SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

Revised 4/19/18

Board Members
C. April Boling
Chairman

Greg Cox
Jim Desmond
Mark Kersey
Robert T. Lloyd
Paul Robinson
Michael Schumacher
Johanna Schiavoni
Mark B. West

Ex-Officio Board Members
Tim Gubbins
Jacqueline Wong-Hernandez
Col. Jason Woodworth

President / CEO
Kimberly J. Becker

SPECIAL BOARD MEETING
and
EXECUTIVE/FINANCE COMMITTEE

AGENDA
Monday, April 23, 2018
9:00 A.M.

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

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 Board or 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.

Board members who are not members of the Committee may attend and participate in Committee discussions. To preserve the proper function of the Committee, only members officially assigned to the Committee are entitled to vote on any item before the Committee. The Committee only has the power to review items and make recommendations to the Board. Accordingly, the 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._**

SAN DIEGO INTERNATIONAL AIRPORT.
LET'S GO.

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

Board

Board Members: Boling (Chair), Cox, Desmond, Gubbins (Ex-Officio), Kersey, Lloyd, Robinson, Schumacher, Schiavoni, West, Wong-Hernandez (Ex-Officio), Woodworth (Ex-Officio)

Executive Committee

Committee Members: Boling (Chair), Robinson, Schumacher

Finance Committee

Committee Members: Cox (Chair), Lloyd, Schiavoni, West

NON-AGENDA PUBLIC COMMENT
Non-Agenda Public Comment is reserved for members of the public wishing to address the Board or Committee on matters for which another opportunity to speak **is not provided on the Agenda**, and which is within the jurisdiction of the Board or 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 or Committee.

BOARD

NEW BUSINESS:

1. **REDUCTION OF MINIMUM INSURANCE REQUIREMENT FOR AIRPORT PERMITTED TAXIS:**
The Board is requested to accept the report
RECOMMENDATION: Accept the report and possible action.
(Ground Transportation: Marc Nichols, Director)

2. **APRIL 2018 LEGISLATIVE REPORT:**
The Board is requested to approve the report
RECOMMENDATION: Adopt Resolution No. 2018-0029R, approving the April 2018 Legislative Report.
(Inter-Governmental Relations: Michael Kulis, Director)

FINANCE COMMITTEE

NEW BUSINESS:

3.   **REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE NINE MONTHS ENDED MARCH 31, 2018:**
     RECOMMENDATION: Forward to the Board with a recommendation for acceptance.
     Presented by: Kathy Kiefer, Senior Director, Finance and Asset Management

4.   **REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF MARCH 31, 2018:**
     RECOMMENDATION: Forward to the Board with a recommendation for acceptance.
     Presented by: Geoff Bryant, Manager, Airport Finance

EXECUTIVE COMMITTEE

NEW BUSINESS:

5.   **APPROVAL OF MINUTES:**
     RECOMMENDATION: Approve the minutes of the March 26, 2018 regular meeting.

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

REVIEW OF FUTURE AGENDAS:

7.   **REVIEW OF THE DRAFT AGENDA FOR THE MAY 3, 2018 BOARD MEETING:**
     Presented by: Kimberly J. Becker, President/CEO

8.   **REVIEW OF THE DRAFT AGENDA FOR THE MAY 3, 2018 AIRPORT LAND USE COMMISSION MEETING:**
     Presented by: Kimberly J. Becker, President/CEO

BOARD (CONTINUED)

CLOSED SESSION:

9.   CONFERENCE WITH REAL PARTY NEGOTIATORS:
Property: Airline Operating and Lease Agreement - San Diego International Airport
Agency Negotiator: Kim Becker, Scott Brickner, Amy Gonzalez Negotiating Parties: Alaska Airlines, Allegiant Airlines, American Airlines, British Airways, Delta Airlines, FedEx, JetBlue Airlines, Southwest Airlines Under Negotiation: price and terms of payment

10.   CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:
(Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Cal. Gov. Code§54956.9)
Number of cases: 1

REPORT ON CLOSED SESSION:

BOARD AND 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				
Date	*Day*	*Time*	*Meeting Type*	*Location*
May 24	Thursday	9:00 A.M.	Regular	Board Room
June 25	Monday	9:00 A.M.	Regular	Board Room
August 27	Monday	9:00 A.M.	Regular	Board Room

STAFF REPORT

Meeting Date: **APRIL 23, 2018**

Subject:

Reduction of Minimum Insurance Requirement for Airport Permitted Taxis

Recommendation:

Accept the report and possible action.

Background/Justification:

The City of San Diego Metropolitan Transit System (MTS) regulates taxis in San Diego County. A certain number of these MTS regulated taxis are permitted to operate on airport property to pick up passengers. Currently, the airport has issued 450 airport permits to MTS taxis. The current minimum insurance requirement for airport permitted taxis is one million dollars ($1,000,000) Combined Single Limit (CSL).

> *Property policies may have split limits or combined single limits. The combined single limit simply states a single dollar limit that applies to any combination of bodily injury and property damage liability claims, as compared to split limits where three separate dollar amounts apply to each accident: per person limit, per occurrence limit for all injured persons, and per occurrence limit for all property damage resulting from the accident.*

Recently, both the San Diego City Council and the MTS Board have voted to reduce the minimum insurance requirement for taxis operating under their jurisdiction from $1,000,000 down to $350,000.

See Attachment A – Notice to all MTS regulated permit holders.

This change was approved by the San Diego City Council on March 19, 2018; and by the MTS Board on April 12, 2018. With approval by the MTS Board, this change is effective immediately.

See full details of the justification for the reduction in the minimum insurance requirement in:

Attachment B – Memo to MTS Board of Directors, and
Attachment C – Memo to City of San Diego.

Most city taxis will be renewing their insurance policies by April 28, 2018 – with the reduced limit of $350,000. Any airport permitted taxi that renews insurance with this new lower limit, will no longer be in compliance with current airport minimum insurance requirements.

Level Playing Field Efforts

TNCs, Taxis, Vehicles for Hires (VFH), and Charters are regulated by different entities resulting in different regulatory and operational requirements. TNCs, VFHs, and Charters are regulated by the California Public Utilities Commission (CA PUC) while taxicabs are regulated by MTS. In response to requests by all modes to "level the playing field", the Authority has adjusted the MOAs and permit requirements in the past. The table below outlines the current permit and operational requirements of the Taxi, TNC, VFH, and Charter modes.

Table 1.1 – Ground Transportation Permit Requirements

Permit Requirements	*Requirements are similar*			*Differences Exist*
	TAXI	**TNC**	**VFH**	**CHARTER**
Regulated by	MTS	CA PUC	CA PUC	CA PUC
Airport permit required	Each Vehicle	Company	Each Vehicle	Each Vehicle
Total authorized companies	450	10	9	No Limit
Total Vehicles	450	No Limit	No Limit	No Limit
Vehicle	Commercial	Private	Commercial	Commercial
Vehicle Age	Less than 10 years	Less than 10 years	Less than 10 years	Less than 10 years
Vehicle Inspections	Older than 7 years	Older than 7 years	Older than 7 years	Older than 7 years
Driver Background Checks	Yes	Yes	Yes	Yes
Driver "Known Terrorist" Check	Yes	Yes	Yes	Yes
Driver "Sex Offender Database" Check	Yes	Yes	Yes	Yes
Driver DMV Check	Yes	Yes	Yes	Yes
Airport Driver Badge	No	No	No	No
Sheriff's Placard	Yes	No	No	No
Company Driver Identification	Yes	Yes	Yes	Yes
Trade Dress	Yes	Yes	Yes	Yes
GHG Requirements	Yes	Yes	Yes	Exempt
Trip Fees/Permit Fees	Trip	Trip	Trip	Permit
Insurance - Workers Comp	Yes	Yes	Yes	Yes
Insurance - Commercial Liability	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 750,000
Insurance - Auto Liability	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 750,000

Metropolitan Transit System (MTS) Regulation of City Taxis

The City of San Diego (City) has contracted with MTS to regulate for-hire vehicles, including, but not limited to, taxicabs within the City's jurisdiction. In that contract, the City retains the right to make decisions or provide recommendations to MTS regarding fundamental policy decisions.

In 2010, at the request of MTS taxicab permit holders, MTS raised the required insurance limits for a taxicab from $300,000 to $1,000,000 (effective for all insurance renewals after January 1, 2011). The taxicab market has undergone significant change since then, including a reduction in permitted taxicabs, increased operations costs (including insurance), competition from Transportation Network Companies (TNCs), and overall reduction in taxi business levels – both on and off airport. Local taxicab permit holders, lease drivers, and related stakeholders have requested that MTS lower the insurance requirements in an effort to maintain the economic viability of the local taxicab market. Both the City and MTS have now approved a reduction in the minimum insurance requirement.

Insurance requirements from other US and California cities were researched and presented as part of the report prepared by MTS. Those amounts are summarized below in Table 1.2.

Table 1.2 - Current Taxi Minimum Public Liability Requirements

US Cities	Per Person	Per Occurrence	Property	CSL
New York	$ 100,000	$ 300,000	$ 100,000	
Chicago				$ 350,000
Boston	$ 25,000	$ 50,000	$ 25,000	
Atlanta	$ 25,000	$ 50,000	$ 25,000	
Houston	$ 25,000	$ 50,000	$ 25,000	
Miami	$ 100,000	$ 300,000	$ 100,000	
Dallas				$ 500,000
Seattle	$ 100,000	$ 300,000	$ 25,000	$ 325,000
Phoenix				$ 350,000
Las Vegas	$ 250,000	$ 500,000	$ 50,000	

CA Cities	Per Person	Per Occurrence	Property	CSL
Los Angeles	$ 100,000	$ 300,000	$ 100,000	$ 350,000
Santa Barbara				$ 500,000
Long Beach	$ 100,000	$ 300,000	$ 50,000	
Orange County				$ 1,000,000
Santa Monica				$ 350,000
San Francisco				$ 1,000,000
Oakland				$ 1,000,000
San Jose				$ 300,000
Sacramento				$ 500,000
Chula Vista	$ 100,000	$ 300,000	$ 50,000	

The MTS report also found that based on current claims, the $350,000 minimum requirement would cover 99.61% of all claims. The requirement reduction will also result in a reduction in insurance premiums of approximately 20-35% (depending on company).

Airport Permitted Taxis

Any city taxi may drop-off at the airport at the terminal curbside. Only a certain number of MTS permitted taxis (city taxis) are authorized to operate on airport for the purpose of picking up passengers. These taxis are required to obtain an airport permit. The President/CEO may specify the number of city taxis that are permitted to operate on airport, in accordance with Authority Code Section 9.12 –

The President/CEO or his or her designee of the Authority may issue permits authorizing ground transportation service for the transportation of persons and baggage from or within the Airport. A valid permit is permission for the person to whom it is given, including said person's employee, driver or agent, to transport, by a vehicle to which a decal or trade dress is affixed, passengers and baggage over and upon the non-dedicated private streets within the Airport, in accordance with the rules, regulations, and standing time limits established and designated by the President/CEO from time to time.
> *(a) Vehicle Restrictions.*
>> *(1) Beginning July 1, 2012, the total number of authorized vehicle decals for Taxicab permits shall not exceed 450 for the Airport. A reserve list shall be retained and may be used by the President/CEO for possible replacements. The President/CEO has the discretion to determine the number of Taxicabs that may serve the Airport each day.*

See Attachment D for full text of Authority Code Section 9.12.

Currently, approximately 41% of City taxis hold airport permits.

Airport Insurance Requirements

In accordance with Authority Code 9.14, the President/CEO may determine the type, requirement, and limit of insurance that may be required for an airport permitted commercial vehicle to operate on airport.

> *(a) No person shall operate, drive, or cause to be operated or driven any Taxicab, Vehicle for Hire, Charter Vehicle, TNC Vehicle, scheduled ground transportation service, hotel or other courtesy vehicle or any other commercial ground transportation service (except as provide in Section 9.23 of this Code) ("Insured Drivers") over and upon the non-dedicated private streets for the transportation of persons and baggage from or within the Airport unless they establish and maintain in effect the forms of financial responsibility for public liability and workers' compensation specified in this Section.*
>> *(1) Insured Drivers shall maintain a valid policy of automobile liability insurance executed and delivered by a company authorized to carry on insurance business in the State of California, with an AM Best Company financial rating acceptable to the President/CEO. The minimum terms and limits of said policy shall be set from time to time by the President/CEO. The terms of the policy shall provide that the insurance company assumes financial responsibility for injuries to persons, property and employees caused by the operation of the Insured Drivers and their authorized drivers and Airport Ground Transportation Service Permitted vehicles.*
>> *(2) Insured Drivers shall maintain a valid policy of workers' compensation insurance for all its employees and shall include a waiver of subrogation endorsement in favor of the Authority.*

> *(b) A valid certificate of insurance issued by the company providing the insurance policy required under the provisions of this section shall be filed with and approved by the President/CEO. This certificate, with appropriate endorsements to the underlying policies, shall provide that the Authority and its officers, employees and agents are named as additional insureds. It shall also provide that the insurer will notify the Authority at least 30 days prior to a reduction in coverage or cancellation of the policy.*

See Attachment E for full text of Authority Code Section 9.14.

The Authority's minimum insurance requirement has been set at $1,000,000 for many years and for all permitted commercial modes, except Charter vehicles.

Position of Authority Risk Management Department

Ground Transportation requested a position statement from the Authority Risk Management Department. Risk Management held discussions with local insurance industry providers, and the Authority's own airport insurance providers.

Risk Management is always in favor of mitigating Authority risk. However, given the current taxi industry climate, the reason for a possible change is understood. The President/CEO may lower the insurance requirement, while still maintaining levels of risk exposure that are comparable to other municipalities and airports, and may be sufficient to meet most claims.

Position of Authority General Counsel

Ground Transportation also requested input from the Authority's General Counsel. Among other things, the General Counsel's office pointed out that minimum insurance requirements are included in the Authority's annual taxi permit. Thus, a change to the minimum insurance requirements will require a change to the permit. Additionally, the permit requires permit holders to broadly defend, indemnify, and hold harmless the Authority from any and all claims arising out of the operation of a permitted taxicab. Based upon its discussions with the General Counsel's Office, staff believes that the legal risk to the Authority of lowering the minimum insurance requirements is relatively minimal.

Key Dates and Actions

- March 19, 2018 – San Diego City Council voted to reduce the taxi insurance minimum requirement from $1,000,000 down to $350,000.
- April 12, 2018 – MTS Board voted to reduce the taxi insurance minimum requirement from $1,000,000 down to $350,000.
- April 23, 2018 – Staff recommends immediate reduction of airport permitted taxi insurance minimum requirement from $1,000,000 down to $350,000 CSL.
- April 28, 2018 – most city taxis, to include airport permitted taxis, will renew insurance with the new minimum requirement of $350,000.

Recommendation

Based on evidence provided, industry analysis, and examination (in conjunction with the insurance industry) of recent insurance claims, staff recommends that the President/CEO immediately reduce the Authority minimum insurance requirement from $1,000,000 down to $350,000 Combined Single Limit.

Reducing the insurance requirement will –

1. Allow City taxis to renew their insurance policies with no additional increased requirement to operate on airport.
2. Enable City taxis to take advantage of reduced premiums, as much as 20-35% less than the prior year.
3. Mitigate a potential reduction in airport taxi supply.
4. Ensure the same level of customer service and taxi availability that is enjoyed today.

Staff will work closely with MTS, insurance providers, and the taxi industry over the next year to ensure that the needs of the public, airport passengers, and the taxi industry are being met.

Fiscal Impact:

There is no expected fiscal impact.

Authority Strategies:

This item supports one or more of the Authority Strategies, as follows:

☒ Community Strategy ☒ Customer Strategy ☐ Employee Strategy ☒ Financial Strategy ☒ Operations Strategy

Environmental Review:

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

B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act. Cal. Pub. Res. Code §30106.

Application of Inclusionary Policies:

Not applicable.

Prepared by:

MARC NICHOLS
DIRECTOR, GROUND TRANSPORTATION

MTS

Metropolitan Transit System

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466

Memorandum

DATE: April 13, 2018

TO: All MTS Regulated Vehicle permit holders

FROM: Kenneth E. Nelson, Taxicab Administration Manager

SUBJECT: MTS Taxicab and For-Hire Vehicle Insurance Requirements Limit Reduction.

On Thursday, April 12, 2018, the Metropolitan Transit System ratified the San Diego City council decision to reduce MTS Taxicab and For-Hire Vehicle Insurance requirements for vehicles with a capacity of 9 passengers or less. Taxicab vehicles fall within this category, and can now reduce their Combined Single Limit (CSL) insurance policy from $1,000,000 to $350,000.

The following Taxicab and For-Hire Vehicle Insurance Requirements are now in effect:

Vehicle Seating Capacity (including driver)	Combined Single Limit (CSL)
9 passengers or less	$350,000
10-15 passengers	$2,000,000
16 passengers or more	$5,000,000

Should you have any questions regarding this matter, or if you would like a copy of MTS Taxicab and For-Hire Vehicle Insurance requirements, please contact Regulatory Enforcement Supervisor Leonardo Fewell at 619-235-2643 or, Leonardo.Fewell@sdtms.com

MTS

Metropolitan Transit System

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466 • FAX (619) 234-3407

MEMORANDUM

Date: April 12, 2018

To: MTS Board of Directors

From: MTS Taxicab Administration Manager, Kenneth Nelson

Re: **Recommendation to Reduce Public Liability Insurance Requirements for MTS Regulated For-Hire Vehicles Transporting 9 or Fewer Passengers**

SUMMARY

The City of San Diego (City) has contracted with San Diego Metropolitan Transit System (MTS) to regulate for-hire vehicles, including but not limited to taxicabs, within the City's jurisdiction. In that contract, the City retains the right to make decisions or provide recommendations to MTS regarding fundamental policy decisions.

In 2010, at the request of MTS taxicab permit holders, MTS raised the required insurance limits for a taxicab from $300,000 to $1,000,000 (effective for all insurance renewals after January 1, 2011). The taxicab market has undergone significant change since January 1, 2011, including a reduction in permitted taxicabs, increased operation costs, and competition from transportation network companies such as Uber and Lyft. Local taxicab permit holders, lease drivers and related stakeholders have requested that MTS lower the insurance requirements in an effort to maintain the economic viability of the local taxicab market.

MTS Taxicab Administration Recommendation:

The MTS Taxicab Administration Department recommends the minimum public liability insurance for regulated vehicles transporting 9 or fewer passengers be reduced from the current level of $1,000,000 CSL to $350,000 CSL. It is also recommended that a review be conducted one (1) year from now to ensure the needs of the taxi industry and the public are being met. On March 19, 2018, the San Diego City Council approved the reduction of the taxicab public liability insurance requirement from $1,000,000 CSL to $350,000 CSL.

DISCUSSION

I.   Issue to be Resolved:

Since the introduction of Transportation Network Companies (TNCs) to the San Diego region in 2012 and their eventual legalization by the California Public Utilities Commission (PUC) in 2013, the San Diego regional taxi industry has seen a precipitous drop in the number of rides

requested. The corresponding loss of market share to the minimally regulated TNCs has resulted in the significant loss of revenue to the taxi industry as a whole.

The loss of market share and revenue for the San Diego regional taxi industry has seen the value of a taxi medallion (operational permit) plummet. For the first time in recent history, we have seen consecutive years where there have been no new taxi operational permit applications. Taxi owners have been voluntarily surrendering their permits in record numbers.

The main reason for the loss of taxis in the San Diego region has been the combined issues of decreased business due to TNCs and the rising operational costs for taxi. TNCs are regulated by the State of California through the Public Utilities Commission (PUC), leaving local governments with little to no discretion in regards to TNC regulation. However, local government regulation of taxis can have significant impact on taxi's operational costs in their region. The largest and most significant being the annual cost of public liability insurance, which increases on a yearly basis.

II. MTS Taxicab Administration Authority relating to Insurance:

By agreement with Cities, the MTS Taxicab Administration licenses and regulates taxicabs and other for-hire vehicles in the cities of El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, San Diego and Santee. City of San Diego Council Policy 500-02 sets forth the overall policy framework for taxicab permits, which is implemented by MTS Taxicab Administration through MTS Ordinance No. 11 policy. City of San Diego Council Policy 500-02 requires that all applicants for taxicab permits must provide evidence of ability to meet insurance requirements in order to receive a permit from MTS. No specific dollar amount is set forth in City of San Diego Policy 500-02.

A minimum dollar amount for taxicab public liability insurance is set forth in California Vehicle Code 16500[1]. These amounts however have not been revised since 1967 and are not current with inflation and other industry standards. The MTS Taxicab Administration has therefore historically established the limits of taxicab public liability insurance in the jurisdictions it regulates.

MTS's authority to establish taxicab public liability insurance requirements is limited if and when it amounts to a fundamental policy change[2], which requires additional City of San Diego approval. It is MTS's opinion that any reduction to the limits of taxicab public liability insurance may amount to a fundamental policy change since it could have an effect on how much protection is afforded by those injured in an accident.

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[1] Per California Vehicle Code 16500 "Liability Limits": Every owner of a vehicle used in the transportation of passengers for hire, including taxicabs, when the operation of the vehicle is not subject to regulation by the Public Utilities Commission, shall maintain, whenever he or she may be engaged in conducting those operations, proof of financial responsibility resulting from the ownership or operation of the vehicle and arising by reason of personal injury to, or death of, any one person, of at least fifteen thousand dollars ($15,000), and, subject to the limit of fifteen thousand dollars ($15,000) for each person injured or killed, of at least thirty thousand dollars ($30,000) for the injury to, or the death of, two or more persons in any one accident, and for damages to property of at least five thousand dollars ($5,000) resulting from any one accident.

[2] See MTS Agreement G0225.9-95, Section 3: MTS will not alter a fundamental policy or regulation in accordance with Ordinance No. 11 without prior approval of the City [of San Diego].

III. Historical Background on MTS Taxicab Administration Insurance Requirements:

Prior to January 1, 2011, MTS required regulated commercial vehicles, capable of transporting 9 or less passengers to possess public liability insurance at the following limits: $100,000 per person/$300,000 per occurrence/$50,000 for property with a combined single limit (CSL) of $300,000.

In March of 2010, the MTS Taxi Advisory Committee (TAC)[3] and the Workshop on Regulatory Matters (WORM)[4] recommended[5] raising the required minimum public liability insurance from the above listed amounts to a CSL of $1,000,000. The reasoning behind the recommended increase was based on potential risks, current settlement trends, and other like agency needs and requirements. Per the approval of MTS Chief Executive Officer[6], this change became effective for all insurance renewals after January 1, 2011.

In 2015, in an attempt to provide more opportunities for taxicab permit holders to find affordable insurance premiums, TAC and WORM recommended[7] that MTS Taxicab Administration allow non-California admitted insurance companies to offer for-hire vehicle insurance for MTS taxicab permit holders. The MTS Board of Directors approved this revision on September 17, 2015[8]. Unfortunately, this change did not result in any significant decrease to insurance premiums.

In 2017, in response to the ever increasing operational costs for the taxi industry, MTS conducted an in depth review of MTS Ordinance No. 11 and internal policies. TAC and WORM recommended[9] significant changes to MTS Ordinance No. 11 that would remove and/or reduce regulations. This review prompted MTS Board of Directors on December 14, 2017 [10] approved the proposed revisions to MTS Ordinance No. 11 in order to reduce costs and to allow for added income streams (i.e. allowance of regulated advertising). However, this did not address the single largest cost for taxi companies which are public liability insurance requirements.

In November of 2017, WORM[11] held initial discussions regarding reducing public liability insurance limits. To further expand on these discussions and to gain insight from all applicable industry stakeholders, the MTS Taxicab Administration Manager created a temporary ad-hoc committee. The ad-hoc committee consisted of representatives from MTS risk management and the MTS Taxi Administration, United Taxi Workers San Diego (UTWSD), major taxi owners and dispatch companies, insurance industry, City of San Diego, County of San Diego risk management, and County of San Diego Weights and Measures.

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[3] The MTS Board of Directors established the MTS Taxicab Advisory Committee (TAC) in 1994 to provide feedback to the MTS CEO and MTS Board of Directors, as applicable, on various matters related to taxicabs.
[4] The MTS Taxicab Advisory Committee (TAC) established the subcommittee Workshop on Regulatory Matters (WORM) to provide feedback to TAC on various matters related to taxicab regulations.
[5] See TAC March 18, 2010 Agenda Item #3 and WORM March 1, 2010 Agenda Item #2
[6] See MTS Taxicab Administration Manager May 14, 2010 Memorandum Re: MTS Taxicab and For-Hire Vehicle Insurance Requirements Form
[7] See TAC July 2, 2015 Agenda Item #6 and WORM May 19, 2015 Agenda Item #3
[8] See MTS Board of Directors September 17, 2015 Agenda Item #28
[9] See TAC December 6, 2017 Agenda Item #4a and WORM November 13, 2017 Agenda Item #4
[10] See MTS Board of Directors December 14, 2017 Agenda Item #31
[11] See WORM November 30, 2017 Agenda Item #1

On January 30, 2018 the first ad-hoc committee meeting was held to discuss the potential of reducing the required minimum public liability insurance from the current $1,000,000 level. Any lower amount recommendation would need to meet the following requirements: remain in line with industry standards, take into account current settlement trends as well as ensuring public safety needs, reduce overall costs for the local taxi industry, and consider the impact of Assembly Bill 1069[12]. The second and final ad-hoc meeting was held on February 21, 2018. Based on input and data from the various committee members, the following facts were collected.

IV.   Current Industry Standards:

Public liability insurance rates from ten (10) similar sized municipalities outside the state of California and ten (10) from inside the state of California were surveyed. In addition, the public liability insurance requirements for TNCs in California were reviewed. The tables below highlight the results of the surveys.

A. Current minimum public liability requirements in other Cities:

City (outside CA.)	Per Person	Per Occurrence	Property	Comb. Single Limit
New York City	100,000	300,000	100,000	
Chicago				350,000
Boston	25,000	50,000	25,000	
Atlanta	25,000	50,000	25,000	
Houston	25,000	50,000	25,000	
Miami	100,000	300,000	100,000	
Dallas				500,000
Seattle	100,000	300,000	25,000	325,000
Phoenix				350,000
Las Vegas	250,000	500,000	50,000	

City (within CA.)	Per Person	Per Occurrence	Property	Comb. Single Limit
Los Angeles	100,000	300,000	100,000	350,000
Santa Barbara				500,000
Long Beach	100,000	300,000	50,000	
Orange County				1,000,000
Santa Monica				350,000
San Francisco[13]				1,000,000
Oakland				1,000,000
San Jose				300,000
Sacramento				500,000
Chula Vista	100,000	300,000	50,000	

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[12] AB 1069 which becomes law in the State of California on January 1, 2019 removes the ability of individual cities to regulate taxis. Cities must enter into a Joint Powers Agreement (JPA) with either another governmental entity or with a transit agency in order to regulate taxis.

[13] As of February 22, 2018, San Francisco's taxicab public liability insurance requirements policy is under review.

B. TNC Requirements (Uber, Lyft, etc.)

Per the California Public Utilities Code 5432, TNC drivers are only required to maintain the California minimum for personal coverage while the TNC app is turned off (off-duty). While the TNC app is turned on but prior to any match, they must carry low level commercial insurance at the minimum level of $50,000/$100,000/$30,000. This insurance can be provided by the driver, the TNC or a combination of both. Only when the app is open, a match has been accepted or when a customer is onboard, is a TNC required to have the full $1,000,000 coverage. This may be provided by the driver, TNC or a combination of both.

Status	Minimum Coverage	Provider
App closed / Personal use	15,000/30,000/5,000	Driver/Personal
App opened	50,000/100,000/30,000	TNC or Driver + 200,000 excess
Match accepted prior to pick-up	1,000,000	TNC or Driver or Combo
Match accepted during transport	1,000,000	TNC or Driver or Combo

V.   Current Settlement Trends:

An insurance industry representative who was a part of the ad-hoc committee was able to provide information regarding claims against the San Diego taxi industry over the past 5 years. While the numbers do not represent the complete number of claims, according to insurance industry representatives, they do represent nearly 90% of all claims against San Diego taxis during the 5-year time frame.

A. 5-year Loss/Run Reports (claims against taxis)[14]

Policy Term	# of Claims	# > $350K	# > 1 Mil.	Gross $	Average Claim $
2/13 – 2/14	379	1	1	3,082,370	8,133
2/14 – 2/15	412	1	0	3,056,881	7,420
2/15 - 2/16	439	2[15]	1	3,806,054	8,670
2/16 - 2/17	403	0	1	2,603,161	6,460
2/17 – 2/18	423	1	0	2.502,469	5,916

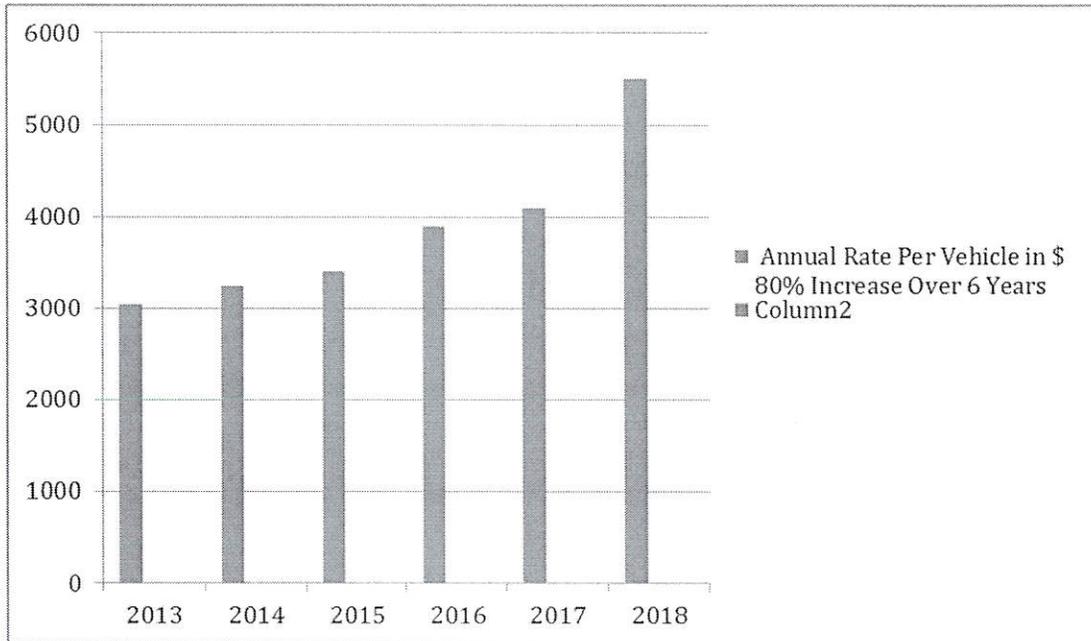| Years Surveyed	Total # of Claims	% > $350K	% > 1 Mil.	% < $350K
2013 - 2017	2056	0.24 %	0.15 %	99.61 %

B. Annual Insurance Cost Trends[16]

An insurance industry representative on the ad-hoc committee also provided average annual insurance premium costs, per vehicle. The years surveyed were 2013-2018 inclusive. 2018 rates were included because premiums are set near the beginning of the year, with 20%

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[14] Information provided to MTS Taxicab Administration by BB&T Insurance, which provides 90% of insurance policies to taxicabs operating in MTS Taxicab Administration's regulated jurisdictions.

[15] These two (2) claims over $350,000 between February 2015 to February 2016 involved situations in which the taxicab was not found to be at fault but the vehicle involved was uninsured.

[16] Information provided to MTS by BB&T Insurance, which provides 90% of insurance policies to taxicabs operating in MTS Taxicab Administration's regulated jurisdictions.

payment due near the end of February (extended to April 5, 2018). In 2013 the average per vehicle rate was approximately $3,050. With annual increases based on market size and other factors (fewer vehicles to spread group rates) the annual rate has risen to approximately $5,500 per vehicle. This represents an **80% increase** in only six (6) years, even though there has been a **27% decrease** in the average claim amount in dollars.

VI.   Discussion:

The San Diego regional taxi industry is attempting to remain viable while adjusting to a smaller market share and enduring rising operating costs. The largest of these costs being the annual insurance premiums. Based on the discussions with the ad-hoc committee members, multiple options were reviewed and included the following:

A. $500,000 CSL – This option was rejected due to the actual limited reduction in annual costs. According to the insurance representatives, even though the coverage would be halved, the actual annual cost would remain similar. This is due to what is known as "*re-insurance*." Re-insurance is what insurance companies buy in order to remain solvent in case of a very large claim. The cost is passed along to the policy holder. The re-insurance rates between $500,000 and $1,000,000 are relatively unchanged. This results in a similar annual insurance cost.

B. $100,000/$300,000/$50,000 - This option would have returned the minimum public liability insurance coverage back to its original levels pre-2011. This option was rejected due to the limited amount of coverage for the public. This formatted coverage limits each person involved to $100,000 per person with a maximum of $300,000 per incident and a total of $50,000 for property damage. The format reduces the ability of individual claimants to receive more than the $100,000 in compensation, even if their loss should equate to more than the $100,000 individual limit but less than the $300,000 total.

C. $350,000 CSL – This option was *unanimously* accepted and recommended by the ad-hoc committee for the following reasons:

1. Based on current claim trends this amount would cover 99.61% of all claims, meeting public safety needs.
2. Would *reduce* annual insurance premiums between **20% – 35%** (depending on company).
3. Would be in line with other major metropolitan cities in the U.S.
4. Allows cities that do not currently have a taxicab regulation agreement with MTS to more easily enter into such an agreement. MTS Taxicab Administration currently has an agreement with most southern San Diego County jurisdictions except for County of San Diego, City of Chula Vista and City of Coronado. City of Chula Vista, for example, requires $100,000/$300,000/$50,000 taxicab public liability insurance. Aligning and lowering MTS's minimum public liability insurance requirements will allow these jurisdictions to more easily enter into agreements with MTS Taxicab Administration by maintaining the City's same level of taxi services and protection for their constituents.
5. As a supplemental reason, a smaller market share has resulted in more static taxis. Taxicabs are no longer receiving a majority of their rides through street hails. The majority of taxis are now stationary at various taxi stands around the cities. The fewer miles taxis are driving the less exposure and potential for accidents, supporting again the reduction of taxicab public liability insurance requirements.

VII.   MTS Taxicab Administration Recommendation:

Based on the information described above, the MTS Taxicab Administration Department recommends the minimum public liability insurance for regulated vehicles transporting 9 or fewer passengers be reduced from the current level of $1,000,000 CSL to $350,000 CSL. It is also recommended that a review be conducted one (1) year from now to ensure the needs of the taxi industry and the public are being met. On March 19, 2018, the San Diego City Council approved the reduction of the taxicab public liability insurance requirement from $1,000,000 CSL to $350,000 CSL.

MTS

Metropolitan Transit System

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466 • FAX (619) 234-3407

MEMORANDUM

Date: March 19, 2018

To: City of San Diego

From: MTS Taxicab Administration Manager, Kenneth Nelson

Re: **Recommendation to Reduce Public Liability Insurance Requirements for
            MTS Regulated For-Hire Vehicles Transporting 9 or Fewer Passengers**

SUMMARY

The City of San Diego (City) has contracted with San Diego Metropolitan Transit System (MTS) to regulate for-hire vehicles, including but not limited to taxicabs, within the City's jurisdiction. In that contract, the City retains the right to make decisions or provide recommendations to MTS regarding fundamental policy decisions.

In 2010, at the request of MTS taxicab permit holders, MTS raised the required insurance limits for a taxicab from $300,000 to $1,000,000 (effective for all insurance renewals after January 1, 2011). The taxicab market has undergone significant change since January 1, 2011, including a reduction in permitted taxicabs, increased operation costs, and competition from transportation network companies such as Uber and Lyft. Local taxicab permit holders, lease drivers and related stakeholders have requested that MTS lower the insurance requirements in an effort to maintain the economic viability of the local taxicab market.

MTS Taxicab Administration Recommendation:

The MTS Taxicab Administration Department recommends the minimum public liability insurance for regulated vehicles transporting 9 or fewer passengers be reduced from the current level of $1,000,000 CSL to $350,000 CSL. It is also recommended that a review be conducted one (1) year from now to ensure the needs of the taxi industry and the public are being met. MTS seeks City consent to this policy change before implementing the reduced requirements in accordance with MTS procedures.

DISCUSSION

I.   Issue to be Resolved:

Since the introduction of Transportation Network Companies (TNCs) to the San Diego region in 2012 and their eventual legalization by the California Public Utilities Commission (PUC) in 2013, the San Diego regional taxi industry has seen a precipitous drop in the number of rides

requested. The corresponding loss of market share to the minimally regulated TNCs has resulted in the significant loss of revenue to the taxi industry as a whole.

The loss of market share and revenue for the San Diego regional taxi industry has seen the value of a taxi medallion (operational permit) plummet. For the first time in recent history, we have seen consecutive years where there have been no new taxi operational permit applications. Taxi owners have been voluntarily surrendering their permits in record numbers.

Until 2015, transferable taxi operational permits were capped in the City of San Diego at **993**. In 2015, the cap on permits was lifted[1] and **273** new non-transferable operational permits were issued for a total of **1266** taxis. In the past two years, there have been **163** voluntary transferable taxi operational permit surrenders, leaving the number of transferable taxi operational permits at **830**. This equates to a **16% loss**. In the past two years there have been **91** voluntary non-transferable taxi operational permit surrenders, leaving the number of non-transferrable taxi operational permits at **182**. This equates to a **33% loss**. This has left a total of **1012** taxis, which equates to **a 20% total loss** of taxis in two years. There are also **128** permits currently in voluntary surrender. Based on current fiscal constraints, we anticipate all **128** permits to be void, leaving City of San Diego and other MTS regulated jurisdictions[2] with **884** taxis. This would represent a **30% total loss** in two years and bring City of San Diego under the original cap limit for the first time in nearly 20 years.

The main reason for the loss of taxis in the San Diego region has been the combined issues of decreased business due to TNCs and the rising operational costs for taxi. TNCs are regulated by the State of California through the Public Utilities Commission (PUC), leaving local governments with little to no discretion in regards to TNC regulation. However, local government regulation of taxis can have significant impact on taxi's operational costs in their region. The largest and most significant being the annual cost of public liability insurance, which increases on a yearly basis.

II.   MTS Taxicab Administration Authority relating to Insurance:

By agreement with Cities, the MTS Taxicab Administration licenses and regulates taxicabs and other for-hire vehicles in the cities of El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, Poway, San Diego and Santee. City of San Diego Council Policy 500-02 sets forth the overall policy framework for taxicab permits, which is implemented by MTS Taxicab Administration through MTS Ordinance No. 11 policy. City of San Diego Council Policy 500-02 requires that all applicants for taxicab permits must provide evidence of ability to meet insurance requirements in order to receive a permit from MTS. No specific dollar amount is set forth in City of San Diego Policy 500-02.

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[1] See San Diego City Council November 10, 2014 Meeting and MTS Board of Directors February 12, 2015 Meeting Agenda Item #30.
[2] If MTS Taxicab Administration has provided a taxicab an operational permit, that taxi has the ability to operate in the City of San Diego and any other MTS Taxicab Administration regulated jurisdiction.

A minimum dollar amount for taxicab public liability insurance is set forth in California Vehicle Code 16500[3]. These amounts however have not been revised since 1967 and are not current with inflation and other industry standards. The MTS Taxicab Administration has therefore historically established the limits of taxicab public liability insurance in the jurisdictions it regulates.

MTS's authority to establish taxicab public liability insurance requirements is limited if and when it amounts to a fundamental policy change[4], which requires additional City of San Diego approval. It is MTS's opinion that any reduction to the limits of taxicab public liability insurance may amount to a fundamental policy change since it could have an effect on how much protection is afforded by those injured in an accident.

III.   Historical Background on MTS Taxicab Administration Insurance Requirements:

Prior to January 1, 2011, MTS required regulated commercial vehicles, capable of transporting 9 or less passengers to possess public liability insurance at the following limits: $100,000 per person/$300,000 per occurrence/$50,000 for property with a combined single limit (CSL) of $300,000.

In March of 2010, the MTS Taxi Advisory Committee (TAC)[5] and the Workshop on Regulatory Matters (WORM)[6] recommended[7] raising the required minimum public liability insurance from the above listed amounts to a CSL of $1,000,000. The reasoning behind the recommended increase was based on potential risks, current settlement trends, and other like agency needs and requirements. Per the approval of MTS Chief Executive Officer[8], this change became effective for all insurance renewals after January 1, 2011.

In 2015, in an attempt to provide more opportunities for taxicab permit holders to find affordable insurance premiums, TAC and WORM recommended[9] that MTS Taxicab Administration allow

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[3] Per California Vehicle Code 16500 "Liability Limits": Every owner of a vehicle used in the transportation of passengers for hire, including taxicabs, when the operation of the vehicle is not subject to regulation by the Public Utilities Commission, shall maintain, whenever he or she may be engaged in conducting those operations, proof of financial responsibility resulting from the ownership or operation of the vehicle and arising by reason of personal injury to, or death of, any one person, of at least fifteen thousand dollars ($15,000), and, subject to the limit of fifteen thousand dollars ($15,000) for each person injured or killed, of at least thirty thousand dollars ($30,000) for the injury to, or the death of, two or more persons in any one accident, and for damages to property of at least five thousand dollars ($5,000) resulting from any one accident.

[4] See MTS Agreement G0225.9-95, Section 3: MTS will not alter a fundamental policy or regulation in accordance with Ordinance No. 11 without prior approval of the City [of San Diego].

[5] The MTS Board of Directors established the MTS Taxicab Advisory Committee (TAC) in 1994 to provide feedback to the MTS CEO and MTS Board of Directors, as applicable, on various matters related to taxicabs.

[6] The MTS Taxicab Advisory Committee (TAC) established the subcommittee Workshop on Regulatory Matters (WORM) to provide feedback to TAC on various matters related to taxicab regulations.

[7] See TAC March 18, 2010 Agenda Item #3 and WORM March 1, 2010 Agenda Item #2

[8] See MTS Taxicab Administration Manager May 14, 2010 Memorandum Re: MTS Taxicab and For-Hire Vehicle Insurance Requirements Form

[9] See TAC July 2, 2015 Agenda Item #6 and WORM May 19, 2015 Agenda Item #3

non-California admitted insurance companies to offer for-hire vehicle insurance for MTS taxicab permit holders. The MTS Board of Directors approved this revision on September 17, 2015[10]. Unfortunately, this change did not result in any significant decrease to insurance premiums.

In 2017, in response to the ever increasing operational costs for the taxi industry, MTS conducted an in depth review of MTS Ordinance No. 11 and internal policies. TAC and WORM recommended[11] significant changes to MTS Ordinance No. 11 that would remove and/or reduce regulations. This review prompted MTS Board of Directors on December 14, 2017[12] approved the proposed revisions to MTS Ordinance No. 11 in order to reduce costs and to allow for added income streams (i.e. allowance of regulated advertising). However, this did not address the single largest cost for taxi companies which is public liability insurance requirements.

In November of 2017, WORM[13] held initial discussions regarding reducing public liability insurance limits. To further expand on these discussions and to gain insight from all applicable industry stakeholders, the MTS Taxicab Administration Manager created a temporary ad-hoc committee. The ad-hoc committee consisted of representatives from MTS risk management and the MTS Taxi Administration, United Taxi Workers San Diego (UTWSD), major taxi owners and dispatch companies, insurance industry, City of San Diego, County of San Diego risk management, and County of San Diego Weights and Measures.

On January 30, 2018 the first ad-hoc committee meeting was held to discuss the potential of reducing the required minimum public liability insurance from the current $1,000,000 level. Any lower amount recommendation would need to meet the following requirements: remain in line with industry standards, take into account current settlement trends as well as ensuring public safety needs, reduce overall costs for the local taxi industry, and consider the impact of Assembly Bill 1069[14]. The second and final ad-hoc meeting was held on February 21, 2018. Based on input and data from the various committee members, the following facts were collected.

IV.   Current Industry Standards:

Public liability insurance rates from ten (10) similar sized municipalities outside the state of California and ten (10) from inside the state of California were surveyed. In addition, the public liability insurance requirements for TNCs in California were reviewed. The tables below highlight the results of the surveys.

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[10] See MTS Board of Directors September 17, 2015 Agenda Item #28
[11] See TAC December 6, 2017 Agenda Item #4a and WORM November 13, 2017 Agenda Item #4
[12] See MTS Board of Directors December 14, 2017 Agenda Item #31
[13] See WORM November 30, 2017 Agenda Item #1
[14] AB 1069 which becomes law in the State of California on January 1, 2019 removes the ability of individual cities to regulate taxis. Cities must enter into a Joint Powers Agreement (JPA) with either another governmental entity or with a transit agency in order to regulate taxis.

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B. TNC Requirements (Uber, Lyft, etc.)

Per the California Public Utilities Code 5432, TNC drivers are only required to maintain the California minimum for personal coverage while the TNC app is turned off (off-duty). While the TNC app is turned on but prior to any match, they must carry low level commercial insurance at the minimum level of $50,000/$100,000/$30,000. This insurance can be provided by the driver, the TNC or a combination of both. Only when the app is open, a match has been accepted or when a customer is onboard, is a TNC required to have the full $1,000,000 coverage. This may be provided by the driver, TNC or a combination of both.

Status	Minimum Coverage	Provider
App closed / Personal use	15,000/30,000/5,000	Driver/Personal
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[15] As of February 22, 2018, San Francisco's taxicab public liability insurance requirements policy is under review.

