

ITEM 1

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



SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

Board Communication

Date: August 5, 2011

To: Committee Members

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

Subject: Interview of Public Member Candidates for the Audit Committee

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

The next step in the process is the interview of applicants by the Audit Committee. Each applicant is allotted 30 minutes for his/her interview. On June 20, 2011, the Audit Committee interviewed applicants Chandra Srivastava and Darold Pieper.

It appears that each applicant meets one or more of the following criteria:

- An architect or civil engineer licensed to practice in the State of California
- A professional with experience in the field of real estate or land economics
- A person with experience in managing construction of large-scale public works projects
- A person who resides within the airport influence area of the San Diego International Airport
- A person with experience in environmental justice as it pertains to land use

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

**ANDREW
HOLLINGWORTH**

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

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

(Please type or print in ink.)

Name: Andrew Hollingworth

Home Phone: _____

Address: _____

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

Employer: USE Credit Union

Work Phone: _____

Educational Background/Qualifications: _____

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

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

Licenses or Special Certificates held: Certified Public Accountant, California

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

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

Please see attachment

Please provide three References:

Name

Telephone Number

County Supervisor Greg Cox

City Council President Pro Tem Kevin Faulconer

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

Jim Harris – President – USE Credit Union

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

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

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

Signature: Andru Hollingsworth

Date: 5/19/2011

ANDREW HOLLINGWORTH MBA, CPA

SDCRAA

MAY 20 2011

Corporate Services

May 20, 2011

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

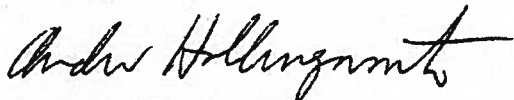
Dear Mr. Russell and Gentlemen:

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

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

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

Cordially,



Andrew Hollingworth

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

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

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

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

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

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

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



ANDY HOLLINGWORTH BIOGRAPHY

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

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

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

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

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

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



COUNCIL PRESIDENT PRO TEM KEVIN L. FAULCONER

SECOND DISTRICT
CITY OF SAN DIEGO



May 26, 2011

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

Dear Mr. Russell:

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

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

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

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

Sincerely,

Kevin L. Faulconer
Council President Pro Tem
Second District

KLF:mp





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

May 25, 2011

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

Dear Mr. ^{Tony}Russell:

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

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


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

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

Mr. Tony Russell, CRM, MMC
May 25, 2011
Page Two

Given his extensive background, I believe that Andy Hollingworth would bring valuable expertise and insight to the Audit Committee of the San Diego Regional Airport Authority and I recommend his appointment.

Sincerely,



GREG COX
Supervisor, First District

TONY PAUKER

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

APPLICATION FOR APPOINTMENT TO THE: AUDIT COMMITTEE

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

(Please type or print in ink.)

Name: Tony Parker Home Phone: _____

Address: _____

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

Employer: City Ventures Work Phone: _____

Educational Background/Qualifications: _____

BA, UCLA Geography 1988

MBA, USC 1990

MPL, USC 1990

see attached resume

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

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

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

Please see cover letter

Please provide three References:

| Name | Telephone Number |
|-------|------------------|
| _____ | () _____ |
| _____ | () _____ |
| _____ | () _____ |

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

Signature: [Signature] Date: 5/2/11

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

TONY PAUKER

May 2, 2011

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

Re.: Vacancy - Public Audit Committee Member

Dear Mr. Russell:

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

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

I look forward to discussing this with you further. I can be reached at
at

or

Sincerely,



Tony Pauker

TONY PAUKER

OVERVIEW:

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

PROFESSIONAL EXPERIENCE:

City Ventures, San Diego, CA

VP of Development and President, Distressed Housing Fund

2009 - Present

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

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

Acquisition, Disposition and Entitlement Consulting, San Diego, CA

2008 – 2009.

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

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

The Olson Company, San Diego, CA
Regional President, 2001 – 2008.

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

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

Developers Diversified Realty (formerly DDR OliverMcMillan), San Diego, CA
VP Development, 1998 to 2001.

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

Representative primary responsibilities for Queensway Bay include:

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

Kotin Mouchly Group (Formerly Sedway Kotin Mouchly Group), Los Angeles, CA
Manager, 1996 to 1998.

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

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

Gruen Gruen + Associates, San Francisco and San Diego, CA
Senior Economist, 1992 to 1996.

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

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

Angus McDonald & Associates, Berkeley, CA
Project Manager, 1991 to 1992.

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

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

EDUCATION:

University of Southern California, Los Angeles, California.

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

University of Southern California, Los Angeles, California.

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

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

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

PROFESSIONAL AFFILIATIONS, CERTIFICATIONS, & OTHER:

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

REPRESENTATIVE CONSULTING EXPERIENCE (1991-1998)

Financial Analysis and Market Feasibility

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

Asset Management and Disposition Strategies

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

Entitlement and Fiscal/Economic Impact Analysis

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

Public Sector Finance and Development

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