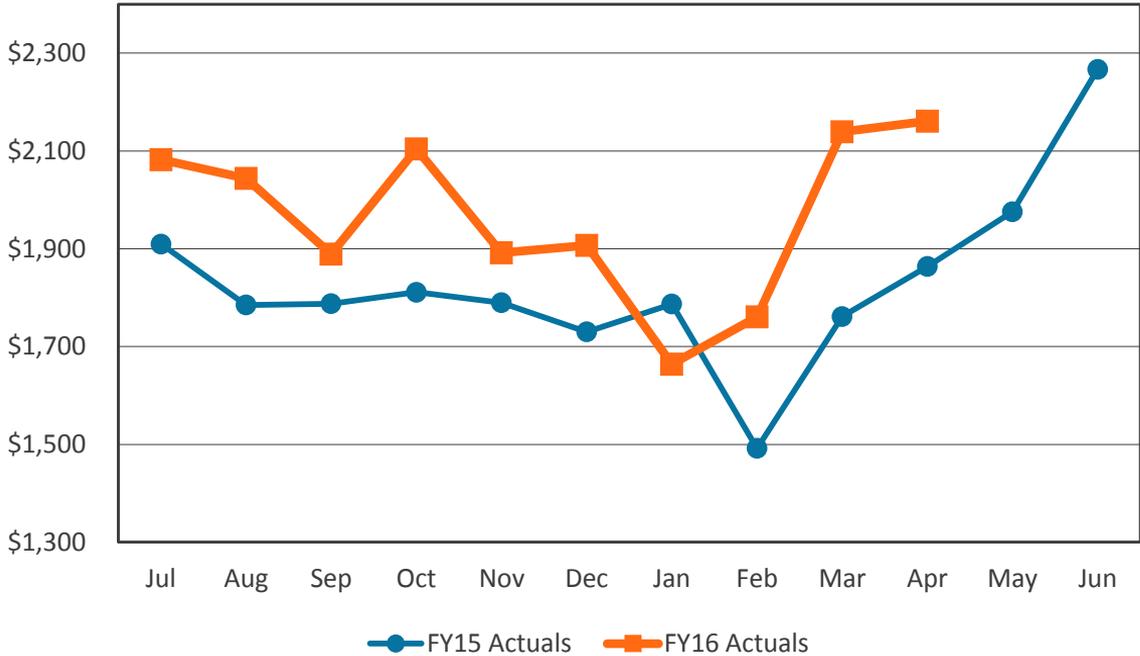
FY16 YTD Act Vs.
FY15 YTD Act
8.2%

FY16 YTD Act Vs.
FY16 YTD Budget
6.7%



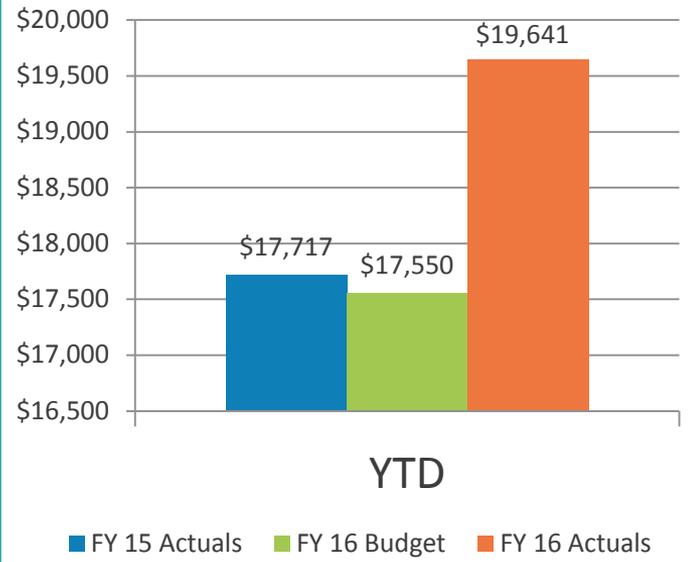
Total Terminal Concessions (Includes Cost Recovery)

(000's)

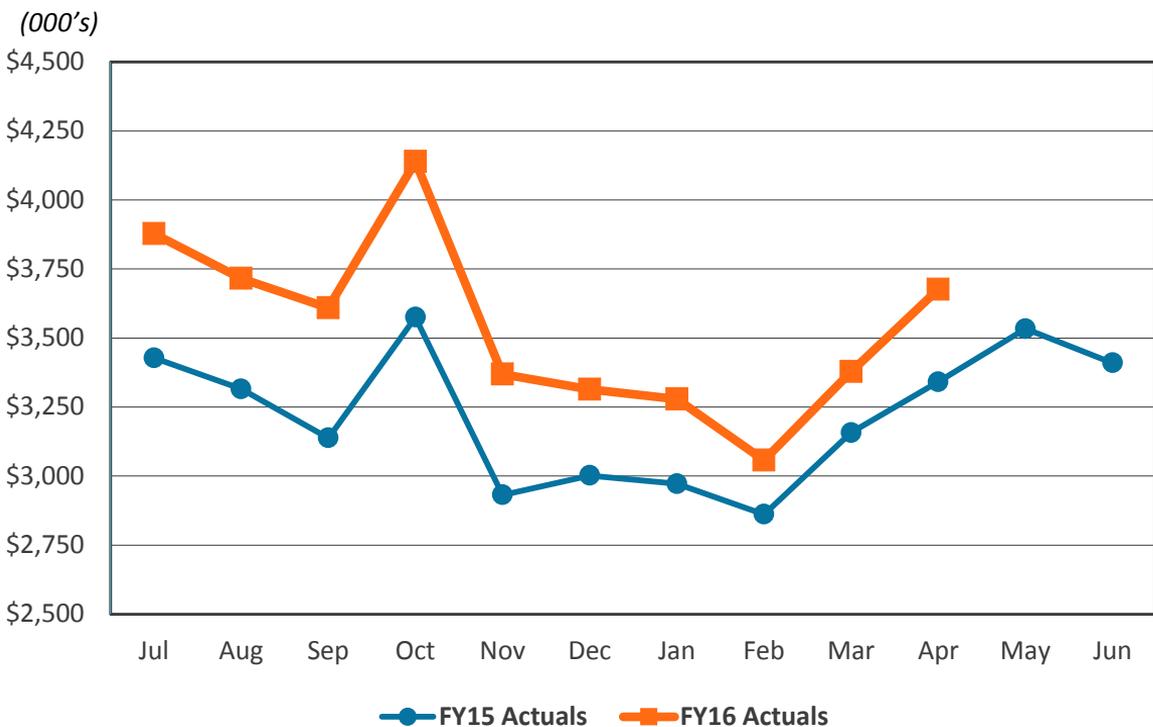


FY16 YTD Act Vs.
FY15 YTD Act
10.8%

FY16 YTD Act Vs.
FY16 YTD Budget
11.9%

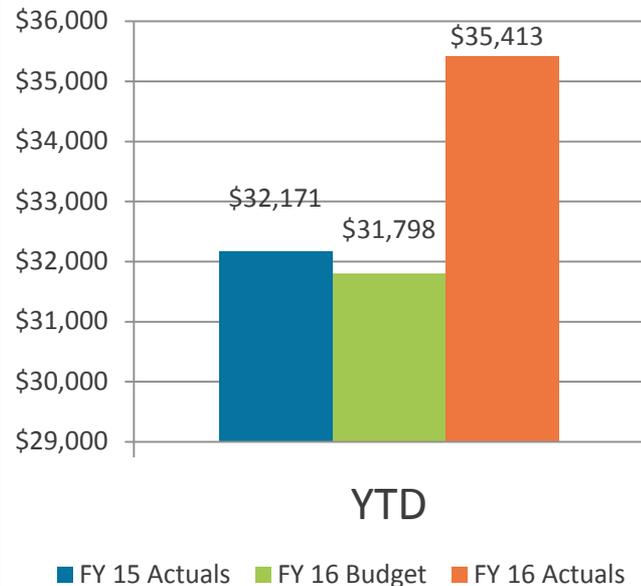


Parking Revenue



FY16 YTD Act Vs.
FY15 YTD Act
10.4%

FY16 YTD Act Vs.
FY16 YTD Budget
11.4%



Operating Revenues for the Month Ended April 30, 2016

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Aviation revenue:					
Landing fees	\$ 2,066	\$ 2,175	\$ 109	5%	\$ 2,042
Aircraft parking fees	240	222	(18)	(8)%	226
Building rentals	4,436	4,481	45	1%	4,250
Security surcharge	2,307	2,305	(2)	-	2,211
CUPPS Support Charges	101	101	-	-	94
Other aviation revenue	130	129	(1)	(1)%	133
Total aviation revenue	\$ 9,280	\$ 9,413	\$ 133	1%	\$ 8,956

Operating Revenues

for the Month Ended April 30, 2016

(In thousands)

	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Terminal rent non-airline	\$ 119	\$ 110	\$ (9)	(8)%	\$ 103
Concession revenue:					
Terminal concession revenue:					
Food and beverage	729	1,047	318	44%	713
Retail	539	523	(16)	(3)%	553
Space storage	78	71	(7)	(9)%	71
Cost recovery	218	209	(9)	(4)%	210
Other (Primarily advertising)	267	311	44	16%	317
Total terminal concession revenue	1,831	2,161	330	18%	1,864
Car rental and license fee revenue:					
Rental car and license fees	2,222	2,380	158	7%	2,325
Rental car center cost recovery	173	148	(25)	(14)%	-
License fees-other	352	372	20	6%	358
Total rental car and license fees	2,747	2,900	153	6%	2,683
Total concession revenue	\$ 4,578	\$ 5,061	\$ 483	11%	\$ 4,547

Operating Revenues for the Month Ended April 30, 2016

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Parking revenue:					
Short-term parking revenue	\$ 1,731	\$ 2,132	\$ 401	23%	\$ 2,127
Long-term parking revenue	1,314	1,544	230	18%	1,264
Total parking revenue	3,045	3,676	631	21%	3,391
Ground transportation permits and citations	340	409	69	20%	287
Ground rentals	1,472	1,551	79	5%	1,020
Grant reimbursements	24	24	-	-	24
Other operating revenue	39	89	50	128%	98
Subtotal	4,920	5,749	829	17%	4,820
Total operating revenues	\$ 18,897	\$ 20,333	\$ 1,436	8%	\$ 18,426

Operating Expenses for the Month Ended April 30, 2016

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Operating expenses:					
Salaries and benefits	\$ 3,523	\$ 3,146	\$ 377	11%	\$ 5,156
Contractual services	3,303	3,437	(134)	(4)%	3,887
Safety and security	1,999	2,345	(346)	(17)%	2,688
Space rental	869	870	(1)	-	869
Utilities	978	806	172	18%	775
Maintenance	1,191	1,674	(483)	(41)%	1,713
Equipment and systems	81	44	37	46%	38
Materials and supplies	36	41	(5)	(14)%	48
Insurance	110	82	28	25%	89
Employee development and support	107	88	19	18%	111
Business development	258	170	88	34%	362
Equipment rental and repairs	321	132	189	59%	366
Total operating expenses	\$ 12,776	\$ 12,835	\$ (59)	-	\$ 16,102

Financial Summary

for the Month Ended April 30, 2016

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	%	Prior Year
Total operating revenues	\$ 18,897	\$ 20,333	\$ 1,436	8%	\$ 18,426
Total operating expenses	12,776	12,835	\$ (59)	-	16,102
Income from operations	6,121	7,498	1,377	22%	2,324
Depreciation	9,276	9,276	-	-	7,356
Operating income (loss)	\$ (3,155)	\$ (1,778)	\$ 1,377	44%	\$ (5,032)

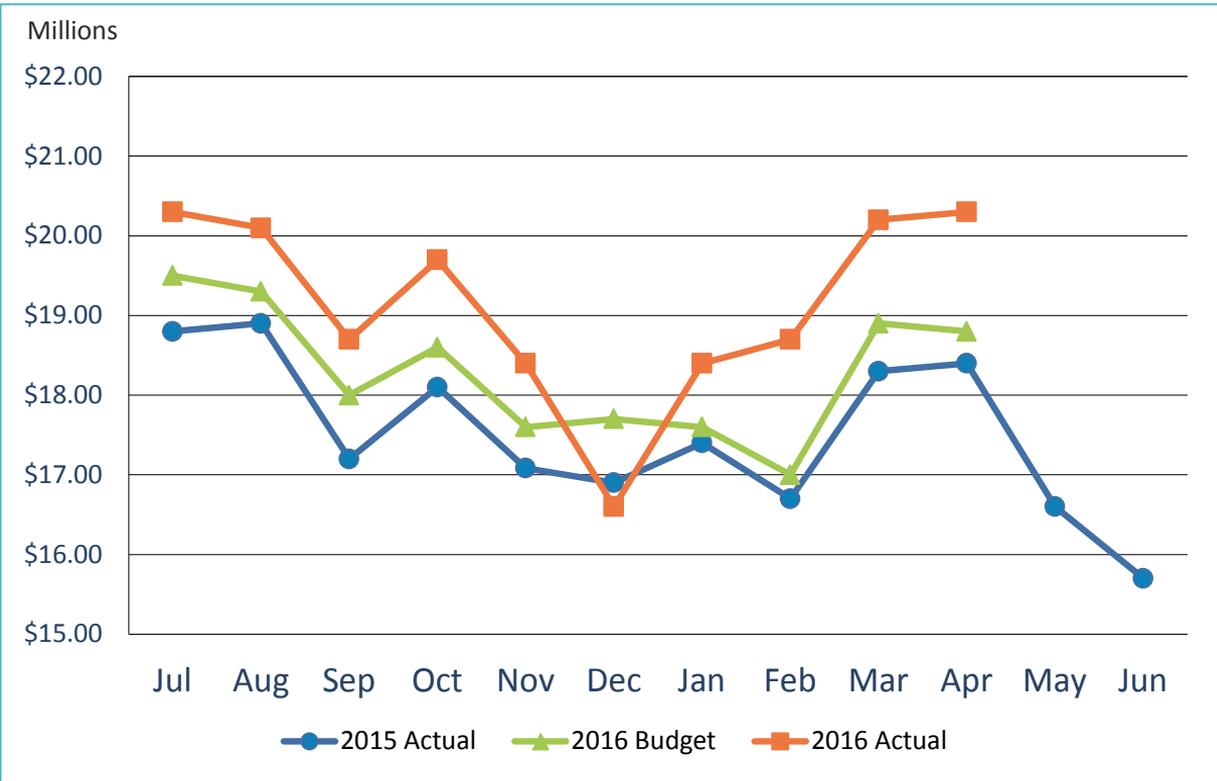
Non-operating Revenues & Expenses for the Month Ended April 30, 2016

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Nonoperating revenues (expenses):					
Passenger facility charges	\$ 3,222	\$ 2,926	\$ (296)	(9)%	\$ 2,641
Customer facility charges (Rental Car Center)	2,998	2,799	(199)	(7)%	2,853
Quieter Home Program, net	(272)	(758)	(486)	(179)%	(269)
Interest income	366	430	64	17%	472
BAB interest rebate	386	386	-	-	386
Interest expense & debt issuance costs	(5,616)	(4,224)	1,392	25%	(4,903)
Bond amortization	351	351	-	-	359
Other nonoperating revenue (expenses)	(1)	3,659	3,660	-	2,263
Nonoperating revenue, net	1,434	5,569	4,135	288%	3,802
Change in net position before grant contributions	(1,721)	3,791	5,512		(1,230)
Capital grant contributions	23	137	114	-	841
Change in net position	\$ (1,698)	\$ 3,928	\$ 5,626	331%	\$ (389)



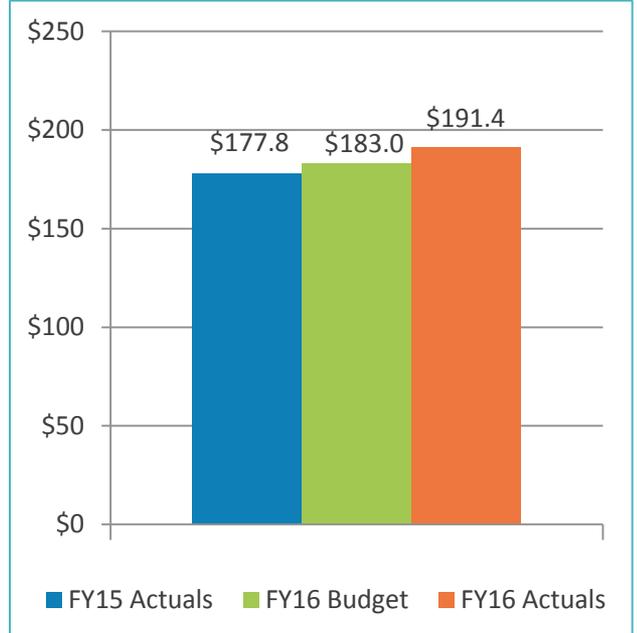
**Revenue & Expense
(Unaudited)
For the Ten Months Ended
April 30, 2016 and 2015**

Monthly Operating Revenue (Unaudited)



FY16 YTD Act Vs.
FY15 YTD Act
7.7%

FY16 YTD Act Vs.
FY16 YTD Budget
4.6%



Operating Revenues

for the Ten Months Ended April 30, 2016 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Aviation revenue:					
Landing fees	\$ 20,273	\$ 20,798	\$ 525	3%	\$ 19,625
Aircraft parking fees	2,396	2,249	(147)	(6)%	2,272
Building rentals	44,344	44,297	(47)	-	42,398
Security surcharge	23,071	22,264	(807)	(3)%	22,108
CUPPS Support Charges	1,005	1,005	-	-	939
Other aviation revenue	1,320	1,333	13	1%	1,321
Total aviation revenue	\$ 92,409	\$ 91,946	\$ (463)	(1)%	\$ 88,663

Operating Revenues

for the Ten Months Ended April 30, 2016 (Unaudited)

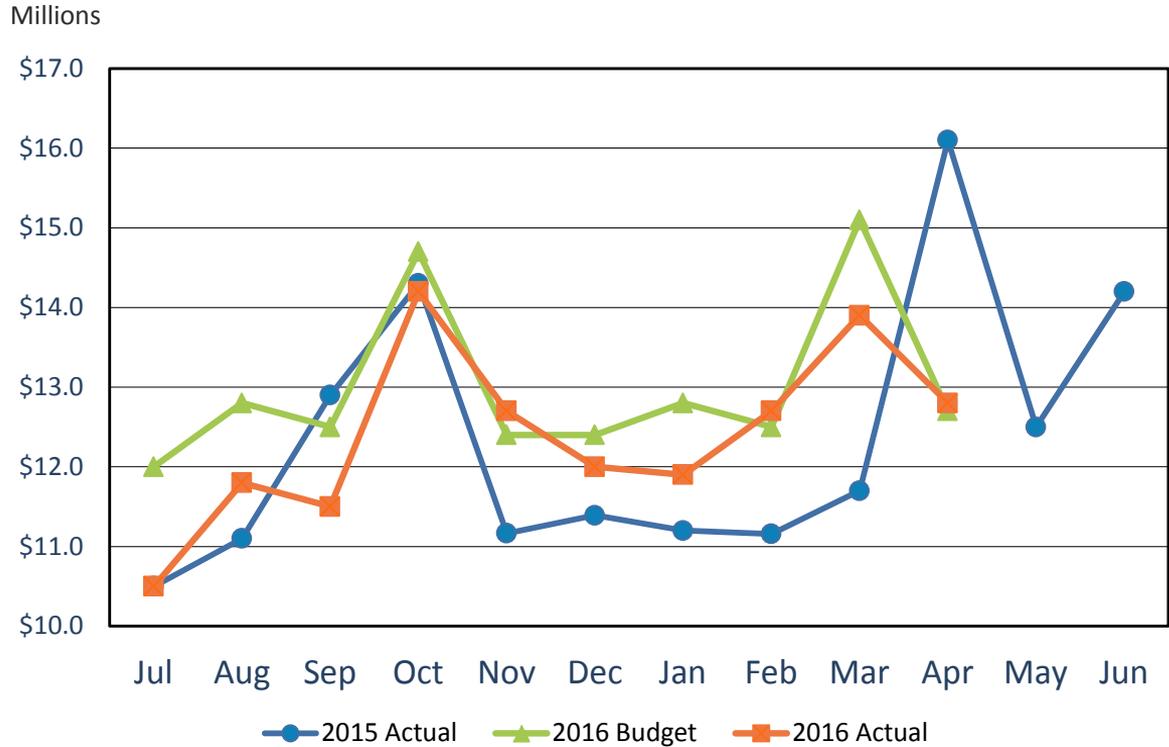
(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Terminal rent non-airline	\$ 1,190	\$ 811	\$ (379)	(32)%	\$ 1,026
Concession revenue:					
Terminal concession revenue:					
Food and beverage	7,049	8,449	1,400	20%	7,012
Retail	4,859	5,185	326	7%	4,793
Space storage	777	713	(64)	(8)%	774
Cost recovery	2,175	2,097	(78)	(4)%	2,049
Other (Primarily advertising)	2,690	3,197	507	19%	3,089
Total terminal concession revenue	17,550	19,641	2,091	12%	17,717
Car rental and license fee revenue:					
Rental car license fees	21,145	22,040	895	4%	21,572
Rental car center cost recovery	173	495	322	186%	-
License fees-other	3,779	3,645	(134)	(4)%	3,643
Total rental car and license fees	25,097	26,180	1,083	4%	25,215
Total concession revenue	\$ 42,647	\$ 45,821	\$ 3,174	7%	\$ 42,932

Operating Revenues

for the Ten Months Ended April 30, 2016 (Unaudited)

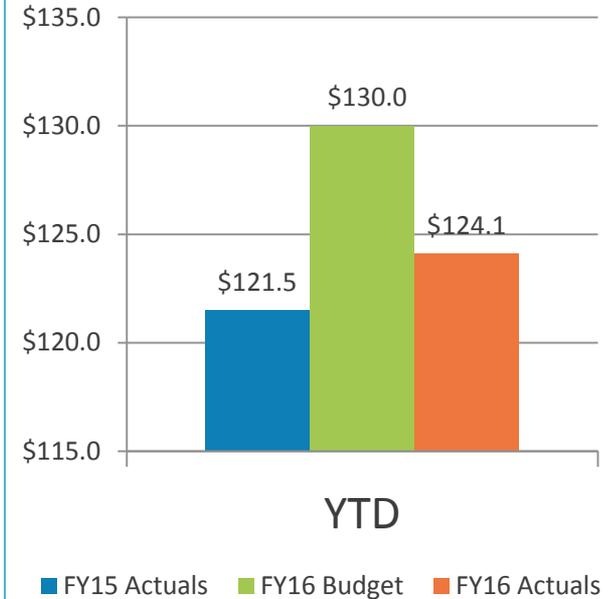
(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	%	Prior Year
Parking revenue:					
Short-term parking revenue	\$ 19,892	\$ 21,939	\$ 2,047	10%	\$ 20,456
Long-term parking revenue	11,906	13,474	1,568	13%	11,715
Total parking revenue	31,798	35,413	3,615	11%	32,171
Ground transportation permits and citations	3,528	4,346	818	23%	2,638
Ground rentals	10,841	12,123	1,282	12%	9,567
Grant reimbursements	243	244	1	-	243
Other operating revenue	394	706	312	79%	603
Subtotal	46,804	52,832	6,028	13%	45,222
Total operating revenues	\$ 183,050	\$ 191,410	\$ 8,360	5%	\$ 177,843

Monthly Operating Expenses (Unaudited)



FY16 YTD Act Vs.
FY15 YTD Act
2.0%

FY16 YTD Act Vs.
FY16 YTD Budget
4.5%



Operating Expenses

for the Ten Months Ended April 30, 2016 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	%	Prior Year
Operating expenses:					
Salaries and benefits	\$ 37,412	\$ 35,244	\$ 2,168	6%	\$ 38,919
Contractual services	31,453	30,609	844	3%	26,172
Safety and security	21,373	21,215	158	1%	20,421
Space rental	8,690	8,631	59	1%	8,695
Utilities	10,401	9,447	954	9%	8,645
Maintenance	12,108	11,930	178	1%	11,735
Equipment and systems	464	419	45	10%	183
Materials and supplies	348	401	(53)	(15)%	352
Insurance	1,102	792	310	28%	883
Employee development and support	1,131	971	160	14%	808
Business development	2,360	1,867	493	21%	2,105
Equipment rental and repairs	3,205	2,598	607	19%	2,636
Total operating expenses	\$ 130,047	\$ 124,124	\$ 5,923	5%	\$ 121,554

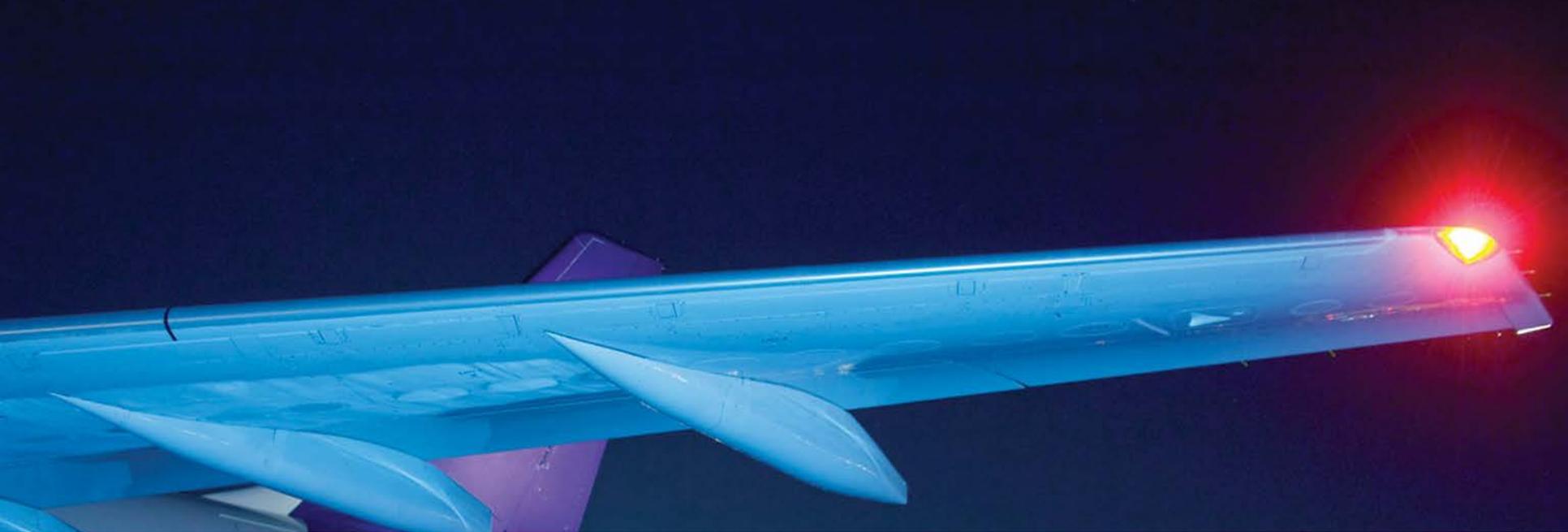
Financial Summary

for the Ten Months Ended April 30, 2016 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Total operating revenues	\$ 183,050	\$ 191,410	\$ 8,360	5%	\$ 177,843
Total operating expenses	130,047	124,124	5,923	5%	121,554
Income from operations	53,003	67,286	14,283	27%	56,289
Depreciation	70,822	70,822	-	-	67,568
Operating income (loss)	\$ (17,819)	\$ (3,536)	\$ 14,283	80%	\$ (11,279)

Nonoperating Revenues & Expenses for the Ten Months Ended April 30, 2016 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Nonoperating revenues (expenses):					
Passenger facility charges	\$ 31,906	\$ 32,845	\$ 939	3%	\$ 30,967
Customer facility charges (Rental Car Center)	27,556	27,672	116	-	26,475
Quieter Home Program, net	(2,740)	(3,557)	(817)	(30)%	(2,396)
Interest income	4,009	4,888	879	22%	4,853
BAB interest rebate	3,859	3,872	13	-	3,859
Interest expense & debt issuance costs	(48,024)	(48,368)	(344)	(1)%	(51,531)
Bond amortization	3,542	3,542	-	-	3,614
Other nonoperating revenue (expenses)	(8)	5,005	5,013	-	1,194
Nonoperating revenue, net	20,100	25,899	5,799	29%	17,035
Change in Net Position before grant contributions	2,281	22,363	20,082	881%	5,756
Capital grant contributions	11,521	10,435	(1,086)	(9)%	3,894
Change in Net Position	\$ 13,802	\$ 32,798	\$ 18,996	138%	\$ 9,650



Statements of Net Position (Unaudited)
April 30, 2016 and 2015

Statements of Net Position (Unaudited)

As of April 30, 2016 and 2015

(In Thousands)

	<u>2016</u>	<u>2015</u>
Current assets:		
Cash and investments	\$ 74,079	\$ 65,660
Tenant lease receivable, net of allowance of 2016: (\$224,404) and 2015: (\$60,384)	5,538	8,991
Grants receivable	6,276	4,295
Notes receivable-current portion	1,609	1,528
Prepaid expenses and other current assets	7,359	6,228
Total current assets	<u>94,861</u>	<u>86,702</u>
 Cash designated for capital projects and other	 <u>\$ 36,924</u>	 <u>\$ 22,095</u>

Statements of Net Position (Unaudited)

As of April 30, 2016 and 2015

(In Thousands)

Restricted assets:

Cash and investments:

	<u>2016</u>	<u>2015</u>
Bonds reserve	\$ 56,868	\$ 54,943
Passenger facility charges and interest unapplied	67,702	63,138
Customer facility charges and interest applied	36,557	41,791
SBD bond guarantee	4,000	4,000
Bond proceeds held by trustee	183,201	330,897
Passenger facility charges receivable	4,185	3,504
Customer facility charges receivable	5,632	3,215
OCIP insurance reserve	3,610	5,433
Total restricted assets	<u>\$ 361,754</u>	<u>\$ 506,921</u>

Statements of Net Position (Unaudited)

As of April 30, 2016 and 2015

(In Thousands)

Noncurrent assets:

Capital assets:

Land and land improvements
 Runways, roads and parking lots
 Buildings and structures
 Machinery and equipment
 Vehicles
 Office furniture and equipment
 Works of art
 Construction-in-progress

Less: accumulated depreciation

Total capital assets, net

	<u>2016</u>	<u>2015</u>
	\$ 109,265	\$ 72,217
	589,529	587,071
	1,397,878	1,099,114
	45,367	14,593
	14,588	5,521
	32,395	32,546
	9,535	3,424
	147,580	363,579
	<u>2,346,137</u>	<u>2,178,065</u>
	(802,402)	(724,403)
	<u>\$ 1,543,735</u>	<u>\$ 1,453,662</u>

Statements of Net Position (Unaudited)

As of April 30, 2016 and 2015

(In Thousands)

Other assets:

Notes receivable - long-term portion

Investments - long-term portion

Net pension asset

Security deposit

Total other assets

	<u>2016</u>	<u>2015</u>
	\$ 35,415	\$ 37,089
	131,644	96,912
	-	6,418
	350	500
	<u>167,409</u>	<u>140,919</u>
	5,959	-
	<u>\$ 2,210,642</u>	<u>\$ 2,210,299</u>

Deferred outflows of resources:

Deferred pension contributions:

Total assets and deferred outflows of resources

Statements of Net Position (Unaudited)

As of April 30, 2016 and 2015

(In Thousands)

	<u>2016</u>	<u>2015</u>
Current liabilities:		
Accounts payable and accrued liabilities	\$ 48,935	\$ 69,466
Deposits and other current liabilities	8,226	4,669
Total current liabilities	<u>57,161</u>	<u>74,135</u>
Current liabilities payable from restricted assets:		
Current portion of long-term debt	11,090	10,695
Accrued interest on bonds and variable debt	21,969	22,090
Total liabilities payable from restricted assets	<u>\$ 33,059</u>	<u>\$ 32,785</u>

Statements of Net Position (Unaudited)

As of April 30, 2016 and 2015

(In Thousands)

	<u>2016</u>	<u>2015</u>
Long-term liabilities:		
Variable debt	\$ 38,705	\$ 44,884
Other long-term liabilities	5,550	14,021
Long-term debt - bonds net of amortized premium	1,292,457	1,307,804
Total long-term liabilities	<u>1,336,712</u>	<u>1,366,709</u>
Total liabilities	<u>1,426,932</u>	<u>1,473,629</u>
Deferred inflows of resources		
Deferred pension investment gains	8,168	-
Total liabilities and deferred inflows of resources	<u><u>\$ 1,435,100</u></u>	<u><u>\$ 1,473,629</u></u>

Statements of Net Position (Unaudited)

As of April 30, 2016 and 2015

(In Thousands)

	<u>2016</u>	<u>2015</u>
Net Position:		
Invested in capital assets, net of related debt	\$ 376,867	\$ 420,242
Other restricted	178,008	175,074
Unrestricted:		
Designated	36,925	27,685
Undesignated	183,742	113,669
	<u> </u>	<u> </u>
Total net position	<u>\$ 775,542</u>	<u>\$ 736,670</u>



Questions?



Item 3

San Diego County Regional Airport Authority

Review of the Authority's Investment Report As of April 30, 2016



Presented by: Geoff Bryant
Manager, Airport Finance

June 13, 2016

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

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



Scott Brickner, C.P.A.
V.P. Finance & Asset Management / Treasurer
San Diego County Regional Airport Authority

Total Portfolio Summary

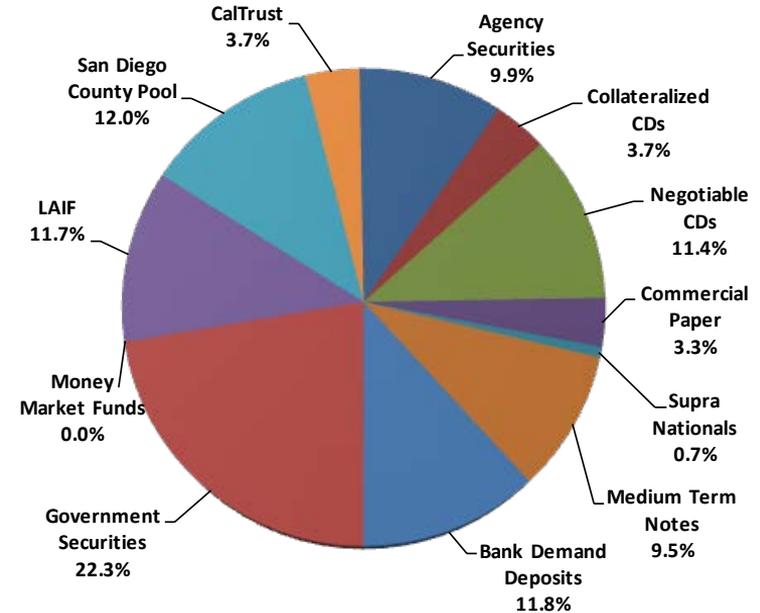
	Current Period	Prior Period	Change From
	April 30, 2016	March 31, 2016	Prior
Book Value (1)	\$407,754,000	\$399,146,000	\$8,608,000
Market Value (1)	\$408,419,000	\$400,851,000	\$7,568,000
Market Value%	100.16%	100.43%	(0.27%)
Unrealized Gain / (Loss)	\$665,000	\$1,705,000	(\$1,040,000)
Weighted Average Maturity (Days)	381 days	370 days	11
Weighted Average Yield as of Period End	0.86%	0.84%	0.02%
Cash Interest Received- Current Month	\$303,000	\$263,000	\$40,000
Cash Interest Received- Year-to-Date	\$2,111,000	\$1,808,000	\$303,000
Accrued Interest	\$557,000	\$579,000	(\$22,000)

Notes:

(1) Increase in portfolio value is primarily due to operating receipts exceeding operating expenditures.

Portfolio Composition by Security Type

	April 30, 2016		March 31, 2016		Permitted by Policy
	Market Value	Percent of Portfolio	Market Value	Percent of Portfolio	
Agency Securities	\$ 40,631,000	9.9%	\$ 33,664,000	8.4%	100%
Collateralized CDs	15,295,000	3.7%	15,289,000	3.8%	30%
Negotiable CDs	46,511,000	11.4%	46,508,000	11.6%	30%
Commercial Paper	13,454,000	3.3%	13,473,000	3.4%	25%
Supra Nationals	2,989,000	0.7%	-	0.0%	30%
Medium Term Notes	38,663,000	9.5%	38,674,000	9.6%	15%
Bank Demand Deposits	47,434,000	11.8%	53,902,000	13.5%	100%
Government Securities	91,239,000	22.3%	86,383,000	21.5%	100%
Money Market Funds	179,000	0.0%	140,000	0.0%	20%
LAIF	47,819,000	11.7%	47,767,000	11.9%	\$65 million ⁽¹⁾
San Diego County Pool	49,061,000	12.0%	49,916,000	12.5%	\$65 million ⁽²⁾
CalTrust	15,144,000	3.7%	15,135,000	3.8%	\$65 million ⁽³⁾
Total:	\$ 408,419,000	100.0%	\$ 400,851,000	100.0%	

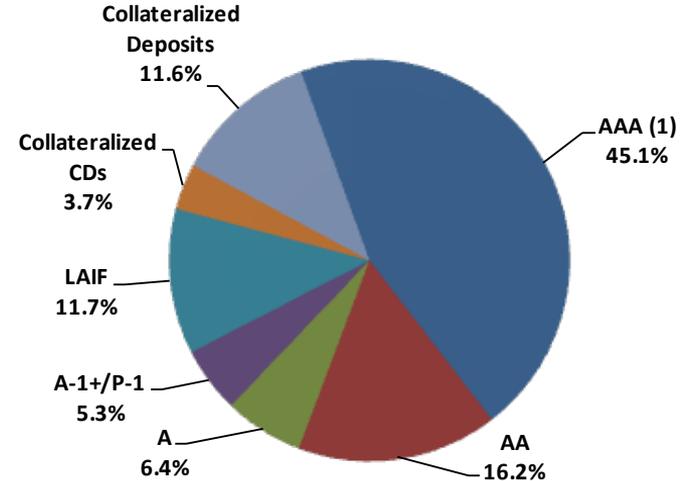


Notes:

- 1.) The \$65 million limit on LAIF is a non-statutory LAIF internal limit. It does not apply to bond proceeds.
- 2.) The San Diego County Investment Pool mirrors the LAIF internal limit and does not apply to bond proceeds.
- 3.) The CalTrust mirrors the LAIF internal limit and does not apply to bond proceeds.

Portfolio Composition by Credit Rating

	April 30, 2016		March 31, 2016	
	Market Value	Percent of Portfolio	Market Value	Percent of Portfolio
AAA ⁽¹⁾	\$ 184,098,000	45.1%	\$ 170,102,000	42.5%
AA	66,069,000	16.2%	62,071,000	15.5%
A	26,249,000	6.4%	30,246,000	7.5%
A-1+/P-1	21,455,000	5.3%	21,474,000	5.4%
LAIF	47,819,000	11.7%	47,767,000	11.9%
Collateralized CDs	15,295,000	3.7%	15,289,000	3.8%
Collateralized Deposits	47,434,000	11.6%	53,902,000	13.4%
Total:	\$ 408,419,000	100.0%	\$ 400,851,000	100.0%

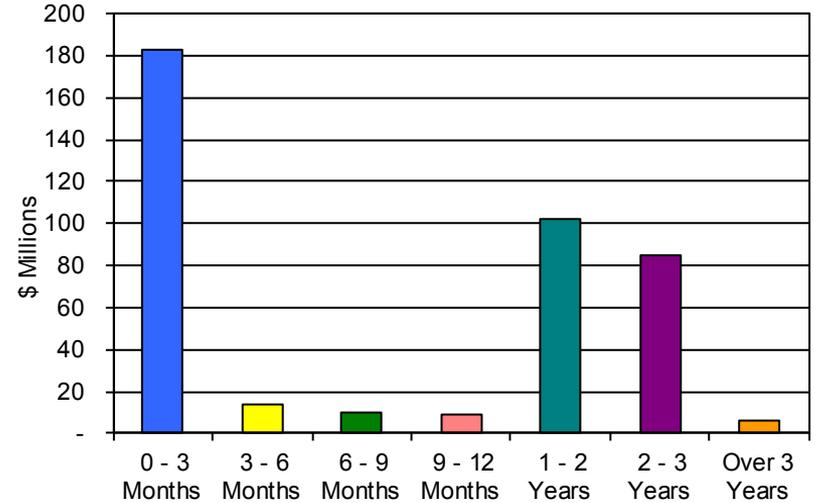


Notes:

1.) Includes investments that have split ratings between S&P (AA+), Moodys (AAA) and Fitch (AAA)

Portfolio Composition by Maturity ⁽¹⁾

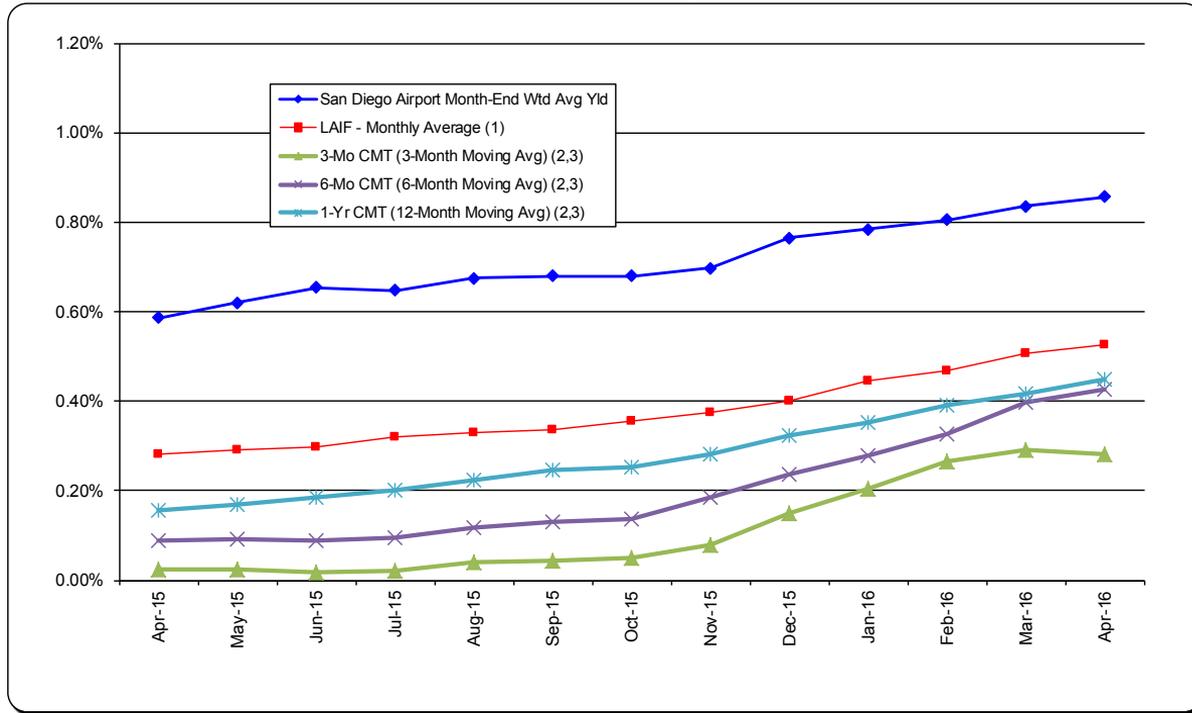
	April 30, 2016		March 31, 2016	
	Market Value	Percent of Portfolio	Market Value	Percent of Portfolio
0 - 3 Months	\$ 183,135,000	44.9%	\$ 189,095,000	47.2%
3 - 6 Months	13,995,000	3.4%	19,259,000	4.8%
6 - 9 Months	9,777,000	2.4%	798,000	0.2%
9 - 12 Months	9,000,000	2.2%	5,004,000	1.2%
1 - 2 Years	101,831,000	24.9%	85,785,000	21.4%
2 - 3 Years	84,654,000	20.7%	86,876,000	21.7%
Over 3 Years	6,027,000	1.5%	14,034,000	3.5%
Total:	\$ 408,419,000	100.0%	\$ 400,851,000	100.0%



Notes:

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

Benchmark Comparison



Notes:

- 1.) Benchmark data for LAIF is the average monthly effective yield.
- 2.) CMT stands for Constant Maturity Treasury. This data is published in Federal Reserve Statistical Release H.15 and represents an average of all actively traded Treasury securities having that time remaining until maturity. This is a standard industry benchmark for Treasury securities.
- 3.) The CMT benchmarks are moving averages. The 3-month CMT is the daily average for the previous 3 months, the 6-month CMT is the daily average for the previous 6 months, and the 1-year CMT is the daily average for the previous 12-months.

Detail of Security Holdings As of April 30, 2016

Settlement Date	Security Description	Coupon	Maturity Date	Next Call Date	Par Value	Purchase Price	Book Value	Market Price	Market Value	Days to Maturity	Yield to Maturity
10/16/15	FNMA	1.125	10/19/18	10/19/18	5,000,000	100.550	5,027,500	100.55	5,027,650	902	0.939
04/20/16	FHLB	0.625	10/26/17	10/26/17	4,000,000	99.795	3,991,800	99.82	3,992,680	544	0.761
01/30/13	FNMA	1.030	01/30/18	04/30/16	3,500,000	99.990	3,499,650	99.82	3,493,595	640	1.032
12/10/13	FHLB	0.625	12/28/16	12/28/16	5,000,000	99.816	4,990,800	100.06	5,003,150	242	0.438
02/03/16	FNMA	1.375	01/28/19	01/28/19	6,000,000	100.842	6,050,520	101.09	6,065,580	1003	1.088
03/30/16	FHLB	1.125	04/15/19	04/15/19	5,000,000	100.217	5,010,850	100.25	5,012,591	1080	1.052
04/20/16	FHLB	1.125	04/15/19	04/15/19	3,000,000	100.319	3,009,570	100.41	3,012,289	1080	1.016
02/25/16	FHLB	0.875	03/19/18	03/19/18	3,500,000	100.021	3,500,735	100.12	3,504,060	688	0.865
09/08/14	FNMA	1.000	09/27/17	09/27/17	5,500,000	99.722	5,484,710	100.36	5,519,800	515	1.093
Agency Total					40,500,000		40,566,135		40,631,395	742	0.924
07/02/15	East West Bk CD	0.600	07/02/16		10,285,022	100.000	10,285,022	100.00	10,285,022	63	0.600
04/25/16	East West Bk CD	0.500	10/24/16		5,010,398	100.000	5,010,398	100.00	5,010,398	177	0.500
Collateralized CDs Total					15,295,420		15,295,420		15,295,420	100	0.567
09/11/14	US Bank CD	1.375	09/11/17		4,000,000	100.000	3,993,560	100.27	4,010,600	499	1.430
03/09/16	US Bank CD	1.060	03/09/18		4,000,000	100.000	4,000,000	100.00	4,000,000	678	1.060
11/17/15	SKANDINAV ENSKD CD	1.480	11/16/17		4,500,000	100.000	4,500,000	100.00	4,500,000	565	1.480
11/18/15	HSBC BK C/D	0.954	11/17/17		4,000,000	100.000	4,000,000	100.00	4,000,000	566	0.954
04/10/15	CANADIAN IMP CD	1.010	04/06/17		5,000,000	100.000	5,000,000	100.00	5,000,000	341	1.010
03/16/16	Toronto Dominion CD	1.720	03/14/18		5,000,000	100.000	5,000,000	100.00	5,000,000	683	1.720
04/27/15	RABOBANK CD	1.070	04/21/17		4,000,000	100.000	4,000,000	100.00	4,000,000	356	1.070
05/29/15	NORDEA BK CD	1.150	05/26/17		4,000,000	100.000	4,000,000	100.00	4,000,000	391	1.150
03/15/16	ROYAL BK CDA Y C/D	1.700	03/09/18		4,000,000	100.000	4,000,000	100.00	4,000,000	678	1.700
08/11/15	CREDIT SUISSE CD	0.670	05/06/16		4,000,000	100.000	4,000,000	100.01	4,000,280	6	0.670
08/19/14	Goldman Sachs CD	0.900	08/12/16		4,000,000	100.000	4,000,000	100.00	4,000,000	104	0.900
Negotiable CDs Total					46,500,000		46,493,560		46,510,880	447	1.205

Detail of Security Holdings As of April 30, 2016

Settlement Date	Security Description	Coupon	Maturity Date	Next Call Date	Par Value	Purchase Price	Book Value	Market Price	Market Value	Days to Maturity	Yield to Maturity
04/08/16	BNP PARIBAS FIN DC/P	1.030	01/03/17		4,000,000	99.228	3,969,100	99.32	3,972,960	248	1.038
03/24/16	BANK OF TOKYO MITS DC/P	0.880	09/23/16		5,000,000	99.553	4,977,633	99.70	4,984,800	146	0.884
12/31/15	TOYOTA MTR CRED DC/P	0.800	06/22/16		4,500,000	99.566	4,481,800	99.92	4,496,490	53	0.803
Commercial Paper Total					13,500,000		13,428,533		13,454,250	145	0.902
04/21/16	INTER-AMER DEV BANK	1.000	05/13/19		3,000,000	99.714	2,991,420	99.64	2,989,230	1108	1.095
Commercial Paper Total					3,000,000		2,991,420		2,989,230	1108	1.095
05/12/15	APPLE INC NOTES	1.000	05/03/18		4,000,000	99.121	3,964,840	100.04	4,001,680	733	1.302
01/15/15	BERKSHIRE HATHAWAY	0.553	01/12/18		5,000,000	100.000	5,000,000	99.97	4,998,350	622	0.554
07/18/14	WELLS FARGO CO Notes	3.678	06/15/16		4,700,000	105.559	4,961,273	100.35	4,716,497	46	0.737
07/17/15	GECC MTN	1.625	04/02/18		4,950,000	105.364	4,968,018	101.17	5,008,064	702	1.487
12/28/15	JPM CHASE & CO NT	1.800	01/25/18		5,000,000	99.888	4,994,400	100.63	5,031,500	635	1.855
11/19/14	CHEVRON CORP	1.345	11/15/17		5,000,000	100.199	5,009,950	100.57	5,028,650	564	1.345
02/29/16	CISCO SYSTEMS	1.600	02/28/19		3,000,000	100.330	3,009,900	101.29	3,038,730	1034	1.487
02/24/16	IBM CORP NOTES	1.800	05/17/19		3,000,000	100.119	3,003,570	101.27	3,038,010	1112	1.761
09/14/15	AMERICAN EXPRESS MTN	1.800	07/31/18		2,980,000	99.759	2,972,818	100.70	3,000,800	822	1.886
11/01/13	COCA COLA CORP NOTE	0.750	11/01/16		800,000	100.080	799,080	100.06	800,456	185	0.789
Medium Term Notes					38,430,000		38,683,849		38,662,737	640	1.318
02/26/15	U.S. Treasury	0.750	02/28/18		6,115,000	99.203	6,063,960	99.99	6,114,266	669	1.015
12/23/15	U.S. Treasury	1.500	12/31/18		15,200,000	100.516	15,295,391	101.65	15,451,104	975	1.325
04/01/15	U.S. Treasury	0.750	03/31/18		16,050,000	99.477	15,965,988	99.98	16,046,951	700	0.927
11/13/15	U.S. Treasury	1.250	11/30/18		11,000,000	100.234	11,002,578	100.98	11,107,470	944	1.242
02/03/16	U.S. Treasury	1.375	02/28/19		2,950,000	100.988	2,979,154	101.32	2,988,940	1034	1.047
02/25/16	U.S. Treasury	0.750	10/31/17		3,470,000	100.020	3,470,678	100.06	3,472,186	549	0.738
12/30/14	U.S. Treasury	0.750	12/31/17		6,600,000	98.730	6,528,242	100.01	6,600,792	610	1.182
06/10/15	U.S. Treasury	1.000	05/31/18		15,000,000	99.762	14,964,258	100.40	15,060,300	761	1.082
04/20/16	U.S. Treasury	1.000	09/15/18		4,900,000	100.367	4,917,992	100.37	4,918,179	868	0.845
03/04/16	U.S. Treasury	1.625	03/31/19		5,850,000	101.793	5,954,889	102.03	5,968,814	1065	1.031
06/18/14	U.S. Treasury	0.875	06/15/17		3,500,000	99.967	3,488,516	100.26	3,509,030	411	0.987
Government Total					90,635,000		90,631,646		91,238,031	805	1.084

Detail of Security Holdings As of April 30, 2016

Settlement Date	Security Description	Coupon	Maturity Date	Next Call Date	Par Value	Purchase Price	Book Value	Market Price	Market Value	Days to Maturity	Yield to Maturity
	East West Bank				104,001	100.000	104,001	100.00	104,001	1	0.350
	East West Bank				21,248,681	100.000	21,248,681	100.00	21,248,681	1	0.350
	US Bank General Acct				21,018,604	100.000	21,018,604	100.00	21,018,604	1	0.000
	Torrey Pines Bank				5,063,163	100.000	5,063,163	100.00	5,063,163	1	0.400
	Bank Demand Deposits				47,434,448		47,434,448		47,434,448	1	0.200
	DREYFUS GOVT INVEST				178,552	100.000	178,552	100.00	178,552	1	0.000
	Money Market Fund				178,552		178,552		178,552	1	0.000
	Local Agency Invstmnt Fd				47,808,452	100.000	47,808,452	100.02	47,819,009	1	0.525
	San Diego County Inv Pool				49,097,367	100.000	49,097,367	99.93	49,060,592	1	0.760
	CalTrust				15,144,234	100.000	15,144,234	100.00	15,144,234	1	0.710
	Grand Total				\$ 407,523,473	100.13	\$ 407,753,616	100.16	\$ 408,418,778	381	0.857

Portfolio Investment Transactions

From April 1st, 2016 - April 30th, 2016

Settle Date	Security Description	Security Type	CUSIP	Coupon	Mature Date	Call Date	Unit Price	Amount
PURCHASES								
04/08/16	BNP PARIBAS FIN DC/P	CP	09659BN30	1.030	01/03/17	--	1.038	\$ 3,969,100
04/20/16	FHLB	AGCY	3130A6LZ8	0.625	10/26/17	--	99.795	4,003,883
04/20/16	FHLMC MTN	AGCY	3137EADZ9	1.125	04/15/19	--	100.319	3,012,289
04/20/16	US TREAS NTS	US TREAS NTS	912828L40	1.000	09/15/18	--	100.367	4,922,786
04/21/16	INTER AMER DEV BK	SUPRANAT	458182DX7	1.000	05/13/19	--	99.714	2,992,170
								\$ 18,900,228
CALLS								
								\$ -
MATURITIES								
07/15/15	BNP PARIBAS FIN DC/P	CP	09659BD80	0.880	04/08/16	--	99.590	\$ 3,983,027
								\$ 3,983,027
WITHDRAWALS / SALES / TRANSFERS								
								\$ -

Bond Proceeds Summary

SUMMARY OF 2010, 2013 & 2014 BOND PROCEEDS*

As of: April 30, 2016

(in thousands)

	Series 2010	Series 2013	Series 2014	Total	Yield	Rating
<u>Project Fund</u>						
SDCIP	\$ -	\$ 13,008	\$ 22,987	\$ 35,995	0.76% ¹⁾	AAAf
	\$ -	\$ 13,008	\$ 22,987	\$ 35,995		
<u>Debt Service Reserve & Coverage Funds</u>						
SDCIP	\$ 30,334	\$ 33,391	\$ 28,760	\$ 92,485	0.76% ¹⁾	AAAf
East West Bank CD	20,894	-	-	20,894	0.80%	N/R
	\$ 51,228	\$ 33,391	\$ 28,760	\$ 113,379		
	\$ 51,228	\$ 46,399	\$ 51,747	\$ 149,374	0.77%	

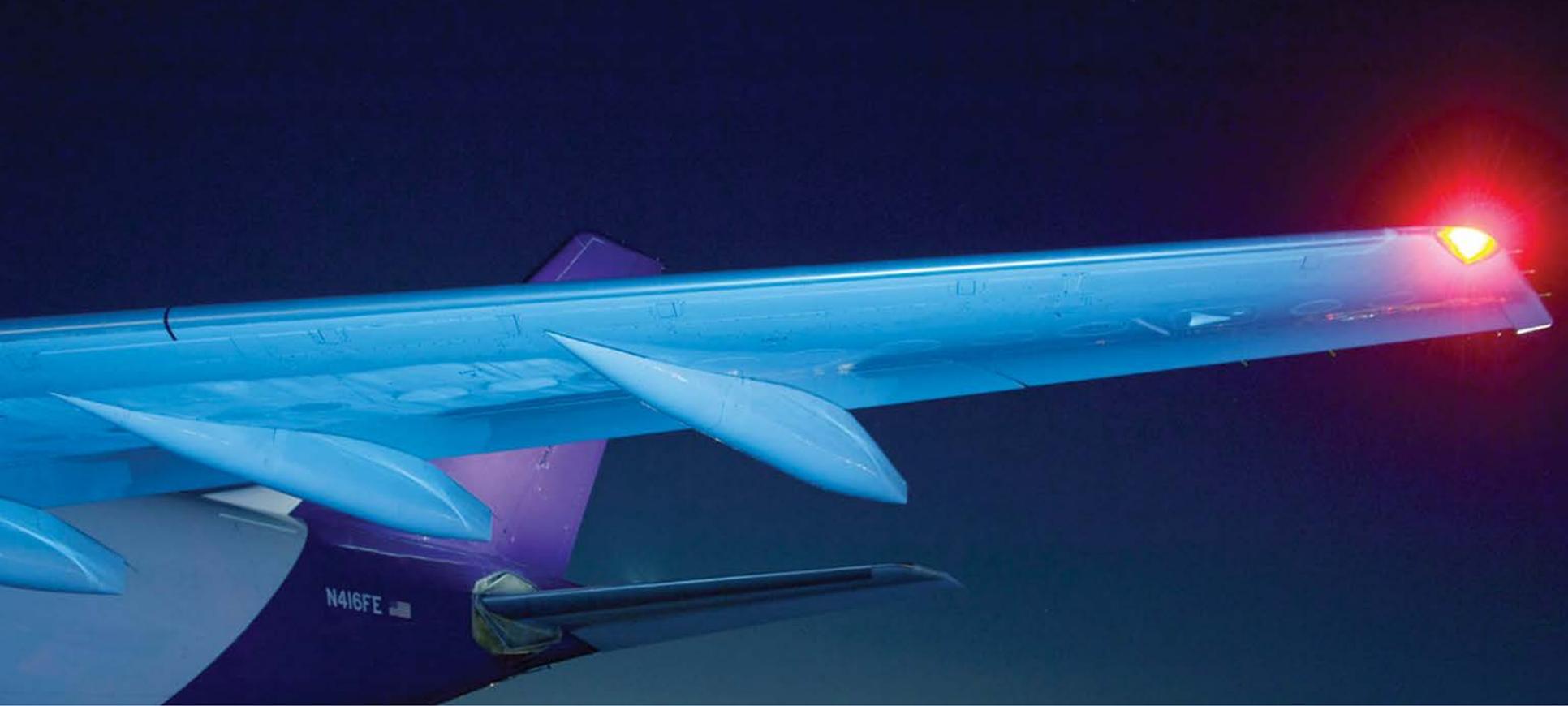
*Bond proceeds are not included in deposit limits as applied to operating funds

1) SDCIP Yield as of 3/31/2016

Bond Proceeds Investment Transactions

From April 1st, 2016 - April 30th, 2016

Settle Date	Description	Security Type	CUSIP	Coupon	Mature Date	Call Date	Unit Price	Amount
PURCHASES								
							\$	-
CALLS								
							\$	-
MATURITIES								
							\$	-
DEPOSITS								
							\$	-
WITHDRAWALS / SALES								
4/18/2016	SDCIP (2013 Bonds)	SDCIP		0.76	--		1.000	\$ 7,463,069
							\$	7,463,069



Questions ?