V. Current Settlement Trends:

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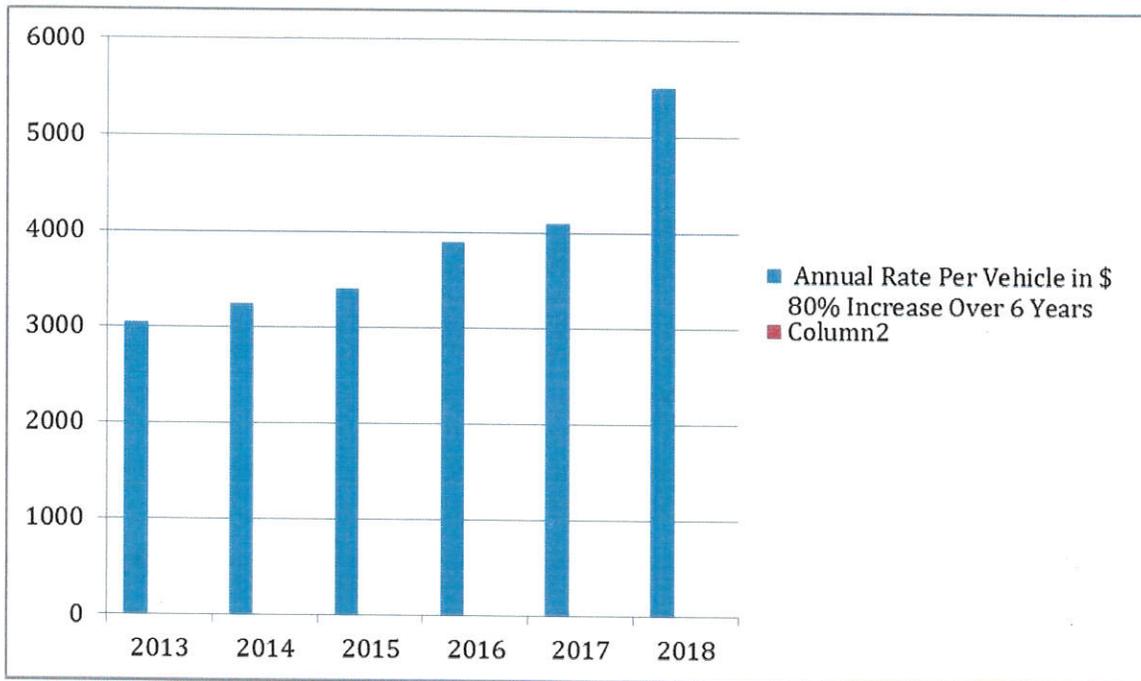| Years Surveyed	Total # of Claims	% > $350K	% > 1 Mil.	% < $350K
2013 - 2017	2056	0.24 %	0.15 %	99.61 %

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An insurance industry representative on the ad-hoc committee also provided average annual insurance premium costs, per vehicle. The years surveyed were 2013-2018 inclusive. 2018 rates were included because premiums are set near the beginning of the year, with 20% payment due near the end of February (extended to April 5, 2018). In 2013 the average per vehicle rate was approximately $3,050. With annual increases based on market size and other factors (fewer vehicles to spread group rates) the annual rate has risen to approximately $5,500 per vehicle. This represents an **80% increase** in only six (6) years, even though there has been a **27% decrease** in the average claim amount in dollars.

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[17] These two (2) claims over $350,000 between February 2015 to February 2016 involved situations in which the taxicab was not found to be at fault but the vehicle involved was uninsured.
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A. $500,000 CSL – This option was rejected due to the actual limited reduction in annual costs. According to the insurance representatives, even though the coverage would be halved, the actual annual cost would remain similar. This is due to what is known as "*re-insurance*." Re-insurance is what insurance companies buy in order to remain solvent in case of a very large claim. The cost is passed along to the policy holder. The re-insurance rates between $500,000 and $1,000,000 are relatively unchanged. This results in a similar annual insurance cost.

B. $100,000/$300,000/$50,000   - This option would have returned the minimum public liability insurance coverage back to its original levels pre-2011. This option was rejected due to the limited amount of coverage for the public. This formatted coverage limits each person involved to $100,000 per person with a maximum of $300,000 per incident and a total of $50,000 for property damage. The format reduces the ability of individual claimants to receive more than the $100,000 in compensation, even if their loss should equate to more than the $100,000 individual limit but less than the $300,000 total.

C. $350,000 CSL – This option was *unanimously* accepted and recommended by the ad-hoc committee for the following reasons:

1. Based on current claim trends this amount would cover 99.61% of all claims, meeting public safety needs.
2. Would *reduce* annual insurance premiums between **20% – 35%** (depending on company).
3. Would be in line with other major metropolitan cities in the U.S.
4. Allows cities that do not currently have a taxicab regulation agreement with MTS to more easily enter into such an agreement. MTS Taxicab Administration currently has an agreement with most southern San Diego County jurisdictions except for County of San Diego, City of Chula Vista and City of Coronado. City of Chula Vista, for example, requires $100,000/$300,000/$50,000 taxicab public liability insurance. Aligning and lowering MTS's minimum public liability insurance requirements will allow these jurisdictions to more easily enter into agreements with MTS Taxicab Administration by maintaining the City's same level of taxi services and protection for their constituents.
5. As a supplemental reason, a smaller market share has resulted in more static taxis. Taxicabs are no longer receiving a majority of their rides through street hails. The majority of taxis are now stationary at various taxi stands around the cities. The fewer miles taxis are driving the less exposure and potential for accidents, supporting again the reduction of taxicab public liability insurance requirements.

VII. MTS Taxicab Administration Recommendation:

Based on the information described above, the MTS Taxicab Administration Department recommends the minimum public liability insurance for regulated vehicles transporting 9 or fewer passengers be reduced from the current level of $1,000,000 CSL to $350,000 CSL. It is also recommended that a review be conducted one (1) year from now to ensure the needs of the taxi industry and the public are being met. MTS seeks City consent to this policy change before implementing the reduced requirements in accordance with MTS procedures.

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

ARTICLE 9 - **SAN DIEGO INTERNATIONAL AIRPORT**
    PART 9.1 - **GROUND TRANSPORTATION**
SECTION 9.12 - **GROUND TRANSPORTATION PERMITS**

The President/CEO or his or her designee of the Authority may issue permits authorizing ground transportation service for the transportation of persons and baggage from or within the Airport. A valid permit is permission for the person to whom it is given, including said person's employee, driver or agent, to transport, by a vehicle to which a decal or trade dress is affixed, passengers and baggage over and upon the non-dedicated private streets within the Airport, in accordance with the rules, regulations, and standing time limits established and designated by the President/CEO from time to time.

    (a)   <u>Vehicle Restrictions</u>.

    (1)   Beginning July 1, 2012, the total number of authorized vehicle decals for Taxicab permits shall not exceed 450 for the Airport. A reserve list shall be retained and may be used by the President/CEO for possible replacements. The President/CEO has the discretion to determine the number of Taxicabs that may serve the Airport each day.

    (2)   The total number of authorized Vehicle for Hire operators shall not exceed nine.

    (3)   The total number of authorized TNC permittees shall not exceed ten.

    (4)   No Vehicle for Hire operator may transfer a vehicle decal except as provided in Section 9.19 of this Code. Authorized Vehicle for Hire operators may increase the number of vehicle decals for their fleet each calendar year by the higher of two vehicles or 10% of their then existing fleet.

    (5)   No Taxicab, Charter Vehicle, Vehicle for Hire, Courtesy Vehicle, or TNC vehicle shall be operated at the Airport without the appropriate current Airport-issued vehicle decal or approved vehicle trade dress and having passed inspection as provided by this Code. No Taxicab, Charter Vehicle, Vehicle for Hire, Courtesy Vehicle, or TNC Vehicle more than ten (10) years old shall be allowed to operate at the Airport.

    (6)   The Board reserves the right to increase or decrease the number of ground transportation service permits or otherwise further limit or restrict the days or times for operation of the Permit Holders as provided herein or as may be provided pursuant to a duly adopted resolution.

(b)   Permit Terms and Fees.

A ground transportation service permit may be issued any time during the calendar year and shall not exceed the expiration date. Irrespective of the date of issuance of any permit, every ground transportation service permit shall expire at the end of the permit term period during which it was issued unless any such permit is sooner terminated, suspended, revoked or cancelled. No permit shall be extended nor shall any permit be renewed or transferred except as provided in this Code.

(1)   Trip fees or any other fees and charges for a ground transportation service provider shall be set by resolution of the Board.

(c)   Vehicle Identification.

All authorized Airport Commercial Ground Transportation Service Provider vehicles shall display an approved vehicle decal or trade dress and have an Authority-approved and operable Automated Vehicle Identification ("AVI") transponder or Global Positioning System ("GPS") unit.

(1)   No person shall remove, damage or tamper with a vehicle decal or AVI transponder or GPS unit unless given written authorization by the Authority.

(2)   No person shall evade or attempt to evade an Airport AVI reader or GPS system.

(3)   No TNC shall operate a vehicle at the Airport without the Authority-approved trade dress.

(d)   Vehicle Inspections.

Each vehicle for which there is a vehicle decal, permit or trade dress shall pass inspection at an Authority-approved Inspection Station prior to operating at the Airport, and shall be subject to further inspection at other times as required by the President/CEO.

[Amended by Resolution No. 2016-0095 dated October 20, 2016]
[Amended by Resolution No. 2015-0066 dated July 1, 2015]
[Amended by Resolution No. 2014-0073R dated July 7, 2014]
[Amended by Resolution No. 2012-0083 dated July 12, 2012]
[Amended by Resolution No. 2011-0065R dated June 2, 2011]
[Amended by Resolution No. 2011-0012 dated January 6, 2011]
[Adopted by Resolution No. 2002-02 dated September 20, 2002.]

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

CODES

ARTICLE **9**   -   SAN DIEGO INTERNATIONAL AIRPORT
   PART **9.1**   -   GROUND TRANSPORTATION
SECTION **9.14**   -   INSURANCE

_____

(a)   No person shall operate, drive, or cause to be operated or driven any Taxicab, Vehicle for Hire, Charter Vehicle, TNC Vehicle, scheduled ground transportation service, hotel or other courtesy vehicle or any other commercial ground transportation service (except as provide in Section 9.23 of this Code) ("**Insured Drivers**") over and upon the non-dedicated private streets for the transportation of persons and baggage from or within the Airport unless they establish and maintain in effect the forms of financial responsibility for public liability and workers' compensation specified in this Section.

(1)   Insured Drivers shall maintain a valid policy of automobile liability insurance executed and delivered by a company authorized to carry on insurance business in the State of California, with an AM Best Company financial rating acceptable to the President/CEO. The minimum terms and limits of said policy shall be set from time to time by the President/CEO. The terms of the policy shall provide that the insurance company assumes financial responsibility for injuries to persons, property and employees caused by the operation of the Insured Drivers and their authorized drivers and Airport Ground Transportation Service Permitted vehicles.

(2)   Insured Drivers shall maintain a valid policy of workers' compensation insurance for all its employees and shall include a waiver of subrogation endorsement in favor of the Authority.

(b)   A valid certificate of insurance issued by the company providing the insurance policy required under the provisions of this section shall be filed with and approved by the President/CEO. This certificate, with appropriate endorsements to the underlying policies, shall provide that the Authority and its officers, employees and agents are named as additional insureds. It shall also provide that the insurer will notify the Authority at least 30 days prior to a reduction in coverage or cancellation of the policy. The certificate also shall state:

(1)   The insurance policy number;

(2)   The type and limits of coverage, including any deductibles or self-insured retention;

(3)   The specific vehicle(s) insured for vehicle liability coverage;

(4)   The effective dates of the policy; and

(5)   The certificate's date of issue.

(c)   An Insured Driver may satisfy the requirements of this Code Section where the holder of a valid ground transportation permit maintains the required insurance covering the Insured Driver.

[Amended by Resolution No. 2015-0066 dated July 1, 2015]
[Amended by Resolution No. 2014-0073R dated July 7, 2014]
[Adopted by Resolution No. 2002-02 dated September 20, 2002.]

Reduction of Minimum Insurance Requirement for Airport Permitted Taxis

Marc Nichols

Director, Ground Transportation

April 23, 2018

SAN DIEGO
INTERNATIONAL AIRPORT

LET'S GO.

Recommendation:

Accept the report and possible action

Summary

1) Background/justification
2) Level playing field efforts
3) MTS/City of San Diego requirements
4) Airport permit insurance requirements
5) Key dates
6) Recommendation

SAN DIEGO
INTERNATIONAL AIRPORT.
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Background/Justification

1) MTS regulates taxis for the City of San Diego
2) TNCs, reduced business, and high insurance costs have threatened the viability of the taxi mode
3) Insurance is one of the highest operating costs for taxis
   1) Insurance costs have increased 80% in 6 years.
   2) $5.5K per year per vehicle
4) Taxis have asked MTS to reduce the taxi minimum insurance requirement

SAN DIEGO
INTERNATIONAL AIRPORT.
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Level Playing Field

Permit Requirements	TAXI	TNC	VFH	CHARTER
	Requirements are similar			*Differences Exist*
Regulated by	MTS	CA PUC	CA PUC	CA PUC
Airport permit required	Each Vehicle	Company	Each Vehicle	Each Vehicle
Total authorized companies	450	10	9	No Limit
Total Vehicles	450	No Limit	No Limit	No Limit
Vehicle	Commercial	Private	Commercial	Commercial
Vehicle Age	Less than 10 years	Less than 10 years	Less than 10 years	Less than 10 years
Vehicle Inspections	Older than 7 years	Older than 7 years	Older than 7 years	Older than 7 years
Driver Background Checks	Yes	Yes	Yes	Yes
Driver "Known Terrorist" Check	Yes	Yes	Yes	Yes
Driver "Sex Offender Database" Check	Yes	Yes	Yes	Yes
Driver DMV Check	Yes	Yes	Yes	Yes
Airport Driver Badge	No	No	No	No
Sheriff's Placard	Yes	No	No	No
Company Driver Identification	Yes	Yes	Yes	Yes
Trade Dress	Yes	Yes	Yes	Yes
GHG Requirements	Yes	Yes	Yes	Exempt
Trip Fees/Permit Fees	Trip	Trip	Trip	Permit
Insurance - Workers Comp	Yes	Yes	Yes	Yes
Insurance - Commercial Liability	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 750,000
Insurance - Auto Liability	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 750,000

MTS/City of San Diego

1. MTS regulates taxis under Ordnance 11.
2. Ordnance 11 does not specify taxi insurance minimum requirements.
3. MTS requested that the City of San Diego approve a reduction in the insurance requirement.
4. Current trend shows $350K limit would cover 99.6% of recent claims
5. MTS recommended a reduction in the minimum requirement from $1M down to $350K.
6. MTS also recommends a review be conducted in 1 year to ensure the needs of public and industry are being met
7. The Authority works closely with MTS on taxi matters

Airport Permit Requirements

1. The President/CEO may determine the number of airport permitted taxis – Code 9.12.

2. The President/CEO may determine the insurance requirement for taxis – Code 9.14

3. Current taxi permit requires $1M CSL.

4. The Authority has tried to level the playing field – where possible – for modes.

Key Dates

- Mar 19 – SD City Council approved $350K requirement

- Apr 12 – MTS Board approved $350K requirement

- Apr 23 – Authority Board informed

- Apr 23 – President/CEO lowers requirement

- Apr 28 – Taxis renew insurance for new year

SAN DIEGO INTERNATIONAL AIRPORT.
LET'S GO.

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Recommendation

1. **President/CEO to lower insurance requirement to $350,000 CSL.**

2. Taxis may renew insurance policies with no additional increased airport requirement.

3. Taxis can renew policies with reduced premiums.

4. Mitigates risk of taxi supply reduction

5. Ensures continued high level of customer service and taxi availability

SAN DIEGO
INTERNATIONAL AIRPORT.
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Questions?
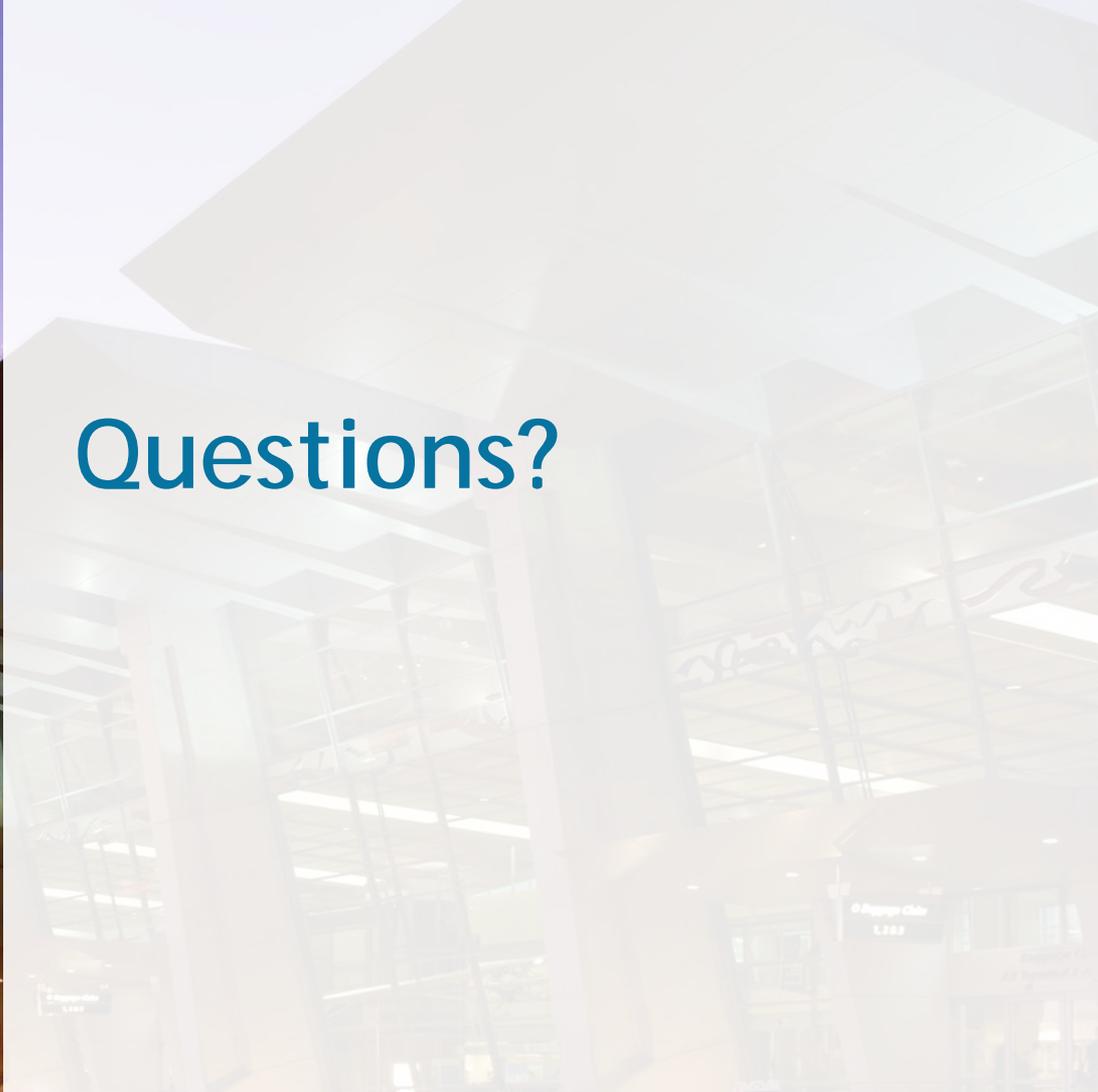
ITEM 2

APRIL 2018 LEGISLATIVE REPORT:

There is no information on this item at this time.

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Net Position
as of March 31, 2018
(Unaudited)

ASSETS

	March	
	2018	**2017**
Current assets:		
Cash and investments [(1)]	$ 85,876,125	$ 97,024,498
Tenant lease receivable, net of allowance		
of 2017: ($211,892) and 2016: ($218,877)	9,415,227	8,826,784
Grants receivable	6,273,705	3,055,184
Notes receivable-current portion	1,801,694	1,705,491
Prepaid expenses and other current assets	9,761,265	7,299,640
Total current assets	**113,128,016**	**117,911,597**
Cash designated for capital projects and other [(1)]	24,610,281	26,623,781
Restricted assets:		
Cash and investments:		
Bonds reserve [(1)]	60,779,648	57,872,255
Passenger facility charges and interest unapplied [(1)]	76,166,824	66,920,004
Customer facility charges and interest unapplied [(1)]	42,054,465	33,893,213
SBD Bond Guarantee [(1)]	4,000,000	4,000,000
Bond proceeds held by trustee [(1)]	338,150,446	142,784,972
Passenger facility charges receivable	5,468,199	6,004,449
Customer facility charges receivable	4,057,955	3,973,127
OCIP insurance reserve	5,136,856	2,697,635
Total restricted assets	**535,814,393**	**318,145,655**
Noncurrent assets:		
Capital assets:		
Land and land improvements	126,034,611	110,139,441
Runways, roads and parking lots	648,682,083	590,788,831
Buildings and structures	1,431,853,621	1,410,692,378
Machinery and equipment	55,102,150	48,951,072
Vehicles	18,756,547	15,415,503
Office furniture and equipment	36,410,392	33,356,892
Works of art	10,065,769	9,703,081
Construction-in-progress	315,464,726	202,510,000
	2,642,369,899	**2,421,557,198**
Less accumulated depreciation	(971,736,620)	(881,243,003)
Total capital assets, net	**1,670,633,279**	**1,540,314,195**
Other assets:		
Notes receivable - long-term portion	31,901,475	33,774,891
Investments-long-term portion [(1)]	170,891,346	174,043,207
Security deposit	349,943	349,943
Total other assets	**203,142,764**	**208,168,041**
Deferred outflows of resources:		
Deferred pension contributions	6,113,229	5,782,037
Other deferred pension outflows	15,047,685	288,051
Total assets and deferred outflows of resources	**$ 2,568,489,647**	**$ 2,217,233,357**

[(1)] *Total cash and investments, $802,529,135 for 2018 and $603,161,930 for 2017*

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Net Position
as of March 31, 2018
(Unaudited)

LIABILITIES AND NET POSITION

	March	
	2018	**2017**
Current liabilities:		
Accounts payable and accrued liabilities	$ 61,912,911	$ 37,318,813
Deposits and other current liabilities	11,802,627	8,911,270
Total current liabilities	**73,715,538**	**46,230,083**
Current liabilities - payable from restricted assets:		
Current portion of long-term debt	17,070,000	11,585,000
Accrued interest on bonds and variable debt	19,850,503	16,351,853
Total liabilities payable from restricted assets	**36,920,503**	**27,936,853**
Long-term liabilities:		
Variable debt	26,448,000	56,831,000
Other long-term liabilities	7,826,544	8,632,114
Long term debt - bonds net of amortized premium	1,594,335,092	1,277,047,555
Net pension liability	18,743,453	1,680,759
Total long-term liabilities	**1,647,353,089**	**1,344,191,428**
Total liabilities	**1,757,989,130**	**1,418,358,364**
Deferred inflows of resources:		
Deferred pension inflows	3,506,867	1,807,420
Total liabilities and deferred inflows of resources	**$ 1,761,495,997**	**$ 1,420,165,784**
Net Position:		
Invested in capital assets, net of related debt	363,654,790	329,978,289
Other restricted	194,800,869	175,159,753
Unrestricted:		
Designated	24,610,281	26,623,781
Undesignated	223,927,710	265,305,750
Total Net Position	**$ 806,993,650**	**$ 797,067,573**

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Revenues, Expenses, and Changes in Net Position
For the Month Ended March 31, 2018
(Unaudited)

	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Operating revenues:					
Aviation revenue:					
Landing fees	$ 2,363,631	$ 1,368,347	$ (995,284)	(42)%	$ 962,610
Aircraft parking Fees	251,617	266,714	15,097	6%	242,298
Building rentals	4,898,286	4,956,243	57,957	1%	4,603,778
Security surcharge	2,737,068	2,748,806	11,738	-	2,486,660
CUPPS Support Charges	116,784	117,212	428	-	103,646
Other aviation revenue	15,518	14,888	(630)	(4)%	134,380
Terminal rent non-airline	131,793	178,856	47,063	36%	130,355
Terminal concessions	2,246,654	2,454,781	208,127	9%	2,104,124
Rental car license fees	2,655,156	2,711,495	56,339	2%	2,419,633
Rental car center cost recovery	144,308	142,209	(2,099)	(1)%	187,996
License fees other	413,161	413,680	519	-	386,007
Parking revenue	3,264,196	3,796,893	532,697	16%	3,268,325
Ground transportation permits and citations	635,297	784,841	149,544	24%	691,715
Ground rentals	1,622,697	1,648,487	25,790	2%	1,535,255
Grant reimbursements	-	24,800	24,800	-	(47,200)
Other operating revenue	64,455	126,357	61,902	96%	64,094
Total operating revenues	21,560,621	21,754,609	193,988	1%	19,273,676
Operating expenses:					
Salaries and benefits	5,167,626	5,049,887	117,739	2%	4,845,546
Contractual services	3,889,778	3,896,134	(6,356)	-	3,870,427
Safety and security	3,275,204	3,306,653	(31,449)	(1)%	2,940,724
Space rental	849,048	848,547	501	-	848,997
Utilities	894,598	1,070,030	(175,432)	(20)%	1,037,108
Maintenance	1,129,682	1,222,463	(92,781)	(8)%	1,010,257
Equipment and systems	48,729	61,747	(13,018)	(27)%	61,867
Materials and supplies	41,029	55,697	(14,668)	(36)%	62,750
Insurance	90,375	87,156	3,219	4%	78,596
Employee development and support	102,332	142,629	(40,297)	(39)%	177,380
Business development	249,884	100,883	149,001	60%	275,099
Equipment rentals and repairs	274,697	321,423	(46,726)	(17)%	238,526
Total operating expenses	16,012,982	16,163,249	(150,267)	(1)%	15,447,277
Depreciation	11,594,296	11,594,296	-	-	7,594,878
Operating income (loss)	(6,046,657)	(6,002,936)	43,721	1%	(3,768,479)
Nonoperating revenue (expenses):					
Passenger facility charges	3,968,199	4,634,846	666,647	17%	3,597,855
Customer facility charges (Rental Car Center)	3,521,448	3,623,398	101,950	3%	3,333,969
Quieter Home Program	(343,605)	(537,380)	(193,775)	(56)%	(54,582)
Interest income	712,172	1,387,206	675,034	95%	667,447
BAB interest rebate	388,017	388,849	832	-	385,851
Interest expense	(6,783,343)	(6,208,376)	574,967	8%	(5,135,134)
Bond amortization costs	336,612	487,117	150,505	45%	344,502
Other nonoperating income (expenses)	(1,000)	322,129	323,129	-	(148,022)
Nonoperating revenue, net	1,798,500	4,097,789	2,299,289	128%	2,991,886
Change in net position before capital grant contributions	(4,248,157)	(1,905,147)	2,343,010	55%	(776,593)
Capital grant contributions	821,250	527,793	(293,457)	(36)%	289,903
Change in net position	$ (3,426,907)	$ (1,377,354)	$ 2,049,553	(60)%	$ (486,690)

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
Statements of Revenues, Expenses, and Changes in Net Position
For the Nine Months Ended March 31, 2018 and 2017
(Unaudited)

	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Operating revenues:					
Aviation revenue:					
Landing fees	$ 20,385,025	$ 19,724,591	$ (660,434)	(3)%	$ 18,930,838
Aircraft parking fees	2,264,559	2,400,421	135,862	6%	2,180,691
Building rentals	44,137,260	44,585,140	447,880	1%	41,245,811
Security surcharge	24,676,301	24,689,065	12,764	-	22,365,950
CUPPS Support Charges	1,051,056	1,051,880	824	-	931,794
Other aviation revenue	146,178	137,768	(8,410)	(6)%	1,214,647
Terminal rent non-airline	1,189,549	1,499,674	310,125	26%	1,154,985
Terminal concessions	18,999,755	20,784,380	1,784,625	9%	18,904,355
Rental car license fees	21,385,915	21,972,884	586,969	3%	21,406,825
Rental car center cost recovery	1,298,775	1,043,594	(255,181)	(20)%	1,653,693
License fees other	3,623,675	4,156,716	533,041	15%	3,570,859
Parking revenue	30,660,874	31,558,162	897,288	3%	30,620,377
Ground transportation permits and citations	5,515,994	7,090,013	1,574,019	29%	5,895,423
Ground rentals	14,921,438	15,105,457	184,019	1%	13,864,877
Grant reimbursements	-	376,143	376,143	-	147,200
Other operating revenue	580,102	1,102,179	522,077	90%	1,134,966
Total operating revenues	190,836,456	197,278,067	6,441,611	3%	185,223,291
Operating expenses:					
Salaries and benefits	35,409,103	34,966,739	442,364	1%	32,812,217
Contractual services	34,243,690	33,260,532	983,158	3%	32,661,862
Safety and security	23,169,748	22,842,924	326,824	1%	20,756,180
Space rental	7,642,899	7,643,121	(222)	-	7,642,437
Utilities	9,112,292	9,179,810	(67,518)	(1)%	8,226,029
Maintenance	10,884,124	8,623,562	2,260,562	21%	10,334,907
Equipment and systems	260,911	281,941	(21,030)	(8)%	307,399
Materials and supplies	349,202	432,248	(83,046)	(24)%	440,366
Insurance	854,605	836,397	18,208	2%	720,247
Employee development and support	949,849	892,980	56,869	6%	979,730
Business development	1,928,880	1,884,705	44,175	2%	1,644,766
Equipment rentals and repairs	2,529,532	2,250,306	279,226	11%	2,303,652
Total operating expenses	127,334,835	123,095,265	4,239,570	3%	118,829,792
Depreciation	77,527,375	77,527,375	-	-	68,783,360
Operating income (loss)	(14,025,754)	(3,344,573)	10,681,181	76%	(2,389,861)
Nonoperating revenue (expenses):					
Passenger facility charges	31,408,938	33,168,525	1,759,587	6%	30,599,237
Customer facility charges (Rental Car Center)	29,794,035	29,869,387	75,352	-	26,048,049
Quieter Home Program	(2,293,766)	(1,392,196)	901,570	39%	(605,598)
Interest income	6,808,840	9,622,638	2,813,798	41%	5,772,485
BAB interest rebate	3,492,149	3,499,643	7,494	-	3,483,155
Interest expense	(61,932,176)	(56,116,900)	5,815,276	9%	(46,062,356)
Bond amortization costs	3,053,434	4,246,093	1,192,659	39%	3,123,487
Other nonoperating income (expenses)	(7,000)	(3,455,794)	(3,448,794)	-	(2,109,969)
Nonoperating revenue, net	10,324,454	19,441,396	9,116,942	88%	20,248,490
Change in net position before capital grant contributions	(3,701,300)	16,096,823	19,798,123	535%	17,858,629
Capital grant contributions	5,142,500	7,723,796	2,581,296	50%	1,535,883
Change in net position	$ 1,441,200	$ 23,820,619	$ 22,379,419	1553%	$ 19,394,512

4/16/2018 9:42 AM

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the nine months ended March 31, 2018
(Unaudited)

Print Date: 4/16/2018
Print Time: 9:56:14AM
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	$2,363,631	$1,368,347	$(995,284)	(42)	$1,004,787	$20,438,308	$19,770,811	$(667,497)	(3)	$19,192,833
41113 - Landing Fee Rebate	0	0	0	0	(42,177)	(53,283)	(46,220)	7,063	13	(261,995)
Total Landing Fees	**2,363,631**	**1,368,347**	**(995,284)**	**(42)**	**962,610**	**20,385,025**	**19,724,590**	**(660,434)**	**(3)**	**18,930,837**
Aircraft Parking Fees										
41150 - Terminal Aircraft Parking	216,391	226,455	10,064	5	208,376	1,947,521	2,028,029	80,508	4	1,875,388
41155 - Remote Aircraft Parking	35,226	40,259	5,032	14	33,923	317,038	372,392	55,354	17	305,303
Total Aircraft Parking Fees	**251,618**	**266,713**	**15,096**	**6**	**242,299**	**2,264,559**	**2,400,421**	**135,863**	**6**	**2,180,691**
Building and Other Rents										
41210 - Terminal Rent	4,826,451	4,874,886	48,435	1	4,543,023	43,460,948	43,869,157	408,210	1	40,634,354
41215 - Federal Inspection Services	71,834	81,357	9,523	13	60,753	676,312	715,983	39,671	6	611,457
Total Building and Other Rents	**4,898,285**	**4,956,243**	**57,959**	**1**	**4,603,776**	**44,137,260**	**44,585,140**	**447,881**	**1**	**41,245,811**
Security Surcharge										
41310 - Airside Security Charges	660,928	664,639	3,711	1	612,707	5,960,090	5,963,575	3,484	0	5,511,485
41320 - Terminal Security Charge	2,076,140	2,084,167	8,027	0	1,873,953	18,716,211	18,725,490	9,279	0	16,854,465
Total Security Surcharge	**2,737,068**	**2,748,806**	**11,738**	**0**	**2,486,660**	**24,676,301**	**24,689,065**	**12,764**	**0**	**22,365,950**
CUPPS Support Charges										
41400 - CUPPS Support Charges	116,784	117,212	428	0	103,646	1,051,056	1,051,880	824	0	931,794
Total CUPPS Support Charges	**116,784**	**117,212**	**428**	**0**	**103,646**	**1,051,056**	**1,051,880**	**824**	**0**	**931,794**
Other Aviation Revenue										
43100 - Fuel Franchise Fees	15,518	14,888	(630)	(4)	15,429	146,178	137,768	(8,410)	(6)	144,088
43105 - New Capital Recovery	0	0	0	0	118,951	0	0	0	0	1,070,559
Total Other Aviation Revenue	**15,518**	**14,888**	**(630)**	**(4)**	**134,380**	**146,178**	**137,768**	**(8,410)**	**(6)**	**1,214,647**
Non-Airline Terminal Rents										
45010 - Terminal Rent - Non-Airline	131,793	178,856	47,064	36	130,355	1,189,549	1,499,674	310,125	26	1,154,985
Total Non-Airline Terminal Rents	**131,793**	**178,856**	**47,064**	**36**	**130,355**	**1,189,549**	**1,499,674**	**310,125**	**26**	**1,154,985**

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the nine months ended March 31, 2018
(Unaudited)

Print Date: 4/16/2018
Print Time: 9:56:14AM
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
Concession Revenue										
45111 - Term Concessions-Food & Bev	$979,024	$1,184,278	$205,254	21	$920,975	$8,076,133	$9,083,883	$1,007,749	12	$8,038,116
45112 - Terminal Concessions - Retail	622,180	661,560	39,380	6	610,029	5,122,453	5,662,779	540,326	11	5,267,987
45113 - Term Concessions - Other	245,479	222,568	(22,911)	(9)	238,427	2,273,840	2,570,181	296,341	13	2,599,369
45114 - Term Concessions Space Rents	72,689	74,418	1,730	2	72,591	654,200	675,532	21,332	3	653,315
45115 - Term Concessions Cost Recovery	125,414	118,116	(7,297)	(6)	80,560	1,139,700	1,119,130	(20,570)	(2)	762,466
45116 - Rec Distr Center Cost Recovery	135,036	132,513	(2,523)	(2)	128,364	1,181,332	1,172,539	(8,792)	(1)	1,131,749
45117 - Concessions Marketing Program	66,832	61,328	(5,504)	(8)	53,178	552,097	500,336	(51,761)	(9)	451,353
45120 - Rental car license fees	2,655,156	2,711,495	56,339	2	2,419,633	21,385,915	21,972,884	586,969	3	21,406,825
45121 - Rental Car Center Cost Recover	144,308	142,209	(2,100)	(1)	187,996	1,298,775	1,043,594	(255,180)	(20)	1,653,693
45130 - License Fees - Other	413,161	413,680	519	0	386,007	3,623,675	4,156,716	533,041	15	3,570,859
Total Concession Revenue	**5,459,279**	**5,722,165**	**262,886**	**5**	**5,097,761**	**45,308,119**	**47,957,575**	**2,649,456**	**6**	**45,535,732**
Parking and Ground Transportat										
45210 - Parking	3,264,196	3,796,893	532,696	16	3,268,325	30,660,874	31,558,162	897,288	3	30,620,377
45220 - AVI fees	599,349	723,469	124,120	21	653,216	5,178,765	6,726,998	1,548,233	30	5,105,671
45240 - Ground Transportation Pe	20,536	38,777	18,241	89	22,117	198,521	184,028	(14,493)	(7)	635,339
45250 - Citations	15,412	22,595	7,183	47	16,382	138,708	178,987	40,279	29	154,413
Total Parking and Ground Transportat	**3,899,493**	**4,581,734**	**682,240**	**17**	**3,960,039**	**36,176,868**	**38,648,175**	**2,471,306**	**7**	**36,515,800**
Ground Rentals										
45310 - Ground Rental Fixed - N	1,622,697	1,648,488	25,791	2	1,535,255	14,921,438	15,105,457	184,019	1	13,864,877
Total Ground Rentals	**1,622,697**	**1,648,488**	**25,791**	**2**	**1,535,255**	**14,921,438**	**15,105,457**	**184,019**	**1**	**13,864,877**
Grant Reimbursements										
45410 - TSA Reimbursements	0	24,800	24,800	0	(47,200)	0	219,200	219,200	0	147,200
45420 - Planning Grants	0	0	0	0	0	0	156,943	156,943	0	0
Total Grant Reimbursements	**0**	**24,800**	**24,800**	**0**	**(47,200)**	**0**	**376,143**	**376,143**	**0**	**147,200**

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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
Other Operating Revenue										
45510 - Finger Printing Fee	$17,605	$20,221	$2,616	15	$18,473	$158,448	$194,088	$35,640	22	$147,109
45520 - Utilities Reimbursements	19,427	16,613	(2,814)	(14)	19,427	174,840	149,517	(25,323)	(14)	174,840
45530 - Miscellaneous Other Reve	4,274	2,635	(1,638)	(38)	1,675	38,463	293,596	255,133	663	579,469
45540 - Service Charges	7,314	67,212	59,899	819	11,011	65,825	291,641	225,816	343	83,217
45570 - FBO Landing Fees	15,836	19,675	3,839	24	13,508	142,526	169,857	27,331	19	146,851
45580 - Equipment Rental	0	0	0	0	0	0	3,480	3,480	0	3,480
Total Other Operating Revenue	**64,456**	**126,357**	**61,901**	**96**	**64,094**	**580,102**	**1,102,178**	**522,076**	**90**	**1,134,966**
Total Operating Revenue	**21,560,621**	**21,754,611**	**193,990**	**1**	**19,273,676**	**190,836,455**	**197,278,066**	**6,441,611**	**3**	**185,223,290**
Personnel Expenses										
Salaries										
51110 - Salaries & Wages	4,152,152	3,500,020	652,132	16	3,402,168	27,076,606	21,681,106	5,395,500	20	21,518,978
51210 - Paid Time Off	0	374,102	(374,102)	0	273,177	0	2,631,418	(2,631,418)	0	2,071,364
51220 - Holiday Pay	0	56,164	(56,164)	0	51,620	0	611,966	(611,966)	0	602,847
51240 - Other Leave With Pay	0	18,018	(18,018)	0	17,514	0	99,730	(99,730)	0	83,210
51250 - Special Pay	0	16,368	(16,368)	0	196,483	0	146,033	(146,033)	0	682,301
Total Salaries	**4,152,152**	**3,964,671**	**187,481**	**5**	**3,940,962**	**27,076,606**	**25,170,252**	**1,906,354**	**7**	**24,958,700**
52110 - Overtime	74,509	111,644	(37,136)	(50)	71,420	547,868	539,274	8,595	2	522,549

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	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
	---- Month to Date ----					---- Year to Date ----				
Benefits										
54110 - FICA Tax	$322,139	$304,261	$17,878	6	$297,700	$2,002,036	$1,828,477	$173,559	9	$1,787,310
54120 - Unemployment Insurance-S	0	0	0	0	0	0	33,636	(33,636)	0	66,357
54130 - Workers Compensation Ins	35,218	21,629	13,589	39	21,496	227,741	138,957	88,784	39	147,831
54135 - Workers Comp Incident Expense	0	7,362	(7,362)	0	5,048	0	60,616	(60,616)	0	61,863
54210 - Medical Insurance	346,605	324,271	22,334	6	306,673	3,068,655	2,857,279	211,376	7	3,006,919
54220 - Dental Insurance	28,264	26,076	2,188	8	25,858	245,652	229,550	16,102	7	233,698
54230 - Vision Insurance	3,360	3,260	100	3	3,212	30,237	28,800	1,437	5	28,748
54240 - Life Insurance	8,838	8,932	(93)	(1)	8,543	79,544	77,544	1,999	3	74,837
54250 - Short Term Disability	13,064	10,406	2,658	20	9,978	84,484	91,463	(6,980)	(8)	89,670
54310 - Retirement	814,259	711,924	102,335	13	474,759	5,671,661	4,863,451	808,210	14	4,223,408
54312 - GABS 68 -Non-funded Retirement	0	0	0	0	0	0	2,010,451	(2,010,451)	0	0
54315 - Retiree	179,078	178,767	311	0	174,400	1,611,701	1,589,050	22,652	1	1,567,350
54410 - Taxable Benefits	0	0	0	0	0	0	(4,233)	4,233	0	20,630
54430 - Accrued Vacation	0	67,227	(67,227)	0	83,464	0	21,728	(21,728)	0	(160,137)
54440 - Relocation	0	0	0	0	0	0	73,425	(73,425)	0	0
Total Benefits	**1,750,825**	**1,664,115**	**86,711**	**5**	**1,411,129**	**13,021,712**	**13,900,196**	**(878,484)**	**(7)**	**11,148,485**
Cap Labor/Burden/OH Recharge										
54510 - Capitalized Labor Recha	(727,116)	(170,913)	(556,203)	(76)	(144,541)	(4,702,018)	(1,078,052)	(3,623,966)	(77)	(762,432)
54515 - Capitalized Burden Rech	0	(65,937)	65,937	0	(46,967)	0	(445,354)	445,354	0	(280,078)
54599 - OH Contra	0	(369,463)	369,463	0	(369,651)	0	(2,665,062)	2,665,062	0	(2,590,166)
Total Cap Labor/Burden/OH Recharge	**(727,116)**	**(606,313)**	**(120,803)**	**(17)**	**(561,159)**	**(4,702,018)**	**(4,188,468)**	**(513,550)**	**(11)**	**(3,632,676)**
QHP Labor/Burden/OH Recharge										
54520 - QHP Labor Recharge	(82,742)	(41,345)	(41,396)	(50)	(11,491)	(535,064)	(208,512)	(326,552)	(61)	(59,979)
54525 - QHP Burden Recharge	0	(17,476)	17,476	0	(4,066)	0	(92,824)	92,824	0	(24,498)
54526 - QHP OH Contra Acct	0	(25,411)	25,411	0	0	0	(145,697)	145,697	0	(99,109)
Total QHP Labor/Burden/OH Recharge	**(82,742)**	**(84,232)**	**1,490**	**2**	**(15,557)**	**(535,064)**	**(447,033)**	**(88,030)**	**(16)**	**(183,586)**
MM&JS Labor/Burden/OH Recharge										
54530 - MM & JS Labor Recharge	0	(1,025)	1,025	0	(1,254)	0	(15,006)	15,006	0	(1,254)
54531 - Joint Studies - Labor	0	1,025	(1,025)	0	0	0	7,525	(7,525)	0	0
54535 - MM & JS Burden Recharge	0	(427)	427	0	0	0	(3,037)	3,037	0	0
54536 - Maintenance-Burden	0	427	(427)	0	0	0	3,037	(3,037)	0	0
Total MM&JS Labor/Burden/OH Recharge	**0**	**0**	**0**	**0**	**(1,254)**	**0**	**(7,481)**	**7,481**	**0**	**(1,254)**

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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
Total Personnel Expenses	5,167,628	5,049,885	117,743	2	4,845,542	35,409,104	34,966,739	442,366	1	32,812,218
Non-Personnel Expenses										
Contract Services										
61100 - Temporary Staffing	$36,229	$30,672	$5,557	15	$29,394	$242,130	$319,534	$(77,404)	(32)	$301,019
61110 - Auditing Services	0	0	0	0	0	108,900	107,900	1,000	1	154,800
61120 - Legal Services	120,000	121,598	(1,598)	(1)	121,179	460,000	434,250	25,750	6	402,788
61130 - Services - Professional	935,441	1,025,831	(90,390)	(10)	1,176,946	8,753,170	8,154,231	598,938	7	9,326,915
61150 - Outside Svs - Other	314,835	290,276	24,560	8	299,320	3,057,919	2,789,475	268,444	9	2,490,757
61160 - Services - Custodial	2,548,075	2,481,585	66,490	3	2,299,078	22,017,018	21,704,434	312,585	1	20,604,779
61190 - Receiving & Dist Cntr Services	141,551	139,584	1,967	1	135,425	1,238,323	1,234,115	4,208	0	1,192,292
61990 - OH Contra	(206,353)	(193,411)	(12,941)	(6)	(190,914)	(1,633,770)	(1,483,407)	(150,363)	(9)	(1,811,488)
Total Contract Services	3,889,779	3,896,135	(6,356)	0	3,870,427	34,243,690	33,260,532	983,158	3	32,661,863
Safety and Security										
61170 - Services - Fire, Police,	512,166	513,513	(1,347)	0	466,661	4,609,494	4,540,723	68,771	1	4,177,813
61180 - Services - SDUPD-Harbor	2,321,006	2,363,382	(42,375)	(2)	2,108,413	14,824,174	14,255,778	568,395	4	13,058,551
61185 - Guard Services	325,364	305,586	19,778	6	224,933	2,686,080	2,842,924	(156,845)	(6)	2,411,377
61188 - Other Safety & Security Serv	116,667	124,171	(7,504)	(6)	140,716	1,050,000	1,203,499	(153,499)	(15)	1,108,439
Total Safety and Security	3,275,203	3,306,652	(31,449)	(1)	2,940,723	23,169,748	22,842,925	326,822	1	20,756,181
Space Rental										
62100 - Rent	849,048	848,547	501	0	848,997	7,642,899	7,643,121	(222)	0	7,642,437
Total Space Rental	849,048	848,547	501	0	848,997	7,642,899	7,643,121	(222)	0	7,642,437
Utilities										
63100 - Telephone & Other Commun	39,442	49,557	(10,116)	(26)	171,322	355,977	385,453	(29,476)	(8)	492,791
63110 - Utilities - Gas & Electr	768,367	918,028	(149,661)	(19)	792,285	7,948,463	7,936,307	12,157	0	6,967,146
63120 - Utilities - Water	86,789	102,640	(15,851)	(18)	74,121	807,852	859,090	(51,237)	(6)	769,260
63190 - OH Contra	0	(194)	194	0	(620)	0	(1,040)	1,040	0	(3,168)
Total Utilities	894,597	1,070,031	(175,433)	(20)	1,037,108	9,112,293	9,179,809	(67,516)	(1)	8,226,028

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	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Maintenance										
64100 - Facilities Supplies	$59,767	$105,756	$(45,989)	(77)	$115,528	$560,700	$591,275	$(30,574)	(5)	$690,654
64110 - Maintenance - Annual R	821,583	1,138,109	(316,526)	(39)	690,899	8,210,120	6,681,318	1,528,802	19	7,320,849
64122 - Contractor Labor	0	0	0	0	0	0	164	(164)	0	689
64123 - Contractor Burden	0	0	0	0	0	0	209	(209)	0	877
64124 - Maintenance-Overhead	0	13	(13)	0	30	0	1,461	(1,461)	0	365
64125 - Major Maintenance - Mat	210,000	(70,710)	280,710	134	163,064	1,731,812	1,000,671	731,141	42	2,030,172
64127 - Contract Overhead (co	0	0	0	0	0	0	461	(461)	0	2,765
64130 - Remediation	0	0	0	0	0	0	(19)	19	0	0
64140 - Refuse & Hazardous Waste	38,332	49,296	(10,964)	(29)	40,736	381,492	348,022	33,470	9	288,536
Total Maintenance	**1,129,682**	**1,222,464**	**(92,782)**	**(8)**	**1,010,257**	**10,884,124**	**8,623,562**	**2,260,562**	**21**	**10,334,907**
Equipment and Systems										
65100 - Equipment & Systems	49,323	63,009	(13,686)	(28)	64,068	268,295	283,330	(15,035)	(6)	314,927
65101 - OH Contra	(594)	(1,262)	668	113	(2,201)	(7,384)	(1,389)	(5,995)	(81)	(7,528)
Total Equipment and Systems	**48,729**	**61,747**	**(13,018)**	**(27)**	**61,867**	**260,911**	**281,942**	**(21,030)**	**(8)**	**307,399**
Materials and Supplies										
65110 - Office & Operating Suppl	36,820	44,042	(7,222)	(20)	52,691	319,432	346,184	(26,752)	(8)	349,755
65120 - Safety Equipment & Suppl	9,242	7,405	1,837	20	11,539	74,404	60,949	13,455	18	78,072
65130 - Tools - Small	545	6,317	(5,772)	(1,059)	1,901	14,258	45,776	(31,518)	(221)	42,050
65199 - OH Contra	(5,579)	(2,067)	(3,511)	(63)	(3,380)	(58,892)	(20,661)	(38,231)	(65)	(29,511)
Total Materials and Supplies	**41,029**	**55,697**	**(14,668)**	**(36)**	**62,752**	**349,202**	**432,247**	**(83,045)**	**(24)**	**440,366**
Insurance										
67170 - Insurance - Property	44,725	43,466	1,259	3	40,919	402,525	388,375	14,150	4	368,275
67171 - Insurance - Liability	12,533	11,825	709	6	11,825	112,800	106,423	6,377	6	106,425
67172 - Insurance - Public Offic	17,842	15,034	2,808	16	11,255	161,525	136,256	25,269	16	102,247
67173 - Insurance Miscellaneous	15,275	16,832	(1,557)	(10)	14,598	177,755	205,343	(27,588)	(16)	143,300
Total Insurance	**90,375**	**87,156**	**3,219**	**4**	**78,597**	**854,605**	**836,397**	**18,208**	**2**	**720,247**

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Employee Development and Suppo										
66120 - Awards - Service	$11,391	$22,949	$(11,558)	(101)	$1,591	$52,444	$45,767	$6,677	13	$51,758
66130 - Book & Periodicals	4,580	8,100	(3,520)	(77)	1,575	31,035	36,315	(5,280)	(17)	25,960
66220 - Permits/Certificates/Lic	8,458	6,368	2,090	25	35,945	152,833	137,078	15,755	10	177,724
66260 - Recruiting	2,181	2,254	(73)	(3)	57,778	87,448	113,168	(25,720)	(29)	132,365
66280 - Seminars & Training	36,474	62,822	(26,348)	(72)	36,909	283,049	208,367	74,681	26	269,232
66290 - Transportation	12,473	11,195	1,278	10	10,869	114,294	98,232	16,062	14	104,337
66299 - OH Contra	(7,705)	(1,593)	(6,112)	(79)	(2,867)	(50,972)	(23,767)	(27,205)	(53)	(26,585)
66305 - Travel-Employee Developm	22,982	19,399	3,583	16	28,614	189,036	177,065	11,971	6	189,569
66310 - Tuition	3,333	4,491	(1,157)	(35)	3,007	35,000	35,483	(483)	(1)	20,630
66320 - Uniforms	8,164	6,643	1,521	19	3,959	55,682	65,272	(9,591)	(17)	34,740
Total Employee Development and Suppo	**102,332**	**142,629**	**(40,297)**	**(39)**	**177,380**	**949,849**	**892,980**	**56,869**	**6**	**979,730**
Business Development										
66100 - Advertising	71,531	(6,046)	77,577	108	100,279	386,251	452,085	(65,834)	(17)	625,883
66110 - Allowance for Bad Debts	2,500	767	1,733	69	5,645	7,500	(4,967)	12,467	166	1,735
66200 - Memberships & Dues	53,481	33,210	20,271	38	58,382	339,385	382,575	(43,191)	(13)	323,428
66230 - Postage & Shipping	1,634	5,596	(3,962)	(242)	4,358	15,922	18,079	(2,157)	(14)	14,771
66240 - Promotional Activities	102,304	57,795	44,509	44	77,356	1,002,640	884,247	118,393	12	449,895
66250 - Promotional Materials	750	3	747	100	5,020	23,228	26,035	(2,807)	(12)	70,411
66300 - Travel-Business Developm	17,684	9,557	8,127	46	24,059	153,954	126,651	27,303	18	158,643
Total Business Development	**249,884**	**100,882**	**149,002**	**60**	**275,098**	**1,928,879**	**1,884,704**	**44,175**	**2**	**1,644,766**
Equipment Rentals and Repairs										
66140 - Computer Licenses & Agre	19,075	79,356	(60,281)	(316)	5,822	299,475	191,450	108,025	36	278,174
66150 - Equipment Rental/Leasing	13,677	17,868	(4,191)	(31)	13,960	169,781	183,749	(13,968)	(8)	184,807
66160 - Tenant Improvements	80,000	73,646	6,354	8	91,010	630,000	434,818	195,182	31	438,127
66270 - Repairs - Office Equipme	164,837	158,428	6,410	4	181,658	1,595,795	1,542,110	53,686	3	1,605,839
66279 - OH Contra	(2,892)	(7,875)	4,982	172	(53,924)	(165,519)	(101,821)	(63,698)	(38)	(203,295)
Total Equipment Rentals and Repairs	**274,697**	**321,424**	**(46,727)**	**(17)**	**238,526**	**2,529,533**	**2,250,306**	**279,227**	**11**	**2,303,651**
Total Non-Personnel Expenses	**10,845,355**	**11,113,363**	**(268,008)**	**(2)**	**10,601,732**	**91,925,734**	**88,128,527**	**3,797,207**	**4**	**86,017,575**
Total Departmental Expenses before	**16,012,983**	**16,163,249**	**(150,266)**	**(1)**	**15,447,274**	**127,334,838**	**123,095,265**	**4,239,573**	**3**	**118,829,792**

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	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
Depreciation and Amortization										
69110 - Depreciation Expense	$11,594,296	$11,594,296	$0	0	$7,594,878	$77,527,375	$77,527,375	$0	0	$68,783,360
Total Depreciation and Amortization	**11,594,296**	**11,594,296**	**0**	**0**	**7,594,878**	**77,527,375**	**77,527,375**	**0**	**0**	**68,783,360**
Non-Operating Revenue/(Expense)										
Passenger Facility Charges										
71110 - Passenger Facility Charg	3,968,199	4,634,846	666,647	17	3,597,855	31,408,938	33,168,525	1,759,587	6	30,599,237
Total Passenger Facility Charges	**3,968,199**	**4,634,846**	**666,647**	**17**	**3,597,855**	**31,408,938**	**33,168,525**	**1,759,587**	**6**	**30,599,237**
Customer Facility Charges										
71120 - Customer facility charges (Con	3,521,448	3,623,398	101,951	3	3,333,969	29,794,035	29,869,387	75,352	0	26,048,049
Total Customer Facility Charges	**3,521,448**	**3,623,398**	**101,951**	**3**	**3,333,969**	**29,794,035**	**29,869,387**	**75,352**	**0**	**26,048,049**
Quiter Home Program										
71212 - Quieter Home - Labor	(41,667)	(41,345)	321	1	(11,491)	(375,000)	(208,512)	166,488	44	(59,979)
71213 - Quieter Home - Burden	0	(17,476)	(17,476)	0	(4,066)	0	(92,824)	(92,824)	0	(24,498)
71214 - Quieter Home - Overhead	(20,000)	(25,411)	(5,411)	(27)	0	(180,000)	(145,697)	34,303	19	(99,109)
71215 - Quieter Home - Material	(1,410,045)	(1,344,909)	65,136	5	(39,026)	(8,841,246)	(5,429,165)	3,412,081	39	(1,525,010)
71216 - Quieter Home Program	1,128,107	912,960	(215,147)	(19)	0	7,202,480	4,560,973	(2,641,507)	(37)	1,103,119
71217 - Contract Labor	0	(29)	(29)	0	0	0	(604)	(604)	0	(53)
71218 - Contractor Burden	0	(37)	(37)	0	0	0	(769)	(769)	0	(68)
71222 - Contractor Labor	0	(2,537)	(2,537)	0	0	0	(15,695)	(15,695)	0	0
71223 - Contractor Burden	0	(3,229)	(3,229)	0	0	0	(19,976)	(19,976)	0	0
71224 - Joint Studies Overhead	0	(1,538)	(1,538)	0	0	0	(5,916)	(5,916)	0	0
71225 - Joint Studies - Material	0	(6,880)	(6,880)	0	0	(100,000)	(7,205)	92,795	93	0
71226 - Contractor Overhead	0	(6,948)	(6,948)	0	0	0	(26,806)	(26,806)	0	0
Total Quiter Home Program	**(343,605)**	**(537,380)**	**(193,775)**	**(56)**	**(54,583)**	**(2,293,765)**	**(1,392,196)**	**901,570**	**39**	**(605,599)**

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the nine months ended March 31, 2018
(Unaudited)

Print Date: 4/16/2018
Print Time: 9:56:14AM
Report ID: GL0012

	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual	Budget	Actual	Variance Favorable (Unfavorable)	Variance Percent	Prior Year Actual
	------ Month to Date ------					------ Year to Date ------				
Interest Income										
71310 - Interest - Investments	$554,041	$644,273	$90,232	16	$395,462	$5,386,056	$4,763,613	$(622,443)	(12)	$3,340,183
71340 - Interest - Note Receivab	158,131	158,131	0	0	166,394	1,422,784	1,422,784	0	0	1,494,505
71350 - Interest - Other	0	(1,010)	(1,010)	0	(680)	0	(2,705)	(2,705)	0	3,425
71361 - Interest Income - 2010 Bonds	0	80,338	80,338	0	47,523	0	558,082	558,082	0	399,889
71363 - Interest Income - 2013 Bonds	0	43,070	43,070	0	30,331	0	379,765	379,765	0	278,473
71364 - Interest Income - 2017 Bond A	0	412,575	412,575	0	0	0	2,121,380	2,121,380	0	0
71365 - Interest Income - 2014 Bond A	0	49,829	49,829	0	28,417	0	379,719	379,719	0	256,010
Total Interest Income	712,172	1,387,206	675,034	95	667,447	6,808,840	9,622,637	2,813,797	41	5,772,486
Interest income BAB's rebate										
71362 - BAB interest rebate	388,017	388,849	833	0	385,851	3,492,149	3,499,643	7,494	0	3,483,155
Total Interest income BAB's rebate	388,017	388,849	833	0	385,851	3,492,149	3,499,643	7,494	0	3,483,155
Interest Expense										
71411 - Interest Expense- 2010 Bonds	(2,521,646)	(2,521,646)	0	0	(2,559,687)	(22,694,811)	(22,694,811)	0	0	(23,037,186)
71412 - Interest Expense 2013 Bonds	(1,521,979)	(1,521,979)	0	0	(1,529,163)	(13,697,813)	(13,697,813)	0	0	(13,762,463)
71413 - Interest Expense 2014 Bond A	(1,361,768)	(1,361,768)	0	0	(1,361,768)	(12,255,908)	(12,255,908)	0	0	(12,255,908)
71414 - Interest Expense 2017 Bond A	(1,250,229)	(1,211,442)	38,788	3	0	(10,001,834)	(9,610,771)	391,063	4	0
71420 - Interest Expense-Variable Debt	(38,953)	(47,835)	(8,882)	(23)	(58,192)	(350,580)	(416,151)	(65,571)	(19)	(338,972)
71430 - LOC Fees - C/P	(34,724)	(26,281)	8,444	24	(23,028)	(421,492)	(306,980)	114,512	27	(231,164)
71450 - Trustee Fee Bonds	0	(2,292)	(2,292)	0	0	(23,800)	(3,342)	20,458	86	(12,786)
71451 - Program Fees - Variable Debt	0	0	0	0	0	(5,000)	(3,300)	1,700	34	0
71458 - Capitalized Interest	0	544,911	544,911	0	452,410	0	4,847,402	4,847,402	0	4,097,126
71460 - Interest Expense - Other	0	(6,000)	(6,000)	0	0	(1,989,435)	(1,483,723)	505,712	25	(15,000)
71461 - Interest Expense - Cap Leases	(54,045)	(54,045)	0	0	(55,705)	(491,503)	(491,503)	0	0	(506,003)
Total Interest Expense	(6,783,344)	(6,208,375)	574,968	8	(5,135,132)	(61,932,176)	(56,116,900)	5,815,276	9	(46,062,356)
Amortization										
69210 - Amortization - Premium	336,612	487,117	150,505	45	344,502	3,053,434	4,246,093	1,192,659	39	3,123,487
Total Amortization	336,612	487,117	150,505	45	344,502	3,053,434	4,246,093	1,192,659	39	3,123,487

San Diego County Regional Airport Authority
Authority Detail Income Statement - Supplemental Schedule
For the nine months ended March 31, 2018
(Unaudited)

Print Date: 4/16/2018
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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
Other Non-Operating Income (Expense)										
71510 - Legal Settlement Income	$0	$31,078	$31,078	0	$0	$0	$58,394	$58,394	0	$0
71530 - Gain/Loss On Investments	0	284,186	284,186	0	(158,121)	0	(3,548,408)	(3,548,408)	0	(2,213,121)
71540 - Discounts Earned	0	3,470	3,470	0	4,020	0	9,222	9,222	0	18,703
71610 - Legal Settlement Expense	(1,000)	0	1,000	100	0	(7,000)	0	7,000	100	(9,500)
71620 - Other non-operating revenue (e	0	7,528	7,528	0	6,079	0	41,550	41,550	0	91,949
71630 - Other Non-Operating Expe	0	(4,033)	(4,033)	0	0	0	(16,752)	(16,752)	0	2,000
73300 - DMJM and Auth OH Clearin	0	(100)	(100)	0	0	0	200	200	0	0
Total Other Non-Operating Income (Expense	**(1,000)**	**322,130**	**323,130**	**32,313**	**(148,023)**	**(7,000)**	**(3,455,793)**	**(3,448,793)**	**(49,268)**	**(2,109,969)**
Total Non-Operating Revenue/(Expense)	**1,798,500**	**4,097,792**	**2,299,292**	**128**	**(2,991,887)**	**10,324,455**	**19,441,396**	**9,116,941**	**88**	**(20,248,491)**
Capital Grant Contribution										
72100 - AIP Grants	821,250	527,793	(293,457)	(36)	289,903	5,142,500	7,723,796	2,581,296	50	1,535,883
Total Capital Grant Contribution	**821,250**	**527,793**	**(293,457)**	**(36)**	**289,903**	**5,142,500**	**7,723,796**	**2,581,296**	**50**	**1,535,883**
Total Expenses Net of Non-Operating Revenue/ (Expense)	**24,987,530**	**23,131,960**	**1,855,570**	**7**	**19,760,362**	**189,395,258**	**173,457,448**	**15,937,810**	**8**	**165,828,779**
Net Income/(Loss)	**(3,426,909)**	**(1,377,349)**	**2,049,559**	**60**	**(486,686)**	**1,441,197**	**23,820,618**	**22,379,421**	**1,553**	**19,394,511**
Equipment Outlay										
73200 - Equipment Outlay Expendi	(60,000)	(70,019)	(10,019)	(17)	0	(686,000)	(325,790)	360,210	53	(897,564)
73299 - Capitalized Equipment Co	0	70,019	70,019	0	0	0	325,790	325,790	0	897,564
Total Equipment Outlay	**(60,000)**	**0**	**60,000**	**100**	**0**	**(686,000)**	**0**	**686,000**	**100**	**0**

Third Quarter GDP

Fourth quarter GDP growth was revised up more than expected to 2.9% from the second estimate of 2.5%, driven largely by an upward revision to consumer spending. Consumer spending was very strong in the fourth quarter but net exports and inventories were both a large drag on growth during the fourth quarter.

U.S. Gross Domestic Product (QoQ)
Fourth Quarter 2011 – Fourth Quarter 2017
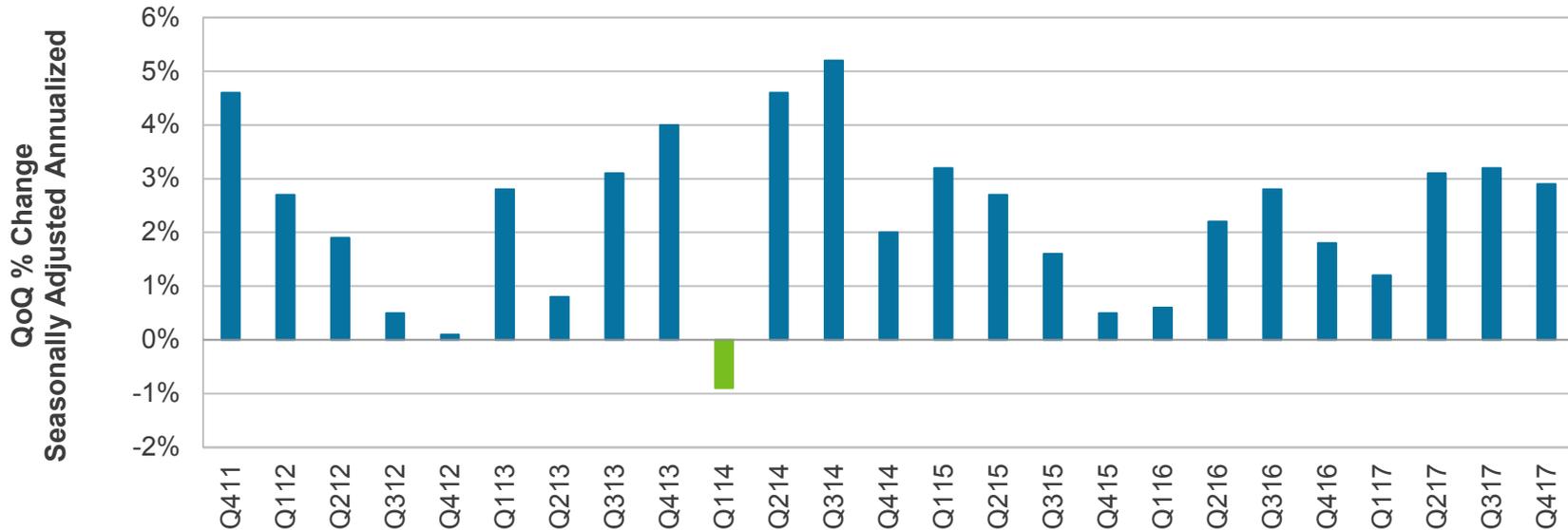
Initial Claims For Unemployment

For the week ending March 31, initial jobless claims increased by 24,000 to 242,000. The 4-week moving average increased by 3,000 to 228,250. Despite the increase, jobless claims reflect strong demand for labor and are consistent with a healthy labor market.

Initial Jobless Claims and 4-Week Moving Average
March 29, 2013 – March 30, 2018

Source: Bloomberg.
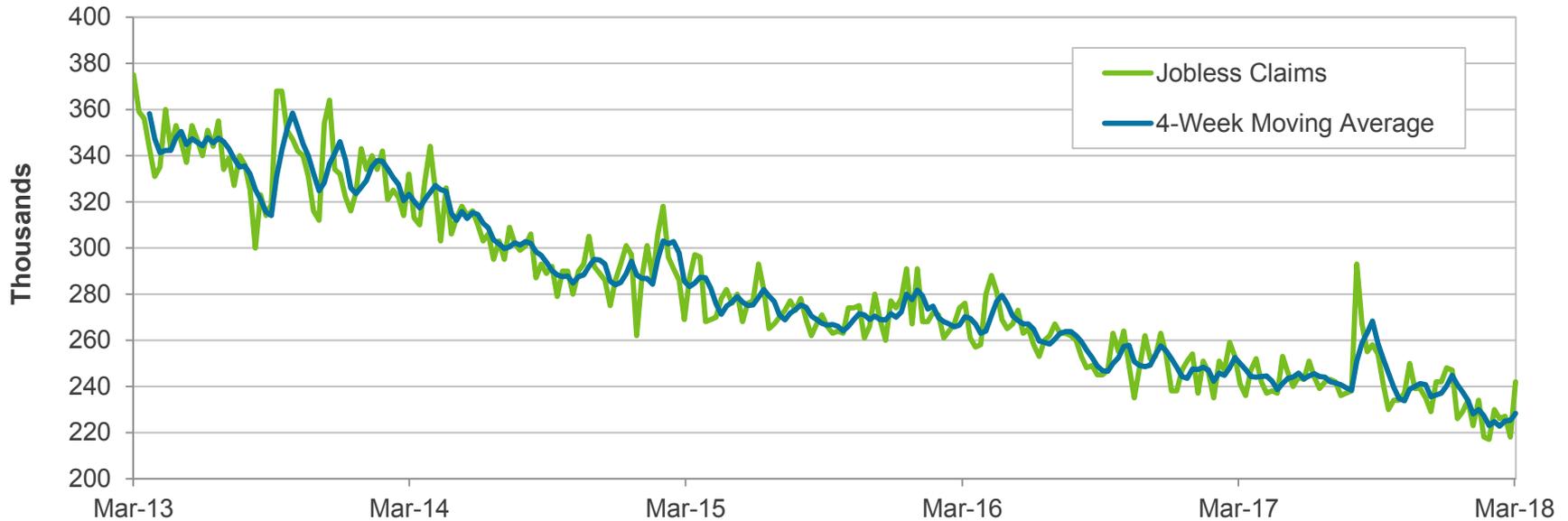
Unemployment Rates

The National unemployment rate remained steady at 4.10 percent from February to March. The National U-6 rate also lowered from 8.2 percent in February to 8.0 percent in March. The California and San Diego rates have not yet been released.
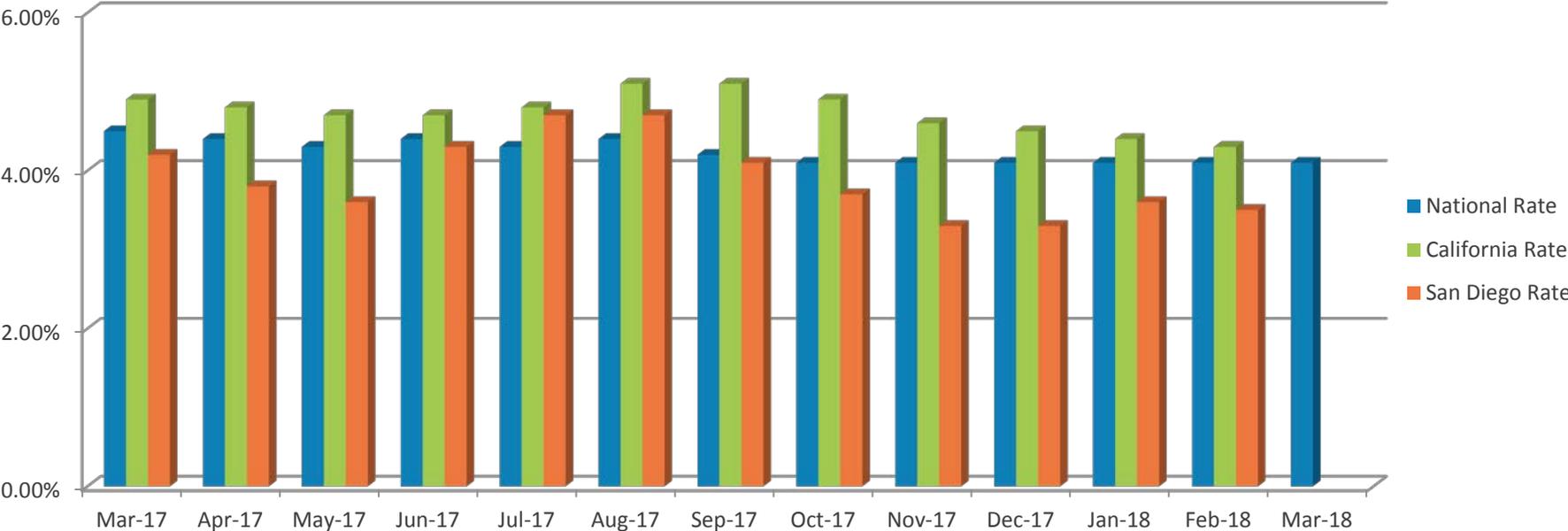
Source: US Dept of Labor, CA EDD

Consumer Price Index

The Consumer Price Index (CPI) was up 2.2% year-over-year in February, up from 2.1% in January. Core CPI (CPI less food and energy) was up 1.8% year-over-year in February, unchanged from January. Core CPI remains softer than the target level of inflation.

Consumer Price Index (YoY%)
February 2013 – February 2018

Personal Income and Spending

Personal income rose by 0.4% in February, fueled in part by a 0.5% gain in wages & salaries. Consumer spending remained soft and rose by just 0.2% in February.

Personal Income and Spending (MoM%)
February 2013 – February 2018

Source: Bloomberg.
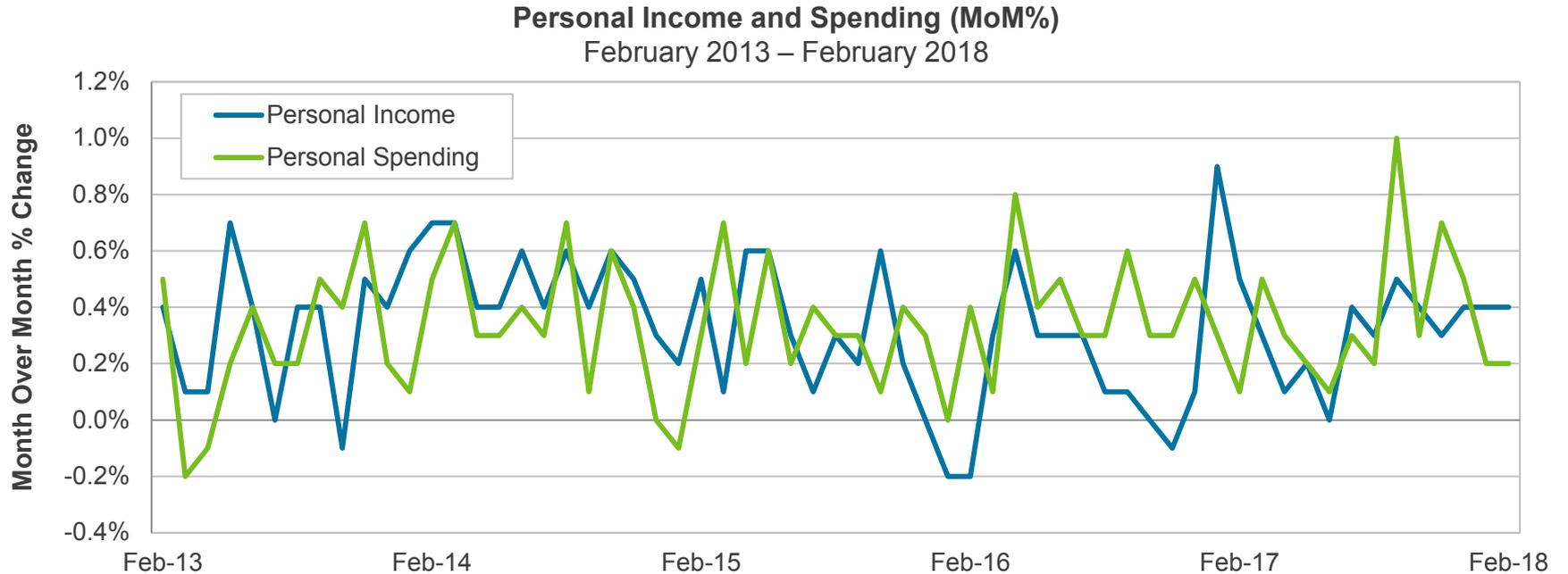
Consumer Confidence Index

The Consumer Confidence Index remained robust but eased slightly to 127.7 in March from 130.0 in February. Despite ongoing strength in the labor market and a high level of consumer confidence, consumer spending remains modest.

Consumer Confidence Index
March 2013 – March 2018

Source: Bloomberg.
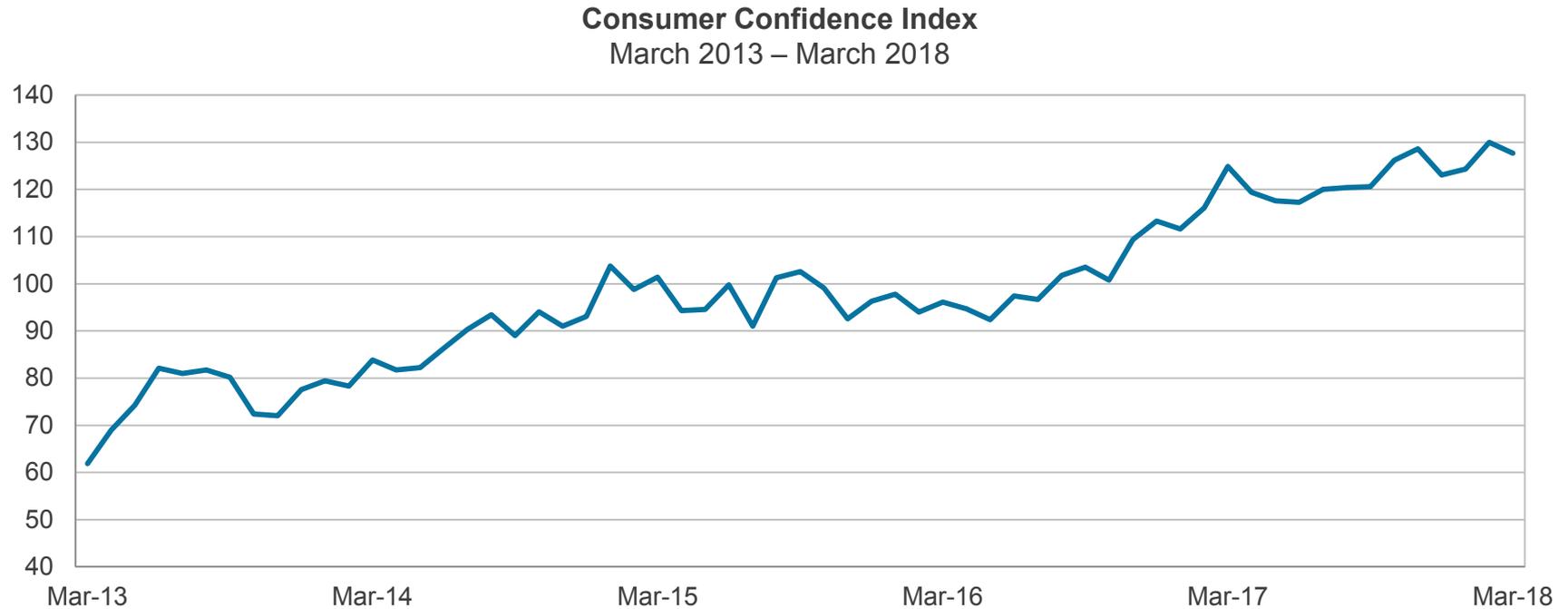
Existing Home Sales

Existing home sales rose 3.0% in February to a seasonally adjusted rate of 5.540 million units, bouncing back from the 3.2% decline in January. Nevertheless, supply constraints and rising mortgage rates present a headwind to the housing market.

U.S. Existing Home Sales (MoM)
February 2008 – February 2018

New Home Sales

New home sales fell slightly in February to an annualized rate of 618,000 units from an upwardly-revised annualized rate of 622,000 in January. Prices rose 0.6% in the month and were up 9.7% on a year-over-year basis in February. Supply has recently increased up which is generally favorable for overall sales.

U.S. New Home Sales
February 2008 – February 2018
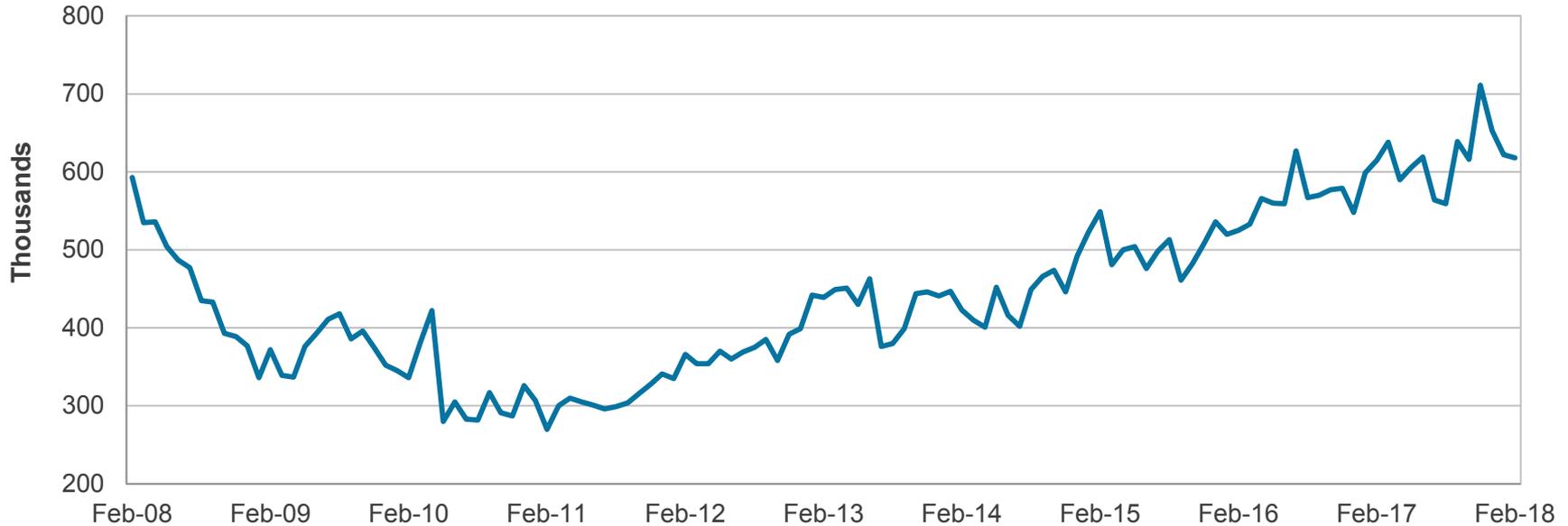
Crude Oil Prices

U.S. West Texas Intermediate (WTI) crude closed at $62.06 per barrel on April 6, below its 30-day average of $63.20 but above its 12-month average of $53.76. The Energy Information Administration is forecasting an average WTI crude oil spot price of $58/b in 2018 and 2019.

West Texas Intermediate Oil Price Per Barrel (WTI Spot)
April 6, 2013 – April 6, 2018

Source: Bloomberg.

Jet Fuel Prices

Jet fuel (U.S. Gulf Coast Spot) closed at $1.903 per gallon on April 6, which was above its 30-day average of $1.884 and its 12-month average of $1.659.

U.S. Gulf Coast Kerosene-Type Jet Fuel Spot Price FOB
April 6, 2013 – April 6, 2018

Source: Bloomberg.

U.S. Equity Markets

U.S. equity markets have been volatile since the end of January, following a long period of low volatility. Year-to-date, the DJIA is down about 3.2% and the S&P 500 index down about 2.6%. We believe uncertainty about the pace of monetary policy normalization, inflation, economic growth, and global trade has fueled the volatility and we expect equities markets to remain volatile over the near-term.

Dow Jones Industrial Average (DJIA) and S&P 500 Indices
April 6, 2013 – April 6, 2018

Source: Bloomberg.
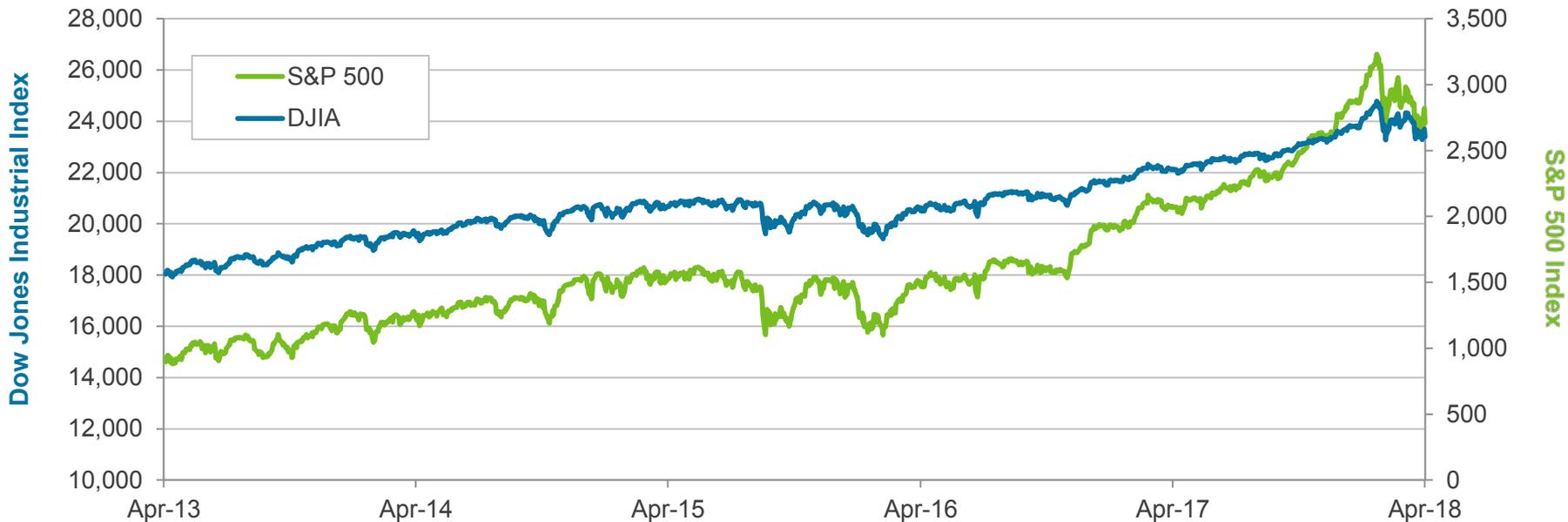
Treasury Yield History

Year-over-year, shorter-term Treasury yields have increased more than longer-term Treasury yields, leading to a flatter Treasury yield curve. The spread between 2-year and 10-year Treasuries is currently just 51 basis points, compared to a spread of 110 basis points at this time last year. The Fed has raised the fed funds target rate by 100 basis points since March 16, 2017, which has fueled the increase in shorter-term rates.

2-, 10- and 30-year U.S. Treasury Yields
April 6, 2008 – April 6, 2018

Source: Bloomberg.
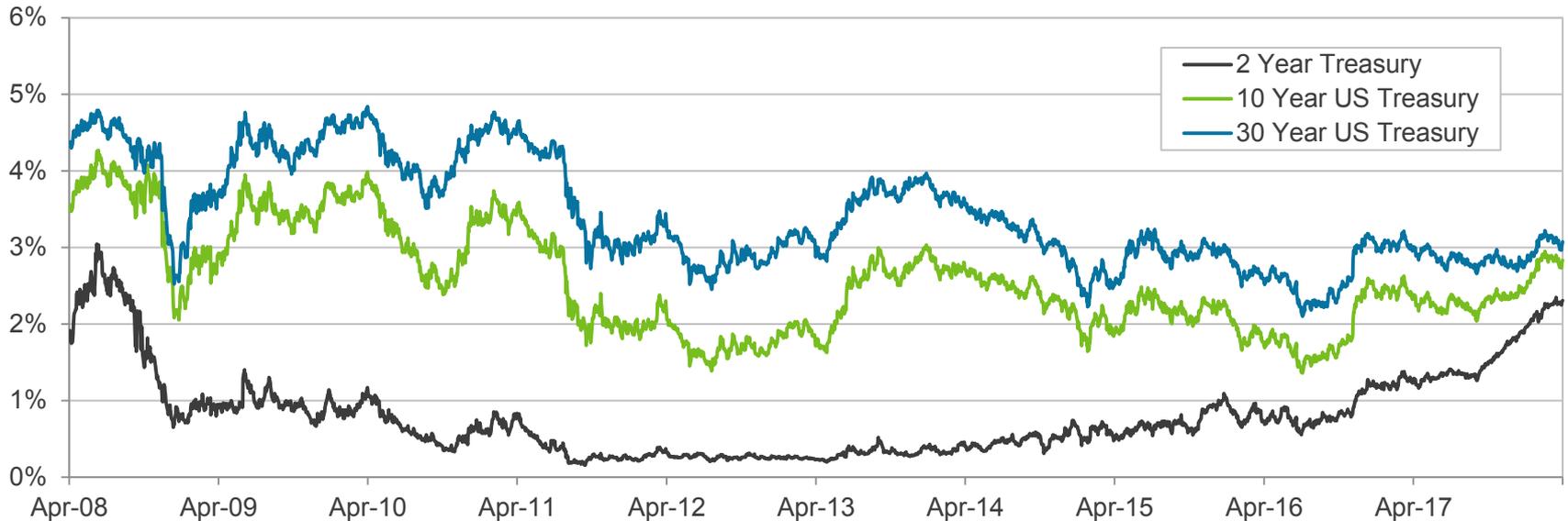
U.S. Treasury Yield Curve

Financial markets experienced increased volatility in recent months. Uncertainty about global trade, inflation, and the pace of monetary policy normalization have all contributed to the volatility. After steepening slightly earlier this year, the yield curve flattened in March and is quite flat by historical standards with the spread between 2-year and 10-year Treasuries just 47 basis points at the end of March.

U.S. Treasury Yield Curve
April 6, 2017 versus April 6, 2018
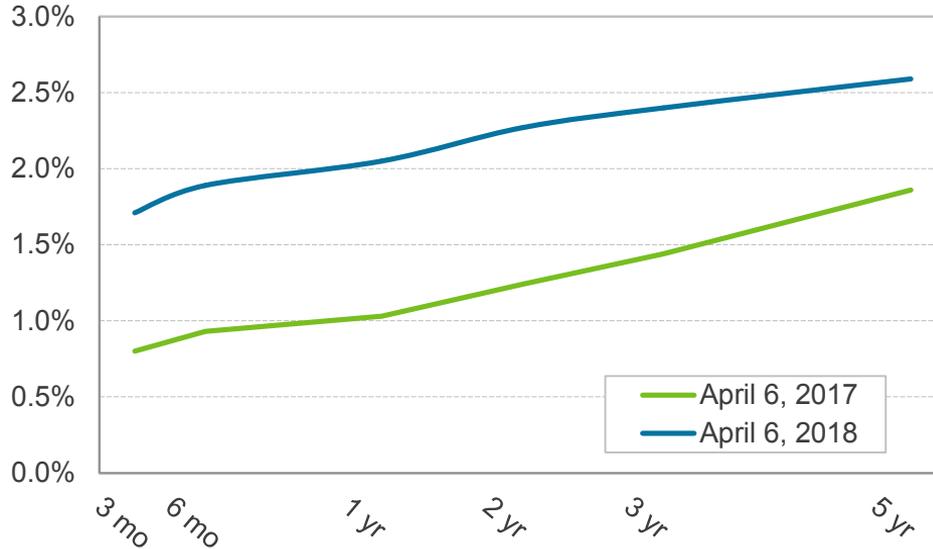
	4/6/17	4/6/18	Change
3-Mo.	0.80%	1.71%	0.91%
6-Mo.	0.93%	1.89%	0.96%
1-Yr.	1.03%	2.05%	1.02%
2-Yr.	1.24%	2.27%	1.03%
3-Yr.	1.44%	2.40%	0.96%
5-Yr.	1.86%	2.59%	0.73%
10-Yr.	2.34%	2.77%	0.43%
30-Yr.	2.99%	3.02%	0.03%

Source: Bloomberg.