Revised 6/10/16

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

Item No.
4

STAFF REPORT

Meeting Date: **JUNE 13, 2016**

Subject:

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

Recommendation:

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

Background/Justification:

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

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

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

Fiscal Impact:

Funds for Business and Travel expenses are included in the FY 2015-2016 Budget.

Environmental Review:

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

Application of Inclusionary Policies:

Not applicable

Prepared by:

TONY R. RUSSELL
DIRECTOR, CORPORATE & INFORMATION GOVERNANCE/AUTHORITY CLERK

TRAVEL REQUEST

THELLA F. BOWENS

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

GENERAL INSTRUCTIONS:

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

1. TRAVELER:

Travelers Name: THELLA F. BOWENS Dept: 6

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

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

2. DATE OF REQUEST: 5/17/16 PLANNED DATE OF DEPARTURE/RETURN: 7/7/16 / 7/8/16

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

Destination: Glendale, CA

Purpose: Attend California Airports Council Board Meeting

Explanation: _____

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

• AIRFARE	\$	
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	\$	141.00
B. LODGING	\$	225.00
C. MEALS	\$	100.00
D. SEMINAR AND CONFERENCE FEES	\$	
E. ENTERTAINMENT (If applicable)	\$	
F. OTHER INCIDENTAL EXPENSES	\$	50.00
TOTAL PROJECTED TRAVEL EXPENSE	\$	516.00

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

Travelers Signature:  Date: 5/17/16

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

By my signature below, I certify the following:

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

Administrator's Signature: _____ Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

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

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

GENERAL INSTRUCTIONS:

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

1. TRAVELER:

Travelers Name: Thella F. Bowens Dept: 6

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

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

2. DATE OF REQUEST: 6/9/16 PLANNED DATE OF DEPARTURE/RETURN: 6/29/16 / 6/30/16

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

Destination: Washington, DC

Purpose: Attend Department of Commerce U.S. Travel & Tourism Advisory Board Meeting

Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

- AIRFARE \$ 900.00
- OTHER TRANSPORTATION (Taxi, Train, Car Rental) \$ 100.00

B. LODGING \$ 260.00

C. MEALS \$ 150.00

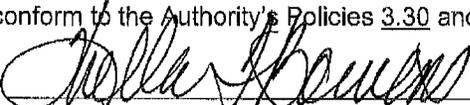
D. SEMINAR AND CONFERENCE FEES \$ _____

E. ENTERTAINMENT (If applicable) \$ _____

F. OTHER INCIDENTAL EXPENSES \$ 50.00

TOTAL PROJECTED TRAVEL EXPENSE \$ 1460.00

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

Travelers Signature:  Date: 9 June 2016

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

By my signature below, I certify the following:

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

Administrator's Signature: _____ Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

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

by the Executive Committee at its _____ meeting.

(Leave blank and we will insert the meeting date.)

TRAVEL EXPENSE

THELLA F. BOWENS

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

TRAVEL EXPENSE REPORT

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

TRAVELER: Thella F. Bowens DEPT. NAME & NO. Executive Office/BU 6
 DEPARTURE DATE: 4/29/2016 RETURN DATE: 4/30/2016 REPORT DUE: 5/30/16
 DESTINATION: Overland Park, KS

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

	Authority Expenses (Prepaid by Authority)	Employee Expenses							TOTALS
		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY 4/29/16	SATURDAY 4/30/16	
Air Fare, Railroad, Bus (attach copy of Itinerary w/charges)									0.00
Conference Fees (provide copy of flyer/registration expenses)									0.00
Rental Car*									0.00
Gas and Oil*									0.00
Garage/Parking*									0.00
Mileage - attach mileage form*									0.00
Taxi and/or Shuttle Fare (include tips pd.)*									0.00
Hotel*									0.00
Telephone, Internet and Fax*							14.10		14.10
Laundry*									0.00
Tips - separately paid (maids, bellhop, other hotel srvs.)									0.00
Meals (include tips pd.)									0.00
Breakfast*									
Lunch*							18.87		18.87
Dinner*									0.00
Other Meals*									0.00
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality ¹ *									0.00
Miscellaneous:									0.00
									0.00
									0.00
*Provide detailed receipts									0.00
Total Expenses prepaid by Authority	0.00	0.00	0.00	0.00	0.00	0.00	32.97	0.00	32.97
Explanation:		Total Expenses Prepaid by Authority							0.00
		Total Expenses Incurred by Employee (including cash advances)							32.97
		Grand Trip Total							32.97
		Less: Cash Advance (attach copy of Authority ck)							
		Less Expenses Prepaid by Authority							0.00
		Due Traveler (positive amount)²							
		Due Authority (negative amount)³							32.97
		<i>Note: Send this report to Accounting even if the amount is \$0.</i>							

¹Give names and business affiliations of any persons whose meals were paid by traveler.
² Prepare Check Request
³Attach personal check payable to SDCRAA

I as traveler or administrator acknowledge that I have read, understand and agree to Authority policies 3.40 - Travel and Lodging Expense Reimbursement Policy⁴ and 3.30 - Business Expense Reimbursement Policy⁵ and that any purchases/claims that are not allowed will be my responsibility. I further certify that this report of travel expenses were incurred in connection with official Authority business and is true and correct.
⁴Travel and Lodging Expense Reimbursement Policy 3.40 ⁵Business Expense Reimbursement Policy 3.30

Prepared By: Kim Ayers Ext.: 2447
 Traveler Signature: Thella F. Bowens Date: 5/31/16
 Approved By: _____ Date: _____

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

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

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



GUEST FOLIO

OVERLAND PARK MARRIOTT

810 BOWENS/THELLA .00 04/30/16 12:00 [REDACTED]
 ROOM NAME RATE DEPART TIME ACCT#
 DXK TUSKEGEE AIRMEN 04/29/16 16:47
 TYPE ARRIVE TIME
 50
 ROOM CLERK PAYMENT RWD#:

DATE	ADDRESS	REFERENCE	CHARGES	CREDITS	BALANCE DUE
04/29	TELECOMM	BASEHSIA	12.95		
04/29	ST TAX	BASEHSIA	1.15		
04/30	AX CARD			\$14.10	

TO BE SETTLED TO: AMERICAN EXPRESS CURRENT BALANCE .00

THANK YOU FOR CHOOSING MARRIOTT! TO EXPEDITE YOUR CHECK-OUT, PLEASE DIAL "0" AND AN AT YOUR SERVICE AGENT WILL BE DELIGHTED TO ASSIST YOU. THANK YOU

WANT YOUR FINAL HOTEL BILL BY EMAIL? JUST ASK THE FRONT DESK! SEE "INTERNET PRIVACY STATEMENT" ON MARRIOTT.COM



OVERLAND PARK MARRIOTT
10800 METCALF AVENUE
OVERLAND PARK, KS 66210

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

Signature X _____

**RECEIPTS FOR TUSKEGEE AIRMEN CHARTER LUNCH
OVERLAND PARK, KS
APRIL 29-30, 2016 - THELLA F. BOWENS**

SALT LICK BBQ
DNC Travel Hospitality Services
DFW Terminal A

SALT LICK BBQ
DNC Travel Hospitality Services
DFW Terminal A

Sale Terminal:1

Auth:551700 Ref: 140038
Tbl:0 Date:4/29/2016 Time:11:44 am
Invoice:1010599 Name:Mena

Approved - Thank You

Amount: \$18.87

MID: 372048307881

Cardholder agrees to pay issuer
such total in accordance with
issuer's agreement with
cardholder.

Signature _____
THELLA F BOWENS

CUSTOMER COPY

Tbl:0 Ref:140038
Chk:140038
Mena 4/29/2016 11:43 am

Brisket Platter	15.35
Bottled Water	2.25

SubTotal	17.60
State Tax	1.27

Total 18.87

***** 18.87

Amount Paid 18.87

*** Quality IS what we are all about

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

GENERAL INSTRUCTIONS:

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

1. TRAVELER:

Travelers Name: Thella F. Bowens Dept: 6
 Position: Board Member President/CEO Gen. Counsel Chief Auditor
 All other Authority employees (does not require executive committee administrator approval)

2. DATE OF REQUEST: 2/16/16 **PLANNED DATE OF DEPARTURE/RETURN:** 4/29/16 / 4/30/16

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

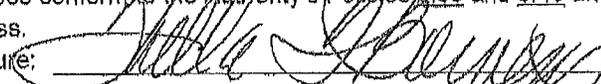
Destination: Overland Park, KS Purpose: Keynote Speaker at Tuskegee Airmen Annual Charter Lunch
 Explanation: _____

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

• AIRFARE	\$	500.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	\$	100.00
B. LODGING	\$	COMP
C. MEALS	\$	
D. SEMINAR AND CONFERENCE FEES	\$	
E. ENTERTAINMENT (If applicable)	\$	
F. OTHER INCIDENTAL EXPENSES	\$	50.00
TOTAL PROJECTED TRAVEL EXPENSE	\$	650.00

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

Travelers Signature:  Date: 2/17/2016

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

By my signature below, I certify the following:

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

Administrator's Signature: _____ Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

1. Tony R. Russell, Authority Clerk, hereby certify that this document was approved
 (Please leave blank. Whoever clerk's the meeting will insert their name and title.)
 by the Executive Committee at its 3/1/14 meeting.
 (Leave blank and we will insert the meeting date.)

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT**

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

TRAVELER: Thella F. Bowens DEPT. NAME & NO. Executive Office/BU 6
 DEPARTURE DATE: 5/14/2016 RETURN DATE: 5/16/2016 REPORT DUE: 6/15/16
 DESTINATION: Houston, TX

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

	Authority Expenses (Prepaid by Authority)	Employee Expenses							TOTALS
		SUNDAY 5/15/16	MONDAY 5/16/16	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY 5/14/16	
Air Fare, Railroad, Bus (attach copy of itinerary w/charges)	\$573.80								0.00
Conference Fees (provide copy of flyer/registration expenses)									0.00
Rental Car*									0.00
Gas and Oil*									0.00
Garage/Parking*									0.00
Mileage - attach mileage form*									0.00
Taxi and/or Shuttle Fare (include tips pd.)*			33.00					33.00	66.00
Hotel*		251.55						251.55	503.10
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid (maids, bellhop, other hotel svcs.)									0.00
Meals (include tips pd.)	Breakfast*		2.33						2.33
	Lunch*		18.81						18.81
	Dinner*	49.30							49.30
	Other Meals*		2.22						2.22
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality ¹ *									0.00
Miscellaneous:									0.00
									0.00
									0.00
*Provide detailed receipts									0.00
Total Expenses prepaid by Authority	573.80	300.85	56.36	0.00	0.00	0.00	0.00	284.55	641.76
Explanation:		Total Expenses Prepaid by Authority							573.80
		Total Expenses Incurred by Employee (including cash advances)							641.76
		Grand Trip Total							1,215.56
		Less Cash Advance (attach copy of Authority ck)							
		Less Expenses Prepaid by Authority							573.80
		Due Traveler (positive amount)²							
		Due Authority (negative amount)³							641.76
<i>Note: Send this report to Accounting even if the amount is \$0.</i>									

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

Prepared By: Kim Ayers Ext.: 2447
 Traveler Signature: *Thella F. Bowens* Date: *7 June 2016*
 Approved By: _____ Date: _____

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

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

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

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

GENERAL INSTRUCTIONS:

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

1. TRAVELER:

Travelers Name: Thella F. Bowens Dept: 6
 Position: Board Member President/CEO Gen. Counsel Chief Auditor
 All other Authority employees (does not require executive committee administrator approval)

2. DATE OF REQUEST: 3/14/16 PLANNED DATE OF DEPARTURE/RETURN: 5/9/16 / 5/18/16

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

Destination: Houston, TX Purpose: Attend AAAE Annual Conference, and Policy Review/Board Meetings
 Explanation: _____

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

• AIRFARE	\$ 600.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	\$ 100.00
B. LODGING	\$ 1,000.00
C. MEALS	\$ 300.00
D. SEMINAR AND CONFERENCE FEES	\$ 795.00
E. ENTERTAINMENT (If applicable)	\$
F. OTHER INCIDENTAL EXPENSES	\$ 50.00
TOTAL PROJECTED TRAVEL EXPENSE	\$ 2845.00

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

Travelers Signature: *Thella Bowens* Date: 14 March 2016

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

By my signature below, I certify the following:

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

Administrator's Signature: _____ Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

Tony R. Russell, Authority Clerk, hereby certify that this document was approved
 (Please leave blank. Whoever clerk's the meeting will insert their name and title.)
 by the Executive Committee at its 4/4/16 meeting.
 (Leave blank and we will insert the meeting date.)



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



Monday, 11APR 2016 02:51 PM EDT

Passengers: THELLA BOWENS (06)

Agency Reference Number: CIAROT

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

American Airlines Confirmation CIAROT

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

You are a valued client and we want to do everything possible to make your trip enjoyable and worry free.
 Because the unexpected can occur, we offer the Travel Insured Plan. It has excellent
 benefits and combines insurance coverage with Emergency Hotline Services. Please click the following link
 for a free quote or more information. [Click Here](#) (Currently Available For U.S. Departures Only)

AIR	Monday, 9MAY 2016	
American Airlines	Flight Number: 0606	Class: G-Coach/Economy
From: San Diego CA, USA	Depart: 12:50 PM	
To: Dallas/Ft Worth TX, USA	Arrive: 05:44 PM	
Stops: Nonstop	Duration: 2 hour(s) 54 minute(s)	
Seats: 05D	Status: CONFIRMED	Miles: 1175 / 1880 KM
Equipment: Airbus A321 Jet	MEAL: FOOD FOR PURCHASE	
DEPARTS SAN TERMINAL 2		
Frequent Flyer Number: [REDACTED] THELLA BOWENS		
EXTRA LEG ROOM AISLE SEAT CONFIRMED		
American Airlines Confirmation number is CIAROT		

AIR	Saturday, 14MAY 2016	
American Airlines	Flight Number: 3382	Class: N-Coach/Economy
Operated By: ENVOY AIR AS AMERICAN EAGLE	Depart: 08:44 AM	
From: Dallas/Ft Worth TX, USA	Arrive: 09:56 AM	
To: Houston Hobby TX, USA	Duration: 1 hour(s) 12 minute(s)	
Stops: Nonstop	Status: CONFIRMED	Miles: 233 / 373 KM
Seats: 09D		
Equipment: EMBRAER EMB 175		
DEPARTS DFW TERMINAL B		
Frequent Flyer Number: [REDACTED] THELLA BOWENS		
EXTRA LEG ROOM AISLE SEAT CONFIRMED		
American Airlines Confirmation number is CIAROT		

AIR	Monday, 16MAY 2016	
American Airlines	Flight Number: 2788	Class: V-Coach/Economy
Operated By: EXPRESSJET AS AMERICAN EAGLE	Depart: 02:31 PM	
From: Houston Hobby TX, USA	Arrive: 03:43 PM	
To: Dallas/Ft Worth TX, USA		

Stops: Nonstop Duration: 1 hour(s) 12 minute(s)
Seats: 12A Status: CONFIRMED Miles: 233 / 373 KM
Equipment: ERJ-145 Jet
Frequent Flyer Number: [REDACTED] THELLA BOWENS
EXTRA LEG ROOM AISLE SEAT CONFIRMED
American Airlines Confirmation number is CIAROT

AIR: Monday, 16MAY, 2016

American Airlines Flight Number: 1214 Class: V-Coach/Economy
From: Dallas/Ft Worth TX, USA Depart: 04:50 PM
To: San Diego CA, USA Arrive: 06:01 PM
Stops: Nonstop Duration: 3 hour(s) 11 minute(s)
Seats: 13C Status: CONFIRMED Miles: 1175 / 1880 KM
Equipment: 32B/AIR MEAL: FOOD FOR PURCHASE
ARRIVES SAN TERMINAL 2
Frequent Flyer Number: [REDACTED] THELLA BOWENS
EXTRA LEG ROOM AISLE SEAT CONFIRMED
American Airlines Confirmation number is CIAROT

THIS TICKET IS NON-REFUNDABLE AND MUST BE USED FOR THE FLIGHTS BOOKED. IF THE RESERVATION IS NOT USED OR CANCELLED BEFORE THE DEPARTURE OF YOUR FLIGHTS IT MAY HAVE NO VALUE. CONTACT TRAVELTRUST BEFORE YOUR OUTBOUND FLIGHT IF CHANGE IS NECESSARY. AMERICAN AIRLINES CONFIRMATION NUMBER - CIAROT FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: THELLA BOWENS
Date issued: 4/11/2016 Invoice Nbr: 5378364
Ticket Nbr: AA7767912203 Electronic Tkt: Yes Amount: 143.10
Base: 120.00 US Tax: 9.00 USD XT Tax: 14.10 USD
Charged to: AX*****[REDACTED]

Ticket for: THELLA BOWENS
Date issued: 4/11/2016 Invoice Nbr: 5378364
Ticket Nbr: AA7767912204 Electronic Tkt: Yes Amount: 138.10
Base: 115.35 US Tax: 8.65 USD XT Tax: 14.10 USD
Charged to: AX*****[REDACTED]

Ticket for: THELLA BOWENS
Date issued: 4/11/2016 Invoice Nbr: 5378364
Ticket Nbr: AA7767912205 Electronic Tkt: Yes Amount: 262.60
Base: 223.26 US Tax: 16.74 USD XT Tax: 22.60 USD
Charged to: AX*****[REDACTED]

Service fee: THELLA BOWENS
Date issued: 4/11/2016
Document Nbr: XD0674721390 Amount: 30.00
Charged to: AX*****[REDACTED]

Total Tickets: 543.80
Total Fees: 30.00
Total Amount: 573.80

Click here 24 hours in advance to obtain boarding passes:
[American](#)



HILTON AMERICAS-HOUSTON
 1600 Lamar | Houston, Texas | 77010
 T: 713 739 8000 | F: 713 739 8007
 W: hilton.com

NAME AND ADDRESS:

BOWENS, THELLA
 X
 HOUSTON TX 77010
 UNITED STATES OF AMERICA

Room: 8006/K1
 Arrival Date: 5/14/2016 10:30:00 AM
 Departure Date: 5/16/2016

Adult/Child: 1/0
 Room Rate: 216.00

Rate Plan: 4AE
 HH #
 AL:
 Car:

Confirmation Number: 3229307706

5/16/2016

DATE	DESCRIPTION	ID	REF. NO	CHARGES	CREDITS	BALANCE
5/14/2016	GUEST ROOM	JRAIN	12069456	\$215.00		
5/14/2016	STATE TAX 6.0%	JRAIN	12069456	\$12.90	\$251.55	
5/14/2016	SPORTS AUTHORITY TAX 2.0%	JRAIN	12069456	\$4.30		
5/14/2016	CITY TAX 9.0%	JRAIN	12069456	\$19.35		
5/15/2016	GUEST ROOM	JRAIN	12072536	\$216.00		
5/15/2016	STATE TAX 6.0%	JRAIN	12072536	\$12.90	\$251.55	
5/15/2016	SPORTS AUTHORITY TAX 2.0%	JRAIN	12072536	\$4.30		
5/15/2016	CITY TAX 9.0%	JRAIN	12072536	\$19.35		
5/16/2016	**BALANCE**	JAVABROWN	12073244		(\$503.10)	\$0.00



You have earned approximately 4300 Hilton HHonors points and approximately 430 Miles with American Airlines for this stay. Hilton HHonors(R) stays are posted within 72 hours of checkout. To check your

Thank you for choosing Hilton. You'll get more when you book directly with us - more destinations, more points, and more value. Book your next stay at hilton.com.

ACCOUNT NO. [REDACTED]

CARD MEMBER NAME
BOWENS, THELLA

ESTABLISHMENT NO. & LOCATION

ESTABLISHMENT AGREES TO TRANSMIT TO CARD HOLDER FOR PAYMENT

CARD MEMBER'S SIGNATURE

MERCHANDISE AND/OR SERVICES PURCHASED ON THIS CARD SHALL NOT BE RESOLD OR RETURNED FOR A CASH REFUND.

DATE OF CHARGE
5/16/2016

FOLIO NO./CHECK NO.
1991556 A

AUTHORIZATION
524841

INITIAL

PURCHASES & SERVICES

TAXES

TIPS & MISC.

TOTAL AMOUNT
-503.10

PAYMENT DUE UPON RECEIPT

**RECEIPTS FOR AAAE ANNUAL CONFERENCE & POLICY REVIEW/
BOARD MEETINGS
HOUSTON, TX
MAY 14-16, 2016 - THELLA F. BOWENS**

5/15/16

Hearsay on the Green
1515 Dallas St.
832-377-3362

Server: Claire 05/15/2016
Table 202/10 8:29 PM
Guests: 1 60058

Short Ribs 30.00
Caprese Salad 10.00

Subtotal 40.00
Tax 3.30

Total 43.30

Balance Due 43.30

Suggested Tip Amounts
20%= 8.00
18%= 7.20
15%= 6.00

www.hearsayhouston.com
Thank you!-- Like us on Facebook!

Hearsay on the Green
1515 Dallas St.
832-377-3362

Server: Claire DOB: 05/15/2016
08:35 PM 05/15/2016
Table 202/10 6/60058

SALE

AMEX 6291496
Card #XXXXXXXXXX
Magnetic card present: BOWENS
THELLA F
Card Entry Method: S

Approval: 558550

Amount: \$ 43.30

+ Tip: 6.00

= Total: \$ 49.30

I agree to pay the above
total amount according to the
card issuer agreement.

X _____



Transaction Details Prepared for
 Theila F Bowens
 Account Number
 XXXX-XXXXXX

DATE	DESCRIPTION	AMOUNT
MAY16 2016	PAPPAS BBQ #019 0016 - HOUSTON, TX	\$18.61

Doing business as:
 PAPPAS BBQ
 7800 AIRPORT BLVD
 # C14
 HOUSTON
 TX
 770814145
 UNITED STATES OF AMERICA (THE)

Additional Information: 713-869-0161
 Reference: 320161380604167594
 Category: Restaurant - Bar & Café

Transaction Details

Description

FOOD/BEVERAGE

BBQ PLATE - NO ALCOHOL PURCHASED

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

MISSING RECEIPT FORM

Employee/Department Head must complete form below.

Date of Purchase/Event: 5/16/2016

Description of Item/Event: Taxi - Hotel to Houston Hobby Airport

Vendor/Event Name: Yellow Cab

Dollar Amount: \$33.00

Reason for Missing Receipt: Missing Receipt

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

Hella J. Powers
Employee Signature

5 June 2016
Date

[Signature]
Department Head Signature

Date

**RECEIPTS FOR AAAE ANNUAL CONFERENCE & POLICY REVIEW/
BOARD MEETINGS
HOUSTON, TX
MAY 14-16, 2016 - THELLA F. BOWENS**

ARAMARK @ GEORGE R BROWN CC
STARBUCKS
864800015 STARBUCKS

3537

16MAY'16 7:42AM

RETAIL
BLOND BREWED T 2.15
SUBTOTAL 2.15
TAX 0.18
PAYMENT **2.33**
CASH 5.00
CHANGE DUE 2.67
-864800015 Closed MAY16 07:42AM-

THANK YOU!

Peet's Coffee & Tea - Central
Houston Hobby Airport
7800 Airport Blvd
Houston, TX 77061
713-847-7338

250

Host: Fernando 05/16/2016
250 12:21 PM
20351

Area: Counter 2

Coffe of the Day Small 2.05

Subtotal 2.05

Tax 0.17

Dine In Total **2.22**

Cash 2.22

For Guest Comments
Please Email
Peetshobby@latrelles.com
Thank You!

--- Check Closed ---

**Yellow Cab
Fare Receipt**



Date 5-14-16
Received of _____
The Sum of \$ 33.00
Pick up location Hobby
Destination location Downtown
Yellow Cab # 1422 Driver _____

AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

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PRESIDENT & CEO
TODD J. HAUPTLI

DATE: May 6, 2016

TO: Thella Bowens

FROM: Jacky Sher Raker, Executive Vice President, Meetings, Membership, Marketing and Administration

RE: 88th Annual AAAE Conference & Exposition

We are looking forward to seeing you in Houston! Following is your hotel confirmation number and the updated schedule for your reference. Please read all information carefully to verify the details for the week.

Our records show you will be arriving on 5/14/2016 at 9:56 AM on AA3382, into HOU. You will be met at the gate by a Houston Airport System representative and taken to baggage claim. We have you returning on 5/16/2016 at 2:31 PM on AA2788.

- William P. Hobby Airport is located approximately ten miles from the Hilton Americas Houston Hotel. A taxicab ride between William P. Hobby Airport and the Hilton Americas Houston Hotel costs approximately \$27 one way and the ride is approximately twenty minutes. Ensure to mention you want the Flat Rate when getting into the cab.

Your confirmation number at the Hilton Americas Houston Hotel is 3229307706. Hilton Americas Houston Hotel is located at 1600 Lamar Street, Houston, TX, phone (713) 739-8000.

Saturday, May 14

12 – 12:45 p.m.

Room 340 – Level 3
George R. Brown
Convention Center

AAAE Board of Directors and PRC Luncheon

12:45 – 4:45 p.m.

Room 342 – Level 3
George R. Brown
Convention Center

AAAE Board of Directors and PRC Meeting

6:15 – 9:15 p.m.

Space Center Houston

88th Annual AAAE Leadership Dinner

Hosted by Houston Airport System

*Buses will load from the lobby of the Hilton Americas Houston at 5:30 p.m.

Sunday, May 15

12 – 12:45 p.m.

Room 340 – Level 3
George R. Brown
Convention Center

Top 100 Airport CEO Leadership Focus Lunch

12:45 – 4:30 p.m.

Room 342 – Level 3
George R. Brown
Convention Center

Top 100 Airport CEO Leadership Focus Meeting

Agenda is attached

5 – 6:30 p.m.
Exhibit Hall E – Level 1
George R. Brown
Convention Center

Exhibit Hall Grand Opening and Corporate Appreciation
Reception

Monday, May 16

7:30 – 9:30 a.m.
Room 342 – Level 3
George R. Brown
Convention Center

Top 100 Airport CEO Leadership Focus
(Breakfast will be served at 7:30 a.m.)

9:45 – 10:05 a.m.
Room 350A – Level 3
George R. Brown
Convention Center

Informal Meet and Greet with AAAE Leaders -
David McCullough

Tuesday, May 17

7:30 – 9 a.m.
Room 340B
Hilton

Breakfast for AAAE Leaders
Hosted by Airport Consultants Council (ACC)

9:45 – 10:15 a.m.
Room 350A – Level 3
George R. Brown
Convention Center

Informal Meet and Greet with AAAE Leaders -
Peter Neffenger

Wednesday, May 18

2:45 – 3:15 p.m.
Room 320B – Level 3
George R. Brown
Convention Center

AAAE Board of Directors and PRC Meeting

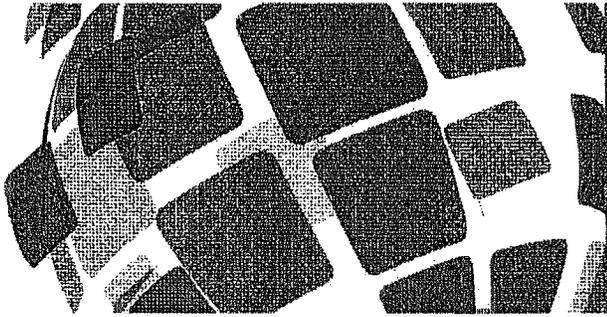
Sunday, May 15 – Wednesday, May 18

88th Annual AAAE Conference and Exposition

All conference events taking place Sunday, May 15 through Wednesday, May 18 including general sessions, concurrent sessions, breakfasts, lunches, the exposition, the airport tours departure, the final banquet and dessert reception, will take place at the George R. Brown Convention Center.

Houston temperatures are in the upper-80s during the day and low 70's in the evenings. Dress is business casual for all meetings. Dress for Wednesday night's banquet is business attire.

If you are aware of changes to your travel schedule, call Erin O'Connor at (703) 797-2543 or email erin.oconnor@aaae.org or call me at (703) 801-5180 or email jacky.sherraker@aaae.org. In addition, if there is anything that we can do to make your stay more pleasant, please let us know. See you in Houston!



THE POWER TO CONNECT

88TH ANNUAL AAAE CONFERENCE & EXPOSITION
MAY 15-18, 2016 | HOUSTON, TEXAS

Top 100 Airport CEO Leadership Focus Agenda

SUNDAY, MAY 15

12:00 – 12:45 p.m.

Luncheon

12:45 – 1:00 p.m.

Welcome and Introductions

Todd Hauptli, President & CEO, AAAE

1:00 – 2:30 p.m.

Leadership Lecture: "Lessons Learned" with Mark Reis and Kent George, A.A.E.



Former Managing Director, Aviation Division of the Seattle-Tacoma International Airport (Sea-Tac) Mark Reis and former Director of Aviation of the Fort Lauderdale-Hollywood International Airport Kent George, A.A.E., will discuss the challenges they have faced in their careers, the leadership lessons they have learned along the way, and the advice they have for you and other CEOs. We intend

to have a facilitated discussion to make the conversation entertaining, informative, and thought-provoking.

2:30 – 3:00 p.m.

Networking Break

3:00 – 4:30 p.m.

Industry Metrics and Big Policy Issues Confronting Airport CEOs with Dr. Stephen Van Beek, Vice President, ICF International



5:00 – 6:30 p.m.

Exhibit Hall Grand Opening and Corporate Appreciation Reception

MONDAY, MAY 16

7:30 – 8:00 a.m.

Continental Breakfast

8:00 – 8:45 a.m.

Presentation & Discussion with Vicki Bryan, Senior High Yield Analyst, Gimme Credit



Vicki will give a presentation and lead a discussion on the current financial condition of several of the individual airlines and the industry at large. Given the current shareholder unrest with United Airlines and the management changes at Delta taking place in May, this will be a very informative and provocative session.

8:45 – 9:15 a.m.

Presentation & Discussion with Daniel Domeracki, Senior Vice President for Government and Industry Relations, Schlumberger



Houston is the home of many of the largest energy companies in the world. Daniel will lead a discussion on the outlook for energy prices and how this may impact the travel industry.

9:15 – 9:30 a.m.

Airport CEO Leadership Focus Wrap-Up

9:45 – 10:05 a.m.

Meet and Greet with David McCullough, New York Times Bestselling Author of *The Wright Brothers*



10:15 – 11:00 a.m.

**88th Annual AAAE Conference & Exposition
Official Conference Opening Ceremonies**

11:00 a.m. – 12:00 p.m.

**General Session I:
David McCullough, *New York Times* Bestselling Author of *The Wright Brothers***

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT**

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

TRAVELER: Thella F. Bowens DEPT. NAME & NO. Executive Office/BU 6
 DEPARTURE DATE: 5/23/2016 RETURN DATE: 5/25/2016 REPORT DUE: 6/24/16
 DESTINATION: Washington, DC

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

	Authority Expenses (Prepaid by Authority)	Employee Expenses							TOTALS
		SUNDAY	MONDAY 5/23/16	TUESDAY 5/24/16	WEDNESDAY 5/25/16	THURSDAY	FRIDAY	SATURDAY	
Air Fare, Railroad, Bus (attach copy of itinerary w/charges)	\$680.20								0.00
Conference Fees (provide copy of flyer/registration expenses)									0.00
Rental Car*									0.00
Gas and Oil*									0.00
Garage/Parking*									0.00
Mileage - attach mileage form*									0.00
Taxi and/or Shuttle Fare (include tips pd.)*			8.93	20.95					29.88
Hotel*		443.69	443.69						887.38
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid (maids, bellhop, other hotel svcs.)									0.00
Meals (include tips pd.)	Breakfast*		20.00	26.00					46.00
	Lunch*			43.85					43.85
	Dinner*		26.17	80.10					106.27
	Other Meals*								0.00
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality ^{1*}									0.00
Miscellaneous:									0.00
									0.00
									0.00
*Provide detailed receipts									0.00
Total Expenses prepaid by Authority	680.20	0.00	469.86	596.57	48.95	0.00	0.00	0.00	1,113.38

Explanation:	Total Expenses Prepaid by Authority	680.20
	Total Expenses Incurred by Employee (including cash advances)	1,113.38
	Grand Trip Total	1,793.58
	Less Cash Advance (attach copy of Authority ok)	
	Less Expenses Prepaid by Authority	680.20
	Due Traveler (positive amount)²	
	Due Authority (negative amount)³	1,113.38

Note: Send this report to Accounting even if the amount is \$0.

¹ Give names and business affiliations of any persons whose meals were paid by traveler.
² Prepare Check Request
³ Attach personal check payable to SDCRAA

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

⁴ Travel and Lodging Expense Reimbursement Policy 3.40 ⁵ Business Expense Reimbursement Policy 3.30

Prepared By: Kim Ayers Ext.: 2447
 Traveler Signature: Thella F. Bowens Date: 5/25/16
 Approved By: _____ Date: _____

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

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

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

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

GENERAL INSTRUCTIONS:

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

1. TRAVELER:

Travelers Name: _____ Dept: 6

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

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

2. DATE OF REQUEST: 5/6/16 **PLANNED DATE OF DEPARTURE/RETURN:** 5/23/16 / 5/25/16

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

Destination: Washington, DC Purpose: Meeting with CBP and other Executive Branch Officials

Explanation: _____

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

- AIRFARE \$ 700.00
- OTHER TRANSPORTATION (Taxi, Train, Car Rental) \$ 100.00

B. LODGING \$ 850.00

C. MEALS \$ 200.00

D. SEMINAR AND CONFERENCE FEES \$ _____

E. ENTERTAINMENT (If applicable) \$ _____

F. OTHER INCIDENTAL EXPENSES \$ 50.00

TOTAL PROJECTED TRAVEL EXPENSE \$ 1900.00

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

Travelers Signature: *Stella Kowalski* Date: 6 May 2016

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

By my signature below, I certify the following:

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

Administrator's Signature: _____ Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

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

by the Executive Committee at 5/9/16 meeting.
(Leave blank and we will insert the meeting date.)



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



Friday, 6MAY 2016 06:18 PM EDT

Passengers: THELLA BOWENS (06)

Agency Reference Number: RTKPGU

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

American Airlines Confirmation RTKPGU

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

You are a valued client and we want to do everything possible to make your trip enjoyable and worry free.
 Because the unexpected can occur, we offer the Travel Insured Plan. It has excellent
 benefits and combines insurance coverage with Emergency Hotline Services. Please click the following link
 for a free quote or more information. [Click Here](#) (Currently Available For U.S. Departures Only)

AIR	Monday, 23MAY 2016		
American Airlines From: San Diego CA, USA To: Dallas/Ft Worth TX, USA Stops: Nonstop Seats: 05D Equipment: Airbus A321 Jet DEPARTS SAN TERMINAL 2 Frequent Flyer Number: ██████████ EXTRA LEG ROOM AISLE SEAT CONFIRMED American Airlines Confirmation number is RTKPGU		Flight Number: 0606 Depart: 12:50 PM Arrive: 05:44 PM Duration: 2 hour(s) 54 minute(s) Status: CONFIRMED MEAL: FOOD FOR PURCHASE	Class: W-Coach/Economy Miles: 1175 / 1880 KM
AIR	Monday, 23MAY 2016		
American Airlines From: Dallas/Ft Worth TX, USA To: Washington Reagan Natl DC, USA Stops: Nonstop Seats: 08D Equipment: Boeing 737-800 Jet ARRIVES DCA TERMINAL C Frequent Flyer Number: ██████████ EXTRA LEG ROOM AISLE SEAT CONFIRMED American Airlines Confirmation number is RTKPGU		Flight Number: 2293 Depart: 08:10 PM Arrive: 11:59 PM Duration: 2 hour(s) 49 minute(s) Status: CONFIRMED MEAL: FOOD FOR PURCHASE	Class: W-Coach/Economy Miles: 1177 / 1883 KM
AIR	Wednesday, 25MAY 2016		
American Airlines From: Washington Reagan Natl DC, USA To: Dallas/Ft Worth TX, USA Stops: Nonstop Seats: 09D		Flight Number: 1033 Depart: 11:49 AM Arrive: 02:20 PM Duration: 3 hour(s) 31 minute(s) Status: CONFIRMED	Class: Q-Coach/Economy Miles: 1177 / 1883 KM

Equipment: 32B/AIR
DEPARTS DCA TERMINAL C
Frequent Flyer Number: [REDACTED]
EXTRA LEG ROOM AISLE SEAT CONFIRMED
American Airlines Confirmation number is RTKPGU

MEAL: FOOD FOR PURCHASE



American Airlines
From: Dallas/Ft Worth TX, USA
To: San Diego CA, USA
Stops: Nonstop
Seats: 14C
Equipment: 32B/AIR
ARRIVES SAN TERMINAL 2
Frequent Flyer Number: [REDACTED]
AISLE SEAT CONFIRMED
American Airlines Confirmation number is RTKPGU

Flight Number: 1194
Depart: 03:15 PM
Arrive: 04:23 PM
Duration: 3 hour(s) 8 minute(s)
Status: CONFIRMED
MEAL: FOOD FOR PURCHASE

Class: W-Coach/Economy

Miles: 1175 / 1880 KM

THIS TICKET IS NON-REFUNDABLE AND MUST BE USED FOR THE FLIGHTS BOOKED, IF THE RESERVATION IS NOT USED OR CANCELLED BEFORE THE DEPARTURE OF YOUR FLIGHTS IT MAY HAVE NO VALUE. CONTACT TRAVELTRUST BEFORE YOUR OUTBOUND FLIGHT IF CHANGE IS NECESSARY. AMERICAN AIRLINES CONFIRMATION NUMBER - RTKPGU FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: THELLA BOWENS
Date issued: 5/6/2016 Invoice Nbr: 5381698
Ticket Nbr: AA7775515625 Electronic Tkt: Yes Amount: 650.20
Base: 562.78 US Tax: 42.22 USD XT Tax: 45.20 USD
Charged to: AX*****[REDACTED]

Service fee: THELLA BOWENS
Date issued: 5/6/2016
Document Nbr: XD0675855155 Amount: 30.00
Charged to: AX*****[REDACTED]

Total Tickets: 650.20
Total Fees: 30.00
Total Amount: 680.20

Click here 24 hours in advance to obtain boarding passes:
[American](#)

Click here to review Baggage policies and guidelines:
[American](#)

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

Thank you for choosing Traveltrust!
Our Business Hours are 1am-5:30pm Pacific Monday - Friday.
Saturday from 9am-1pm Pacific.
For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.
You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.
Each call is billable at a minimum \$25.00.

THE DONOVAN

A KIMPTON® HOTEL

MS. Thella Bowens
 PO Box 82776
 San Diego, CA 92138
 CA

Room No. : 0614
 Arrival : 05-23-16
 Departure : 05-25-16
 Page : 1 of 1

INFORMATION INVOICE

Folio No :
 Cashier :

Date	Description	Charges	Credits
05-23-16	Room Charge	370.00	
05-23-16	Room Tax Sales	53.65	} \$443.69
05-23-16	Hotel Fee 2	17.50	
05-23-16	Hotel Fee Tax Sales	2.54	
05-24-16	Zentan Breakfast	20.00	- Receipt attached
05-24-16	Room Charge	370.00	
05-24-16	Room Tax Sales	53.65	} \$443.69
05-24-16	Hotel Fee 2	17.50	
05-24-16	Hotel Fee Tax Sales	2.54	
05-25-16	Zentan Breakfast	26.00	- Receipt attached
05-25-16	Honor Bar Food	4.00	
05-25-16	Honor Bar State Tax	0.40	
05-25-16	American Express		937.78
	XXXXX 01/21		
		Balance	0.00

RECEIPTS FOR MEETINGS WITH CBP & OTHER EXECUTIVE
BRANCH OFFICIALS - WASHINGTON, DC
MAY 23-25, 2016 - THELLA F. BOWENS

5/23/16

PAPPADEAUX
SEAFOOD KITCHEN

Pappadeaux Seafood Kitchen (607)
2610 International Pkwy (DFW)
Dallas, Tx 75261
(972) 615-3508

117b-2 Table 91 #Party 1
MARITZA L SvrCk: 0 18:51 05/23/16
NE IN

1 Fried Calamari Appetizer	14.99
1 Baked Potato	5.49
Sub Total:	20.48
Tax:	1.69
Sub Total:	22.17
05/23 19:19 TOTAL:	22.17

* Suggested gratuity for parties of 8 or more is not mandatory. You are free to increase, reduce, or eliminate gratuity.

0417-2
Server: MARITZA L Rec:364
05/23/16 19:21, Swiped T: 91 Term: 4

Pappadeaux #35
2610 International Pkwy
(972) 615-3508
MERCHANT #: 67071730196

CARD TYPE ACCOUNT NUMBER
AMERICAN EXPRESS XXXXXXXXXXXX
Name: THELLA F BOWENS
TRANSACTION APPROVED
AUTHORIZATION #: 546416
Reference: 0523010200417
TRANS TYPE: Credit Card SALE

CHECK:	22.17
TIP:	<u>4.00</u>
TOTAL:	<u>26.17</u>

X_____

RECEIPTS FOR MEETINGS WITH CBP & OTHER EXECUTIVE
BRANCH OFFICIALS - WASHINGTON, DC
MAY 23-25, 2016 - THELLA F. BOWENS

5/24/16

THE WILLARD INTERCONTINENTAL
CAFE DU PARC
WASHINGTON, DC USA
2015 Duc 1

111/4 5651

MAY24'16 12:27PM

1 Crab Cake Apt 20.00
1 Iced Tea 3.50
1 Pot de Creme 10.00
Subtotal..... 33.50
Food Tax 3.35
Payment Due. \$36.85

Gratuity: _____

Total: _____

Guest Name: _____

Room Number: _____

Signature: _____

CAFE DU PARC RESERVATION FOR
PRIVATE EVENTS OR LARGE PARTY
PLEASE CALL AT 202-942-7000

THE WILLARD INTERCONTINENTAL
CAFE DU PARC
WASHINGTON, DC USA
www.cafeduparc.com

CHECK: 5651
TABLE: 111/4
SERVER: 2015 Duc
DATE: MAY24'16 1:31PM
CARD TYPE: American Express
ACCT #: XXXXXXXXXXXX
EXP DATE: XX/XX
AUTH CODE: 534503

SUBTOTAL: 36.85

Gratuity: 7.00

Total: 43.85

Customer Signature

I agree to pay the total amount
above according to card issuer
agreement.

**RECEIPTS FOR MEETINGS WITH CBP & OTHER EXECUTIVE
BRANCH OFFICIALS - WASHINGTON, DC
MAY 23-25, 2016 - THELLA F. BOWENS**

5/24/16



* Customer Copy *

Tosca
1112 F STREET, N.W.
Washington, DC 20004
Tel. 202.367.1990
Server 13 TEAM#3
Order 8900 05/24/16 7:39 PM
TABLE 43:1 Cust. 1

Tosca
1112 F STREET, N.W.
Washington, DC 20004
202.367.1990

Date: 05/24/16
Time: 7:41 PM
Server: 13. TEAM#3
Order: 498900
Description: Table 43:1

***** TABLE SERVICE *****

~~XXXXXXXXXXXXXXXXXXXX~~
~~XXXXXXXXXXXXXXXXXXXX~~
1 GR. DOVER SOLE 48.00
1 MIXED GELATO 10.00
0.33 SIDE SPINACH PINE NUTS 3.00

Card Type: AMEX
Card No: XXXXXXXXXXXX
Expires: XX/XX
Appr Code: 513827

Taxable: ~~95.00~~ 61.00
Sub-total: 95.00 61.00
Sales Tax: 9.50 6.10

Purchases: \$ ~~104.50~~ 67.10

Tip: \$ 13.00

Total Due: ~~104.50~~ 67.10
Tip 13.00

Total: \$ 80.10
BOWENS/THELLA F

-- Private dining space available \$ 80.10
-- Please inquire at (202) 367-1990
-- Visit www.toscadc.com
Thank You !!!!

I agree to pay the above total amount
according to the card issuer agreement.

RECEIPTS FOR MEETINGS WITH CBP & OTHER EXECUTIVE
BRANCH OFFICIALS - WASHINGTON, DC
MAY 23-25, 2016 - THELLA F. BOWENS

5/25/16

DIAL CAB
(202) 832-4444

DRIVER COPY
CARD RECEIPT
MID: 4080368830
TID: P285635695
DR. ID: 00078209
CAB#: F968
DATE: 05/25/2016
ST. TIME: 10:16
END TIME: 10:30
PASS#: 1
TRIP#: 9011201
DIST.: 5.70 MI
RATE 1
FARE: \$ 16.21
EXTRA: \$ 1.00
SURCH.: \$ 0.25
TIP: \$ 3.49
TOTAL: \$ 20.95
CARD#: ****
AUTH#: 803152
ENTRY METHOD:
CONTACT CHIP
AID:A00000002501
APPL. NAME:
AMERICAN EXPRESS
ATC:
AC:
0324161F2F0075CE

Zentan Restaurant
1155 14th Street, NW
Washington, DC 20005

149 Tyler H

Tbl 15/1 Chk 3690 Cst 1
May25'16 09:38AM

Dining In

1 Coffee	5.00
1 Farm Fresh Eggs Scrambled BACON CHEESE EGG Special Prep	9.00
1 Fruit Salad	6.00
Food	20.00
Tax	2.00
09:54AM Total	22.00

Tip: _____ 4.00

Total: _____ 26.00

Room #: _____

Print Name: _____

Signature: _____

Thank you for joining us

MARK BURCHYETT

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT**

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

TRAVELER: Mark Burchyett DEPT. NAME & NO. Chief Auditor - 016

DEPARTURE DATE: 5/21/2016 RETURN DATE: 5/25/2016 REPORT DUE: 6/24/16

DESTINATION: Austin, Texas - Association of Local Government Auditors (ALGA) Annual Conference

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

	Authority Expenses (Prepaid by Authority)	Employee Expenses							TOTALS
		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
		5/22/16	5/23/16	5/24/16	5/25/16			5/21/16	
Air Fare, Railroad, Bus <i>(attach copy of itinerary w/charges)</i>	322.96								0.00
Conference Fees <i>(provide copy of flyer/registration expenses)</i>	450.00								0.00
Rental Car*		52.40	52.40	52.40	52.37			52.40	261.97
Gas and Oil*					9.40				9.40
Garage/Parking*		22.00	22.00	22.00				22.00	88.00
Mileage - attach mileage form*									0.00
Taxi and/or Shuttle Fare <i>(include tips pd.)*</i>									0.00
Hotel*		157.07	157.07	157.07				157.07	628.28
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid <i>(maids, bellhop, other hotel svcs.)</i>					4.00			4.00	8.00
Meals <i>(include tips pd.)</i>	Breakfast*	1.89			22.42				24.31
	Lunch*								0.00
	Dinner*	31.84	25.86	20.08				17.53	95.31
	Other Meals*			7.80					7.80
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality ¹ *									0.00
Miscellaneous: Baggage Fees									0.00
									0.00
									0.00
*Provide detailed receipts									0.00
Total Expenses prepaid by Authority	772.96	265.20	257.33	259.35	88.19	0.00	0.00	253.00	1,123.07

Explanation:

Total Expenses Prepaid by Authority	772.96
Total Expenses Incurred by Employee (including cash advances)	1,123.07
Grand Trip Total	1,896.03
Less Cash Advance <i>(attach copy of Authority ck)</i>	
Less Expenses Prepaid by Authority	772.96
Due Traveler (positive amount)²	
Due Authority (negative amount)³	1,123.07
<i>Note: Send this report to Accounting even if the amount is \$0.</i>	

¹Give names and business affiliations of any persons whose meals were paid by traveler.
²Prepare Check Request
³Attach personal check payable to SDCRAA

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

Prepared By: Mark Burchyett
 Traveler Signature: _____
 Approved By: _____

Ext.: 2435
 Date: 6/2/16
 Date: _____

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

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

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

Electronic Invoice

Prepared For:
BURCHYETT/MARK A

Ref: DEPT 16

SALES PERSON	GM
INVOICE NUMBER	5372915
INVOICE ISSUE DATE	23 Feb 2016
RECORD LOCATOR	IGJASO
CUSTOMER NUMBER	0000SDCRAA

Client Address
SAN DIEGO COUNTY REG AIRPORT AUTHORITY
PO BOX 82776
SAN DIEGO CA 92138-2776

Notes

YOUR CONFIRMATION IS ** R S 6 C U 7 **

DATE: Sat, May 21

Flight: SOUTHWEST AIRLINES 2935

From	SAN DIEGO, CA	Departs	10:35am
To	AUSTIN, TX	Arrives	3:20pm
Departure Terminal	1		
Duration	2hr(s) 45min(s)	Class	Economy
Type	BOEING 737-700	Meal	
	JET		
Stop(s)	Non Stop		

DATE: Wed, May 25

Flight: SOUTHWEST AIRLINES 3079

From	AUSTIN, TX	Departs	12:50pm
To	ST LOUIS INTL, MO	Arrives	2:45pm
		Arrival Terminal	2
Duration	1hr(s) 55min(s)	Class	Economy
Type	BOEING 737-700	Meal	
	JET		
Stop(s)	Non Stop		

DATE: Mon, Nov 21

Others
AUSTIN
THANK YOU FOR
YOUR BUSINESS

Ticket Information

Ticket Number	WN 2185862627	Passenger	BURCHYETT M		
		Billed to:	AX XXXXXXXXXXXX [REDACTED]	USD	* 292.96
Service Fee	XD 0672731965	Passenger	BURCHYETT MARK A		
		Billed to:	AX XXXXXXXXXXXX [REDACTED]	USD	* 30.00

SubTotal	USD 322.96
Net Credit Card Billing	* USD 322.96

Total Amount Due	USD 0.00

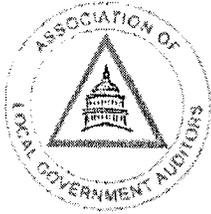
ITINERARY NOTES:

THIS TICKET IS NON-REFUNDABLE.
SOUTHWEST AIRLINES CONFIRMATION NUMBER - RS6CU7
FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

The carriage of certain hazardous materials, like aerosols, fireworks, and flammable liquids, aboard the aircraft is forbidden. If you do not understand these restrictions, further information may be obtained from your airline.

Your travel arranger provides the information contained in this document. If you have any questions about the content, please contact your travel arranger. For Credit Card Service fees, please see eTicket receipt for total charges.

02599



ALGA

INVOICE

Thursday, February 11, 2016
 Invoice No: 904

Bill To:

San Diego County Regional Airport Authority
 Attn: Mark Burchyett
 Office of the Chief Auditor
 P.O. Box 82776
 San Diego, CA 92138-2776

Remit Payment To:
 ALGA
 449 Lewis Hargett Circle,
 Suite 290
 Lexington, KY 40503

Federal Tax ID Number: 23-2539807

Member Number: 1624

DESCRIPTION	UNIT PRICE	QTY	AMOUNT
Event Registration Primary: Mark Burchyett - All Days	\$500.00	1	\$500.00
Event Registration Tracks/Sessions: Day 1 Concurrent Sessions: 9:50 - 10:40 for day: 1 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 1 Concurrent Sessions: 10:50 - 11:40 for day: 5 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 1 Concurrent Sessions: 12:30 - 1:20 for day: 9 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 1 Concurrent Sessions: 1:30 - 2:20 for day: 10 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 1 Concurrent Sessions: 2:40 - 3:30 for day: 15 - \$0.00	\$0.00	1	\$0.00
Event Registration Early Bird Discount: - (\$50.00)	(\$50.00)	1	(\$50.00)
Event Registration Tracks/Sessions: Day 1 Concurrent Sessions: 3:40 - 4:30 for day: 18 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 2 Concurrent Sessions: 9:50 - 10:40 for day: 19 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 2 Concurrent Sessions: 10:50 - 11:40 for day: 23 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 2 Concurrent Sessions: 12:30 - 1:20 for day: 26 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 2 Concurrent Sessions: 1:30 - 2:20 for day: 28 - \$0.00	\$0.00	1	\$0.00
Event Registration Tracks/Sessions: Day 2 Concurrent Sessions: 2:40 - 3:30 for day: 31 - \$0.00	\$0.00	1	\$0.00

TERMS: Due Upon Receipt

Subtotal	\$450.00
Sales Tax	\$0.00
Prior Payments	\$0.00
TOTAL DUE	\$450.00

Notes:

Event: 2016 ALGA Annual Conference
 Time: Monday, May 23, 2016 at 08:00 AM
 Location: 701 East 11th Street Austin, TX, 78701

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

GENERAL INSTRUCTIONS:

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

1. TRAVELER:

Travelers Name: Mark Burchyett Dept: 016
Position: Board Member President/CEO Gen. Counsel Chief Auditor
 All other Authority employees (does not require executive committee administrator approval)

2. DATE OF REQUEST: 2/3/2016 PLANNED DATE OF DEPARTURE/RETURN: 5/21/2016 / 5/25/2016

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

Destination: Austin, Texas Purpose: 2016 Association of Local Govt Conference
Explanation: _____

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:	
• AIRFARE	\$ 400
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	\$ 280
B. LODGING	\$ 540
C. MEALS	\$ 200
D. SEMINAR AND CONFERENCE FEES	\$ 450
E. ENTERTAINMENT (If applicable)	\$
F. OTHER INCIDENTAL EXPENSES	\$ 100
TOTAL PROJECTED TRAVEL EXPENSE	<u>\$ 1,970</u>

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

Travelers Signature: _____ Date: 2/3/16

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

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

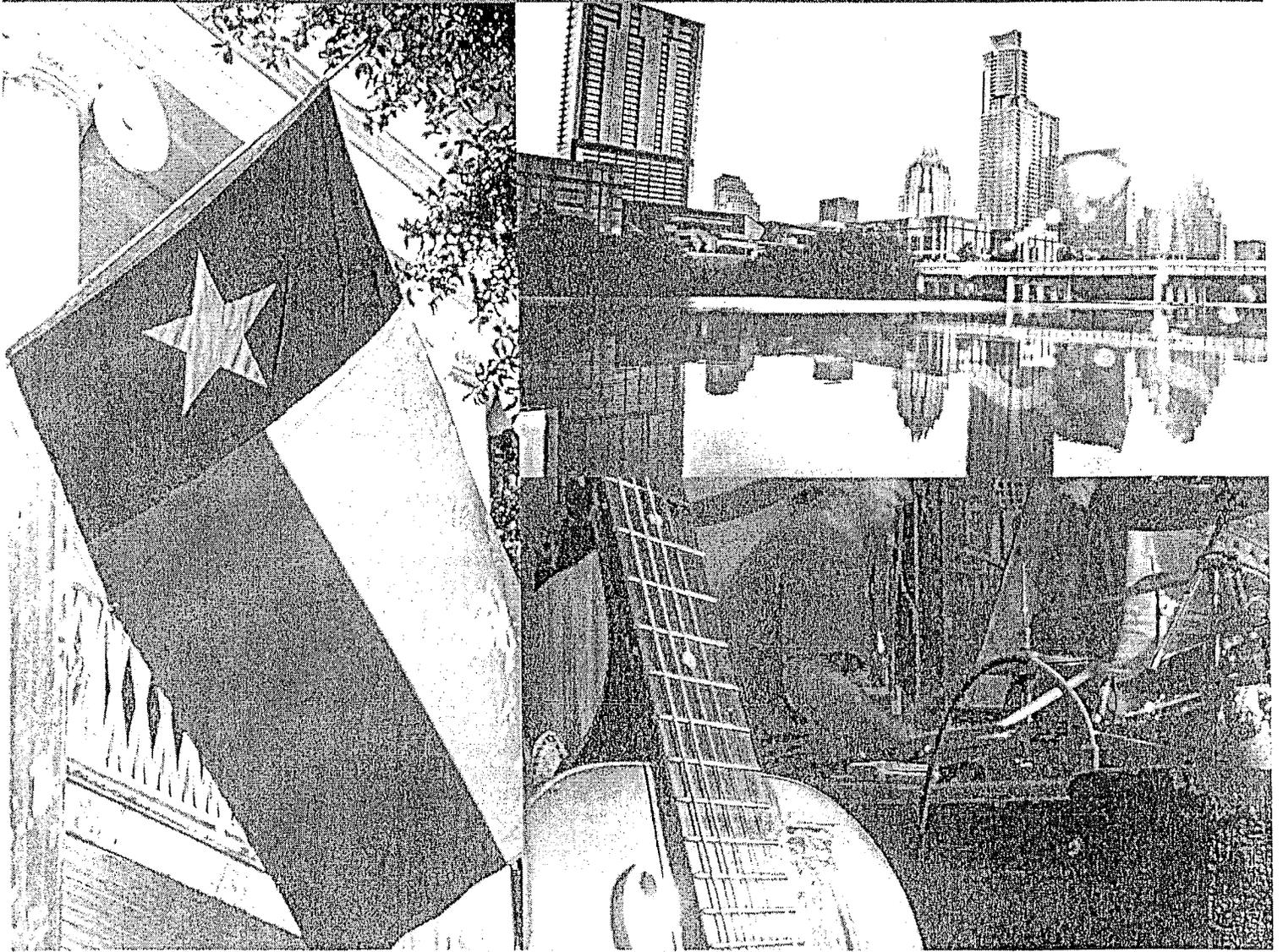
Administrator's Signature: _____ Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

1. Brenda Gallegos, Assistant Authority Clerk hereby certify that this document was approved
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)
by the Executive Committee at its 2-8-16 meeting.
(Leave blank and we will insert the meeting date.)

Austin

2016 ALGA ANNUAL CONFERENCE



Presented by the Association of Local Government Auditors
May 23-24, 2016 | Austin, Texas | The Sheraton Austin Hotel at the Capitol

Conference Agenda

Saturday, May 21

8:30 a.m. – 5:00 p.m.

ALGA BOARD MEETING

8:30 a.m. – 5:00 p.m.

PEER REVIEW COMMITTEE MEETING

Sunday, May 22

8:00 a.m. – 4:30 p.m.

PRE-CONFERENCE WORKSHOP

WS#1. Peer Review Workshop

Current and previous members of the Peer Review Committee will teach you how to prepare for and conduct peer reviews assessing compliance with Generally Accepted Government Auditing Standards issued by the Comptroller General of the United States. In addition to instruction on peer review preparation and performance, this popular workshop includes exercises and case studies to help participants gauge their own readiness for peer review participation. Two concurrent sessions of this workshop will be offered. *Continental breakfast and lunch will be provided.*

Paul Geib, Performance Audit Manager, Milwaukee Public Schools (WI)

Mike Edmonds, Retired

Stan Sewell, City Auditor, City of Chattanooga (TN)

Amanda Noble, Deputy City Auditor, City of Atlanta (GA)

8:00 a.m. – 12:00 p.m.

PRE-CONFERENCE WORKSHOP

WS#2. Creating Graphs and Visuals 101

Our brains process images faster than text - all the more reason to use visuals in our audit reports to get the point across! In this workshop you'll learn what makes graphs and visuals interesting and impactful as well as get hands-on experience creating them in Excel and Piktochart. Seating is limited, so sign up early! Participants should plan to bring a laptop. *Continental breakfast will be provided.*

Caroline Kirschner, Senior Auditor, City of Austin (TX)

Olga Ovcharenko, Quality Assurance Coordinator, City of Austin (TX)

Justin Wiesenfeld, Piktochart

8:00 a.m. – 12:00 p.m.

PRE-CONFERENCE WORKSHOP

WS#3. Lean For Auditors: Introduction to Basic Lean & Kaizen Tools with Discussion of Auditor's Role

Government agencies throughout the US are making efforts to introduce lean and Kaizen principles in the office. Over the past three years the Washington State Auditor's Office has funded on-site Rapid Office Kaizen (ROK) training for cities and counties to plant seeds of process improvement, we will use a high energy, participatory simulation to show how some of the key lean tools work. As time allows, the discussion will extend to the role of auditor with lean process improvement. Seating is limited, so sign up early! *Continental breakfast will be provided.*

Tom Nosack, Senior Management Analyst, Clark County (WA)

1:00 – 5:00 p.m.

PRE-CONFERENCE WORKSHOP

WS#4. Strong Team, Strong Shop: Activities You Can Use to Build an "A" Team

Office team building activities are a good way to improve communication, increase collaboration, and motivate employees. This workshop will give you an opportunity to experience various team building activities that you can use in your office. Seating is limited, so sign up early! *Afternoon break will be provided.*

Andrew Keegan, Supervising Senior Auditor, City of Austin (TX)

1:00 – 5:00 p.m.

PRE-CONFERENCE WORKSHOP

WS#5. Emerging Issues in Government Auditing

Given the magnitude and breadth of current and anticipated budget reductions, coupled with increasing citizen demands for tighter fiscal accountability, government at all levels is permanently changing. This requires the government auditing profession to reach deep for answers that go beyond strengthening controls or improving processes. This session will focus on identifying and responding to critical emerging issues both within the auditing profession and the surrounding environment. Seating is limited, so sign up early! *Afternoon break will be provided.*

Stephen Morgan, President, Excellence in Government Accountability and Performance Practices

8:00 – 8:30 p.m.

WELCOME RECEPTION

Monday, May 23

7:00 – 8:00 a.m.

BREAKFAST

8:00 – 8:45 a.m.

WELCOME AND AWARDS

Kymer Waltmunson, County Auditor, King County (WA), and President of ALGA

Ben Thompson, Deputy County Auditor, King County (WA), and Chair of ALGA's Awards Committee

8:45 – 9:35 a.m.

GENERAL SESSION

GS#1. In the Arena: Revisiting the Activist Auditor After 25 Years

Ed Wheat's article, "The Activist Auditor: A New Player in State and Local Politics," published in *Public Administration Review* in 1991, was extremely controversial among auditors at the time. They were appalled at the thought of being seen as political players. Our speaker will re-examine this issue through the lens of his experience of the last 25 years, including serving as mayor of Kansas City. He will also consider the issue within the context of the evolution of ALGA, which was a tiny, new organization then, having been founded two years prior in 1989.

Mark Funkhouser, Ph. D. Publisher, GOVERNING Magazine

Conference Agenda

9:50 – 10:40 a.m.

CONCURRENT SESSIONS

CS#1. IT Vendor Management

Many entities will outsource a portion or all of their IT function to third parties, but this does not relieve their responsibilities. Hear items to consider when managing IT vendors to ensure that services paid for are received and that sensitive information is protected.

David Schroth, CISA, Managing Director, Design Compliance and Security, LLC

CS#2. Innovative Reporting

Are decision-makers and citizens praising your audit reports? Are you aware of innovative reporting formats and techniques being used in the audit world? Let's talk about the future of audit reporting and how it will affect you!

Ross Tate, Director of Internal Audit, Maricopa County (AZ)
Peter Heineccius, Senior Management Auditor, King County (WA)

CS#3. FAST Audit to Go Edition

We're combining two new ALGA conference traditions into one: FAST, a five-minute presentation style with automatically advancing slides will be combined with Audits To Go, where presenters give a brief message about an interesting audit. This year, presenters will discuss audits on Lean, a courthouse fire, and department consolidation, among others.

Kevin Barthold, City Auditor, City of San Antonio (TX)
Jennifer Foliard, Audit Manager, Milwaukee County Office of the Comptroller (WI)
Elise Garvey, Management Auditor, King County (WA)
Mike Taylor, Director of Internal Audit, Hanover County (VA)
Emily Jacobson, Communications Specialist, City of Denver (CO)

10:50 – 11:40 a.m.

CONCURRENT SESSIONS

CS#4. Medicaid: Auditing in the Managed Care Era

In FY 2013, Medicaid Fraud Control Units nationwide reported a total of 1,341 criminal convictions in cases involving Medicaid fraud and patient abuse and neglect, and criminal recoveries reached nearly \$1 billion. This session will examine key steps audit teams can take to be better equipped to work with government auditing agencies in their efforts to detect fraud, waste, and abuse in the Medicaid program.

Stuart Bowen, Inspector General, Texas Health & Human Services Commission
Darnell Dent, President and CEO, FirstCare Health Plans

CS#5. Not Saying "otting the Wounded: Achieving a Balanced Approach to the Internal Audit Function

As auditors we are often feared, loathed, and usually avoided like the plague. Effectively being both "internal" and "auditor" presents a unique set of challenges. This session will combine an overview of strategies for winning the trust and confidence of management with a roundtable discussion of what participants are doing

Eric Spivak, County Auditor, Jackson County (OR)

CS#6. Roundtable: Chief Audit Executives

Come to the chief audit executive (CAE) roundtable prepared to discuss your ideas and experiences with leading audit shops and hear lessons learned from other participants

Kymber Waltmunson, County Auditor, King County (WA)

11:40 a.m. – 12:30 p.m.

LUNCH

12:30 – 1:20 p.m.

CONCURRENT SESSIONS

CS#7. Reports and Certifications for Third-Party Assurance

Third-party assurance certificates and reports can sometimes resemble alphabet soup: SOC, ISO, AT, etc. Knowing the main aim of each, along with the right questions to ask, can go a long way in ensuring your enterprise is as secure as it should be.

Adam Fowler, Director, Design Compliance and Security, LLC

CS#8. Improving Group Decision Making

Have you ever been on a team that just cannot seem to make good decisions? This session will focus on techniques to make better decisions when working in teams. We will discuss common decision-making mistakes teams make, how to avoid them, and how these techniques can apply to individuals as well.

Ben Thompson, Deputy County Auditor, King County (WA)

CS#9. Making a Difference: Measuring the Performance of Our Performance Audits

How do we know whether our recommendations are having an impact? Can we use empirical research to create outcome-based performance metrics for ourselves? We will share our experience in developing a practical framework to enhance our impact based on a data-supported understanding of how recommendations get implemented in King County, Washington.

Chelsea Lei, Management Auditor, King County (WA)
Peter Heineccius, Senior Management Auditor, King County (WA)

1:20 – 2:20 p.m.

CONCURRENT SESSIONS

CS#10. Communicating Audit Results to Decision-Makers and the Public

ALGA member offices produce excellent audit reports, but making sure they impact decision-makers and the public remains challenging. This session will describe tools and techniques to help your audit results resonate with your audience, and better ensure that audit reports both inform the public and enhance decision-making. We'll propose that releasing an audit report is just the first step in making positive differences in our communities. If you are interested in enhancing the lasting impact of your audit reports, you won't want to miss this session!

Drummond Kahn, Director of Audit Services, City of Portland (OR)

CS#11. Using Control Self-Assessment in the Audit Office
Control Self-Assessment (CSA) is another tool for the audit office to use for assisting its organization to develop a better understanding of risks and a strong control environment. Because CSA is a non-audit service, it also has the potential to help build goodwill toward the audit function. This session covers the basics of CSA and offers a case study approach in how CSA can be deployed successfully

Chris Horton, Audit Manager, Fairfax County Public Schools (VA)

Conference Agenda

CS#12. Roundtable: Audit Impact

Come to the audit impact roundtable prepared to discuss your ideas and experiences with audit impact and hear lessons learned from other participants. Topics will be generated by attendees.

Peter Heineccius, Senior Management Auditor, King County (WA)
Chelsea Lei, Management Auditor, King County (WA)

2:40 - 3:30 p.m.

CONCURRENT SESSIONS

CS#13. SharePoint: A Solution for Managing Audits and Workpapers

A possible solution to managing audit work for the small to medium audit shop. This highly customizable workspace sharing solution is the bridge between a paper-based or semi-electronic audit system and the expensive audit management software system. We will show you the SharePoint site we've developed, how we use it to manage our audits and workpapers, and explain how it can work for you.

Mimi Nguyen, Senior Performance Auditor, City of Palo Alto (CA)

CS#14. Beyond GAS: Rising Above the Floor of Audit Performance

Former Comptroller General David Walker often reminded us that the yellow book represents the floor for auditor performance. If the standards are the floor, what makes for optimal performance? Is it more independence, more peer reviews, more supervision, more documentation, more words in the audit report, or maybe more CPE? Or, is it something else? In this session, we will explore ways that an audit organization can pick itself up off the floor and rise above minimum expectations.

Jerome Heer, Director of Audits, County of Milwaukee (WI)
Mike Taylor, Director of Internal Audit, Hanover County (VA)

CS#15. Creating a Great Office Culture

The #1 challenge facing organizations is employee engagement and culture, according to a 2015 report from Deloitte. This session will explain what organizational culture is, why it's important, and describe the ways Austin's Office of the City Auditor have made their office an even better place to work.

Jason Hadavi, Deputy City Auditor, City of Austin (TX)
Andrew Keegan, Supervising Senior Auditor, City of Austin (TX)

3:40 - 4:30 p.m.

CONCURRENT SESSIONS

CS#16. How Audits Become Investigations

This session will use case studies to discuss how audits become investigations of fraud, waste, or abuse, and vice versa. We will highlight useful methods for proper evidence collection during audits and investigations to ensure a relevant and useful outcome. We will additionally discuss the City of Austin's fraud brainstorming processes that enable identification and reporting of potential fraud-related issues within the planning, fieldwork, and reporting stages of audits.

Matt Clifton, Senior Investigator, Office of the City Auditor, Integrity Unit, City of Austin (TX)
Nathan Wiebe, Chief of Investigations, Office of the City Auditor, Integrity Unit, City of Austin (TX)

CS#17. Knighton Award Winners (Part 1)

Hear from Knighton winners about their award-winning reports, useful project approaches, and successful audit processes.

CS#18. So You Want to Survey? Yes/No

So you think you want to conduct a survey, but are not quite sure what things you should consider before embarking on this adventure? In this session, presenters discuss questions to ask and options to consider regarding surveys, along with a few case studies and useful tips.

Bob MacKay, Senior Management Auditor, City of Portland (OR)
Harriet Richardson, City Auditor, City of Palo Alto (CA)

4:45 - 5:30 p.m.

GENERAL SESSION

GS#2. Collaborating for Success: Leveraging Local Expertise

This session will provide insight and examples of how the Texas Department of Transportation Audit and Compliance function engages local stakeholders and auditors to provide transparency and value when delivering audit results. This will include examples of establishing relationships, determining reliance on local audit professionals' work and communicating results.

Benito Ybarra, Chief Audit & Compliance Officer, Texas Department of Transportation

6:30 - 9:30 p.m.

DINNER & ENTERTAINMENT AT SCHOLZ GARDEN

Tuesday, May 24

7:00 - 8:00 a.m.

BREAKFAST

8:00 - 8:50 a.m.

BUSINESS MEETING

8:50 - 9:40 a.m.

GENERAL SESSION

GS# 3. When No One Calls: Understanding Why Hotline Reporting Programs Fail

The mandates to have a hotline reporting program are numerous, overlapping and broad. From the U.S. based Federal Sentencing Guidelines and Sarbanes-Oxley Act to international guidelines posed by the European Union, Stock Exchanges and even the United Nations; reporting hotlines are deemed as a necessary and good business practices. Unfortunately, there is a huge difference between having a hotline reporting program and having an effective, trusted, hotline reporting program. How the program is designed, the experience level of the investigators, and how employees are treated can impact whether employees decide to come forward or not. This interactive presentation will explore the top 10 factors that lead to a lack of trust in hotline reporting programs, discuss how a lack of trust can impact the entire organization, and highlight opportunities where organizations can create trusted and effective hotline reporting programs.

Ryan C. Hubbs, Senior Manager, Fraud Investigation & Dispute Services, Ernst & Young LLP, Houston TX

Conference Agenda

9:50 – 10:40 a.m.

CONCURRENT SESSIONS

CS#19. Writing Reader Friendly Audit Reports

The Oregon Secretary of State's Audits Division is trying to write more engaging reports that connect with the public and policymakers. Scott Learn, a performance auditor and former newspaper reporter, will detail the division's efforts, using examples from recent audit reports and emphasizing practical solutions.

Scott Learn, Performance Auditor, Oregon Audits Division

CS#20. Scrum Project Management for Auditing

Scrum, an incremental project management approach, focuses on the usability of its end products and the iterative process to create that end product. This session is intended to give attendees an introductory lesson and examples of using the Scrum framework to manage audit projects.

Elise Garvey, Management Auditor, King County (WA)

CS#21. Roundtable: Risk Assessment

Come to the risk assessment roundtable prepared to discuss your ideas and experiences with risk assessment and hear lessons learned from other participants

Carmelina DiMondo, Director, Forensic Unit, Auditor General's Office, City of Toronto (ON)

10:50 a.m. – 11:40 p.m.

CONCURRENT SESSIONS

CS#22. Hidden in Plain Sight: Investigating on the Internet
Investigators need to bring to bear all the tools they can to gather information on suspects and possible fact witnesses. The internet and social media have become some of the most valuable powerful and productive tools there are for this.

Allan Bachman, Education Manager, Association of Certified Fraud Examiners

CS#23. Common ALGA Peer Review Pitfalls and How to Avoid Them

Come learn about common findings identified during Yellow Book and Red Book peer reviews conducted by ALGA teams as well as the processes ALGA shops have developed to address these challenges.

Corrie Stokes, City Auditor, City of Austin (TX)
Bill Greene, City Auditor, City of Phoenix (AZ)

CS#24. Roundtable: Construction

Come to the construction roundtable prepared to discuss your ideas and experiences with construction audits and oversight and hear lessons learned from other participants. Topics will be generated by attendees.

Alan Pennington, Senior Vice President, Matrix Consulting

11:40 a.m. – 12:30 p.m.

LUNCH

12:30 – 1:20 p.m.

CONCURRENT SESSIONS

CS#25. How Audit Shops Can Use Tableau for Analysis and Reporting

This session will provide examples from the experience of two audit shops using Tableau to conduct analysis and share results by creating modern graphics and providing web-based reports.

Elise Garvey, Management Auditor, King County (WA)
Annamarie McNeil, Senior Management Auditor, Multnomah County (OR)

CS#26. Standards Update

When it comes to standards, there's always something changing. During this session, the GASB will provide an overview of key changes in government accounting and discuss future projects. Also, ALGA's Professional Issues Committee will highlight areas of the new Uniform Administrative Requirements for federal grants and common questions. Finally, the GAO will discuss their recent activities and share their perspective on the direction of government auditing standards.

Jan Sylvis, Vice Chair, Governmental Accounting Standards Board
Representative, U.S. Government Accountability Office
Sean Walker, Principal, CliftonLarsonAllen

CS#27. Roundtable: Managing From the Middle

Without formal decision-making authority, experienced auditors face unique challenges in managing audit projects while also fulfilling a critical leadership role within an office. This roundtable will host a discussion to gather input from participants about how experienced audit staff can manage projects, foster and execute new initiatives, and mentor less experienced staff without a formal managerial role.

Rebecca Takahashi, Senior Performance Auditor, Office of the City Auditor, San Diego (CA)
Katie Houston, Assistant City Auditor, Office of the City Auditor, City of Austin (TX)

1:30 – 2:20 p.m.

CONCURRENT SESSIONS

CS#28. Pictures Worth a Thousand Words: Using Infographics to Drive Audit Messages

If pictures are worth a thousand words, it would really tighten up our audit reports to include some high-potency graphics. Join a technical expert from Piktochart, an online infographic tool, and an experienced user to get the inside scoop. We'll give tips and tools for developing effective infographics that could help you show processes, concepts, timelines, decision trees, technical information, and more. We'll also call out common pitfalls and how to avoid them.

Justin Anderson, Senior Management Auditor, King County Auditor's Office (WA)
Jacqueline Jensen, Piktochart

Conference Agenda

CS#29. The "Skata" In Trying to Deliver Audits
Welcome to Liz and Pam's world of audit "skata" (loosely translated from Greek meaning "poop") – a large municipality, ever changing Audit Committee members, and the challenges of delivering more audits than ever before on time, on budget and full of quality insights. We will share different solutions and initiatives we've implemented to keep the "skata" under control and to drive continuous improvement in our audit team's processes.

Liz Ormsby, Deputy City Auditor, City of Calgary (AB)
Pam Lewis, Deputy City Auditor, City of Calgary (AB)

CS#30. Knighton Award Winners (Part 2)
Hear from Knighton winners about their award-winning reports, useful project approaches, and successful audit processes.

2:40 – 3:30 p.m.

CONCURRENT SESSIONS

CS#31. **Open Government is Accountable Government**
The standard for government transparency has changed dramatically in the past few years. Simply posting financial documents is no longer enough – taxpayers are demanding more, be it in the form of downloadable datasets, new visual representations of information, or even simple bulleted lists of key figures. The Texas Comptroller's office seeks to evolve with the changing times with our new local transparency initiative, which recognizes local governments for going above and beyond previous standards for open government.

Haley Wynn, Transparency Division Manager, Comptroller of Public Accounts (TX)

CS#32. **Connecting the Left Brain and Right Brain: What Innovation and Performance can Offer One Another**
For the past few decades, governments at all levels have increasingly focused on managing and improving the performance of public programs—making them more efficient and more effective. More recently, cities like Austin have launched innovation efforts not only to improve what exists, but to do their work in new and better ways. These two areas are not unlike how we often talk about the human brain—one part focused on structure, logic, and analysis (performance); the other focused on free-flow, imagination, and intuition (innovation). And like the human brain, we in government need both of these not only to function, but to adapt in the face of complex challenges. In this session, the City of Austin's Innovation Office will share practices and stories of how the "hemispheres" of performance management and innovation can leverage what one another offers—all toward the common goal of making government better and more responsive to its people.

Daniel Honker, Innovation Office, City of Austin (TX)

CS#33. **Roundtable: Small Audit Shops**
Come to the small shop roundtable prepared to discuss your ideas and experiences with managing or working in a small shop and hear lessons learned from other participants.

Arlena Sones, City Auditor, City of Caracas Christ (TX)

3:40 – 4:30 p.m.

GENERAL SESSION

GS#4. **A Demographic Snapshot of Austin: Sustained Explosive Growth, Profound Diversification, and Stubborn Socioeconomic Separations**

Austin's demographic story continues to revolve around the three major themes of rapid, sustained job and population growth, profound diversification, and, stubborn socioeconomic separations. Leaders at Austin's City Hall are beginning to realize that being the fastest growing large city in the country year after year has become a bit of a dubious honor as this enormous growth drives and exacerbates our two biggest communitywide challenges: mobility and affordability.

Diversification of the urban region has gone way beyond demographics as Austin is now a far more economically, culturally and politically diverse community than it was twenty years ago. And yet, is Austin as integrated as it is diverse or is it as inclusive as it is tolerant? And finally, this analysis looks at other Texas cites and urban regions and attempts to put Austin's success as a place into perspective.

Ryan Robinson, City Demographer, City of Austin (TX)

4:45 p.m.

ALGA BOARD MEETING

Wednesday, May 25

8:00 a.m. – 4:00 p.m.

POST-CONFERENCE WORKSHOP

WS#6. **The GAO's Green Book: Internal Control Workshop**
How do you make sure bad things don't happen? Controls! In this workshop, learn how to define risks and apply controls to mitigate the risks without creating a burdensome bureaucracy. The class will work through a relevant case study based on the GAO's Standards for Internal Control in the Federal Government (the Green Book). The Green Book is based on the 2013 COSO model. *Continental breakfast and lunch will be provided.*

Leita Hart-Fanta, Audit Instructor and Founder of Yellowbooks-CPE.com

8:00 a.m. - 12:00 p.m.

POST-CONFERENCE WORKSHOP

WS#7. **Deception Detection: The Art of Insightful Interviewing**
In this session, our goal is to teach auditors how to identify signs of deception on the part of the interviewee. We will discuss techniques focused on observing and interpreting verbal, nonverbal, and paralinguistic communication. We will also cover indicative behaviors that range from cadence and word selection to posture and hand gestures. Finally, we will finish with recommendations on how to respond to interviewees who have displayed signs of deceptive communication. *Continental breakfast will be provided.*

Brian Molloy, Senior Investigator, City of Austin (TX)
Mary Dory, Senior Auditor, City of Austin (TX)

Welcome to Shell
900 East Ave
Austin Tx 78701

SHELL
900 EAST AVE
AUSTIN, TX
78701
57545831802
05/25/2016 962574335
11:08:44 AM

PUMP# 5
REGULAR 4.4786
PRICE/GAL \$2.099

FUEL TOTAL \$ 9.40

CREDIT \$ 9.40

XXXX XXXX XXX
VISA
AUTH # 02405C
INV # 606692

Bonus Savings
Save \$0.25/gal! Join
Fuel Rewards today
at fuelrewards.com
Offer ends 6/5/16.
Terms and conditions
apply.

Diesel fuel contains up to 5% Biodiesel
State diesel tax \$0.19 per gallon
Please come again

THRIFTY RENT A CAR
AUSTIN, TX 512-530-8811
RA# U80845002
RENTER MARK A BURCHYETT
OUT 05/21/2016 03:48 PM
IN 05/25/2016 11:24 AM
UNIT # 95068-0957282 CLASS: FCAR
Miles OUT 2635
Miles IN 2734
Miles DRIVEN 99
FUEL OUT F
FUEL IN F
TOTAL CHARGES 261.97
RATE CHARGE 160.00
SURCHARGE 23.60
CUSTOMER FACILITY CHARGE 23.80
DROP TO AUSTIN 0.00
STATE RENTAL TAX 22.78
AP ACCESS FEE 20.40
CITY RENTAL TAX 11.39
BILL TO VI XXXX
CHECKED IN BY CONNOR

This is your receipt
No other copies will be provided
Closed rental subject to final audit

Sheraton Austin
 701 East 11th Street
 Austin, TX 78701
 United States
 Tel: 512-478-1111 Fax: 512-478-3700



Sheraton

Mark Burchyett
 2722 Truxtun Rd
 San Diego, CA 92106
 United States

Page Number : 1
 Guest Number : 802985
 Folio ID : A
 Arrive Date : 21-MAY-16 16:38
 Depart Date : 25-MAY-16 15:22
 No. Of Guest : 2
 Room Number : 810
 Club Account :

Tax Invoice

Tax ID : 46-5365229

Sheraton Austin 25-MAY-16 15:30 AUDREY

Date	Reference	Description	Charges (USD)	Credits (USD)
21-MAY-16	RT810	Room Charge	135.00	
21-MAY-16	RT810	Hotel State Tax	8.10	
21-MAY-16	RT810	Hotel City Tax	12.15	
21-MAY-16	RT810	Parking Self - Overnight	22.00	
21-MAY-16	RT810	Sales Tax	1.82	
22-MAY-16	RT810	Room Charge	135.00	
22-MAY-16	RT810	Hotel State Tax	8.10	
22-MAY-16	RT810	Hotel City Tax	12.15	
22-MAY-16	RT810	Parking Self - Overnight	22.00	
22-MAY-16	RT810	Sales Tax	1.82	
23-MAY-16	RT810	Room Charge	135.00	
23-MAY-16	RT810	Hotel State Tax	8.10	
23-MAY-16	RT810	Hotel City Tax	12.15	
23-MAY-16	RT810	Parking Self - Overnight	22.00	
23-MAY-16	RT810	Sales Tax	1.82	
24-MAY-16	RT810	Room Charge	135.00	
24-MAY-16	RT810	Hotel State Tax	8.10	
24-MAY-16	RT810	Hotel City Tax	12.15	

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24-MAY-16	RT810	Parking Self - Overnight	22.00	
24-MAY-16	RT810	Sales Tax	1.82	
25-MAY-16	VI	Visa [REDACTED]		-716.28

For Authorization Purpose Only

Date	Code	Authorized
21-MAY-16	04766C	783

Approve EMV Receipt for VI [REDACTED]
 TC:345D71F637FA3AA5 TVR:0080008000 AID:A0000000031010
 Application Label:CHASE VISA

** Total 716.28 -716.28
 *** Balance 0.00

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United States

Page Number	:	3	
Guest Number	:	802985	
Folio ID	:	A	
Arrive Date	:	21-MAY-16	16:38
Depart Date	:	25-MAY-16	15:22
No. Of Guest	:	2	
Room Number	:	810	
Club Account	:		

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~~13.49~~
\$13.49
x 8.390 Tax

\$1.12 TAX

13.49

14.61

2.92 20% Tip

\$17.53

Pelons/508 512-243-7874
LIKE us on Facebook@PelonsAustin
802 Red River

Server: Mando
06:09 PM
Table 330/1

DOB: 05/21/2016
05/21/2016
6/60023

SALF

VISA 6291470

Card #XXXXXXXXXXXXXXXXXXXX
Magnetic card present: BURBUETT MARK
Card Entry Method: S

Approval: 08669C

PELONS

Pelons/508 512-243-7874
LIKE us on Facebook@PelonsAustin
802 Red River

Server: Corina 05/21/2016
Table 330/1 6:03 PM
Guests: 0 60023

Grilled Zucchini 13.49
~~Cheese Enchilada 13.49~~

Subtotal 26.98
Tax 2.23

Total 29.21

Balance Due 29.21

Visit PelonsTexMex.com
Happy Hour M-F 2pm - 7pm
May We Suggest
(18%): \$ 4.86
(20%): \$ 5.40
(25%): \$ 6.75

Amount: \$ 29.21
+ Tip: 6
= Total: 35.21

I agree to pay the above
total amount according to the
card issuer agreement.

X

Visit PelonsTexMex.com
Happy Hour M-F 2pm - 7pm
May We Suggest
(18%): \$ 4.86
(20%): \$ 5.40
(25%): \$ 6.75

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Late Night Happy Hour M-F 10pm - Close

Thanks! Come again.

P. Terry's
 1.75
 X .083 Tax
 1.15
 1.75
 \$1.89

Roaring Fork
 \$24.50
 .083 Tax
 2.03
 24.50
 26.53
 5.31 Tip 20%
 \$31.84



515 Congress Ave.
 Austin, TX 78701

128 Cecilia
 Chk 9710 May 22 16 10:31A Gst 0

DINE IN
 1 EGG BURGER 1.75
 SAUSAGE 0.85
 REGULAR
 1 EGG BURGER 1.75
 REGULAR
 BACON 0.85
 XXXXXXXXXX
 VISA 5.63
 Subtotal 5.20
 Tax 0.43
 Payment 5.63

Thank You for dining with us!
 Order number 10

The Roaring Fork
 (512) 583-0000
 701 Congress
 Austin, TX 78701

Server: Joseph DOB: 05/22/2016
 06:35 PM 05/22/2016
 Table 42/1 4/40063

The Roaring Fork
 (512) 583-0000
 701 Congress
 Austin, TX 78701

Server: Joseph 05/22/2016
 Table 42/1 6:35 PM
 Guests: 2 40003

Iced Tea (2 @2.50) 5.00
 Bacon Wrapped Pork Tender (2 @22.0) 44.00
 Subtotal 49.00
 Tax 4.04
 Total 53.04
 Balance Due 53.04

Please join us for
 Happy Hour in the Lounge
 4pm to 7pm every day!!
 www.roaringfork.com

SALE
 VISA 4194300
 Card #XXXXXXXXXX
 Magnetic card present: BURCHYETT MARK
 Card Entry Method: S
 Approval: 08065C
 Amount: \$ 53.04
 + Tip: 11-
 = Total: 64.04

I agree to pay the above
 total amount according to the
 card issuer agreement.

Y'all come back soon!

\$19.90
 X .083 TAX
 1.65
 19.90
 21.55
 4.31 Tip 20%
\$25.86

801 Red River

Server: Lucias DOB: 05/23/2016
 05:58 PM 05/23/2016
 Table 13/1 2/20056

SALE

VISA 2097205
 Card #XXXXXXXXXX
 Magnetic card present: BURCHYETT MARK
 Card Entry Method: S

Approval: 00196C

801 Red River

Server: Lucias 05/23/2016
 Table 13/1 5:58 PM
 Guests: 11 20056
 Reprint #: 1

Club's Minor (2 @16.35) 33.90
 Iced Tea 2.95

Subtotal 36.85
 Tax 3.04

Total 39.89

Balance Due 39.89

Suggested tip amounts provided
 for your convenience
 (20%) = 7.37
 (18%) = 6.63
 (15%) = 5.53

Amount: \$ 39.89

+ Tip: 7.00

= Total: 46.89

I agree to pay the above total amount according to the card issuer agreement.

X 

Suggested tip amounts provided
 for your convenience
 (20%) = 7.37
 (18%) = 6.63
 (15%) = 5.53

Thanks! Come again.

\$15.45
 X .083 Tax

 1.28
 15.45

 16.73
 3.35 Tip 20%

\$20.08

6550 Comanche Tr.
The Oasis

Server: Kevin
 Table 192/1
 Guests: 2
 05/24/2014 3:54 PM
 80014
 ICED TEA (2 @3.50) 7.00
 Dinner Burger 11.95
 MEDIUM
 \$ American Chz 1.25
~~Dinner Pizza - Cheese - 14.95~~
 Complete Subtotal 35.15
 4 Items
 Subtotal 35.15
 Tax Tax 3.90
 Total Tax 3.90
 Total 39.05
 Balance Due 39.05

For parties of 7 or more, an 18% gratuity has been added.
 Please feel free to raise, lower or remove based on your service experience.
 Thank you! The Oasis

6550 Comanche Tr.

Server: Kevin
 04105 PM
 Table 192/1
 05/24/2014
 05/24/2014
 8/00014

SALE

VISA 379145X
 Card XXXXXXXX
 Magnetic card presents: BIRCHYETT MARK
 Card Entry Method: S

Approval: 03440K

Amount: \$ 39.05
 - Tip: 8-
 = Total: 46.05

I agree to pay the above total amount according to the card issuer agreement.

[Signature]

For parties of 7 or more, an 18% gratuity has been added.
 Please feel free to raise, lower or remove based on your service experience.
 Thank you! The Oasis

Merchant Copy

6.00
 X .083 Tax

 6.50
 1.30 Tip

\$7.80

THE DRISKILL
 1886 CAFE
 (512) 439-1234

502 ADAM

CHK 1322 MAY24 16 7:12PM

DINING

THE DRISKILL
 1886 CAFE
 604 Brazos Street
 Austin, TX 78701
 (512) 439-1234

1 Cinnamon Roll 6.00
 1 Danish Cream Chz 4.50

 FOOD SALES 10.50
 *TAX 0.87
 TOTAL DUE \$11.37

CHECK: 1322
 SERVER: 502 ADAM
 DATE: MAY24 16 7:15PM
 CARD TYPE: VISA \$
 ACCT #: XXXXXXXXXXXX
 EXP DATE: XX/XX
 AUTH CODE: 05114C
 000000000000VN59 0
 052416191504
 MARK BURCHYETT

Tip: _____
 Total: _____
 Room: _____
 Name: _____
 Signature: _____

SUBTOTAL: 11.37
 TIP: 2.50
 TOTAL: 13.87
 SIGNATURE: _____

Earn or Redeem Points for Dining
 Gold Passport#:
 Last Name:
 Offer code(s):
 Redemption Eligible; 11.37 USD
 *Not point earning eligible.
 #Not point redemption eligible.

I agree to pay the above total amount according to cardholder agreement.

GRATUITY INCL. FOR PARTIES OF 6 OR MORE

\$17.25
 X .083 TAX

 1.43
 17.25

 18.68
 3.74 Tip 20%

\$22.42

Sheraton Austin Capitol

701 E 11th Street
Austin, TX 78701

Contact: (512) 478-1111

930790021 Maria V.

Chk 33334 23
 5/25/2016 8:43 AM

2 Eggs Your Way @	14.00	28.00
1 Reg Coffee		3.25
Subtotal		\$31.25
Sales Tax		\$0.27
Food Tax		\$2.31
Total Due		\$33.83

FOR ROOM CHARGES ONLY

GRATUITY: _____

TOTAL: _____

ROOM # _____

PRINT NAME _____

SIGNATURE _____

Thank you for dining with us!!!

Sheraton Austin Capitol

701 E 11th Street
Austin, TX 78701

Contact: (512)-478-1111
5/25/2016 9:09 AM

Check: 33334
 Server: 930790021 Maria V.
 Card Type: Visa
 Acct Num: *****
 Auth Code: 075120

Amount: \$33.83

Gratuity: 7.00

Grand Total: 40.83

X _____
 Cardmember agrees to pay the Grand Total
 in accordance with agreement governing
 use of such card.

Thank you, please come visit
with us again!!!

BRETON K. LOBNER

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT**

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

TRAVELER: Breton Lobner DEPT. NAME & NO. General Counsel
 DEPARTURE DATE: 5/3/2016 RETURN DATE: 5/7/2016 REPORT DUE: 6/6/16
 DESTINATION: Portland, OR

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

	Authority Expenses (Prepaid by Authority)	Employee Expenses							TOTALS
		SUNDAY	MONDAY	TUESDAY 5/3/16	WEDNESDAY 5/4/16	THURSDAY 5/5/16	FRIDAY 5/6/16	SATURDAY 5/7/16	
Air Fare, Railroad, Bus (attach copy of Itinerary w/charges)	253.46								0.00
Conference Fees (provide copy of flyer/registration expenses)	825.00								0.00
Rental Car*									0.00
Gas and Oil*									0.00
Garage/Parking*									0.00
Mileage - attach mileage form*									0.00
Taxi and/or Shuttle Fare (include tips pd.)*				2.50					2.50
Hotel*				308.67	296.56	296.45	296.56		1,198.24
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid (maids, bellhop, other hotel svcs.)				2.00			2.00		4.00
Meals (include tips pd.)									0.00
Breakfast*									0.00
Lunch*				12.30		13.80			26.10
Dinner*				71.40	40.00	59.00	54.99		225.39
Other Meals*									0.00
<i>Alcohol is a non-reimbursable expense</i>									
Hospitality ¹ *									0.00
Miscellaneous						6.75			6.75
Baggage fee									0.00
*Provide detailed receipts									0.00
Total Expenses prepaid by Authority	1,078.46	0.00	0.00	396.87	336.56	376.00	353.55	0.00	1,462.98

Explanation:	Total Expenses Prepaid by Authority	1,078.46
	Total Expenses Pd. by Employee (including cash advances)	1,462.98
	Grand Trip Total	2,541.44
	Less Cash Advance (attach copy of Authority ck)	
	Less Expenses Prepaid by Authority	1,078.46
	Due Traveler (positive amount) ²	
	Due Authority (negative amount) ³	1,462.98

Note: Send this report to Accounting even if the amount is \$0.

¹ Give names and business affiliations of any persons whose meals were paid by traveler.
² Prepare Check Request
³ Attach personal check payable to SDCRAA

I as traveler or administrator acknowledge that I have read, understand and agree to Authority policies 3.40 - Travel and Lodging Expense Reimbursement Policy⁴ and 3.30 - Business Expense Reimbursement Policy⁵ and that any purchases/claims that are not allowed will be my responsibility. I further certify that this report of travel expenses were incurred in connection with official Authority business and is true and correct.
⁴ Travel and Lodging Expense Reimbursement Policy 3.40 ⁵ Business Expense Reimbursement Policy 3.30

Prepared By: Kendy Rios Ext.: x2424
 Traveler Signature: Breton Lobner Date: 5-18-16
 Approved By: _____ Date: _____

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

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

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

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

GENERAL INSTRUCTIONS:

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

1. TRAVELER:

Travelers Name: Breton K. Lobner Dept: 15

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

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

2. DATE OF REQUEST: 1-13-2016 PLANNED DATE OF DEPARTURE/RETURN: 6/3/2016 / 6/7/16

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

Destination: Portland, OR Purpose: 2016 Legal Affairs Conference & Exhibition
Explanation: Legal Affairs Conference

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

• AIRFARE	\$	400.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	\$	0.00
B. LODGING	\$	1100.00
C. MEALS	\$	150.00
D. SEMINAR AND CONFERENCE FEES	\$	825.00
E. ENTERTAINMENT (If applicable)	\$	
F. OTHER INCIDENTAL EXPENSES	\$	
TOTAL PROJECTED TRAVEL EXPENSE	\$	

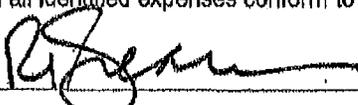
CERTIFICATION BY TRAVELER By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

Travelers Signature:  Date: 2-23-16

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

By my signature below, I certify the following:

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

Administrator's Signature:  Date: 2.11.16

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

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



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

ADD TO OUTLOOK

Wednesday, 13APR 2016 07:24 PM EDT

Passengers: BRETON LOBNER (19)

Agency Reference Number: NRWWDZ

Click here to view your current Itinerary or ETicket receipt on-line: trjpcase.com

Southwest Airlines Confirmation 9ZB5DU

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

You are a valued client and we want to do everything possible to make your trip enjoyable and worry free.
 Because the unexpected can occur, we offer the Travel Insured Plan. It has excellent
 benefits and combines insurance coverage with Emergency Hotline Services. Please click the following link
 for a free quote or more information. [Click Here](#) (Currently Available For U.S. Departures Only)

AIR Tuesday, 3MAY 2016

Southwest Airlines

From: San Diego CA, USA

To: Portland OR, USA

Stops: 1

Sacramento CA, USA

Flight Number: 1981

Depart: 11:50 AM

Arrive: 03:15 PM

Duration: 2 hour(s) 55 minute(s)

Status: CONFIRMED



Class: T-Coach/Economy

Miles: 947 / 1515 KM

Equipment: Boeing 737-700 Jet

DEPARTS SAN TERMINAL 1

FREQUENT FLYER NUMBER [REDACTED]

Southwest Airlines Confirmation number is 9ZB5DU

AIR Saturday, 7MAY 2016

Southwest Airlines

From: Portland OR, USA

To: San Diego CA, USA

Stops: Nonstop

Flight Number: 0622

Depart: 02:15 PM

Arrive: 04:40 PM

Duration: 2 hour(s) 25 minute(s)

Status: CONFIRMED



Class: S-Coach/Economy

Miles: 934 / 1494 KM

Equipment: Boeing 737-700 Jet

ARRIVES SAN TERMINAL 1

FREQUENT FLYER NUMBER [REDACTED]

Southwest Airlines Confirmation number is 9ZB5DU

A PORTION OF THIS TRIP MAY BE REFUNDABLE. PLEASE RETURN
 UNUSED PORTIONS TO TRAVELTRUST FOR POSSIBLE REFUND.
 SOUTHWEST AIRLINES CONFIRMATION NUMBER - 9ZB5DU
 FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: BRETON LOBNER

Ticket Nbr: WN2401258716 Electronic Tkt: No Amount: 223.46
Base: 177.92 Tax: 45.54
Charged to: AX*****[REDACTED]

Service fee: BRETON LOBNER
Date issued: 4/13/2016
Document Nbr: XD0674859423 Amount: 30.00
Charged to: AX*****[REDACTED]

Total Tickets: 223.46
Total Fees: 30.00
Total Amount: 253.46

Click here 24 hours in advance to obtain boarding passes:
[SOUTHWEST](#)

Click here to review Baggage policies and guidelines:
[SOUTHWEST](#)

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

Thank you for choosing Traveltrust!
Our Business Hours are 1am-5:30pm Pacific Monday - Friday.
Saturday from 9am-1pm Pacific.
For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.
You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.
Each call is billable at a minimum \$25.00.

The Nines
 525 SW Morrison
 Portland, OR 97204
 United States
 Tel: 503-222-9996 Fax: 503-222-9997



Breton Lobner
 120 29TH PL
 MANHATTAN BCH, CA 90266-2026
 United States

Page Number : 1
 Guest Number : 661954
 Folio ID : A
 Arrive Date : 03-MAY-16 16:38
 Depart Date : 07-MAY-16 11:17
 No. Of Guest : 1
 Room Number : 810
 Club Account : SPG [REDACTED]

Tax Invoice

Tax ID : 20-4185118
 The Nines 07-MAY-16 11:17 SUZARAN

Date	Reference	Description	Charges (USD)	Credits (USD)
03-MAY-16	5160	Urban Farmer	10.00	
03-MAY-16	5160	Urban Farmer	2.00	
03-MAY-16	RT810	Room Charge	259.00	
03-MAY-16	RT810	Lodging Tax	32.38	
03-MAY-16	RT810	Portland Tourism Assessment	5.18	
04-MAY-16	RT810	Room Charge	259.00	
04-MAY-16	RT810	Lodging Tax	32.38	
04-MAY-16	RT810	Portland Tourism Assessment	5.18	
05-MAY-16	RT810	Room Charge	259.00	
05-MAY-16	RT810	Lodging Tax	32.38	
05-MAY-16	RT810	Portland Tourism Assessment	5.18	
06-MAY-16	RT810	Room Charge	259.00	
06-MAY-16	RT810	Lodging Tax	32.38	
06-MAY-16	RT810	Portland Tourism Assessment	5.18	
07-MAY-16	AX	American Express-8586		-1198.24

For Authorization Purpose Only

[REDACTED]
 Date Code Authorized

Continued on the next page

The Nines
525 SW Morrison
Portland, OR 97204
United States
Tel: 503-222-9996 Fax: 503-222-9997



Breton Lobner
120 29TH PL
MANHATTAN BCH, CA 90266-2026
United States

Page Number : 2
Guest Number : 661954
Folio ID : A
Arrive Date : 03-MAY-16 16:38
Depart Date : 07-MAY-16 11:17
No. Of Guest : 1
Room Number : 810
Club Account : SPG - Axxxxxx [REDACTED]

03-MAY-16	326082	1126.65
03-MAY-16	266497	375.55

** Total	1198.24	-1198.24
*** Balance	0.00	

As a Starwood Preferred Guest you have earned at least 2096 Starpoints for this visit Axxxxxx [REDACTED]

Tell us about your stay. www.luxurycollection.com/reviews

Rios Kendy

From: meetings@aci-na.org
Sent: Friday, February 12, 2016 1:41 PM
To: Lobner Breton
Cc: Rios Kendy
Subject: 2016 Legal Affairs Spring Conference Registration Details

**Airports Council International - North America
REGISTRATION CONFIRMATION & RECEIPT**

2016 Legal Affairs Spring Conference
Wednesday, May 4, 2016 through Saturday, May 7, 2016
The Nines
525 SW Morrison
Portland OR, 97204

Confirmation #81870

Registrant Information		
Badge	Bret Breton K. Lobner General Counsel San Diego County Regional Airport Authority San Diego, CA	Address 3225 N. Harbor Drive San Diego, CA 92101 USA Phone: (619) 400-2424 Email: blobner@san.org
Attendee Type(s)	Member Airport	
Total Registration		
	Total Registration Fees	\$ 825.00
	Amount Paid -- Thank You	\$ 825.00
	Balance Due	\$ 0.00
Basic Registration Fees		
	Conference Registration Fee	\$ 825.00
Additional Information		
2016 Legal Affairs Spring Conference May 4-7, 2016		

Bret's lunch \$12.30

Train
\$1 2.50



THE COUNTER

San Diego Intl Airport
San Diego, CA 92101
619-220-0368
San Diego Terminal 1 Rotunda

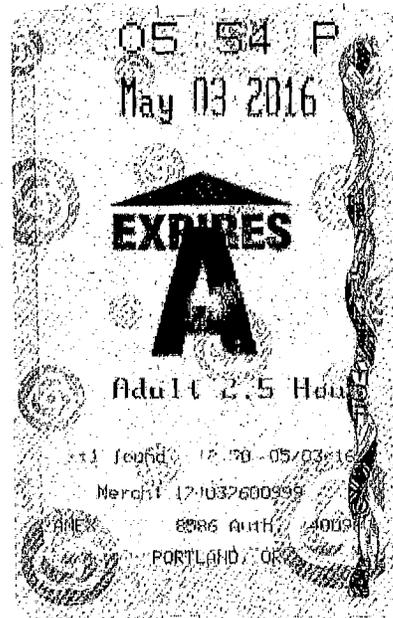
1280 Donna D

Chk 2815 BRET
 May03'16 11:01AM

1 ANGUS BEEF - American - Brioche Bun	9.95
1 Btl Water	2.71
XXXXXXXXXX AMER EXPRESS	12.30

FOOD	9.95
BEVERAGE	2.71
10 %	
10% DISC	1.27
TAX	0.91
PAYMENT	12.30

-----1450 Check Closed-----
-----May03'16 11:05AM-----



5/3

Dinner \$71.40

Port of Portland 5.3 Individual Itemized Receipt
ANDINA
1314 NW GLISAN
503-228-9535

Server: Matthew 05/03/2016
Table 6000/1 10:48 PM
Guests: 1 40016

TRES SALSAS CON PAN 1.50
3 COURSE PRIX FIXE MENU 58.00

Subtotal 59.50

Total 59.50

Gratuity 20.00% 11.90

Total 71.40

Muchas Gracias
Bar Mestizo features live
Latin music 7 days a week

Dinner
Bret's share
\$ 40

Little Bird
219 SW 6th
Portland, OR 97204
ph 503-688-5952

Guest Check
Thank You for Visiting

TABLE: 41 - 4 Guests
Your Server was Eric
5/4/2016 9:57:28 PM
Sequence #: 000082
ID #: 0222719

ITEM	QTY	PRICE
████████████████████		██████████
Coconut Cream Cake	1	\$10.00
Coq Au Vin	(2@)	\$27.00 \$54.00
Daily Fish	1	\$7.00
Matello, Caprice, (BTL)	(2@)	\$40.00 \$80.00
Trout	1	\$26.00
Subtotal		\$226.00
Grand Total		\$226.00
Amount Due:		\$226.00

MERCI
Guest Check

5/5
Lunch \$13.80

5/5
Dinner
Bret's share \$59⁰⁰

red hills market

Order #30-659 May 5, 2016, 1:30 PM
Sale Served by Whitney
Transaction #0172073005051612639

1 x COBB 12.00
1 x TO GO 0.00

Subtotal 12.00
Total 12.00

Name LOBNER/BRETOI
Approval Code 73718

Amount 12.00
Tip 1.8
Total Charged 13.8

I agree to pay the above total amount
according to the card issuer agreement.

Signature Bret

155 SW 7th Street
Dundee, OR 97115
United States
971.832.8414
info@redhillsmarket.com

redhillsmarket.com

OINK!



13

THE
JOEL PALMER
HOUSE

Order# 95/
Seat Count-1
Table: 1.4
Date: 5/5/16, 6:18 PM

3 course \$59.00
Coffee \$3.00
18% Service Charge \$25.56

Subtotal: \$167.56
Total Tax: \$0.00

Total: \$167.56

Order Balance due: \$167.56

Service Charge has been
added in lieu of gratuity
Feel free to adjust this amount
as you deem appropriate.

The Nines, Portland Business Center Receipt

Thank you for your purchase.

Computer Usage

15 minutes at \$5.95 per 15 minutes: \$5.95

Printing

5 grayscale pages free: \$0.00

2 grayscale pages at \$0.40 per page: \$0.80

Total Payment: \$6.75

Payment Method: American Express, ***[REDACTED]***
Payment Date: Thursday, May 05, 2016 11:19:54 PM

Thank you for using the Business Center at The Nines, Portland.



ACI-NA Legal Affairs Spring Conference May 4 – 7, 2016 / The Nines • Portland, OR

Host Airport



Sponsors



Wednesday, May 4, 2016

- 8:00am – 5:00pm **Registration**
Nines Ballroom Foyer (6th floor); The Nines
- 9:30am – 12:00pm **Steering Group Meeting (Steering Group Members only)**
Gallery 1 & 2; The Nines
- 12:45pm – 5:00pm **GENERAL SESSION**
All General Session Presentations will take place in the Fashion/Culture Ballroom
- 12:45pm – 1:00pm **Welcome and Introduction -- Moderator: Tom Devine, ACI-NA General Counsel;**
Speakers: Wendy Hain, Assistant General Counsel, Port of Portland, Portland International Airport ; Vince Granato, Chief Operating Officer, Port of Portland.
- 1:00pm – 1:30pm **FAA Perspective on Big Picture Issues – Moderator: Tom Devine, ACI-NA General Counsel;**
Speaker Eddie Angeles, FAA Associate Administrator for Airports. FAA Reauthorization, including PFCs and AIP issues, drones, land use, and more.
- 1:30pm – 2:30pm **Airport Development Part I: Legal Counsel Roles and Issues in Financing Transactions, and Airport Development Projects**
1:30-1:35pm Intro by Moderators Emily Neuberger, Senior Vice President & General Counsel, Wayne County Airport Authority, Detroit Metro Airport; Jeff Letwin, Partner, Saul Ewing LLP (Outside General Counsel, Allegheny County Airport Authority – Pittsburgh International Airport).
1:35-2:00pm Dave Bannard (Partner, Foley & Lardner); and Cindy Nichol (CFO, Port of Portland). Legal counsel roles and issues in the issuance of Airport Revenue Bonds for airport capital development;

2:00-2:15pm *Brandon Davis (Attorney, Nossaman LLP). LAX LAMP program;*

2:15-2:30pm *Carlene McIntyre, Assistant General Counsel Port Authority of New York and New Jersey LaGuardia Airport P3 redevelopment project.*

2:30pm – 2:45pm

Break
Nines Ballroom Foyer; The Nines

2:45pm – 4:00pm

Airport Development Part II: Legal Counsel Roles and Issues in Financing Transactions, Large Capital Improvement Programs and Airport Hotel Projects

2:45-3:15pm *Ann Morgan (Partner, Fennemore Craig Jones Vargas, outside general counsel, Reno Tahoe Airport Authority) and Tina Iftiger (Vice President of Economic Development, Reno Tahoe Airport Authority) Reno Tahoe Airport development project;*

3:15-3:30pm *Steve Michoulas (Director, Legal Services & Legal Counsel, Vancouver Airport Authority) Vancouver Non-Aeronautical Development project;*

3:30-3:45pm *Paul Tomme (Legal Counsel, Dallas/Fort Worth International Airport) DFW hotel financing;*

3:45-4:00pm *Brian Sadek (Assistant General Counsel, Wayne County Airport Authority) DTW Westin Hotel refinancing and renegotiation of Starwood Hotel Management.*

4:00pm – 5:00pm

Litigation Update (Closed Session. No one representing interests adverse to airports on topics being discussed may attend during that discussion) – Moderator: Joe Messina, Divisional Deputy City Solicitor, City of Philadelphia Law Department, Philadelphia International Airport. Dallas Love Field-related cases, Tampa PFC litigation, Phoenix Next Gen litigation (*Eric Pilsk, Kaplan Kirsch & Rockwell*), Part 16 skydiving cases (*Dave Bannard, Foley & Lardner, Eric Pilsk, Kaplan, Kirsch & Rockwell*); *Mocek v. City of Albuquerque* (10th Circuit case affirming the qualified immunity dismissal of lawsuit against arresting Aviation police officers, and discussing retaliatory arrests and First and Fourth Amendment concepts in an airport forum) (*Peter Pierotti, Assistant City Attorney, Aviation, Albuquerque International Sunport*); implications for other airports of FAA's position on the reversion of federal interest, the implications of grant amendments, and the duty to enter into long term leases in ongoing litigation involving Santa Monica; the settlement of the LA/ONT case and related PFC issues (*Scott Lewis, Anderson & Kreiger*).

5:30pm – 7:00pm

Welcome Reception sponsored by Miller Nash Graham & Dunn LLP
111 SW Fifth Avenue, Suite 3400 | Portland, OR 97204

The reception will be held just four blocks away at the landmark U.S. Bancorp Tower, referred to as "Big Pink" due to its unique coloring. Please proceed up the middle bay of elevators to the law offices of our sponsor Miller Nash Graham & Dunn LLP on the 34th floor.