Enplanements
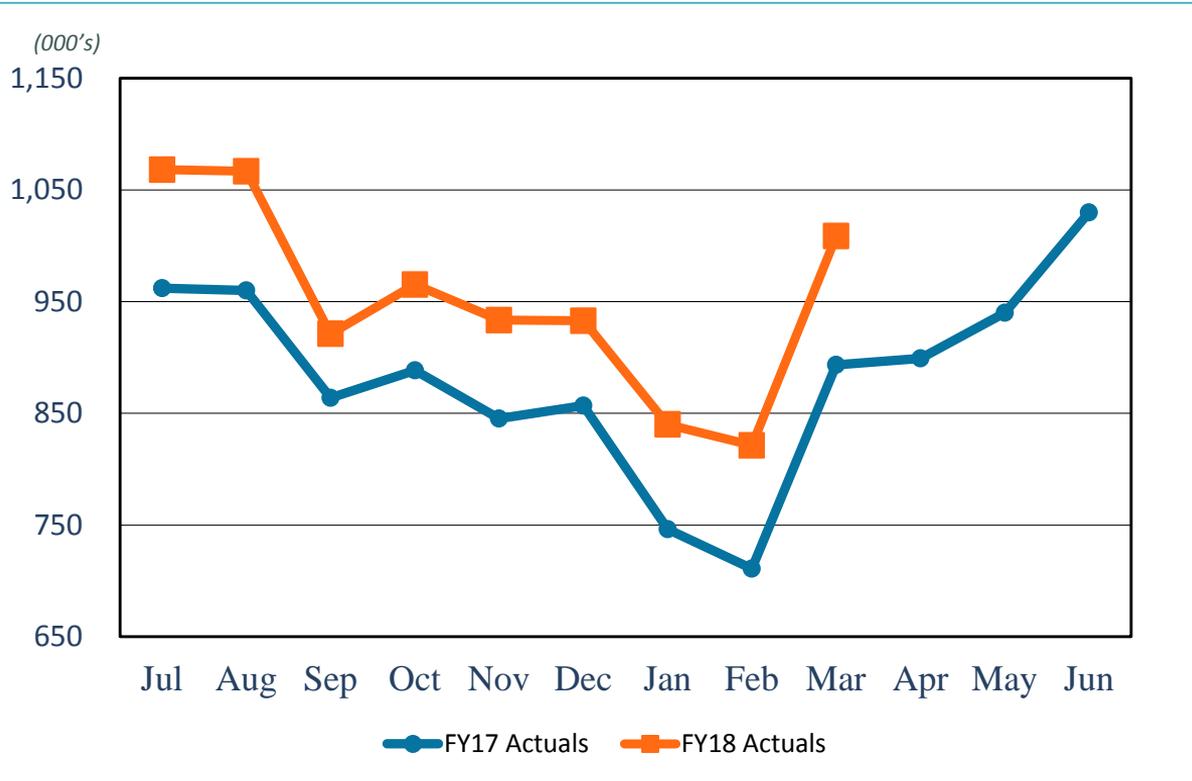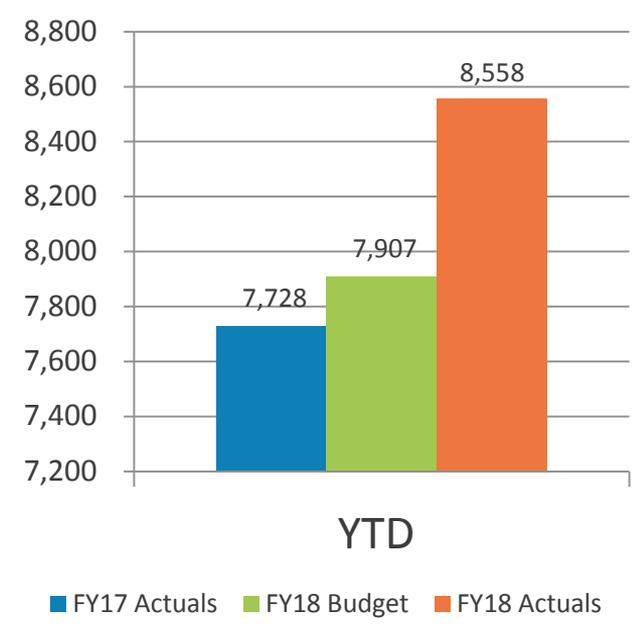
Gross Landing Weight Units (000 lbs)
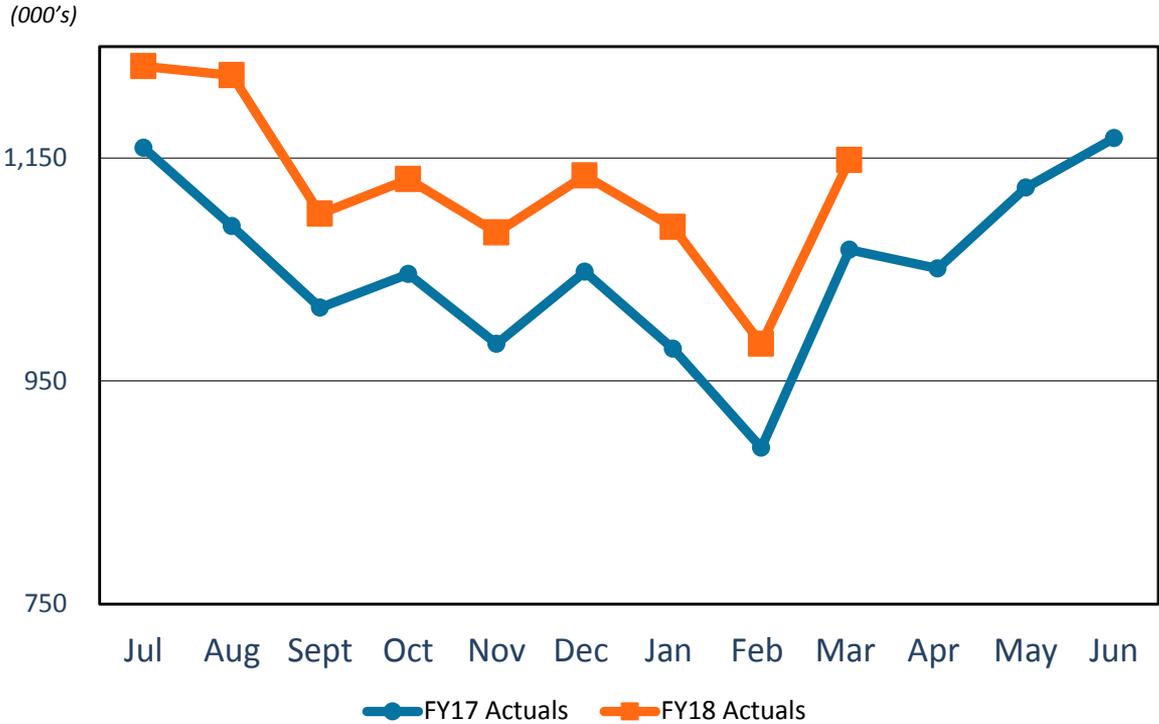
FY18 YTD Act Vs. FY17 YTD Act 9.1%

FY18 YTD Act Vs. FY18 YTD Budget 7.9%
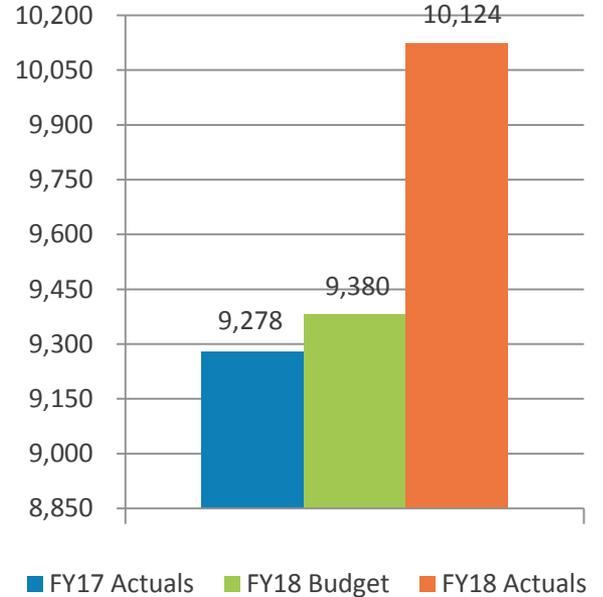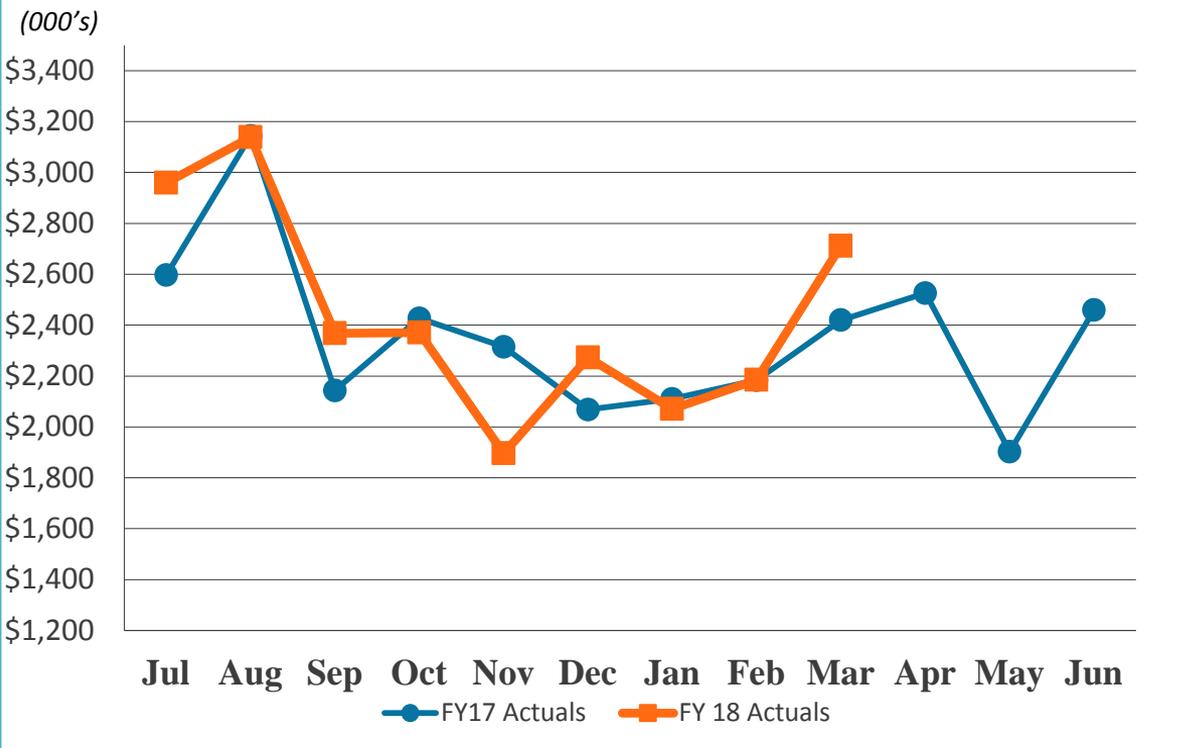
FY17 Actuals: 9,278
FY18 Budget: 9,380
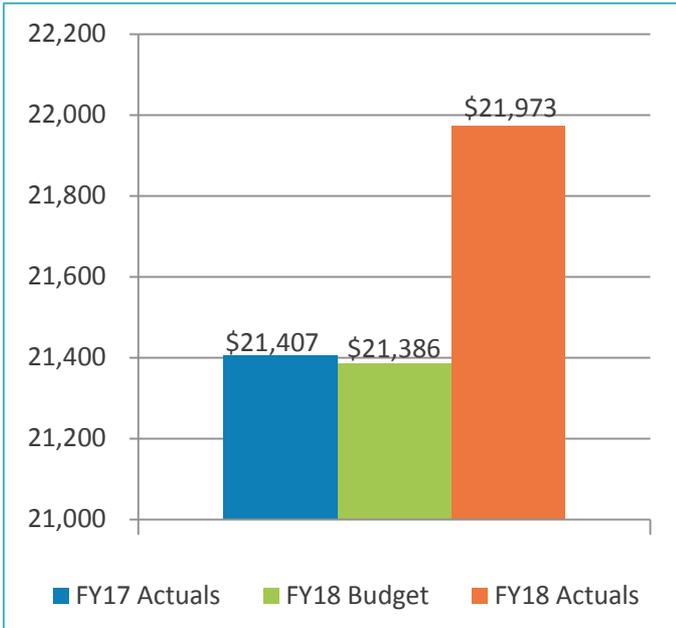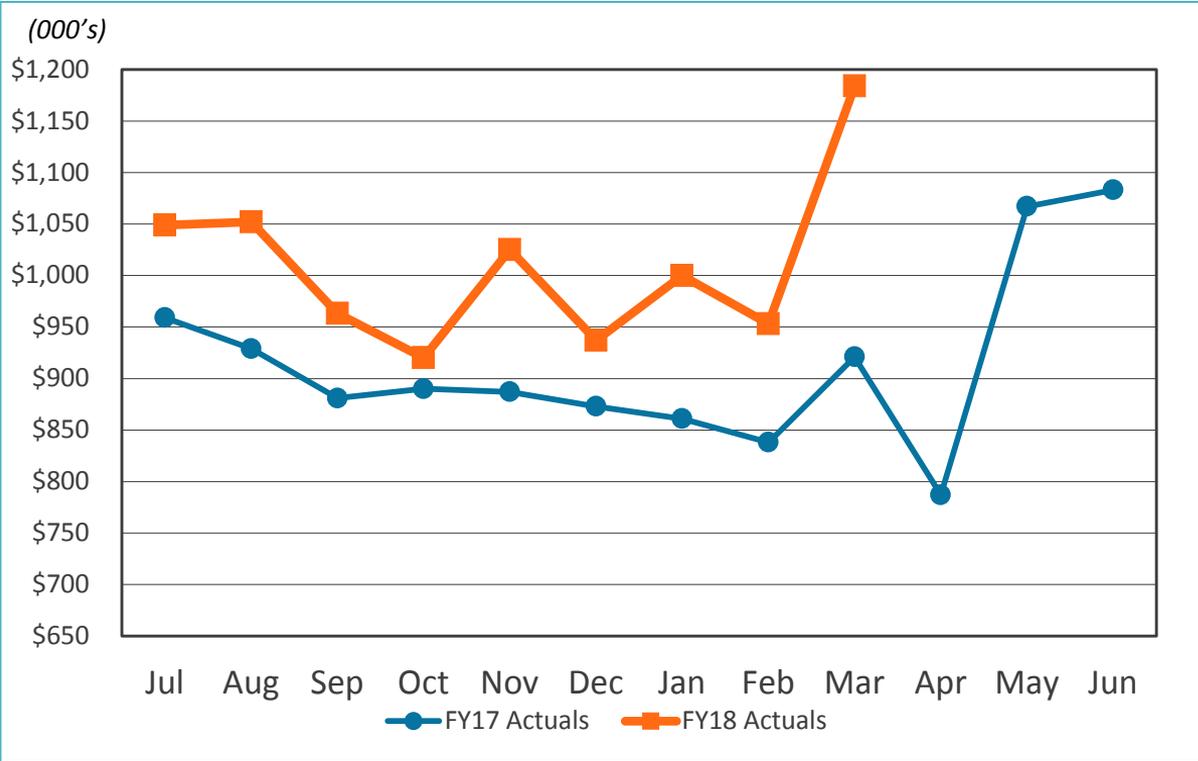FY18 Actuals: 10,124

Car Rental License Fees

Food and Beverage Concessions Revenue

19
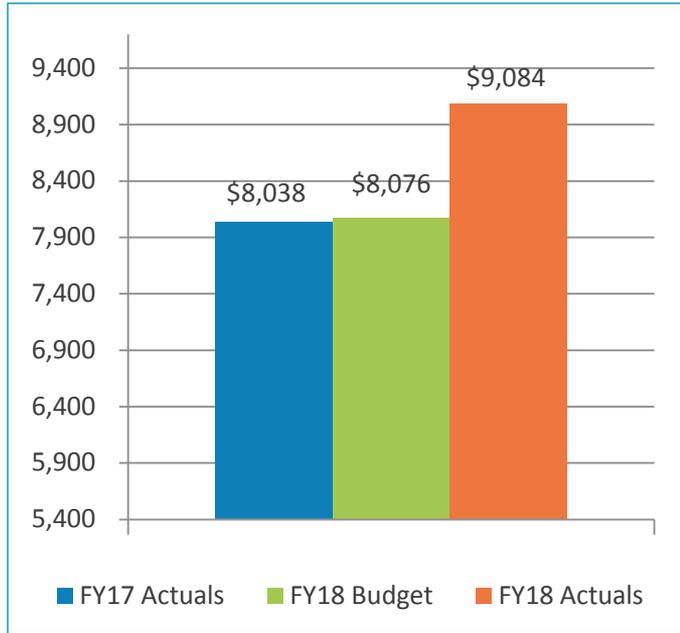
Retail Concessions Revenue
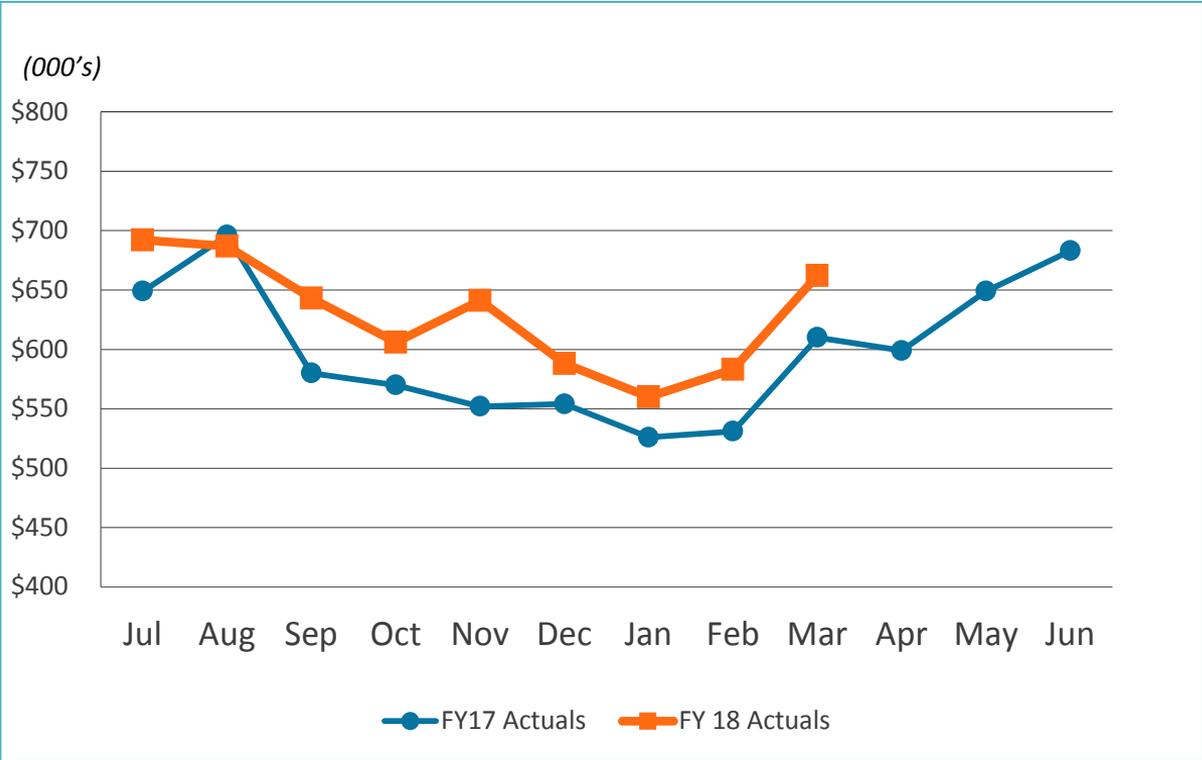
(000's)

FY18 YTD Act Vs. FY17 YTD Act 7.5%	FY18 YTD Act Vs. FY18 YTD Budget 10.5%

Left chart — FY17 Actuals and FY18 Actuals monthly line graph (Jul–Jun), y-axis $400–$800.

Right chart — YTD bar chart:
- FY 17 Actuals: $5,268
- FY 18 Budget: $5,122
- FY 18 Actuals: $5,663

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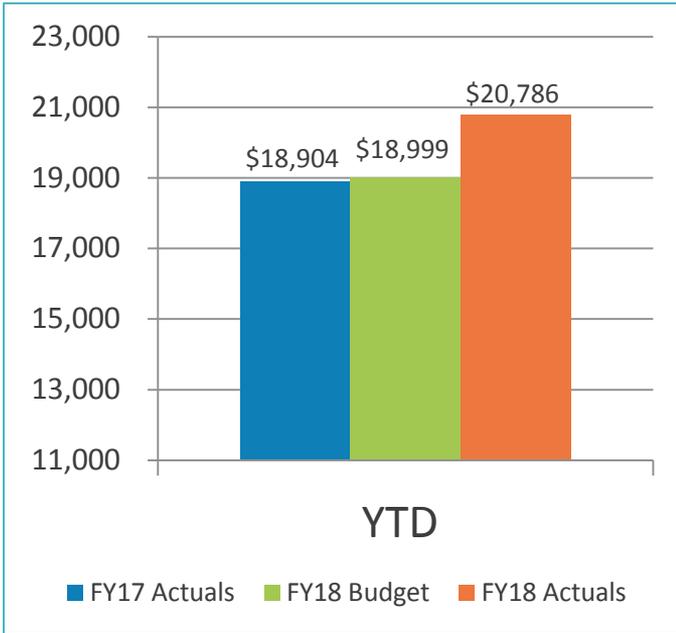
20
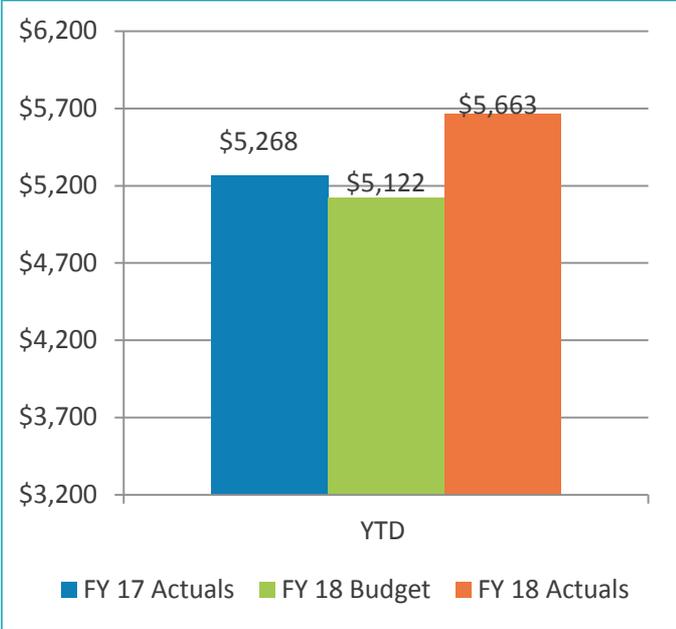
Total Terminal Concessions (Includes Cost Recovery)
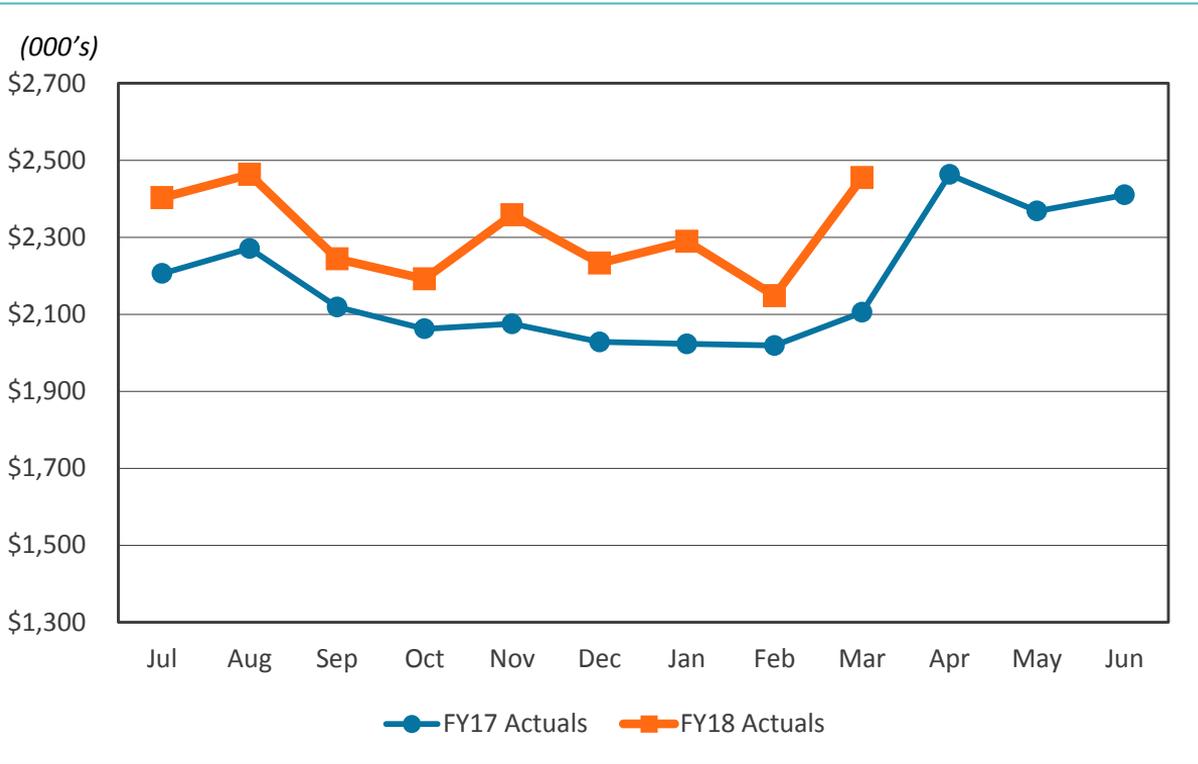
(000's)

FY18 YTD Act Vs. FY17 YTD Act
10.0%

FY18 YTD Act Vs. FY18 YTD Budget
9.4%
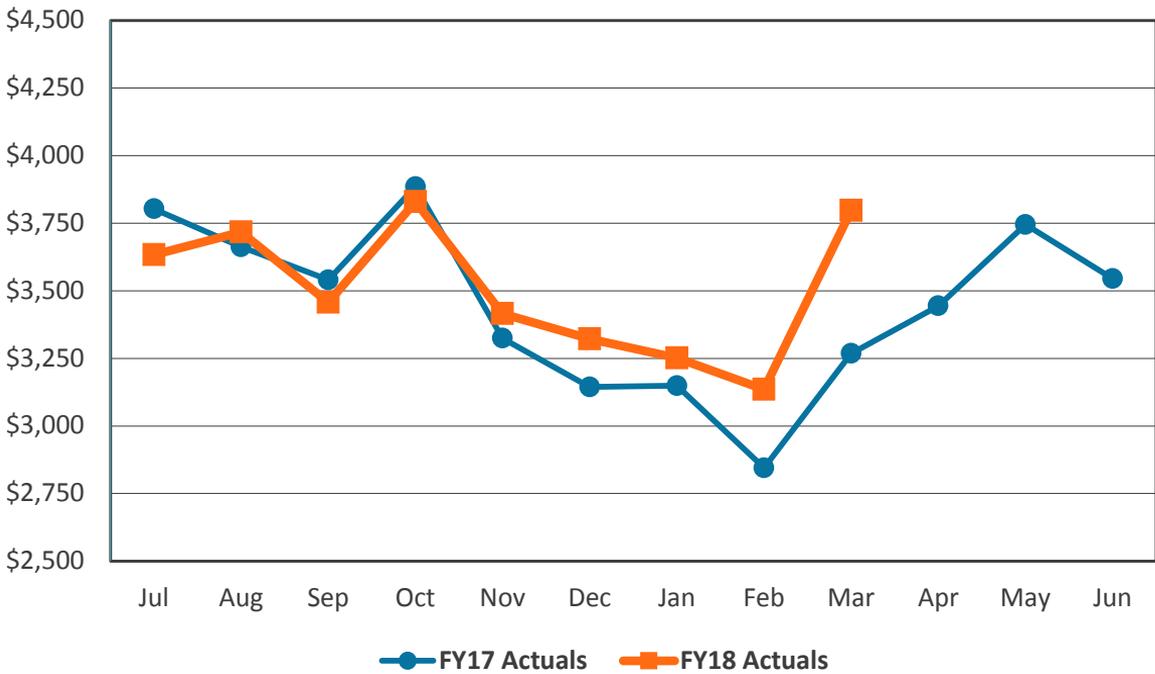
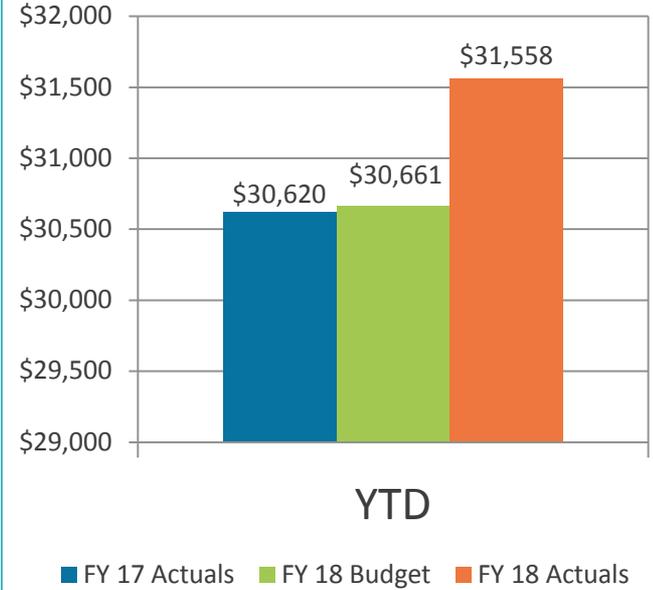$18,904 — FY17 Actuals
$18,999 — FY18 Budget
$20,786 — FY18 Actuals

YTD

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Parking Revenue

Operating Revenues
for the Month Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Aviation revenue:					
Landing fees	$ 2,364	$ 1,368	$ (996)	(42)%	$ 963
Aircraft parking fees	252	267	15	6%	242
Building rentals	4,898	4,956	58	1%	4,604
Security surcharge	2,737	2,749	12	-	2,487
CUPPS Support Charges	117	117	-	-	104
Other aviation revenue	16	15	(1)	(4)%	134
Total aviation revenue	$ 10,384	$ 9,472	$ (912)	(9)%	$ 8,534

Operating Revenues
for the Month Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Terminal rent non-airline	$ 132	$ 179	$ 47	36%	$ 130
Concession revenue:					
Terminal concession revenue:					
Food and beverage	979	1,184	205	21%	921
Retail	622	662	40	6%	610
Space storage	73	74	1	2%	73
Cost recovery	260	251	(9)	(4)%	209
Other *(Primarily advertising)*	312	284	(28)	(9)%	292
Total terminal concession revenue	2,246	2,455	209	9%	2,105
Car rental and license fee revenue:					
Rental car and license fees	2,655	2,711	56	2%	2,420
Rental car center cost recovery	144	142	(2)	(1)%	188
License fees-other	413	414	1	-	386
Total rental car and license fees	3,212	3,267	55	2%	2,994
Total concession revenue	$ 5,458	$ 5,722	$ 264	5%	$ 5,099

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Operating Revenues
for the Month Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Parking revenue:					
Short-term parking revenue	$ 1,809	$ 2,136	$ 327	18%	$ 1,855
Long-term parking revenue	1,455	1,661	206	14%	1,413
Total parking revenue	**3,264**	**3,797**	**533**	16%	**3,268**
Ground transportation permits and citations	635	785	150	24%	692
Ground rentals	1,623	1,648	25	2%	1,535
Grant reimbursements	-	25	25	-	(47)
Other operating revenue	64	126	62	96%	64
Subtotal	**5,586**	**6,381**	**795**	14%	**5,512**
Total operating revenues	**$ 21,560**	**$ 21,754**	**$ 194**	**1%**	**$19,275**

Operating Expenses
for the Month Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Operating expenses:					
Salaries and benefits	$ 5,168	$ 5,050	$ 118	2%	$ 4,846
Contractual services	3,890	3,896	(6)	-	3,870
Safety and security	3,275	3,307	(32)	(1)%	2,941
Space rental	849	849	-	-	849
Utilities	895	1,070	(175)	(20)%	1,037
Maintenance	1,130	1,222	(92)	(8)%	1,010
Equipment and systems	49	62	(13)	(27)%	62
Materials and supplies	41	56	(15)	(36)%	63
Insurance	90	87	3	4%	79
Employee development and support	102	143	(41)	(40)%	177
Business development	250	101	149	60%	275
Equipment rental and repairs	275	321	(46)	(17)%	239
Total operating expenses	$ 16,014	$ 16,164	$ (150)	(1)%	$15,448

Net Operating Income (Loss) Summary
for the Month Ended Mach 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Total operating revenues	$ 21,560	$ 21,754	$ 194	1%	$19,275
Total operating expenses	16,014	16,164	(150)	(1)%	15,448
Income from operations	5,546	5,590	44	1%	3,827
Depreciation	11,594	11,594	-	-	7,595
Operating income (loss)	$ (6,048)	$ (6,004)	$ 44	1%	$ (3,768)

Nonoperating Revenues & Expenses
for the Month Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Nonoperating revenues (expenses):					
Passenger facility charges	$ 3,968	$ 4,635	$ 667	17%	$ 3,598
Customer facility charges (Rental Car Center)	3,521	3,623	102	3%	3,334
Quieter Home Program, net	(344)	(537)	(193)	(56)%	(55)
Interest income	712	1,387	675	95%	667
BAB interest rebate	388	389	1	-	386
Interest expense & debt issuance costs	(6,783)	(6,208)	575	8%	(5,135)
Bond amortization	337	487	150	45%	345
Other nonoperating revenue (expenses)	(1)	322	323	-	(148)
Nonoperating revenue, net	1,798	4,098	2,300	128%	2,992
Change in net position before grant contributions	(4,250)	(1,906)	2,344	55%	(776)
Capital grant contributions	821	528	(293)	(36)%	290
Change in net position	$ (3,429)	$ (1,378)	$ 2,051	60%	$ (486)

Revenue & Expense (Unaudited)
For the Nine Months Ended March 31, 2018 and 2017

Operating Revenue (Unaudited)
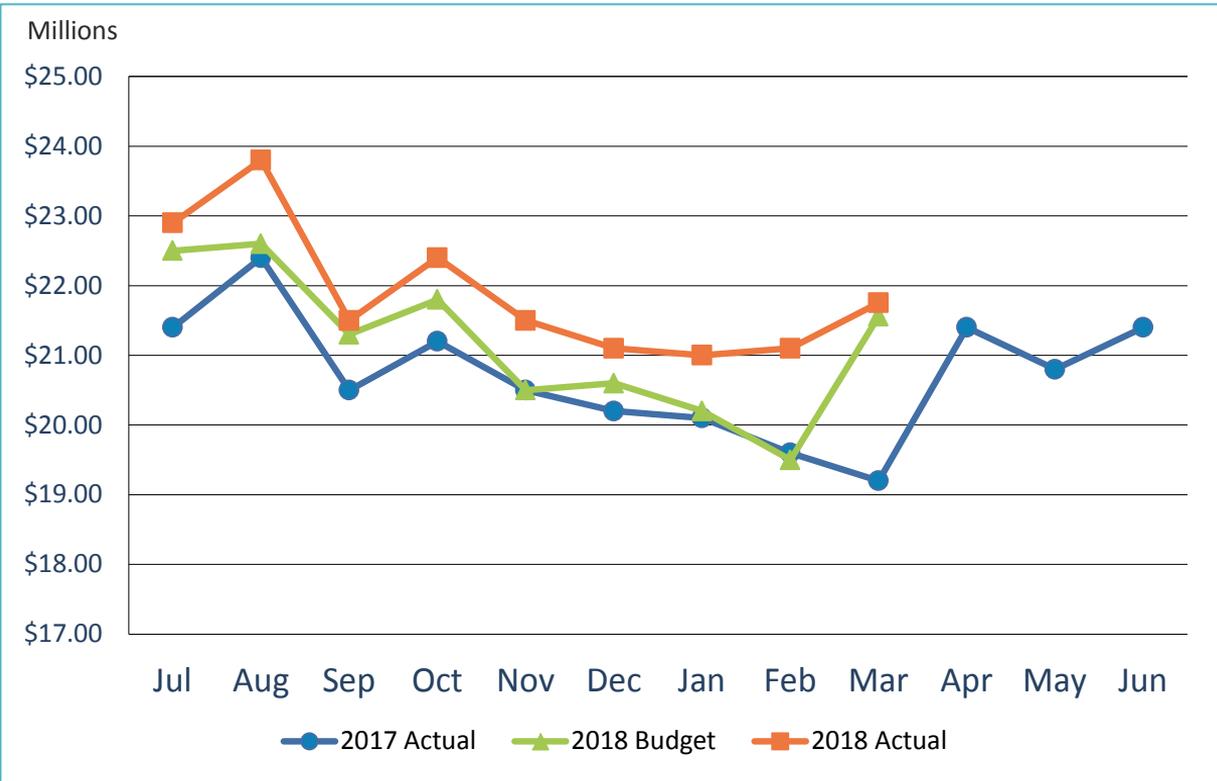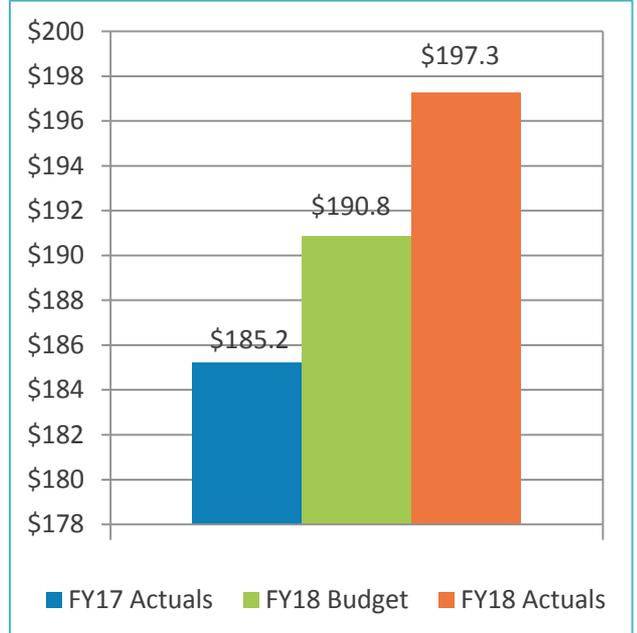
Millions

Line chart (2017 Actual, 2018 Budget, 2018 Actual) showing monthly operating revenue from Jul to Jun, ranging between $17.00 and $25.00.

FY18 YTD Act Vs. FY17 YTD Act	FY18 YTD Act Vs. FY18 YTD Budget
6.5%	3.3%

Bar chart:
- FY17 Actuals: $185.2
- FY18 Budget: $190.8
- FY18 Actuals: $197.3

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Operating Revenues
for the Nine Months Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Aviation revenue:					
Landing fees	$ 20,385	$ 19,725	$ (660)	(3)%	$ 18,931
Aircraft parking fees	2,265	2,400	135	6%	2,181
Building rentals	44,137	44,585	448	1%	41,246
Security surcharge	24,676	24,689	13	-	22,366
CUPPS Support Charges	1,051	1,052	1	-	932
Other aviation revenue	146	138	(8)	(6)%	1,215
Total aviation revenue	$ 92,660	$ 92,589	$ (71)	-	$ 86,871

Operating Revenues
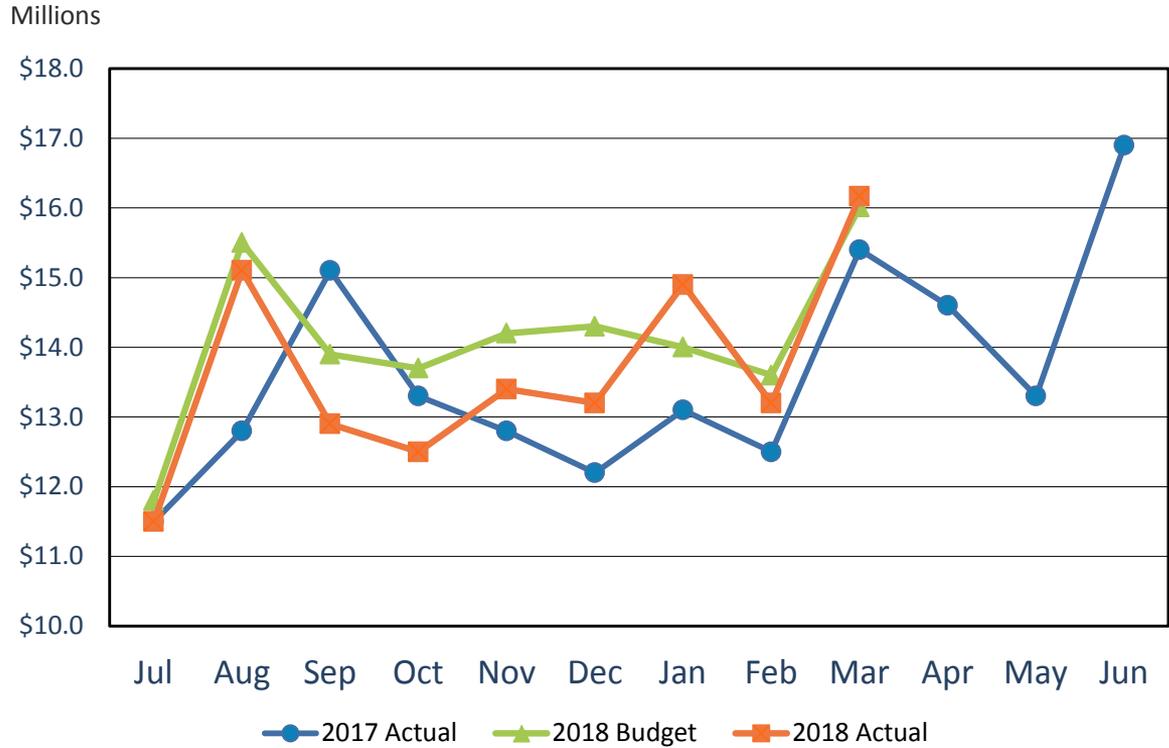## for the Nine Months Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Terminal rent non-airline	$ 1,190	$ 1,500	$ 310	26%	$ 1,155
Concession revenue:					
Terminal concession revenue:					
Food and beverage	8,076	9,084	1,008	12%	8,038
Retail	5,122	5,663	541	11%	5,268
Space storage	654	676	22	3%	653
Cost recovery	2,321	2,292	(29)	(1)%	1,894
Other (Primarily advertising)	2,826	3,071	245	9%	3,051
Total terminal concession revenue	18,999	20,786	1,787	9%	18,904
Car rental and license fee revenue:					
Rental car license fees	21,386	21,973	587	3%	21,407
Rental car center cost recovery	1,299	1,044	(255)	(20)%	1,654
License fees-other	3,624	4,157	533	15%	3,571
Total rental car and license fees	26,309	27,174	865	3%	26,632
Total concession revenue	$ 45,308	$ 47,960	$ 2,652	6%	$ 45,536

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Operating Revenues
for the Nine Months Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Parking revenue:					
Short-term parking revenue	$ 17,196	$ 17,567	$ 371	2%	$ 17,395
Long-term parking revenue	13,465	13,991	526	4%	13,225
Total parking revenue	**30,661**	**31,558**	**897**	**3%**	**30,620**
Ground transportation permits and citations	5,516	7,090	1,574	29%	5,895
Ground rentals	14,921	15,105	184	1%	13,865
Grant reimbursements	-	376	376	-	147
Other operating revenue	580	1,102	522	90%	1,135
Subtotal	**51,678**	**55,231**	**3,553**	**7%**	**51,662**
Total operating revenues	**$ 190,836**	**$ 197,280**	**$ 6,444**	**3%**	**$185,224**

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Operating Expenses (Unaudited)
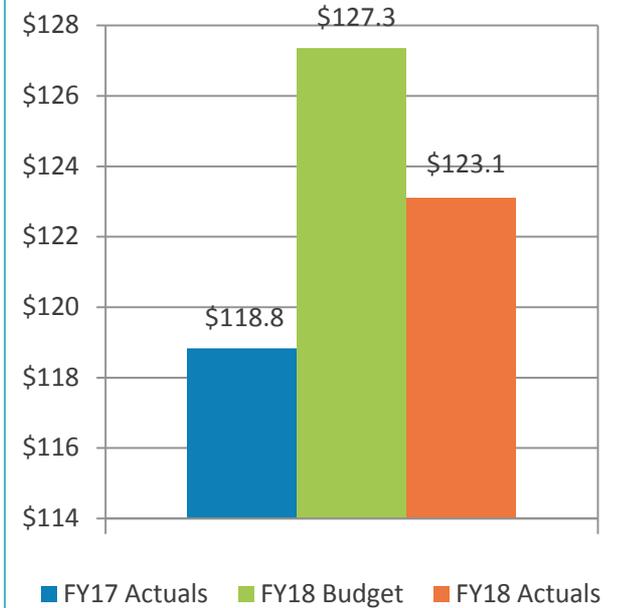
Operating Expenses
for the Nine Months Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Operating expenses:					
Salaries and benefits	$ 35,409	$ 34,967	$ 442	1%	$ 32,812
Contractual services	34,244	33,261	983	3%	32,662
Safety and security	23,170	22,843	327	1%	20,756
Space rental	7,643	7,643	-	-	7,642
Utilities	9,112	9,180	(68)	(1)%	8,226
Maintenance	10,884	8,624	2,260	21%	10,335
Equipment and systems	261	282	(21)	(8)%	307
Materials and supplies	349	432	(83)	(24)%	440
Insurance	855	836	19	2%	720
Employee development and support	950	893	57	6%	980
Business development	1,929	1,885	44	2%	1,645
Equipment rental and repairs	2,530	2,250	280	11%	2,304
Total operating expenses	**$ 127,336**	**$ 123,096**	**$ 4,240**	**3%**	**$118,829**

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Net Operating Income (Loss) Summary
for the Nine Months Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Total operating revenues	$ 190,836	$ 197,280	$ 6,444	3%	$185,224
Total operating expenses	127,336	123,096	4,240	3%	118,829
Income from operations	**63,500**	**74,184**	**10,684**	**17%**	**66,395**
Depreciation	77,527	77,527	-	-	68,783
Operating income (loss)	**$ (14,027)**	**$ (3,343)**	**$ 10,684**	**76%**	**$ (2,388)**

Nonoperating Revenues & Expenses
for the Nine Months Ended March 31, 2018 (Unaudited)

(In thousands)	Budget	Actual	Variance Favorable (Unfavorable)	% Change	Prior Year
Nonoperating revenues (expenses):					
Passenger facility charges	$ 31,409	$ 33,169	$ 1,760	6%	$ 30,599
Customer facility charges (Rental Car Center)	29,794	29,869	75	-	26,048
Quieter Home Program, net	(2,294)	(1,392)	902	39%	(606)
Interest income	6,809	9,623	2,814	41%	5,772
BAB interest rebate	3,492	3,500	8	-	3,483
Interest expense & debt issuance costs	(61,932)	(56,117)	5,815	9%	(46,062)
Bond amortization	3,053	4,246	1,193	39%	3,123
Other nonoperating revenue (expenses)	(7)	(3,456)	(3,449)	-	(2,110)
Nonoperating revenue, net	10,324	19,442	9,118	88%	20,247
Change in net position before grant contributions	(3,703)	16,099	19,802	535%	17,859
Capital grant contributions	5,143	7,724	2,581	50%	1,536
Change in net position	$ 1,440	$ 23,823	$ 22,383	1554%	$ 19,395
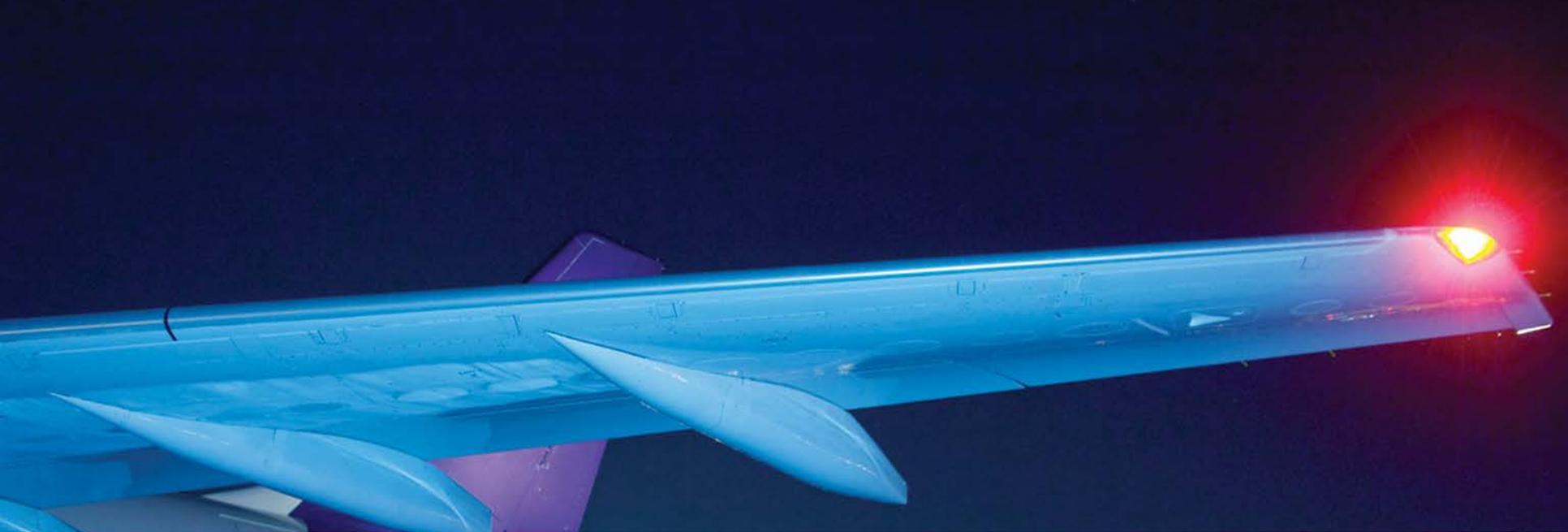
Statements of Net Position (Unaudited)
March 31, 2018 and 2017

Statements of Net Position (Unaudited)
As of March 31, 2018 and 2017
(In Thousands)

	2018	2017
Current assets:		
Cash and investments	$ 85,876	$ 97,025
Tenant lease receivable, net of allowance		
of 2017: ($211,892) and 2016: ($218,877)	9,415	8,827
Grants receivable	6,274	3,055
Notes receivable-current portion	1,802	1,705
Prepaid expenses and other current assets	9,761	7,300
Total current assets	**113,128**	**117,912**
Cash designated for capital projects and other	**$ 24,610**	**$ 26,624**

Statements of Net Position (Unaudited)
As of March 31, 2018 and 2017
(In Thousands)

	2018	2017
Restricted assets:		
Cash and investments:		
Bonds reserve	$ 60,780	$ 57,872
Passenger facility charges and interest unapplied	76,167	66,920
Customer facility charges and interest applied	42,054	33,893
SBD bond guarantee	4,000	4,000
Bond proceeds held by trustee	338,150	142,785
Passenger facility charges receivable	5,468	6,004
Customer facility charges receivable	4,058	3,973
OCIP insurance reserve	5,137	2,698
Total restricted assets	**$ 535,814**	**$ 318,145**

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Statements of Net Position (Unaudited)
As of March 31, 2018 and 2017
(In Thousands)

	2018	2017
Noncurrent assets:		
Capital assets:		
Land and land improvements	$ 126,035	$ 110,139
Runways, roads and parking lots	648,682	590,789
Buildings and structures	1,431,854	1,410,692
Machinery and equipment	55,102	48,951
Vehicles	18,757	15,416
Office furniture and equipment	36,410	33,357
Works of art	10,066	9,703
Construction-in-progress	315,465	202,510
	2,642,371	**2,421,557**
Less: accumulated depreciation	(971,737)	(881,243)
Total capital assets, net	**$ 1,670,634**	**$ 1,540,314**

Statements of Net Position (Unaudited)
As of March 31, 2018 and 2017
(In Thousands)

	2018	2017
Other assets:		
Notes receivable - long-term portion	$ 31,902	$ 33,775
Investments - long-term portion	170,891	174,043
Security deposit	350	350
Total other assets	**203,143**	**208,168**
Deferred outflows of resources:		
Deferred pension contributions	6,113	5,782
Other deferred pension outflows	15,048	288
Total assets and deferred outflows of resources	**$ 2,568,490**	**$ 2,217,233**

Statements of Net Position (Unaudited)
As of March 31, 2018 and 2017
(In Thousands)

	2018	2017
Current liabilities:		
Accounts payable and accrued liabilities	$ 61,913	$ 37,319
Deposits and other current liabilities	11,803	8,911
Total current liabilities	**73,716**	**46,230**
Current liabilities payable from restricted assets:		
Current portion of long-term debt	17,070	11,585
Accrued interest on bonds and variable debt	19,850	16,352
Total liabilities payable from restricted assets	**$ 36,920**	**$ 27,937**

Statements of Net Position (Unaudited)
As of March 31, 2018 and 2017
(In Thousands)

	2018	2017
Long-term liabilities:		
Variable debt	$ 26,448	$ 56,831
Other long-term liabilities	7,827	8,632
Long-term debt - bonds net of amortized premium	1,594,335	1,277,047
Net pension liability	18,743	1,681
Total long-term liabilities	**1,647,353**	**1,344,191**
Total liabilities	1,757,989	1,418,358
Deferred inflows of resources		
Deferred pension inflows	3,507	1,807
Total liabilities and deferred inflows of resources	**$ 1,761,496**	**$ 1,420,165**

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Statements of Net Position (Unaudited)
As of March 31, 2018 and 2017
(In Thousands)

	2018	2017
Net Position:		
Invested in capital assets, net of related debt	$ 363,655	$ 329,978
Other restricted	194,801	175,160
Unrestricted:		
Designated	24,610	26,624
Undesignated	223,928	265,306
Total net position	**$ 806,994**	**$ 797,068**

Questions?

San Diego County Regional Airport Authority

Investment Report
As of March 31, 2018

Presented by: Geoff Bryant
Manager, Airport Finance

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

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Total Portfolio Summary

	Current Period March 31, 2018	Prior Period December 31, 2017	Change From Prior
Book Value	$471,492,000	$464,988,000	$6,504,000
Market Value	$467,768,000	$462,792,000	$4,976,000
Market Value%	99.21%	99.53%	(0.32%)
Unrealized Gain / (Loss)	($3,724,000)	($2,196,000)	($1,528,000)
Weighted Average Maturity (Days)	488 days	502 days	(14)
Weighted Average Yield as of Period End	1.53%	1.41%	0.12%
Cash Interest Received- Current Month	$430,000	$340,000	$90,000
Cash Interest Received- Quarter-to-Date	$1,687,000	$1,616,000	$71,000
Accrued Interest	$1,290,000	$988,000	$302,000

Notes:

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

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Portfolio Composition by Security Type

|	March 31, 2018		December 31, 2017		Permitted by Policy
	Market Value	Percent of Portfolio	Market Value	Percent of Portfolio	
Agency Securities	$ 72,241,000	15.4%	$ 82,704,000	17.9%	100%
Collateralized CDs	15,582,000	3.3%	15,524,000	3.4%	30%
Negotiable CDs	34,584,000	7.4%	39,685,000	8.6%	30%
Supra Nationals	10,958,000	2.3%	5,949,000	1.3%	30%
Medium Term Notes	46,694,000	10.0%	44,554,000	9.6%	15%
Bank Demand Deposits	43,978,000	9.4%	38,986,000	8.3%	100%
Government Securities	124,398,000	26.6%	115,231,000	24.9%	100%
Money Market Funds	309,000	0.1%	1,516,000	0.3%	20%
LAIF	48,508,000	10.4%	48,363,000	10.5%	$65 million [1]
San Diego County Pool	55,081,000	11.8%	54,889,000	11.9%	$65 million [2]
CalTrust	15,435,000	3.3%	15,391,000	3.3%	$65 million [3]
Total:	$ 467,768,000	100.0%	$ 462,792,000	100.0%	
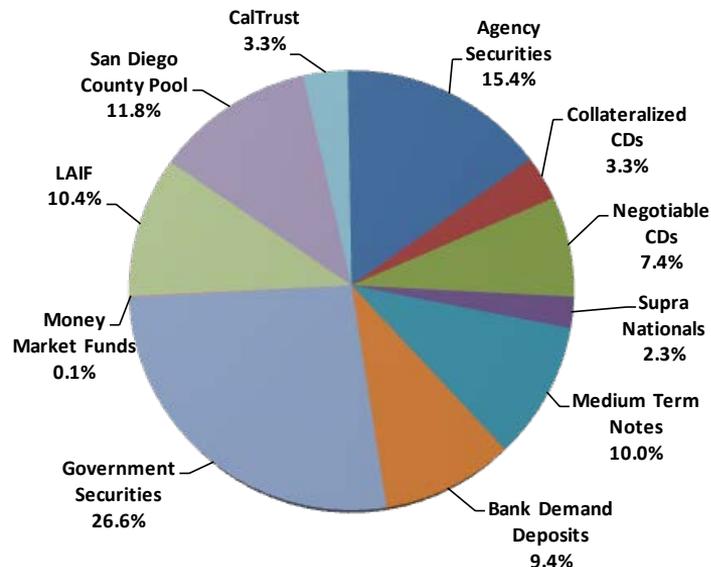
Notes:

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.

SAN DIEGO INTERNATIONAL AIRPORT. LET'S GO.

Portfolio Composition by Credit Rating

	March 31, 2018		December 31, 2017	
	Market Value	**Percent of Portfolio**	**Market Value**	**Percent of Portfolio**
AAA [1]	$ 265,869,000	56.8%	$ 263,212,000	56.8%
AA	65,015,000	13.9%	70,169,000	15.2%
A	28,817,000	6.2%	26,539,000	5.7%
LAIF	48,508,000	10.4%	48,363,000	10.5%
Collateralized CDs	15,582,000	3.3%	15,524,000	3.4%
Collateralized Deposits	43,977,000	9.4%	38,985,000	8.4%
Total:	**$ 467,768,000**	**100.0%**	**$ 462,792,000**	**100.0%**
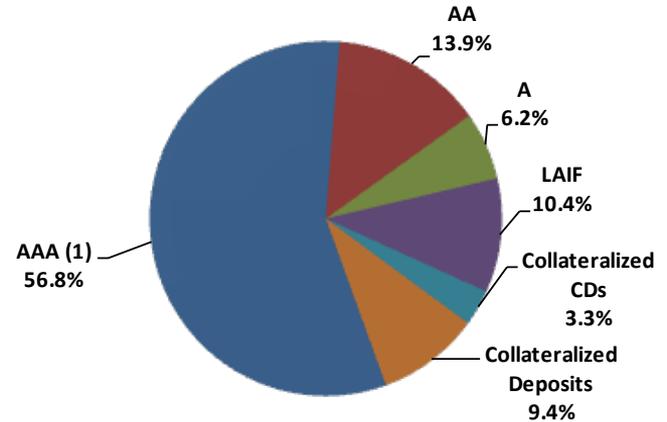
Notes:

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

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Portfolio Composition by Maturity [1]

	March 31, 2018		December 31, 2017	
	Market Value	Percent of Portfolio	Market Value	Percent of Portfolio
0 - 3 Months	$ 168,260,000	35.9%	$ 168,145,000	36.2%
9 - 12 Months	57,343,000	12.3%	45,726,000	9.9%
1 - 2 Years	129,274,000	27.6%	119,838,000	25.9%
2 - 3 Years	35,014,000	7.5%	57,677,000	12.5%
3 - 4 Years	38,728,000	8.3%	40,551,000	8.8%
Over 4 Years	39,149,000	8.4%	30,855,000	6.7%
Total:	**$ 467,768,000**	**100.0%**	**$ 462,792,000**	**100.0%**
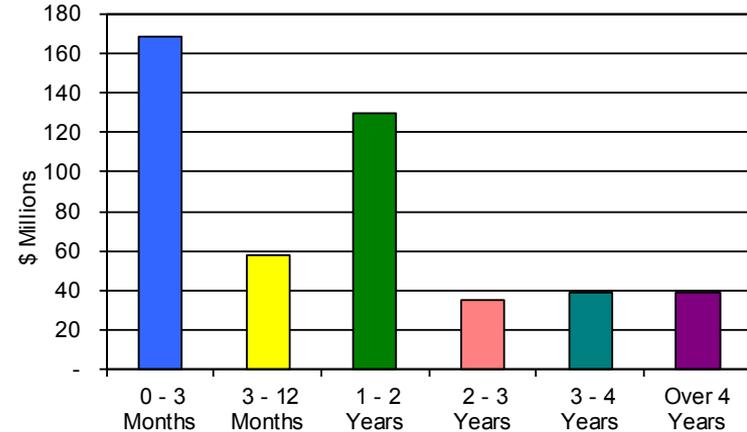
Notes:

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

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Benchmark Comparison
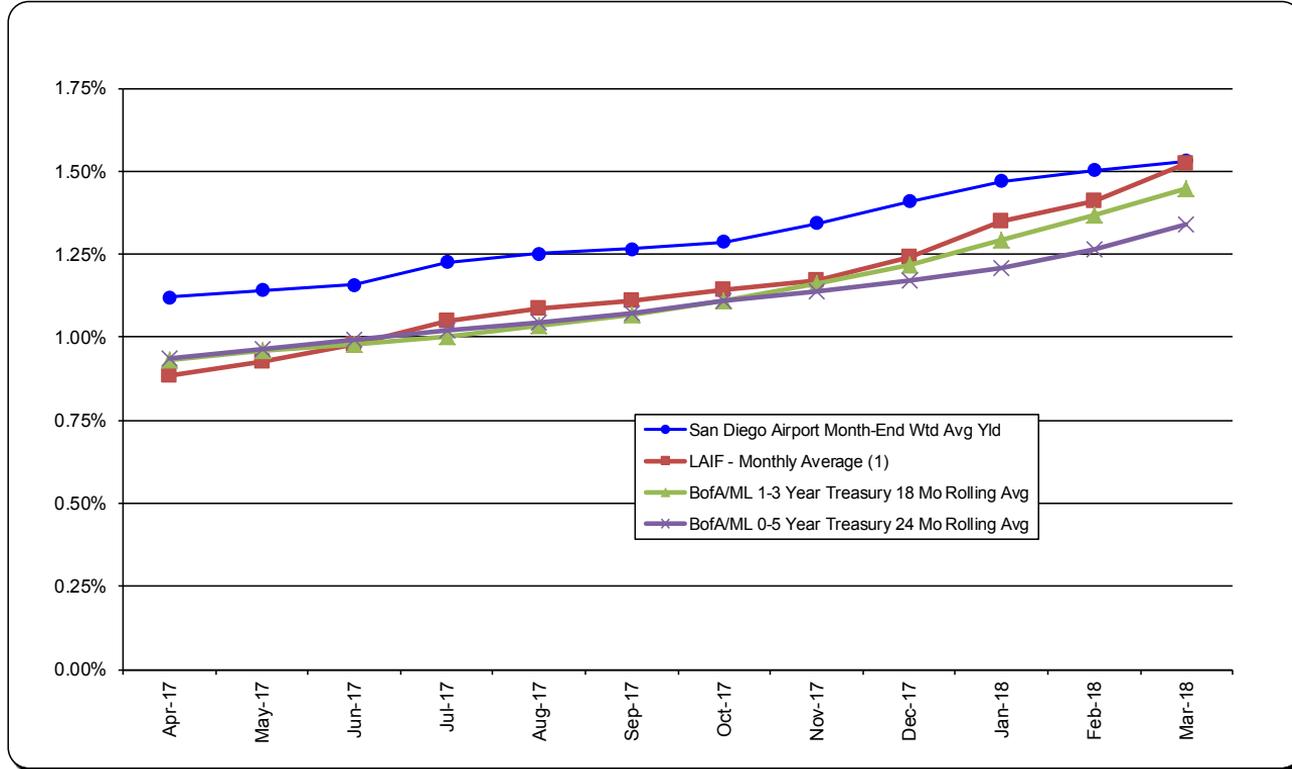
Notes:

(1) Benchmark data for LAIF is the average monthly effective yield.

Detail of Security Holdings *As of March 31, 2018*

Settlement Date	Security Description	Coupon	Maturity 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	5,000,000	100.550	5,027,500	99.51	4,975,700	202	0.939
08/15/16	FHLB	0.625	08/07/18	4,000,000	99.624	3,985,680	99.53	3,981,360	129	0.808
10/21/16	FHLB	0.875	08/05/19	12,000,000	99.568	11,948,160	98.20	11,784,360	492	1.032
10/07/16	FHLB	1.000	09/26/19	10,000,000	99.727	9,972,700	98.19	9,818,800	544	1.094
05/16/17	FHLB	1.875	03/13/20	3,000,000	100.836	3,025,080	99.05	2,971,380	713	1.571
07/08/16	FHLMC	1.250	08/01/19	5,000,000	101.285	5,064,250	98.71	4,935,450	488	0.824
09/06/16	FNMA	1.000	08/28/19	13,500,000	99.836	13,477,860	98.34	13,276,035	515	1.056
02/28/17	FNMA	1.500	02/28/20	13,035,000	99.936	13,003,050	98.49	12,838,302	699	1.529
08/02/16	FNMA	0.875	08/02/19	7,800,000	99.832	7,786,896	98.20	7,659,756	489	0.932
	Agency Total			73,335,000		73,291,176		72,241,143	509	1.112
07/02/16	East West Bk CD	1.550	07/07/19	10,493,552	100.000	10,493,552	100.00	10,493,552	463	1.550
10/24/17	East West Bk CD	1.300	10/24/18	5,087,957	100.000	5,087,957	100.00	5,087,957	207	1.300
	Collateralized CDs Total			15,581,509		15,581,509		15,581,509	379	1.468

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Detail of Security Holdings *As of March 31, 2018*

Settlement Date	Security Description	Coupon	Maturity Date	Par Value	Purchase Price	Book Value	Market Price	Market Value	Days to Maturity	Yield to Maturity
03/14/18	US Bank CD	2.050	02/28/19	4,000,000	100.000	4,000,000	100.00	4,000,000	334	2.050
08/04/17	SKANDINAV ENSKD CD	1.840	08/02/19	5,750,000	100.000	5,747,758	99.19	5,703,310	489	1.860
02/09/17	BK OF MONTREAL YC/D	1.880	02/07/19	5,000,000	100.000	5,000,000	99.91	4,995,300	313	1.880
12/05/16	NORDEA BK FINL YC/D	1.760	11/30/18	4,000,000	100.000	4,000,000	99.92	3,996,800	244	1.760
12/05/16	CANADIAN IMP BK YC/D	1.760	11/30/18	5,000,000	99.922	4,996,100	99.72	4,986,050	244	1.800
11/17/17	SWEDBANK NEW YORK YC/D	2.270	11/16/20	4,000,000	100.000	4,000,000	98.38	3,935,320	961	2.270
05/04/17	SUMITOMO MITSUI YC/D	2.050	05/03/19	3,000,000	100.080	3,000,000	99.67	2,990,100	398	2.050
04/06/17	BK NOVA SCOTIA YC/D	1.910	04/05/19	4,000,000	100.000	4,000,000	99.44	3,977,600	370	1.910
	Negotiable CDs Total			**34,750,000**		**34,743,858**		**34,584,480**	**415**	**1.934**
04/28/17	INTL BK RECON & DEV	1.875	04/21/20	3,000,000	100.685	3,020,550	98.91	2,967,270	752	1.638
03/20/18	INTL BK RECON & DEV	2.000	01/26/22	3,000,000	97.355	2,920,650	97.48	2,924,520	1397	2.728
02/15/18	INTL FIN CORP NT	2.250	01/25/21	2,125,000	99.482	2,113,993	99.18	2,107,660	1031	2.433
04/21/16	INTER-AMER DEV BANK	1.000	05/13/19	3,000,000	99.714	2,991,420	98.63	2,958,810	408	1.095
	Supranationals			**11,125,000**		**11,046,613**		**10,958,260**	**883**	**1.931**
12/12/16	BK NEW YORK NTS	2.300	09/11/19	2,000,000	101.107	2,022,140	99.23	1,984,580	529	1.884
10/14/16	TOYOTA MOTOR CR CORP	2.125	07/18/19	1,000,000	101.670	1,016,700	99.39	993,860	474	1.505
10/14/16	TOYOTA MTR CR CORP	1.400	05/20/19	1,500,000	99.906	1,498,590	98.68	1,480,200	415	1.437
10/14/16	AMERICAN HONDA BDS	1.200	07/12/19	2,495,000	99.241	2,476,063	98.18	2,449,691	468	1.483
11/14/17	UNITED PARCEL BDS	2.050	04/01/21	2,280,000	99.842	2,276,398	97.80	2,229,908	1097	2.099
07/17/15	GECC MTN	1.625	04/02/18	4,950,000	105.364	4,968,018	100.00	4,950,000	2	1.487
05/15/17	CHEVRON CORP	1.991	03/03/20	3,500,000	100.275	3,509,660	98.87	3,460,450	703	1.889
02/29/16	CISCO SYSTEMS	1.600	02/28/19	3,000,000	100.330	3,009,900	99.28	2,978,280	334	1.487
02/24/16	IBM CORP NOTES	1.800	05/17/19	3,000,000	100.119	3,003,570	99.23	2,976,750	412	1.761
05/15/17	JPM CHASE & CO MTN	2.250	01/23/20	3,500,000	100.267	3,509,345	98.79	3,457,475	663	2.144
07/28/17	EXXON MOBIL CORP	1.912	03/06/20	3,000,000	100.381	3,011,430	98.58	2,957,310	706	1.757
09/15/17	MICROSOFT CORP NT	1.550	08/08/21	3,000,000	98.478	2,954,280	96.02	2,880,720	1226	1.958
03/20/18	DEERE JOHN CAP MTN	2.700	01/06/23	2,500,000	97.813	2,445,325	97.97	2,449,350	1742	3.195
09/15/17	APPLE INC BDS	2.150	02/09/22	4,000,000	100.217	4,008,680	97.31	3,892,560	1411	2.098
06/06/16	WELLS FARGO CO MTN	2.150	01/15/19	4,600,000	101.427	4,665,642	99.56	4,579,760	290	1.589
09/14/15	AMERICAN EXPRESS MTN	1.800	07/31/18	2,980,000	99.759	2,972,818	99.77	2,973,116	122	1.886
	Medium Term Notes			**47,305,000**		**47,348,559**		**46,694,010**	**639**	**1.849**

SAN DIEGO INTERNATIONAL AIRPORT.
LET'S GO.

Detail of Security Holdings As of March 31, 2018

Settlement Date	Security Description	Coupon	Maturity Date	Par Value	Purchase Price	Book Value	Market Price	Market Value	Days to Maturity	Yield to Maturity
05/11/17	U.S. Treasury	1.500	05/31/20	5,000,000	99.754	4,987,695	98.26	4,912,900	792	1.583
01/19/18	U.S. Treasury	1.750	09/30/22	10,500,000	97.184	10,204,277	96.66	10,149,300	1644	2.387
01/09/17	U.S. Treasury	1.250	01/31/20	7,000,000	99.170	6,940,820	98.16	6,871,480	671	1.530
10/25/17	U.S. Treasury	1.250	03/31/21	3,500,000	98.035	3,431,230	96.69	3,384,080	1096	1.843
10/13/17	U.S. Treasury	2.000	08/31/21	8,500,000	100.715	8,560,762	98.50	8,372,160	1249	1.808
10/13/17	U.S. Treasury	1.125	02/28/21	8,500,000	98.023	8,331,992	96.44	8,197,230	1065	1.729
04/20/16	U.S. Treasury	1.000	09/15/18	4,900,000	100.367	4,917,992	99.61	4,880,694	168	0.845
12/05/16	U.S. Treasury	1.500	11/30/19	13,400,000	100.125	13,416,750	98.77	13,235,180	609	1.457
07/28/17	U.S. Treasury	1.625	07/31/20	5,400,000	100.203	5,410,969	98.40	5,313,330	853	1.556
11/20/17	U.S. Treasury	1.250	10/31/21	7,700,000	97.309	7,492,762	95.84	7,379,680	1310	1.962
11/17/17	U.S. Treasury	1.750	04/30/22	2,750,000	98.938	2,720,781	97.06	2,669,013	1491	2.000
11/20/17	U.S. Treasury	1.750	11/15/20	7,700,000	99.781	7,683,156	98.44	7,579,957	960	1.826
11/20/17	U.S. Treasury	2.250	04/30/21	7,700,000	101.164	7,789,633	99.53	7,663,887	1126	1.899
12/05/17	U.S. Treasury	1.750	06/30/22	8,200,000	98.359	8,063,547	96.92	7,947,276	1552	2.134
12/05/17	U.S. Treasury	1.750	05/15/22	8,200,000	98.547	8,080,844	97.06	7,958,510	1506	2.094
12/05/17	U.S. Treasury	1.875	08/31/22	8,200,000	98.805	8,101,984	97.26	7,975,484	1614	2.142
05/06/16	U.S. Treasury	1.250	10/31/18	9,950,000	101.066	10,034,779	99.57	9,907,613	214	0.816
	Government Total			127,100,000		126,169,975		124,397,774	1048	1.742
	East West Bank			105,187	100.000	105,187	100.00	105,187	1	1.210
	East West Bank			27,317,012	100.000	27,317,012	100.00	27,317,012	1	1.210
	US Bank General Acct			16,555,138	100.000	16,555,138	100.00	16,555,138	1	0.000
	Bank Demand Deposits			43,977,337		43,977,337		43,977,337	1	0.754
	DREYFUS GOVT INVEST			309,447	100.000	309,447	100.00	309,447	1	1.320
	Money Market Fund			309,447		309,447		309,447	1	1.320
	Local Agency Invstmnt Fd			48,507,963	100.000	48,507,963	100.00	48,507,963	1	1.524
	San Diego County Inv Pool			55,081,094	100.000	55,081,094	100.00	55,081,094	1	1.620
	CalTrust			15,434,747	100.000	15,434,747	100.00	15,434,747	1	1.590
	Grand Total			$ 472,507,098	99.86	$ 471,492,277	99.21	$ 467,767,764	488	1.530

Portfolio Investment Transactions
From January 1st, 2018 – March 31st, 2018

Settle Date	Security Description	Security Type	CUSIP	Coupon	Mature Date	Call Date	Unit Price	Amount
PURCHASES								
01/19/18	US TREAS NTS	US TREAS NTS	912828L57	1.750	09/30/22	--	97.184	$ 10,260,311
02/15/18	INTL FIN CORP NT	SUPRANAT	45950KCM0	2.250	01/25/21	--	99.482	2,116,649
03/14/18	US Bank CD	CD-NEG	90333VXB1	2.050	02/28/19	--	100.000	4,000,000
03/20/18	INTL BK RECON & DEV	SUPRANAT	459058FY4	2.000	01/26/22	--	97.355	2,929,650
03/20/18	DEERE JOHN CAP MTN	MTN	24422EUA5	2.700	01/06/23	--	97.813	2,458,825
								$ 21,765,435
CALLS								
								$ -
MATURITIES								
03/09/16	US Bank CD	CD-NEG	90333VRP7	1.060	03/09/18	--	100.000	$ 4,000,000
03/16/16	Toronto Dominion CD	CD-NEG	89113E5E2	1.720	03/14/18	--	100.000	$ 5,000,000
								$ 9,000,000
DEPOSITS								
								$ -
WITHDRAWALS / SALES / TRANSFERS								
01/19/18	FHLB	AGCY	3130A8DB6	1.125	06/21/19	--	98.784	$ 10,282,636
02/15/18	DREYFUS GOVT INVEST	MMF	26200630S	--	--	--	100.000	2,116,649
								$ 12,399,285

SAN DIEGO INTERNATIONAL AIRPORT. LET'S GO.

Bond Proceeds Summary
SUMMARY OF 2010, 2013, 2014 & 2017 BOND PROCEEDS*

As of: March 31, 2018

(in thousands)

	Series 2010	Series 2013	Series 2014	Series 2017	Total	Yield	Rating
Project Fund							
LAIF	$ -	$ -	$ -	$ 83,625	$ 83,625	1.52%	N/R
SDCIP	-	2	-	80,540	80,542	1.62% [1]	AAAf
First Amer Govt Oblig Fd MM	-	-	-	4,774	4,774	1.54%	AAAm
	$ -	$ 2	$ -	$ 168,939	$ 168,941		
Capitalized Interest							
SDCIP	$ -	$ -	$ -	1,290	$ 1,290	1.62% [1]	AAAm
	$ -	$ -	$ -	1,290	$ 1,290		
Debt Service Reserve & Coverage Funds							
SDCIP	$ 30,539	$ 33,487	$ 29,042	15,131	$ 108,199	1.62% [1]	AAAf
Torrey Pines DDA	21,229	-	-		21,229	2.00%	N/R
	$ 51,768	$ 33,487	$ 29,042	$ 15,131	$ 129,428		
	$ 51,768	$ 33,489	$ 29,042	$ 185,360	$ 299,659	1.62%	

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

1) SDCIP Yield as of 02/28/18

Bond Proceeds Investment Transactions
January1st, 2018 – March 31st, 2018

Settle Date	Description	Security Type	CUSIP	Coupon	Mature Date	Call Date	Unit Price	Amount
PURCHASES								
1/8/2018	Goldman Sachs Fin Sq Treas (2010 Bonds)	MM	--	0.94	--	--	1.000	$ 21,202,158
1/12/2018	First Amer Govt Oblig Fd MM (2017 Bonds)	MM	--	1.24	--	--	1.000	7,000,000
2/12/2018	First Amer Govt Oblig Fd MM (2017 Bonds)	MM	--	1.29	--	--	1.000	14,000,000
3/6/2018	Torrey Pines (2010 Bonds Reserves)	DDA	--	2.00	--	--	1.000	21,229,398
3/14/2018	First Amer Govt Oblig Fd MM (2017 Bonds)	MM	--	1.54	--	--	1.000	10,000,000
								$ 73,431,556
CALLS								
								$ -
MATURITIES								
								$ -
DEPOSITS								
								$ -
WITHDRAWALS / SALES			--					
1/8/2018	First American Govt Oblig Fund (COI 2017 Bonds)	MM	--	1.24	--	--	1.000	$ 119,953
1/10/2018	East West (2010 Bonds)	DDA	--	1.30			1.000	21,202,158
1/12/2018	LAIF (2017 Bonds)	LAIF	--	1.24	--	--	1.000	7,000,000
1/17/2018	SDCIP (2013 Bonds)	SDCIP	--	1.53	--	--	1.000	3,658
1/24/2018	First Amer Govt Oblig Fd MM (2017 Bonds)	MM	--	1.24	--	--	1.000	8,645,564
1/24/2018	SDCIP (2017 Bonds)	SDCIP	--	1.53	--	--	1.000	6,505,816
2/5/2018	SDCIP (2017 Bonds)	SDCIP	--	1.59	--	--	1.000	4,275,242
2/12/2018	LAIF (2017 Bonds)	LAIF	--	1.41	--	--	1.000	14,000,000
2/28/2018	First Amer Govt Oblig Fd MM (2017 Bonds)	MM	--	1.29	--	--	1.000	13,959,484
3/5/2018	SDCIP (2017 Bonds)	SDCIP	--	1.62	--	--	1.000	5,348,615
3/6/2018	Goldman Sachs Fin Sq Treas (2010 Bonds)	MM	--	1.08	--	--	1.000	21,229,398
3/14/2018	LAIF (2017 Bonds)	LAIF	--	1.52	--	--	1.000	10,000,000
3/14/2018	First Amer Govt Oblig Fd MM (2017 Bonds)	MM	--	1.54	--	--	1.000	13,975,903
3/29/2018	SDCIP (2013 Bonds)	SDCIP	--	1.62	--	--	1.000	1,624
								$ 126,267,414

Questions?

DRAFT
SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
EXECUTIVE AND FINANCE COMMITTEE MEETING MINUTES
MONDAY, MARCH 26, 2018
BOARD ROOM

CALL TO ORDER: Chairman Boling called the Executive and Finance Committee and Special Board meeting to order at 9:00 a.m., on Monday, March 26, 2018, 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 Schumacher led the Pledge of Allegiance.

ROLL CALL:

Executive Committee

Present:	Committee Members:	Boling (Chairman), Robinson, Schumacher
Absent:	Committee Members:	None

Finance Committee

Present:	Committee Members:	Cox, Schiavoni, Sessom
Absent:	Committee Members:	West
Also Present:	Kimberly J. Becker, President/CEO; Amy Gonzalez, General Counsel; Tony Russell, Director, Corporate & Information Governance/Authority Clerk; Martha Morales, Assistant Authority Clerk I	

NON-AGENDA PUBLIC COMMENT: None

NEW BUSINESS:

1. **APPROVAL OF MINUTES:**
   RECOMMENDATION: Approve the minutes of the February 15, 2018 regular meeting.

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

FINANCE COMMITTEE NEW BUSINESS:

2. **REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE EIGHT MONTHS ENDED FEBRUARY 28, 2018:**
Kathy Kiefer, Senior Director, Finance and Asset Management, provided a presentation on the Review of the Unaudited Financial Statements for the Eight Months Ended February 28, 2018, which included Enplanements, Gross Landing Weight Units, Car Rental License Fees, Food and Beverage Concessions Revenue, Retail Concessions Revenue, Total Terminal Concessions, Parking Revenue, Operating Revenues, Operating Expenses, Net Operating Income Summary, Nonoperating Revenues and Expenses, and Statements of Net Position.

3. **REVIEW OF THE AUTHORITY'S INVESTMENT REPORT AS OF FEBRUARY 28, 2018:**
Geoff Bryant, Manager, Airport Finance, provided a presentation on the Authority's Investment Report as of February 28, 2018 which included Total Portfolio Summary, 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.

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.

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

REVIEW OF FUTURE AGENDAS:

5. **REVIEW OF THE DRAFT AGENDA FOR THE APRIL 5, 2018 BOARD MEETING:**
Kimberly J. Becker, President/CEO, provided an overview of the draft agenda for the April 5, 2018, Board meeting.

   Ms. Becker provided an updated title for the ten-year concession lease and outdoor advertising program agreement item.

Amy Gonzalez, General Counsel, removed the items regarding existing litigation with GGTW LLC as well as the litigation with Dryden Oaks, LLC. She also added anticipated litigation regarding real property negotiators to Closed Session.

Chairman Boling requested that the order of the agenda items be rearranged to have Closed Session towards the beginning of the agenda.

6.   **REVIEW OF THE DRAFT AGENDA FOR THE APRIL 5, 2018 AIRPORT LAND USE COMMISSION MEETING:**
Kimberly J. Becker, President/CEO, provided an overview of the draft agenda for the April 5, 2018, ALUC meeting.

COMMITTEE MEMBER COMMENTS: None

ADJOURNMENT: The meeting adjourned at 9:33 a.m.

APPROVED BY A MOTION OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY EXECUTIVE COMMITTEE THIS 23rd DAY OF APRIL, 2018.

ATTEST:

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

APPROVED AS TO FORM:

_____
AMY GONZALEZ
GENERAL COUNSEL

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

EXECUTIVE COMMITTEE   Meeting Date: **APRIL 23, 2018**

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 2017-2018 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

KIM BECKER

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

GENERAL INSTRUCTIONS:

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

1. TRAVELER:

Travelers Name: **Kimberly J. Becker**   Dept: **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: **3/27/2018**   PLANNED DATE OF DEPARTURE/RETURN: **04/3/2018   /   04/3/2018**

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

Destination: **Seattle, WA**   Purpose: **Meeting with Alaska Airlines**
Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:

- AIRFARE $ **500.00**

- *RENTAL CAR (Must complete page 2) $
- OTHER TRANSPORTATION (Taxi, Train) $

B. LODGING $.
C. MEALS $ **50.00**
D. SEMINAR AND CONFERENCE FEES $
E. ENTERTAINMENT (If applicable) $
F. OTHER INCIDENTAL EXPENSES $ **50.00**
   TOTAL PROJECTED TRAVEL EXPENSE $ **600.00**

*Permitted in limited circumstances; must be pre-approved. Provide a copy of Out-of-Town Travel Request form to Risk Management prior to travel in order to obtain insurance identification card covering rental period.

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

Travelers Signature: _____   Date: 3/27/18

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

By my signature below, I certify the following:

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

Administrator's Signature: _____   Date: 3/07/18

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.)

NEW Out of Town Travel Request (eff. 5-23-17)

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

GENERAL INSTRUCTIONS:

  A. All travel requests must conform to applicable provisions of Policies 3.30 and 3.40.

  B. Personnel traveling at Authority expense shall, consistent with the provisions of Policies 3.30 and 3.40, use the most economical means available to affect the travel.

1. TRAVELER:

Travelers Name: **Kimberly J. Becker**   Dept: **BU 6**

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

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

2. DATE OF REQUEST: **4/6/2018**   PLANNED DATE OF DEPARTURE/RETURN: **4/9/2018** / **4/10/2018**

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

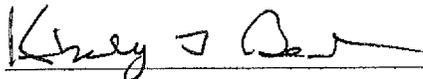Destination: Sacramento, CA   Purpose: Legislative Meetings

Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:		
• AIRFARE	$	500.00
• *RENTAL CAR (Must complete page 2)	$	
• OTHER TRANSPORTATION (Taxi, Train)	$	50.00
B. LODGING	$	250.00
C. MEALS	$	100.00
D. SEMINAR AND CONFERENCE FEES	$	
E. ENTERTAINMENT (If applicable)	$	
F. OTHER INCIDENTAL EXPENSES	$	
TOTAL PROJECTED TRAVEL EXPENSE	$	900.00

*Permitted in limited circumstances; must be pre-approved. Provide a copy of Out-of-Town Travel Request form to Risk Management prior to travel in order to obtain insurance identification card covering rental period.

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

Travelers Signature: _(signature)_   Date: 4/6/18

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

By my signature below, I certify the following:

  1. I have conscientiously reviewed the above out-of-town travel request and the details provided on the reverse.

  2. The concerned out-of-town travel and all identified expenses are necessary for the advancement of the Authority's business and reasonable in comparison to the anticipated benefit to the Authority.

  3. The concerned out-of-town travel and all identified expenses conform to the requirements and intent of Authority's Policies 3.30 and 3.40.

Administrator's Signature: _(signature)_   Date: 4/6/18

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.)   NEW Out of Town Travel Request (eff. 5-23-17)

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

GENERAL INSTRUCTIONS:

A. All travel requests must conform to applicable provisions of Policies 3.30 and 3.40.

B. Personnel traveling at Authority expense shall, consistent with the provisions of Policies 3.30 and 3.40, use the most economical means available to affect the travel.

1. TRAVELER:

Travelers Name: **Kimberly J. Becker**   Dept: **BU 6**

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

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

2. DATE OF REQUEST: **4/9/2018**   PLANNED DATE OF DEPARTURE/RETURN: **4/24/2018 / 4/25/2018**

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

Destination: Sacramento, CA   Purpose: AB 3119 Hearing

Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:		
• AIRFARE	$	500.00
• *RENTAL CAR (Must complete page 2)	$	
• OTHER TRANSPORTATION (Taxi, Train)	$	100.00
B. LODGING	$	350.00
C. MEALS	$	100.00
D. SEMINAR AND CONFERENCE FEES	$	
E. ENTERTAINMENT (If applicable)	$	
F. OTHER INCIDENTAL EXPENSES	$	
TOTAL PROJECTED TRAVEL EXPENSE	$	1,050.00

*Permitted in limited circumstances; must be pre-approved. Provide a copy of Out-of-Town Travel Request form to Risk Management <u>prior to travel</u> in order to obtain insurance identification card covering rental period.
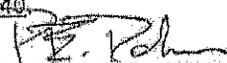
CERTIFICATION BY TRAVELER By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

Travelers Signature: *(signature)*   Date: 4/6/18

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

By my signature below, I certify the following:

1. I have conscientiously reviewed the above out-of-town travel request and the details provided on the reverse.

2. The concerned out-of-town travel and all identified expenses are necessary for the advancement of the Authority's business and reasonable in comparison to the anticipated benefit to the Authority.

3. The concerned out-of-town travel and all identified expenses conform to the requirements and intent of Authority's Policies 3.30 and 3.40.

Administrator's Signature: *(signature)*   Date: 4/18/18

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.)

NEW Out of Town Travel Request (eff. 5-23-17)

APRIL BOLING

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: C. April Boling   Dept: 02-Board

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

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

2. DATE OF REQUEST: 4/6/18   PLANNED DATE OF DEPARTURE/RETURN: 4/9/18 /   4/9/18

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

Destination: Sacramento, CA   Purpose: Legislative Meeting

Explanation: Meet with legislative officials

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES
     A. TRANSPORTATION COSTS:

• AIRFARE	$ 500.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	$ 50.00
B. LODGING	$
C. MEALS	$ 50.00
D. SEMINAR AND CONFERENCE FEES	$
E. ENTERTAINMENT (If applicable)	$
F. OTHER INCIDENTAL EXPENSES	$
TOTAL PROJECTED TRAVEL EXPENSE	$ 600.00

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: 4/13/18

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

By my signature below, I certify the following:

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

Administrator's Signature: _____   Date: 4/6/18

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.)

NEW Out of Town Travel Request (eff. 2-9-10)

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: C. April Boling   Dept: 2- Board

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

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

2. DATE OF REQUEST: 04/18/18   PLANNED DATE OF DEPARTURE/RETURN: 04/24/18   /   04/25/18

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

   Destination: Sacramento, CA   Purpose: AB 3119 Hearing

   Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES
   A. TRANSPORTATION COSTS:

• AIRFARE	$	500.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	$	100.00
B. LODGING	$	350.00
C. MEALS	$	100.00
D. SEMINAR AND CONFERENCE FEES	$	0.00
E. ENTERTAINMENT (If applicable)	$	0.00
F. OTHER INCIDENTAL EXPENSES	$	0.00
TOTAL PROJECTED TRAVEL EXPENSE	$	$1,050.00

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: 4/18/18

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

By my signature below, I certify the following:

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

Administrator's Signature: _____   Date: 4/19/18

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.)