**MILLER
NASH** | **GRAHAM
& DUNN**^{LLP}
ATTORNEYS AT LAW

Thursday, May 5, 2016

- 7:30am – 12:00pm **Registration**
Nines Ballroom Foyer (6th floor); The Nines
- 7:30am – 8:00am **Continental Breakfast**
Nines Ballroom Foyer; The Nines
- 8:00am – 8:30am **Legislative Update: ACI-NA Perspective** *Speaker: Tom Devine, ACI-NA General Counsel. FAA Reauthorization, security legislation, and more.*
- 8:30am – 10:00am **Airport Revenue Use Part I – Moderator Dan Reimer, Assistant General Counsel, Denver International Airport. Speakers: Scott Lewis, Anderson & Kreiger; Randy Fiertz, Manager of FAA's Northwest Mountain Region - Airports Division; Joelle Briggs, Manager, Seattle Airports District Office, FAA.** *Revenue Use and Self-Sustaining requirements for commercial development agreements, property acquisition, usage, leasing, and disposal. When can you do a voluntary transaction and buy a piece of land that someone offers you that is near the airport? What are the implications regarding compatible uses, land banking, etc.?*
- 10:00am – 10:15am **Break**
Nines Ballroom Foyer; The Nines
- 10:15am – 11:15am **Airport Revenue Use Part II – Moderator: Wendy Hain, Assistant General Counsel, Port of Portland, Portland International Airport. Speakers: T.J. Roskelly, Partner, Anderson Kreiger; Leila Lahbabi, Senior Assistant City Attorney/Airport Attorney, Charlotte Douglas International Airport; Kristen Rectenwald Senior Assistant City Attorney, Aviation Practice Group, City of Atlanta Department of Law; Randy Fiertz, Manager of FAA's Northwest Mountain Region - Airports Division.** *How do the Revenue Use requirements apply to payments in lieu of taxes (PILOTS), settlement of lawsuits; payments of project mitigation measures, stormwater fees and leases for USO or Police Protection?*
- 11:15am – 12:00pm **FAA Update** *Moderator Louisa Goldstein. Speaker: Randy Fiertz, Manager of FAA's Northwest Mountain Region - Airports Division - enforcement issues, staffing concerns. FAA response to A4A letter on per turn fees. Possible Rates and Charges Policy changes. Status of ACI-NA initiatives on incentives and land use, and other issues.*
- Noon **Adjourn for the day**

Friday, May 6, 2016

- 8:00am – 4:00pm **Registration**
Nines Ballroom Foyer (6th floor); The Nines
- 8:00am – 9:00am **Continental Breakfast**
Nines Ballroom Foyer; The Nines
- 9:00am – 10:15am **Legal Issues in Hiring Airport CEOs – Moderator: Nancy McNair; Speakers Sheryl Bregman, Airport General Counsel, Office of the San Francisco City Attorney San Francisco International Airport; Debra Braga, Chief Legal Officer, Jacksonville Aviation Authority; Ann Morgan, Partner, Fennemore Craig Jones Vargas (Outside General Counsel, Reno Tahoe Airport; Tom Anderson, General Counsel Metropolitan Airports Commission, Minneapolis-St. Paul International Airport, and search firm representative.** *Many airport CEO positions have recently become, or are anticipated to become, open in the near future. This session will discuss the methods for filling positions and the involvement of airport lawyers, covering topics such as how can airports conduct searches/negotiations in light of*

Open Meetings Act and state/local Open Records/Sunshine Act requirements?

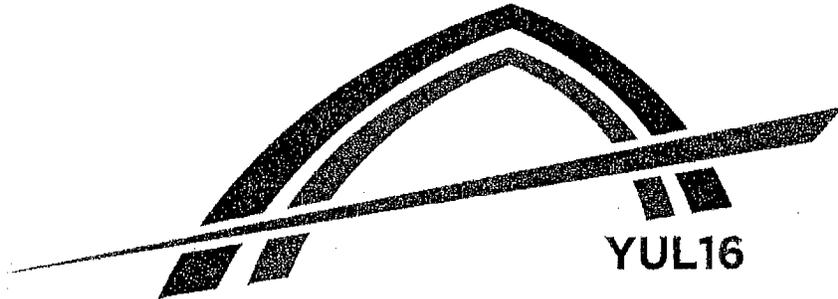
- 10:15am – 10:30am **Break**
Nines Ballroom Foyer; The Nines
- 10:30am – 12:00pm **Cyber Security** – Moderators: *Ann Morgan, Partner, Fennemore Craig Jones Vargas (Outside General Counsel, Reno Tahoe Airport); Bret Lobner, General Counsel, San Diego County Regional Airport Authority. Speaker: Marty Mueller, Director of IT, Reno-Tahoe Airport Authority).* Cautionary tales for airport attorneys concerning cyber security – measures to protect the airport from breaches and how to respond if there is a breach.
- 12:00pm – 1:30pm **Lunch**
Design 1 & 2 Ballrooms; The Nines – Speaker Scott Schickli, Of Counsel, Orrick, Herrington & Sutcliffe – Implications for Airport Bond Issues of Proposed IRS Revision to the Definition of "Political Subdivision."
- 1:30pm – 2:45pm **Airport Legal Ethics Interactive Session Part I** - Speakers *Peter Pierotti, Assistant City Attorney, Aviation, Albuquerque International Sunport; Tim Karaskiewicz, General Mitchell International Airport, Office of the Milwaukee County Corporation Counsel; Dave Mackey Partner, Anderson & Kreiger.*
- 2:45pm – 3:00pm **Break**
Nines Ballroom Foyer; The Nines
- 2:45pm – 4:00pm **Airport Legal Ethics Interactive Session Part II** - Speakers *Peter Pierotti, Assistant City Attorney, Aviation, Albuquerque International Sunport; Tim Karaskiewicz, General Mitchell International Airport, Office of the Milwaukee County Corporation Counsel; Dave Mackey Partner, Anderson & Kreiger.*
- 4:00pm – 5:00pm **Airport Law Roundtable (Closed Session. No one representing interests adverse to airports on topics being discussed may attend during that discussion)** - Moderator: *Tim Abbott, Assistant County Attorney, Dade County (Miami International Airport): Safety Management Systems, Title VI Issues: Contract compliance, non-aeronautical use of hangars, ATC Metroplex issues, Stormwater litigation; proposed new IRS definition of "Political Subdivision" – impact on tax exempt status of some airport bonds; open carry – guns & dope, other issues.*
- 5:30pm – 6:30pm **Reception hosted by the Port of Portland**
Join ACI-NA and the Port of Portland in **The Nines Ballroom Prefunction on the 6th Floor** for a unique cocktail experience at the host airport reception. The evening will be filled with food, drinks and a chance to network with your peers.



Saturday, May 7, 2016

- 8:00am – 10:00am **Registration**
Nines Ballroom Foyer (6th floor); The Nines
- 8:00am – 8:30am **Continental Breakfast**
Nines Ballroom Foyer; The Nines
- 8:30am – 10:00am **Airline Rates and Charges** - Moderator: *Pablo Nuoesch, Partner, Spiegel & McDiarmid. Speakers: Susana Carbajal, Assistant Director, Austin-Bergstrom International Airport; Dave Bannard, Partner, Foley & Lardner; Scott Lewis, Partner, Anderson & Kreiger; Peter Kirsch, Partner, Kaplan Kirsch & Rockwell.* Smaller airports seeking to negotiate a use and lease agreement with a per turn fee for low frequency carriers are getting vigorous push-back from legacy carriers. What is the impact of FAA's recent response to the A4A letter on this issue? How can airports reasonably accommodate different airlines operating under vastly different business models? Discussion of the Austin P3 project for an ultra-low cost carrier terminal. Legal and policy reasons for airports to consider rates by ordinance/resolution if airlines won't agree to reasonable terms in an agreement.
- 10:00am – 10:45am **TSA Update** - Moderator: *Bob Watson, Senior Vice President & CLO, Metropolitan Nashville Airport Authority; Speaker: Francine Kerner, Chief Counsel, Transportation Security Administration.* Topics include insider threat: employee/concessionaire screening, enforcement of Real ID laws, TSA regulation by Security Directives, and other airport security issues.
- 10:45am – 11:00am **Break**
Nines Ballroom Foyer; The Nines
- 11:00am – 12:30pm **Unmanned and Unregulated Aeronautical Vehicles** - Moderator: *Tom Anderson, General Counsel Metropolitan Airports Commission, Minneapolis-St. Paul International Airport. Speakers Jonathan Cross, Senior Attorney for Airport Certification, FAA Office of the Chief Counsel; Eric Smith, Partner, Kaplan, Kirsch & Rockwell.* The role of airports in addressing unmanned aeronautical vehicle issues: What to do when FAA asserts jurisdiction but does not regulate to ensure safety? Pre-emption, jurisdiction, local police powers, FAA's B4UFLY app, and more. Who is entitled to make the rules and who enforces them?
- 12:30pm **Conference Adjourns**

Mark your calendars!



YUL16

**2016 ACI-NA/World
Annual Conference/World
Annual General Assembly**
September 25-28, 2016 | Montréal

<http://annual.aci-na.org>

BUSINESS EXPENSE

THELLA F. BOWENS

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
BUSINESS EXPENSE REIMBURSEMENT REPORT**

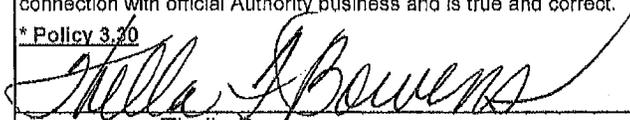
April/May 2016

Period Covered

DATE	G/L Account	Description	AMOUNT
4/22/16	66290	Parking for meeting at SD Chamber of Commerce	\$ 20.00
5/13/2016	66240.100	Business meeting lunch with Clay Pasley to discuss P3 Programming Potential	\$ 50.22
TOTAL			\$70.22

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

* Policy 3.30



NAME Thelma Bowens

DATE 5/31/2016

APPROVED:

NAME

DATE

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

Board Members

Robert H. Gleason
Board Chair

C. April Boling

Greg Cox

Jim Desmond

Lloyd B. Hubbs

Jim Janney

Mark Kersey

Paul Robinson

Mary Sessom

Ex-Officio Board Members

Laurie Berman

Eraina Ortega

Col. Jason Woodworth

President / CEO

Thella F. Bowens

Revised 6/7/16

DRAFT
BOARD
AGENDA

Thursday, June 23, 2016

9:00 A.M.

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

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

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

Staff Reports and documentation relating to each item of business on the Agenda are on file in Corporate & Information Governance 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 Corporate & Information Governance/Authority Clerk Department.

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

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



CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

PRESENTATIONS:

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

STANDING BOARD COMMITTEES

- **AUDIT COMMITTEE:**
Committee Members: Gleason, Hollingworth, Hubbs, Robinson (Chair), Sessom, Tartre, Van Sambeek
- **CAPITAL IMPROVEMENT PROGRAM OVERSIGHT COMMITTEE:**
Committee Members: Gleason, Hubbs (Chair), Janney, Robinson
- **EXECUTIVE PERSONNEL AND COMPENSATION COMMITTEE:**
Committee Members: Boling, Cox, Desmond (Chair), Hubbs, Sessom
- **FINANCE COMMITTEE:**
Committee Members: Boling (Chair), Cox, Janney, Sessom

ADVISORY COMMITTEES

- **AUTHORITY ADVISORY COMMITTEE:**
Liaison: Robinson (Primary), Boling
- **ART ADVISORY COMMITTEE:**
Committee Member: Gleason

LIAISONS

- **AIRPORT LAND USE COMPATIBILITY PLAN:**
Liaison: Janney
- **CALTRANS:**
Liaison: Berman
- **INTER-GOVERNMENTAL AFFAIRS:**
Liaison: Cox

- **MILITARY AFFAIRS:**
Liaison: Woodworth
- **PORT:**
Liaisons: Boling, Cox, Gleason (Primary), Robinson
- **WORLD TRADE CENTER:**
Representatives: Gleason (Primary)

BOARD REPRESENTATIVES (EXTERNAL)

- **SANDAG TRANSPORTATION COMMITTEE:**
Representatives: Boling (Alternate), Janney (Primary)

CHAIR’S REPORT:

PRESIDENT/CEO’S REPORT:

NON-AGENDA PUBLIC COMMENT:

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

CONSENT AGENDA (Items 1-11):

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

1. APPROVAL OF MINUTES:

The Board is requested to approve minutes of prior Board meetings.
RECOMMENDATION: Approve the minutes of the April 21, 2016 regular meeting and May 19, 2016 regular meeting.

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

The Board is requested to accept the reports.

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

(Corporate & Information Governance: Tony Russell, Director/Authority Clerk)

3. AWARDED CONTRACTS, APPROVED CHANGE ORDERS FROM APRIL 25, 2016 THROUGH MAY 26, 2016 AND REAL PROPERTY AGREEMENTS GRANTED AND ACCEPTED FROM APRIL 25, 2016 THROUGH MAY 26, 2016:

The Board is requested to receive the report.

RECOMMENDATION: Receive the report.

(Procurement: Jana Vargas, Director)

4. JUNE 2016 LEGISLATIVE REPORT:

The Board is requested to approve the report.

RECOMMENDATION: Adopt Resolution No. 2016-___, approving the June 2016 Legislative Report.

(Inter-Governmental Relations: Michael Kulis, Director)

5. APPOINTMENT OF PUBLIC MEMBER TO THE AUDIT COMMITTEE:

The Board is requested to approve the re-appointment.

RECOMMENDATION: Adopt Resolution No. 2016-___, appointing Andrew Hollingworth to a new term as a Public Member to the Audit Committee.

(Corporate & Information Governance: Tony Russell, Director/Authority Clerk)

6. APPOINTMENT OF MEMBER TO THE ART ADVISORY COMMITTEE:

The Board is requested to approve the appointment.

RECOMMENDATION: Adopt Resolution No. 2016-_____, approving the appointment of Indra Gardiner and Michael Soriano to a new term on the Art Advisory Committee.

(Vision, Voice & Engagement: Diana Lucero, Director)

CLAIMS

COMMITTEE RECOMMENDATIONS

7. REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE NINE MONTHS ENDED MARCH 31, 2016:

The Board is requested to accept the report.

RECOMMENDATION: Accept the report.

(Finance and Asset Management: Kathy Kiefer, Senior Director)

8. REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF MARCH 31, 2016:

The Board is requested to accept the report.

RECOMMENDATION: Accept the report.

(Business and Financial Management: Geoff Bryant, Manager)

CONTRACTS AND AGREEMENTS

9. AWARD A CONTRACT TO UNIVERSAL COATINGS, INC. FOR AIR FREIGHT BUILDING ROOF REPLACEMENT AT SAN DIEGO INTERNATIONAL AIRPORT:

The Board is requested to approve a contract.

RECOMMENDATION: Adopt Resolution No. 2016-____, awarding a contract to Universal Coatings, Inc., in the amount of \$312,700 for Project No. 104191, Air Freight Building Roof Replacement at San Diego International Airport.

(Facilities Development: Iraj Ghaemi, Director)

10. AUTHORIZE THE PRESIDENT/CEO TO EXECUTE A MEMORANDUM OF UNDERSTANDING WITH THE SAN DIEGO CITY EMPLOYEE RETIREMENT SYSTEM (SDCERS) FOR RETIREE BENEFITS BILLING ADMINISTRATION:

The Board is requested to authorize a Memorandum of Understanding.

RECOMMENDATION: Approval of Resolution 2016-____, authorizing the President/CEO to execute the Memorandum of Understanding and perform any and all other actions necessary to establish retiree benefits billing administration by the San Diego City Employee Retirement System.

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

11. APPROVE A TASK AUTHORIZATION TO DENOVO VENTURES, LLC, UTILIZING ON-CALL PROFESSIONAL AND TECHNICAL E1 SUPPORT SERVICES AGREEMENT:

The Board is requested to approve an agreement.

RECOMMENDATION: Adopt Resolution No. 2016-____, approving a Task Authorization to Denovo Ventures, LLC utilizing On-Call Professional & Technical E1 Support Services Agreement for an Amount not-to-exceed \$550,000 for Implementation and Configuration of the JD Edwards EnterpriseOne (E1) Capital Asset Management Services.

(Information & Technology Services: Rick Belliotti, Director)

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

PUBLIC HEARINGS:

OLD BUSINESS:

12. UPDATE ON NOISE ISSUES AND AMEND AUTHORITY POLICY 9.20 – SAN DIEGO INTERNATIONAL AIRPORT NOISE ADVISORY COMMITTEE:

The Board is requested to receive the update and amend the policy.

RECOMMENDATION: Adopt Resolution No. 2016-____, accepting the update on noise issues and the amendment of Authority Policy 9.20 – San Diego International Airport Noise Advisory Committee.

(Airport Planning & Noise Mitigation: Keith Wilschetz, Director)

NEW BUSINESS:

13. AIRPORT PARKING MANAGEMENT AND PARKING SHUTTLE AGREEMENTS:

The Board is requested to authorize issuance of requests for proposals.
RECOMMENDATION: Adopt Resolution No. 2016-0048, authorizing the President/CEO to proceed with issuance of Requests for Proposals (“RFP”) for provision of Airport Parking Management and Airport Parking Shuttle Services. Selection and implementation of the Airport Parking Management and Airport Parking Shuttle agreements shall coincide with the termination of the existing agreements.

(Ground Transportation: David Boenitz, Director)

14. TRANSPORTATION NETWORK COMPANY (TNC) PILOT PROGRAM UPDATE:

The Board is requested to accept the update.
RECOMMENDATION: Accept the update.

(Ground Transportation: David Boenitz, Director)

15. UPDATE ON THE SAN DIEGO INTERNATIONAL AIRPORT TRANSIT PLAN:

The Board is requested to accept the update.
RECOMMENDATION: Accept the update.

(Development: Jeffrey Woodson, Vice President)

16. APPROVAL AND ADOPTION OF THE OPERATING BUDGET FOR FISCAL YEAR 2017, THE CAPITAL PROGRAM FOR FISCAL YEARS 2017-2021, AND CONCEPTUAL APPROVAL OF THE OPERATING BUDGET FOR FISCAL YEAR 2018:

The Board is requested to approve the operating budget and capital program.
RECOMMENDATION: Adopt Resolution No. 2016-____, approving and adopting the Authority’s Annual Operating Budget for Fiscal Year 2017, the Capital Program for Fiscal Years 2017-2021, and conceptually approving the Operating Budget for Fiscal Year 2018.

(Finance & Asset Management: Scott Brickner, Vice President/ Treasurer)

17. GRANT A 5-YEAR CONCESSION LEASE TO SFS BEAUTY CA, LLC TO DESIGN, BUILD AND OPERATE A TOP RANKED PRESTIGE COSMETICS RETAIL MODULAR UNIT WITHIN TERMINAL 2 WEST:

The Board is requested to approve the lease.
RECOMMENDATION: Adopt Resolution No. 2016-____, awarding a five-year concession lease to SFS Beauty CA, LLC to Design, Build and Operate a Top Ranked Prestige Cosmetics Retail Modular Unit within Terminal 2 West at San Diego International Airport and authorizing the President/CEO to take all necessary actions to execute the concession lease.

(Real Property and Concessions: Eric Podnieks, Program Manager)

CLOSED SESSION:

- 18. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION:**
(Cal. Gov. Code § 54956.9(a) and (d)(1).)
Diego Concession Group, Inc. v. San Diego County Regional Airport Authority,
San Diego Superior Court Case No. 37-2012-00088083-CU-BT-CTL
- 19. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION:**
(Cal. Gov. Code § 54956.9(a) and (d)(1).)
Dryden Oaks, LLC v. San Diego County Regional Airport Authority, et al.,
San Diego Superior Court, North County, Case No. 37-2014-00004077-CU-EI-NC
- 20. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:**
(Cal. Gov. Code § 54956.9(a)):
Maria Paula Bermudez v. San Diego County Regional Airport Authority,
American Airlines, Inc., et al.
San Diego Superior Court Case No. 37-2015-00022911-CU-PO-CTL
- 21. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:**
(Cal. Gov. Code §54956.9(a) and (d)(1))
Stanley Moore v. San Diego County Regional Airport Authority, et al.,
San Diego Superior Court Case No. 37-2015-00030676-CU-OE-CTL
- 22. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:**
Cal. Gov. Code § 54956.9(a) and (d).
In the matter of the Petition of San Diego County Regional Airport Authority for
Review of Action by the California Regional Water Quality Control Board in
Issuing Order No. R9-2013-0001, as amended by Orders Nos. R9-2015-0001
and R9-2015-0100 (NPDES NO. CAS0109266) [Water Code §§ 13320(a) and
13321(a)]
- 23. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
(Significant exposure to litigation pursuant to Cal. Gov. Code §§ 54956.9 (b) and 54954.5.)
Re: Investigative Order No. R9-2012-0009 by the California Regional Water Quality Control Board regarding submission of technical reports pertaining to an investigation of bay sediments at the Downtown Anchorage Area in San Diego.
Number of potential cases: 1
- 24. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
(Initiation of litigation pursuant to Cal. Government Code § 54956.9(d).)
Number of cases: 2

REPORT ON CLOSED SESSION:

NON-AGENDA PUBLIC COMMENT:

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

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

GENERAL COUNSEL REPORT:

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

BOARD COMMENT:

ADJOURNMENT:

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

- 1) Persons wishing to address the Board, ALUC, and Committees shall complete a “Request to Speak” form prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to complete a form shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section at the beginning of the agenda is limited to eighteen (18) minutes and 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. A second Public Comment period is reserved for general public comment later in the meeting for those who could not be heard during the first Public Comment period.
- 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. Public comment on specific items is limited to twenty (20) minutes – ten (10) minutes for those in favor and ten (10) minutes for those in opposition of an item. Each individual speaker will be allowed three (3) minutes, and applicants and groups will be allowed five (5) minutes.
- 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.

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You may also reach the Administration Building by using public transit via the San Diego Metropolitan Transit System, Route 992. The MTS bus stop at Terminal 1 is a very short walking distance from the Administration Building. ADA paratransit operations will continue to serve the Administration Building as required by Federal regulation. For MTS route, fare and paratransit information, please call the San Diego MTS at (619) 233-3004 or 511. For other Airport related ground transportation questions, please call (619) 400- 2685.

UPCOMING MEETING SCHEDULE

<i>Date</i>	<i>Day</i>	<i>Time</i>	<i>Meeting Type</i>	<i>Location</i>
July 21	Thursday	9:00 AM	Regular	Board Room

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

DRAFT
AIRPORT LAND USE COMMISSION
AGENDA

Thursday, June 23, 2016
9:00 A.M. or immediately following the Board Meeting

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

Board Members

Robert H. Gleason
Board Chair

C. April Boling

Greg Cox

Jim Desmond

Lloyd B. Hubbs

Jim Janney

Mark Kersey

Paul Robinson

Mary Sessom

Ex-Officio Board Members

Laurie Berman

Eraina Ortega

Col. Jason Woodworth

President / CEO

Thella F. Bowers

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<http://www.san.org/Airport-Authority/Meetings-Agendas/ALUC>

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

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

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CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

NON-AGENDA PUBLIC COMMENT:

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CONSENT AGENDA (Items 1-3):

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

1. APPROVAL OF MINUTES:

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

RECOMMENDATION: Approve the minutes of May 19, 2016 meeting.

CONSISTENCY DETERMINATIONS

**2. CONSISTENCY DETERMINATION – MARINE CORPS AIR STATION
MIRAMAR AIRPORT LAND USE COMPATIBILITY PLAN – GENERAL PLAN
AMENDMENT & ZONE RECLASSIFICATION TO CONSTRUCT 260
RESIDENTIAL UNITS AND LEASABLE COMMERCIAL SPACE AT 9850
CARROLL CANYON ROAD, CITY OF SAN DIEGO**

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

RECOMMENDATION: Adopt Resolution No. 2016-____ ALUC, making the determination that the project is conditionally consistent with the Marine Corps Air Station Miramar Airport Land Use Compatibility Plan.

(Airport Planning: Angela Jamison, Manager)

3. CONSISTENCY DETERMINATION – SAN DIEGO INTERNATIONAL AIRPORT - AIRPORT LAND USE COMPATIBILITY PLAN – CONSTRUCTION OF A DETACHED RESIDENTIAL UNIT AT 2320 ETIWANDA STREET, CITY OF SAN DIEGO

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

RECOMMENDATION: Adopt Resolution No. 2016-____ ALUC, making the determination that the project is conditionally consistent with the San Diego International Airport - Airport Land Use Compatibility Plan.

(Airport Planning: Angela Jamison, Manager)

PUBLIC HEARINGS:

OLD BUSINESS:

NEW BUSINESS:

4. STATUS UPDATE AND POSSIBLE POLICY DIRECTION ON AIRPORT LAND USE COMPATIBILITY PLANS.

The Commission is requested to receive a status update presentation on Airport Land Use Compatibility Plans.

RECOMMENDATION: Receive the presentation and possibly provide policy direction to staff.

(Airport Planning: Angela Jamison, Manager)

COMMISSION COMMENT:

ADJOURNMENT:

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

- 1) Persons wishing to address the Board, ALUC, and Committees shall complete a “Request to Speak” form prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to complete a form shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section at the beginning of the agenda is limited to eighteen (18) minutes and 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. A second Public Comment period is reserved for general public comment later in the meeting for those who could not be heard during the first Public Comment period.
- 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. Public comment on specific items is limited to twenty (20) minutes – ten (10) minutes for those in favor and ten (10) minutes for those in opposition of an item. Each individual speaker will be allowed three (3) minutes, and applicants and groups will be allowed five (5) minutes.
- 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 (formerly the Commuter Terminal). Bring your ticket to the third floor receptionist for validation.

You may also reach the Administration Building by using public transit via the San Diego Metropolitan Transit System, Route 992. The MTS bus stop at Terminal 1 is a very short walking distance from the Administration Building. ADA paratransit operations will continue to serve the Administration Building as required by Federal regulation. For MTS route, fare and paratransit information, please call the San Diego MTS at (619) 233-3004 or 511. For other Airport related ground transportation questions, please call (619) 400- 2685.

UPCOMING MEETING SCHEDULE

<i>Date</i>	<i>Day</i>	<i>Time</i>	<i>Meeting Type</i>	<i>Location</i>
July 21	Thursday	9:00 a.m.	Regular	Board Room

STAFF REPORT

Meeting Date: **JUNE 13, 2016**

Subject:

Approve and Adopt a Mid-year Adjustment of the Capital Program Budget for Fiscal Years 2016-2020 to Fund an Increase in the Terminal 2 Parking Plaza Program Budget; and Approve and Authorize the President/CEO to Negotiate and Execute a First Amendment to the Swinerton Builders, Inc., Agreement to Establish a Maximum Contract Value and to Negotiate and Execute Future Work Authorizations and a Future Guaranteed Maximum Price Amendment

Recommendation:

Adopt Resolution No. 2016-0046, approving and adopting a mid-year adjustment to the Fiscal Year 2016-2020 Capital Program Budget to fund an increase in the Terminal 2 Parking Plaza budget of \$45,720,000 for a Validated Program budget of \$127,800,000.

Adopt Resolution No. 2016-0047, approving and authorizing the President/CEO to negotiate and execute: 1) a First Amendment (the "Validation Amendment") to the Agreement with Swinerton Builders, Inc., establishing a Maximum Project Budget of \$99,800,000 and a Master Project Schedule for the design and construction of the Terminal 2 Parking Plaza; 2) Work Authorizations and a Second Amendment ("Guaranteed Maximum Price Amendment") within the Maximum Project Budget after the issuance of the Validation Amendment in order to allow completion of 100% design and construction; and 3) future change orders using uncommitted funds within the Validated Program Budget of \$127,800,000.

Background/Justification:

Previous San Diego County Regional Airport Authority ("Authority") Board ("Board") Actions relating to the Construction of a Terminal 2 Parking Plaza:

- July 7, 2014 – (1) Providing direction to the staff for construction of a Terminal 2 Parking Plaza ("Parking Plaza") of up to 5,000 parking spaces and up to five stories in height to be located in the Terminal 2 surface parking lot and constructed in one or more phases with the initial phase consisting of 3,000 parking spaces in a building three stories high; (2) Providing direction that the design, construction and operation of the proposed project shall be conducted in accordance with the mitigation measures adopted for the Airport Master Plan; (3) prepare and submit an application for a coastal development permit to the California Coastal Commission.
- A preliminary Parking Plaza budget of \$82,080,000 was included in the Board approved FY2015- FY2019 Capital Program Budget.
- September 17, 2015 – Authorizing the President/CEO to (1) execute a Contractor Agreement with Swinerton Builders, Inc. ("Swinerton"); and (2) negotiate and execute Work Authorizations for validation phase services, additional design and early construction work with Swinerton, in an amount not-to-exceed \$12,000,000.

- April 28, 2016 Board Capital Improvement Program Oversight Committee (“CIPOC”) meeting. Staff presented a Terminal 2 Parking Plaza update to the CIPOC.

The CIPOC passed a motion to forward to the full Board, without a recommendation, the proposed increase to the Capital Program Budget for the Parking Plaza and the proposed Validation Amendment to the Swinerton Contractor Agreement.

CIPOC members also requested additional information on the changes in the assumed costs from the 2014 preliminary budget to the current proposed budget, including quantification of cost increases from:

1. Advancements in customer service technology;
2. Site impacts not previously evaluated;
3. Enabling works not previously included; and
4. Other cost increase factors

CIPOC members Alvarez, Gleason, and Janney voted for the motion. CIPOC members Hubbs and Robinson voted against the motion, instead expressing a preference to forward a recommendation to the full Board.

Parking Needs

Past parking need analyses by the Authority Planning Department and its consultants have concluded that 7,000 total parking spaces will be required within walking distance of the San Diego International Airport (“SDIA”) terminals by 2035 and that 3,000 spaces are needed for Terminal 2 customers immediately. SDIA Customers regularly express frustration that there is insufficient close-in parking in front of the SDIA terminals. This is reflected in SDIA’s quarterly air passenger satisfaction surveys, which show that passengers regularly rate satisfaction of SDIA parking well below overall ratings for customer satisfaction.

The current capacity of the Terminal 2 close-in surface parking lot is approximately 1,400 parking spaces (1,244 general spaces and 160 spaces serving the USO and parking management offices), leaving a current deficiency of 1,600 spaces. Analysis by the Authority Planning Department and its consultants presented to the Board in July of 2014 have further concluded that this current close-in parking deficiency increases traffic congestion on North Harbor Drive due to passengers being dropped off and picked up by third parties. The additional parking capacity created by the Parking Plaza provides the opportunity for more passengers and meeters and greeters to park at SDIA.

The Parking Plaza will increase the parking capacity in front of Terminal 2 by building vertically. This optimizes the utilization of the 661 acres available at SDIA and preserves land for other uses. In addition, the Parking Plaza creates approximately 2,000 covered garage parking spaces, a highly desirable option not currently available at SDIA.

The Parking Plaza will also provide needed parking capacity during any future reconstruction of the aging Terminal 1 facilities, such as those anticipated in the Airport Development Plan (“ADP”). As experienced by the recent Green Build construction, which required the multi-year closure of the Terminal 2 parking lot, construction activities related to reconstruction of Terminal 1 will likely have significant impacts on the Terminal 1 surface parking lot. The Parking Plaza will help to mitigate that anticipated parking loss during ADP construction and maintain the highest possible level of customer service at SDIA.

Programmatic Phase

In October 2014, Authority staff proceeded with the development of a Programmatic Document for the Parking Plaza. The Programmatic Document is a statement of requirements and considerations upon which the design will be based. The Programmatic Document includes quantified technical and functional requirements including performance criteria that establish the parameters for how the building will serve its intended purpose.

Stakeholder involvement informed by input from industry experts was the core process for the development of the Program. Stakeholder meetings were held with Authority staff, outside agency staff and San Diego Gas and Electric representatives to develop a vision for the Parking Plaza. The resulting vision focuses on providing an exceptional customer experience, complements the Green Build design, respects the views of San Diego Bay and downtown and utilizes advanced parking technologies to enable passengers to submit payments in a variety of ways and locate available spaces quickly and efficiently, thereby reducing carbon emissions.

Validation Phase

In October 2015, the Swinerton design-build team began the process of reviewing and validating the project requirements, performing site investigations and developing a concept design, budget and schedule as well as a number of other Validation Phase deliverables required by the contract.

As the Swinerton design-build team began to convert the requirements of the Programmatic Document into preliminary design concepts and quantifiable construction elements it soon became apparent that the cost of the project, with the scope as currently conceived, would exceed the approved budget. In order to establish a realistic target budget that could serve as the basis for completing a viable conceptual design and developing a realistic and responsible cost model and schedule, the team undertook an analysis and prioritization of the assumptions that were driving the costs.

From February to April 2016, the team continued with development of the design while working through multiple cost iterations, ultimately arriving at the current proposal that reflects the project team's recommendation for the best balance of scope vs. cost, including contingencies for future market escalation and a less advantageous bidding environment.

The final design preserves essential programmatic elements while eliminating those elements that do not provide the best value in light of the budget pressures.

The table below lists cost items that were not covered by the original budget but were either non-discretionary or judged essential to the success of the project.

Scope / Cost Increases to Preliminary Budget

Changes in Assumed Costs		Total Program Cost
Proposed Validated Program Budget		\$ 127,800,000
Approved Budget		\$ 82,080,000
Proposed Increase to Budget		\$ 45,720,000
Added Costs		
Customer Service and Advanced Technologies		
	Advanced Parking and Revenue Control / Parking Guidance System	\$ 4,286,000
	Public Wi-Fi and other Technologies	\$ 4,350,000
	Enhanced Way-Finding	\$ 1,789,000
	Other Customer Service Enhancements (stair canopies, walkways)	\$ 1,625,000
Site Impacts		
	Poor Soil Conditions (deep foundations and structural)	\$ 7,510,000
	Contaminated Soils	\$ 417,000
	Other unforeseen site conditions (dewatering, demolition)	\$ 2,145,000
Enabling Works		
	Utilities Relocations	\$ 2,738,000
	Reconfiguration of NTC Lot	\$ 1,571,000
Other Items		
	Safety-By-Design (glass elevator enclosures, painted ceilings)	\$ 2,778,000
	Storm Water Reuse	\$ 2,137,000
Total Additional Costs		\$ 31,346,000
Balance Attributable to Escalation*		\$ 14,374,000
Total Increase to Budget		\$ 45,720,000

* From 2009 to 2015 construction costs increased 13.7% nation-wide per the Engineering News Record Construction Cost Index. From 2015 to June of 2017 we have assumed a 6% construction cost increase.

In order to arrive at the current proposed Validated Program Budget of \$127.8 million, scope and cost reductions were made totaling approximately \$32 million from an initial total Programmatic Document estimate of \$159.8 million. These reductions are listed in the table below. Going forward, as the design is completed and the early subcontractor bid results are known, the team will be looking for opportunities to reinstate deleted scope on a prioritized basis. This ability to progressively navigate the project toward an optimal outcome is one of the benefits of a collaborative design-build delivery process.

Scope / Cost Reductions From Initial Programmatic Document Estimate

Total Program Cost Estimate	
Initial Estimate of Programmatic Document	\$ 159,800,000
Validation Phase Cost Reductions	\$ 32,000,000
Proposed Validated Program Budget	\$ 127,800,000
Validation Phase Cost Reductions	
Eliminated Elements on the Roof	\$ 5,300,000
Reduced Building Footprint	\$ 7,500,000
Adjusted Building Lifespan (Coatings and Additives in Concrete)	\$ 4,400,000
Adjusted Architectural / Landscape Design	\$ 2,000,000
Adjusted Elevator Size (7,000 to 4,000 lbs.) and Type (1 sided Glass)	\$ 2,700,000
Adjusted Enhanced Lighting Levels (5fc at parking and 10 fc at pedestrian areas)	\$ 2,300,000
Alternate Deep Foundation	\$ 800,000
Adjusted Information Technology Systems (DAS, FIDS, CUSS, Geofencing)	\$ 4,700,000
Eliminate Multi-level Walkways in Light Wells	\$ 1,100,000
Misc. Cost Reductions	\$ 1,200,000
Total Savings	\$ 32,000,000

As an outcome of the iterative design-to-budget process described above, Swinerton has submitted a revised Maximum Project Budget proposal. The Authority has, (with the help of independent estimators) reviewed and validated Swinerton's revised proposed Maximum Project Budget of \$99.8 million for design and construction of Parking Plaza.

The Authority has, (with the help of independent schedulers) reviewed and validated Swinerton's proposed construction duration of 21 months followed by a 5 month closeout period in their Master Project Schedule. A summary of key project milestones is presented in the table below, reflecting the substantial completion date included in Swinerton's Master Project Schedule.

Anticipated Milestone Event	Planned Date
Final Coastal Commission Approval	July 2016
T2 Parking Lot Closure	August 2016
Construction Start	September 2016
Construction Substantial Completion	May 2018
Parking Plaza Operational	By end of May 2018
Contract Final Acceptance & Completion	October 2018

Validated Program Budget:

Based on the validated Maximum Project Budget and Master Project Schedule, Authority staff has prepared a fully validated program budget. The validated program budget has increased by \$45.7 million from the preliminary budget of \$82.1 million for a total amount of \$127.8 million, after cost reducing measures totaling \$32 million from the initial Programmatic Document estimate of \$159,800,000. The validated program budget includes Swinerton's design and construction costs as well as the Authority's management cost, owner provided insurance, public art budget and program contingency as detailed in the following table:

Description	Budget Amount
Swinerton's Maximum Project Budget	\$ 99,800,000
Public Art Budget	\$1,700,000
Airport: Management, Insurance and Permit Fees	\$19,300,000
Subtotal – Validated Budget	\$120,800,000
Program Contingency (owner controlled)	\$7,000,000
Validated Program Budget	\$127,800,000

Authority Policy 8.50 requires that two percent of construction costs of eligible projects be allocated to public art. The program budget of \$127.8 million includes an increase in eligible costs equal to \$25.0 million, resulting in a \$500,000 increase to the public art budget.

Based on the validated program budget as described above, staff requests Board authorization for approval of a mid-year adjustment to the FY2016-FY2020 Capital Budget to fund an increase in the Terminal 2 Parking Plaza program budget of \$45,720,000 for a validated program budget of \$127,800,000.

Requested Contract Amendments and Authorizations

The Contractor Agreement contains provisions that allow the Authority to set the validated contractor proposed Maximum Project Budget as the contractor's maximum contract value (price). Specifically, the agreement states:

***“Maximum Project Budget:** Proposed by the Contractor during the Validation Phase prior to negotiation of the GMP and agreed upon by the Airport Authority as the maximum amount that the Airport Authority will pay for the Contract Price.”*

[Section 1.2.1.43 Terminal 2 Parking Plaza Contractor Agreement]

***“Validation Amendment:** Issued upon the Airport Authority's approval of the Validation Phase deliverables and triggers the commencement of the Post-Validation Phase.”*

[Section 1.2.1.70 Terminal 2 Parking Plaza Contractor Agreement]

“Following this Validation Phase, the Contractor shall assume and accept all risks, costs, and responsibilities associated with any scope issues arising from or relating to the Contract Documents or site conditions that could have been reasonably identified or anticipated based on the information reviewed and the site investigations performed during this period.”

[Section 3.2.1.3 Terminal 2 Parking Plaza Contractor Agreement]

Staff recommends that the Board approve and authorize the President/CEO to negotiate and execute a Validation Amendment to the Contractor Agreement to establish the Maximum Project Budget of \$99,800,000 for the design and construction of the current validated scope for the Parking Plaza.

The Contractor Agreement contains provisions that allow the contractor to commence construction with the Authority's issuance of a Work Authorization. Specifically, the agreement states:

“The construction services will commence upon the Airport Authority’s issuance of a Work Authorization for a single or multiple Construction Package(s).”

[Section 3.4.1.1 Terminal 2 Parking Plaza Contractor Agreement]

*“**Work Authorization:** A written authorization from the Airport Authority to the Contractor authorizing the Contractor to proceed with a portion of the Work.”*

[Section 1.2.1.75 Terminal 2 Parking Plaza Contractor Agreement]

Work on the Parking Plaza will proceed with the issuance of work authorizations for portions of the work as they are procured on a progressive basis that will subsequently be included in a Guaranteed Maximum Price Amendment (“GMP”).

The Contractor Agreement contains provisions that allow the Authority to convert the delivery of work from a progressive work authorization basis to a GMP to gain overall price and schedule certainty at any time that is in the best interest of the project and agreed to by both parties. Specifically, the agreement states:

*“**Guaranteed Maximum Price (GMP) Amendment:** An Amendment to the Contract, that may be executed at any time by the Airport Authority and the Contractor, should the parties determine that it is in the best interest of the Project to establish a GMP for the Work. The GMP Amendment shall identify all documents, including plans, specifications, assumptions, qualifications, exclusions, conditions, Contractor Controlled Contingency, bid items, estimated quantities, unit prices, and alternates that form the basis for the GMP.”*

[Section 1.2.1.37 Terminal 2 Parking Plaza Contractor Agreement]

“The GMP Amount shall not exceed the Maximum Project Budget Amount without the Airport Authority’s prior approval.”

[Section 11.7.1.2 Terminal 2 Parking Plaza Contractor Agreement]

The GMP Amount establishes the Contractor’s maximum total compensation for the scope and services defined in the Contract and the GMP Amendment. The Contractor guarantees Final Acceptance and Completion of the Project at or less than the GMP amount and agrees that it will be responsible for any difference between the actual Cost of the Work and the GMP Amount.

[Section 11.7.1.2 Terminal 2 Parking Plaza Contractor Agreement]

Authority staff anticipates that Swinerton will submit a GMP proposal within approximately 120 days of the construction start date at a time when the design has reached a minimum of 60% level of completion. The proposed GMP amounts will include the contractor contingency and allowances based upon specific assumptions and clarifications regarding the Work and final design of the Work, which may include incentive provisions.

The Authority will review, negotiate, and validate Swinerton's GMP proposal so that it is in the best interest of the project. Policy 5.02(4)(b)(iii) requires Board approval for any increase in the contract amount should that amount exceed 4% of the contract value-- \$99,800,000 if the Board authorizes the action described in this staff report or the amount of the GMP Amendment once it is established. Staff requests that the Board authorize the President/CEO to negotiate and execute, without further Board approval, amendments/increases to the contract price using remaining uncommitted funds in an amount up to \$127,800,000, the Board approved program budget, to fund unanticipated costs arising from scope changes (examples include, but are not limited to, unknown existing conditions, changes in security, operations, maintenance and/or customer services). Change Orders to the GMP without Board action up to \$127.8 million are consistent with the President/CEO authorizations from previous construction programs like the Green Build and Rental Car Center, where the President/CEO had authority up to the entire program budget amounts.

Staff recommends that the Board approve and authorize the President/CEO to negotiate and execute work authorizations and a GMP amendment with Swinerton after the issuance of the Validation Amendment in order to allow Swinerton to proceed with the completion of 100% design and construction. Staff also recommends that the Board authorize the President/CEO to negotiate and execute change orders, without further Board action, that increase the GMP using remaining uncommitted funds in an amount up to \$127,800,000.

Fiscal Impact:

Prioritization and planning for the Capital Improvement Program ("CIP") is accomplished using a comprehensive approach that involves both the current 5-Year CIP and the long-range 20-Year Capital Plan. Projects are identified by critical need using a tiered ranking system. This ensures that essential projects necessary for operation of the airport receive funding priority.

The Parking Plaza is classified within the ranking structure as being an essential component of preserving Airport access, roadways and parking. In addition to enhanced customer service benefits, the Parking Plaza will generate immediate positive cash flows once the facility opens.

The \$127.8 million cost of the Parking Plaza is accommodated within the 5-Year CIP, funded with Authority cash and up to \$90 million in variable rate debt. All projects determined to be essential in both the 5-Year CIP and the 20-Year Capital Plan are fundable based on the proposed Plan of Finance for FY 2017-2021 currently before the Board for approval. Furthermore, the estimated \$10-13 Million incremental revenue generated by the Parking Plaza will increase debt capacity by up to \$50 Million. This enhances the Authority's ability to fund the ADP.

The incremental revenue also provides cash flows (in excess of those used for debt service) that will assist the Authority's liquidity and ability to fund "pay-as-you-go" projects. In addition to boosting the Authority's debt capacity, the Parking Plaza provides flexibility during the ADP construction to mitigate parking revenue losses as a result of parking lot closures in front of Terminal 1 and, to a lesser extent, the closures of the long term parking to the east of the current Administration offices. During Terminal 1 and Long Term Lot 1 (Harbor Drive) closures, potential lost revenues of \$5-8 Million per year may be preserved due to the additional parking capacity and terminal proximity that the Parking Plaza affords

Authority Strategies:

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

Community Strategy Customer Strategy Employee Strategy Financial Strategy Operations Strategy

Environmental Review:

- A. CEQA: The proposed Parking Plaza was evaluated subject to CEQA, Pub. Res. Code Section 21065 as a project component of the San Diego International Airport Master Plan Final Environmental Impact Report (SCH # 2005091105; SDCRAA #EIR-06-01) certified May 1, 2008, and in an Addendum that was approved July 7, 2014.
- B. California Coastal Act Review: The proposed Parking Plaza was reviewed and approved by the California Coastal Commission in accordance with the California Coastal Act. On August 13, 2015, a Notice of Intent to Issue Permit was granted for CDP No. 6-14-1886, subject to special conditions.

Application of Inclusionary Policies:

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

No preferences were applied to the award of the Contractor Agreement with Swinerton; however, Swinerton is required by the contract to work with the Authority in accordance with their small business plan and outreach plan to maximize participation of small, local, historically underutilized and service disabled veteran owned small businesses.

Prepared by:

BOB BOLTON
DIRECTOR, AIRPORT DESIGN & CONSTRUCTION

RESOLUTION NO. 2016-0046

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, APPROVING AND ADOPTING A MID-YEAR ADJUSTMENT TO THE FISCAL YEAR 2016-2020 CAPITAL PROGRAM BUDGET TO FUND AN INCREASE IN THE TERMINAL 2 PARKING PLAZA BUDGET OF \$45,720,000 FOR A VALIDATED PROGRAM BUDGET OF \$127,800,000

WHEREAS, on July 7, 2014, the San Diego County Regional Airport Authority ("Authority") Board ("Board") provided direction to staff: (1) for construction of a Terminal 2 Parking Plaza ("Parking Plaza") of up to 5,000 parking spaces and up to five stories in height to be located in the Terminal 2 surface parking lot and constructed in one or more phases with the initial phase consisting of 3,000 parking spaces in a building three stories high; (2) that the design, construction and operation of the proposed project shall be conducted in accordance with the mitigation measures adopted for the Airport Master Plan; (3) to prepare and submit an application for a coastal development permit to the California Coastal Commission; and

WHEREAS, a preliminary Parking Plaza budget of \$82,080,000 was included in the Board approved FY2015- FY2019 Capital Program Budget; and

WHEREAS, on September 17, 2015, the Board authorized the President/CEO to (1) execute a Contractor Agreement with Swinerton Builders, Inc. ("Swinerton"); and (2) negotiate and execute Work Authorizations for validation phase services, additional design and early construction work with Swinerton, in an amount not-to-exceed \$12,000,000; and

WHEREAS, in October 2015, the Swinerton design-build team began the process of reviewing and validating the project requirements, performing site investigations and developing a concept design, budget and schedule as well as a number of other Validation Phase deliverables required by the contract; and

WHEREAS, from February to April 2016, Authority staff and Swinerton continued with development of the design while working through multiple cost iterations, ultimately arriving at the current proposal that reflects the Authority staff's recommendation for the best balance of scope vs. cost, including contingencies for future market escalation and a less advantageous bidding environment; and

WHEREAS, the Parking Plaza program budget has increased by \$45.7 million from the preliminary budget of \$82.1 million for a total amount of \$127.8 million; and

WHEREAS, the program budget includes Swinerton's design and construction costs as well as the Authority's management cost, owner provided insurance, public art budget and program contingency; and

WHEREAS, Authority Policy 8.50 requires that two percent of construction costs of eligible projects be allocated to public art; and

WHEREAS, the program budget of \$127.8 million includes an increase in eligible costs equal to \$25.0 million, resulting in a \$500,000 increase to the public art budget; and

WHEREAS, the \$127.8 million Parking Plaza is classified within the Capital Improvement Program (CIP) project ranking system as being an essential component of preserving Airport access, roadways and parking; and

WHEREAS, the cost of the Parking Plaza is accommodated within the 5-Year CIP, funded with Authority cash and up to \$90 million in variable rate debt.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby approves and adopts a mid-year adjustment to the Fiscal Year 2016-2020 Capital Program Budget to fund an increase in the Terminal 2 Parking Plaza budget of \$45,720,000 for a Validated Program budget of \$127,800,000; and

BE IT FURTHER RESOLVED that the Board of the San Diego County Regional Airport Authority finds that this Board action is for a project that was evaluated subject to CEQA, Pub. Res. Code Section 21065 as a project component of the San Diego International Airport Master Plan Final Environmental Impact Report (SCH # 2005091105; SDCRAA #EIR-06-01) certified May 1, 2008, and in an Addendum that was approved July, 2014, and was reviewed and approved by the California Coastal Commission in accordance with the California Coastal Act, and on August 13, 2015, a Notice of Intent to Issue Permit was granted for CDP No. 6-14-1886, subject to special conditions.

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 13th day of June, 2016, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

TONY R. RUSSELL
DIRECTOR, CORPORATE &
INFORMATION GOVERNANCE /
AUTHORITY CLERK

APPROVED AS TO FORM:

AMY GONZALEZ
GENERAL COUNSEL

RESOLUTION NO. 2016-0047

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, APPROVING AND AUTHORIZING THE PRESIDENT/CEO TO NEGOTIATE AND EXECUTE: 1) A FIRST AMENDMENT (THE "VALIDATION AMENDMENT") TO THE AGREEMENT WITH SWINERTON BUILDERS, INC., ESTABLISHING A MAXIMUM PROJECT BUDGET OF \$99,800,000 AND A MASTER PROJECT SCHEDULE FOR THE DESIGN AND CONSTRUCTION OF THE TERMINAL 2 PARKING PLAZA; 2) WORK AUTHORIZATIONS AND A SECOND AMENDMENT ("GUARANTEED MAXIMUM PRICE AMENDMENT") WITHIN THE MAXIMUM PROJECT BUDGET AFTER THE ISSUANCE OF THE VALIDATION AMENDMENT IN ORDER TO ALLOW COMPLETION OF 100% DESIGN AND CONSTRUCTION; AND 3) FUTURE CHANGE ORDERS USING UNCOMMITTED FUNDS WITHIN THE VALIDATED PROGRAM BUDGET OF \$127,800,000

WHEREAS, on July 7, 2014, the San Diego County Regional Airport Authority("Authority") Board ("Board") provided direction to staff: (1) for construction of a Terminal 2 Parking Plaza ("Parking Plaza") of up to 5,000 parking spaces and up to five stories in height to be located in the Terminal 2 surface parking lot and constructed in one or more phases with the initial phase consisting of 3,000 parking spaces in a building three stories high; (2) that the design, construction and operation of the proposed project shall be conducted in accordance with the mitigation measures adopted for the Airport Master Plan; (3) to prepare and submit an application for a coastal development permit to the California Coastal Commission; and

WHEREAS, on September 17, 2015, the Board authorized the President/CEO to (1) execute a Contractor Agreement with Swinerton Builders, Inc. ("Swinerton"); and (2) negotiate and execute Work Authorizations for validation phase services, additional design and early construction work with Swinerton, in an amount not-to-exceed \$12,000,000; and

WHEREAS, in October 2015, the Swinerton design-build team began the process of reviewing and validating the project requirements, performing site investigations and developing a concept design, budget and schedule as well as a number of other Validation Phase deliverables required by the Contractor Agreement; and

WHEREAS, from February to April 2016, Authority staff and Swinerton continued with development of the design while working through multiple cost iterations, ultimately arriving at the current proposal that reflects the Authority staff's recommendation for the best balance of scope vs. cost, including contingencies for future market escalation and a less advantageous bidding environment; and

WHEREAS, Swinerton has submitted a revised Maximum Project Budget proposal, and the Authority has, (with the help of independent estimators), reviewed and validated Swinerton's revised proposed Maximum Project Budget of \$99,8000,000 for design and construction of Parking Plaza; and

WHEREAS, the Authority has, (with the help of independent schedulers), reviewed and validated Swinerton's proposed construction duration of 21 months from September 2016 in their Master Project Schedule; and

WHEREAS, the Master Project Schedule includes a 5 month closeout period with contract Final Acceptance and Completion occurring in October 2018; and

WHEREAS, the Contractor Agreement contains provisions that allow the Authority to set the validated contractor proposed Maximum Project Budget as the contractor's maximum contract value (price); and

WHEREAS, the Contractor Agreement contains provisions that allow the contractor to commence construction with the Authority's issuance of a Work Authorization; and

WHEREAS, work on the Parking Plaza will proceed with the issuance of progressive work authorizations that will subsequently be included in a Guaranteed Maximum Price Amendment ("GMP"); and

WHEREAS, the Contractor Agreement contains provisions that allow the Authority to convert the delivery of work from a progressive work authorization basis to a GMP to gain overall price and schedule certainty at any time that is in the best interest of the Authority and agreed to by both parties; and

WHEREAS, Authority staff anticipates that Swinerton will submit a GMP proposal within approximately 120 days of the construction start date at a time when the design has reached a minimum of 60% level of completion. The proposed GMP amounts will include the contractor contingency and allowances based upon specific assumptions and clarifications regarding the Work and final design of the Work, which may include incentive provisions; and

WHEREAS, the Authority staff will review, negotiate, and validate Swinerton's GMP proposal so that it is in the best interest of the project; and

WHEREAS, the Board finds it in the best interest of the Authority to authorize the President/CEO to negotiate and execute a GMP Amendment within the Maximum Project Budget of \$98,800,000; and

WHEREAS, Authority Policy 5.02(4)(b)(iii) requires Board approval of any increase in contract value in excess of 4% of the contract amount; and

WHEREAS, Authority staff recommends that the Board authorize the President/CEO to negotiate and execute, without further Board action, change orders not to exceed \$127,800,000, which is the Board approved Program Budget, to fund unanticipated costs arising from scope changes.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby approves and authorizes the President/CEO to negotiate and execute a First Amendment (the "Validation Amendment") to the Agreement with Swinerton Builders, Inc., establishing a Maximum Project Budget of \$99,800,000 and a Master Project Schedule of twenty six (26) months beginning in September 2016 and resulting in Final Completion and Acceptance no later than October 2018; and

BE IT FURTHER RESOLVED that the Board hereby approves and authorizes the President/CEO to execute Work Authorizations and a Second Amendment ("Guaranteed Maximum Price Amendment") within the Maximum Project Budget after the issuance of the Validation Amendment in order to allow completion of 100% design and construction; and

BE IT FURTHER RESOLVED that the Board finds it is in the best interest of the Authority to authorize the President/CEO to negotiate and execute future change orders, without further Board action, in an amount not to exceed \$127,800,000, which is the Program Budget; and

BE IT FURTHER RESOLVED that the Board of the San Diego County Regional Airport Authority finds that this Board action is for a project that was evaluated subject to CEQA, Pub. Res. Code Section 21065 as a project component of the San Diego International Airport Master Plan Final Environmental Impact Report (SCH # 2005091105; SDCRAA #EIR-06-01) certified May 1, 2008, and in an Addendum that was approved July, 2014, and was reviewed and approved by the California Coastal Commission in accordance with the California Coastal Act, and on August 13, 2015, a Notice of Intent to Issue Permit was granted for CDP No. 6-14-1886, subject to special conditions.