NEW Out of Town Travel Request (eff. 2-9-10)

AMY GONZALEZ

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: __Amy Gonzalez__ ·Dept: __15__

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

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

2. DATE OF REQUEST: __3/26/2018__   PLANNED DATE OF DEPARTURE/RETURN: __5/1/2018__ / __5/5/2018__

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

Destination: San Francisco   Purpose: Legal Steering Group Committee

Explanation: Legal Steering Committee

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES
   - A. TRANSPORTATION COSTS:
     - AIRFARE .... $ 500.00
     - OTHER TRANSPORTATION (Taxi, Train, Car Rental) $
   - B. LODGING .... $ 1200.00
   - C. MEALS .... $ 350.00
   - D. SEMINAR AND CONFERENCE FEES .... $ 850.00
   - 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: _~Amy L~_   Date: _3/27/18_

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

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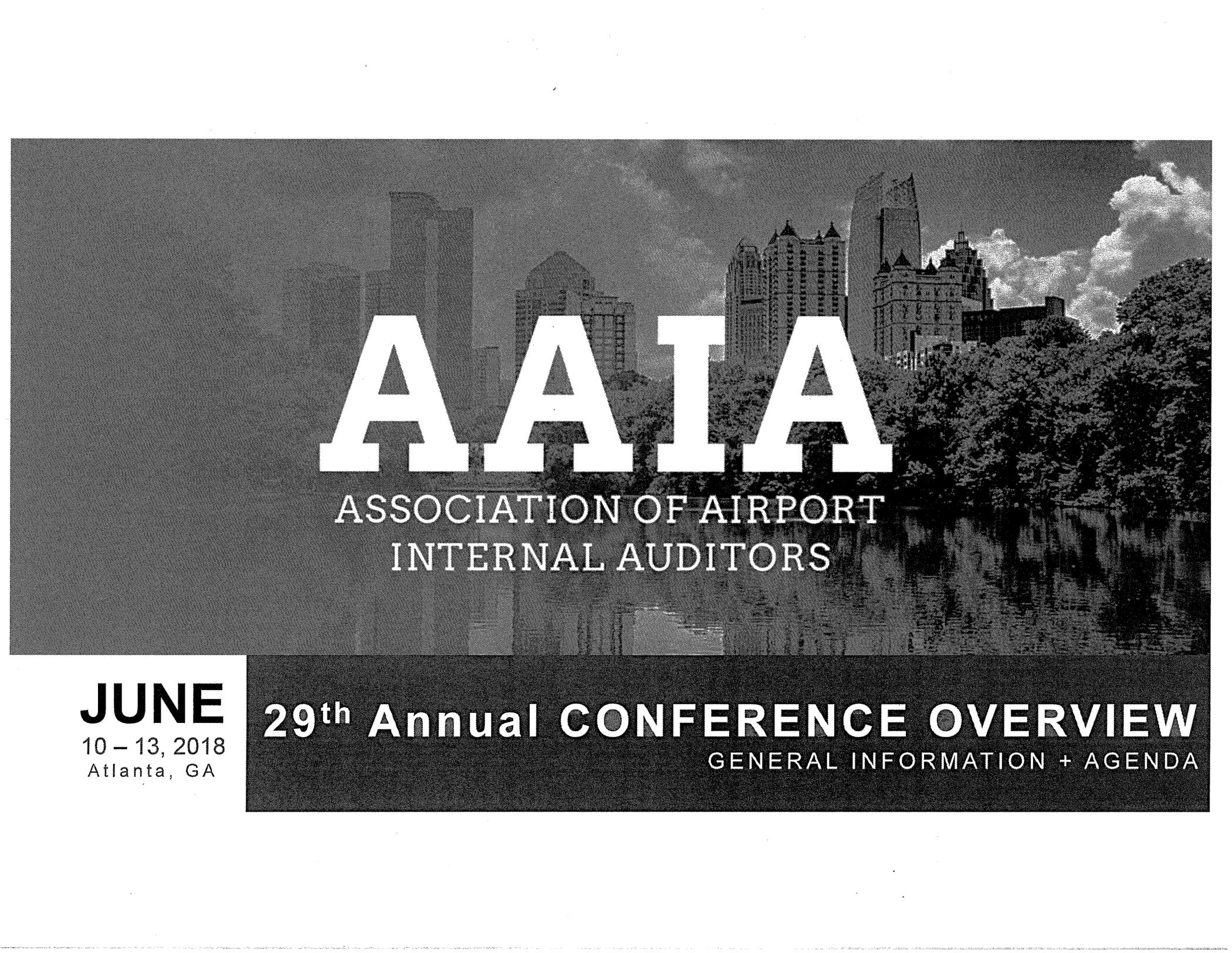
Administrator's Signature: _____   Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

I, _____ , 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.)

LEE PARRAVANO

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: **Lee Michael Parravano**   Dept: **OCA**

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

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

2. DATE OF REQUEST: **4/18/18**   PLANNED DATE OF DEPARTURE/RETURN: **6/10/18** / **6/13/18**

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

Destination: Atlanta, Georgia   Purpose: To attend the Association of Airport Internal Auditors (AAIA) Annual conference

Explanation: The Chief Auditor maintains various professional licenses which require professional education (40 credits per year). This conference is eligible for up to 21.5 credits. This conference is specific to airport auditing.

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:		
• AIRFARE	$	600.00
• *RENTAL CAR (Must complete page 2)	$	
• OTHER TRANSPORTATION (Taxi, Train)	$	50.00
B. LODGING	$	715.00
C. MEALS	$	276.00
D. SEMINAR AND CONFERENCE FEES	$	800.00
E. ENTERTAINMENT (If applicable)	$	
F. OTHER INCIDENTAL EXPENSES	$	
TOTAL PROJECTED TRAVEL EXPENSE	$	2,441.00

*Permitted in limited circumstances; must be pre-approved. Provide a copy of Out-of-Town Travel Request form to Risk Management <u>prior to travel</u> in order to obtain insurance identification card covering rental period.

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

Travelers Signature: _____   Date: **4/18/18**

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

By my signature below, I certify the following:
1. I have conscientiously reviewed the above out-of-town travel request and the details provided on the reverse.
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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.)

NEW Out of Town Travel Request (eff. 5-23-17)

AAIA

ASSOCIATION OF AIRPORT INTERNAL AUDITORS

JUNE
10 – 13, 2018
Atlanta, GA

29ᵗʰ Annual CONFERENCE OVERVIEW
GENERAL INFORMATION + AGENDA

GENERAL INFORMATION

PRE-CONFERENCE BOARD MEETING

Board members, and anyone interested, will meet to conduct the pre-conference board meeting. The session will be held June 10, 2018 at a private conference room in the Westin Hotel.

WHY ATTEND?

LEARN FROM THE EXPERTS

Sessions are led by industry experts and peers with expertise in the presentation subjects – people that you don't just run into every day. Their goal is to share their experiences and focus on the topics that are pertinent to you. Gain insights and inspiration to help you do your job better.

CUSTOMIZED EDUCATION

There are concurrent sessions categorized by track, allowing you to choose the ones that are most important for you.

BRING NEW ENERGY TO YOUR WORK

Gain exposure to new ways of thinking by exchanging ideas and building relationships with people who have faced similar challenges on the job. Find out how issues were resolved and become inspired to try new approaches during our Group Share sessions.

PROFESSIONAL DEVELOPMENT

Accreditation and training is a way to separate you from the crowd. This conference qualifies for up to 18 hours of continuing professional education (CPE), with an optional 3 additional hours available during the extended session. Break times and meals are excellent opportunities to network with your fellow auditors in a casual atmosphere.

HAVE SOME FUN, TOO

This conference is not just for feeding your brain. Special events give you the chance to network, relax, and enjoy your surroundings in a great location.

Explore Atlanta

Atlanta is home of an array of historic and family attractions. Consider bringing your family along to enjoy visits to the Georgia Aquarium, World of Coca Cola, CNN Center, National Center for Civil and Human Rights, Martin Luther King Jr Historic Site, Atlanta Botanical Gardens, College Football Hall of Fame, shopping and golfing.

Visit ATLANTA.NET to learn more on attractions.

3

REGISTRATION INFO

CPE

The AAIA has put together an educational and stimulating agenda which qualifies for 18 hours of continuing professional education (CPE). An additional 3 hours of CPE are available in the extended session.

REGISTRATION FEES

Registration	Costs
Early Registration AAIA Members	$700
Early Registration AAIA Non-Members	$825
Standard Registration AAIA Members	$800
Standard Registration AAIA Non-Members	$925
EXTENDED SESSION - Optimizing Your User Access Review & Cybersecurity and Audit Risk	$100
Conference Guests under 21 / over 21	$100 / $150

In order to qualify for the early registration fee, all conference registration forms must be **completed by Tuesday, May 1, 2018; payment must be received by May 15, 2018.** Registration forms entered after May 1, 2018, will be processed at the specified regular fee.

Registration fees must accompany all conference registration forms. Please note you are considered fully registered to the conference **only** when payment (check or credit card) has been received **and** you have completed registration forms online.

The AAIA will utilize an online registration service this year, the link is available at **www.airport-auditors.com.** You will be able to complete your registration on line, and make credit card payment at the same time. If you wish to pay by check, please complete the registration forms online and mail your check to **Laura Tatem.**

Checks should be made payable to the Association of Airport Internal Auditors, in US dollars, and it should be clearly noted whose registration(s) the check is paying for.

Association of Airport Internal Auditors

CONFERENCE PAYMENT

Online:
www.airport-auditors.com.

Mail payment to:
Laura Tatem | AAIA Treasurer
6803 Pleasant Oaks Place
Riverview, FL 33578

Email:
treasurer@airport-auditors.com

4

CONFERENCE HOTEL

THE WESTIN BUCKHEAD HOTEL

The Westin Buckhead Atlanta is a modern, newly refreshed retreat in an upscale community. Guests can indulge in world-class shopping at the adjacent Lenox Mall, the Shops Around Lenox, and Phipps Plaza, or access myriad dining options within minutes.

A block of rooms for single or double occupancy has been reserved at the Westin Buckhead Hotel at the conference rate of $199 + tax (16.9%) + Georgia State Hotel Fee ($5.00) per night. **Group is available from June 8 – 15, 2018**

	Average est. room total per night**	
Room rate:	USD	199.00
Room rate excludes the following:		
CITY:	USD	17.71
STATE:	USD	15.92
STATE HOTEL FEE:	USD	5.00
Estimated total*:	USD	237.63

To make your room reservation with a credit card by telephone, call 1.404.365.0065 and ask for the Association of Airport Internal Auditors: Annual Conference rate. You may also book your room online using this link: https://www.starwoodmeeting.com/events/start.action?id=1706033501&key=D7A81A6

Deadline: The cutoff date for guaranteed hotel rates is Friday, May 16, 2018. At that time, the remaining rooms in our block will be released and there will be no guarantee of being able to reserve a room at the conference rate. **Check-in time is 3:00 p.m. and check-out time is 12:00 p.m.**

HOTEL PARKING

Our hotel offers on-site Valet Parking and Self-parking for a fee. Parking is not included in the hotel room rate.

HOTEL SHUTTLES

The Westin Buckhead does not have an airport shuttle. Transportation from the airport to the hotel must be arranged independently.

Hartsfield-Jackson
Atlanta International Airport.

TRANSPORTATION

Arriving from Hartsfield-Jackson

Airport Cab Services located in the Ground Transportation area.

Metropolitan Atlanta Rapid Transit Authority (MARTA) Atlanta's public transportation train, located inside airport, look for signs. **www.itsmarta.com**

Transportation Network Companies (TNCs) Uber and Lyft offer pick up and drop off transportation service at Hartsfield-Jackson.

Shared-Ride Shuttles are available in the Ground Transportation area. Visit atl.com to learn more.

Visit Hartsfield-Jackson website **atl.com** for more transportation details.

NETWORKING

WELCOME RECEPTION

SUNDAY, JUNE 10 | 6:00 p.m. to 9:00 p.m.

DEL FRISCO'S GRILLE
3376 Peachtree Road NE,
Atlanta, GA 30326
https://delfriscosgrille.com/atlanta/

The restaurant is located directly across the street from the hotel.

We will host a wine/beer/cocktail reception and elegant hors d'oeuvres.*

NETWORKING DINNER

TUESDAY, JUNE 12 | 6:00 p.m. to 9:00 p.m.

101 STEAK
3621 Vinings Slope SE #4110
Atlanta, GA 30339
http://www.101steakatl.com/

We will provide transportation to the restaurant. Meet the busses in the hotel lobby at **5:15 pm.**

This event will feature hosted wine, beer, cocktails, elegant plated dinner, and live music from **Gritz and Jelly Butter!** *

*Please Note: Vegetarian options are available at both restaurant locations. There is a cost of $150.00 for guests to participate.

ASSOCIATION OF AIRPORT INTERNAL AUDITORS

29TH ANNUAL CONFERENCE

ATLANTA, GA ~ JUNE 10-13, 2018

CONFERENCE AGENDA

Sunday, June 10, 2018	
6:00 pm to 9:00 pm	Welcome Reception – Del Frisco's Grille, across the street from Hotel.

Monday, June 11, 2018	
07:00 am to 08:00 am	Registration and Continental Breakfast ~ *Conference Registrants Only*
08:00 am to 08:30 am	**Opening Remarks and Attendee Introductions** • **Wayne E. Robinson**, AAIA President, Internal Auditor, Manchester-Boston Regional Airport • **Angela Johnson**, Interim Aviation Internal Audit Manager, Sr., Hartsfield-Jackson Atlanta International Airport • Attendee Introductions • Housekeeping Items
08:30 am to 08:45 am	**Welcome to Atlanta** **Michael Smith**, Senior Deputy General Manager, Hartsfield-Jackson Atlanta International Airport
08:45 am to 10:00 am Personal Development/ Leadership CPEs = 1.5	**Mach I Mission: Never Fly Solo** Highly engaging, inspirational and customized program of the Wingman peak performance philosophy of leading with courage, building trusting partnerships, preparing relentlessly and working as a cohesive team to win your organization's mission. • **Lt. Col. Scott "Hurler" Weaver**, Wingman Enterprises, Inc.
10:00 am to 10:15 am	**Networking Break**
10:15 am to 11:30 am Auditing CPEs = 1.5	**Auditing What Matters** Internal auditors believe we do valuable work and we strive to be trusted advisors to the leaders of our organizations. But does the work we do really *matter* to top management and the board? How often are internal audit results discussed in the executive committee or at full board meetings? Norman Marks will share his thoughts on how internal auditors can and perhaps should adjust their audit plan and the assurance, advice, and insight they provide – becoming not only trusted advisors but highly valued contributors to their organizations' success. • **Norman Marks, CPA, CRMA**, Author, Evangelist and Mentor for Better Run Business, OCEG Fellow, Honorary Fellow of the Institute of Risk Management
11:30 am to 01:30 pm	**Lunch, Annual Business Meeting, Short Presentation by Patrick North**

01:30 pm to 02:45 pm Auditing CPEs = 1.5	**Consultant and Construction Auditing for your Airport** This class discusses the Who, Why, When and How to audit Consultants and Construction Projects at your airport. We will discuss how to develop an indirect cost rate or overhead rate for a consultant. In addition, we will discuss Construction Auditing and the six major areas of cost (audit areas) on a construction contract. • **William Parker, CCA**
02:45 pm to 03:00 pm	**Networking Break**
03:00 pm to 04:15 pm Auditing CPEs = 1.5	**TNC Audits 2.0 – Lessons Learned from a Year of Auditing Uber and Lyft** The advent of Transportation Network Companies (TNC) has created the potential for a unique revenue stream at airports. However, the logistics around TNC operations also present a unique set of challenges that airports must navigate in order to maximize their revenue potential. MSP Airport has permitted TNC operations since April 2016, with the implementation of a TNC ordinance at the beginning of 2017. The presentation will highlight the impact TNC operations have had on the airport from a revenue perspective, the control structure utilized to monitor TNC activity, an overview of the audit activities used to verify both data and revenue integrity, and the challenges inherent in auditing TNC's. To conclude, the presenter will facilitate a discussion related to the experiences of attendees related to TNC audits. • **Michael Gee**, Senior Internal Auditor, Metropolitan Airports Commission (Minneapolis-St. Paul)

Tuesday, June 12, 2018	
07:00 am to 08:00 am	**Continental Breakfast ~ *Conference Registrants Only***
08:00 am to 09:15 am Auditing CPEs = 1.5	**Auditing the Various Types of In-Airport Concessions** Today's Internal Auditing of Concessions is taking various processes and methods away from the norm of individual concession audits. Since audit observations appear to be the same across the concessions at an airport, Internal Audit Departments now combine audits of all concessions in one single audit, while large revenue related concessions, such as parking, are done as 'stand-alone' audits. During this session, participates will see samples of these audits, with an emphasis on advertising and across the board of concessions audits, including suggested areas of concentration and some observations. • **Claire Aboko-Venn, Director, Process Optimization and Improvement**	Detroit International Airport
09:15 am to 09:30 am	**Networking Break**

ASSOCIATION OF AIRPORT INTERNAL AUDITORS

29ᵀᴴ ANNUAL CONFERENCE

ATLANTA, GA ~ JUNE 10-13, 2018

09:30 am to 10:20 am Auditing CPEs = 1	**Data Analytics – "What is Different Today"** This presentation will be about the evolution of data analytics, discussion on different maturity levels, what has changed over the year and the new skill sets required for executing today's data analytics. • Troy A Snyder, CICA | Partner (Risk Accounting Advisory Services) | Plante Moran, PLLC
10:20 am to 10:30 am	**Networking Break**
10:30 am to 11:45 am Information Technology CPEs = 1.5	**Cyber Security Survival Training** This session will be an introduction and racing dive into the complex but fascinating world of cyber security, or "cyber" for short. Topics will include a brief history of cyber, important concepts, and basic vocabulary. From there, we will be discussing some of the recent trends in cyber, including crypto-currencies and blockchain technology, and how you might encounter them in your field. We'll end with a healthy discussion period. • Marty Mueller, Director of Technology and Information Systems, Reno-Tahoe Airport Authority
11:45 am to 12:45 pm	**Lunch**
12:45 pm to 02:00 pm Auditing CPEs = 1.5	*CHOOSE FROM THE FOLLOWING TRACKS:* **TRACK A ~ Auditing Capital Projects: "The Basics of Construction Audits: Why, How & When"** Capital program activities have significantly increased in recent years, generating the need to protect limited funding resources, provide transparency, establish objectivity, and reduce risks. Project stakeholders seek successfully executed projects that are on schedule and within budget meeting investment objectives. The Auditing Capital Projects: "*The Basics of Construction Audits: Why, How & When*" session will focus on developing and incorporating a construction audit strategy within an institution's internal audit plan. The interactive conversation will cover the basic questions of why a construction audit might be needed, how to perform a construction audit and when they should occur. Specific focus will include areas typically addressed during construction audits including: Change Management, Cost Management, Construction Management & Quality, Claims / Disputes, Project Administration, and Risk Identification. Participants will be introduced to methods of approaching and facilitating the audit with a goal to improving financial controls and mitigating risks on capital projects. **Learning Objectives:** 1. Assessing the impact of internal audit to improving capital programs 2. Reviewing risks associated with capital projects – Red Flags 3. When to conduct an audit with internal or external staff 4. Understanding cost recovery vs. cost prevention 5. Reviewing basic construction audit activities 6. Know key components of a comprehensive construction audit program • Robert S. Bright, President and Founder, Talson Solutions, LLC • Kenneth J. Brzozowski, Director, Talson Solutions, LLC

Management Services CPEs = 1.5	**TRACK B ~ Strategic Risk Management** Have you wondered why you can't get the attention of senior management and the board? Are you concerned that most of the risks surfaced are those that are hazard, safety, or operational risks? Learn how you can add value to your organization by integrating strategy and risk. In this session you will learn: • the basic definition of enterprise risk management • the transformation occurring in ERM • the impact of ignoring strategic risks • how to define strategic risk • explore example strategic risks • how you can take this approach into your airport and add strategic value • Vicki Yamasaki, Principal of Yamasaki ERM Solutions, LLC
02:00 pm to 02:15 pm	**Networking Break**
02:15 pm to 3:30 pm Auditing CPEs = 1.5	*CHOOSE FROM THE FOLLOWING TRACKS:* **TRACK A ~ Auditing Capital Projects: "*Technical Aspects of the Audit and Case Study Analysis*"** This session is geared towards those who want to further understand construction audit concepts, participate in interactive discussions and take part in case study analysis. The presentation will dive deeper into cost of work definitions, allowable and unallowable costs, technical aspects of reviewing hourly wage rate components, assessing details of labor burdens, analyzing the composition of change orders, and assessing other critical best practices and industry standards as they relate to capital programs. Attendees will be requested to assist in reviewing and discussing case studies related to aspects of assessing risks that are common to large infrastructure capital projects. **Learning Objectives:** 1. Collaborating with other departments to meet audit objectives 2. Identifying unallowable profit centers for design teams and general contractors 3. Understanding how to create the value proposition for internal audit involvement 4. Leveraging technical resources to aid in performing the audit 5. Introduction of advanced construction audit techniques • Robert S. Bright, President and Founder, Talson Solutions, LLC • Kenneth J. Brzozowski, Director, Talson Solutions, LLC
Management Services CPEs = 1.5	**TRACK B ~ Scoring Strategic/Top Risks** In this session, we will engage the participants in surfacing aviation/airport strategic/top risks. We will together learn how to identify a top ten list of strategic risks and then engage senior leaders in scoring these risks, considering probability, impact, and velocity. How will you learn this? We will do this LIVE in our session together! Come watch it happen before your eyes!! • Vicki Yamasaki, Principal of Yamasaki ERM Solutions, LLC
03:30 pm to 03:40 pm	**Networking Break**

03:40 pm to 04:30 pm Auditing CPEs = 1	**Auditing Air Service Incentive Programs** This presentation will provide an overview of what an air service incentive program is, its goals and structure, and how it can benefit the airport. We will discuss the approach to audit and identification of risk. Lastly, we will walk you through the results of our audits from Orlando International Airport and Tampa International Airport, and provide opportunities to improve internal controls over administration of the program. • **Tianna Dumond**, Director, Internal Audit | Orlando International Airport • **Ma Janette Mendones**, Auditor | Orlando International Airport • **Laura Tatem**, Director of Internal Audit | Tampa International Airport
5:15 pm to 9:30 pm	Networking Event – Atlanta's 101 Steak, 3621 Vinings Slope SE

Wednesday, June 13, 2018

07:00 am to 08:00 am	**Continental Breakfast ~ *Conference Registrants Only***
08:00 am to 09:15 am Specialized Knowledge CPEs = 1.5	**Group Sharing** Do you have an audit issue about which you would like advice, clarification of how others perform a procedure, confirmation of your audit approach, or an experience that you would like to share with the group? This is your opportunity to ask, share, and learn from each other. *Facilitated by:* • **Laura Tatem**, Director of Internal Audit, Tampa International Airport • **Debbie Mommaerts**, Audit Manager, Columbus Regional Airport Authority • **Patrick J. Dalton**, Director of Internal Audit & Corporate Compliance, Niagara Frontier Transportation Authority
09:15 am to 09:30 am	**Networking Break**
09: 30 am to 10:45 am Management Services CPEs = 1.5	**Third–Party Contract Risks** Most organizations rely on third-party service providers. Learn how you and your teams can help minimize your financial and reputational risks by properly managing your third parties. • **Adam Rouse, CFE, CCA, CCP,** BKD CPAs & Advisors
10:45 am to 11:00 am	**Networking Break**
11:00 am to 12:15 pm Auditing CPEs = 1.5	**TNC Audits 2.0 – Q & A – Lessons Learned from a Year of Auditing Uber and Lyft** This will be a continuation of the presentation from Monday afternoon and a time for more in-depth questions and discussion on what other airports are doing. • **Michael Gee**, Senior Internal Auditor, Metropolitan Airports Commission (Minneapolis-St. Paul)

REGULAR SESSION ENDS

EXTENDED SESSION

12:15 pm to 01:00 pm	**Lunch – *For EXTENDED SESSION Participants ONLY***
01:00 pm to 02:15 pm Information Technology CPEs = 1.5	**Optimizing Your User Access Review Process** Reviewing user access to systems across the enterprise is frequently manual and disjointed, without any well-established control policies in place or reporting mechanisms. This session will explore what types of access should be periodically reviewed and how to best manage that process from an overall governance and compliance perspective. Learning Objectives: ➢ Define purpose & value of establishing Access Review Campaigns within your organization and what types of campaigns should be conducted (& at what frequency) ➢ Describe common challenges and pain points around access review process(es) ➢ Recommend Process-Oriented Changes to Optimize those Process(es) & how to Execute ➢ Recommend Technology-Oriented Changes to Optimize those Process(es) & how to Execute ➢ Tie Access Review process back to overall Governance & Compliance framework and how it contributes to a better Integrated Risk Management posture across an organization • **Stephanie Hagopian**, Focal Point Data Risk, LLC
02:15 pm to 02:30 pm	**Break/Networking**
02:30 pm to 03:45 pm Information Technology CPEs = 1.5	**Cybersecurity and Audit Risk** Recent cyber risks and threats have grown in scope and sophistication, prompting individuals charged with governance to be properly educated and equipped to manage existing and emerging threats. This session addresses cybersecurity issues and how they relate to internal auditing, provide insight to leading industry practices and internal Audit's role in identifying and mitigating key risks associated with cybersecurity. • **Sabrina Serafin, CISA, Partner and National Practice Leader PRG,** Frazier & Deeter, LLC

BUSINESS EXPENSE

KIM BECKER

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
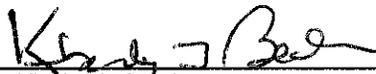
BUSINESS EXPENSE REIMBURSEMENT REPORT

JAN-MAR 2018
Period Covered

DATE	G/L Account	Description	AMOUNT
1/29/2018	66240.100	Dinner with Steve Van Beek (Consultant for Board Retreat)	$ 61.05
1/29/2018	66290	Parking at Island Prime for dinner on 1/29/18	$ 12.00
2/6/2018	66290	Parking for Meeting with President of SD Convention Center	$ 15.00
3/1/2018	66290	Transportation to Downtown San Diego Partnership Dinner	$ 7.78
		TOTAL	$95.83

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

	APPROVED:
NAME Kimberly Becker	NAME
DATE 4/4/2018	DATE

```
            Island Prime & C Level
              GM: Rich Sabatowski
             880 Harbor Island Drive
               San Diego, CA 92101
                 619-298-6802

Server: Nathan              01/29/2018
Table 27/1                     6:54 PM
Guests: 4                        20022

ORGANIC GREENS                   10.00
PLANK SALMON                     36.00

Complete Subtotal                46.00

Subtotal                         46.00
Tax                               3.67

3% Surcharge*                     1.38
Total                            51.05

Balance Due                      51.05
```

DINNER w/ STEVE VAN BEEK (BOARD RETREAT DISCUSSION)

```
            Island Prime & C Level
              GM: Rich Sabatowski
             880 Harbor Island Drive
               San Diego, CA 92101
                 619-298-6802

Server: Nathan        DOB: 01/29/2018
07:11 PM                    01/29/2018
Table 27/1                    2/20022

              SALE

VISA                          2097167
Card #XXXXXXXXXXXX4
Magnetic card present: BECKER KIMBERLY JAN
Card Entry Method:  S

Approval: 09177D
```

```
              Amount:        $51.05

            + Tip:           10

            = Total:         61.05
```

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

X _____

Customer Copy

Receipt

880 Harbor Island Drive
San Diego, CA 92101

Sale

```
Receipt Number:            5024159
Arrived:       29 Jan 2018 05:43 PM
Paid:          29 Jan 2018 07:48 PM
Ticket Number:               222389
Payment Method:          Visa 4471
Approval Code:          1827537151
Valet Fee:                   $7.00
Tip:                         $5.00
Total:                      $12.00
```

We appreciate your business.
Thank you for parking with us.

Ace Parking

MEETING w/ RIP RIPPETOE

Date: 02/06/2018   Time: 14:45
Employee #: 071626

Convention Center

PUBLIC RATE
$15.00 (Cash)

NO REFUNDS. NO IN/OUT PRIVILEGES.
THIS CONTRACT LIMITS OUR LIABILITY - READ IT
The management hereby declares itself not respon
sible for fire, theft, damage or loss of car or
any article left in same, all of such risk being
assumed by licensee. only a rental spaces licen
se is granted hereby and no bailment is intended
or granted.

NO OVERNIGHT PARKING. Permit expires at 2:00am.
Any vehicles left after 2:00am will be subject
to tow at owners' expense.

lyft
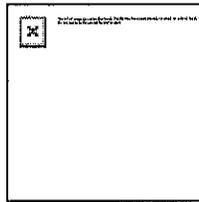
[handwritten:] RIDE TO DOWNTOWN SAN DIEGO PARTNERSHIP INSTALLATION DINNER

Thanks for riding with Jake!

March 1, 2018 at 6:15 PM

Ride Details

Since you updated your stop or destination, your fare reflects actual time and distance
Learn more

Base fare	$0.00
9m 31s	$1.43
3.54 mi	$4.10
Service fee	$2.25

PayPal account	**$7.78**

Pickup 6:15 PM
845 Beech St, San Diego, CA

Dropoff 6:24 PM
835 Gull St, San Diego, CA

1

APRIL BOLING

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

2018

MONTHLY MILEAGE and PARKING FEE REIMBURSEMENT REPORT

EMPLOYEE NAME			PERIOD COVERED	
C. April Boling			March	
DEPARTMENT/DIVISION				

Date	Miles driven	Destination and purpose of trip	Parking fees & other transportation costs paid	$$$
3/1/18	29.40	Airport/ALUC/Board Mtg.		
3/2/18	25.00	SANDAG/SANDAG Trans. Comm. Mtg.		
3/9/18	25.00	SANDAG Offices/SANDAG Exec. Comm. Mtg.		
3/9/18	2.90	Airport/Board Retreat (Coming From SANDAG Mtg.)		
3/10/18	29.40	Airport/Board Retreat		
3/12/18	29.40	Port/Port Leadership Mtg.		
3/16/18	25.00	SANDAG/SANDAG Trans. Comm. Mtg.		
3/20/18	29.40	Airport/Special Board Mtg.		
3/23/18	30.80	Coasterra Restaurant/Lufthansa Luncheon		
3/26/18	29.40	Airport/Exec./Finance Comm. Mtg.		
SUBTOTAL	255.70		SUBTOTAL	

Computation of Reimbursement

				255.70
REIMBURSEMENT RATE: (see below) *		Rate as of January 2018	X	0.545
TOTAL MILEAGE REIMBURSEMENT				139.36
PARKING FEES/TOLL CHARGES (ATTACH RECEIPTS)				-
TOTAL REIMBURSEMENT REQUESTED				$ 139.36

I acknowledge that I have read, understand and agree to *Authority Policy 3.30 - Business Expense Reimbursement Policy and that any purchases/claims 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.

Business Expense Reimbursement Policy 3.30

_____
SIGNATURE OF EMPLOYEE

_____
DEPT./DIV. HEAD APPROVAL

Please use the other tabs for mileage prior to January 1, 2018

MARK KERSEY

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

2018

MONTHLY MILEAGE and PARKING FEE REIMBURSEMENT REPORT

EMPLOYEE NAME			PERIOD COVERED	
Mark Kersey			April	
DEPARTMENT/DIVISION				
Board				
Date	Miles driven	Destination and purpose of trip	Parking fees & other transportation costs paid	$$$
4/16/18	-	AAAE Airport Conference	Ace Parking Garage at Convention Center	15.00
SUBTOTAL	-		SUBTOTAL	15.00

Computation of Reimbursement

		-
REIMBURSEMENT RATE: (see below) *	Rate as of January 2018 X	0.545
TOTAL MILEAGE REIMBURSEMENT		-
PARKING FEES/TOLL CHARGES (ATTACH RECEIPTS)		15.00
TOTAL REIMBURSEMENT REQUESTED		$ 15.00

I acknowledge that I have read, understand and agree to *Authority Policy 3.30 - Business Expense Reimbursement Policy and that any purchases/claims 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. Business Expense Reimbursement Policy 3.30	
SIGNATURE OF EMPLOYEE	DEPT./DIV. HEAD APPROVAL

Ace Parking

Date: 04/16/2018   Time: 09:49
Employee #: 000505

Convention Center
Main Entrance
$15.00 Rate
$15.00 (Credit)

003650716

J. SCHIAVONI

SAN DIEGO COUNTY REGIONAL AUTHORITY

2018

MONTHLY MILEAGE and PARKING FEE REIMBURSEMENT REPORT

EMPLOYEE NAME JOHANNA SCHIAVONI			PERIOD COVERED MARCH 2018	
DEPARTMENT/DIVISION 2 - BOARD				
Date	Miles driven	Destination and purpose of trip	Parking fees & other transportation costs p	$$$
3/1/18	10.70	SDCRAA Board Meeting and Closed Session		
3/7/18	10.70	SDCRAA Airport Advisory Committee Meeting		
3/9/18	10.70	SDCRAA Board Retreat		
3/10/18	14.20	SDCRAA Board Retreat		
3/20/18	10.70	SDCRAA Board Closed Session Meeting		
3/22/18	7.20	Lugthansa Inaugural Flight Gate Event		
3/26/18	10.70	SDCRAA Finance Committee Meeting		
SUBTOTAL	74.90			

Computation of Reimbursement

		74.90
REIMBURSEMENT RATE: (see below) *	Rate as of January 2018	0.545
TOTAL MILEAGE REIMBURSEMENT		40.82
PARKING FEES/TOLL CHARGES (ATTACH RECEIPTS)		-
TOTAL REIMBURSEMENT REQUESTED		$ 40.82

I acknowledge that I have read, understand and agree to "Authority Policy 3.30 - Business Expense Reimbursement Policy and that any purchases/claims 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.
Business Expense Reimbursement Policy 3.30

SIGNATURE OF EMPLOYEE	DEPT./DIV. HEAD APPROVAL

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

2018

MONTHLY MILEAGE and PARKING FEE REIMBURSEMENT REPORT

EMPLOYEE NAME Johanna Schiavoni			PERIOD COVERED FEBRUARY 2018	
DEPARTMENT/DIVISION				

Date	Miles driven	Destination and purpose of trip	Parking fees & other transportation costs p	$$$
2/5/18	10.70	SDCRAA Board Orientation (Authority Academy 101): Operations Division		
2/14/18	10.70	SDCRAA Board Orientation (Authority Academy 101): Finance Division		
2/26/18	13.20	San Diego City Council Confirmation Hearing and City Clerk swearing in		
2/27/18	10.70	SDCRAA Board Orientation (Authority Academy 101): Development Division, Executive Overview, Legal		
SUBTOTAL	45.30			

Computation of Reimbursement

			45.30
REIMBURSEMENT RATE: (see below) *	Rate as of January 2018		0.545
TOTAL MILEAGE REIMBURSEMENT			24.69
PARKING FEES/TOLL CHARGES (ATTACH RECEIPTS)			-
TOTAL REIMBURSEMENT REQUESTED		$	24.69

I acknowledge that I have read, understand and agree to "Authority Policy 3.30 - Business Expense Reimbursement Policy and that any purchases/claims 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.

Business Expense Reimbursement Policy 3.30

Johanna Schiavoni 4/3/18	
SIGNATURE OF EMPLOYEE	DEPT./DIV. HEAD APPROVAL

TRAVEL EXPENSE

KIM BECKER

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT
(To be completed within 30 days from travel return date)

TRAVELER:	Kimberly J. Becker	DEPT. NAME & NO.	Executive Office/BU 6	
DEPARTURE DATE:	3/14/2018	RETURN DATE: 3/15/2018	REPORT DUE:	4/14/18
DESTINATION:	Sacramento, CA - CAC Board Meeting			

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							
		SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY 3/14/18	THURSDAY 3/15/18	FRIDAY	TOTALS
Air Fare, Railroad, Bus *(attach copy of itinerary w/charges)*	$217.96								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.)* *							10.00		10.00
Hotel*						263.55			263.55
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - *separately paid (maids,bellhop,other hotel srvs.)*									0.00
Meals (include tips pd.) — Breakfast*									0.00
Lunch*									0.00
Dinner*									0.00
Other Meals*									0.00
Alcohol is a non-reimbursable expense									
Hospitality [1] *									0.00
Miscellaneous: Baggage Fee									0.00
									0.00
									0.00
Provide detailed receipts									0.00
Total Expenses prepaid by Authority	217.96	0.00	0.00	0.00	0.00	263.55	10.00	0.00	273.55

Explanation:		Total Expenses Prepaid by Authority	217.96
		Total Expenses Incurred by Employee (including cash advances)	273.55
		Grand Trip Total	491.51
		Less Cash Advance *(attach copy of Authority ck)*	
		Less Expenses Prepaid by Authority	217.96
[1]*Give names and business affiliations of any persons whose meals were paid by traveler.*		Due Traveler (positive amount)[2]	
[2] *Prepare Check Request* [3]*Attach personal check payable to SDCRAA*		Due Authority (negative amount)[3]	273.55
		Note: Send this report to Accounting even if the amount is $0.	

I as traveler or administrator acknowledge that I have read, understand and agree to Authority policies 3.40 - Travel and Lodging Expense Reimbursement Policy[4] and 3.30 - Business Expense Reimbursement Policy[5] 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 *Print/Type Name*	Ext.:	2445
Traveler Signature:		Date:	3/22/18
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
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)

_____ meeting.
(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: Kimberly J. Becker   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: 1/3/2018   PLANNED DATE OF DEPARTURE/RETURN: 3/14/2018 / 3/15/2018

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

Destination: Sacramento, CA

Purpose: Attend California Airports Council Board Meeting

Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

A. TRANSPORTATION COSTS:		
• AIRFARE	$	250.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	$	100.00
B. LODGING	$	270.00
C. MEALS	$	150.00
D. SEMINAR AND CONFERENCE FEES	$	
E. ENTERTAINMENT (If applicable)	$	
F. OTHER INCIDENTAL EXPENSES	$	50.00
TOTAL PROJECTED TRAVEL EXPENSE	$	820.00

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: _Kimberly J Becker_   Date: _1/4/18_

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

By my signature below, I certify the following:

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

Administrator's Signature: _____   Date: _____

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE

I, _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 _1/22/18_____ meeting.

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

NEW Out of Town Travel Request (eff. 2-9-10)

≋ TRAVELTRUST

ADD TO OUTLOOK

Friday, 26JAN 2018 04:17 PM EST

Passengers: KIMBERLY JANE BECKER (06)

Agency Reference Number: EKIJRQ

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

Southwest Airlines Confirmation NUTHLB

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

TRAVELTRUST STRONGLY RECOMMENDS CHECKING IN
ONLINE WITH YOUR AIRLINE AT LEAST 24 HOURS PRIOR TO
EACH FLIGHT FOR THE MOST CURRENT TIMES AND ALERTS

AIR	Wednesday, 14MAR 2018		
	Southwest Airlines	**Flight Number:** 1593	Class: T-Coach/Economy
	From: San Diego CA, USA	**Depart:** 12:15 PM	
	To: Sacramento CA, USA	**Arrive:** 01:45 PM	
	Stops: Nonstop	Duration: 1 hour(s) 30 minute(s)	
		Status: CONFIRMED	Miles: 468 / 749 KM

Equipment: Boeing 737 Jet
DEPARTS SAN TERMINAL 1 - ARRIVES SMF CENTRAL TERMINAL B
FREQUENT FLYER NUMBER ▆▆▆▆▆▆
Southwest Airlines Confirmation number is NUTHLB

AIR	Thursday, 15MAR 2018		
	Southwest Airlines	**Flight Number:** 1508	Class: S-Coach/Economy
	From: Sacramento CA, USA	**Depart:** 03:40 PM	
	To: San Diego CA, USA	**Arrive:** 05:05 PM	
	Stops: Nonstop	Duration: 1 hour(s) 25 minute(s)	
		Status: CONFIRMED	Miles: 468 / 749 KM

Equipment: Boeing 737-700 Jet
DEPARTS SMF CENTRAL TERMINAL B - ARRIVES SAN TERMINAL 1
FREQUENT FLYER NUMBER ▆▆▆▆▆▆
Southwest Airlines Confirmation number is NUTHLB

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

Ticket/Invoice Information

Ticket for: KIMBERLY JANE BECKER
Ticket Nbr: WN1407337418   Electronic Tkt: No   Amount: 157.96

Base: 120.33   Tax: 37.63
Charged to: AX************▇▇▇

Ticket for: KIMBERLY JANE BECKER
Ticket Nbr: WN5573475549 Electronic Tkt: No   Amount: 15.00
              Base: 15.00   Tax: 0.00
Charged to: AX************▇▇▇

Ticket for: KIMBERLY JANE BECKER
Ticket Nbr: WN5573475550 Electronic Tkt: No   Amount: 15.00
              Base: 15.00   Tax: 0.00
Charged to: AX************▇▇▇

Service fee: KIMBERLY JANE BECKER
Date issued: 1/26/2018
Document Nbr: XD0729770321   Amount: 30.00
Charged to: AX************▇▇▇

              Total Tickets: 187.96
              Total Fees: 30.00
              Total Amount: 217.96

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 Sunday - Friday 10pm - 5:30pm Pacific
Saturday from 9am-1pm Pacific.
For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.
You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.
Each call is billable at a minimum $25.00 per call/reservation

EMBASSY SUITES
HOTELS*

BECKER, KIMBERLY

UNITED STATES OF AMERICA

Room No:	327/TDBN
Arrival Date:	3/14/2018 8:42:00 PM
Departure Date:	3/15/2018 8:58:00 AM
Adult/Child:	1/0
Cashier ID:	JPEARCE3
Room Rate:	229.00
AL:	AA MTJ4330
HH #	
VAT #	
Folio No/Che	929164 A

Confirmation Number: 82724348

EMBASSY SUITES SACRAMENTO 3/15/2018 8:57:00 AM

DATE	REF NO	DESCRIPTION	CHARGES
3/14/2018	6033904	GUEST ROOM	$229.00
3/14/2018	6033904	OCCUPANCY TAX	$27.48
3/14/2018	6033904	CITY TOURISM ASSESSMENT	$6.87
3/14/2018	6033904	CA TOURISM ASSESSMENT	$0.20
3/15/2018	6034330	VS	($263.55)
		BALANCE	$0.00

EXPENSE REPORT SUMMARY

	3/14/2018	STAY TOTAL
ROOM AND TAX	$263.55	$263.55
DAILY TOTAL	$263.55	$263.55

You have earned approximately 2290 Hilton Honors points for this stay. Hilton Honors(R) stays are posted within 72 hours of checkout. To check your earnings or book your next stay at more than 4,900 h

Thank you for staying with us. Visit embassysuites.com for more information on hotel packages, subscribe to our E-nnouncements newsletter, or plan your next stay at close to 200 destinations.

PASSENGER'S RECEIPT, TAXI CAB FARE
S.I.T.O.A. Airport Taxi

Driver's Phone Number
(916) 417-8325

*Please call driver
for cab service*

24 Hour Dispatch Service
(916) 444-0008

Driver's Name & Co.
IQBAL
FRONTIER CAB # 82

Date : 3 / 15 / 18
Fare : $8.60 + $1.40 Tip
Other :
Total : 10 —

We appreciate your business. If you have any comments or concerns please conctact us: **Website: sacairportcab.com. Phone: (916) 284-6878. Email: sitoa1@yahoo.com**

FROM: Hotel   TO: Capital

CAC

CALIFORNIA AIRPORTS COUNCIL

SCHEDULE
California Airports Council – Board of Directors Meeting
March 14-15, 2018
Sacramento, CA

WEDNESDAY, MARCH 14

5:45 P.M.   Meet in hotel lobby and walk to dinner.

5:55 P.M.   Arrive at Il Fornaio
               Loggia Room
               400 Capitol Mall
               Sacramento, CA
               916.446.4100

               Parking at Il Fornaio is available inside the Wells Fargo building at the
               same address. The restaurant offers two-hour validation.

THURSDAY, MARCH 15

               Breakfast offered by the hotel (members on their own)

9:00 A.M.   CAC Board Meeting – Central Pacific Room
               Business Casual Attire

1:00 P.M.   Adjournment (tentative) and Lunch

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT
(To be completed within 30 days from travel return date)

TRAVELER:	Kimberly J. Becker		DEPT. NAME & NO.		Executive Office/BU 6	
DEPARTURE DATE:	3/18/2018	RETURN DATE:	3/22/2018	REPORT DUE:	4/21/18	
DESTINATION:	Stockholm, Sweden - 2018 Passenger Terminal 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							
		SUNDAY 3/18/18	MONDAY 3/19/18	TUESDAY 3/20/18	WEDNESDAY 3/21/18	THURSDAY 3/22/18	FRIDAY	SATURDAY	TOTALS
Air Fare, Railroad, Bus *(attach copy of itinerary w/charges)*	$4,368.12								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.)**			82.02		83.83				165.85
Hotel*	$176.64				428.92				428.92
Telephone, Internet and Fax*									0.00
Laundry*									0.00
Tips - separately paid (maids,bellhop,other hotel srvs.)									0.00
Meals (include tips pd.) — Breakfast*									0.00
Lunch*					23.97				23.97
Dinner*			15.10	17.58					32.68
Other Meals*									0.00
Alcohol is a non-reimbursable expense									
Hospitality [1] *									0.00
Miscellaneous: Baggage Fee									0.00
									0.00
									0.00
Provide detailed receipts									0.00
Total Expenses prepaid by Authority	4,544.76	0.00	97.12	17.58	536.72	0.00	0.00	0.00	651.42

Explanation:		
	Total Expenses Prepaid by Authority	4,544.76
	Total Expenses Incurred by Employee (including cash advances)	651.42
	Grand Trip Total	5,196.18
	Less Cash Advance (attach copy of Authority ck)	
	Less Expenses Prepaid by Authority	4,544.76
[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	Due Traveler (positive amount)[2]	
	Due Authority (negative amount)[3]	651.42
	Note: Send this report to Accounting even if the amount is $0.	

I as traveler or administrator acknowledge that I have read, understand and agree to Authority policies 3.40 - Travel and Lodging Expense Reimbursement Policy[4] and 3.30 - Business Expense Reimbursement Policy[5] 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 *Print/Type Name*	Ext.:	2445
Traveler Signature:	*(signature)*	Date:	3/29/18
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
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)

_____ meeting.
(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: Kimberly J. Becker   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: 11/29/2017   PLANNED DATE OF DEPARTURE/RETURN: 3/18/2018 / 3/22/2018

3. DESTINATIONS/PURPOSE (Provide detailed explanation as to the purpose of the trip– continue on extra sheets of paper as necessary):
   Destination: Stockholm, Sweden   Purpose: 2018 Passenger Terminal Conference
   Explanation: I am speaking on a panel on "Innovation in Small Business Development"

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES
   A. TRANSPORTATION COSTS:

• AIRFARE	$	4400.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	$	200.00
B. LODGING	$	600.00
C. MEALS	$	300.00
D. SEMINAR AND CONFERENCE FEES	$	COMP
E. ENTERTAINMENT (If applicable)	$	
F. OTHER INCIDENTAL EXPENSES	$	100.00
TOTAL PROJECTED TRAVEL EXPENSE	$	5600.00

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: _Kimberly J Becker_   Date: 11 3o 17

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, _Stephen H___ _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 _12-21-17_ meeting.
(Leave blank and we will insert the meeting date.)

NEW Out of Town Travel Request (eff. 2-9-10)

Ayers Kim

From: Scott Mackerley <scott@traveltrust.com>
Sent: Tuesday, December 12, 2017 11:49 AM
To: Lagos Michelle; Ayers Kim; SMACKERLEY@TRAVELTRUST.COM; TRIPALERTS@TRAVELTRUST.COM
Subject: Ticketed itinerary for KIMBERLY JANE BECKER - 3/18/18 - Stockholm Sweden (EAHRPQ)
Attachments: ItineraryEAHRPQ_12DEC.pdf; CalendarEAHRPQ_12DEC.ics

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

SEE PAGES 2 & 3
FOR HOTEL PRE-PAY
INFO

Tuesday, 12DEC 2017 02:48 PM EST

Passengers: KIMBERLY JANE BECKER (06)

Agency Reference Number: EAHRPQ

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

British Airways Confirmation MYISF4

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

TRAVELTRUST STRONGLY RECOMMENDS CHECKING IN
ONLINE WITH YOUR AIRLINE AT LEAST 24 HOURS PRIOR TO
EACH FLIGHT FOR THE MOST CURRENT TIMES AND ALERTS

FOR TRAVEL TO SWEDEN A US CITIZEN
MUST HAVE A VALID PASSPORT
****
YOU CANNOT TRAVEL OUT OF THE UNITED STATES IF YOUR US
PASSPORT EXPIRES WITHIN 6 MONTHS OF YOUR DEPARTURE DATE
YOUR INTERNATIONAL TRAVEL MAY REQUIRE VACCINATIONS
PLEASE CHECK WWW.CDC.GOV FOR LATEST REQUIREMENTS
****
CERTAIN FARES MAY REQUIRE REISSUANCE AT TIME OF
CANCELLATION. PLEASE CONTACT THE AIRLINE OR TRAVELTRUST

AIR	Sunday, 18MAR 2018		
British Airways	**Flight Number:** 0272	Class: I-Business
From: San Diego CA, USA	**Depart:** 08:30 PM	
To: London/Heathrow, England, UK	**Arrive:** 02:00 PM 19MAR	
Stops: Nonstop	Duration: 10 hour(s) 30 minute(s)	
Seats: 61B	Status: CONFIRMED	Miles: 5474 / 8758 KM
Equipment: Boeing 747 Jet	MEAL: MEALS	

DEPARTS SAN TERMINAL 2 - ARRIVES LHR TERMINAL 5
Frequent Flyer Number: ███████applied to BA

1 OF 3

UPPERDECK AISLE SEAT CONFIRMED
British Airways Confirmation number is MYISF4

AIR	**Monday, 19MAR 2018**		

British Airways	**Flight Number:** 0782	Class: J-Business
From: London/Heathrow, England, UK	**Depart:** 03:40 PM	
To: Stockholm Arlanda, Sweden	**Arrive:** 07:15 PM	
Stops: Nonstop	Duration: 2 hour(s) 35 minute(s)	
Seats: 03C	Status: CONFIRMED	Miles: 863 / 1381 KM
Equipment: Airbus A320 Jet	MEAL: MEALS	

DEPARTS LHR TERMINAL 5 - ARRIVES ARN TERMINAL 2
Frequent Flyer Number: ~~████████████~~
UPPERDECK AISLE SEAT CONFIRMED
British Airways Confirmation number is MYISF4

HOTEL	**Monday, 19MAR 2018**	

Motel L Alvsjo (INDEPENDENT HOTEL)
209 Gotalandsvagen Alvsjo 12535 Sweden

Number of Rooms: 1	**Confirmation Number:** 1947925953
Phone: 46812818203~FAX	
Rate: SEK 1450.00	
Check Out: Wednesday, 21MAR 2018	**Reserved For:** MOTEL L ALVSJO
Room Type: Deluxe, 1 Twin Bed	

[handwritten: PRE-PAID ON SAN AMEX DUE TO P-CARD BEING REJECTED.]

CONTACT TRAVELTRUST FOR ANY CHANGES OR CANCELLATION

CXL POLICY-NONREF
Traveler is responsible for hotel charges if not cancelled

AIR	**Wednesday, 28MAR 2018**		

British Airways	**Flight Number:** 0777	Class: S-Coach/Economy
From: Stockholm Arlanda, Sweden	**Depart:** 11:35 AM	
To: London/Heathrow, England, UK	**Arrive:** 01:20 PM	
Stops: Nonstop	Duration: 2 hour(s) 45 minute(s)	
Seats: 09D	Status: CONFIRMED	Miles: 863 / 1381 KM
Equipment: Airbus A320 Jet	MEAL: FOOD-BEV/PUR	

DEPARTS ARN TERMINAL 2 - ARRIVES LHR TERMINAL 5
Frequent Flyer Number: ~~████████████~~
British Airways Confirmation number is MYISF4

AIR	**Wednesday, 28MAR 2018**		

British Airways	**Flight Number:** 0273	Class: O-Coach/Economy
From: London/Heathrow, England, UK	**Depart:** 03:25 PM	
To: San Diego CA, USA	**Arrive:** 06:40 PM	
Stops: Nonstop	Duration: 11 hour(s) 15 minute(s)	
Seats: 35J	Status: CONFIRMED	Miles: 5474 / 8758 KM
Equipment: Boeing 777 Jet	MEAL: MEALS	

DEPARTS LHR TERMINAL 5 - ARRIVES SAN TERMINAL 2
Frequent Flyer Number: ~~████████████~~
British Airways Confirmation number is MYISF4

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.
BRITISH AIRWAYS CONFIRMATION NUMBER - MYISF4
FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043
FOR EMERGENCY SERVICE FROM THE UK - 00-800-7373-7882
FOR EMERGENCY SERVICE FROM SWEDEN - 00-800-7373-7882

Ticket/Invoice Information

Ticket for: KIMBERLY JANE BECKER
Date Issued: 11/30/2017   Invoice Nbr: 5450433
Ticket Nbr: BA7027353679 Electronic Tkt: Yes   Amount: 2487.56 USD
             Base: 1713.00   US Tax: 36.00 USD   XT Tax: 738.56 USD
Charged to: AX*************1013

Service fee: KIMBERLY JANE BECKER
Date issued: 11/30/2017
Document Nbr: XD0727515245   Amount: 40.00
Charged to: AX*************1013

Passenger Name: KIMBERLY JANE BECKER   *PRE-PAYMENT FOR HOTEL IN SWEDEN*
Final payment: Amount: 171.00   *176.64 - FINAL AS OF 12/28/17*
Charged to: AX*************1013   *+ Taxes*

              Total Tickets: 2487.56 }
              Total Fees: 40.00 }   *$2527.56 = AIRFARE*
              Total Other: 171.00 —   *HOTEL*
              Total Amount: 2698.56

Click here 24 hours in advance to obtain boarding passes:
BRITISH AIRWAYS

Click here to review Baggage policies and guidelines:
BRITISH AIRWAYS

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 Sunday - Friday 10pm - 5:30pm Pacific
Saturday from 9am-1pm Pacific.
For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.
You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.
Each call is billable at a minimum $25.00 per call/reservation

3 OF 3

☰ TRAVELTRUST

ADD TO OUTLOOK

Friday, 5JAN 2018 07:22 PM EST

Passengers: KIMBERLY JANE BECKER (06)

Agency Reference Number: DQNIQX

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

Lufthansa German Confirmation MYDXBW

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

TRAVELTRUST STRONGLY RECOMMENDS CHECKING IN
ONLINE WITH YOUR AIRLINE AT LEAST 24 HOURS PRIOR TO
EACH FLIGHT FOR THE MOST CURRENT TIMES AND ALERTS

FOR TRAVEL TO GERMANY A US CITIZEN
MUST HAVE A VALID PASSPORT
FOR TRAVEL TO SWEDEN A US CITIZEN
MUST HAVE A VALID PASSPORT
****
YOU CANNOT TRAVEL OUT OF THE UNITED STATES IF YOUR US
PASSPORT EXPIRES WITHIN 6 MONTHS OF YOUR DEPARTURE DATE
YOUR INTERNATIONAL TRAVEL MAY REQUIRE VACCINATIONS
PLEASE CHECK WWW.CDC.GOV FOR LATEST REQUIREMENTS
****
CERTAIN FARES MAY REQUIRE REISSUANCE AT TIME OF
CANCELLATION. PLEASE CONTACT THE AIRLINE OR TRAVELTRUST

AIR   Wednesday, 21MAR 2018   ✈ ☁

Lufthansa German	**Flight Number:** 0805	Class: P-Business
From: Stockholm Arlanda, Sweden	**Depart:** 06:45 PM	
To: Frankfurt, Germany	**Arrive:** 08:50 PM	
Stops: Nonstop	Duration: 2 hour(s) 5 minute(s)	
Seats: 03C	Status: CONFIRMED	Miles: 732 / 1171 KM
Equipment: Airbus A320 Jet	MEAL: SNACK	

DEPARTS ARN TERMINAL 5 - ARRIVES FRA TERMINAL 1
Frequent Flyer Number: ▮▮▮▮▮▮▮▮▮▮▮▮
AISLE SEAT CONFIRMED
Lufthansa German Confirmation number is MYDXBW

AIR   Thursday, 22MAR 2018   ✈ ☁

Lufthansa German	**Flight Number:** 0466	Class: P-Business
From: Frankfurt, Germany	**Depart:** 09:55 AM	
To: San Diego CA, USA	**Arrive:** 02:20 PM	
Stops: Nonstop	Duration: 12 hour(s) 25 minute(s)	
Seats: 02D	Status: CONFIRMED	Miles: 5819 / 9310 KM
Equipment: Airbus A340 Jet	MEAL: MEALS	

DEPARTS FRA TERMINAL 1
Frequent Flyer Number: ████████████
AISLE SEAT CONFIRMED
Lufthansa German Confirmation number is MYDXBW

AIR	**Tuesday, 17APR 2018**		

Lufthansa German	**Flight Number**: 0467	Class: K-Coach/Economy
From: San Diego CA, USA	**Depart**: 03:05 PM	
To: Frankfurt, Germany	**Arrive**: 11:20 AM 18APR	
Stops: Nonstop	Duration: 11 hour(s) 15 minute(s)	
	Status: CONFIRMED	Miles: 5819 / 9310 KM

Equipment: Airbus A340 Jet
MEAL: MEALS
ARRIVES FRA TERMINAL 1
Frequent Flyer Number: ████████████
Lufthansa German Confirmation number is MYDXBW

AIR	**Wednesday, 18APR 2018**		

Lufthansa German	**Flight Number**: 0806	Class: K-Coach/Economy
From: Frankfurt, Germany	**Depart**: 01:00 PM	
To: Stockholm Arlanda, Sweden	**Arrive**: 03:00 PM	
Stops: Nonstop	Duration: 2 hour(s) 0 minute(s)	
	Status: CONFIRMED	Miles: 732 / 1171 KM

Equipment: Airbus A320 Jet
MEAL: SNACK
DEPARTS FRA TERMINAL 1 - ARRIVES ARN TERMINAL 5
Frequent Flyer Number: ████████████
Lufthansa German Confirmation number is MYDXBW

A PORTION OF THIS TRIP MAY BE REFUNDABLE. PLEASE RETURN
UNUSED PORTIONS TO TRAVELTRUST FOR POSSIBLE REFUND.
LUFTHANSA GERMAN CONFIRMATION NUMBER - MYDXBW
FOR EMERGENCY SERVICE FROM SWEDEN - 00-800-7373-7882
FOR EMERGENCY SERVICE FROM GERMANY - 00-800-7373-7882
FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: KIMBERLY JANE BECKER
Date issued: 11/30/2017   Invoice Nbr: 5450434
Ticket Nbr: LH7027353680 Electronic Tkt: Yes   Amount: 1800.56 USD
            Base: 1392.00   US Tax: 36.00 SEK   XT Tax: 372.56 USD
Charged to: AX*************1013

Service fee: KIMBERLY JANE BECKER
Date issued: 11/30/2017
Document Nbr: XD0727515246   Amount: 40.00
Charged to: AX*************1013

                 Total Tickets: 1800.56
                 Total Fees: 40.00
                 Total Amount: 1840.56

Click here 24 hours in advance to obtain boarding passes:
LUFTHANSA

Click here to review Baggage policies and guidelines:
LUFTHANSA
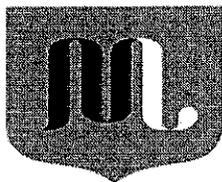
Motel L

KVITTO

Kimberly Becker

Notanr:	39013701
Datum:	2017-12-13
Tid:	08:35

Bokn. nr:	38009852		**Ankomst:**	2018-03-19
Rum:	204		**Avresa:**	2018-03-21

ID: 38LIDA Sida 1 av 1

Datum	Antal	Text	Pris per styck	Total SEK
2018-03-19	1	Accom. Becker Kimberly	725,00	725,00
2018-03-20	1	Accom. Becker Kimberly	725,00	725,00
Total exkl. moms: 1 294,64		**Moms:** 155,36	**Total inkl. moms:** 1 450,00	1 450,00

Betalningar	Total
Amex — SAN ACCOUNT — PRE-PAID 12/28/17	1 450,00

U S $176.64

Momsspecifikation

Moms %	Belopp exkl. moms	Moms	Belopp inkl. moms
12 %	1 294,64	155,36	1 450,00
	1 294,64	155,36	1 450,00

S

Mrs. Kimberly Becker
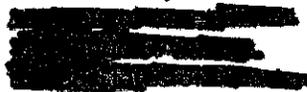
INVOICE

Date	:	22.03.18
Room No.	:	9010
Arrival	:	21.03.18
Departure	:	22.03.18
Page	:	1 von 1
Cashier No.	:	9785
Time	:	06:12

Folio No.   :   1545515

Posting Date	Description	Debit EUR	Credit EUR
21.03.18	Accommodation	339.00	
22.03.18	Visa online		339.00

			Total		
Open Balance	**0.00** EUR		Total	339.00	339.00
Total taxable	339.00 EUR				

	Net EUR	VAT EUR	Gross EUR
VAT 7%	316.82	22.18	339.00

U.S. $428.92

I authorize the mentioned amount.

Credit Card Details

Merchant No.	: 101600734	Terminal ID	: 29K31183	
Credit Card No.	: XXXXXXXXXXXX	Receipt No.	: 60025	
Expiry Date	: XX/XX	Transaction Amount EUR	: 339.00	
Card Entry	: ICC	Approval Amount EUR	: 339.00	
Verification	: SIGNATURE REQUIRED	Approval Code	: A580100	**Signature of Card Holder**

AID:A0000000031010 TVR:8080008000 AVN:008C TSI:6800 CVMR:1E0300

DCC Info

Exchange Rate	: 1.2653	
Amount	: USD 428.92	

03.00% markup included in the exchange rate. I accept that I have been offered a choice of currencies for payment and that this choice is final. I accept the conversion rate and the final amount in transaction currency. Exchange rate provided by SIX.

This invoice has already been settled and does not need to be paid anymore.
In case you need a correction of the billing address, please send this original invoice along with your request via mail.

For any further questions, please do not hesitate to contact our accounting department at phone number (49)(69) 6977.1011 or by email to accounting.frankfurt @ sheraton.com. Warm regards.

Sheraton

Kimberly O. Becker

Alaska Airlines Visa Signature ▮

Balance Summary: 03/27/2018

Account Summary	Card Details	Pay This Card
Current balance: ▮	Total credit line: ▮	Statement balance: ▮
Total credit available:	Cash credit line:	Payment due date: **04/13/2018**
Cash credit line available	Amount over total credit line: ▮	Total minimum payment due: ▮
Rewards	Next closing date: ▮	
	Last payment date	
	Last payment:	
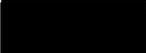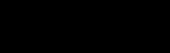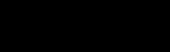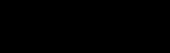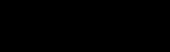
* Available Credit includes purchases that have been authorized but have not yet posted to your account.

Go to: [Current transactions ▾]

	Posting Date ↓	Description	Amount	Balance
	▮	▮		▮
✓	03/23/2018	Sheraton Frankfurt Frankfurt am	$428.92	▮
✓	03/22/2018	MOTEL L-ELVSJO GOTEBORG *Food only $17.58*	$28.46	▮
✓	03/22/2018	PONTUS IN THE AIR STOCKHOLM	$23.97	▮
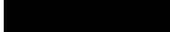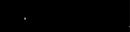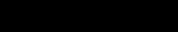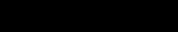
— Rate $1 = 7.90583 SEK

Beginning balance as of 03/17/2018

Go to: [Current transactions ▾]

Kimberly J. Becker

3/19/18
Airport - Hotel
Stockholm

| 03/19/2018 | TAXI KURIR / STOCKHOLM | 164 | $82.02 |

03/14/2018
03/13/2018
03/13/2018
03/13/2018
03/06/2018
03/06/2018
02/20/2018

Privacy policy

Security center

Accessibility

Terms of use

Full site

KIMBERLY J. BECKER

barclaycard

Log out

Barclaycard Arrival Plus
...1610

CURRENT BALANCE.

█████████████

Available credit
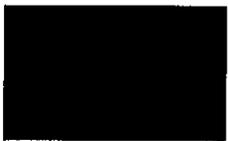
Revolving credit line

View balance details

PAYMENT STATUS

Your payment is due on Apr. 8th

Minimum amount due

Statement balance
as of 03/11/2018

Make a payment

View Current
Statement

CURRENT MILES

(handwritten) 3/19/18

WITHDRAWAL

DATE	TIME	ATM	REF
19/03/18	20:28	136801	3119

```
EMV AID            : A0000000041010
APP. LABEL         : Debit MasterCard
Card               : ************7826
  erence number   : 807820455434

  nt               : SEK 1 000,00

  ange rate        : SEK 1:0.1279895 USD
 kup               : 4.0%

  nsaction amount: USD 127,99

    n. rate date   : 2018-03-19
DCC provider       : Monex
```

I accept that I was given a choice of
payment currencies and that I could have
paid in SEK or USD. I accept the
exchange rate used to perform the
currency conversion and that my decision
to pay in USD is final.

(handwritten) CURRENCY EXCHANGE
$1 = 7.81311 SEK

(handwritten) TAXI: AIRPORT - HOTEL

```
* TAXI FÖLJESEDEL *

TUR      : 2893
DATUM    : 19-MAR-2018  FASTPRIS
TAXI NR. : 600-2477
REG. NR. : ZDB 255    FÖRAR NR. :151221
KALIB.   : 12-FEB-2018  VDT(Tk): 2290
MOMS REG: 556870-5320
NAMN. : TOTTO TAXI AB
ADR.  : FRIDEBERGSVÄGEN 22
ADR.  : 151 48 SÖDERTÄLJE

        TAXIKURIR I
        STOCKHOLM AB
   ORG. NR.: 556260-6060
     RING 30 00 00
```

FRÅN: *(handwritten)* AIRPORT

TILL: *(handwritten)* HOTEL

KVITTERAS: _____

```
DATUM    : 19-MAR-2018
TAXI NR. : 600-2477   FÖRAR NR. :151221
START KL.: 20:37      AVSLUT KL.: 21:10

TARIFF NR: 99
FASTPRIS      KM.  49,30  KR.  670,00
------------------------------------
SUMMA         KM.  49,30  KR.  670,00
MOMS  6,00 % INGÅR MED     KR.   37,92
------------------------------------
KORTBETALNING            KR.  670,00
                      (EUR   74,61)
```

(handwritten) U.S $82.02

```
KORT: E04XXXXXXXXX    GILTIG: XXXX

Taxi Kurir i Stockholm AB
Ellipsvägen 12
141 75 Kungens Kurva
556260-6060
087449400

2018-03-19              21:09

***************************
     KÖP GODK-NT
***************************

KÖP          SEK      670,00
TOTAL        SEK      670,00
        --------
MASTERCARD          PSN: 01
************1610
TERM: 16340PP82719860
ME.NO: 6920014
C017 000 SEK 005952
```

Dinner 3/19/18

Dinner 3/20/18

Motel L

KVITTO

Referensnummer:
Ankomst:
Avresa:
Rum:

Kvittnr.:   39021109
2018-03-19 21:36
38GORA

1 Pepsi/Max 33cl	20,00
1 Lantchips Svenska	40,00
1 Baguette	58,00
Total Inkl. Moms:	**118,00**
Kontant/Cash	**118,00**

U.S. $15.10

Momsspecifikation:

Moms %:	Moms Belopp:	Totalt ink. Moms:
12 %	8,36	78,00
25 %	8,00	40,00
	16,36	118,00

CASH RATE
$1 = 7.81311

Motel L

KVITTO

Referensnummer:
Ankomst:
Avresa:
Rum:

Kvittnr.:   39021204
2018-03-20 19:07:44
38DAKA

1 Pollo Penne	139,00
~~	~~86,00~~
Total Inkl. Moms:	~~225,00~~
Euro/Visa/Mastercard (Vis	~~225,00~~

$17.58 = 139,00 SEK

Momsspecifikation:

Moms %:	Moms Belopp:	Totalt ink. Moms:
12 %	14,89	139,00
25 %	17,20	86,00
	32,09	225,00

CC RATE $1 = 7.90583 SEK

U.S. $ 17.58

CASH

*** TAXIKVITTO ***

```
TUR    : 43281
DATUM  : 21-MAR-2018  FASTPRIS
TAXI NR.: 600-2811
REG. NR.: YOB 989    FÖRAR NR.:360222
KALIB. : 25-OKT-2017 VDT(Tk): 5132
MOMS REG: 556980 8077
NAMN.:Marcuzson Transport AB
ADR. :Myrstugevägen 91
ADR. :143 32 Vårby
```

**TAXIKURIR I
STOCKHOLM AB**
ORG. NR.: 556260-6060
RING 30 00 00

FRÅN: _Hotel_

TILL: _Airport_

KVITTERAS: _____

```
DATUM  : 21-MAR-2018
TAXI NR. : 600-2811   FÖRAR NR.:360222
START KL.: 13:23    AVSLUT KL.: 13:58

TARIFF NR: 99
FASTPRIS   KM.  49,20  KR. 655,00
```
```
SUMMA      KM.  49,20  KR. 655,00
MOMS 6,00 % INGÅR MED    KR   37,07
```
KONTANT KR (655,00)
(EUR 72,93)

```
                        Org. Nr 559003-8179
                        8539
Nota 61502                      Kassa1
                   Kvitto

Kassa1 - Nota 1        2018-03-21 14:39:52

------------------------------------------
7Up                              37,00
Bolognese                       159,00
------------------------------------------
Totalt:                     196,00 SEK
Varav moms 12%               21,00 SEK
MC/Visa Kortbetalning:      196,00 SEK

Kontrollenhet: PPLUS00000000500

TERMINAL:            15849932-665396
MSP          SEK          ( 196,00 )
Visa Credit          **********
@1
REF:                      233427023930
RESP:                               00
AID                      A0000000031010
TVR/TSI                  8080008000 6800
```

Ni har betjänats av Ancon Admin
Spara kvittot - Kundens ex.

Taxi 3/21/18
CASH RATE $1 = 7.8131
U.S $83.83

Lunch 3/21/18
U.S. $23.97

Passenger Terminal CONFERENCE 2018

SHARE > INNOVATE > DEVELOP > DEPLOY
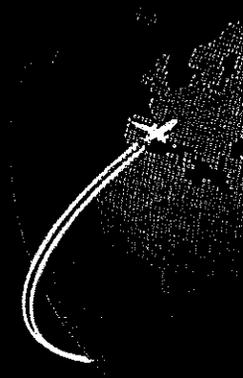
20, 21, 22 MARCH 2018

STOCKHOLMSMÄSSAN, STOCKHOLM, SWEDEN

CONFERENCE PROGRAMME

BEST EVER!

1ST EDITION

THE WORLD'S LEADING INTERNATIONAL AIRPORT CONFERENCE & EXHIBITION

7,000+ TOTAL ATTENDEES

1,650+ CONFERENCE ATTENDEES

375+ EXPERT SPEAKERS, **225+** EXHIBITORS

100+ COUNTRIES, **14** CONFERENCE TRACKS

3 DAYS, **1** EVENT **EVERY REASON TO BE THERE!**

Venue:
Stockholmsmässan

Host Airport Authority:
Swedavia Airports

#PTEStockholm | www.passengerterminal-expo.com

WELCOME

Passenger Terminal CONFERENCE is firmly established as the **most highly regarded** annual airport terminal conference in the world. This is **THE CONFERENCE** to examine the future outlook for airport development worldwide. Speakers will address key issues, share views, exchange ideas and compare experiences while discussing theoretical approaches and feasible solutions to today's concerns and those of tomorrow.

08:45: WELCOME AND OPENING ADDRESS
Jonas Abrahamsson,
President & CEO, Swedavia

❄ Swedavia Airports

HOST AIRPORT AUTHORITY
The organisers of Passenger Terminal
CONFERENCE & EXPO are delighted to announce
that **Swedavia** is this year's Host Airport Authority

❄ Swedavia
Airports

COMPLIMENTARY NETWORKING BREAKFAST
08:00-08:40
20 MARCH 2018
Join us on the opening
morning for our complimentary
networking breakfast.
All conference delegates and
speakers are welcome and
invited to attend

Dear colleagues,

It is my pleasure to invite you to the Passenger Terminal Expo 2018 in Stockholm. From 20 to 22 March next year, chairmen, CEOs, directors, managers, experts and executives from all over the world will gather in Stockholm in order to exchange and discuss new ideas within the field of aviation and airport operations. Having the best in the field assembled in one place is a great opportunity to benefit from the experiences of others and address the challenges ahead. Together we can evolve and become better as we develop in innovation and collectively run more effective and sustainable airports around the world.

Airports are becoming even more important hubs for public transportation with focus on digitalisation and innovative technology. Airports are also becoming increasingly important meeting points and scenes for trade. However, as we develop and expand to create the necessary capacity, safety and the fact that we grow in a sustainable and lasting fashion is absolutely integral. Working towards a sustainable and climate smart future needs to be in full operation now and as we create new and better means of running our airports, we should continuously encourage and inspire others to do the same.

I look forward to giving the opening address and keynote speech, especially since it is the first time Swedavia and Sweden stand as hosts for this annual event. Upon your arrival in Stockholm you might just be able to witness the important investments we currently are making in order to create Sweden's future airports, whether it is developments within areas such as self-service, a new pier or the emergence of our growing airport cities.

On behalf of Swedavia I want to wish you a warm welcome to the city of Stockholm. I hope you all take this opportunity to experience our capital, famed for its diversity and the warmth of welcome on offer, known as a pioneer in music, technology and the creative industry, as we come together to discuss the future.

I look forward to seeing you all in March at the Passenger Terminal Expo 2018.

Kind regards,

Jonas Abrahamsson
CEO of Swedavia AB

CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH

08:45
WELCOME TO PASSENGER TERMINAL CONFERENCE & EXPO 2018!

08:50 - 09:00
WELCOME TO STOCKHOLM AND OPENING ADDRESS
Jonas Abrahamsson,
Chief Executive Officer, Swedavia, Sweden

❄ Swedavia Airports

All conference tracks will begin promptly five minutes after the Opening Address ends

09:05 - 17:15

AIRPORT CITIES, TRANSPORT
CONNECTIONS & REGIONS

09:05
INTRODUCTION BY CONFERENCE CHAIRS
Léa Bodossian, Secretary General, Airport Regions
Conference, Belgium
Milda Manomaityte, Director, Global AirRail Alliance, UK

09:10
AIRPORT URBANISM: HOW CAN AIRPORTS AND CITIES GROW TOGETHER?
Prof Max Hirsh, Professor, University of Hong Kong, Hong Kong
Airport urbanism (AU) is a new people-focused approach to designing airports, and to planning the urban districts that surround major airport hubs. Focusing on eight key drivers of success, AU leverages existing assets in the airport area to increase non-aeronautical revenue, improve the passenger experience and develop local communities. By revealing the desires of the people who use the airport on a regular basis – passengers, residents and employees – airport urbanism empowers us to see more clearly how airports and cities can grow together for mutual economic benefit.

09:40
AVIAPOLIS – THE ECONOMIC ENGINE AT HELSINKI-VANTAA AIRPORT
Jose Valanta, Director of Business Development, City of Vantaa, Finland
The Aviapolis area was for a long time an underdeveloped area concentrating on logistics, large-scale warehouses and more or less under-utilised possibilities of housing and trade. But in the mid-1990s a change in mindset occurred. After that, this former noisy backyard – which was more or less kept as a source of growth limitation for the city – turned into a source of new activity, growth and prosperity. Today that mindset is increasingly feeding itself.

10:10
COMBINED RELOCATION OF A CIVILIAN/A MILITARY AIRPORT IN DAEGU
Daegyeong Park, Director, Daegu Metropolitan City, Korea
Inkyoung Kim, Project Manager, Daegu Metropolitan City, Korea
Situated in the southeastern part of Korea, Daegu has an international airport and a military airport 5km from the downtown area. Due to its location, people have been suffering from serious noise damage and infringement of property rights for over 60 years. Currently the relocation of both airports is ongoing, and profits gained from the redevelopment of the current airport site will be used to construct a new civilian and military airport. It is our wish that with the new airport as the centre, we will establish an airport city.

10:40 - 11:00
BREAK

11:00
HEATHROW DELIVERING SUSTAINABLE GROWTH THROUGH SURFACE ACCESS
Christopher Joyce, Head of Surface Access Strategy, Heathrow Airport, UK
The presentation will offer a summary of Heathrow's surface access strategy for expansion, including how new rail connections will help put Heathrow at the heart of the UK transport network and how an ambitious and innovative transport plan will help deliver expansion in a sustainable way that benefits all users of the transport network.

11:30
ADDRESSING ACCESSIBILITY THROUGH GREEN TRAVEL PLANNING
Robert Galea, Senior Planning Officer, Airport Regions Conference, Belgium
Malta experiences significant transportation issues, particular with home-to-work travel. There are social issues associated with car ownership, which is very high considering the island's size. The airport in Malta is a major employer but most employees use their cars to travel to and from work. The aim is to reduce reliance on private cars through alternative, greener measures, especially since many workers do not need their cars for work purposes. Using real-life examples, a Green Travel Plan is being suggested for the airport, particularly in view of the recent masterplan that envisages an increase in commercial floor space.

12:00
URBAN QUALITY – A CHALLENGING FACTOR OF ATTRACTIVENESS FOR AIRPORT AREAS
Elisabeth Le Masson, Member of the Board, Hubstart Paris Region Alliance, France
Airport areas often suffer from mono-functional urban planning, second-rate architecture, insufficient transportation and a poor living environment. Why are urbanity and hospitality important? What are the solutions to create an attractive, people-centred and enjoyable airport area? How is it possible to involve the local communities (inhabitants, employees, visitors) in the process? How to use urbanity and hospitality as marketing assets? The presentation will outline the example of Paris-CDG and Le Bourget airport area.

DAY 1 - TUESDAY 20 MARCH

12:30 - 14:00
LUNCH   X

15:30 - 15:45
BREAK

14:00
CONNECTING A REGION ON THE GROUND AND IN THE AIR: TORONTO'S GROWTH AND VISION
Martin Boyer, Vice President and Chief Information Officer, Greater Toronto Airports Authority, Canada
Around the world, a new tier of international airports known as mega-hubs are emerging, thanks to growing consumer demand for air travel, which is expected to double over the next 30 years. Mega-hubs create prosperity through global connectivity that far outweighs the economic strength of the local airport's home region. The connecting passenger flows make routes viable for air carriers that local markets alone could not support. Such connectivity is a source of competitive advantage to the city-region in which the airport is situated, and it confers economic benefits to the country as a whole through the facilitation of greater trade, tourism and foreign direct investment. Because of Toronto Pearson's tremendous growth in recent years, we now stand on the verge of joining this elite group of airports. If we can make the jump to mega-hub status, Toronto Pearson will become one of the world's most significant gateways for trade and tourism. One of the biggest challenges to this growth is ground congestion. Toronto Pearson has a vision for a regional transit centre that will allow us to connect the region on the ground just as successfully as we've done in the air.

14:30
HOW THE AIRPORTS CONTRIBUTE TO REGIONAL GROWTH
Charlotte Ljunggren, Director, Göteborg Landvetter, Swedavia, Sweden
Susanne Norman, Director, Regional Airports and Director Åre Östersund, Swedavia, Sweden
In this seminar, a description is given of how Swedavia's airports work with Swedish business communities and municipalities as well as at the regional and national level for increased access and regional growth. The work to promote and develop the tourism industry is also described in more detail.

15:00
PLANNING FOR THE SUSTAINABLE EVOLUTION OF DUBLIN AIRPORT AND ITS ENVIRONS
Cathaldus Hartin, Senior Executive Planner, Fingal County Council, Ireland
The presentation will examine the approach taken by Fingal County Council in the preparation of its current land use planning framework for Dublin Airport. Given the role that Dublin Airport plays as the principal gateway to Ireland, in its community as well as its surrounding areas and as an important strategic infrastructure and economic entity, the presentation will look at the techniques employed by Fingal County Council to inform planning policy for the future sustainable development of the airport and its environs. Ultimately the plan will act as a framework against which future development proposals will be assessed.

15:45
SUPPORTING THE AIRPORT AREA'S GROWTH AND DEVELOPMENT
Ulla Ruuskanen, Project Manager, City of Vantaa, Finland
Helsinki Airport is a gateway to Finland. The City of Vantaa with Helsinki-Uusimaa regional council are cooperating to get all the stakeholders to work more closely together to strengthen our position in the global competition. This public-private cooperation also involves citizens acting as ambassadors for our city. Aviapolis has excellent connections, including the Ring Rail line that connects many residential areas to the airport and Aviapolis; furthermore, all the main highways are close by. Aviapolis is the first touch for visitors coming to Finland.

16:15
COMMUNITY-CENTRED AIRPORT LINK DEVELOPMENT FOR HEATHROW SOUTHERN RAIL ACCESS
Julianna Moats, Principal Engineer, WSP, UK
A rail link between Heathrow Airport and London Waterloo Station has been on the British Government's radar for half a century. The difference between this proposal and all others that have come before, or have come since, is that this is a regeneration project, not a rail link project. The presentation will focus on the challenges of harmonising the priorities and timelines of numerous local and national stakeholders.

16:45
IMPORTANCE AND CHANCES OF MODERNISATION: METRO STATION RENOVATION IN AMSTERDAM
Maarten van Bremen, Architect, Group A, Netherlands
Today's airports provide passengers with a pleasurable experience during their stay. The interconnection with public transport, the journey to and from the airport, is indispensably linked with passenger expectations and demands. Metros play a leading role in that. While most European metro systems age, the urge for renovation and modernisation is tied in with passenger safety and comfort. Successful city-to-airport development starts with seamless and pleasurable connectivity. In the era of 'time-space compression', spatial comfort needs to be rethought. Our project, the renovation of the Metro Oostlijn stations in Amsterdam, addresses these topics of passenger satisfaction through spatial comfort.

17:15 End

OPENING DAY PARTY
AFTER THE CONFERENCE IN THE EXHIBITION HALL!

CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH

09:05 - 17:15

AIRPORT DESIGN, PLANNING & DEVELOPMENT

09:05
INTRODUCTION BY CONFERENCE CHAIR
Prof David Holm, Architect Director, Cox Architecture, Australia

09:10
OPERATING AND DEVELOPING SUSTAINABLE AIRPORTS
Jonas Abrahamsson, Chief Executive Officer, Swedavia, Sweden
Swedavia is a state-owned group that owns, operates and develops a network of 10 airports across Sweden, with safety and satisfied passengers as the foundation of our business. Our role is to contribute to, and create, the accessibility that Sweden needs to facilitate travel, business and meetings – in Sweden, in Europe and around the world. Swedavia is also world leading in developing airports with the least possible environmental impact, both in our own operations and in the aviation industry in general. We believe that biofuels and other sustainable innovations are key aspects. Increasing our capacity and creating the right prerequisites for better connectivity and international accessibility in the coming years are crucial for Sweden and for Swedavia. Through innovative solutions and with sustainable means, we develop the airports of the future.

09:40
MARSEILLE PROVENCE AIRPORT – EXPANDING THE GATEWAY TO PROVENCE
Denis Corsetti, Operations Director Marseille Provence Airport/General Manager AMPi, Marseille Provence Airport, France
Antoinette Erickson, Architect, Foster + Partners, UK
Marseille Provence Airport (AMP), a principal French regional airport, expects strong growth in traffic with 11 million passengers by 2025. To improve its quality of service, AMP is preparing for the future by equipping the Provence region with an outstanding infrastructure. Among many major projects, it will expend its 'heart' (Le Coeur) of the airport to transform passenger experience, through introduction of new, simplified processes and increased amenities. AMP is an environmentally responsible airport, committed to sustainable development. In this presentation Marseille Provence Airport and Foster, the architect, will cover airport design, planning and development.

10:10
HEATHROW 2050: TRANSFORMING AVIATION DESIGN AND OPERATIONS
Barry Weekes, Head of Design, Heathrow Airport, UK
Andrew Thomas, Partner, Grimshaw, UK
By 2035, Heathrow Airport is aiming to increase its capacity to over 130 million passengers per year following the Government's decision to support the delivery of a new runway. Having a long-term, sustainable vision that harnesses this growth is imperative, all while maintaining a high level of service for passengers and visitors. Creating both the design and operating model for this large-scale redevelopment is key

to the Expansion Programme's success. A multi-disciplinary design team is collaborating with Heathrow to deliver an extraordinary masterplan, and it is only by thinking and working differently that the innovation required can surface.

10:40 - 11:00 BREAK

11:00
SCHIPHOL'S CAPITAL PROGRAMME
Bernardo Gogna, Capital Programme Director, Schiphol Group, Netherlands
The presentation will provide an outline of the projects and update on the progress and developments of the capital programme at Schiphol.

11:30
ATLNEXT – A US$6BN CAPITAL PLAN FOR THE WORLD'S BUSIEST AIRPORT
Gary Summerlin, Design Manager, Hartsfield-Jackson Atlanta International Airport, USA
J Lee Glenn, Director of Aviation Design, HKS Inc, USA
Hartsfield-Jackson Atlanta International embarked on a US$6bn capital plan. Designed to provide dynamic passenger experience, enhanced airside safety, increased airfield efficiency and improved landside facilities, ATLNext includes a diverse range of projects. The presentation will review the overall goals of ATLNext, illustrating the wide range of work including dramatic concourse renovations, concourse expansions, airside fire stations, landside roadway realignments, a K9/EOD facility, maintenance facilities and the reconstruction of landside parking facilities. The challenges of managing multiple design and construction projects will be discussed, along with project management techniques to achieve design consistency, budgetary alignment and schedule compliance.

12:00
PLANNING AND DEVELOPING FOR THE FUTURE AT STOCKHOLM ARLANDA AIRPORT
Thomas Lindfors, Programme Director, Swedavia, Sweden
Hedda Ulfsdotter, Capacity Manager at Arlanda, Swedavia, Sweden
The presentation will provide a scope of the capital investment programme at Arlanda Airport, focusing on key findings and challenges, governance model, development model and expected results.

12:30 - 14:00 LUNCH

14:00
LONDON STANSTED TRANSFORMATION PROGRAMME
Paul Willis, Transformation Director, Manchester Airports Group, UK
Following record growth at London Stansted Airport at a time when other London airports are at full capacity, Stansted is investing half a billion pounds in its infrastructure to deliver additional capacity at the airport and improve the passenger experience. Since 2013, Stansted has grown by over seven million passengers and welcomed new airlines and routes to 190 destinations, including new long-haul services. The

programme includes a new £130m arrivals building, airfield and taxiway enhancements, a reconfigured check-in facility designed in collaboration with airline partners, a second security area and a suite of car parking developments.

14:30
FUTURE AIRPORT CAPACITY PLANNING: AIRFIELD AND AIRSPACE OPTIMISATION BY 2025
Guilian Preud'homme, Airport Planner/Business Analyst, Brussels Airport Company, Belgium
The presentation will make direct reference to how the Brussels Airport masterplan is being implemented on a tactical level. We shall explore the various planning principles that will reshape future airport design and allow us to successfully implement optimisation measures and expansion options in the next 10 years. In particular we shall recommend how innovative airfield and airspace planning can be achieved through collaborative decision making, extensive stakeholder engagement and fast time simulation.

15:00
GATWICK AIRPORT: INNOVATIVE CAPACITY BUILDING IN A MATURE, CONSTRAINED ASSET
Raymond Melee, Construction Director, Gatwick Airport, UK
Steve Riano, Global Airport Strategic Planning Director, Bechtel Corporation, USA
Learn from a joint presentation by Gatwick's Construction Director and Gatwick's Development Partner about how the airport is creatively building additional capacity using groundbreaking operational, planning and technology solutions in a very mature and space-constrained environment. With its recent implementation of the world's largest self-service bag-drop facility, its ongoing development of the next generation of passenger security screening systems, and its relentless efforts to maximise capacity and improve resiliency on the world's busiest single runway, Gatwick is at the leading edge of innovative balanced capacity building to address its continuing and aggressive growth strategy.

15:30 - 15:45
BREAK

15:45
AVIATION IN EAST AFRICA – A ZERO-SUM GAME?
Jonny Andersen, Chief Executive Officer, Kenya Airports Authority, Kenya
Despite African countries having agreed to liberalise the skies, not much has happened. African states continues to ring-fence the continent's aviation sector and seem more willing to give flying rights to airlines from outside the continent than to those from within it, causing loss of intra-African connectivity. Poor infrastructure, exorbitant aviation-related taxes and high fuel costs add to a picture of growth opportunities lost. The countries of East Africa are considered to be among the most politically stable, liberal, innovative and supportive economic environments on the continent. Is that also the situation for the East African aviation sector?

16:15
DUBAI AIRPORTS DEVELOPMENT PLANS
Peter Moore, Director of Development (Design), Dubai Airports, United Arab Emirates
The continued growth of aviation in the Middle East is driving ever greater demands on the real estate at Dubai International Airport. With limited space to expand, Dubai Airports is planning to optimise all passenger touchpoints to maintain throughput and growth, deliver an enhanced passenger experience and align the demands of our airline community, all while maintaining live operations at the busiest international airport in the world.

16:45
A NEW PASSENGER TERMINAL TO GROW TRAFFIC AT SELETAR AIRPORT
Hock Long, Steven Tan, Manager, Changi Airport Group, Singapore
Seletar Airport was built in the 1920s and served as a military base in Singapore in the early days. Today it serves chartered flights, business aviation, flying schools, aircraft maintenance, repairs and overhaul. Fast forward to the end of 2018, it will be transformed into a commercial airport with the development of a passenger terminal. The new passenger terminal is being built on the opposite side of the runway. The decision to locate the passenger terminal across the runway hinges on five main criteria, namely airport operating efficiency, landside accessibility, potential for future expansion, available land size and congruence with surrounding offerings.

17:15 End

OPENING DAY PARTY
AFTER THE CONFERENCE IN THE EXHIBITION HALL!

"**The conference once again lived up to expectations by providing insight on specific topics plus diversity to allow new learnings in other areas of expertise**"

Vince Scanlon, EGM Planning & Infrastructure, Adelaide Airport Limited, AUSTRALIA

"**I found it very, very interesting. I have met lots of good contacts here so I have to say I've been very, very impressed by it**"

Paul O'Donovan, Head of Terminals, DAA Ireland

🐦 @PTEStockholm #PTEStockholm

CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH

09:05 - 17:15

AVIATION SECURITY, BORDER CONTROL & FACILITATION

09:05
INTRODUCTION BY CONFERENCE CHAIRS
Eric Kaler, Senior Director, Airline Security, Hawaiian Airlines, USA
Neville Hay, Director of Training, Interportpolice, UK

09:10
CRITICAL COMMUNICATION IN AN AIRPORT ENVIRONMENT
Jay Grant, Secretary General, Interportpolice, USA
Change the mindset in the environment and community about current threats. Instil the requirements to mitigate such threat, build trust and confidence between the various parties, ensure evidence-based practices are used as solutions, and actively use and visit operational procedures that are proven to mitigate threats and prepare employees, tenants and the public. Provide effective communication, continuity and collaboration throughout the environment and in the community. Excel in prevention and crisis management. Providing better awareness with real-time information and exchange of intelligence is imperative.

09:40
THE FRANKFURT AIRPORT SECURITY AWARENESS CAMPAIGN
Philipp Kriegbaum, Senior Security Expert, Fraport AG, Germany
The public areas of airports have become the preferred targets of terrorists. Airport employees can do much to keep airports secure by remaining vigilant and sharing their observations with security staff. Additionally, in case of an incident, they should know how to react. The challenge for an awareness campaign is to raise the level of attention of the people addressed without scaring them.

10:10
THE IMPORTANCE OF INFORMATION SHARING TO DEFEAT EVOLVING THREATS
Randy Harrison, Vice President - Corporate Security, Delta Air Lines, USA
Information sharing must adapt to keep up with the increasing threat environment. Terrorist organisations have increased their use of advanced communications platforms to plan attacks, organise, fund raise, radicalise individuals, and disseminate bomb-making expertise, but the aviation industry has not made similar advances. There are various risks and drawbacks to information sharing, and the aviation industry must overcome those challenges and advance its own information sharing, beyond reliance on government classified information, to better mitigate and defend in today's threat environment.

10:40 - 11:00
BREAK

11:00
NEW SECURITY DEVELOPMENTS AT AMSTERDAM AIRPORT SCHIPHOL
Bart Mos, Senior Security Officer, Amsterdam Airport Schiphol, Netherlands
The presentation will cover, among other, the introduction of new CT scanners for cabin baggage and added advantages.

11:30
PANEL DISCUSSION: AIRLINE SECURITY DIRECTORS - STRIKING A BALANCE BETWEEN CUSTOMER SERVICE AND SECURITY
Charles Sitkoff, Manager - Security Risk, Delta Air Lines, USA
Karan Singh, Head of Aviation Security Risk Management, Lufthansa Group, Germany
Patrick Bertsch, Director - International Security and Operations, American Airlines, USA
Kaarlo Karvonen, Head of Security, Finnair, Finland
Eric Kaler, Senior Director, Airline Security, Hawaiian Airlines, USA
This panel consists of tenured airline security leadership from several European and US carriers to provide a global perspective on security in the transportation system, impacts to the customers and what aviation stakeholders need to know. Meet airline security leaders from Lufthansa, Finnair, American, Delta and United who will present a discussion on striking the balance between customer service and security in the current environment. There will be an open question and answer session at the end of the panel discussion.
• How airlines use intelligence to inform security of operations and how this improves customer experience
• Securing the transportation system: what weaknesses are there in checkpoint detection and how does that impact customers?
• The new TSA changes are being implemented globally – are the carrier impacts similar or different?