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 13th day of June, 2016, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

TONY R. RUSSELL
DIRECTOR, CORPORATE &
INFORMATION GOVERNANCE /
AUTHORITY CLERK

APPROVED AS TO FORM:

AMY GONZALEZ
GENERAL COUNSEL



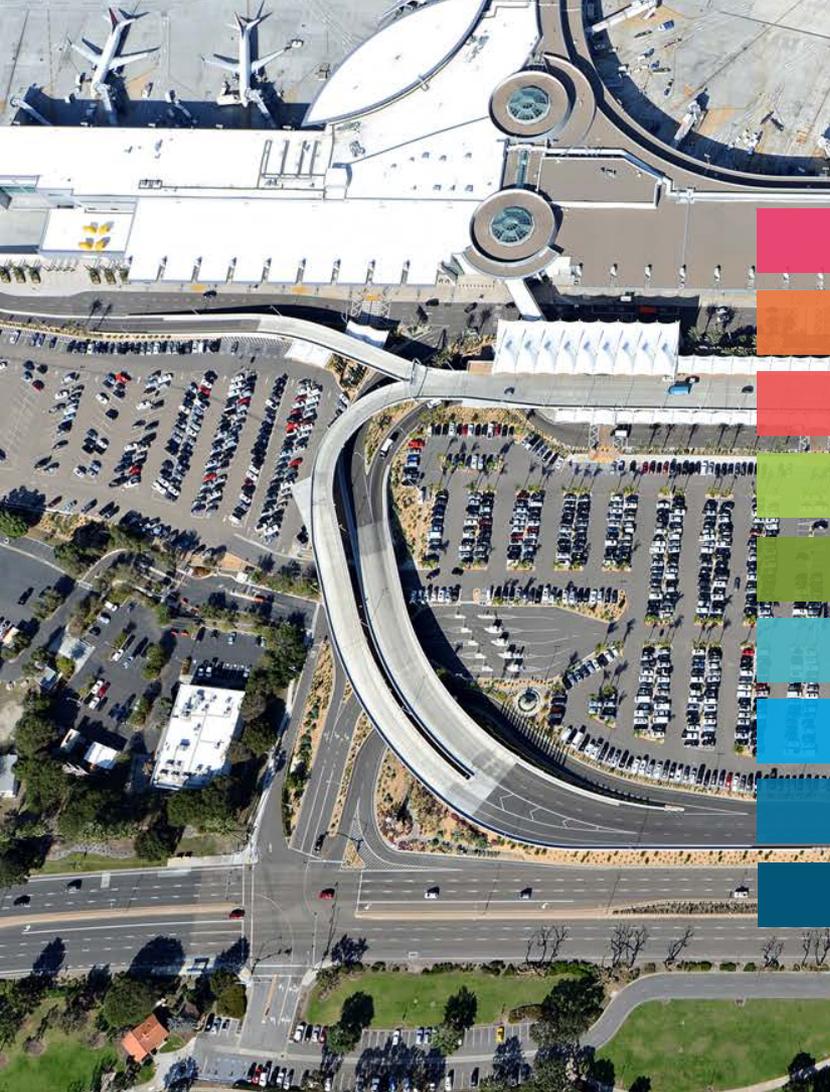
Approve and Adopt a Mid-year Adjustment of the Capital Program Budget for Fiscal Years 2016-2020 to Fund an Increase in the Terminal 2 Parking Plaza Program Budget; and Approve and Authorize the President/CEO to Negotiate and Execute a First Amendment to the Swinerton Builders, Inc., Agreement to Establish a Maximum Contract Value and to Negotiate and Execute Future Work Authorizations and a Future Guaranteed Maximum Price Amendment

June 13, 2016

Presented by:

Bob Bolton

Director, Airport Design & Construction



Presentation Topics

Terminal 2 Parking Plaza

Justification

Key Project Milestones

Project Site & Phasing

Unique Features

Program Evolution

Program Budget / Metrics

Small / Local Business Participation

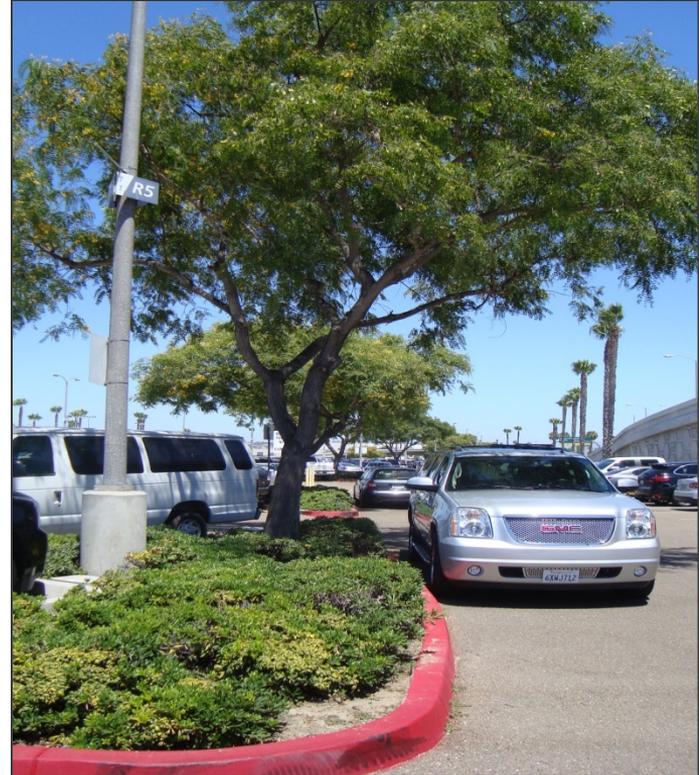
Financial Update

Next Steps & Board Actions



Terminal 2 Close-in Parking

SDIA Has Observable Close-In Parking Problem



SDIA Has Observable Close-In Parking Problem



Parking Analysis Concludes Demand for Terminal-Area Parking

- 7,000 total public spaces required within walking distance of the terminals by 2035
- 3,000 parking spaces needed for T2 customers immediately
- Passenger surveys demonstrate the need for additional close-in parking
- Traffic impacts would be minimal due to additional parking
- Parking Structure fits in plan of finance (CIP)

Parking Plaza Justification

- **Building vertically optimizes airport's land use of 661 acres and provides additional close-in parking**
- **Additional close-in parking is convenient and preferred by customers**
- **Convenient parking enhances customer service and generates additional revenue**
- **Structured parking creates a new category of "Covered Parking"**
- **Additional parking capacity is needed to minimize impacts during construction of the replacement of Terminal 1 (ADP)**

A Parking Plaza at Terminal 2 Can Mitigate Loss of Terminal 1 Spaces During ADP Construction

ADP will likely displace part or all of 1,300-spaces in T1 Lot



Previous Board Approvals

- **July 7,2014 Board Meeting:**

- Prepare & submit Coastal Commission development permit application
- Commence steps toward project design and construction of:
 - 3 story parking plaza
 - 3,000 parking space capacity
 - Located in Terminal 2 Parking Lot

- **September 17,2015 Board Meeting:**

- Execute a Design-Build Agreement with Swinerton Builders
- Execute Work Authorization with Swinerton Builders for a not-to-exceed amount of \$12 Million for validation phase services, additional design and early construction work

Coastal Commission Approval

- **August 13, 2015 California Coastal Commission Approved Coastal Development Permit for the Parking Plaza**
 - Following Conditions must be met before the permit is issued
 1. Final Plans
 2. Public Transit Outreach Program
 3. Annual Progress Report on Public Transit Improvements
 4. Future Coastal Development Permit Submittals
 5. Erosion Control and Construction BMP's Plan
 6. Water Quality Technical Report
 7. Operation And Maintenance Plan
 8. Staging Area and Public Access Plan
 9. Final Landscape Plans
 - Final Permit is anticipated to be issued in July 2016

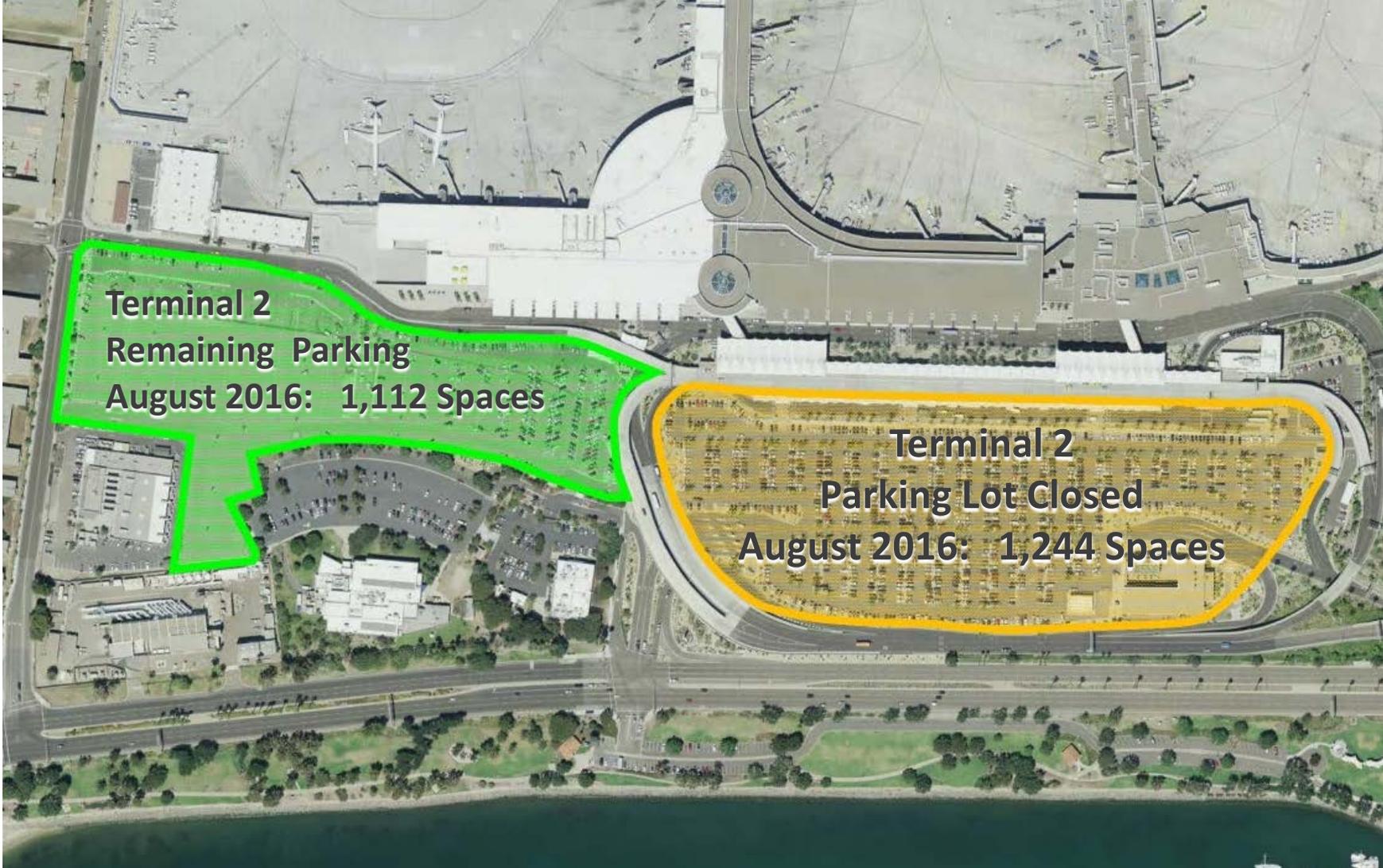
Key Project Milestones

Anticipated Milestone Events	Planned Dates
Schematic Design Completion	May 09, 2016
Enabling Work	June 2016 - Sep 2016
Request Board Approval of Validated Program Budget & Maximum Project Budget for Design-Builder	June 13, 2016
Coastal Development Permit to be Issued	July 2016
T2 Parking Lot Closure Start	August 01, 2016
Construction Start	September 2016
Construction Substantial Completion	May 2018
Parking Plaza Operational	End of May 2018
Contract Final Acceptance & Completion	October 2018

Parking Plaza Site



T2 Close-in Parking



**Terminal 2
Remaining Parking
August 2016: 1,112 Spaces**

**Terminal 2
Parking Lot Closed
August 2016: 1,244 Spaces**



Public Outreach Sustained Program (September-ongoing)

- Communication plan
- Construction hotline
- Construction alert system
- Milestone media relations

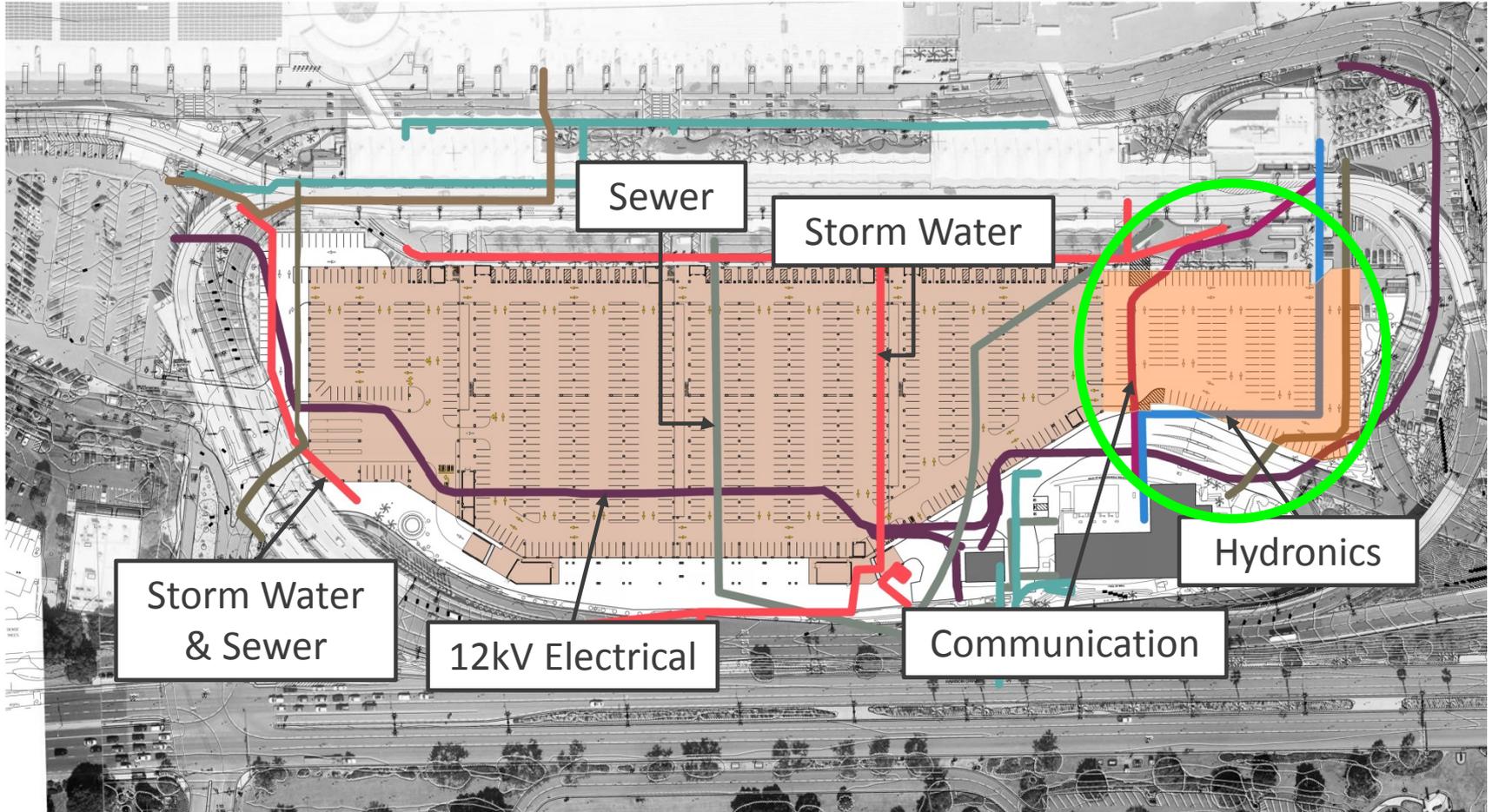
T2 Close-in Parking



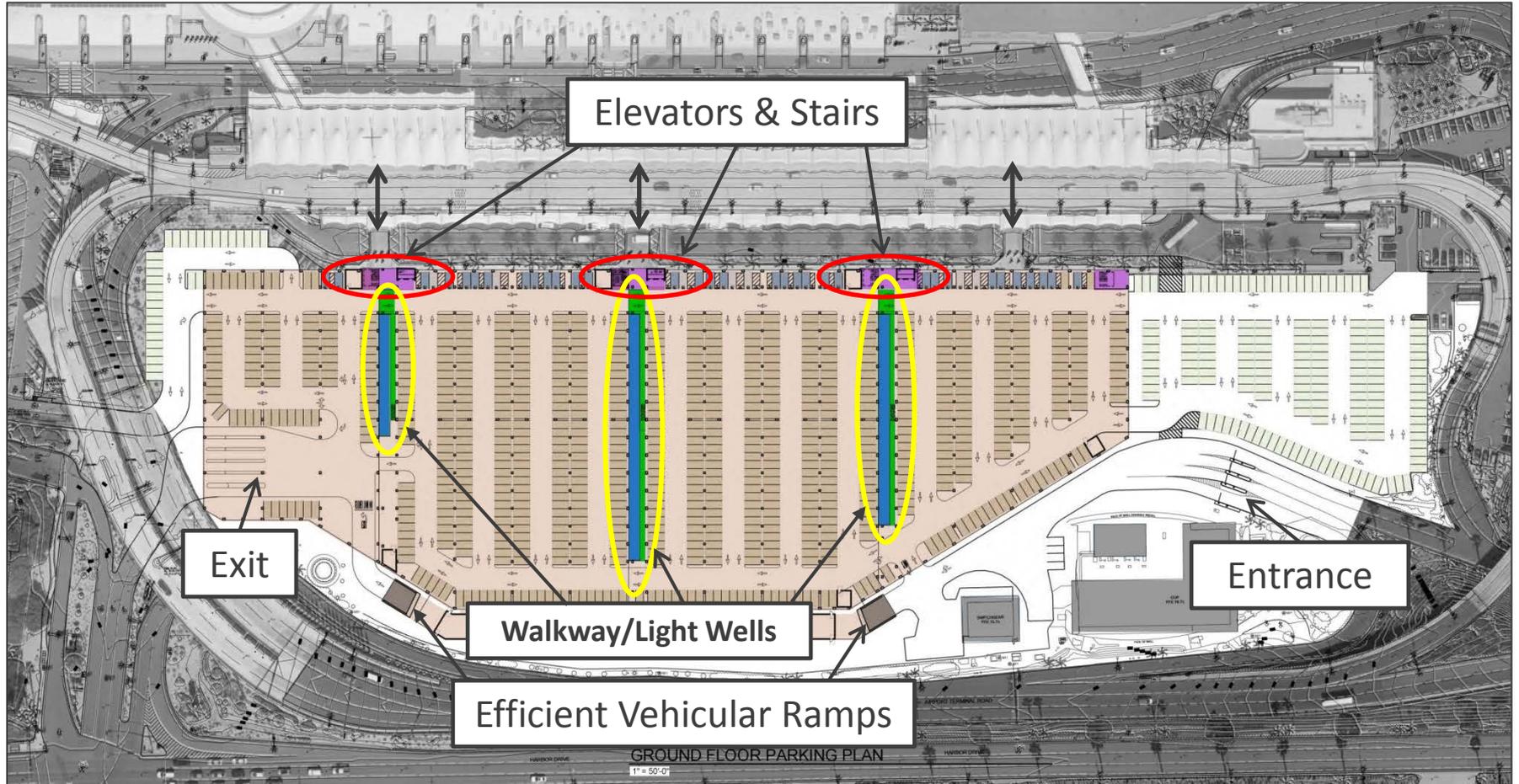
**Terminal 2
Surface Parking
May 2018: 1,112 Spaces**

**Terminal 2
Parking Plaza Open
May 2018: 2,901 Spaces
(1,657 Additional)**

Parking Plaza - Existing Utilities



Parking Plaza - 2901 Parking Stalls





Walkways & Open Stairs in the Light Wells



Parking Access & Revenue Control System



Parking Guidance System

Unique Features

View from Elevated Road



Unique Features - Glass Elevators

Harbor Drive View



Unique Features - Landscaping & Balcony

Parking Plaza - North Elevation



2 Public Art Opportunities



3 Elevator Lobbies
(3 Art Locations)



3 Light Wells
(3 Art Locations)

Program Evolution

- **Basis for Preliminary \$82 Million Program Budget:**
 - Budget Based on 2009 Green Build Cost Metrics
 - Favorable construction period
 - As part of larger program
 - Construction team already onsite
 - Basic Parking Structure
 - Assumed Construction Cost: \$20,000 / Parking Space
 - Customer service technology has advanced
 - Site impacts were not fully evaluated
 - Enabling works were not included
 - Pre-dates Programming Effort Completed in 2015

Program Evolution

- **Design Builder Selected – September 2015**
 - Preliminary Program and Budget Were Evaluated
- **Program Validation Phase – Oct. 2015 to Feb. 2016**
 - Included Preliminary Design Effort
 - Construction Industry Input
 - Specific Site Investigation Effort
- **Maximum Project Budget Developed – March 2016**
 - Independent Cost Estimate Solicited and Obtained by the Authority
 - Allocated Budget for Risk Mitigation

Program Evolution - Cost Refinements

- **Changes to Preliminary Program Budget**
 - Market Escalation: Since Budget was set in 2009
 - Forecast Continuing Market Escalation
 - Less Competitive Bidding Environment
- **Technology**
 - Advanced Parking Access and Revenue Control System
 - Advanced Parking Guidance System (PGS)
 - Enhanced Public Wi-Fi System

Program Evolution - CIPOC

- **April 28, 2016**
 - CIPOC requested more detail about what caused the budget increase?
 - What scope was removed to reduce the budget?

Program Evolution - Scope/Budget Increase

- Soil Conditions/Liquefaction – Deep Foundations
- Environmental Mitigation – Contaminated Soil (Not Uniform)
- Seismic Zone – Enhanced Structure
- Utilities Relocation
- Reconfiguration of Adjacent Parking Lot
- Multiple Elevator Lobbies
- Multiple Light Wells
- Safety by Design
- Compliance With New Storm Water Permit

Program Evolution

Scope / Cost Increases to Preliminary Budget

Changes in Assumed Costs	Total Program Cost
Approved Budget (Basic Garage)	\$ 82,080,000
Proposed Increase to Budget	\$ 45,720,000
Proposed Validated Program Budget (Enhanced Garage)	\$ 127,800,000

Scope / Cost Increases to Preliminary Budget

Changes in Assumed Costs	Budget
1. Customer Service & Advanced Technology: <ul style="list-style-type: none"> - Advanced Revenue Control and Parking Guidance - Advanced Technologies Including Public Wi-Fi - Enhanced Way-finding - Enhanced Customer Service Elements (Architectural) 	<ul style="list-style-type: none"> \$ 4,195,000 \$ 4,508,000 \$ 1,715,000 \$ 1,590,000
2. Site Impacts: <ul style="list-style-type: none"> - Poor Soil Conditions (Deep Foundations/Structural) - Contaminated Soils / Unforeseen Conditions 	<ul style="list-style-type: none"> \$ 7,350,000 \$ 2,507,000
3. Enabling Works: <ul style="list-style-type: none"> - Utilities Relocation - Reconfiguration of NTC Lot 	<ul style="list-style-type: none"> \$ 2,699,000 \$ 1,645,000
4. Other items: <ul style="list-style-type: none"> - Safety by Design - Storm Water Reuse - Escalation (Attributable Balance) 	<ul style="list-style-type: none"> \$ 2,719,000 \$ 2,197,000 \$ 14,559,000
Changes in Budget	\$ 45,720,000

Program Evolution

Validation Phase Scope / Cost Reductions

Scope / Cost Reductions From Initial Program Estimate	
Initial Validated Cost Estimate of Total Program	\$ 159,800,000
Proposed Validated Program Budget	\$ 127,800,000
Validation Phase Cost Reductions	\$ 32,000,000

Program Evolution

Scope / Cost Reductions

Validation Phase Cost Reductions	Full Cost Savings
Eliminated Elements on the Roof	\$ 5,300,000
Adjusted Building Footprint size	\$ 7,500,000
Adjusted Building Lifespan (Coatings and Additives in Concrete)	\$ 4,400,000
Architectural / Landscape Design Scenarios	\$ 2,000,000
Adjusted Elevator Size (7,000 to 4,000 lbs.) and Type (3 to 1 sided Glass)	\$ 2,700,000
Adjusted Enhanced Lighting Levels (5fc at parking and 10 fc at pedestrian areas)	\$ 2,300,000
Alternate Deep Foundation	\$ 800,000
Adjusted Information Technology Systems (DAS, FIDS, CUSS, Geofencing)	\$ 4,700,000
Eliminate Multi-level Walkways in Light Wells	\$ 1,100,000
Miscellaneous Cost Reductions	\$ 1,200,000
Savings in Construction Cost Scenarios	\$ 32,000,000

Validated Program Budget

Description	Validated Program Budget
<ul style="list-style-type: none"> • Design Build Contractor Costs: <ul style="list-style-type: none"> - Construction Budget - Design Budget 	<ul style="list-style-type: none"> \$ 89,900,000 \$ 9,900,000
Contract Value (Design Builder's Maximum Project Budget)	\$ 99,800,000
<ul style="list-style-type: none"> • Authority Cost: <ul style="list-style-type: none"> - Public Art Budget - PM/CM, Insurance & Permit Fees 	<ul style="list-style-type: none"> \$ 1,700,000 \$ 19,300,000
Subtotal – Validated Budget	\$ 120,800,000
Authority Program Contingency (5.8%)	\$ 7,000,000
TOTAL:	\$ 127,800,000

Parking Structure

Construction Cost Comparison (Benchmark)

Costs have been adjusted for escalation and location factors

Does not include cost of enabling work, utilities relocation and soft costs (industry standard)

Construction Cost Comparison	Status	Number of Stalls	Cost per Stall
Wichita (ICT)	Open May 2015	1600	\$ 28,812
SAN Parking Plaza	Design	2901	\$ 29,689
Austin Bergstrom Int. Airport (AUS)	Planning	5000	\$ 29,822
San Francisco (SFO)	Design	3600	\$ 30,397

Parking Structure Comparative Metrics

Airport Parking Structures In Past 2 Years	Range	SAN
Design Cost (10.5%)	\$5M to \$13M	\$9.1M
Construction Cost (Adjusted for Escalation and Location)	\$46M to \$182M	\$86.1M*
Square Foot/Parking Stall	326 to 420 sft	338 sft
Cost/Square Foot	\$80 to \$96	\$94.30

* \$86.1M Parking Plaza + \$3.8M enabling & utilities relocation = Total of \$89.9M
DB's Construction Budget

Design & Pre-Construction Local & Small Business Participation

(Dollars Awarded to Date)

Overall	Dollars
Total Dollars Awarded to Date	\$3.9 million
Local Business Participation	\$2.4 million
Small Business Participation	\$1.9 million

Local & Small Business Outreach Milestones

Anticipated Milestone Events	Planned Dates
Lunch and Learn Outreach Event	December 2015
Update SDCRAA's Subcontracting Webpage	January 2016
Create a Swinerton T2PP Project Website	January 2016
Create a Portal for SDCRAA Vendors	January 2016
T2PP Small Business Kick-off Event	February 2016
E-blast to SDCRAA Vendors	March 2016
Submit Updated Outreach Plan	April 2016
Four Regional Opportunity Awareness Events (South, East, North, Central)	May – June 2016
Training Workshops	June 2016
Partnering Event for Electrical Package	June 2016

Financial Analysis

Major Assumptions

- Total Parking Spaces – 2901
- Project Costs - \$127.8 million
- Funding: Up to \$90 million of variable rate debt. Balance in cash.
- Scenario 1 – Low Utilization
- Scenario 2 – High Utilization

Financial Analysis

Scenario Assumptions & Metrics	Scenario 1 Low Utilization	Scenario 2 High Utilization
Average Plaza Utilization	68%	79%
Average Annual Incremental Revenue	\$9.8 million	\$13.2 million
Average Annual Debt Service (10 Years)	\$9.7 million	\$9.7 million
Average Annual Net Incremental Revenue	\$0.1 million	\$3.5 million
Payback Period	15.5 years	12.1 years
Net Present Value	Break Even – \$0.0 million	\$45.8 million

Parking Plaza

Actual costs as of April 30, 2016

(amounts expressed in thousands)

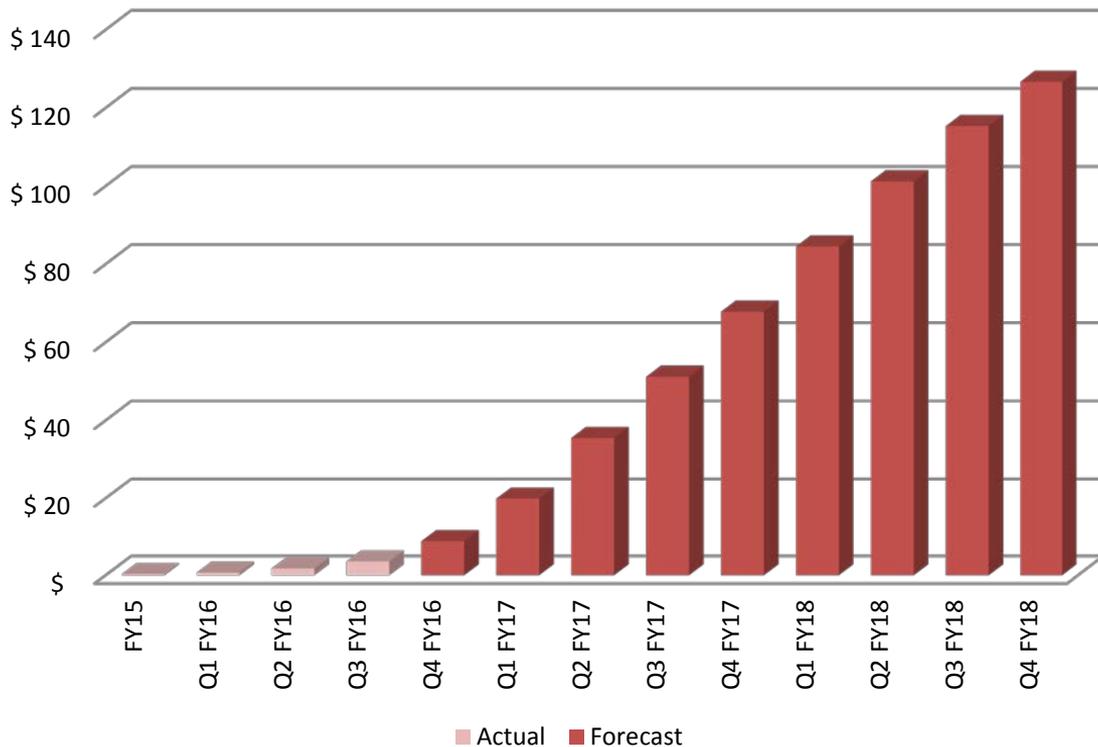
Parking Plaza Project	Proposed Project Costs	Actual Costs	Remaining Unspent
Totals	\$ 127,800	\$ 6,468	\$ 121,332
Grand Total	\$ 127,800	\$ 6,468	\$ 121,332

Parking Plaza Cost Trend

As of April 30, 2016

(amounts expressed in millions)

Parking Plaza Cost Trend¹

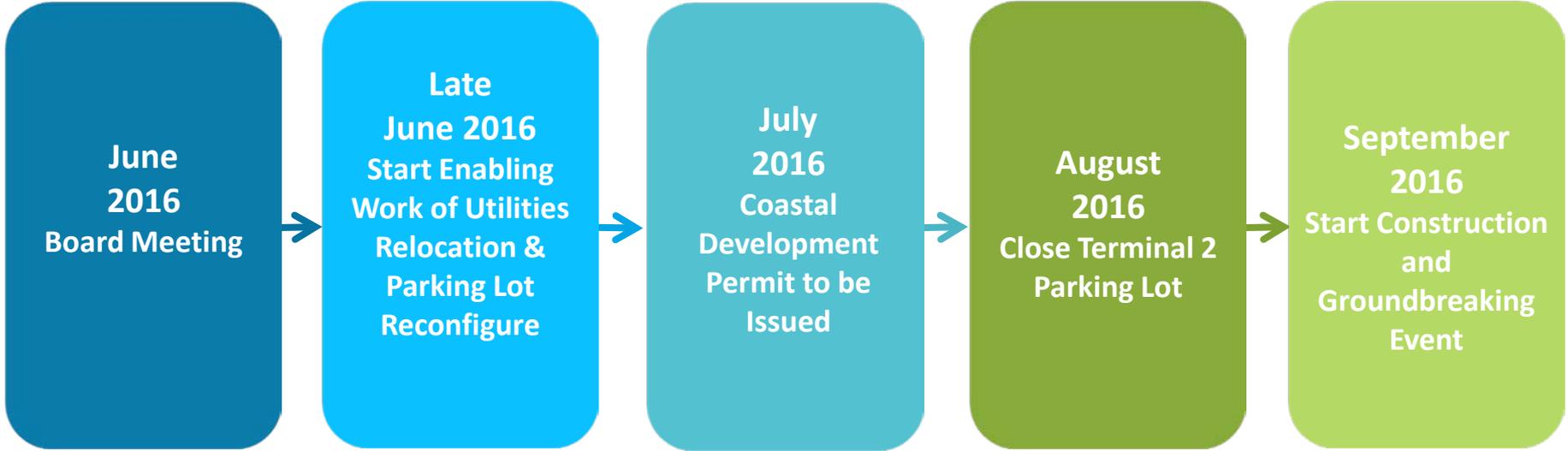


Recommendation for Board Approval

Approving and authorizing adoption of a mid-year adjustment to the Fiscal Year 2016-2020 Capital Program Budget to fund an increase in the Terminal 2 Parking Plaza budget of \$45,720,000 for a Validated Program budget of \$127,800,000.

Approving and authorizing the President/CEO to negotiate and execute: 1) a First Amendment (“Validation Amendment”) to the Agreement with Swinerton Builders, Inc., establishing a Maximum Project Budget of \$99,800,000 and a Master Project Schedule for the design and construction of the Terminal 2 Parking Plaza; 2) Work Authorizations and a Second Amendment (“Guaranteed Maximum Price Amendment”) within the Maximum Project Budget after the issuance of the Validation Amendment in order to allow completion of 100% design and construction; and 3) future changes orders using uncommitted funds within the Validated Program Budget of \$127,800,000.

Next Steps







San Diego County Regional Airport Authority FY 2017 Proposed Budget & FY 2018 Proposed Conceptual Budget

Budget Workshop

Presented by:
Scott Brickner, Vice President
Finance & Asset Management/Treasurer



Agenda

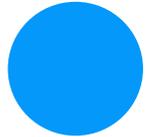
- 1. Organizational Strategies**
- 2. Organizational Initiatives**
- 3. Economic, Industry and Credit Overview**
- 4. Budget Objectives**
- 5. Budget Process**
- 6. Budget Overview**
 - Revenue
 - Expense
- 7. Capital Program Budget**
- 8. Plan of Finance FY 2017-2021**
- 9. Conclusion**
- 10. Appendix**
 - Expense Overview
 - Division Expense Budgets
 - Capital Program



Organizational Strategies

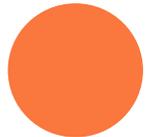


Strategies



Community

Be a trusted and highly responsive agency



Customer

Achieve the highest level of internal and external customer satisfaction



Employee

Achieve the highest level of employee commitment and performance



Financial

Enhance the financial position of the Airport Authority



Operations

Operate our airport in a safe, secure, environmentally sound, effective and efficient manner



Organizational Initiatives

Sustainable Organization

Our Commitment:

Plan and build an enduring and resilient customer-focused enterprise by effectively managing our financial; social; and environmental risks, obligations and opportunities



FY 2017 Initiatives

Develop a five-year strategic plan to include the following three sustainable elements:



Maintain a Sustainable Long Term Capital Plan



Focus on Revenue Generation and Cost Control



Strategically Engage Our Employees in Sustainable Business Practices



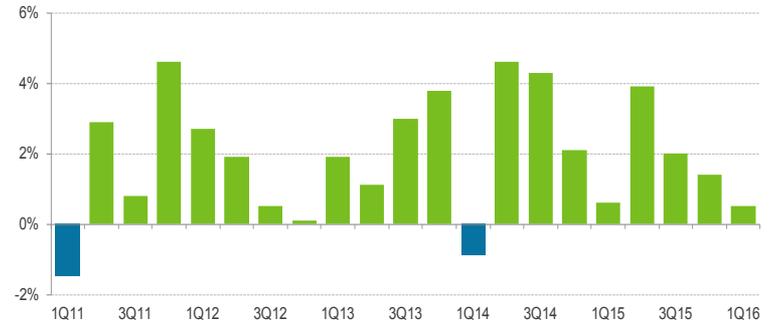


Economic Industry and Credit Overview

US Economy Growth

- Main economic indicators all showed growth through 2015:
 - U.S. GDP grew 2.4%
 - Equity markets:
 - DJIA: -2.2%
 - S&P 500: -0.7%
 - U.S. unemployment declined from 5.6% to 5.0%
 - San Diego unemployment declined from 5.4% to 4.8%
- YTD 2016 equity markets have followed a V-pattern, first dropping substantially and then recovering in recent weeks

U.S. Gross Domestic Product



Dow Jones Industrial Avg. and S&P 500 Indices



U.S. Unemployment Rates



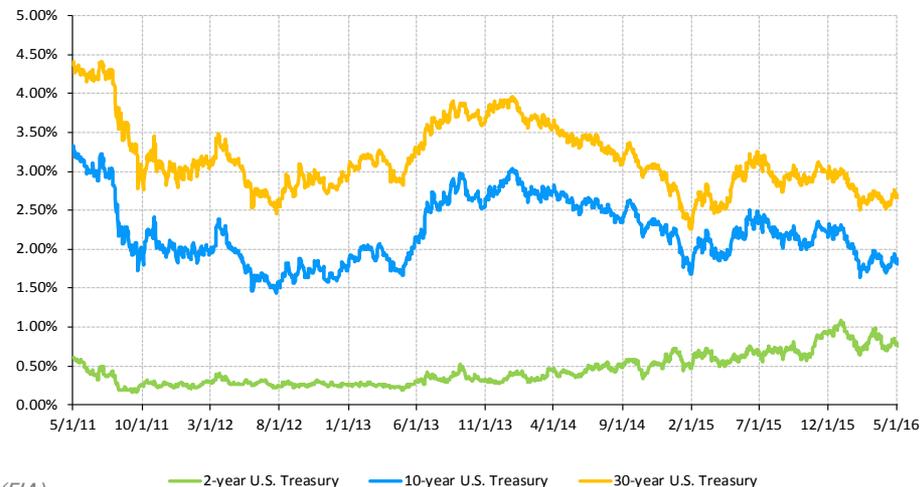
Oil Prices & Interest Rates Remain Near Recent Historical Lows

- Crude oil prices fell 24.3% in the last 12 months
- Current oil price trades in the \$40+/- range (i.e., the middle of its 52-week range of \$26 - \$61)
- 30-year U.S. Treasury Rate increased 26 bps in 2015
- 30-year U.S. Treasury Rate (YTD) the rate has decreased 35 bps (as of May 3, 2016)

WTI Crude Oil Price (Per Barrel)



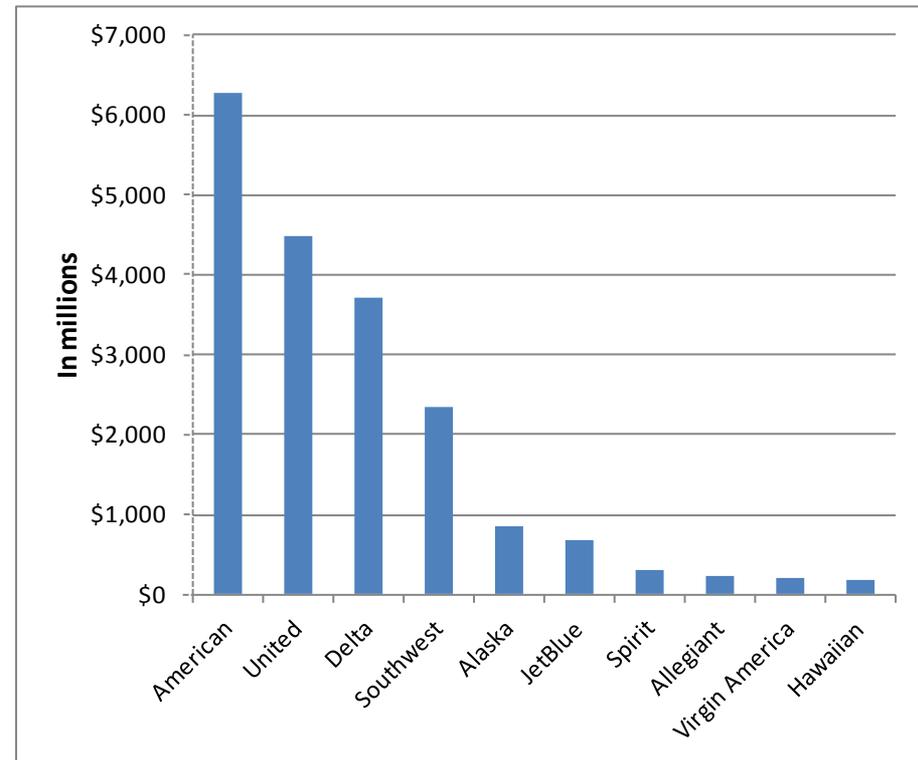
U.S. Treasury Yields



Airline Industry Overview

- All major US airlines recorded a profit in 2015 and the domestic industry collectively realized a \$19.3B profit (excluding special items), up from \$11.7B in 2014
- Main drivers of profit growth include booming domestic demand, sharply lower oil prices and continued pricing power due to industry consolidation
- Load factors remain at record highs as aircraft are increasingly full for most US airlines
- Network and Fleet Restructuring: Airlines are continuing to pare down service to smaller and unprofitable airports and focus on ordering large, fuel efficient aircraft to replace aging fleets

2015 Net Income (excluding Special Items)



Moody's U.S Airports 2016 Outlook

Remains Positive

Key drivers are:

- Enplanement growth
- Airlines expected to expand their seat capacity between 3% and 4.5% by adding larger planes and /or seat densification
- Continued U.S. economic expansion
- Higher parking and concession revenues
- Continued low fuel prices

Source: Moody's Investors Service

SDCRAA Strong Credit

Fitch affirms A+ Senior and A Subordinate ratings with a stable outlook

Moody's affirms A1 Senior and A2 Subordinate ratings and revises the outlook from stable to positive

Moody's affirms A3 rating with stable outlook on special facility bonds

Key Rating Rationale:

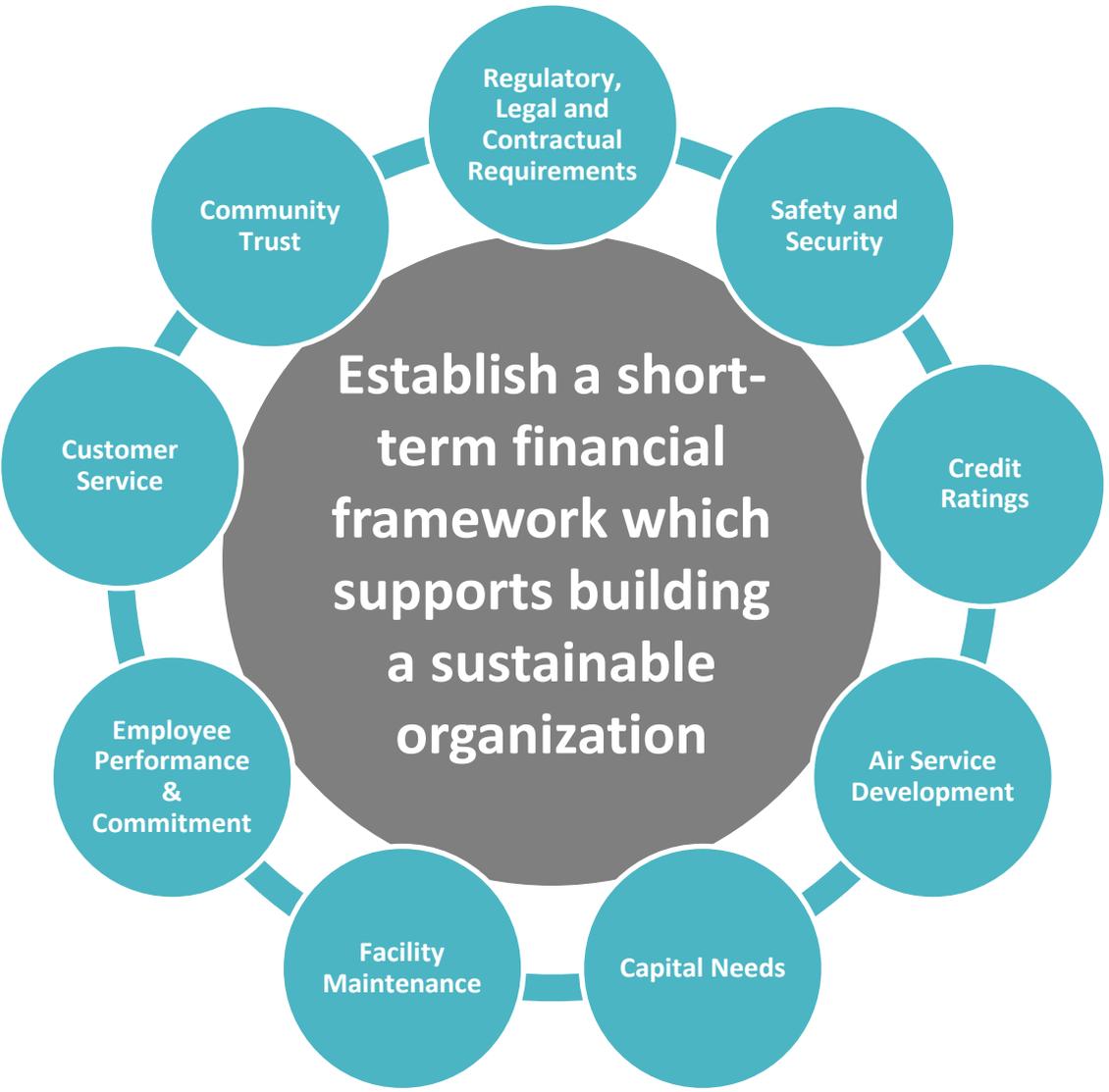
- Strong Service Area: The airport's strong enplanement base is serviced by a diverse group of airlines and benefits San Diego county's service area.
- Robust enplanement growth
- Favorable Hybrid Airline Agreement: The airport has a hybrid use and lease agreement, which is residual on the airfield and compensatory in the terminal.
- Conservative Fixed Rate Debt Profile
- Strong Debt Service Coverage and liquidity ratios



Budget Objectives



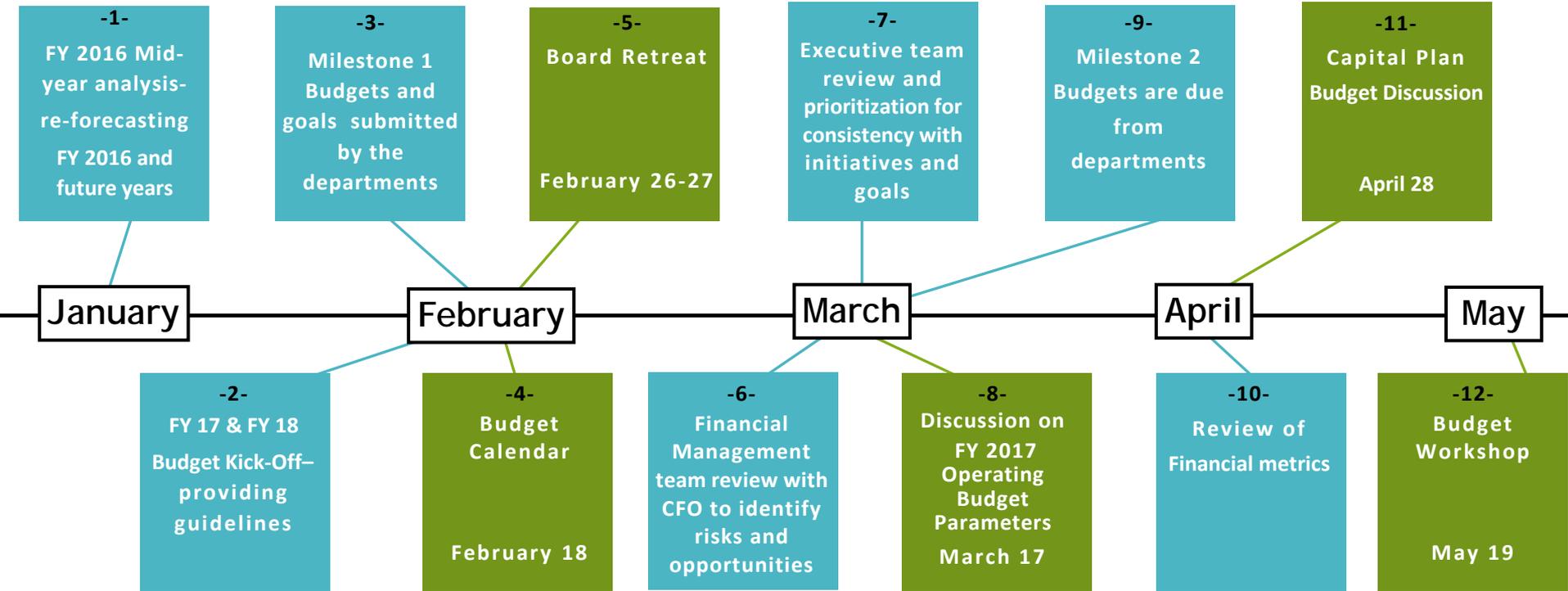
Budget Objective





Budget Process

Budget Process



Budget Process

FY 2017 Expenses Milestone 2 vs. Milestone 1

	FY 2017 M1 Budget	FY 2017 Proposed Budget	Inc / (Dec) FY 2017 M2 vs FY 2017 M1
Operating Expenses:			
Total Personnel Expenses	\$47,070,663	\$45,555,883	\$ (1,514,781)
Non-Personnel Expenses			
Contractual Services	46,543,344	44,698,463	(1,844,880)
Safety and Security	28,850,700	29,061,387	210,687
Space Rental	10,191,450	10,191,450	-
Utilities	13,309,309	12,903,213	(406,096)
Maintenance	15,530,767	14,665,767	(865,000)
Operating Equipment & Systems	453,383	365,314	(88,069)
Operating Supplies	464,557	446,912	(17,645)
Insurance	1,012,758	1,012,758	-
Employee Programs	1,355,538	1,328,398	(27,140)
Business Development	2,655,618	2,564,368	(91,250)
Equipment Rentals & Repairs	2,906,395	2,727,672	(178,723)
Tenant Improvements	900,000	900,000	-
Total Non-Personnel Expenses	124,173,819	120,865,702	(3,308,117)
Total Operating Expenses	171,244,482	166,421,585	(4,822,897)
Non-Operating Expenses:			
Joint Studies/Sound Attenuation	14,834,811	14,834,811	-
Debt Service	81,147,636	80,841,954	(305,681)
Legal Settlements Expense	10,000	10,000	-
Total Non-Operating Expenses	95,992,447	95,686,765	(305,681)
Total Expenses	267,236,929	262,108,350	(5,128,579)
Equipment Outlay	2,405,000	1,525,650	(879,350)
Total Authority Expenses incl Equip Outlay	\$ 269,641,929	\$ 263,634,000	\$ (6,007,929)



Budget Overview

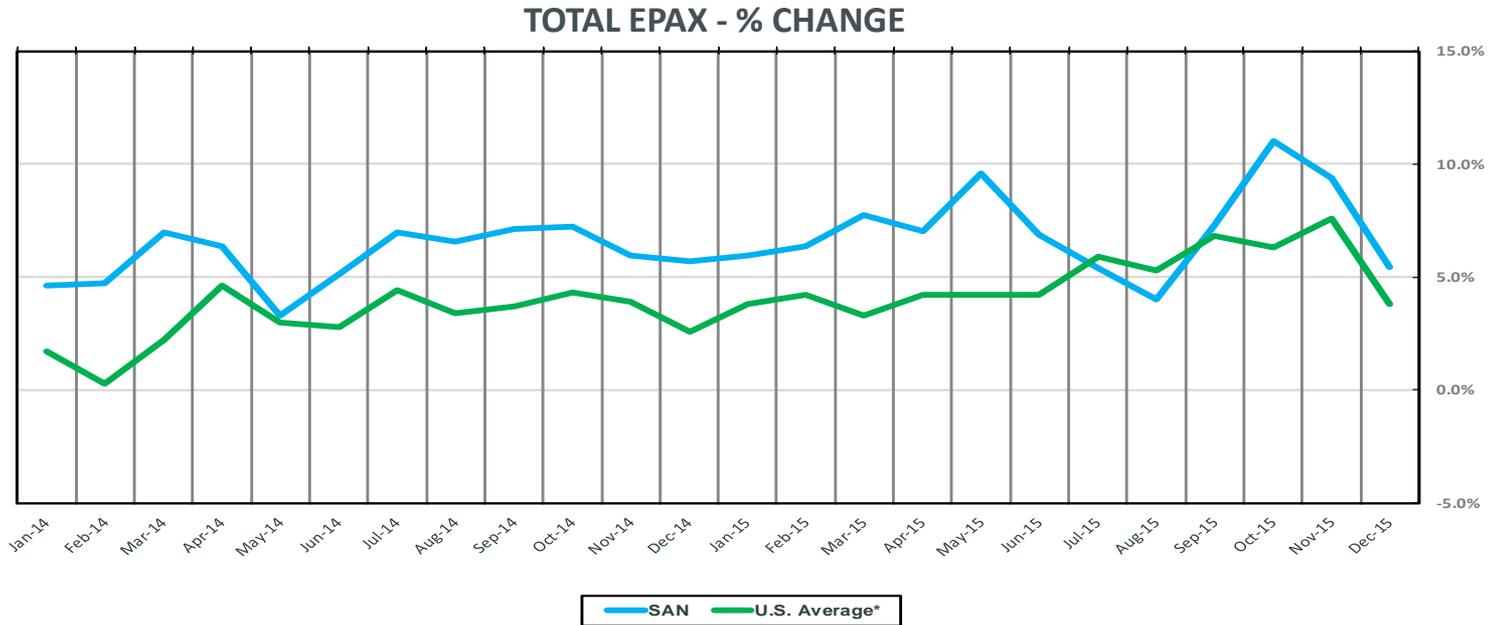


Revenue Budget Overview

Revenue Budget Assumptions

SDIA Passenger Traffic

SDIA Traffic growth has outperformed national average



* U.S. Average is based on T-100 Market Reporting Data from the DOT Bureau of Transportation Statistics.

Revenue Budget Assumptions

● Enplanements

- FY 2017 Proposed Budget of 10.6M, 2.5% increase over FY 2016 Forecast of 10.4M
- FY 2018 Proposed Conceptual Budget of 10.8M, 2.0% increase over FY 2017 Proposed Budget of 10.6M

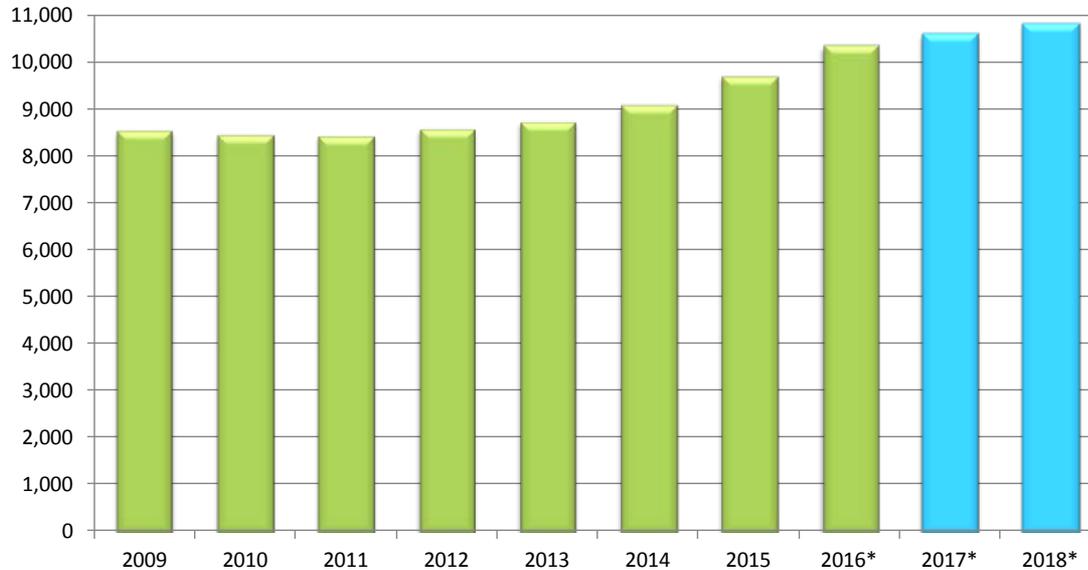
(in thousands)

Fiscal Year	FY 16 Budget Enplanements	% Change Year over Year	FY 17 Budget Enplanements	% Change Year over Year	Change vs FY 16 Budget
2015 Actuals	9,713	–	9,713	–	–
2016 Budget / Forecast	9,828	1.2%	10,352	6.6%	524
2017	9,995	1.7%	10,611	2.5%	616
2018	10,125	1.3%	10,823	2.0%	698

Revenue Budget Assumptions

Annual Enplaned Passenger Traffic

(in thousands)

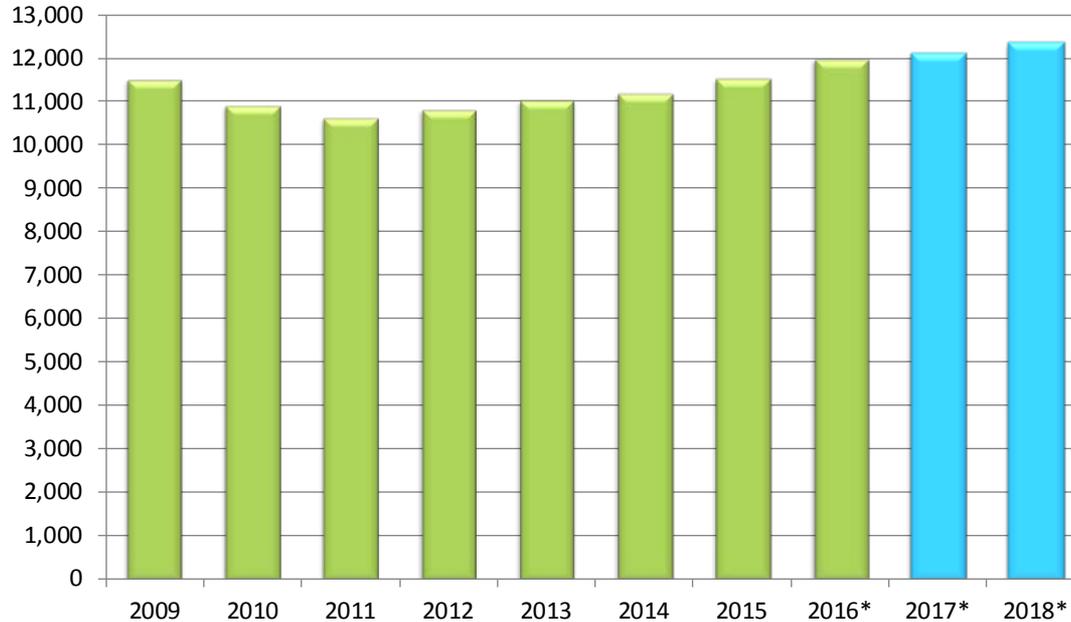


<u>Fiscal Year</u>	<u>Enplaned Passengers</u>	<u>% Change</u>
2009	8,536	-9.1%
2010	8,454	-1.0%
2011	8,441	-0.2%
2012	8,575	1.6%
2013	8,738	1.9%
2014	9,082	3.9%
2015	9,713	6.9%
2016*	10,352	6.6%
2017*	10,611	2.5%
2018*	10,823	2.0%

Revenue Budget Assumptions

● Landed Weight

(in millions)



Fiscal Year	Landed Weight	% Change
2009	11,497	-8.0%
2010	10,893	-5.3%
2011	10,606	-2.6%
2012	10,820	2.0%
2013	11,016	1.8%
2014	11,187	1.6%
2015	11,524	3.0%
2016*	11,979	3.9%
2017*	12,108	1.1%
2018*	12,350	2.0%

Revenue Budget Assumptions

- **Airline Revenue - recovery methodology remains the same**

<u>Fiscal Year</u>	<u>Airfield</u>	<u>Terminal</u>	<u>Security</u>	<u>CUPPS</u>
FY 2017	100%	70%	95%	100%
FY 2018	100%	70%	95%	100%

- **Terminal Concessions**

- FY 2017 – FY 2018 revenue reflects current actual Sales per Enplaned Passenger (SEP) rate which is higher than budgeted in FY 2016

- **Car Rental License Fees**

- FY 2017 - FY 2018 revenue reflects current actual SEP rate which is lower than budgeted in FY 2016
- Full year of RCC expense cost recovery

Revenue Budget Assumptions *(Cont'd)*

● Parking Revenue

- Parking Plaza construction expected to begin in August 2016, and continue for 21 months
- Assuming a drop in T2 parking activity due to construction
- Valet revenue increase during construction
- Scheduled FY 2017 Parking rate increase for Short-Term lots and Valet

● Ground Rentals

- Full year of Rental Car Center (RCC)

● Ground Transportation

- Cost recovery methodology

● Non-Operating Revenue: Customer Facility Charges (CFC)

- CFC increases from \$7.50 to \$9.00 per day in January 2017

Ground Transportation Cost Recovery Methodology

- Trip fees and permit fees will be established and set for FY 17 and FY 18
- Trip fees and permit fees adjusted for incentive plan
 - Reduced user fees – 25% discount for all converted vehicles
 - Increased user fees – 75% premium in FY 2017 and 100% premium in FY 2018 for non-converted vehicles



Ground Transportation Expenses

FY 2015 – FY 2018

Ground Transportation Costs	FY 2015 Actual	FY 2016 Forecast	FY 2017 Proposed Budget	FY 2018 Proposed Conceptual Budget
Operating & Maintenance Expenses				
Airport Traffic Officers (ATOs)	\$ 5.1	\$ 5.2	\$ 5.4	\$ 5.5
Customer Service Representatives (CSRs)	0.8	0.8	0.8	0.9
Ground Transportation departmental costs	0.9	1.0	1.0	1.0
Roadways maintenance & landscaping	0.9	1.0	1.1	1.2
Hold lot O&M costs	0.3	0.3	0.3	0.3
Subtotal	\$ 8.0	\$ 8.3	\$ 8.6	\$ 8.9
General and Administrative (G&A) %	19.9%	20.6%	20.2%	20.5%
SDCRAA G&A costs	\$ 1.6	\$ 1.7	\$ 1.7	\$ 1.8
Depreciation of roadway assets	4.2	4.2	4.6	4.6
Total	\$ 13.8	\$ 14.2	\$ 14.9	\$ 15.3

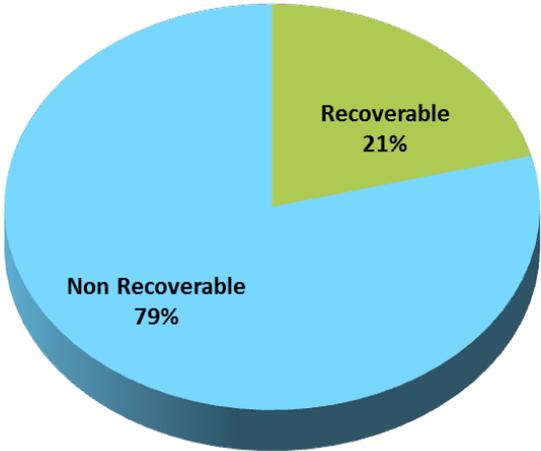
Trips by Mode - Methodology

- Enplanement growth used to increase trips for modes for FY 2016 through FY 2018
- FY 2017 TNC trips based on FY 2016 YTD trips - Taxi, shuttle and private vehicles modes adjusted for TNC effect
- FY 2016 estimates compared to FY 2016 YTD actuals for reasonableness for taxis, shuttles and courtesy

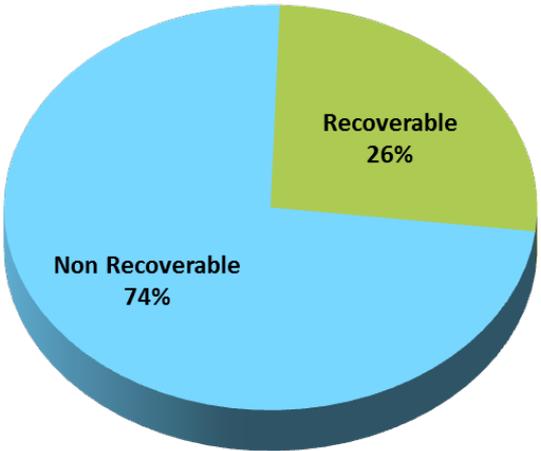
Mode <i>(in thousands)</i>	Actual FY 2015	Estimated Trips FY 2016	Estimated Trips FY 2017	Estimated Trips FY 2018
Recoverable Modes				
Taxicabs	903	830	825	841
TNC	-	600	646	659
Off-airport parking	251	204	208	212
Hotel / Motel shuttles	161	166	170	173
Limousines	97	103	106	108
Vehicles for hire	111	101	96	98
Sub-Total	1,523	2,004	2,050	2,091
Non-Recoverable Modes				
Private vehicles	4,200	4,116	4,214	4,291
Public transit, Authority and airport vehicles	835	888	830	846
Rental car shuttles	575	455	336	343
Airport parking shuttles	135	144	148	151
Charter buses	3	3	3	3
Sub-Total	5,748	5,607	5,531	5,634
TOTAL	7,271	7,612	7,581	7,726

Ground Transportation Expense Cost Recovery

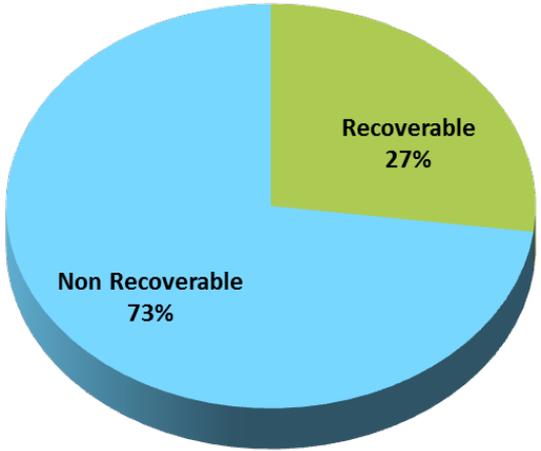
FY 2015



FY 2016



FY 2017 - FY 2018



Vehicles Mode Cost Allocation – FY 2017

(in thousands)

Mode	Estimated FY 2017 Trips (a)	FY 2017 Share of Trips	Total O&M Costs	G&A (20.2%)	Total Depreciation	FY 2017 Allocated Costs (b)	FY 2017 User Fee (b/a)
Recoverable Modes							
Taxicabs	825	10.9%	\$ 1,952	\$ 394	\$ 838	\$ 3,185	\$ 3.86
TNC	646	8.5%	906	183	345	1,434	2.22
Off-airport parking	208	2.7%	214	43	133	390	1.87
Hotel / Motel shuttles *	170	2.2%	174	35	108	318	4,476
Limousines	106	1.4%	109	22	68	198	1.87
Vehicles for hire	96	1.3%	165	33	95	293	3.06
Sub-Total	2,050	27.0%	\$ 3,520	\$ 711	\$ 1,588	\$ 5,818	
Non-Recoverable Modes							
Private vehicles	4,214	55.6%	\$ 3,835	\$ 775	\$ 2,254	\$ 6,864	
Public transit, Authority and airport vehicles	830	10.9%	755	153	444	1,352	
Rental car shuttles	336	4.4%	306	62	180	547	
Airport parking Shuttles	148	2.0%	152	31	94	277	
Charter buses	3	0.0%	3	1	2	5	
Sub-Total	5,531	73.0%	\$ 5,051	\$ 1,020	\$ 2,974	\$ 9,045	
TOTAL	7,581	100.0%	\$ 8,571	\$ 1,731	\$ 4,561	\$ 14,864	

Vehicles Mode Trip Fee – FY 2017

Mode	FY 2017 Base User Fee	25% Incentive Plan Reduced User Fee	75% Incentive Plan Increased User Fee
Recoverable Modes			
Taxicabs	\$ 3.86	\$ 2.90	\$ 6.76
TNC ¹	2.22	1.67	3.89
Off-airport parking	1.87	1.40	3.28
Hotel / Motel shuttles ²	4,476	3,357	7,834
Limousines	1.87	n/a	n/a
Vehicles for hire	3.06	2.30	5.36

¹ TNCs are not reporting converted vehicles and are paying premium user fees

² User fee based on permit fee; estimated vehicles in this mode total 71 vehicles

Vehicles Mode Cost Allocation - FY 2018

(in thousands)

Mode	Estimated FY 2018 Trips (a)	FY 2018 Share of Trips	Total O&M Costs	G&A (20.5%)	Total Depreciation	FY 2018 Allocated Costs (b)	FY 2018 User Fee (b/a)
Recoverable Modes							
Taxicabs	841	10.9%	\$ 2,007	\$ 412	\$ 822	\$ 3,241	\$ 3.85
TNC	659	8.5%	938	192	349	1,480	2.25
Off-airport parking	212	2.7%	221	45	134	401	1.89
Hotel / Motel shuttles *	173	2.2%	180	37	109	327	4,602
Limousines	108	1.4%	113	23	68	204	1.89
Vehicles for hire	98	1.3%	170	35	95	300	3.07
Sub-Total	2,091	27.1%	\$ 3,629	\$ 744	\$ 1,579	\$ 5,951	
Non-Recoverable Modes							
Private vehicles	4,291	55.5%	\$ 3,980	\$ 816	\$ 2,276	\$ 7,072	
Public Transit, Authority and Airport vehicles	846	11.0%	785	161	449	1,395	
Rental car shuttles	343	4.4%	318	65	182	565	
Airport parking shuttles	151	2.0%	157	32	95	285	
Charter buses	3	0.0%	3	1	2	6	
Sub-Total	5,634	72.9%	\$ 5,243	\$ 1,075	\$ 3,003	\$ 9,322	
TOTAL	7,726	100.0%	\$ 8,872	\$ 1,819	\$ 4,582	\$ 15,273	

Vehicles Mode Trip Fee – FY 2018

Mode	FY 2018 Base User Fee	25% Incentive Plan Reduced User Fee	100% Incentive Plan Increased User Fee
Recoverable Modes			
Taxicabs	\$ 3.85	\$ 2.89	\$ 7.70
TNC ¹	2.25	1.68	4.49
Off-airport parking	1.89	1.41	3.77
Hotel / Motel shuttles ²	4,602	3,451	9,204
Limousines	1.89	n/a	n/a
Vehicles for hire	3.07	2.30	6.14

¹ TNCs are not reporting converted vehicles and are paying premium user fees

² User fee based on permit fee; estimated vehicles in this mode total 71 vehicles

User Fees Comparison

Mode	Base user fee			AFV ¹ 25% reduced user fee			Non AFV Premium user fee		
	FY 2016	FY 2017	FY 2018	FY 2016	FY 2017	FY 2018	50%	75%	100%
							FY 2016	FY 2017	FY 2018
Taxicabs	\$3.61	\$3.86	\$3.85	\$2.71	\$2.90	\$2.89	\$5.41	\$6.76	\$7.70
Shuttles	\$2.36	\$3.06	\$3.07	\$1.77	\$2.30	\$2.30	\$3.54	\$5.36	\$6.14
Limousines	\$1.90	\$1.87	\$1.89	n/a	n/a	n/a	n/a	n/a	n/a
Hotel/Motel	\$3,412	\$4,476	\$4,602	\$2,559	\$3,357	\$3,451	\$5,118	\$7,834	\$9,204
Off-Airport Parking	\$1.90	\$1.87	\$1.89	\$1.42	\$1.40	\$1.41	\$2.85	\$3.28	\$3.77
TNC	\$1.84	\$2.22	\$2.25	\$1.38	\$1.67	\$1.68	\$2.76	\$3.89	\$4.49

FY 2017 Proposed – FY 2018 Proposed Conceptual Revenue Budget Summary

	FY 2015 Actuals	FY 2016 Budget	FY 2017 Conceptual Budget	FY 2017 Proposed Budget	Inc / (Dec) FY 17 vs FY 16 Budget	% Change	Inc / (Dec) FY 17 Proposed vs FY17 Conceptual	% Change	FY 2018 Conceptual Budget	Inc / (Dec) FY 18 Conceptual vs FY 17 Budget	% Change
Operating Revenue:											
Airline Revenue											
Landing Fees	\$ 21,390,056	\$ 24,612,835	\$ 26,210,325	\$ 26,620,940	\$ 2,008,105	8.2%	\$ 410,615	1.6%	\$ 28,740,510	\$ 2,119,569	8.0%
Aircraft Parking Fees	2,715,854	2,875,302	3,039,706	2,907,647	32,345	1.1%	(132,059)	-4.3%	3,123,922	216,275	7.4%
Building Rentals	50,206,093	53,222,551	56,288,056	54,924,548	1,701,997	3.2%	(1,363,508)	-2.4%	58,566,935	3,642,387	6.6%
Common Use System Support Charges	1,254,818	1,206,527	1,206,527	1,245,131	38,604	3.2%	38,604	3.2%	1,248,913	3,782	0.3%
Other Aviation Revenue	1,584,599	1,587,163	1,590,358	1,619,773	32,610	2.1%	29,415	1.8%	1,623,620	3,847	0.2%
Security Surcharge	25,179,679	27,684,810	29,219,841	29,857,549	2,172,739	7.8%	637,707	2.2%	30,949,428	1,091,880	3.7%
Total Airline Revenue	102,331,098	111,189,189	117,554,814	117,175,589	5,986,400	5.4%	(379,225)	-0.3%	124,253,328	7,077,740	6.0%
Non-Airline Revenue											
Terminal rent non-Airline	1,506,604	1,428,694	1,442,961	1,241,740	(186,955)	-13.1%	(201,221)	-13.9%	1,257,243	15,503	1.2%
Terminal concessions	21,961,517	21,323,828	21,746,728	23,856,777	2,532,949	11.9%	2,110,049	9.7%	24,405,854	549,077	2.3%
Rental Car License Fees	26,209,701	25,812,269	27,411,065	28,683,541	2,871,273	11.1%	1,272,477	4.6%	29,262,688	579,146	2.0%
License Fees Other	4,325,175	4,475,900	4,551,800	4,339,300	(136,600)	-3.1%	(212,500)	-4.7%	4,399,400	60,100	1.4%
Parking Revenue	38,614,429	38,161,518	37,931,821	40,577,290	2,415,772	6.3%	2,645,469	7.0%	41,019,488	442,198	1.1%
Ground Transportation Permits and Citations	3,018,101	4,179,037	4,571,791	6,242,148	2,063,110	49.4%	1,670,357	36.5%	6,781,490	539,342	8.6%
Ground Rentals	11,567,849	13,798,184	17,865,342	18,582,841	4,784,657	34.7%	717,499	4.0%	18,453,066	(129,775)	-0.7%
Grant Reimbursements	291,930	292,000	292,000	219,900	(72,100)	-24.7%	(72,100)	-24.7%	219,900	-	0.0%
Other Operating Revenue *	678,870	473,304	475,118	752,288	278,984	58.9%	277,170	58.3%	757,539	5,251	0.7%
Total Non-Airline Revenue	108,174,175	109,944,735	116,288,625	124,495,825	14,551,091	13.2%	8,207,200	7.1%	126,556,668	2,060,843	1.7%
Total Operating Revenue	210,505,274	221,133,924	233,843,439	241,671,414	20,537,490	9.3%	7,827,975	3.3%	250,809,997	9,138,583	3.8%
Interest Income	5,747,326	4,724,296	4,922,502	6,535,556	1,811,260	38.3%	1,613,054	32.8%	6,574,972	39,416	0.6%
Non-Operating Revenue											
Passenger facility charges	38,517,355	39,261,900	39,929,000	41,924,100	2,662,200	6.8%	1,995,100	5.0%	42,761,700	837,600	2.0%
Customer facility charges (Rental Car Center)	32,464,843	33,070,709	36,995,921	37,286,862	4,216,153	12.7%	290,941	0.8%	41,489,264	4,202,401	11.3%
Quieter Home Program	12,073,809	11,627,849	11,627,849	11,627,849	-	0.0%	-	0.0%	11,627,849	-	0.0%
BAB Interest Rebate	4,631,219	4,631,219	4,631,219	4,631,219	(0)	0.0%	-	0.0%	4,631,219	-	0.0%
Capital grant contributions	10,764,946	11,592,103	4,610,070	1,350,000	(10,242,103)	-88.4%	(3,260,070)	-70.7%	9,135,000	7,785,000	576.7%
Other Nonoperating Revenue	1,372,370	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Non-Operating Revenue	99,824,543	100,183,780	97,794,059	96,820,030	(3,363,750)	-3.4%	(974,029)	-1.0%	109,645,031	12,825,001	13.2%
Total Revenue	\$ 316,077,143	\$ 326,042,000	\$ 336,560,000	\$ 345,027,000	\$ 18,985,000	5.8%	\$ 8,467,000	2.5%	\$ 367,030,000	\$ 22,003,000	6.4%

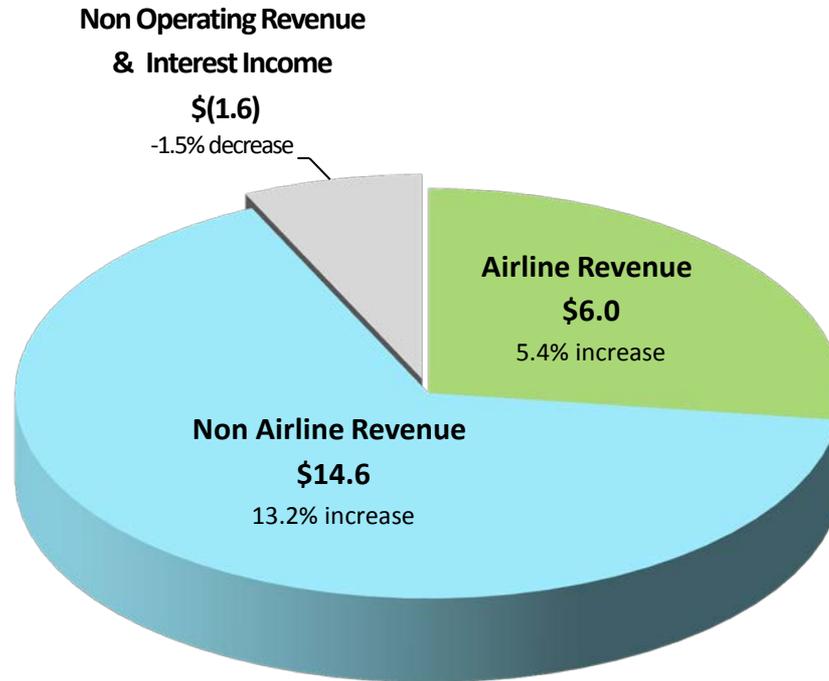
*Other Operating Revenue includes: Finger Printing Fees, Utilities Reimbursements, Service Charges, Equipment Rental and Miscellaneous Revenues



FY 2017 Budget Revenue Increase vs. FY 2016 Budget

\$19.0M (5.8%)

(in millions)



FY 2017 Airline Revenue Increase

\$6.0M (5.4%)

Net increase in airline revenue primarily reflects:

- Increase of \$2.2M in security surcharge reflecting an increase in Harbor Police cost, contract security services, access control maintenance cost and an increase in security checkpoints rent due to higher terminal rate
- Increase of \$2.0M in landing fees reflecting an increase in amortization for new airfield projects funded with cash
- Increase of \$1.7M in building rentals reflecting, increase in terminal major maintenance, increase in debt service and an increase in amortization for new terminal projects funded with cash

FY 2017 Non Airline Revenue Increase

\$14.6M (13.2%)

Net increase in non-airline revenue primarily reflects:

- Increase of \$4.8M in ground rents revenue primarily due to Rental Car Center (RCC) full year ground rent
- Increase of \$2.9M in rental car license fees revenue due to higher enplanements and RCC expense cost recovery
- Increase of \$2.5M in concession revenue due to higher enplanements and higher Sales per Enplaned Passenger (SEP)
- Increase of \$2.4M in parking revenue due to increases in enplanements and rate increases for short-term lots. These increases are partially offset by decrease in transactions caused by parking plaza construction
- Increase of \$2.1M in ground transportation permits and citations revenue due to increased expenses, increased trips by commercial operators and increased premium on user fees for non-converted vehicles

Parking Revenue

(in millions)

FY 2016 Budget	\$38.2
Estimated increase in FY 2016	<u>3.7</u>
FY 2016 Forecast	41.9
FY 2017 increase due to enplanements and rate increase	1.7
FY 2017 decrease due to parking plaza construction	(3.0)
FY 2017 Parking Revenue	<u><u>\$40.6</u></u>
<i>Increase vs. FY 2016 Budget</i>	\$2.4
<i>Decrease vs. FY 2016 Forecast</i>	(\$1.3)

FY 2017 Interest Income & Non-Operating Revenue Decrease (\$1.6M) (-1.5%)

Interest income increase of \$1.8M due to increase in interest rates and cash balances

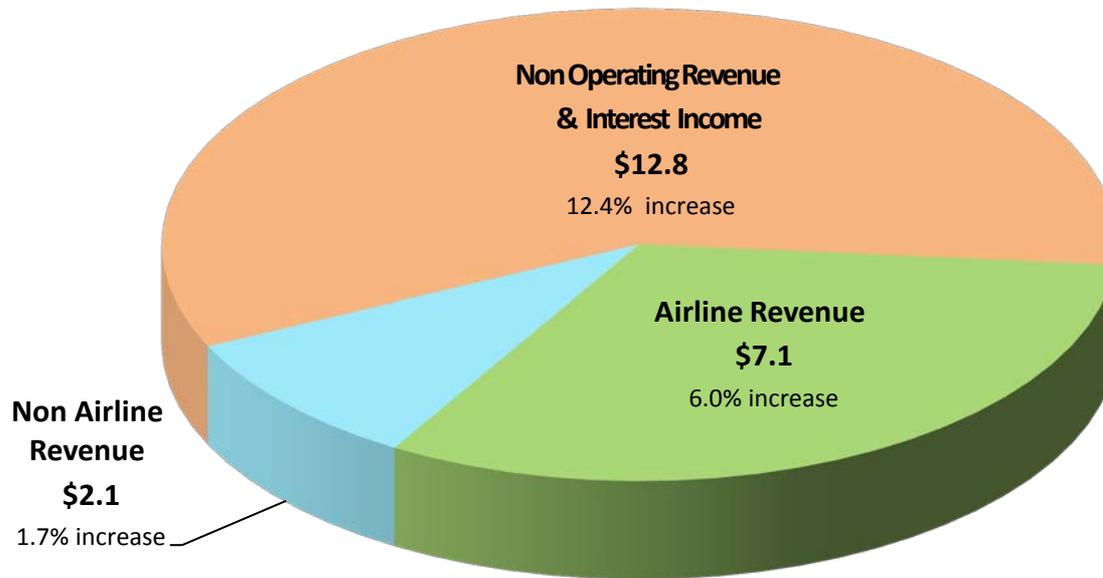
Net decrease in non-operating revenue primarily reflects:

- Increase of \$4.2M in Customer Facility Charges (Rental Car Center fees) primarily due to higher enplanements and increase in CFC rate from \$7.50 to \$9.00 in January 2017 (6 months in FY 2017)
- Increase of \$2.6M in Passenger Facility Charges due to higher enplanements
- Decrease of \$10.2M in capital grant contributions due to timing of grant eligible projects

FY 2018 Budget Revenue Increase vs. FY 2017 Budget

\$22.0M (6.4%)

(in millions)



FY 2018 Airline Revenue Increase

\$7.1M (6.0%)

Net increase in airline revenue primarily reflects:

- Increase of \$3.6M in building rentals due to increase in utilities cost and increase in amortization for new terminal projects funded with cash
- Increase of \$2.1M in landing fees reflecting increase in utilities, ARFF costs, oval striping and increase in amortization for new airfield projects funded with cash
- Increase of \$1.1M in security surcharge reflecting increase in harbor police cost, contract security services, access control maintenance cost and increase in security checkpoints rent due to higher terminal rate

FY 2018 Non-Airline Revenue Increase

\$2.1M (1.7%)

Net increase in non-airline revenue primarily reflects:

- Increase of \$0.6M in rental car license fees revenue due to higher enplanements
- Increase of \$0.5M in concession revenue due to higher enplanements
- Increase of \$0.5M in ground transportation permits and citations revenue due to increased premium on user fees for non-converted vehicles
- Increase of \$0.4M in parking revenue due to increase in enplanements. This increase is partially offset by a decrease in transactions due to parking plaza construction

FY 2018 Interest Income & Non-Operating Revenue Increase

\$12.8M (12.4%)

Interest income is flat due to decrease in cash balances

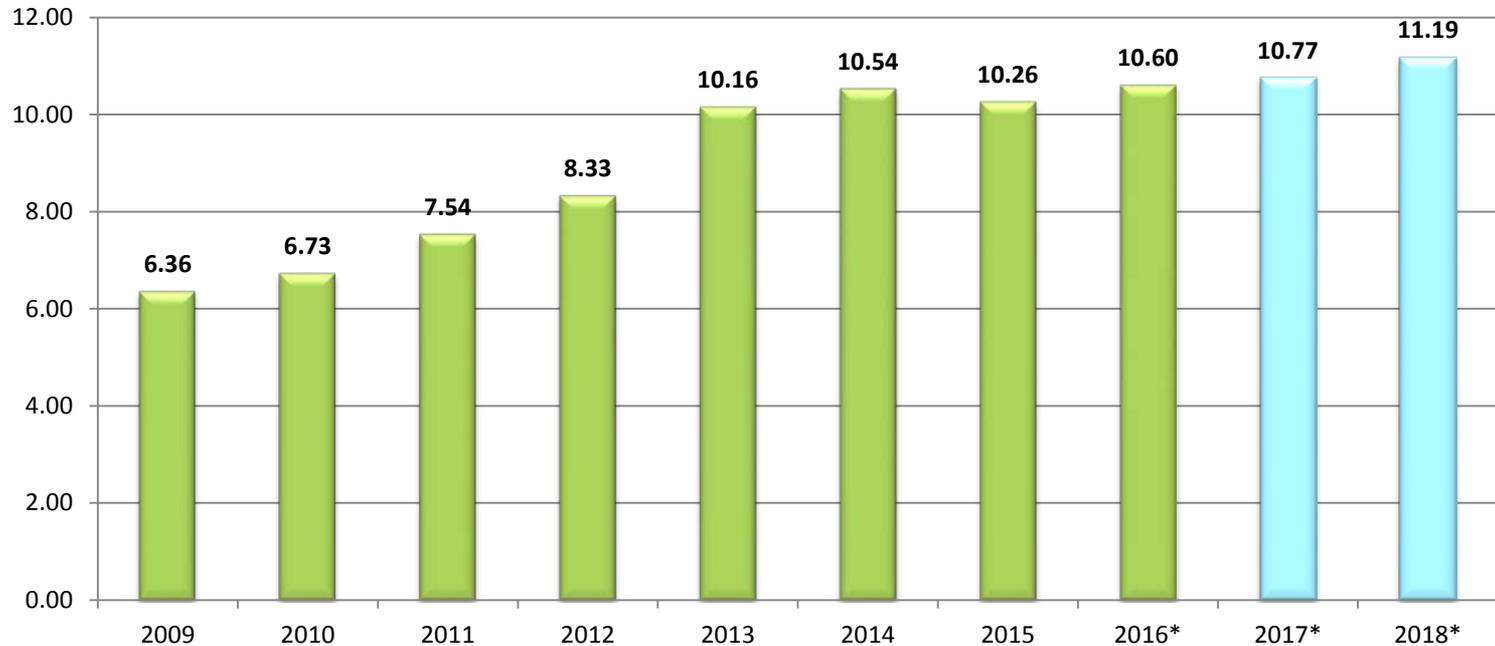
Net increase in non-operating revenue primarily reflects:

- Increase of \$4.2M in Customer Facility Charges (Rental Car Center fees) primarily due to higher enplanements and a full year at the \$9.00 rate
- Increase of \$0.8M in Passenger Facility Charges due to higher enplanements
- Increase of \$7.8M in capital grant contributions due to timing of grant eligible projects

Airline Cost Per Enplaned Passenger

Airline derived cost per enplaned passenger includes landing fees, aircraft parking fees, terminal rents, Common Use System Support charges and security surcharge

(in dollars)



Airline Cost Per Enplaned Passenger

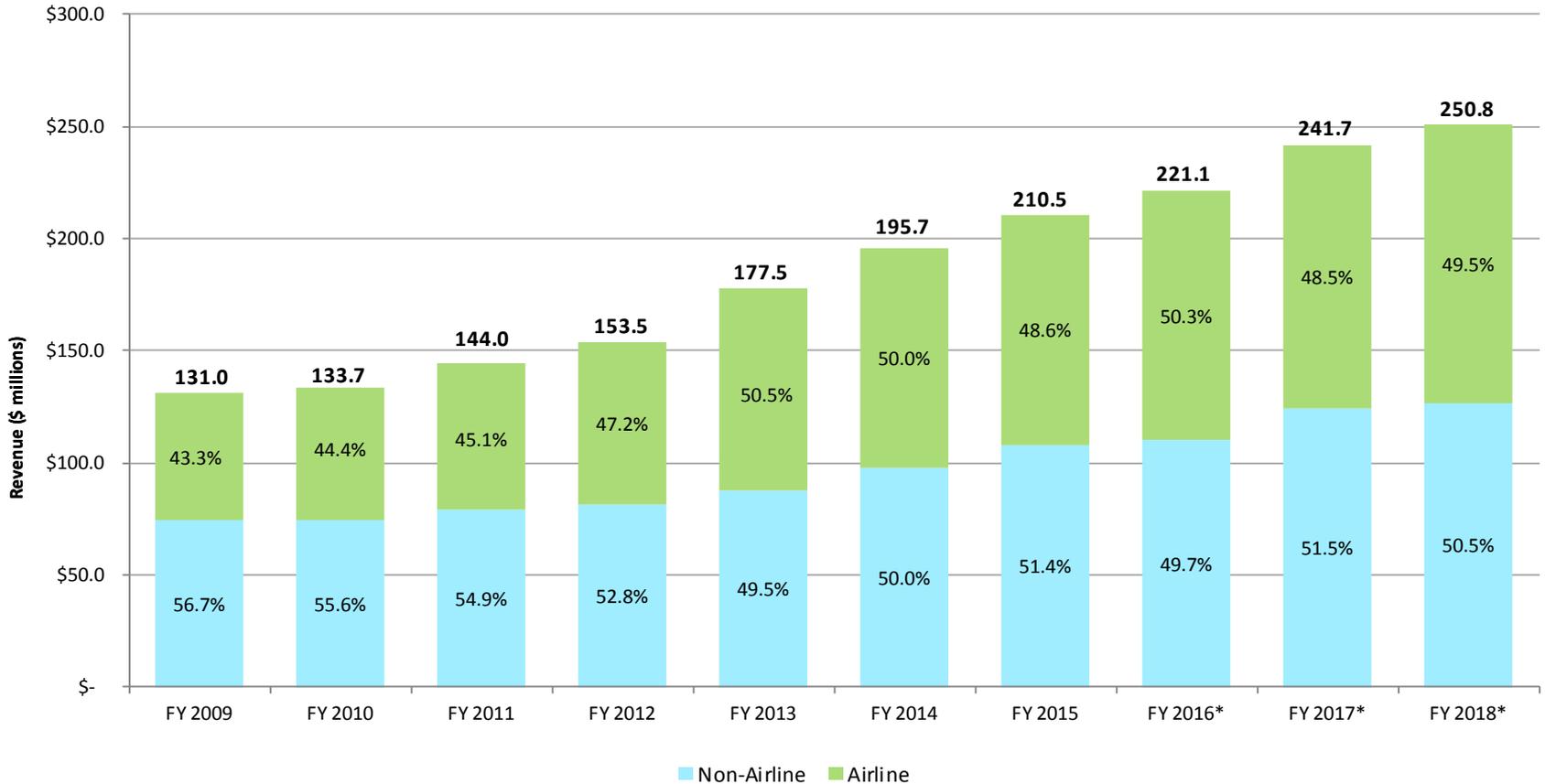
by Select Airports



Median (\$11.48) for the above selected Moody's rated airports

Source: Moody's Investor Service, MFRA Database, as of April 2016

Operating Revenue FY 2009 – FY 2018



* Budgeted FY 2016, FY 2017 & FY 2018



Expense Budget Overview

Expense Assumptions

Personnel

- **Salary and Wages**

- FY 2017-2018 include same assumptions as approved in FY 2017 Conceptual Budget
- Pay-for-performance
- Contractually required union increases

- **Health and Dental Benefits**

- Health: FY 2017-2018 Budget 9.0% renewal rate
- Dental: FY 2017 no increase in rate
FY 2018 Budget 6.0% renewal rate

- **Retirement Benefits**

- FY 2017 Budget actuarial rate 12.9%
- FY 2018 Budget actuarial rate 12.7%

Expense Assumptions *(Cont'd)*

Non-Personnel

- Rental Car Center (RCC) busing costs (paid with CFCs)
- Environmental regulatory requirements increase
- Major maintenance increase due to Facility Condition Assessment results
- Harbor Police increased costs

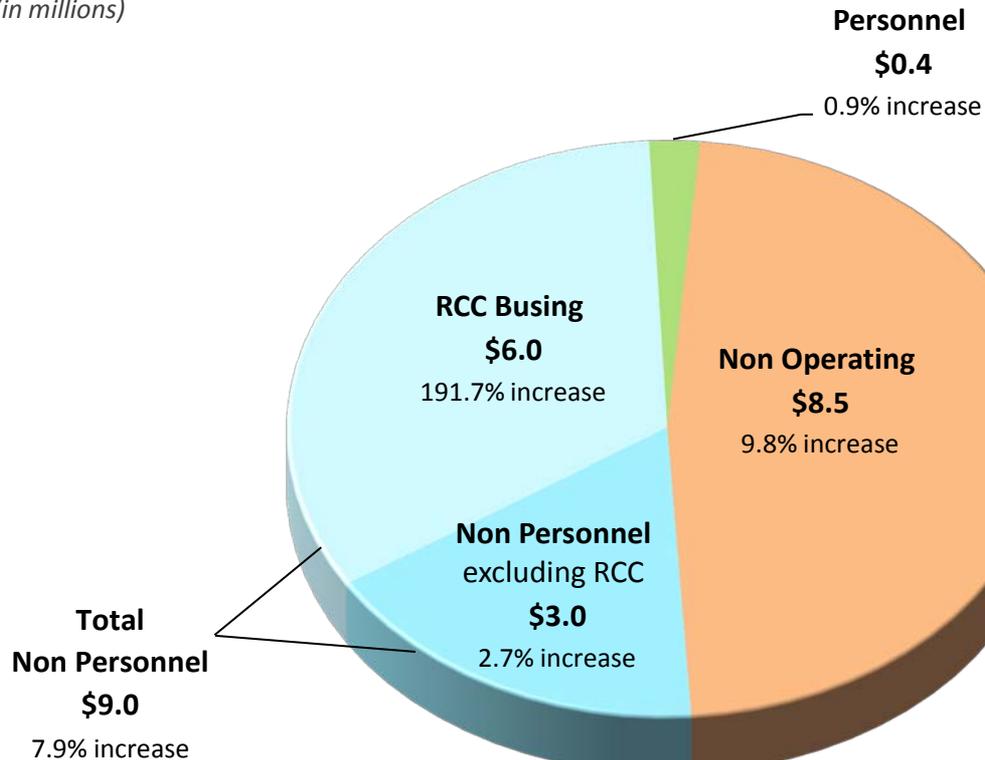
FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Expense Summary

	FY 2015 Actuals	FY 2016 Budget	FY 2017 Conceptual Budget	FY 2017 Proposed Budget	Inc / (Dec) FY 17 Proposed vs FY 16 Budget	% Change	Inc / (Dec) FY 17 Proposed vs FY 17 Conceptual	% Change	FY 2018 Proposed Conceptual Budget	Inc / (Dec) FY 18 Conceptual vs FY 17 Budget	% Change
Operating Expenses:											
Personnel Expenses											
Salaries and Wages	\$ 31,121,811	\$ 33,804,959	\$ 35,101,263	\$ 35,094,014	\$ 1,289,055	3.8%	\$ (7,249)	0.0%	\$ 36,950,799	\$ 1,856,784	5.3%
Premium Overtime	861,308	699,500	701,000	664,500	(35,000)	-5.0%	(36,500)	-5.2%	664,500	-	0.0%
Employee Benefits	13,436,749	17,275,552	18,508,792	16,293,173	(982,379)	-5.7%	(2,215,619)	-12.0%	17,164,628	871,456	5.3%
Subtotal	45,419,868	51,780,011	54,311,055	52,051,687	271,676	0.5%	(2,259,368)	-4.2%	54,779,927	2,728,240	5.2%
Less: Capitalized Labor	(5,424,186)	(5,936,320)	(6,071,838)	(5,833,173)	103,147	-1.7%	238,664	-3.9%	(6,244,809)	(411,635)	7.1%
Less: QHP - Labor/Burden/Labor Overhead	(784,323)	(674,897)	(703,408)	(662,631)	12,265	-1.8%	40,776	-5.8%	(684,707)	(22,075)	3.3%
Total Personnel Expenses	39,211,360	45,168,794	47,535,810	45,555,883	387,088	0.9%	(1,979,928)	-4.2%	47,850,412	2,294,529	5.0%
Non-Personnel Expenses											
Contractual Services	32,422,051	38,273,668	41,307,797	44,698,463	6,424,796	16.8%	3,390,666	8.2%	44,825,395	126,932	0.3%
Safety and Security	24,156,148	27,054,383	28,399,553	29,061,387	2,007,004	7.4%	661,834	2.3%	29,917,194	855,807	2.9%
Space Rental	10,433,251	10,428,514	10,191,450	10,191,450	(237,064)	-2.3%	-	0.0%	10,191,450	-	0.0%
Utilities	10,151,923	13,121,913	14,804,627	12,903,213	(218,700)	-1.7%	(1,901,414)	-12.8%	13,611,308	708,094	5.5%
Maintenance	13,824,283	13,303,671	14,136,099	14,665,767	1,362,096	10.2%	529,668	3.7%	15,279,164	613,397	4.2%
Operating Equipment & Systems	1,811,565	573,065	466,025	365,314	(207,751)	-36.3%	(100,711)	-21.6%	375,192	9,878	2.7%
Operating Supplies	481,494	416,210	420,788	446,912	30,702	7.4%	26,124	6.2%	441,899	(5,012)	-1.1%
Insurance	1,145,376	1,322,477	1,405,457	1,012,758	(309,719)	-23.4%	(392,699)	-27.9%	1,045,818	33,060	3.3%
Employee Programs	1,117,914	1,339,274	1,358,810	1,328,398	(10,876)	-0.8%	(30,411)	-2.2%	1,297,687	(30,711)	-2.3%
Business Development	2,484,624	2,777,327	2,766,134	2,564,368	(212,959)	-7.7%	(201,766)	-7.3%	3,282,200	717,832	28.0%
Equipment Rentals & Repairs	2,214,042	2,803,917	2,807,924	2,727,672	(76,245)	-2.7%	(80,252)	-2.9%	2,637,093	(90,580)	-3.3%
Tenant Improvements	795,723	1,050,000	1,020,000	900,000	(150,000)	-14.3%	(120,000)	-11.8%	990,000	90,000	10.0%
Total Non-Personnel Expenses	101,038,395	112,464,418	119,084,663	120,865,702	8,401,284	7.5%	1,781,039	1.5%	123,894,399	3,028,697	2.5%
Total Operating Expenses	140,249,754	157,633,213	166,620,473	166,421,585	8,788,372	5.6%	(198,888)	-0.1%	171,744,811	5,323,226	3.2%
Non-Operating Expenses:											
Joint Studies/Sound Attenuation	15,025,656	14,734,811	14,738,811	14,834,811	100,000	0.7%	96,000	0.7%	14,834,811	-	0.0%
Debt Service	71,988,437	72,418,977	81,150,716	80,841,954	8,422,977	11.6%	(308,761)	-0.4%	96,086,878	15,244,924	18.9%
Legal Settlements Expense	800	10,000	10,000	10,000	-	0.0%	-	0.0%	10,000	-	0.0%
Total Non-Operating Expenses	87,019,368	87,163,788	95,899,527	95,686,765	8,522,977	9.8%	(212,761)	-0.2%	110,931,689	15,244,924	15.9%
Total Expenses	227,269,122	244,797,001	262,520,000	262,108,350	17,311,350	7.1%	(411,650)	-0.2%	282,676,500	20,568,150	7.8%
Equipment Outlay	577,955	932,000	810,000	1,525,650	593,650	63.7%	715,650	88.4%	1,320,500	(205,150)	-13.4%
Total Authority Expenses incl Equip Outlay	\$ 227,847,077	\$ 245,729,000	\$ 263,330,000	\$ 263,634,000	\$ 17,905,000	7.3%	\$ 304,000	0.1%	\$ 283,997,000	\$ 20,363,000	7.7%

FY 2017 Budget Expense Increase vs. FY 2016 Budget

\$17.9M (7.3%)

(in millions)



FY 2017 Proposed Personnel Summary

by Division

	FY 2016	FY 2017	Total
	Budget	Budget	Variance
Operations	192	195	3
Finance & Asset Management	83	83	0
Development	81	82	1
Executive	69	70	1
TOTAL POSITIONS	425	430	5

FY 2017 Proposed Head Count Changes

<u>Division</u>	<u>Department</u>	<u>Proposed New Position</u>
Operations	Terminals & Tenants	Terminals & Tenants Relations Specialist I (Limited)
Operations	Facilities Management	Maintenance Project Inspector
Operations	Facilities Management	Maintenance Worker I (Limited)
		3
Development	Environmental Affairs	Associate Environmental Specialist
		1
Executive	Risk Management	Safety & Loss Prevention Analyst II
Executive	Vision, Voice & Engagement	Airport Art Program Coordinator II
		2
Executive	Chief Auditor	Auditor (Eliminated)
		-1
Total proposed new positions		5

Major Drivers of FY 2017 Proposed Budget

	Total Inc / (Dec) FY 2017 Budget vs. FY 2016 Budget	Expense Category
Personnel:		
Contracted wage increases and pay-for-performance	\$ 1,021,008	Salaries & Wages
6 new and 1 eliminated position (salaries & burden)	406,296	Salaries & Wages, Employee Benefits
Decrease in overtime, capitalized labor and burden (benefits & employer taxes)	(1,040,216)	Salaries & Wages, Overtime, Capitalized Labor and Employee Benefits
Total Increase / (Decrease) in Personnel	387,088	
Non Operating:		
Interest on Special Facility Bonds	8,170,605	Debt Service
Variable rate debt - Parking Plaza	126,035	Debt Service
American Disability Act (ADA) program study	100,000	Joint Studies
Other, net	126,337	Debt Service
Total Increase / (Decrease) in Non Operating	\$ 8,522,977	

Major Drivers of FY 2017 Proposed Budget *(Cont'd)*

	Total Inc / (Dec) FY 2017 Budget vs. FY 2016 Budget	Expense Category
Non Personnel:		
Operations Division		
Rental Car Center (RCC) busing	\$ 5,963,480	Contractual Services
Law enforcement costs - Harbor Police Department	901,989	Safety and Security
Major maintenance	750,000	Maintenance
Access control system	650,000	Safety and Security
Security guard services	420,000	Safety and Security
Vehicle replacements	392,000	Equipment Outlay
Hood vent maintenance for concessionaires	294,342	Contractual Services
Airfield pavement and striping	243,000	Maintenance
Aircraft Rescue and Fire Fighting (ARFF) contract costs	230,158	Safety and Security
Fuel and vehicle maintenance	(115,000)	Maintenance
RCS radio service	(170,068)	Contractual Services
Utilities	(225,195)	Utilities
Reduction in shuttle operation hours	\$ (350,910)	Contractual Services

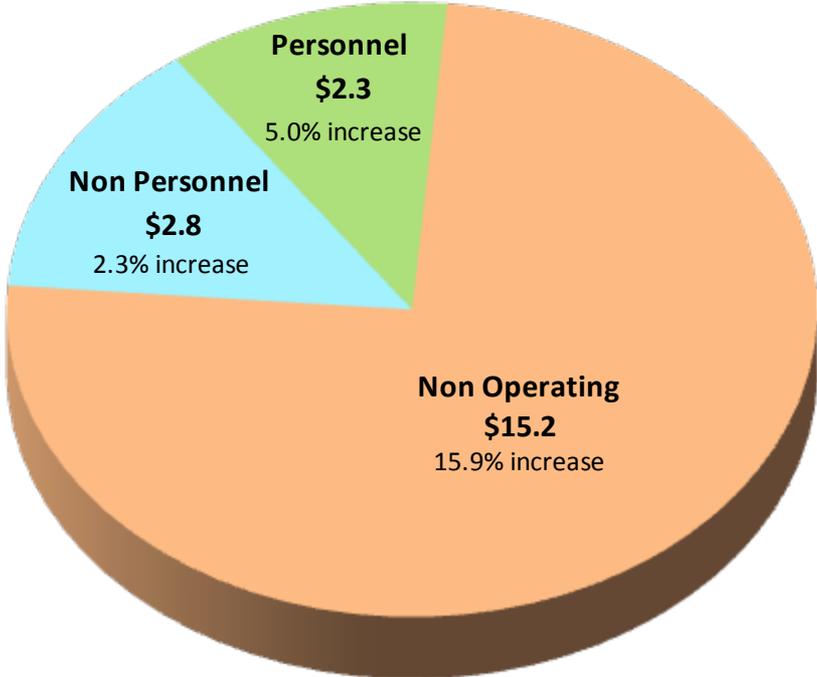
Major Drivers of FY 2017 Proposed Budget *(Cont'd)*

	Total Inc / (Dec) FY 2017 Budget vs. FY 2016 Budget	Expense Category
Development Division		
Environmental Requirements	\$ 798,000	Contractual Services
Refurbishment of jet bridges	240,000	Maintenance
Executive Division		
Risk Management safety consultants	119,222	Contractual Services
Air service marketing incentive	(125,000)	Business Development
Property insurance	(309,719)	Insurance
Legal services	(375,000)	Contractual Services
Finance		
Parking credit card fees	128,709	Contractual Services
Tenant improvements	(150,000)	Tenant Improvements
IT equipment purchases	(175,000)	Equipment Outlay
Taxi hold lot lease	(237,064)	Space rental
Other, net	96,990	
Total within divisions	8,994,934	
Total Increase / (Decrease)	\$ 17,905,000	

FY 2018 Proposed Budget Increase vs. FY 2017 Budget

\$20.4M (7.7%)

(in millions)



FY 2018 Proposed Personnel Summary

by Division

	FY 2017	FY 2018	Total
	Budget	Budget	Variance
Operations	195	199	4
Development	82	84	2
Finance & Asset Management	83	83	0
Executive	70	72	2
TOTAL POSITIONS	430	438	8

FY 2018 Proposed Head Count Changes

Division	Department	Proposed New Position
Operations	Aviation Security/Public Safety	Communication Center Specialist
Operations	Facilities Management	Contract Administrator
Operations	Facilities Management	Inspector, Planner & Estimator
Operations	Facilities Management	Project Manager
		4
Executive	Talent Culture & Capability	Project Manager
Executive	Vision, Voice & Engagement	Marketing Specialist II
		2
Development	Facilities Development	Construction Manager
Development	Facilities Development	Senior Construction Inspector
		2
	Total proposed new positions	8

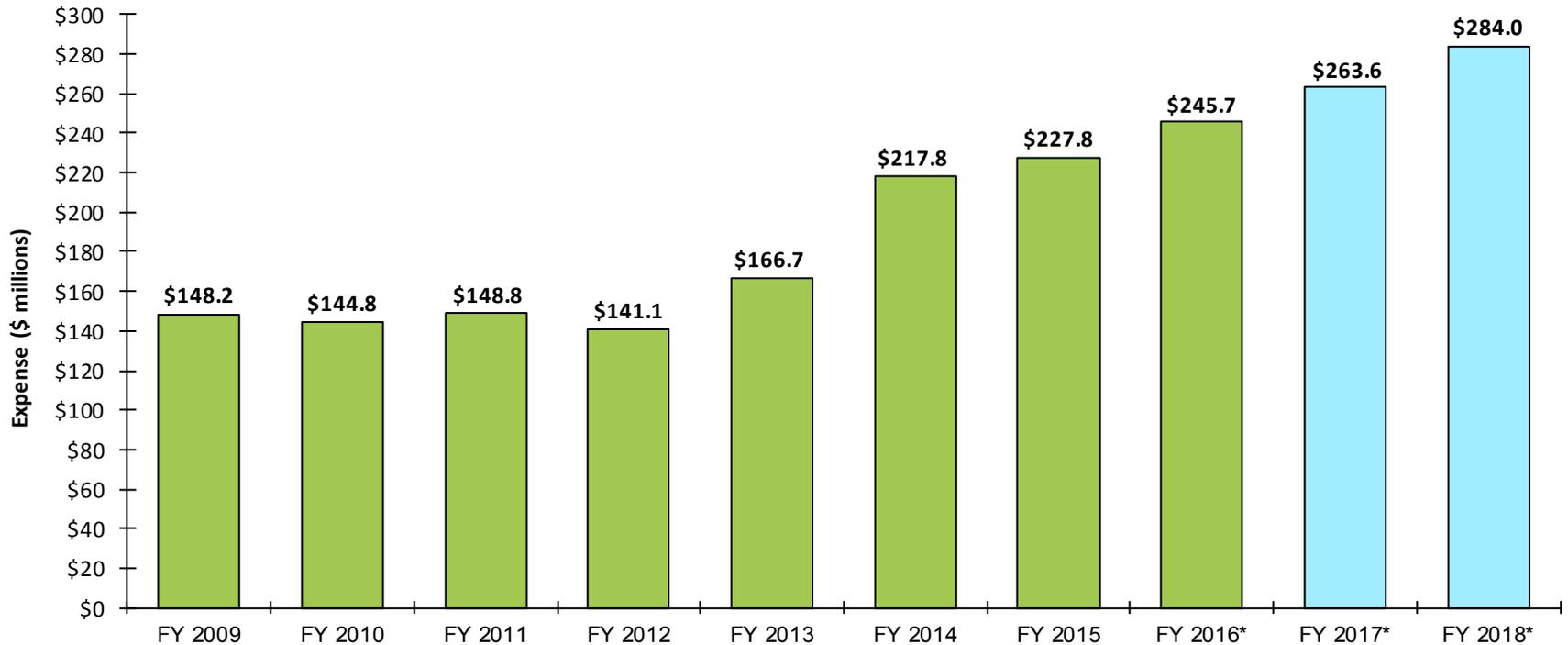
Major Drivers of FY 2018 Proposed Conceptual Budget

	Total Inc / (Dec) FY 2018 Budget vs. FY 2017 Budget	Expense Category
Personnel:		
Contracted wage increases and pay-for-performance	\$ 1,078,316	Salaries and Wages
8 new positions (salaries & burden)	751,978	Salaries and Wages, Employee Benefits
Increase in Salaries, Capitalized Labor and Burden (benefits & employer taxes)	464,236	Salaries & Wages, Overtime, Capitalized Labor and Employee Benefits
Total Increase / (Decrease) in Personnel	2,294,530	
Non Operating:		
Variable rate debt - Parking Plaza	9,556,456	Debt Service
Principal on Special Facility Bonds	5,580,000	Debt Service
Other, net	108,468	Debt Service
Total Increase / (Decrease) in Non Operating	\$ 15,244,924	

Major Drivers of FY 2018 Proposed Conceptual Budget (Cont'd)

	Total Inc / (Dec) FY 2018 Budget vs. FY 2017 Budget	Expense Category
Non Personnel:		
Operations		
Utilities	\$ 706,094	Utilities
Airfield pavement and striping	550,000	Maintenance
Law enforcement costs - Harbor Police Department	546,171	Safety and Security
Parking and shuttle operations	390,710	Contractual Services
Hood vent maintenance for concessionaires	166,000	Contractual Services
Aircraft Rescue and Fire Fighting (ARFF) contract costs	156,862	Safety and Security
Executive		
Sponsorships and marketing activities	509,650	Business Development and Contractual Services
Other, net	(201,942)	
Total Within Divisions	2,823,547	
Total Increase / (Decrease)	\$ 20,363,000	

Total Expenses FY 2009 – FY 2018



* Budgeted FY 2016, FY 2017 & FY 2018



Capital Program Budget Fiscal Years 2017-2021

Capital Program Budget Summary

FY 2016 – FY 2020 Capital Program	\$ 491,024,228
Rental Car Center	316,124,104
The Green Build (T2W Roof & Project Closeout)	<u>7,178,330</u>
FY 2016 – FY 2020 Capital Program Budget	\$ 814,326,662
FY 2016 – FY 2020 Project Closeouts / Adjustments	\$ (64,098,948)
Proposed Terminal 2 Parking Plaza Adjustment *	<u>45,720,000</u>
FY 2016 – FY 2020 Capital Program Balance	\$ 795,947,714
Proposed FY 2017 – FY 2021 Capital Projects/Adjust.	\$ 96,679,419
Proposed Airport Development Plan	<u>54,900,000</u>
Proposed FY 2017 – FY 2021 Capital Program Budget	<u><u>\$ 947,527,133</u></u>

Current CIP Projects

(\$ in millions)

Project	Status	Budget	Funding Source	Pre FY 17	FY 17	FY 18	FY 19	FY 20	FY 21
Strategic Master Drainage Plan	Planning	0.6	Bonds	0.4	0.2				
SDIA Airport Development Plan	Planning	6.5	PFC	5.0	1.5				
Wind Tunnel South-Facing Wall - Public Art	Planning	0.3	Cash	0.2	0.1				
Expand Wi-Fi Coverage in Terminals	Planning	2.8	Cash	0.2	2.5	0.1			
Update IT Master Plan	Planning	0.3	Cash	0.1	0.2				
Facilities Condition Assessment	Planning	0.8	Cash	0.3	0.5				
Airport Centralized Communication Center	Planning	0.3	Cash		0.3				
Rehabilitate Runway 9-27 Pavement	Planning	19.6	AIP / PFC / Cash	0.1	1.8	9.1	8.6		
Rehabilitate Cross Taxiways (B1, B4-B7, C1-C6, D & CT Apron)	Planning	12.3	AIP / PFC / Cash	0.1	1.2	7.3	3.7		
ADP Phase 1 Programmatic Documents	Planning	0.5	Cash	0.5					
Ground Transportation Improvements	Planning	0.8	Cash	0.8					
Ground Transportation Systems-Phase 3 (Virtual Hold Lot)	Planning	1.1	Cash	0.1	1.0				
Commuter Terminal 1st Floor Build-out	Planning	1.5	Cash	0.6	0.9				
Cargo Development Oversight	Planning	1.6	Cash		1.3	0.3			

Current CIP Projects

(\$ in millions)

Project	Status	Budget	Funding Source	Pre FY 17	FY 17	FY 18	FY 19	FY 20	FY 21
Cargo Taxiways	Planning	9.5	PFC		4.7	4.8			
Environmental Assessment for Taxiway B Relocation	Planning	0.3	PFC / Cash			0.3			
Relocate Taxiway B - Phase II	Planning	30.0	AIP / PFC						30.0
Develop Mitigation Plan for Least Terns	Planning	2.0	Cash		0.4	1.2	0.4		
Reconstruct Aprons at Cargo Terminal and Terminal 1	Planning	1.2	Cash			0.2	1.0		
HVAC Modernization (Pending FCA)	Planning	16.5	Cash	0.1	3.0	3.0	3.0	7.4	
Electrical Modernization (Pending FCA)	Planning	5.6	Cash		1.0	1.0	1.0	2.6	
Modernize Vertical Conveyance T1 & T2W (Pending FCA)	Planning	4.4	Cash		3.0	1.4			
Fire Suppression System (Pending FCA)	Planning	3.0	Cash			2.9	0.1		
T1 & T2E Roof Replacement (Pending FCA)	Planning	15.0	Cash			7.5	7.5		
CT Roof Replacement (Pending FCA)	Planning	3.0	Cash			2.7	0.3		
CT – Replace 2 Boilers (Pending FCA)	Planning	1.5	Cash		1.5				
Replace & Refurbish Passenger Boarding Bridges	Design	23.3	PFC / Cash	1.1	4.2	14.8	3.2		
Replace Terminal Seating in T1 & T2	Design	5.7	Cash	0.4	5.2	0.1			

Current CIP Projects

(\$ in millions)

Project	Status	Budget	Funding Source	Pre FY 17	FY 17	FY 18	FY 19	FY 20	FY 21
T2E Improvements	Design	5.6	Cash	0.4	4.0	1.2			
Observation Area at Palm Street	Design	2.2	Cash	0.2	2.0				
Terminal Paging System Upgrade	Design	2.3	Cash	0.1	2.0	0.2			
Admiral Boland Way Signage & Traffic Analysis	Design	0.4	Cash	0.2	0.2				
T2W Restroom Remodel	Design	2.2	Cash	0.4	1.5	0.3			
Replace 2 ARFF Vehicles	Design	2.6	PFC / Cash	0.2	0.2	2.2			
Demolition of World Trade Center	Design	1.3	Cash	0.1	1.2				
Clear OFA - Taxiway B	Design	8.9	PFC / Cash	0.8	8.1				
Upgrade Remaining 12 Remote Noise Monitoring Poles	Design	0.7	PFC / Cash	0.6	0.1				
Air Freight Buildings Roof Replacement	Design	1.6	Cash	0.4	1.2				
Solid Waste Disposal and Recycling Facility	Design	1.7	Cash	0.5	1.2				
Construct Concessionaire & Janitorial Wash Areas	Design	0.8	Cash	0.2	0.6				
Widen Sassafras Street Intersection	Design	6.0	CFC	0.8	2.8	2.4			
CBP Global Entry Enrollment Center	Design	0.4	Cash	0.3	0.1				

Current CIP Projects

(\$ in millions)

Project	Status	Budget	Funding Source	Pre FY 17	FY 17	FY 18	FY 19	FY 20	FY 21
Terminal 2 Parking Plaza	Design	126.6	VRD* / Cash	11.9	57.0	56.8	0.9		
Parking Plaza - Public Art	Design	1.2	Cash	0.2	0.4	0.4	0.2		
Palm Street Park - Public Art	Design	0.6	Cash	0.4	0.2				
Enterprise Content Management System	Construction	1.5	Cash	1.4	0.1				
E-Project Management System	Construction	0.6	Cash	0.6					
Update Ground Transportation Systems - Phase 2	Construction	0.8	Cash	0.8					
Update Ground Transportation Software - Phase 2	Construction	0.5	Cash	0.5					
CT Exterior East-Facing Wall - Public Art	Construction	0.3	Bonds	0.1	0.1			0.1	
SDIA Wayfinding Signage/Directories - Parking	Construction	0.7	Cash	0.7					
SDIA Wayfinding Signage/Directories - Terminals/Software	Construction	0.5	Cash	0.5					
Restaurant Development at RCC	Construction	6.9	Cash	6.9					
Rehabilitate Cross Taxiway B8 and Terminal Aprons	Construction	8.5	PFC / Cash	8.0	0.5				
Develop Administrative Space	Construction	5.3	Cash	4.1	1.2				
McCain Road Parking Lot	Construction	0.7	Cash	0.3	0.4				

Current CIP Projects

(\$ in millions)

Project	Status	Budget	Funding Source	Pre FY 17	FY 17	FY 18	FY 19	FY 20	FY 21
Construct Taxi Hold Lot	Construction	5.7	Cash	4.5	1.2				
Interim Waste Storage Facility	Construction	0.6	Cash	0.5	0.1				
Exhibition Display Equipment - Public Art	Construction	0.1	Cash	0.1					
T2E Ceiling Art Integration - Public Art	Construction	0.3	Cash	0.3					
FMD Capital Expenditures - Terminal	Construction	3.9	Cash	3.4	0.5				
RCC Small Market-share Build-outs	Closeout	4.7	Cash	4.6	0.1				
Runway 9 Displaced Threshold Relocation	Closeout	5.6	AIP/PFC/Cash	5.3	0.3				
Interior North Side Road and Utilities	Closeout	17.8	Bonds / Cash	17.8					
North Side Utility Infrastructure - Storm Drain Trunk	Closeout	15.9	AIP/CFC/Bonds/Cash	15.9					
Comprehensive Strategic Master Drainage Plan	Closeout	0.5	Bonds	0.5					
Terminal Link Road	Closeout	16.6	CFC/Bonds/Cash	16.5	0.1				
Update Ground Transportation Systems - Phase I	Closeout	1.9	Cash	1.9					
SDIA Wayfinding Signage/Directories - RCC	Closeout	1.1	CFC	1.1					
SDIA Wayfinding Signage/Directories - RCC Bus Notification Sys.	Closeout	0.5	CFC	0.5					

Current CIP Projects

(\$ in millions)

Project	Status	Budget	Funding Source	Pre FY 17	FY 17	FY 18	FY 19	FY 20	FY 21
SDIA Wayfinding Signage/Directories - RCC Caltrans Freeway Signs	Closeout	0.6	CFC	0.4	0.2				
Northside Additional Landscaping	Closeout	3.9	CFC / Cash	3.9					
Construct North Side Bypass Taxiway	Closeout	10.0	AIP / PFC	9.9	0.1				
Reconfigure Security Checkpoint 2 & Refurbish T1 Rotundas & Bag Claim	Closeout	8.4	Bonds	8.4					
Construct RCC Bus Parking Facility	Closeout	8.8	CFC / Cash	8.8					
T2E CUPPS Expansion	Closeout	2.8	Cash	2.8					
Employee Parking Lot 6 Expansion	Closeout	5.6	Cash	5.6					
Pavement Rehabilitation - Air Freight Bldg.	Closeout	1.1	Cash	1.1					
East Side Fiber Loop Installation	Closeout	0.7	Cash	0.7					
Public Art Allowance	Program	1.4	Bonds / Cash		0.3	0.3	0.3	0.5	
Total FY 2016 – 2020 CIP Program									\$ 479.8

FY 2017 – 2021 Proposed CIP Projects

(\$ in millions)

Project	Budget	Funding Source	FY 17	FY 18	FY 19	FY 20	FY 21
Rehabilitate Gates 40/41 Apron Pavement	1.2	Cash	1.0	0.2			
Terminal 2 Loop Pavement - Seal coat	0.8	Cash	0.7	0.1			
Rehabilitate Terminal 1 Loop Pavement	5.6	Cash	1.7	3.9			
Rehabilitate Northside Vehicle Service Road	12.2	Cash	1.8	10.4			
Rehabilitate Terminal 2 Apron Pavement	16.6	Cash			5.3	11.3	
Rehabilitate Terminal 2 Loop Pavement	2.1	Cash			1.4	0.7	
Rehabilitate South Side Cargo Apron	7.0	Cash				3.1	3.9
Replace Sidewalk T2W Existing to Green Build	1.8	Cash	1.7	0.1			
Admiral Boland Way Entry/Exit Gates	2.1	Cash	1.8	0.3			
Acquire RCC Buses	5.0	CFC		5.0			
Admiral Boland Way Traffic & Signage Analysis	0.5	Cash	0.5				
Improvements to FIS Facility	6.3	Cash	4.4	1.9			
Replace Existing Generator at CUP	6.1	Cash		6.1			
Facilities Condition Assessment	0.8	Cash					.8
Total FY2017-2021 Proposed New CIP Projects	\$ 68.1						

FY 2017 – 2021 Proposed CIP Adjustments

(\$ in millions)

Project	Budget	Funding Source	FY 17	FY 18	FY 19	FY 20	FY 21
Replace/Refurbish Passenger Boarding Bridges	9.0	Cash				4.5	4.5
SDIA Airport Development Plan	2.5	Cash	1.2	1.3			
Rehabilitate Runway 9-27	1.5	Cash	1.5				
Rehabilitate Cross Taxiways & CT Apron	1.7	Cash	1.7				
Capital Project Allowance	5.0	Cash	5.0				
Public Art Allowance	0.2	Cash		0.3			
FMD Capital Allowance	8.6	Cash	1.7	1.7	1.7	1.8	1.7
Total FY 2017 – 2021 Proposed Adjustments	\$ 28.6						
Total FY 2017 – 2021 Proposed CIP Projects/Adj.	\$ 96.7						

Airport Development Program (ADP) Projects

(\$ in millions)

Project	Budget	Funding Source	FY 17	FY 18	FY 19	FY 20	FY 21
Programmatic Documents	18.0	Cash	9.0	9.0			
Construct Taxiway "A"	36.9	Cash			11.1	25.8	
Total ADP Projects	\$ 54.9						

FY 2017 – 2021 Capital Program Summary

(\$ in millions)

Project	Budget
Total FY 2016 – 2020 CIP Program / Closeouts and Adjustments	\$479.8
Rental Car Center *	<u>316.1</u>
FY 2016 - FY 2020 Capital Program Balance	795.9
Total FY 2017 – 2021 Proposed CIP Projects / Adjustments	96.7
Airport Development Program	54.9
Grand Total FY 2017 – 2021 Capital Program	<u><u>\$947.5</u></u>

* CFC funded



Plan of Finance Fiscal Years 2017-2021

Uses of Funds by Location Pre FY 2017 - FY 2021

(in thousands)

<u>Location</u>	<u>Capital Program</u>
Landside and Ancillary	\$ 582,943
Terminal	123,032
Airside	194,136
Admin	47,415
Finance Costs	69,195
Total	\$ 1,016,723

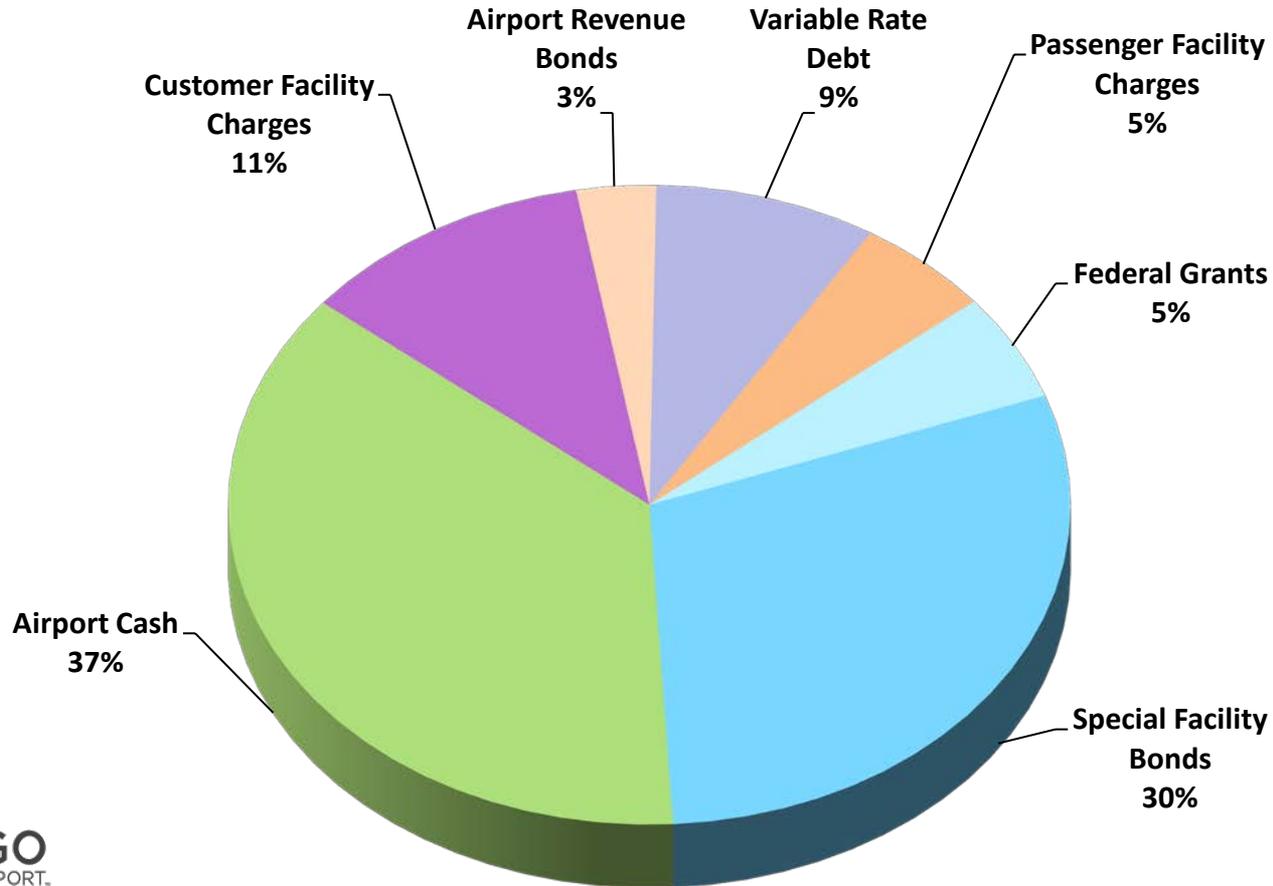
Uses and Sources of Funds

(in thousands)

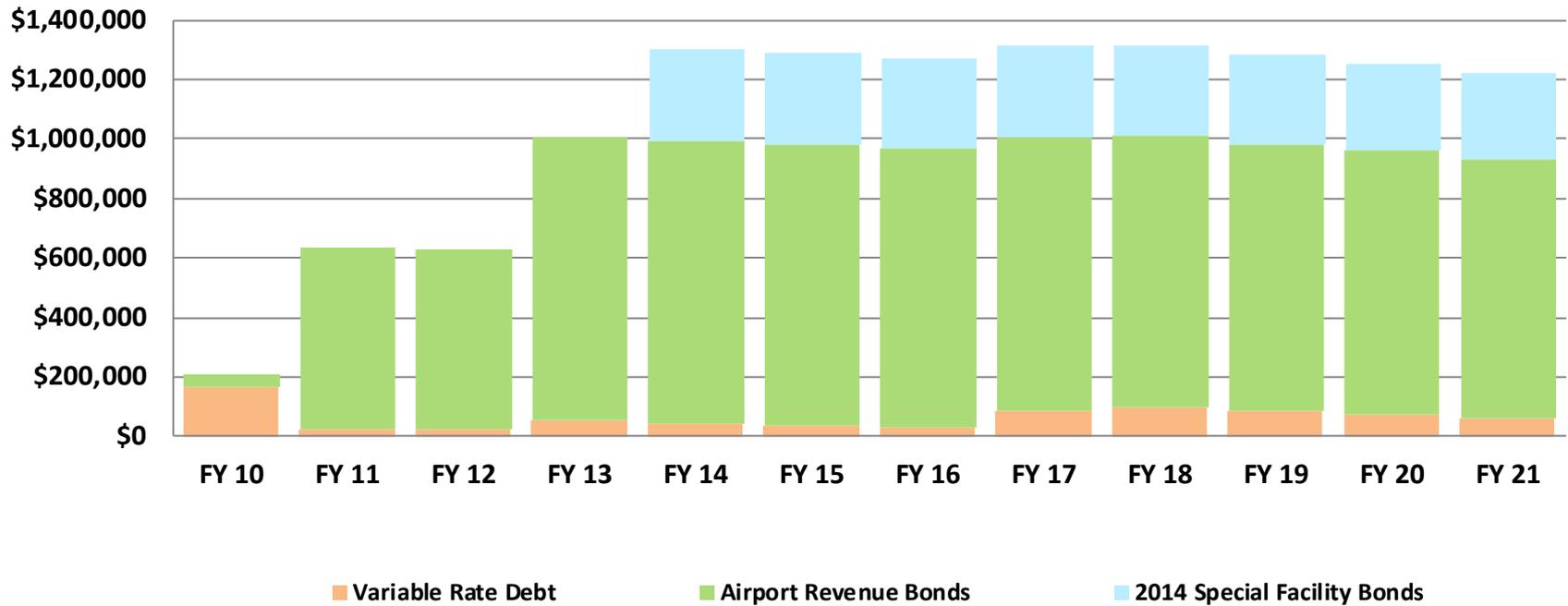
<u>Total Use of Funds</u>							
	Pre FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Capital Program	\$ 483,614	\$ 154,803	\$ 160,695	\$ 49,747	\$ 87,772	\$ 10,897	\$ 947,527
Finance Costs	69,195	-	-	-	-	-	69,195
Total	\$ 552,809	\$ 154,803	\$ 160,695	\$ 49,747	\$ 87,772	\$ 10,897	\$ 1,016,723

<u>Total Sources of Funds</u>							
	Pre FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Airport Cash	\$88,991	\$65,691	\$105,471	\$48,767	\$54,272	\$10,897	\$374,089
Special Facility Bonds	301,543	-	-	-	-	-	301,543
Customer Facility Charges	112,138	2,925	-	-	-	-	115,064
Variable Rate Debt	-	57,100	29,739	-	-	-	86,839
Federal Grants	18,653	1,350	9,135	-	26,000	-	55,138
Passenger Facility Charges	841	27,390	16,350	980	7,500	-	53,060
Airport Revenue Bonds	30,643	347	-	-	-	-	30,990
TOTAL SOURCES OF FUNDS	\$ 552,809	\$ 154,803	\$ 160,695	\$ 49,747	\$ 87,772	\$ 10,897	\$ 1,016,723

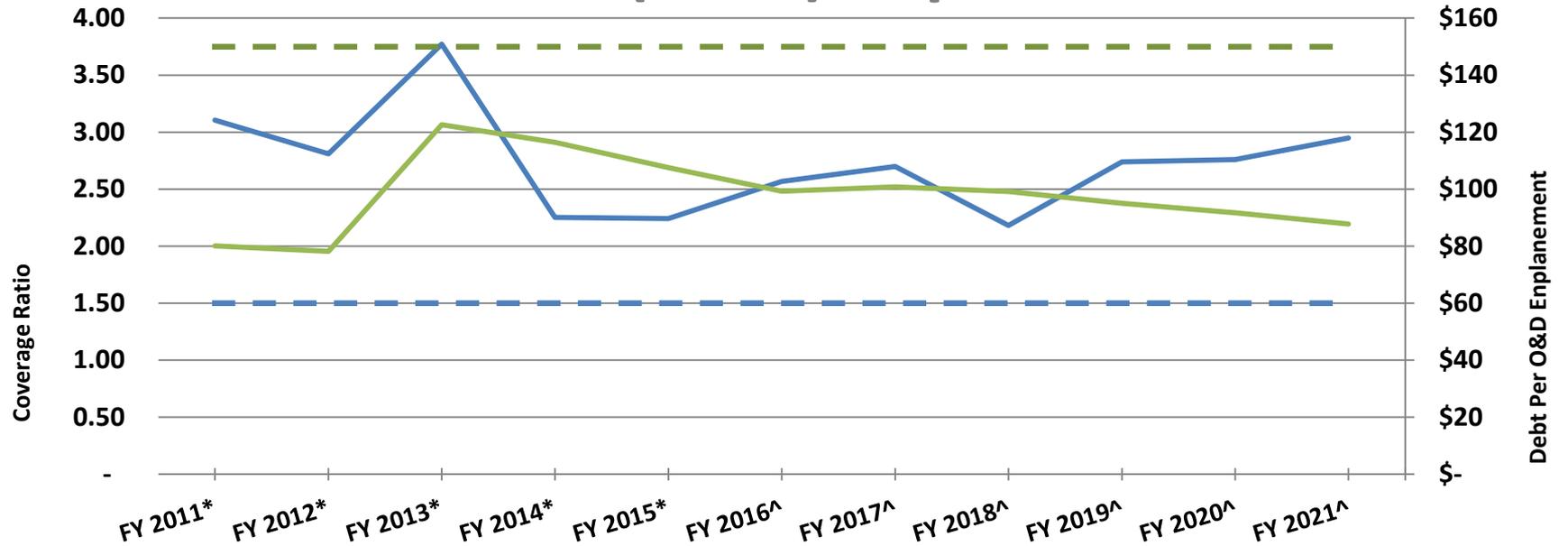
Total Sources of Funds Pre FY 2017-FY 2021



Aggregate Debt FY 2010 - FY 2021



Coverage Ratio, Debt Per Origin & Destination (O&D) Enplanement



* Actuals
^ Forecast

— Coverage Ratio

— Debt Per O&D Enplanement

— Coverage Ratio Target Minimum - 1.50X

— Debt Per O&D Enplanement Target Maximum - \$150.00

Coverage Ratio, Debt Per Origin & Destination (O&D) Enplanement

Fiscal Year	Outstanding Debt ¹ (in thousands)	Debt per O&D EPAX ²	Debt Coverage ³
FY 2011*	\$635,298	80.07	3.11
FY 2012*	\$630,538	78.22	2.81
FY 2013*	\$1,006,596	122.56	3.77
FY 2014*	\$994,339	116.47	2.25
FY 2015*	\$982,375	107.60	2.24
FY 2016^	\$965,556	99.23	2.57
FY 2017^	\$1,005,293	100.80	2.70
FY 2018^	\$1,008,627	99.14	2.18
FY 2019^	\$981,369	95.04	2.68
FY 2020^	\$958,901	91.67	2.69
FY 2021^	\$930,302	87.79	2.88

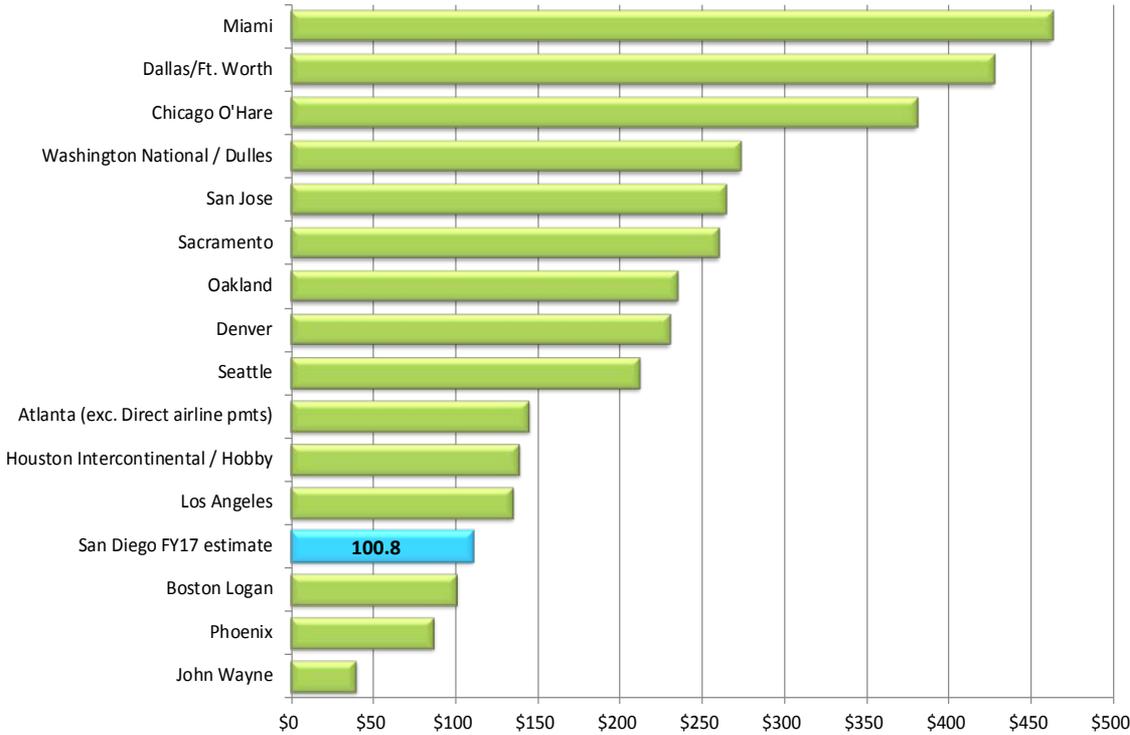
* Actuals
^ Forecast

¹ Debt excludes Special Facility bonds

² Target per Debt Policy is no more than \$150 per O&D enplaned passenger (excluding CFC backed Special Facility)

³ Target minimum per Debt Policy: 1.50x

Airline Debt Per Origin & Destination (O&D) Enplanements by Select Airports



Median (\$230.0) for the above selected Moody's rated airports



Source: Moody's Investor Service, MFRA Database, as of April 2016



Conclusion

Conclusion

- Follows the Authority's legislative and regulatory mandates
- Provides necessary resources to accomplish the Authority's Strategies and Initiatives
- Enhances the financial position of the Authority through revenue enhancement and cost reduction / containment
- Demonstrates the discipline necessary to remain a sustainable enterprise
- Supports regional transportation partnerships and community outreach
- Maintains competitive rates for airline tenants and airport users
- Supports continued efforts to create sustainable Long Term Capital Plan and addresses facility maintenance needs

Questions?

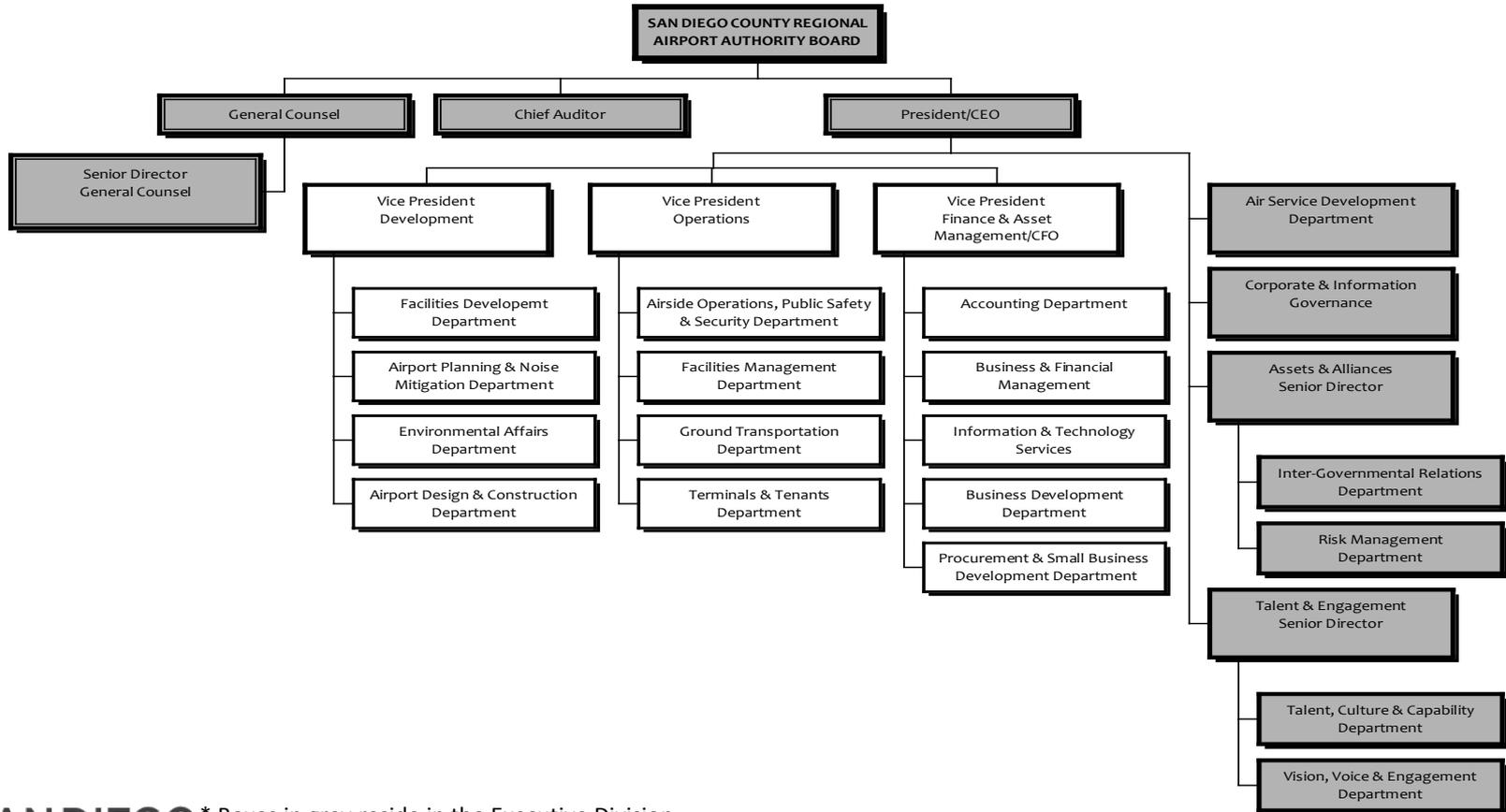


Appendix

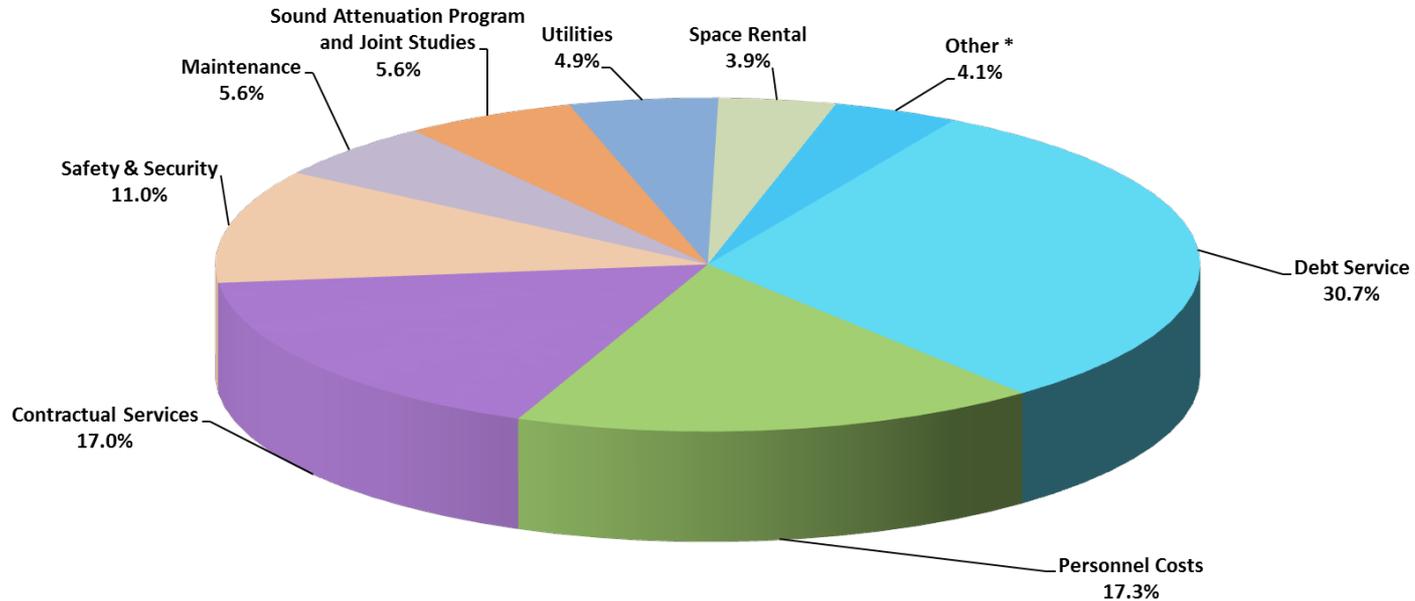


Expense Overview

SDCRAA Organizational Chart



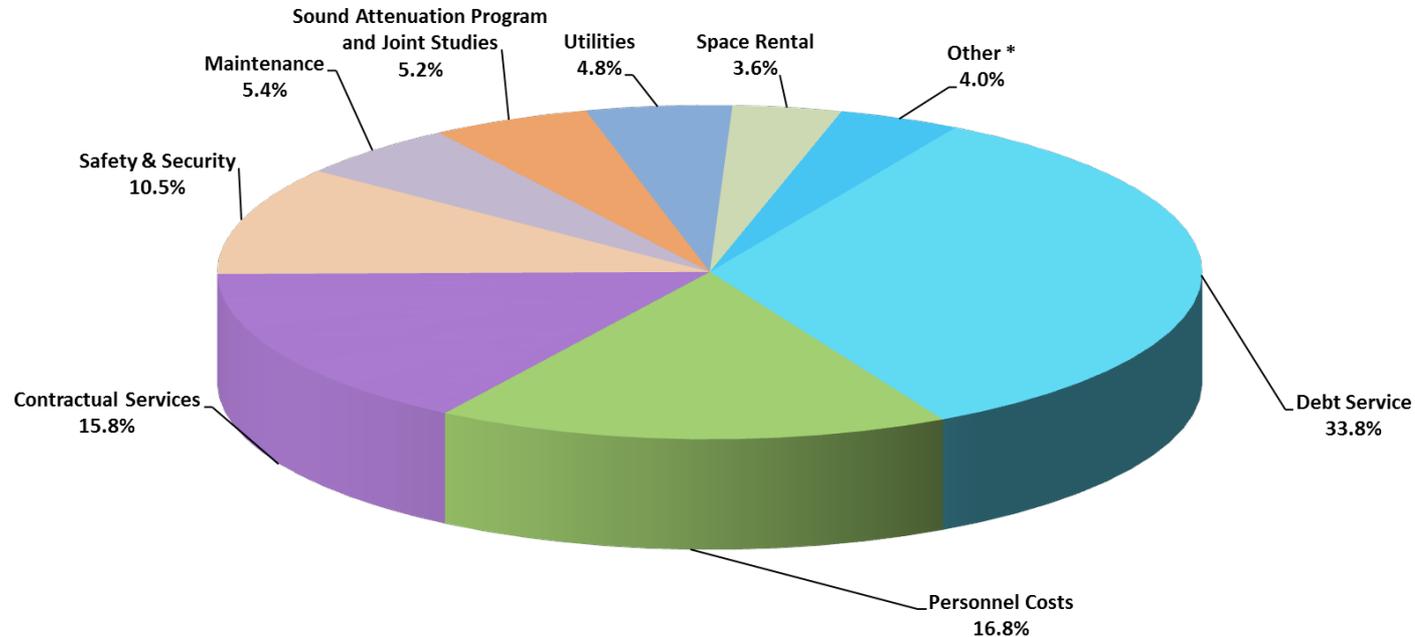
FY 2017 Proposed Expense Budget by Category



* Other includes equipment rental & repair, business development, employee programs, insurance, tenant improvements, operating equipment & supplies and equipment outlay

Total FY 2017 Proposed Budget is \$263.6M

FY 2018 Proposed Conceptual Expense Budget by Category



* Other includes equipment rental & repair, business development, employee programs, insurance, tenant improvements, operating equipment & supplies and equipment outlay

Total FY 2018 Proposed Budget is \$284.0M

FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Expense Summary

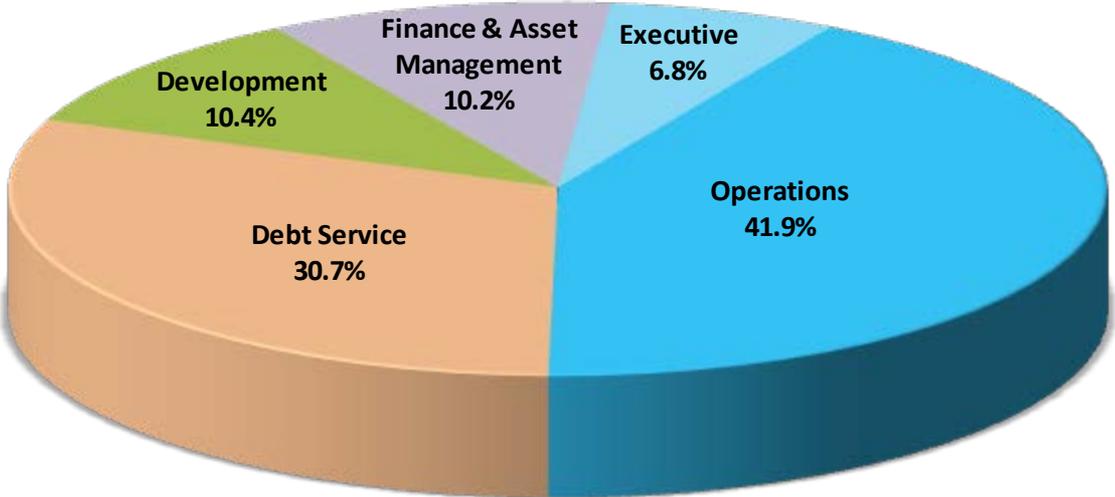
by Department

Department	FY 2015 Actuals	FY 2016 Budget	FY 2017 Conceptual Budget	FY 2017 Proposed Budget	Inc/(Dec) FY17 Budget vs FY16 Budget	% Change	FY 2018 Proposed Conceptual Budget	Inc/(Dec) FY18 Conceptual vs FY17 Budget	% Change
Executive Offices	\$ 1,001,459	\$ 1,120,721	\$ 1,167,079	\$ 1,131,124	\$ 10,403	0.93%	\$ 1,175,672	\$ 44,549	3.94%
General Counsel	1,954,520	2,595,823	2,635,216	2,246,277	(349,546)	-13.47%	2,270,815	24,539	1.09%
Chief Auditor	1,186,414	1,217,607	1,251,038	1,209,163	(8,444)	-0.69%	1,234,046	24,883	2.06%
Board Services	162,491	181,500	185,500	165,800	(15,700)	-8.65%	165,800	-	0.00%
Corporate & Information Governance	1,002,762	1,124,650	1,126,261	985,435	(139,214)	-12.38%	1,016,167	30,732	3.12%
Talent Culture & Capability	2,808,918	3,286,749	3,403,616	3,442,595	155,846	4.74%	3,663,548	220,953	6.42%
Vision, Voice & Engagement	3,425,834	3,874,478	4,171,858	4,236,435	361,957	9.34%	4,834,986	598,552	14.13%
Risk Management	2,059,839	2,410,123	2,496,630	2,414,791	4,668	0.19%	2,475,327	60,536	2.51%
Intergovernmental Relations	780,987	896,717	912,932	764,317	(132,400)	-14.77%	774,930	10,613	1.39%
Air Service Development	1,289,176	1,311,382	1,377,037	1,279,371	(32,011)	-2.44%	1,292,493	13,122	1.03%
Executive Division	15,672,399	18,019,750	18,727,167	17,875,307	(144,443)	-0.80%	18,903,784	1,028,478	5.75%
Ground Transportation	18,307,254	22,465,846	25,719,225	28,073,613	5,607,766	24.96%	28,515,280	441,667	1.57%
Terminals & Tenants	10,839,608	11,379,243	11,409,701	11,771,770	392,527	3.45%	12,010,950	239,180	2.03%
Facilities Management	33,178,785	35,008,888	38,050,278	35,326,089	317,201	0.91%	37,502,556	2,176,467	6.16%
Aviation Security/Public Safety	23,049,333	24,855,786	25,869,376	26,760,600	1,904,814	7.66%	27,435,430	674,830	2.52%
Airside Operations	7,532,185	8,410,987	8,666,253	8,652,915	241,928	2.88%	8,917,072	264,157	3.05%
Operations Division	92,907,165	102,120,750	109,714,833	110,584,986	8,464,236	8.29%	114,381,288	3,796,303	3.43%
Environmental Affairs	3,213,677	3,951,622	4,093,178	5,916,035	1,964,413	49.71%	5,794,945	(121,090)	-2.05%
Airport Planning & Noise Mitigation	17,930,220	18,598,486	18,669,119	18,534,875	(63,611)	-0.34%	18,637,608	102,733	0.55%
Facilities Development	2,274,698	2,408,661	2,457,694	2,663,567	254,906	10.58%	2,727,181	63,613	2.39%
Airport Design & Construction	259,548	164,172	169,513	364,044	199,872	121.75%	329,705	(34,338)	-9.43%
Development Division	23,678,143	25,122,942	25,389,504	27,478,522	2,355,580	9.38%	27,489,440	10,918	0.04%
Business Development	145,760	320,903	275,873	410,660	89,757	27.97%	417,923	7,263	1.77%
Information & Technology Services	7,592,209	8,158,588	8,387,910	7,974,902	(183,686)	-2.25%	8,063,781	88,878	1.11%
Business and Financial Management	15,019,101	15,663,745	15,623,300	15,335,374	(328,371)	-2.10%	15,493,983	158,609	1.03%
Accounting	1,580,225	1,593,645	1,687,518	1,636,204	42,559	2.67%	1,653,804	17,600	1.08%
Procurement and Small Business Development	1,964,782	2,127,916	2,202,924	2,104,394	(23,522)	-1.11%	2,160,798	56,405	2.68%
Other *	(2,701,185)	181,785	170,256	(608,302)	(790,087)	-434.63%	(654,679)	(46,377)	7.62%
Financial & Asset Management Division	23,600,893	28,046,582	28,347,781	26,853,232	(1,193,350)	-4.25%	27,135,610	282,378	1.05%
Debt Service	71,988,477	72,418,977	81,150,716	80,841,954	8,422,977	11.63%	96,086,878	15,244,924	18.86%
Total Budget	\$ 227,847,077	\$ 245,729,000	\$ 263,330,000	\$ 263,634,000	\$ 17,905,000	7.29%	\$ 283,997,000	\$ 20,363,000	7.72%

* Vacancy savings and workers compensation losses

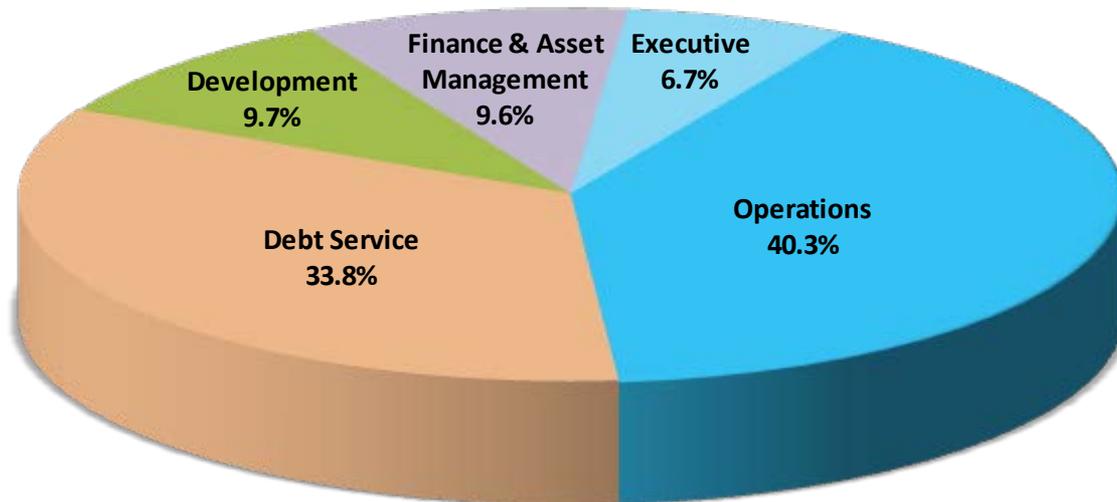
FY 2017 Proposed Expense Budget

by Division



Total FY 2017 Proposed Budget is \$263.6M

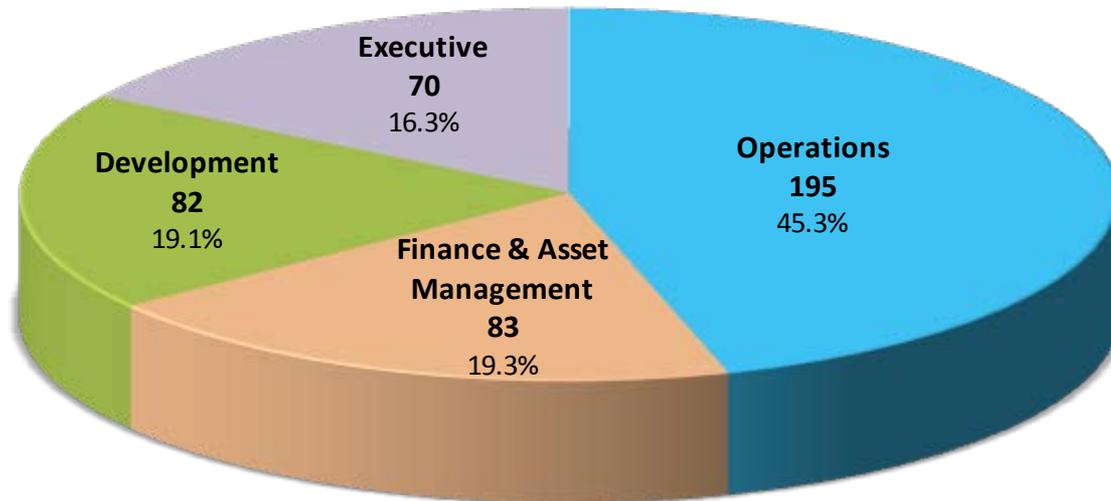
FY 2018 Proposed Conceptual Expense Budget by Division



Total FY 2018 Proposed Budget is \$284.0M

FY 2017 Proposed Budget

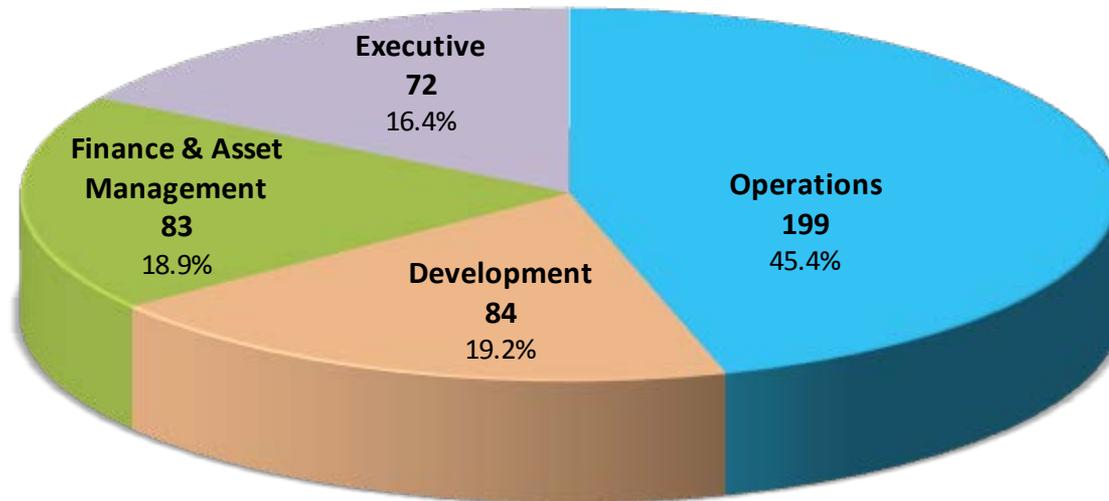
Personnel by Division



Total Proposed Positions are 430

FY 2018 Proposed Conceptual Budget

Personnel by Division



Total Proposed Positions are 438

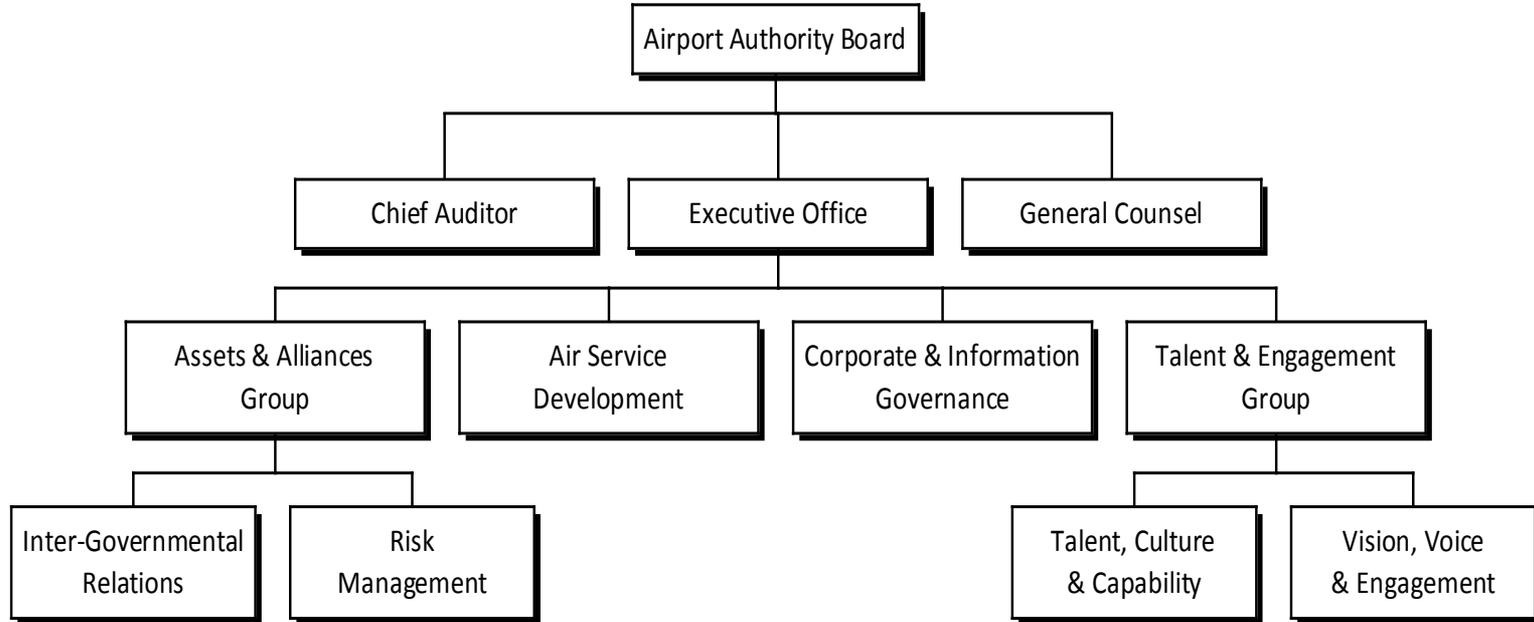


Division Budgets



Executive Division

FY 2016 – 2017 Organizational Structure



FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Expense Summary

	FY 2015 Actuals	FY 2016 Budget	FY 2017 Conceptual Budget	FY 2017 Proposed Budget	Inc / (Dec) FY 17 Proposed vs FY 16 Budget	% Change	Inc / (Dec) FY 17 Proposed vs FY 17 Conceptual	% Change	FY 2018 Proposed Conceptual Budget	Inc / (Dec) FY 18 Conceptual vs FY 17 Budget	% Change
Operating Expenses:											
Personnel Expenses											
Salaries and Wages	\$ 6,110,060	\$ 6,787,113	\$ 7,071,943	\$ 7,221,020	\$ 433,907	6.4%	\$ 149,077	2.1%	\$ 7,616,336	\$ 395,316	5.5%
Premium Overtime	2,116	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Employee Benefits	2,886,087	3,118,540	3,350,967	3,072,588	(45,952)	-1.5%	(278,379)	-8.3%	3,214,589	142,001	4.6%
Subtotal	8,998,263	9,905,654	10,422,910	10,293,609	387,955	3.9%	(129,301)	-1.2%	10,830,925	537,317	5.2%
Less: Capitalized Labor	(26,080)	(103,298)	-	-	103,298	-100.0%	-	0.0%	-	-	0.0%
Less: QHP - Labor/Burden/Labor Overhead	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Personnel Expenses	8,972,183	9,802,356	10,422,910	10,293,609	491,253	5.0%	(129,301)	-1.2%	10,830,925	537,317	5.2%
Non-Personnel Expenses											
Contractual Services	3,104,238	4,147,350	4,191,250	4,009,972	(137,378)	-3.3%	(181,278)	-4.3%	3,848,522	(161,450)	-4.0%
Safety and Security	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Space Rental	2,800	1,200	1,200	1,200	-	0.0%	-	0.0%	1,200	-	0.0%
Utilities	19,750	3,400	3,425	1,975	(1,425)	-41.9%	(1,450)	-42.3%	1,975	-	0.0%
Maintenance	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Operating Equipment & Systems	11,180	86,400	36,900	23,800	(62,600)	-72.5%	(13,100)	-35.5%	34,400	10,600	44.5%
Operating Supplies	42,340	38,935	38,035	38,025	(910)	-2.3%	(10)	0.0%	38,075	50	0.1%
Insurance	1,145,376	1,322,477	1,405,457	1,012,758	(309,719)	-23.4%	(392,699)	-27.9%	1,045,818	33,060	3.3%
Employee Programs	500,192	591,405	595,405	582,123	(9,282)	-1.6%	(13,282)	-2.2%	600,378	18,255	3.1%
Business Development	1,762,168	1,938,902	1,928,085	1,706,395	(232,507)	-12.0%	(221,690)	-11.5%	2,376,941	670,546	39.3%
Equipment Rentals & Repairs	102,956	72,325	69,500	95,450	23,125	114.5%	25,950	126.8%	80,550	(14,900)	-68.9%
Tenant Improvements	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Non-Personnel Expenses	-	8,202,394	8,269,257	7,471,698	(730,696)	-8.9%	(797,559)	-9.6%	8,027,859	556,161	7.4%
Total Operating Expenses	15,663,182	18,004,750	18,692,167	17,765,307	(239,443)	-1.3%	(926,860)	-5.0%	18,858,784	1,093,478	6.2%
Non-Operating Expenses:											
Joint Studies/Sound Attenuation	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Legal Settlements Expense	800	10,000	10,000	10,000	-	0.0%	-	0.0%	10,000	-	0.0%
Total Non-Operating Expenses	800	10,000	10,000	10,000	-	0.0%	-	0.0%	10,000	-	0.0%
Total Expenses	15,663,982	18,014,750	18,702,167	17,775,307	(239,443)	-1.3%	(926,860)	-5.0%	18,868,784	1,093,478	6.2%
Equipment Outlay	8,417	5,000	25,000	100,000	95,000	1900.0%	75,000	300.0%	35,000	(65,000)	-65.0%
Total Executive Division Expenses	\$ 15,672,399	\$ 18,019,750	\$ 18,727,167	\$ 17,875,307	\$ (144,443)	-0.8%	\$ (851,860)	-4.5%	\$ 18,903,784	\$ 1,028,478	5.8%

FY 2017 Proposed – FY 2018 Proposed Conceptual Executive Division Budget Major Drivers

Executive Division

	Inc / (Dec) FY 17 vs FY 16	Inc / (Dec) FY 18 Conceptual vs FY 17
FY 2016 Budget / FY 2017 Budget	\$ 18,019,750	\$ 17,875,307
Personnel Costs		
Salary adjustments and pay-for-performance	357,650	200,435
1 New position of Art Program Coordinator II (salaries & burden)	106,859	-
1 New position Safety & Loss Prevention Analyst II (salaries & burden)	104,691	-
Capitalized labor	103,298	-
Burden (benefits & employer taxes) for current staff	(78,998)	76,579
1 Eliminated position Auditor (salaries & burden)	(102,248)	-
1 New position of Marketing Specialist II (salaries & burden)	-	115,503
1 New position of Project Manager (salaries & burden)	-	144,800
Total Increase / (Decrease) in Personnel Costs	491,253	537,317
Risk management safety consultants	119,222	(15,000)
Sponsorships and marketing activities	40,800	509,650
Air service marketing incentive	(125,000)	-
Property insurance	(309,719)	33,060
Legal services	(375,000)	-
Other, net	14,001	(36,549)
Total Increase / (Decrease) in Non-Personnel Costs	(635,696)	491,161
Total Increase / (Decrease)	(144,443)	1,028,478
FY 2017 Budget / FY 2018 Conceptual Budget	\$ 17,875,307	\$ 18,903,784



Financial & Asset Management Division

FY 2017 – 2018 Organizational Structure



FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Expense Summary

	FY 2015 Actuals	FY 2016 Budget	FY 2017 Conceptual Budget	FY 2017 Proposed Budget	Inc / (Dec) FY 17 Proposed vs FY 16 Budget	% Change	Inc / (Dec) FY 17 Proposed vs FY 17 Conceptual	% Change	FY 2018 Proposed Conceptual Budget	Inc / (Dec) FY 18 Conceptual vs FY 17 Budget	% Change
Operating Expenses:											
Personnel Expenses											
Salaries and Wages	\$ 6,359,890	\$ 7,055,974	\$ 7,346,526	\$ 6,982,534	\$ (73,440)	-1.0%	\$ (363,992)	-5.0%	\$ 7,166,459	\$ 183,925	2.6%
Premium Overtime	104,879	150,000	150,000	150,000	-	0.0%	-	0.0%	150,000	-	0.0%
Employee Benefits	638,314	3,527,243	3,792,107	2,981,247	(545,996)	-15.5%	(810,860)	-21.4%	3,087,061	105,814	3.5%
Subtotal	7,103,082	10,733,217	11,288,633	10,113,781	(619,437)	-5.8%	(1,174,853)	-10.4%	10,403,520	289,739	2.9%
Less: Capitalized Labor	(13,468)	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Less: QHP - Labor/Burden/Labor Overhead	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Personnel Expenses *	7,089,614	10,733,217	11,288,633	10,113,781	(619,437)	-5.8%	(1,174,853)	-10.4%	10,403,520	289,739	2.9%
Non-Personnel Expenses											
Contractual Services	2,429,458	2,995,831	3,012,631	3,107,856	112,025	3.7%	95,225	3.2%	3,045,170	(62,686)	-2.0%
Safety and Security	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Space Rental	10,430,451	10,427,314	10,190,250	10,190,250	(237,064)	-2.3%	-	0.0%	10,190,250	-	0.0%
Utilities	376,911	407,200	407,200	416,900	9,700	2.4%	9,700	2.4%	416,900	-	0.0%
Maintenance	18,014	20,240	20,000	20,000	(240)	-1.2%	-	0.0%	20,000	-	0.0%
Operating Equipment & Systems	1,148,291	274,000	274,000	205,000	(69,000)	-25.2%	(69,000)	-25.2%	205,500	500	0.2%
Operating Supplies	95,248	96,950	97,600	116,400	19,450	20.1%	18,800	19.3%	116,400	-	0.0%
Insurance	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Employee Programs	162,083	187,450	200,050	211,950	24,500	13.1%	11,900	5.9%	219,150	7,200	3.4%
Business Development	95,799	152,500	147,500	137,400	(15,100)	-9.9%	(10,100)	-6.8%	137,900	500	0.4%
Equipment Rentals & Repairs	1,703,280	2,226,879	2,234,916	2,133,695	(93,184)	-1.0%	(101,221)	-10.1%	2,155,820	22,125	1.2%
Tenant Improvements	13,860	150,000	100,000	-	(150,000)	-100.0%	(100,000)	-100.0%	-	-	0.0%
Total Non-Personnel Expenses	16,473,396	16,938,365	16,684,147	16,539,451	(398,914)	-2.4%	(144,696)	-0.9%	16,507,090	(32,361)	-0.2%
Total Operating Expenses	23,563,011	27,671,582	27,972,781	26,653,232	(1,018,350)	-3.7%	(1,319,549)	-4.7%	26,910,610	257,378	1.0%
Non-Operating Expenses:											
Joint Studies/Sound Attenuation	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Legal Settlements Expense	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Other Non-Operating Expense	4,474	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	4,474	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Expenses	23,567,485	27,671,582	27,972,781	26,653,232	(1,018,350)	-3.7%	(1,319,549)	-4.7%	26,910,610	257,378	1.0%
Equipment Outlay	33,408	375,000	375,000	200,000	(175,000)	-46.7%	(175,000)	-46.7%	225,000	25,000	12.5%
Total Finance & Asset Management	\$ 23,600,893	\$ 28,046,582	\$ 28,347,781	\$ 26,853,232	\$ (1,193,350)	-4.3%	\$ (1,494,549)	-5.3%	\$ 27,135,610	\$ 282,378	1.1%

* Personnel costs include vacancy savings



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FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Major Drivers

Finance & Asset Management Division

	Inc / (Dec) FY 17 vs FY 16	Inc / (Dec) FY 18 Conceptual vs FY 17
FY 2016 Budget / FY 2017 Budget	\$ 28,046,582	\$ 26,853,351
Personnel Costs		
Salary adjustments and pay-for-performance	(73,440)	200,445
Burden (benefits & employer taxes) for current staff	(545,996)	89,294
Total Increase / (Decrease) in Personnel Costs*	(619,437)	289,739
Parking credit card fees	128,709	12,289
Tenant improvements	(150,000)	-
ITS equipment purchases	(175,000)	-
Taxi hold lot lease	(237,064)	-
Other, net	(140,558)	(19,650)
Total Increase / (Decrease) in Non-Personnel Costs	(573,914)	(7,361)
Total Increase / (Decrease)	(1,193,350)	282,378
FY 2017 Budget / FY 2018 Conceptual Budget	\$ 26,853,232	\$ 27,135,610

*Personnel costs include vacancy savings



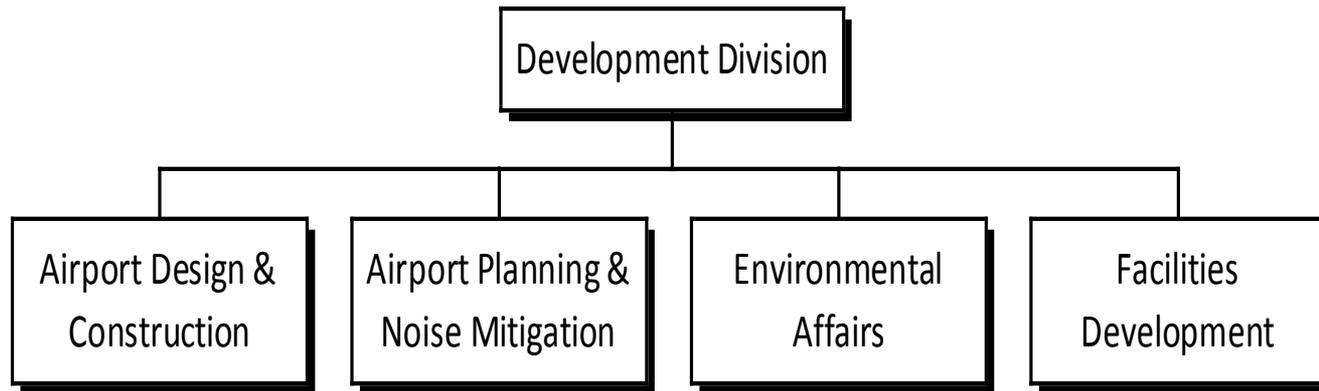
Development Division



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FY 2017 – 2018 Organizational Structure



FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Expense Summary

	FY 2015 Actuals	FY 2016 Budget	FY 2017 Conceptual Budget	FY 2017 Proposed Budget	Inc / (Dec) FY 17 Proposed vs FY 16 Budget	% Change	Inc / (Dec) FY 17 Proposed vs FY 17 Conceptual	% Change	FY 2018 Proposed Conceptual Budget	Inc / (Dec) FY 18 Conceptual vs FY 17 Budget	% Change
Operating Expenses:											
Personnel Expenses											
Salaries and Wages	\$ 6,142,430	\$ 6,937,067	\$ 7,138,459	\$ 7,125,587	\$ 188,520	2.7%	\$ (12,872)	-0.2%	\$ 7,533,737	\$ 408,150	5.7%
Premium Overtime	18,806	20,000	20,500	20,000	-	0.0%	(500)	-2.4%	20,000	-	0.0%
Employee Benefits	3,042,173	3,404,181	3,620,293	3,244,931	(159,250)	-4.7%	(375,362)	-10.4%	3,423,956	179,025	5.5%
Subtotal	9,203,409	10,361,248	10,779,252	10,390,518	29,270	0.3%	(388,734)	-3.6%	10,977,694	587,175	5.7%
Less: Capitalized Labor	(5,154,224)	(5,733,023)	(5,971,838)	(5,733,173)	(151)	0.0%	238,664	-4.0%	(6,144,809)	(411,635)	7.2%
Less: QHP - Labor/Burden/Labor Overhead	(784,323)	(674,897)	(703,408)	(662,631)	12,265	-1.8%	40,776	-5.8%	(684,707)	(22,075)	3.3%
Total Personnel Expenses	3,264,862	3,953,329	4,104,007	3,994,714	41,385	1.0%	(109,293)	-2.7%	4,148,179	153,465	3.8%
Non-Personnel Expenses											
Contractual Services	3,250,511	4,076,114	4,149,303	4,971,143	895,029	22.0%	821,840	19.8%	4,947,198	(23,945)	-0.5%
Safety and Security	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Utilities	2,861	14,600	16,620	10,000	(4,600)	-31.5%	(6,620)	-39.8%	12,000	2,000	20.0%
Maintenance	565,968	710,000	724,200	1,984,243	1,274,243	179.5%	1,260,043	174.0%	1,880,243	(104,000)	-5.2%
Operating Equipment & Systems	30,087	(5,635)	(7,225)	(5,486)	149	-2.6%	1,739	-24.1%	(7,108)	(1,622)	29.6%
Operating Supplies	43,640	17,975	19,753	39,497	21,522	119.7%	19,744	100.0%	37,644	(1,852)	-4.7%
Insurance	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Employee Programs	285,561	280,369	284,105	292,590	12,222	4.4%	8,486	3.0%	230,424	(62,166)	-21.2%
Business Development	85,534	160,830	162,354	179,219	18,389	11.4%	16,866	10.4%	168,819	(10,400)	-5.8%
Equipment Rentals & Repairs	322,344	270,549	267,577	277,791	7,242	-33.5%	10,214	10.9%	247,229	(30,561)	-30.0%
Tenant Improvements	781,863	900,000	920,000	900,000	-	0.0%	(20,000)	-2.2%	990,000	90,000	10.0%
Total Non-Personnel Expenses	5,368,370	6,424,802	6,536,685	8,648,997	2,224,195	34.6%	2,112,311	32.3%	8,506,450	(142,547)	-1.6%
Total Operating Expenses	8,633,232	10,378,131	10,640,693	12,643,711	2,265,580	21.8%	2,003,018	18.8%	12,654,629	10,918	0.1%
Non-Operating Expenses:											
Joint Studies/Sound Attenuation	15,025,656	14,734,811	14,738,811	14,834,811	100,000	0.7%	96,000	0.7%	14,834,811	-	0.0%
Debt Service	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Legal Settlements Expense	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	15,025,656	14,734,811	14,738,811	14,834,811	100,000	0.7%	96,000	0.7%	14,834,811	-	0.0%
Total Expenses	23,658,888	25,112,942	25,379,504	27,478,522	2,365,580	9.4%	2,099,018	8.3%	27,489,440	10,918	0.0%
Equipment Outlay	19,255	10,000	10,000	-	(10,000)	-100.0%	(10,000)	-100.0%	-	-	0.0%
Total Development Division Expenses	\$ 23,678,143	\$ 25,122,942	\$ 25,389,504	\$ 27,478,522	\$ 2,355,580	9.4%	\$ 2,089,018	8.2%	\$ 27,489,440	\$ 10,918	0.0%

FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Major Drivers

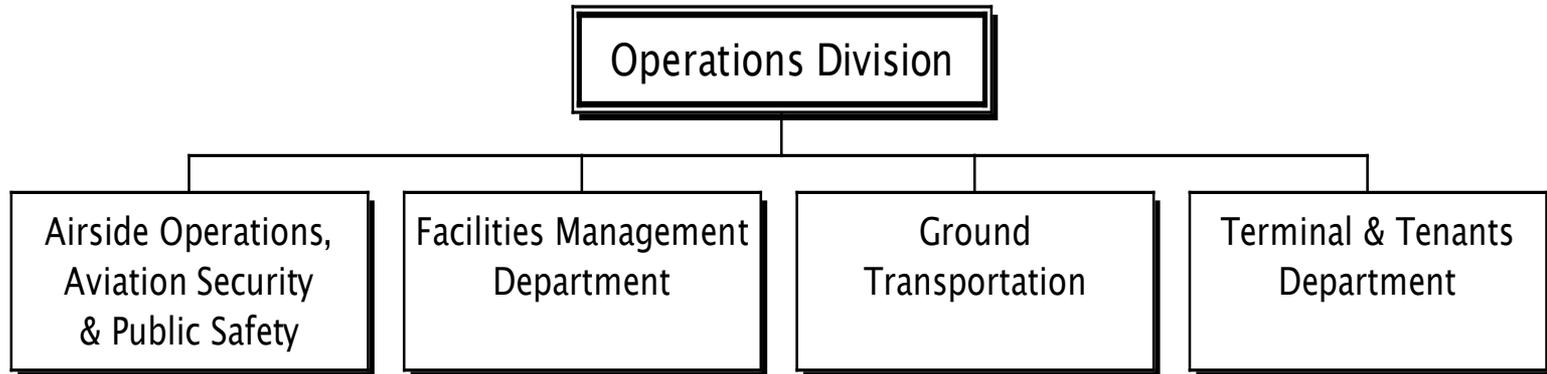
Development Division

	Inc / (Dec) FY 17 vs FY 16	Inc / (Dec) FY 18 Conceptual vs FY 17
FY 2016 Budget / FY 2017 Budget	\$ 25,122,942	\$ 27,478,522
Personnel Costs		
Salary adjustments and pay-for-performance	129,387	233,710
1 New position of Assistant Environmental Specialist (salaries & burden)	80,322	-
Capitalized labor	12,115	(433,711)
Burden (benefits & employer taxes) for current staff	(180,440)	117,941
1 New position of Construction Manager (salaries & burden)	-	144,800
1 New position of Senior Construction Inspector (salaries & burden)	-	90,724
Total Increase / (Decrease) in Personnel Costs	41,385	153,465
Integrated Pest Management (moved from Facilities Management Department)	1,034,243	(54,000)
Environmental requirements	798,000	-
Refurbishment of jet bridges	240,000	(50,000)
American Disability Act (ADA) program study	100,000	-
Other, net	141,952	(38,547)
Total Increase / (Decrease) in Non-Personnel Costs	2,314,195	(142,547)
Total Increase / (Decrease)	2,355,580	10,918
FY 2017 Budget / FY 2018 Conceptual Budget	\$ 27,478,522	\$ 27,489,440



Operations Division

FY 2017 – 2019 Organizational Structure



FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Expense Summary

	FY 2015 Actuals	FY 2016 Budget	FY 2017 Conceptual Budget	FY 2017 Proposed Budget	Inc / (Dec) FY 17 Proposed vs FY 16 Budget	% Change	Inc / (Dec) FY 17 Proposed vs FY 17 Conceptual	% Change	FY 2018 Proposed Conceptual Budget	Inc / (Dec) FY 18 Conceptual vs FY 17 Budget	% Change
Operating Expenses:											
Personnel Expenses											
Salaries and Wages	\$ 12,509,432	\$ 13,024,805	\$ 13,544,335	\$ 13,764,873	\$ 740,068	5.7%	\$ 220,538	1.6%	\$ 14,634,267	\$ 869,394	6.3%
Premium Overtime	735,507	529,500	530,500	494,500	(35,000)	-6.6%	(36,000)	-6.8%	494,500	-	0.0%
Employee Benefits	6,870,175	7,225,587	7,745,425	6,994,407	(231,180)	-3.2%	(751,018)	-9.7%	7,439,022	444,615	6.4%
Subtotal	20,115,114	20,779,892	21,820,259	21,253,779	473,888	2.3%	(566,480)	-2.6%	22,567,788	1,314,009	6.2%
Less: Capitalized Labor	(230,413)	(100,000)	(100,000)	(100,000)	-	0.0%	-	0.0%	(100,000)	-	0.0%
Less: QHP - Labor/Burden/Labor Overhead	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Personnel Expenses	19,884,701	20,679,892	21,720,259	21,153,779	473,888	2.3%	(566,480)	-2.6%	22,467,788	1,314,009	6.2%
Non-Personnel Expenses											
Contractual Services	23,637,803	27,054,373	29,954,613	32,609,493	5,555,120	20.5%	2,654,880	8.9%	32,984,505	375,012	1.2%
Safety and Security	24,156,148	27,054,383	28,399,553	29,061,387	2,007,004	7.4%	661,834	2.3%	29,917,194	855,807	2.9%
Space Rental	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Utilities	9,752,401	12,696,713	14,377,382	12,474,338	(222,375)	-1.8%	(1,903,044)	-13.2%	13,180,433	706,094	5.7%
Maintenance	13,240,302	12,573,431	13,391,899	12,661,524	88,093	0.7%	(730,375)	-5.5%	13,378,921	717,397	5.7%
Operating Equipment & Systems	622,006	218,300	162,350	142,000	(76,300)	-35.0%	(20,350)	-12.5%	142,400	400	0.3%
Operating Supplies	300,266	262,350	265,400	252,990	(9,360)	-3.6%	(12,410)	-4.7%	249,780	(3,210)	-1.3%
Insurance	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Employee Programs	170,078	280,050	279,250	241,735	(38,315)	-13.7%	(37,515)	-13.4%	247,735	6,000	2.5%
Business Development	541,124	525,095	528,195	541,354	16,259	3.1%	13,159	2.5%	598,540	57,186	10.6%
Equipment Rentals & Repairs	85,461	234,164	235,931	220,736	(13,428)	3162.4%	(15,195)	3160.8%	153,493	(67,243)	-107.4%
Tenant Improvements	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Non-Personnel Expenses	72,505,589	80,898,858	87,594,573	88,205,556	7,306,698	9.0%	610,983	0.7%	90,853,000	2,647,444	3.0%
Total Operating Expenses	92,390,290	101,578,750	109,314,833	109,359,336	7,780,586	7.7%	44,503	0.0%	113,320,788	3,961,453	3.6%
Non-Operating Expenses:											
Joint Studies/Sound Attenuation	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Legal Settlements Expense	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	-	0.0%	-	0.0%	-	-	0.0%
Total Expenses	92,390,290	101,578,750	109,314,833	109,359,336	7,780,586	7.7%	44,503	0.0%	113,320,788	3,961,453	3.6%
Equipment Outlay	516,875	542,000	400,000	1,225,650	683,650	126.1%	825,650	206.4%	1,060,500	(165,150)	-13.5%
Total Operations Division Expenses	\$ 92,907,165	\$ 102,120,750	\$ 109,714,833	\$ 110,584,986	\$ 8,464,236	8.3%	\$ 870,153	0.8%	\$ 114,381,288	\$ 3,796,303	3.4%

FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Major Drivers

Operations Division

	Inc / (Dec) FY 17 vs FY 16	Inc / (Dec) FY 18 Conceptual vs FY 17
FY 2016 Budget / FY 2017 Budget	\$ 102,120,750	\$ 110,584,986
Personnel Costs		
Salary adjustments, contracted wage increases and pay-for-performance	549,827	530,802
2 New positions of Maintenance Worker I and Project Inspector (salaries & burden)	126,782	-
1 New limited position T&T Relations Specialist I (salaries & burden)	89,889	-
3 New positions of Inspector, Planner & Estimator, Project Manager & Contract Administrator (salaries & burden)	-	367,977
1 New position Communication Center Specialist (salaries & burden)	-	90,724
Burden (benefits & employer taxes) for current staff	(292,611)	324,506
Total Increase / (Decrease) in Personnel Costs	473,888	1,314,009
Rental Car Center (RCC) busing	5,963,480	(83,423)
Law enforcement costs - Harbor Police Department	901,989	546,171
Major maintenance	750,000	-
Access control system	650,000	50,000
Security guard services	420,000	60,000
Vehicle replacements	392,000	-
Hood vent maintenance for concessionaires	294,342	166,000
Airfield pavement and striping	243,000	550,000
Aircraft Rescue and Fire Fighting (ARFF) contract costs	230,158	156,862
Fuel and vehicle maintenance	(115,000)	30,000
RCS radio service	(170,068)	-
Utilities	(225,195)	706,094
Parking and shuttle operations	(350,910)	390,710
Integrated Pest Management transferred to Environmental Department	(958,213)	-
Other, net	(35,235)	(90,122)
Total Increase / (Decrease) in Non-Personnel Costs	7,990,348	2,482,294
Total Increase / (Decrease)	8,464,236	3,796,303
FY 2017 Budget / FY 2018 Conceptual Budget	\$ 110,584,986	\$ 114,381,288

Debt Service

FY 2017 Proposed – FY 2018 Proposed Conceptual Budget Expense Summary

	FY 2015 Actuals	FY 2016 Budget	FY 2017 Conceptual Budget	FY 2017 Budget	Inc/(Dec) FY 17 Budget vs FY 16	% Change	Inc/(Dec) FY 17 Proposed vs FY 17 Conceptual	% Change	FY 2018 Conceptual Budget	Inc/(Dec) FY 18 Conceptual vs FY 17 Budget	% Change
Principal on variable rate debt	\$ 6,179,000	\$ 6,124,000	\$ 6,133,000	\$ 6,123,000	\$ (1,000)	0.0%	\$ (10,000)	-0.2%	\$ 14,948,859	\$ 8,825,859	144.1%
Principal on Revenue Bonds	10,695,000	11,090,000	11,585,000	11,585,000	495,000	4.5%	-	0.0%	12,130,000	545,000	4.7%
Principal & Interest Expense - Capitalized Leases	579,558	877,298	877,298	877,298	(0)	0.0%	-	0.0%	877,298	-	0.0%
Interest on Revenue Bonds	49,959,899	49,566,398	49,066,198	49,066,198	(500,200)	-1.0%	-	0.0%	48,523,498	(542,700)	-1.1%
Interest on variable rate debt	261,709	579,555	1,148,350	782,725	203,170	35.1%	(365,625)	-31.8%	1,674,930	892,205	114.0%
Principal on Special Facility Bonds	-	-	-	-	-	0.0%	-	0.0%	5,580,000	5,580,000	0.0%
Interest on Special Facility Bonds	8,324,125	8,170,605	16,341,210	16,341,210	8,170,605	100.0%	-	0.0%	16,341,210	-	0.0%
Fees	317,486	254,370	152,772	219,636	(34,734)	-13.7%	66,864	43.8%	70,312	(149,324)	-68.0%
Amortization of Bond Premium	(4,328,300)	(4,243,249)	(4,153,112)	(4,153,112)	90,137	-2.1%	-	0.0%	(4,059,229)	93,883	-2.3%
Total Debt Service	\$71,988,477	\$72,418,977	\$81,150,716	\$80,841,954	\$ 8,422,977	11.6%	\$ (308,761)	-0.4%	\$ 96,086,878	\$ 15,244,924	18.9%



Capital Program

Capital Program Overview

- 5 Year Program
- Approved by the Board Annually- Capital Improvement Program Oversight committee (CIPOC)
- Managed by Capital Improvement Committee (CIC)- CEO & Vice Presidents
- Current Capital Improvement Program (CIP) – 80 Projects – \$807.1 Million
Current The Green Build/T2W Roof – \$7.2 Million
Current Total Capital Program – **\$814.3 Million**

CIP Project Development Process

- **Annual Validation of Current CIP**

- Revisit the projects for purpose and need
- Review scope, schedule and budget
- Develop projects risk profile: assessment, quantification and mitigation plan
- Prepare recommendations to the Board for any project adjustments

- **New CIP Projects**

- **Sponsors submit project requests**

- Project is defined - scope, schedule and budget are developed
- Assessments are conducted with sponsors and stakeholders - financial business case, risk/alternatives identification, planning and environmental impacts, capitalization and O&M costs

CIP Project Development Process

- **Results are presented to CIC Review Group**
 - Directors of Airport Planning, Business and Financial Management and Facilities Development review project details
 - Recommendations are made for prioritization to the Capital Improvement Committee (CIC)
- **Proposed CIP presented to Airlines for input and feedback**
- **CIC reviews and approves proposed CIP budget to be taken to the Board**
- **Board reviews and approves Capital Program budget**

Current CIP Projects – Project Status

Project Location	Planning	Design	Construction	Closeout / Closed	Program*	Total
Airside	5	4	1	3	-	13
Terminal	6	7	3	7	1	24
Landside/Ancillary	4	8	9	10	-	31
Administrative	5	2	3	1	1	12
Total	20	21	16	21	2	80

* Public Art allowance and Capital Project allowance

Current/Proposed Capital Program – Project Locations

Capital Program Budget:

\$814,326,662

\$947,527,133

Project Location	FY 2016 – FY 2020	FY 2017 – FY 2021
Airside	13	16
Terminal	24	20
Landside/Ancillary	31	36
Administrative	12	13
Totals	80	85



Capital Program Budget Summary

FY 2016 – FY 2020 Capital Program	\$ 491,024,228
Rental Car Center	316,124,104
The Green Build (T2W Roof & Project Closeout)	<u>7,178,330</u>
FY 2016 – FY 2020 Capital Program Budget	\$ 814,326,662
FY 2016 – FY 2020 Project Closeouts / Adjustments	\$ (64,098,948)
Proposed Terminal 2 Parking Plaza Adjustment *	<u>45,720,000</u>
FY 2016 – FY 2020 Capital Program Balance	\$ 795,947,714
Proposed FY 2017 – FY 2021 Capital Projects/Adjust.	\$ 96,679,419
Proposed Airport Development Plan	<u>54,900,000</u>
Proposed FY 2017 – FY 2021 Capital Program Budget	<u><u>\$ 947,527,133</u></u>

* Pending Board approval

Proposed New FY2017-2021 CIP Projects

	Description	Est. Budget
1)	Rehabilitate Gates 40/41 Apron Pavement (2017) *	\$ 1,172,300
2)	Terminal 2 Loop Pavement Seal coat (2017) *	750,230
3)	Rehabilitate Terminal 1 Loop Pavement (2018) *	5,582,000
4)	Rehabilitate Northside Vehicle Service Road (2018)	12,200,000
5)	Rehabilitate Terminal 2 Apron Pavement (2020) *	16,589,200
6)	Rehabilitate Terminal 2 Loop Pavement (2020) *	2,111,000
7)	Rehabilitate South Side Cargo Apron (2021) *	7,048,200
	* Per 2015 Pavement Management Study	

Proposed New FY2017-2021 CIP Projects

	Description	Est. Budget
8)	Replace Sidewalk T2W Existing to Green Build (2017)	\$ 1,808,000
9)	Admiral Boland Way Entry/Exit Gates (2017)	2,152,000
10)	Acquire RCC Buses (2017)	5,000,000
11)	Admiral Boland Way Traffic & Signage Analysis (2017)	500,000
12)	Improvements to FIS Facility (2017)	6,317,800
13)	Replace Existing Generator at CUP (2018)	6,100,000
14)	Facilities Condition Assessment (2021)	<u>800,000</u>
	Total FY 2017-2021 Proposed New CIP Projects	\$ 68,130,730

Proposed FY2017-2021 Capital Project Adjustments

	Description	Current Budget	Additional Budget	Est. Budget
1)	Replace/Refurbish Passenger Boarding Bridges	\$ 23,300,000	\$ 9,000,000	\$ 32,300,000
2)	SDIA Airport Development Plan	6,500,000	2,500,000	9,000,000
3)	Rehabilitate Runway 9-27	19,600,000	1,500,000	21,100,000
4)	Rehabilitate Cross Taxiways & CT Apron	12,289,440	1,700,000	13,989,440
5)	Capital Project Allowance (FY2017)	-	5,000,000	5,000,000
6)	Public Art Allowance	1,374,441	248,689	1,623,130
7)	FMD Capital Allowance (FY2017-2021)	3,807,714	<u>8,600,000</u>	12,407,714
Total Proposed Current CIP Project Adjustments		\$ 28,548,689		
Total FY 2017-2021 Proposed New CIP Project & Adjustments			<u>\$ 96,679,419</u>	

Proposed New FY 2017 - FY2021 ADP Projects

	Description	Est. Budget
1)	Construct Taxiway "A" (2021-2022)	\$ 36,900,000
2)	ADP – Programmatic Documents (2016-2018)	<u>18,000,000</u>
	Total FY2017-2021 Proposed New ADP Projects	\$ <u>54,900,000</u>

Prioritization Criteria

1	Preserve Part 139 or other regulatory compliance
2	Preserve physical plant functions – Fire/Life/Safety, M/E/P and Core Network
3	Preserve Airport access, roadways and parking
4	Enhance safety or security
5	Enhance customer service / revenue / cost savings

Rehabilitate Gates 40/41 Apron Pavement

Scope:

- Rehabilitate per 2015 Pavement Management Study (2017)
- Full Portland Cement Concrete (PCC) replacement of 40 panels
 - Approximately 7,200 sq. ft. of apron panels
- Provide safe operating conditions on apron

Strategies :

- Financial
- Customer
- Operations

1	Preserve Part 139 or other regulatory compliance
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Estimated Cost	Duration
\$1,172,300	15 months

Terminal 2 Loop Pavement Seal Coat

Scope:

- Rehabilitate per 2015 Pavement Management Study (2017)
- Seal coat 128,000 sq. ft. of pavement, apply new markings
- Will involve night work to accommodate operations

Strategies :

- Financial
- Customer
- Operations

3	Preserve Airport access, roadways, and parking
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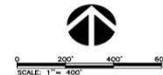
Estimated Cost	Duration
\$750,230	13 months

Rehabilitate Terminal 1 Loop Pavement



LEGEND:

- 1 FULL DEPTH REPAIR LOCATIONS. SEE PHOTOS



Rehabilitate Terminal 1 Loop Pavement



LEGEND:

- 19 FULL DEPTH REPAIR LOCATIONS. SEE PHOTOS



Rehabilitate Terminal 1 Loop Pavement

Scope:

- Rehabilitate per 2015 Pavement Management Study (2018)
- Rehabilitate 188,000 sq. ft. with 2" mill & overlay
- Rehabilitate 100,000 sq. ft. of full-depth, partial A/C replacement
- Involves phasing and all night work to accommodate operations and minimize impacts

Strategies :

- Financial
- Customer
- Operations

3	Preserve Airport access, roadways, and parking
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Estimated Cost	Duration
\$5,582,000	19 months

Rehabilitate North Side Vehicle Service Rd.



Rehabilitate North Side Vehicle Service Rd.

Scope:

- Remove & replace sub-base/asphalt to support heavy fuel trucks & ARFF vehicles
- Replace single lane with dual lane east of ILS glideslope antenna & relocate road further north
- Construct proper drainage to eliminate flooding
- Cap pavement in areas adjacent to Taxiway J and the FBO

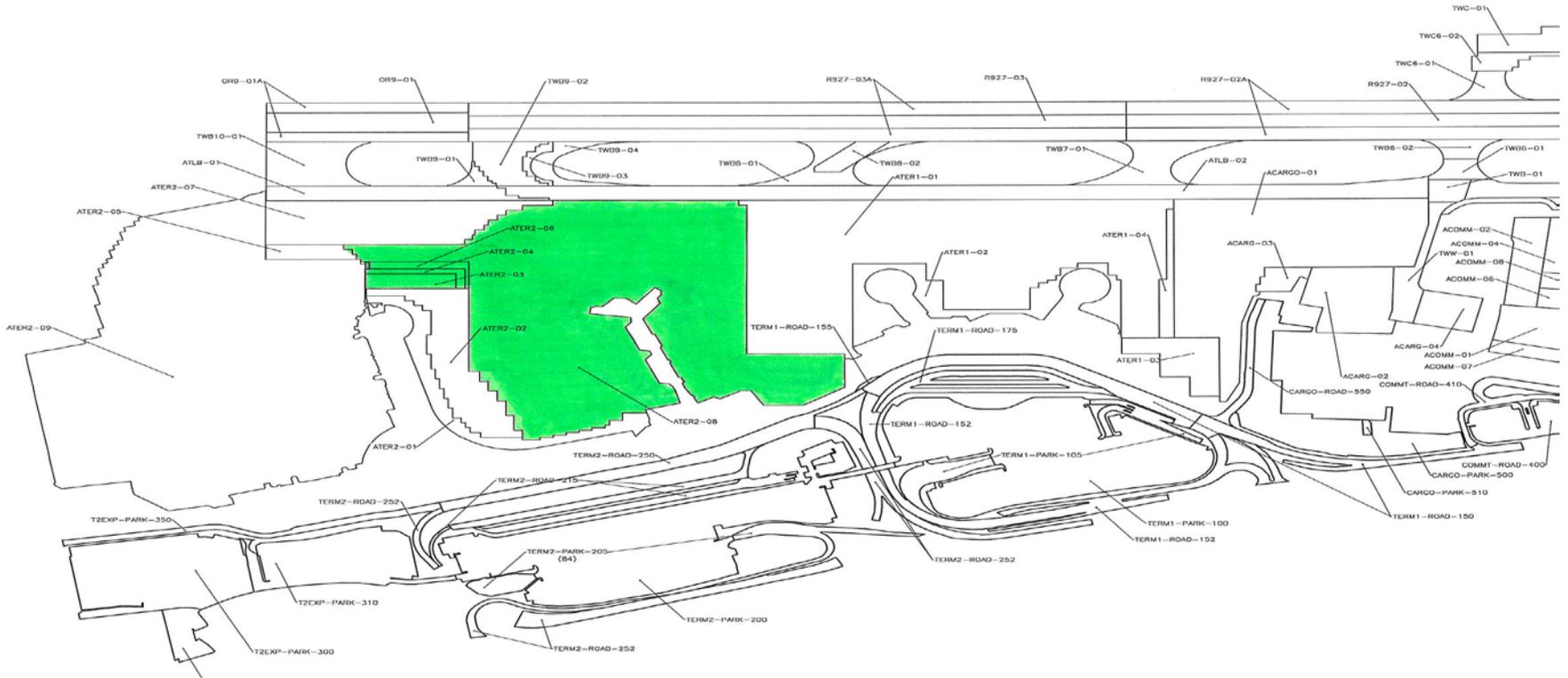
Strategies :

- Financial
- Customer
- Operations

1	Preserve Part 139 or other regulatory compliance
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Estimated Cost	Duration
\$12,200,000	22 months

Rehabilitate Terminal 2 Apron Pavement



Rehabilitate Terminal 2 Apron Pavement

Scope:

- Rehabilitate per 2015 Pavement Management Study (2020)
- Approximately 49,000 sq. ft. of partial slab replacement & 1.1M sq. ft. of renovation and rehabilitation
- Provide safe taxiway and apron areas for airport operations

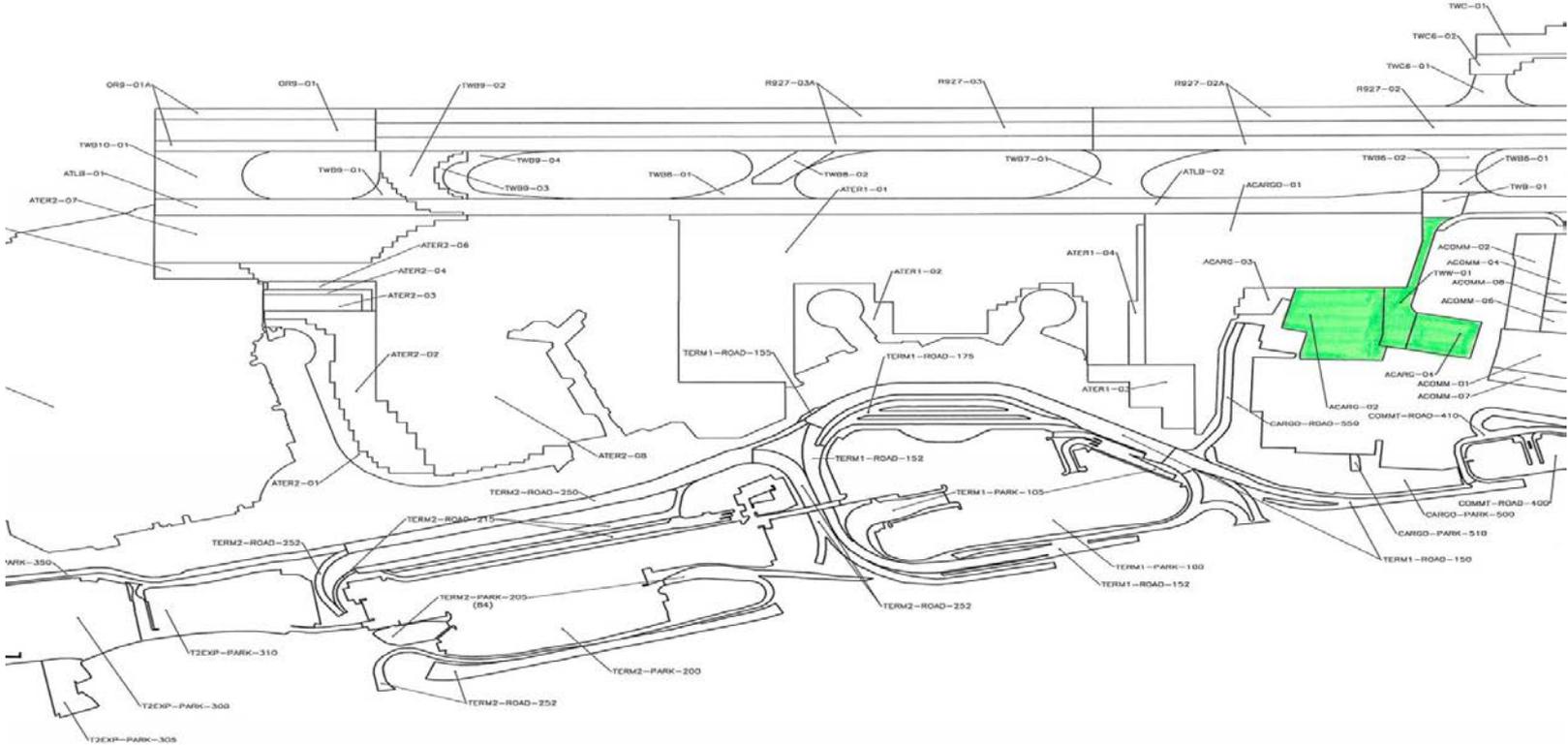
Strategies :

- Financial
- Customer
- Operations

1	Preserve Part 139 or other regulatory compliance
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Estimated Cost	Duration
\$16,589,200	22 months

Rehabilitate South Side Cargo Apron Pavement



Rehabilitate South Side Cargo Apron Pavement

Scope:

- Rehabilitate per 2015 Pavement Management Study (2021)
- Approximately 136,000 sq. ft. of asphalt rehabilitation and 37,000 sq. ft. of full cement concrete (PCC) replacement
- Provide safe apron areas for airport operations

Strategies :

- Financial
- Customer
- Operations

1	Preserve Part 139 or other regulatory compliance
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Estimated Cost	Duration
\$7,048,200	19 months

Rehabilitate Terminal 2 Loop Pavement

Scope:

- Rehabilitate per 2015 Pavement Management Study (2020)
- Rehabilitate approx. 128,000 sq. ft. of asphalt with mill & overlay
- Will involve night work to accommodate operations and minimize impacts

Strategies :

- Financial
- Customer
- Operations

3	Preserve Airport access, roadways, and parking
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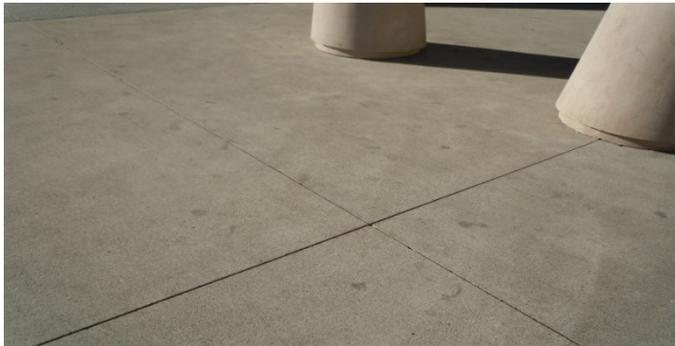
Estimated Cost	Duration
\$2,111,000	16 months

Replace Sidewalk at Existing T2W to Green Build



Replace Sidewalk at Existing T2W to Green Build

T2W Sidewalk Images



T2E Sidewalk Images



Replace Sidewalk at Existing T2W to Green Build

Scope:

- Replace cracking/spalling/faulting of approximately 25,400 sq. ft. of concrete sidewalk/curb and base
- Eliminate potential trip and/or fall hazards
- Provide a more pleasant customer experience while traversing our sidewalks

Strategies :

- Customer
- Operations

4

Enhance safety or security

Estimated Cost	Duration
\$1,808,000	16 months

Admiral Boland Way Entry/Exit Gates



Admiral Boland Way Entry/Exit Gates

Scope:

- Install gates at north/south ends of Admiral Boland Way to deter auto/pedestrian access
- Includes CCTV, lights, electrical upgrades to support gates
- Gates operate electronically and maintain RCC bus schedules
- Addresses and minimizes safety/risk exposure for Airport

Strategies :

- Operations

4

Enhance safety or security

Estimated Cost	Duration
\$2,152,000	15 months

Acquire RCC Buses



Acquire RCC Buses

Scope:

- Purchase 8-10 LNG buses for RCC shuttle
- Provide additional buses to meet customer demand

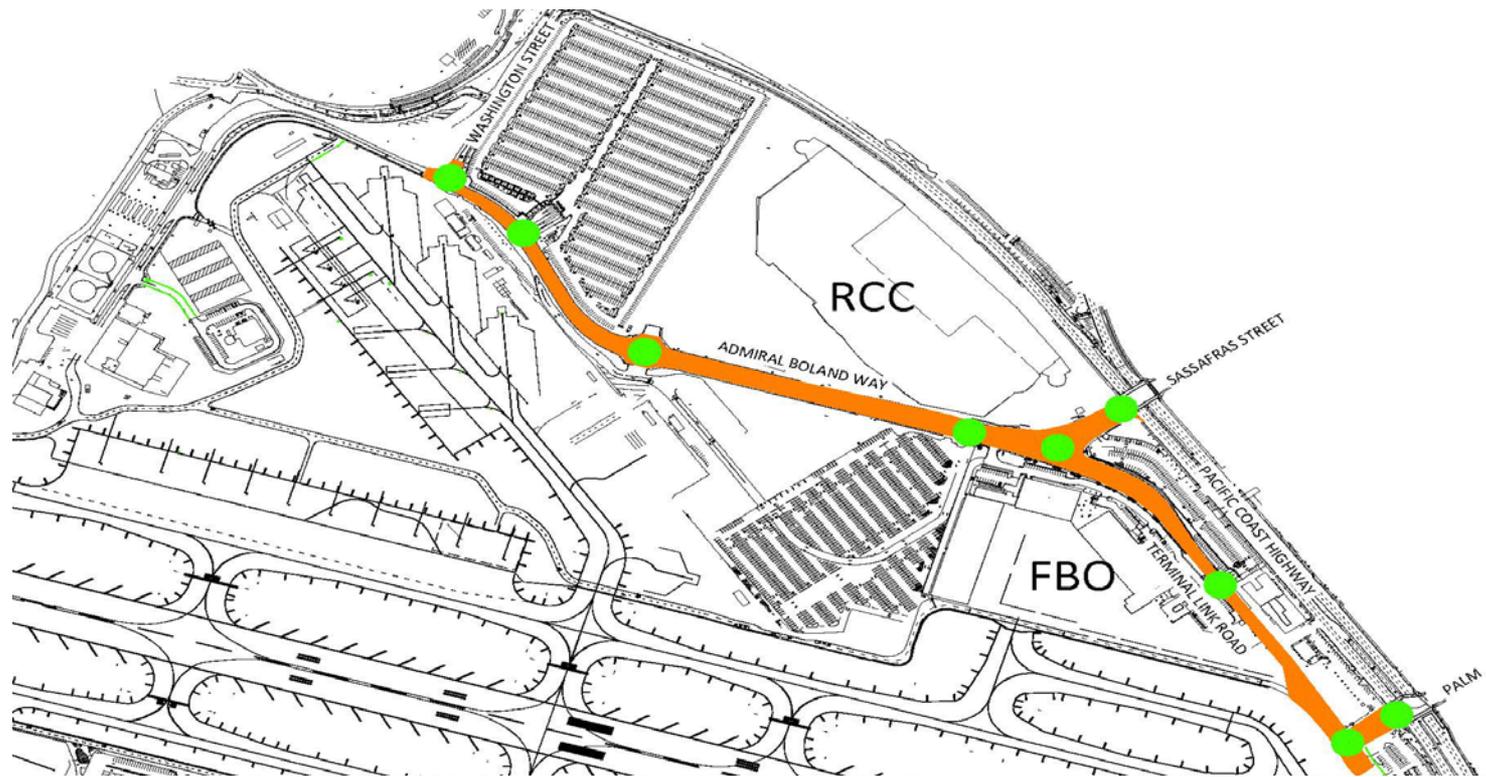
Strategies :

- Financial
- Customer
- Operations

3	Preserve Airport access, roadways, and parking
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Estimated Cost	Duration
\$5,000,000	24 months

Admiral Boland Way Signage & Traffic Analysis



Admiral Boland Way Signage & Traffic Analysis

Scope:

- Prepare traffic analysis from Washington St. to Palm Ave.
- Identify regulatory signage, wayfinding and safety improvements
- Enhance access and customer satisfaction

Strategies :

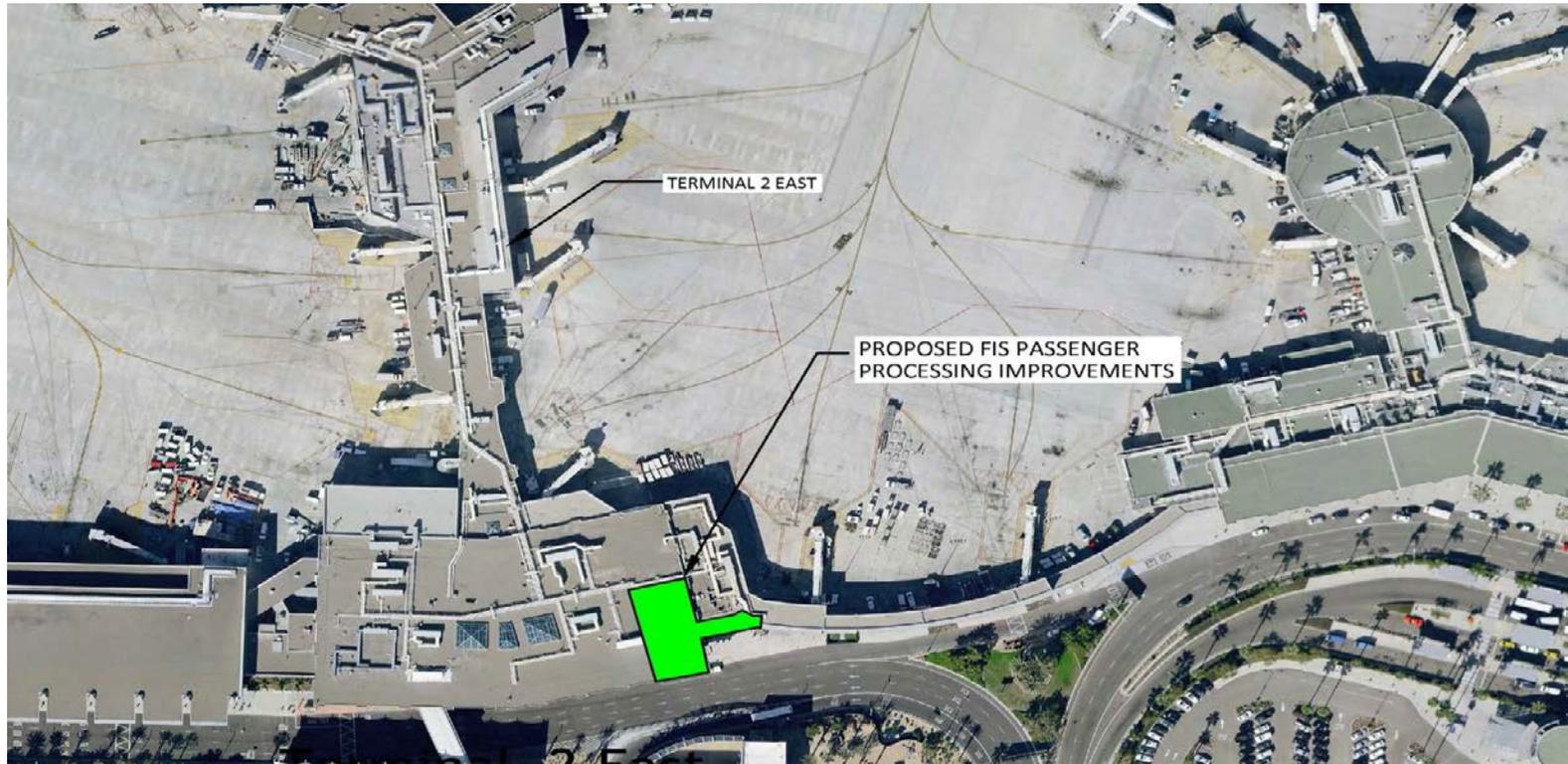
- Customer
- Operations

3

Preserve Airport access, roadways, and parking

Estimated Cost	Duration
\$500,000	12 months

Improvements to FIS Facility



Improvements to FIS Facility

FIS PROCESSING BOOTHS 1ST FLOOR



INSTALL ADA STAINLESS STEEL SHELF.

COVER FRONT OF PROCESSING BOOTH W/ STAINLESS STEEL

INSTALL STAINLESS STEEL CORNER GUARD (TYP)

NOTE:

1. COVER FRONT OF ALL PROCESSING BOOTHS W/ STAINLESS STEEL.
2. REPLACE ONLY DAMAGED EXISTING PLEXIGLAS AT PROCESSING BOOTHS.
3. VERIFY ADA COMPLIANCE FOR PROCESSING BOOTHS.

FIS PROCESSING BOOTHS 2ND FLOOR



COVER FRONT OF PROCESSING BOOTH W/ STAINLESS STEEL

INSTALL 8" HIGH STAINLESS STEEL BASE

FIS PROCESSING BOOTHS 2ND FLOOR



INSTALL FULL HEIGHT STAINLESS STEEL WAINSCOT ON ALL DIVIDING WALLS (TYP. @ 2ND FLOOR BOOTHS)

COVER FRONT OF PROCESSING BOOTH W/ STAINLESS STEEL



Improvements to FIS Facility

Scope:

- Upgrade to facility installed in 2001
- Replace carpet with vinyl flooring, remove wallpaper, paint entire facility and install stainless steel wainscot
- Install magnetic stanchions upstairs/downstairs to improve passenger flow
- Replace/repair inspection booths
- Replace baggage carousel to expedite customer processing

Strategies :

- Customer
- Operations

5

Enhance customer service / revenue / cost savings

Estimated Cost	Duration
\$6,317,800	17 months

Replace Generator at Central Utility Plant



Replace Generator at Central Utility Plant

Scope:

- Replace existing emergency power generator to handle CUP and future Parking Plaza IT equipment, security system & booth lighting
- Infrastructure to connect new generator in Parking Plaza project
- Provides higher capacity for future power needs

Strategies :

- Financial
- Operations

2

Preserve physical plant functions – Fire/Life/Safety, M/E/P and Core Network

Estimated Cost	Duration
\$6,100,000	12 months

Facilities Condition Assessment



Facilities Condition Assessment

Scope:

- Provide a roadmap towards the 20-yr strategic planning (2021)
- Provides definitive long & short range understanding of costs associated with facilities maintenance and/or replacement
- Improve PM scheduling, establishment of annual maintenance budgets & long term replacement costs

Strategies :

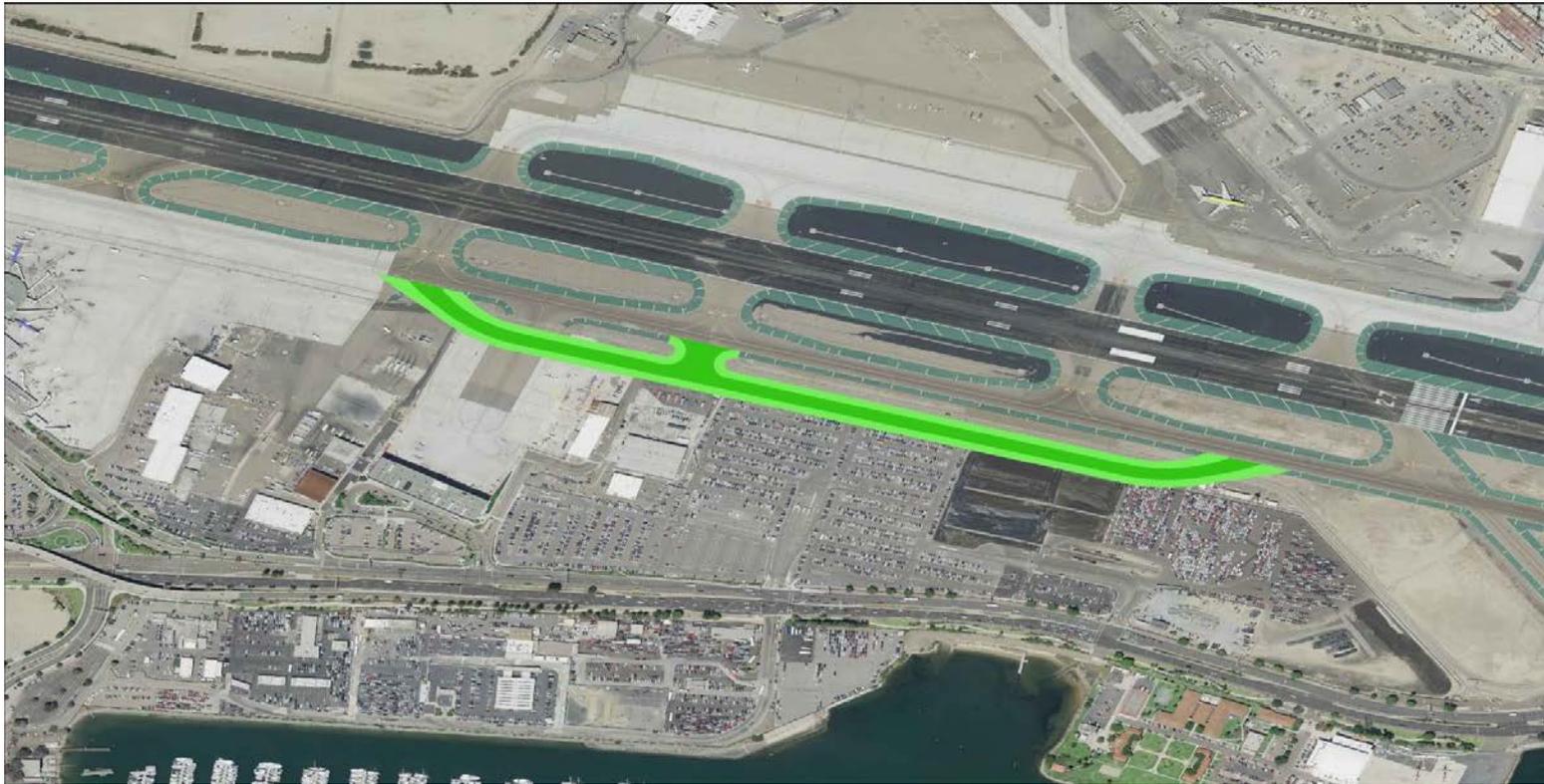
- Financial
- Operations

2

Preserve physical plant functions – Fire/Life/Safety, M/E/P and Core Network

Estimated Cost	Duration
\$800,000	12 months

Construct Taxiway A (ADP Project)



Construct Taxiway A (ADP Project)

Scope:

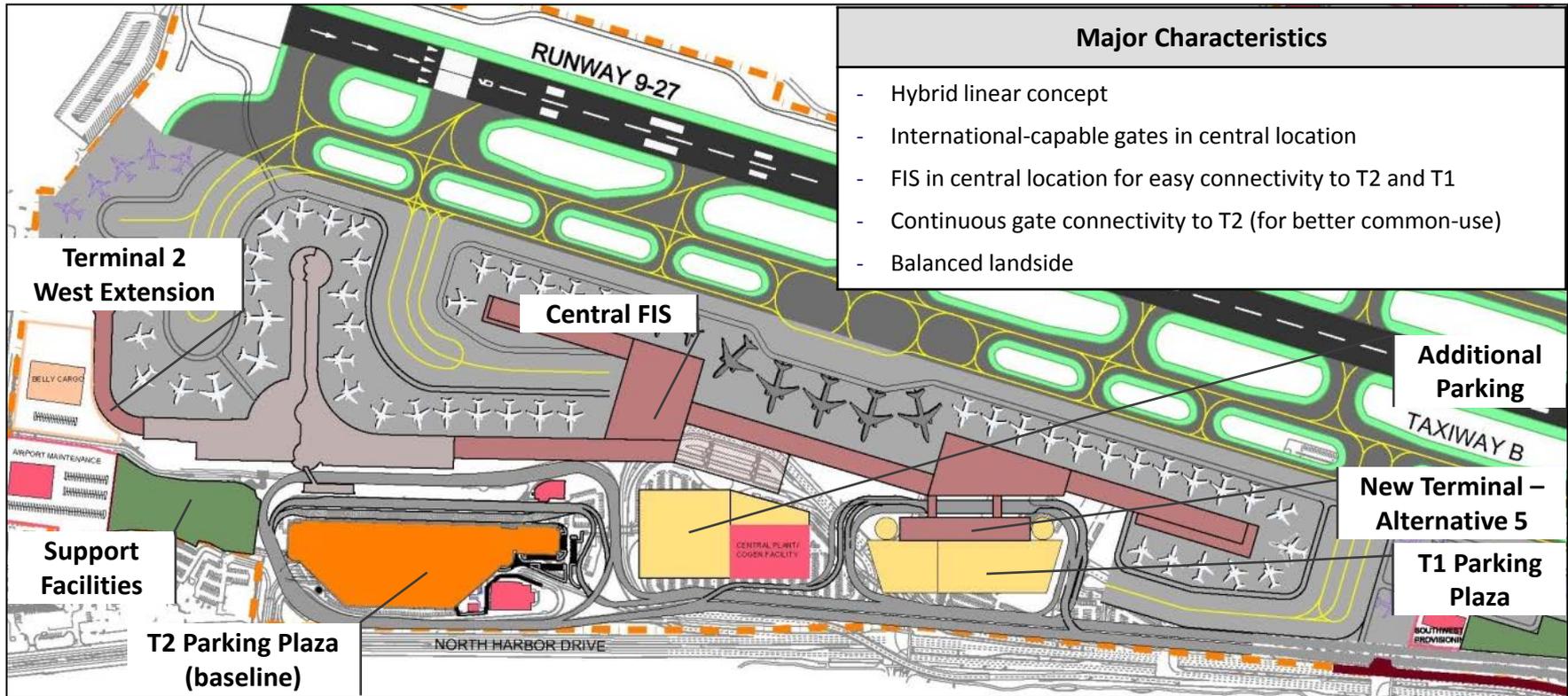
- Federal Grant funds requested for 2021
- Construct new taxiway parallel to Taxiway B
- Approximately 2,800' x 200' of concrete and asphalt
- Includes lighting, storm drain & electrical upgrades, striping and security fencing

Strategies :

- Financial
- Customer
- Operations

Estimated Cost	Duration
\$36,900,000	18-20 months

ADP Programmatic Documents



ADP Programmatic Documents

Scope:

- Preparation of programmatic documents for the Airport Development Program
- Define criteria and standards for project design & construction
- Sufficient detail to support RFQ for design teams & contractors

Strategies :

- Financial
- Operations

Estimated Cost	Duration
\$18,000,000	24 months