12:30 - 14:00
LUNCH

14:00
UNDERSTANDING THE THREAT FROM INSIDER ACTIVITY IN THE AVIATION SECTOR
Dr David BaMaung, Honorary Professor, Glasgow Caledonian University, UK
The aviation sector is a prime target for not only terrorist groups but also organised crime groups, low-level criminals and even disgruntled employees. Airports are complex environments that present many opportunities for insider threat activity. The presentation will explain what constitutes the 'insider threat', how this impacts the aviation sector and airports, how an insider threat risk assessment process can be developed, and how this threat can be managed and mitigated through proactive personnel security measures, insider threat exercising and holistic integrated security management.

14:30
MITIGATING SECURITY RISKS UTILISING A SECURITY MANAGEMENT SYSTEMS (SEMS) PROGRAMME
Jessica Grizzle, Program Officer, National Safe Skies Alliance, USA
Rene Rieder Jr, Associate Principal, Arup, USA
SeMS is a relatively new management approach to aviation security for airports. It takes account of the criticality of an organisational culture to develop a successful implementation. A SeMS programme takes a human-centred design approach that allows for analysis to be based on user requirements and progressively validated. Additionally, and of significant benefit, inclusion will contribute to industry's buy in to SeMS as a value-add management approach to security in airports. SeMS is utilised to establish and maintain a preventive security organisational culture, with supporting mechanisms, within the entire airport community.

15:00
AN INTEGRATED APPROACH TO PROTECTIVE SECURITY AND RESILIENCE IN AVIATION
Paul McDonald, Chief Inspector Border Policing Command - Aviation Protective Security, Police Scotland, UK
An integrated approach to protective security is vital within the aviation sector to identify and counter any threat and risk. Taking a holistic approach to security, the key to success is a strong partnership approach to address areas such as insider threat, personnel security, physical security, hostile reconnaissance, business continuity and consequence management, critical planning, resilience, incident management and training/exercising. Taking this collaborative approach ensures a strong security culture within the airport community.

15:30 - 15:45
BREAK

15:45
IT TAKES A COMMUNITY TO PROTECT AN ENVIRONMENT
Neville Hay, Director of Training, Interportpolice, UK
Project Griffin International is a non-profit police and security initiative designed to assist government, public authorities, transportation security, critical infrastructure, security operations and mass event environments in implementing strategic action in an environment to provide a safer and less vulnerable community. Mitigating risk, enhancing security management systems. The 3Ps of preparing, protecting and preventing. Being ready for terrorist and serious crime activity in today's world means changing the security mind-set. Griffin will put in place tactics to meet today's challenges. An organisation's, safety and image are at stake. There are no second chances.

16:15
SUPPORTING TEAMWORK IN HIGH-RISK AREAS: A PSYCHOLOGICAL PERSPECTIVE
Stephanie Walter, Researcher, Zurich State Police/Airport Police, Switzerland
Security teams such as security checkpoint crews are challenged by a monotonous work routine in normal situations. Nevertheless, they need to adapt very quickly and continuously readjust their procedures according to the

situation, because high-risk situations often emerge very suddenly and without any warnings. Good cooperation and coordination of all team members are necessary for a good team performance. The presentation will give insights into research findings, plus practical hints on how to support effective teamwork at airport security checkpoints.

16:45
MOBILE DEVELOPMENT IN LAW ENFORCEMENT - WHERE NEXT?
Frank Smith, Chair, ENLETS Mobile - EU working group on law enforcement mobiles, UK
Frank will review the progress made with mobile solutions for borders and policing; consensus and good practice as agreed by the ENLETS Mobile EU working group; what's coming down the track next; and how we should be aiming to manage it for success. We'll look at how mobile technology has advanced over the last 10 and more years; the clues about what will come next; and what we need to do to manage the opportunities for success.

17:15 End

OPENING DAY PARTY
AFTER THE CONFERENCE IN THE EXHIBITION HALL!

"**The programme contained an impressive number of highly interesting presentations that were clearly structured; this allowed participants to follow their streams of interest**"

Urs Haldimann, Head of Legal and International Affairs, Federal Office of Civil Aviation, SWITZERLAND

"**Very enjoyable. A vast array of expertise across a number of streams from industry and government**"

Joe Franzi, First Assistant Secretary Identity & Biometrics Division, Department of Immigration & Border Protection, AUSTRALIA

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CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH

09:05 - 17:15

COMMERCIAL DEVELOPMENT, RETAIL & CONCESSIONS

09:05
INTRODUCTION BY CONFERENCE CHAIR
Jeremy Corfield, Partner, CPI, Australia

09:10
SWEDAVIA IS BUILDING THE AIRPORTS OF THE FUTURE
Karl Wistrand, Deputy CEO Swedavia and CEO Swedavia Real Estate, Swedavia, Sweden
The presentation will discuss real estate development and the commercial business in relation to operating and building Swedavia's airports in Sweden.

09:40
COLLABORATION BETWEEN AIRLINES, RETAILERS AND AIRPORTS TO GENERATE MORE INCOME
Kam Jandu, Chief Commercial Officer, Budapest Airport, Hungary
The presentation will focus on a project being launched in Budapest that includes cross-functional working with Heinemann duty free, the largest incumbent airline at the airport – Wizz Air – and Budapest Airport. The project is believed to be the first of its kind, and the presentation will show how the three main companies came together, found common objectives, agreed risk-sharing concepts and identified KPIs for success. The final concept will include increased purchase in the duty free store, thereby directly increasing revenue for HDF and indirectly for BUD, while also increasing onboard Wizz Cafe transactions.

10:10
BUILDING FOR THE FUTURE – TRANSFORMING RETAIL AT LONDON STANSTED
Ben Green, Head of Commercial Planning and Delivery, London Stansted Airport, UK
With airports increasingly relying on commercial revenue to generate profit, Ben Green, London Stansted's Head of Commercial Planning and Delivery, will discuss why retail is an essential part of any airport, and set out his vision for retail as part of Stansted's latest multi-million-pound transformation. Over the next decade, the airport is investing £600m, which includes a new £130m arrivals building and a major transformation of the existing terminal. This major investment will ensure that Stansted can meet the growing demand in air travel, enhance the experience for passengers and unlock the airport's capacity for more flights and destinations.

10:40 - 11:00
BREAK

11:00
ADP NEW VISION FOR RETAIL
Matthieu Daubert, Retail Director, Groupe ADP, France
The presentation will outline Paris Aéroport's retail development plan: 2018-2020 innovative projects, new retail and F&B vision.

11:30
HOW TO MAXIMISE THE GROWTH IN 'COMMON USE' EXECUTIVE LOUNGES
Elizabeth Brewster, EVP International Business Development & Lounges, Manchester Airports Group, UK
As an airport, but also an operator of common use lounges, both within its own airports and as a 'tenant' within other airports, Manchester Airport Group will discuss the background and growth in the global common use lounge market, the value such lounges can add to your airports, and how having the experience of operating in its own airports and as a concessionaire within other airports gives Manchester a unique perspective on not only what makes a good 'landlord' but also what makes a good 'concessionaire'.

12:00
PANEL DISCUSSION
Topic and panellists to be announced

12:30 - 14:00
LUNCH

14:00
BIG DATA: ACTIONABLE INSIGHTS FOR AIRPORTS
John Rankin, COO, Skyfii, Australia
Discussing the application of big data for the airport environment, John will explore the application of varying data sources available to airports, enabling operators to generate insights into passenger behaviour and its commercial benefits.

14:30
DIGITAL FOOD ORDERING AT LARGE AIRPORTS
Kenneth Buchanan, Executive Vice President Revenue Management, Dallas Fort Worth International Airport, USA
Michiel Munneke, General Manager, M2Mobi, Netherlands
Whether you are in a hurry for your flight, or just want a relaxed trip, skipping the line at a restaurant is something everyone likes. You will learn how Dallas Fort Worth International is making the facilities it has to offer, such as the many restaurants, more accessible to its travellers. With Mobile Food Ordering, customers can pre-order food directly within the DFW and American Airlines app and even pay in advance to avoid the wait. This session gives insight into how Dallas Fort Worth International Airport is enhancing the passenger journey and creating a more seamless experience.

15:00
AIRPORT COMMERCIAL REVENUES IN TIMES OF THE DIGITAL SHOPPER
Simon Chatfield, Head of eBusiness & CRM, Heathrow Airport, UK
Kian Gould, CEO | Founder, AOE GmbH, Germany
The latest research in the channel shows that the traditional travel retail model is under threat, with airports' non-aeronautical revenues slipping steadily due to rapidly changing purchasing behaviours, shifting traveller

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demographics and the rise of disruptive technologies.
Airports and airport retailers seem to be struggling to address
these challenges. Digital solutions to counter e-commerce lack
the single-platform integration needed to function effectively.
Listen to the company that launched a digital revolution
in travel retail with its Omnichannel Airport Revenue
Digitisation Platform, on the new digitally transformed vision
for non-aeronautical revenues, which proposes proactive
solutions to these challenges.

**15:30 - 15:45
BREAK**

15:45
USING NEW TECHNOLOGIES TO PROMOTE DEVELOPMENT PROJECTS
**Mathieu Claise, Director Communications and Public
Relations, Aéroport de Québec Inc, Canada**
The YQB 2018 project implemented by Québec City Jean Lesage
International Airport was one of the biggest construction
projects in the region. To mobilise the community and
create a buzz around the project, the organisation applied an
innovative communications strategy mainly based on the use
of new technologies and the power of social media. As the new
infrastructures are about to open, there is a feeling of excitement
in the community, and it is clear that technological tools are an
excellent way of gaining maximum benefit for minimum outlay.

16:15
MONETISING IT SERVICES IN TODAY'S CONVERGED DIGITAL AIRPORT
**Abdulwahed Amiri, Head of IT Strategy & Commercial,
ADAC, United Arab Emirates**
The presentation will be mainly focused on making IT services
a main factor in terms of maximising company revenue, plus
the main services that can contribute to the same.

16:45
THE POLICIES OF INCREASING RETAIL REVENUE AT TAOYUAN INTERNATIONAL AIRPORT
**Chun-Te Lee, General Manager, Taoyuan International
Airport, Taiwan
Wan-Jung Chen, Staff, Taoyuan International Airport, Taiwan**
TTIA's passenger volume has grown by an average of 9.51% for
the past three years. Up until 2016 it fell into the 25-40 million
passenger volume category. Under the overload conditions
of airside and landside facilities, TTIA has brainstormed
with all its stockholders to launch programmes to improve
the procedures of airport operations and increase revenue to
achieve a win-win situation in the public and private sectors.

17:15 - End

**OPENING DAY PARTY
AFTER THE CONFERENCE IN
THE EXHIBITION HALL!**

> **"This was by far one of the best conferences I've ever attended"**
> Carolyn Fennell, Senior Director Public Affairs,
> Orlando International Airport, USA

> **"There's been a lot of interesting learning. The commercial stream always brings a lot of lessons, as does the passenger experience stream. This is a great conference, we're having some really productive conversations here"**
> Janine Gervais, Director, Passenger Services, Greater
> Toronto Airports Authority, Canada

> **"This is a great conference, a great opportunity to update my knowledge. I decided to spend three full days here, which is not easy because we have a busy agenda, but it's absolutely worthwhile"**
> Luigi Battuello, Commercial Director, SEA Aeroporti
> Milano, Italy

> **"I found the conference to be very worthwhile and interesting"**
> Cellana Grouman, Manager of Retail Architecture,
> Aeropuertos Argentina 2000, ARGENTINA

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CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH

09:05 - 17:15

CUSTOMER SERVICE & PASSENGER EXPERIENCE

09:05
INTRODUCTION BY CONFERENCE CHAIRS
Hiosvany Muina, North America Airports Regional Manager, Copa Airlines, USA
Douglas Stolls, Manager of Guest Services - SFO, Alaska Airlines/Virgin America, USA

09:10
MILAN AIRPORTS: FRIENDLY FOR DISABLED PEOPLE THANKS TO ENGAGEMENT WITH STAKEHOLDERS
Annamaria Francinelli, In Charge of Airport Service Quality Benchmarking, SEA Milan Airports, Italy
SEA Milan Airports' commitment and results in engagement with its stakeholders and, particularly, with employees was fundamental to recover from the emergency situation after AZ-de-hubbing in 2008. Cooperation, transparency and respect in these relationships create a team spirit outside and inside the organisation and are the basis of the value chain to inspire a common service understanding and a service culture. The experience offered to persons with disabilities is a highly successful example of services planned and implemented thanks to the continuous communication and collaboration with the stakeholders, employees and associations to anticipate and meet their needs and expectations.

09:40
PANEL DISCUSSION: COGNITIVE DISABILITIES, TRAVELLERS AND AIRPORTS
Roberto Castiglioni, Chair, Heathrow Access Advisory Group, UK
Eibhlín McGrath, Regulation, Compliance and Project Oversight Manager, DAA, Cork Airport, Ireland
Lawrence Rolon, Coordinator for Disability Services, Los Angeles World Airports, USA
Samantha Berry, Head of Innovation & Regulatory Compliance, Omniserv, UK
Dr James Fielding Smith, President, Smith-Woolwine Inc, USA
A panel of practitioners who deal with air travellers with cognitive issues will discuss issues including autism, developmental disabilities, ADHD, dementia and PTSD.
• Importance of cognitive issues in airports
• Customer service value of dealing fairly with cognitive issues
• Commercial advantages of effective cognitive assistance programmes
• Effective current practices

10:40 - 11:00
BREAK

11:00
ESSENTIAL CHARACTERISTICS OF A SUCCESSFUL PASSENGER-CENTRIC CULTURE
Jerry Angrave, Managing Director, Empathyce Customer Experience, UK
Expectations of a hassle-free and enjoyable experience at the airport are increasing all the time. Passengers themselves have a choice and a voice. So airports that don't work with their partners to get the basics right every time and add a magic touch where it's relevant will simply lose out to those who do. Jerry Angrave has studied organisations across different sectors who succeed in driving down costs and increasing revenue through a focus on customer experience. He has identified three ingredients they all have: a genuine customer empathy, passionate employees and the right type of corporate mindset.

11:30
BUILDING AN AIRPORT PROVIDING THE WORLD'S BEST PASSENGER EXPERIENCE
Sayuri Mutsukado, Staff Member, Narita International Airport Corporation, Japan
In today's competitive world of airport industries, quality and customer-oriented service provided by airport staff is starting to play a more important role in ensuring the best passenger experience as well as refurbishing and improving the terminal facilities. To achieve this, it is crucial that we create an environment where employees are able to work with a sense of unity and passion. In this presentation, we will introduce our measures that could help motivate and improve the skills of airport staff to develop the best passenger experience.

12:00
WHAT MAKES A BEST-IN-CLASS AIRPORT?
Chris Czarnecki, Director, PDX Terminal Business and Properties Department, Port of Portland, USA
Cameron Modjeski, Associate Director, LeighFisher, USA
Annual 'best airport' rankings (for example, J.D. Power, Conde Nast and Skytrax) feature a diverse range of airports. Furthermore, many airports consistently rank as 'best in class' every year. How can airports that are seemingly so different consistently rank as best in class? We will explore the breadth of characteristics of best-in-class airports, from Singapore Changi Airport to Portland International Airport. The Port of Portland will discuss specific strategies it uses to ensure PDX's programmes and investments preserve and enhance its best-in-class status.

12:30 - 14:00
LUNCH

X

14:00
'I AM TORONTO PEARSON' - ANATOMY OF AN AIRPORT EMPLOYEE MOVEMENT
Michael Ross, Director, Commercial Development, Greater Toronto Airports Authority, Canada
Airport operators have goals that often require the cooperation and collaboration of several thousand people who work for myriad companies, each with their own objectives. How then might airports influence all airport employees to work towards a common goal? How might they encourage behaviour that puts passengers first, creating a more helpful and friendly experience? All too often the answer is to design and deploy 'customer service training' and mandate participation in the programme. This presentation will

describe how a team at the Greater Toronto Airports Authority challenged this premise and seeded a movement called 'I am Toronto Pearson'.

14:30
PANEL DISCUSSION: BRAND VERSUS POLICIES
Brian Engle, Director of Customer Experience, Greater Orlando Aviation Authority, USA
Marcia Austin, Manager of Inflight Work Performance, Alaska Airlines, USA
Beverly Lewis, Regional Compliance Manager, Alaska Airlines, USA
The panel will have a rich dialogue with airlines and airports regarding their brands. It will discuss the importance of the brand. The audience will walk away from this discussion with the knowledge of how to be a voice for your brand, how to challenge the status quo to allow your brand to shine through, and immediate things you can start to do to align your brand with existing customer policy.
- What is your company's brand?
- Do your policies support or hinder?
- How to drive change to allow synergy
- How to get your employees thinking along this line

15:30 -15:45
BREAK

15:45
THE PASSME BREAKTHROUGHS ILLUMINATED – HOW THE INDUSTRY CAN BENEFIT
Sicco Santema, Professor, Project Leader PASSME, Delft University of Technology, Netherlands
André Lopes de Castro, Design Manager, Almadesign Lda, Portugal
The PASSME breakthroughs are: a passenger forecasting system to improve flows, a passenger-independent system for luggage flows, redesigned passenger-centric airport and airline processes, a personalised device (to make 1-3 happen). These breakthroughs result in: up to one hour reduction of O2D travel time within Europe, improvement of passenger experience (70% of the passengers like flying better), improved utilisation of airport capacity. These impacts are the results of PASSME, an EU-funded project that ends in summer 2018. This presentation will offer a preview of the results.

16:15
THE RESULTS OF PASSME: THE FUTURE OF LUGGAGE
Jan van Winsen, Product Strategy Manager, KLM Royal Dutch Airlines, Netherlands
Katinka Bergema, Researcher, Delft University of Technology, Netherlands
Katinka Bergema will present the results of PASSME, related to luggage. PASSME is a European-funded project in which KLM, Amsterdam Airport Schiphol, Hamburg Airport, NLR, DLR, ICCS, Alma Design, Nottingham University, Optimaris, Hamburg University of Technology and Carr Communications aim to reduce door-to-door air travel time in the EU by 60 minutes and make the airport experience less stressful and more enjoyable for passengers and the aviation industry. Katinka will present how they will reduce the travel time by at least 30 minutes by luggage solutions only.

16:45
RESULTS FROM BAGGAGE AS A SERVICE: A VISION FOR 2025
Katinka Bergema, Researcher, Delft University of Technology, Netherlands
Ad Rutten, Director, OMS, Netherlands
In this presentation Ad Rutten and Katinka Bergema will present the joint effort of ACI, Delft University of Technology, PASSME, Vanderlande and Schiphol to develop a future vision for baggage services in 2025. In different workshops with industry leaders, they developed a vision that resulted in a white paper for the industry. In this presentation they'll present the vision and the needed actions for the industry to arrive at this vision and be ready for the expected future of baggage.

17:15 - End

OPENING DAY PARTY
AFTER THE CONFERENCE IN THE EXHIBITION HALL!

"A great opportunity to meet with like-minded people and share ideas. As an airline representative, I learned a lot about how our partner airlines strive to improve the travel experience"

Bryan Gilberd, Product Manager, Air New Zealand, NEW ZEALAND

"This conference is truly the premier industry event, providing so many vital connections to advance our global reach"

Brian Cobb, VP Customer Experience, Cincinnati/Northern Kentucky International Airport, USA

CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH
09:05 - 17:15

ENERGY, ENVIRONMENT & SUSTAINABILITY

09:05
INTRODUCTION BY CONFERENCE CHAIRS
Emanuel Fleuti, Head of Environment, Flughafen Zürich AG, Switzerland
David Tomber, Aviation Principal, Jacobs, USA

09:10
SIMPLE, EFFICIENT, INNOVATIVE, RESILIENT: THE GREEN AIRPORT EVOLUTION
Ken Conway, Head of Aviation Environment & Sustainability, Airbiz Aviation Strategies Ltd, Australia
Airports today are under intense pressure to be safe, operate more efficiently, improve passenger experience and be profitable. Faced with a looming capacity crunch, airports must become smarter in the way they support responsible, sustainable growth while limiting any repercussions on the environment. The front door to sustainability is environmental responsibility. This presentation will offer unique industry perspectives and innovative ideas on how airports can strengthen their environmental currency at the executive level. Taking centre stage will be a holistic portrayal of how airports can better align strategy and performance to deliver tangible benefits to their bottom lines and operations.

09:40
ADD VALUE WITH A GREEN BUILDING LABEL
Emanuel Fleuti, Head of Environment, Flughafen Zürich AG, Switzerland
Airports are developing and renovating their infrastructure, while seizing opportunities to generate additional revenues and reduce costs. A proven approach is certification with a Green Building label. Zurich Airport's 'The Circle' is aiming for a LEED Platinum label. The presentation will show the pathway, chances, opportunities and limits to achieving this label.

10:10
LEED GOLD EXPERIENCE FOR TAIWAN TAOYUAN INTERNATIONAL AIRPORT T3
Yi Hsun Chen, Engineer, Taoyuan International Airport, Taiwan
Pei Han Tseng, Assistant Engineer, Taoyuan International Airport, Taiwan
The Taiwan Taoyuan International Airport Terminal 3 project aims to achieve Leadership in Energy and Environmental Design – New Construction version 2009 (LEED NCv2009) Gold Rating. This presentations summarises the development and compliance on LEED credits during the current stage. Features to be introduced to achieve the project's grand vision in sustainability include: utilising passive and active design measures to reduce carbon footprint; ensuring that efficient energy, water and waste systems are adopted so as to minimise resource waste; harnessing renewable energy sources in providing clean energy.

10:40 - 11:00
BREAK

11:00
DEMONSTRATING ENVIRONMENTAL LEADERSHIP WITH LEED GOLD CERTIFICATION
John Lyons, Associate, Dialog, Canada
The presentation will provide a detailed study of the architecture, engineering and construction decisions that resulted in Calgary International Airport's International Facilities Terminal Project formally achieving LEED Gold certification. Key advancements in carbon reduction, energy efficiency, water efficiency, material use, indoor environment and innovation led to the largest LEED Gold certified airport in North America. Challenges that were overcome and lessons learned in applying such a rigorous certification standard to the airport typology will be shared. An in-depth review of the process will illuminate how owners and facility managers all over the world can engage in being green and find similar success.

11:30
AIRPORT BALANCING ACT: THE NEED TO GROW YET REDUCE ENVIRONMENTAL IMPACTS
Houssam H Sleiman, Director, Capital Programs and Environmental Affairs, Massachusetts Port Authority, USA
As air mobility continues to grow, airports are on a constant path to expand or rebuild their infrastructure, which needs to be operational for up to 30 years or even more. As such, not only investment costs, but also operating costs are a relevant factor, and passenger satisfaction should be further developed while environmental impacts are reduced and mitigated.

12:00
THE SUSTAINABLE AIRPORT ENVIRONMENT – NOISE AND LAND USE COMPATIBILITY
Patrick Magnotta, Assistant Manager, Airport Planning and Environment, US Federal Aviation Administration, USA
Sustainability initiatives often focus on matters within the airport's control and within airport boundaries. This presentation will summarise efforts taken in the USA to integrate noise and land use compatibility into airport sustainability. These are challenging efforts in many countries because airport authorities do not always have control over surrounding land uses. The objective of this presentation is to present one nation's initiatives in a manner that fosters dialogue on what is a significant issue for airports around the world.

12:30 - 14:00
LUNCH

14:00
LOW-CARBON HEATING, VENTILATION AND COOLING SOLUTIONS FOR AIRPORTS
Lena Wennberg, Sustainability and Environmental Manager, Swedavia, Sweden
Andrew Marsh-Patrick, Associate Director, WSP, UK
WSP has worked with several major airports on low-carbon heating and cooling solutions, and Swedavia has recent practical experience in this area. This presentation will cover the carbon, air quality and cost savings from low-carbon heating and cooling solutions for airports, based on recent research and best practice examples. This is an important area for airport operators wishing to achieve carbon neutrality in a cost-effective manner.

14:30
THE AIRPORT'S SURROUNDING MANAGEMENT FOR SUSTAINABLE GROWTH
Michele Miedico, Head of Planning and Compliance, Naples International Airport, Italy
Alessandro Fidato, Infrastructure Development & Flight Operations Director & Accountable Manager, GESAC - Naples International Airport, Italy
The aviation industry offers smart solutions to the request for fast, efficient and cost-effective means of transport, as the low-cost era has consolidated a new way of doing business, tourism and culture. City airports play an important role in this scenario, as they connect the cities to the great opportunities for business, culture and leisure that the whole of Europe offers. Nevertheless, their growth may raise some sustainability issues related to environmental concerns and city planning. Naples International Airport has consolidated several best practices to manage noise, obstacle and third-party risk issues, to consolidate its strategy of sustainable growth.

15:00
THE POSITIVE IMPACT OF PERFORMANCE-BASED NAVIGATION ON LOCAL COMMUNITIES
Nick Millar, Head of Airside Operations, London Stansted Airport, UK
The presentation will outline London Stansted Airport's foray into the world of performance-based navigation. This project began a number of years ago after community reaction to an increase in night operations at the airport, which even made the local television news. Nick will talk about how Stansted addressed these community concerns, joining together with its operators, the UK regulator, its ATC unit and its local community, which ultimately led to the introduction of RNP1 (RF) departures on two of the airport's departure routes. Nick will outline the initial results from the trial through to the formal consultation phase, which resulted in widespread community support for airspace change, even from the airport opposition group, environmental campaign groups, local and district government, leading through to the full publication of the procedures and how the numbers of people affected by aircraft noise has reduced substantially. He will also outline the current aircraft performance of the RNP1 (RF) procedures, how much they exceed the design criteria and how Stansted now reports compliance, which will lead to a two-thirds reduction in the airport's noise preferential route.

15:30 - 15:45
BREAK

15:45
OSLO AIRPORT – REACHING NEW HEIGHTS IN SUSTAINABILITY AND PASSENGER EXPERIENCE
Bjørn Olav Susæg, Architect MNAL, Nordic - Office of Architecture, Norway
The Oslo Airport expansion is an example of Scandinavian design at its best. As a fully integrated expansion, the new pier builds on the original design of the airport, using familiar materials in new ways to create a distinct and evolved identity. It is the first airport in the world to achieve a BREEAM Excellent rating and features exciting new design and technology. The shape and spatial arrangement make it extremely efficient, increasing the airport's capacity from 19 to 30 million passengers per year, with additional potential to increase capacity to 36 million passengers.

16:15
DELIVERING PASSENGER DELIGHT AND NET ZERO PERFORMANCE: STRATEGIES FOR SUCCESS
Erin Cooke, Sustainability Director, San Francisco International Airport, USA (Invited)
Kirsten Ritchie, Director of Sustainable Design, Gensler, USA
For airports around the world, there are often perceived and real challenges in achieving passenger delight, airline satisfaction, revenue expectations, construction cost controls and net zero energy, carbon and waste performance goals simultaneously. However, experience shows these multiple goals are achievable. In this presentation, we will explore the progression of SFO's dual commitments to exceptional passenger experience and getting to zero through the real-world lens of key T2, T3E and T1 design team members and SFO's Sustainability and Net Zero leadership.

16:45
INTRODUCING YVR'S LEADING-EDGE CORE TERMINAL INFRASTRUCTURE PROGRAMME
Tobias Finke, Manager, Airport Terminal Projects, Vancouver Airport Authority, Canada
Lesel Radage, Manager, Engineering Projects, Vancouver Airport Authority, Canada
The CORE programme is an assembled suite of five major infrastructure upgrades under design: (1) Sustainable energy systems including geoexchange well fields and mechanical infrastructure to support the entire terminal complex; (2) Electrical infrastructure including upgrades to the existing 25kV power network and provision of standby power to the entire terminal complex; (3) Central Utilities Building (CUB) to house new mechanical and electrical infrastructure and replace the existing ageing utilities building; (4) New parkade, ramps and passenger bridges to expand car rental and public parking; (5) Rainwater capture to supply emergency firefighting water and to reduce potable water use.

17:15 - End

OPENING DAY PARTY
AFTER THE CONFERENCE IN THE EXHIBITION HALL!

"The environment track was both practical and forward looking, I found it very useful and influential"

Rachel Thompson, Sustainability Manager, Gatwick Airport Ltd, UK

CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH

09:05 - 17:30

FUTURE AIRPORTS

09:05
INTRODUCTION BY CONFERENCE CHAIR
Kiran Merchant, CEO, Merchant Aviation, USA

09:10
HANEDA ROBOTICS LAB
Yusuke Iizuka, Assistant, Japan Airport Terminal Co Ltd, Japan

In the run-up to 2020 Tokyo Olympic and Paralympic Games, Haneda Airport is working across the board to improve the quality of its service and customer satisfaction levels. With the working population in Japan expected to decrease in the years to come, we believe that the effective use of robot technology will be an essential part of solving a wide variety of work challenges. We have steadily worked to encourage the introduction and testing of numerous robot technologies in the airport.

09:40
LABCAMPUS - AN AIRPORT AS AN OPEN INNOVATION PLATFORM
Sarah Wittlieb, Head of Innovation Management, Munich Airport, Germany

Munich Airport is currently working with other companies to co-create an innovation platform that can develop, test and present innovative products and services in cooperation with universities, R&D partners and start-up companies. By realisation of a 50 ha physical and digital location, LabCampus will offer various companies the possibility to innovate across industries. The urban spirit creates the perfect atmosphere to not only work but also live innovation by creating a sense of community.

10:10
'INNOVATION HUB': USING AIRPORTS AS REAL LIVING LABORATORIES
Sébastien Couturier, Head of the Innovation Department, Groupe ADP, France

Groupe ADP has developed the Innovation Hub programme, which uses the company's airports as 'real living laboratories' to meet the challenges of transformation through an open innovation approach. Currently, the Innovation Hub programme is a powerful driver of change working to improve the company's competitiveness. The presentation will be about using the cross-functional approach to innovate. It will focus on three main pillars – open, connect and invest – which will be developed on stage and illustrated through one main experimentation each time, based on smart airport, improved connections and robotics.

10:40 - 11:00
BREAK

11:00
STOCKHOLM ARLANDA AIRPORT - SCANDINAVIA'S LEADING AIRPORT
Kjell-Åke Westin, Director, Stockholm Arlanda, Swedavia, Sweden

Swedavia's largest airport, Stockholm Arlanda, is the capital airport of Sweden and the future leading airport of Scandinavia. It is an attractive airport, meeting point and work place. With expansive real estate development, the most innovative airport city is currently taking shape.

11:30
PANEL DISCUSSION: CEO AIRPORT INNOVATION
Christina A Cassotis, Chief Executive Officer, Pittsburgh International Airport, USA
Hari Krishnan Marar, Executive Director & President, Bangalore International Airport, India
Huntley A Lawrence, Director, Aviation Department, The Port Authority of New York & New Jersey, USA

Building an innovation culture to meet the demands of the future of air travel.
• Visioning change
• Managing change
• Implementing change

12:30 - 13:45
LUNCH X

13:45
SEAMLESS - WHAT NEXT?
Henrik Rothe, Senior Lecturer, Cranfield University, UK

Introducing security walk-throughs will remove the final obstacle for a seamless passenger journey inside the terminal. Airports will become perfect machines. What next? From simple wayfinding to complex interchange strategies, airports need to think about seamless in a wider context, reaching out to the cities they serve. And fundamental changes to surface access – Uber and driverless cars – will challenge the traditional airport business model. In a shared attempt between industry, academia, airports and municipalities, DARTeC – Cranfield's new research platform – investigates the dynamics between airports and cities, with space for the unexpected encounter.

14:15
RESPONSIVE > SMART - CREATING DESTINATIONS FOR THE FUTURE
Maxwell Oglesbee, Head Of Client Strategy, Consulting & Solutions, Intersection, USA

With urban populations rising, new connected tech promises to make cities, airports and other destinations more efficient, sustainable and enjoyable. But adapting to a 21st-century world takes more than IoT, big data or arrays of sensors. This session will explore the vision, platform and people needed to create responsive places with soul. Learn insights from our experience with LinkNYC, the world's largest and fastest free public wi-fi network, building new transit solutions with the MTA, and developing a new neighbourhood from the ground up on the west side of Manhattan.

14:45
DESIGNING AIRPORT FOR MILLENNIALS
Valerie Boissier, Senior Manager Customer Experience
Design, Groupe ADP, France
Melanie Carron, Strategic Marketing Director, Groupe ADP,
France
Based on several studies and workshops conducted by
Aéroports de Paris, the presentation will focus on how
to create a unique new passenger experience meeting
millennials' expectations and behavioural trends. It will also
discuss the key factors of success to answer the rising needs of
the new generation.

15:15
CREATING A SMART AIRPORT: LONDON CITY AIRPORT
David Grant, Chief Architect, London City Airport, UK
Fiona Strens, CEO, CrowdVision, UK
The subject of 'smart airports' is hot at the moment. As
pressure increases to create a fast, safe and seamless
experience for passengers, airports are having to evolve
from infrastructure providers to fully fledged, profit-making
businesses. This talk will cover real cases where airports have
taken advantage of emerging technologies (Internet of Things,
big data, machine learning) and made significant changes to
the way they operate to be more efficient and markedly more
profitable.

15:45 - 16:00
BREAK

16:00
AN OUTSIDER'S VIEW: WHAT I HAVE LEARNED REGARDING AIRPORT INNOVATION AFTER ONE YEAR
Anne Hospers, Coordinator Innovative Partnerships,
Rotterdam The Hague Airport, Netherlands
As an organisation, innovating is essential. But where do you
start and where do you want to go? As the very first person
to work solely on innovation at a regional airport, I will
share with you what I learned in the first year, because these
insights can be helpful to organisations across the board.

16:30
PART 1: REPORT FROM THE [RE]CODING AVIATION HACKATHON
Mats Berglind, Digital Innovation Manager, Swedavia,
Sweden
Mady de Groot, Innovator, Schiphol Group, Netherlands
Hamidul Huq, Innovation Project Manager IT-Airport,
Geneva Airport, Switzerland
In June 2017 the [Re]coding Aviation hackathon took
place in Berlin. Seven airports participated, 35+ APIs were
provided, 154 participants hacked, 37 ideas were presented, 19
nationalities took part in 48 hours of hacking, resulting in one
grand winner and two incubations.

17:00
PANEL DISCUSSION: PART 2: ARE HACKATHONS A GOOD METHOD FOR INNOVATION AT AIRPORTS?
Mats Berglind, Digital Innovation Manager, Swedavia,
Sweden
Hamidul Huq, Innovation Project Manager IT-Airport,
Geneva Airport, Switzerland
Mady de Groot, Innovator, Schiphol Group, Netherlands
In June 2017 the [re]coding aviation hackathon took place.
Some figures: 7 airports, 35+ APIs, 154 participants, 37 ideas,
19 nationalities, 48 hours of hacking. One great vibe and on
top of it, an incubation. So was it a success? We'll tell you all
about it and answer all your questions on using hackathons as
a way to innovate.
• The journey in organising a successful event with multiple
airports
• How to co-create with brains external to your company
• What everyone gained from the event
• When every airport speaks the same language (ACRIS
Seamless Travel API)

17:30 - End

OPENING DAY PARTY
AFTER THE CONFERENCE IN
THE EXHIBITION HALL!

> **"One of the most important
> conferences on the circuit.
> Great for networking and
> widening of one's scope"**
>
> Thomas Kallmayer, Senior Innovation Manager,
> Munich Airport, GERMANY

> **"I enjoyed every minute
> of it. It is by far the best
> conference about airports
> in the world"**
>
> Anna Fantoni, Development Planning Manager,
> Sydney Airport, AUSTRALIA

CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH

09:05 - 17:15

MANAGEMENT & OPERATIONS

09:05
INTRODUCTION BY CONFERENCE CHAIRS
Etienne van Zuijlen, Lead Business Development - Airport Operations, SITA, Netherlands
Alaistair Deacon, Airport Operational Systems Consultant, Toasty Solutions Limited, UK

09:10
INTEGRATION OF PRM AND BAG PROCESSES INTO THE AOP
Francisco Salguero, Head Airport Operations Management Department, Alicante Airport, AENA, Spain
Juan Ramon Mats Sebastia, Operations Planning Manager, AENA, Spain
Synchronism at the right time between the aircraft readiness to depart and the payload onboard (passengers, baggage and cargo) is the aim of all airport stakeholders. Nowadays, although the aircraft process might be more than well monitored by the A-CDM, the bag and PRM processes are not so well monitored to detect potential losses of that synchronism. By integrating this process monitoring into the AOP to alert airport stakeholders early of any disruption detected in those processes that may have an impact on the aircraft departure, new mitigation actions and procedures may be applied to recover the desired synchronism.

09:40
CUSTOMER SERVICE EXCELLENCE @ DXB ENABLED BY TOTAL AIRPORT MANAGEMENT
Romain Hericher, Director of Operational Strategy, Dubai Airports, United Arab Emirates
Ronan O'Shea, Programme Manager, Dubai Airports, United Arab Emirates
Customer service excellence is Dubai Airports' singular focus. As demand grows and airline models develop, opportunities and challenges change. Our airport community needs to jointly develop innovative ways to maximise service delivery, operational performance and resilience. The development of a total airport management (TAM) approach will help us accommodate our forecasted growth. TAM is a concept of operation that has shown promising benefits in theory and in proof of concepts at airports globally. At DXB we are busy laying the foundations for TAM and already reaping the benefits of greater collaboration in our passenger flow management and customer experience.

10:10
IMPROVING OPERATIONS THROUGH SYSTEM-WIDE INFORMATION MANAGEMENT (SWIM)
Joakim Jerbrant, Chief Architect IT, Swedavia, Sweden
Peder Blomqvist, Senior ATM IM Strategist and SWIM Expert, LFV, Sweden
One of the major challenges in airport operations is to ensure an efficient collaboration with air traffic control. Changes in arrival flows may have a significant impact on the turnaround process, including airline ground handling and airport support services. The System Wide Information Management (SWIM) concept developed in ATM during the last 10 years has revolutionised the way ATM stakeholders can interact and

collaborate at a global and European level. By standardising information exchanges and making use of widely adopted internet-based technologies, it decreases costs and enables development and implementation of operational concepts such as airport collaborative decision making.

10:40 - 11:00
BREAK

11:00
OPERATIONAL MODELLING TOOLS FOR MANAGING BAGGAGE SYSTEM PERFORMANCE
Steven Yiu, General Manager, Airfield, Hong Kong International Airport, Hong Kong
Eric Miller, Project Director, BNP Associates Inc, USA
BNP and AAHK will present a new software tool that allows airports to make operational decisions for their baggage systems based on changing conditions. The Operational Modelling Tool (OMT) has two primary purposes: (1) Assist in daily/near-term planning to manage resource requirements due to last-minute flight schedule changes, load variation, flight delays, etc.; (2) Assist in medium-term planning to identify requirements for changes to upcoming schedules, check-in assignments, makeup configuration and passenger processing. The presentation will focus on the Rapid Analysis Mode (RAM), ideal for quickly analysing impacts to operational capacity and staffing requirements.

11:30
NEW SCHENGEN BORDER REGULATIONS: SCENARIO ANALYSIS AND LEARNINGS
Esben Kolind, Head of Operational & Business Analysis, Copenhagen Airports, Denmark
On 7 October 2017, new Schengen border regulations were introduced at Copenhagen Airport, demanding entry and exit checks of all passports from passengers crossing the Schengen border. Warned by the chaotic situations reported from other European airports adopting the regulations earlier in 2017, CPH made substantial preparations and evaluated multiple scenarios and solutions, both short term and longer term. This presentation will show how sensor data was used to simulate the effects and discuss the lessons learned after several months of operation.

12:00
OPERATION FROM SMALL, OLD TERMINAL BUILDING AND LIMITED BAYS
Rajender Singh Lahauria, Airport Director, Airports Authority of India, India
Nandita Bhatt, DGM-ARCH, Airports Authority of India, India
In the last decade, passenger traffic has grown way beyond the expectations of airport operators. Operators such as Patna Airport in India are having great difficulty handling the growing traffic with the old infrastructure in parking bays and the terminal building. Considering the land acquisition, environmental clearances and the development of terminal building/parking bays/runway etc. to cater for traffic growth for at least 20 years, construction would take at least five years. Therefore, catering for the existing traffic growth requires the art of management and operation with the present limited infrastructure available until the new development comes up.

12:30 - 14:00
LUNCH   X

14:00
A-CDM@YYZ
William MacMillan, Director, A-CDM Implementation,
Greater Toronto Airports Authority, Canada
The presentation will demonstrate the A-CDM@YYZ model.
YYZ has developed an updated concept of operation and
has transformed A-CDM into a trajectory-based, process-
and service-oriented approach that is a network-based
solution, considering both the ATM and the airline network
interactions. The trajectories act as the 'glue' that ties
all aspects of the operation into the common situational
awareness that will allow the focus to be on processes that
impact/distort the trajectories. Business services will replace
and expand the original A-CDM concept elements, enabling
the embedded business rules to drive the overall system
behaviours. This approach will enable TAM going forward.

14:30
ACHIEVEMENTS AND EXPERIENCES
OF A-CDM AT TAIWAN TAOYUAN
INTERNATIONAL AIRPORT
Jerry Dann, Senior Vice President, Taoyuan International
Airport, Taiwan
All stakeholders understand that accurate, real-time,
consistent flight information is the key to maintaining high
operational performance in a busy airport. To meet the
demand, TIAC successively developed FOS, FRCS and ACDMP
from 2009. FOS is the system for flight management, and its
information can support many airport systems such as FIDS,
BHS, ADVGS, billing, etc. directly. As for the FRCS, it is a
subsystem FRCS of FOS, of major importance in recovering the
operations in adverse conditions. These systems produced a
very helpful effect for TTIA. This presentation will introduce
the experiences of the implementation of TIAC.

15:00
IMPLEMENTATION OF A-CDM AS A
TRANSFORMATIVE INITIATIVE
Ioannis Metsovitis, Vice President Operations, Hamad
International Airport, Qatar
Since the start of operations only three years ago, HIA, as
Hamad International Airport's airport management company,
has continuously improved operations and its service offering
for passengers and the public alike. Efforts of HIA have
resulted in prestigious accolades such as Hamad International
Airport being named a 5-star airport with a leading position
in the Middle East region. It has recently launched and is very
quickly rolling out A-CDM with a great success, measured
by the transformation HIA is achieving in its business, its
operations across the entire organisation and progressively
throughout the airport community.

15:30 - 15:45
BREAK   ☕

15:45
LISBON AIRPORT COLLABORATIVE DECISION
MAKING
Carlos Maroco, Project Manager, ANA - Aeroportos de
Portugal, Portugal
The A-CDM platform was developed for the purpose of
information sharing. A pillar of A-CDM is the Milestones
Approach methodology – a combination of events that, added to
the MTTT, contribute to the construction of an estimated, more
accurate time of turnaround. Associated with variable taxi
times (VTT), this enables Air Traffic Control to pre-sequence
departures. The platform also enables management of cases of
'adverse conditions' by the association of additional taxi times,
when disruptions occur (aerodrome works, strikes, special
events, adverse weather conditions, etc.).

16:15
WHAT-IF APOC (ENHANCED DECISION
MAKING FOR AIRPORT PERFORMANCE
MANAGEMENT)
Carlos López Muiña, Head of Operations Planning
Department, AENA, Spain
Nuria Moreno Benavides, Operational Development
Manager, AENA, Spain
The conclusion of SESAR's exercises carried out in MAD revealed
the necessity to improve the way to integrate and show efficiently
the results of the what-if tools in APOC to enhance the decision-
making process in real time. This presentation will approach
the features of the APOC based in what-if tools and the needed
process from planning phase to real time for defining the key
indicators and predefined scenarios, simplifying the final
decision for every stakeholders integrated in the APOC.

16:45
PANEL DISCUSSION: TERMINAL FLOW
MANAGEMENT AND THE CONNECTED
PASSENGER
Velissarios (Velis) Eleftheriou, Managing Director,
TOTALCDM, Greece
Alaistair Deacon, Airport Operational Systems Consultant,
Toasty Solutions Limited, UK
In recent years, airports have invested in numerous different
technology solutions to track passengers and measure queue
and dwell times throughout the different terminal processes.
The audience and panellists will discuss how this data is
being transformed into management information, and the
techniques applied to improve terminal flow management.
We will also discuss how personalised tracking data can be
generated and shared with passengers for the next generation
of connected passenger interaction.
• Using queue and dwell time for more than KPI reporting
• Methods for proactive passenger flow management
• Can and should we track individual passengers throughout
the terminal?
• Can personalised tracking data connect the airport and
airline directly to the passenger?
• What are the barriers to passenger personalisation?

17:15 - End

OPENING DAY PARTY
AFTER THE CONFERENCE
THE EXHIBITION HALL   🎈

CONFERENCE PROGRAMME

DAY 1 - TUESDAY 20 MARCH

09:05 - 17:15

TECHNOLOGY:
PASSENGER JOURNEY

09:05
INTRODUCTION BY CONFERENCE CHAIRS
Maurice Jenkins CM IAP, Director Information Systems & Telecom, Miami Dade Aviation Department, USA
Al Lyons, SVP Firmwide Director of IT & Electronic Systems, HOK, USA

09:10
POST-DESIGN WORK – INTEGRATED PASSENGER SERVICES AT ORLANDO INTERNATIONAL AIRPORT
John Newsome, Director of Information Technology, Greater Orlando Aviation Authority, USA
Francis Barich, Principal Consultant, Barich Inc, USA
As the aviation industry continues to rapidly move towards the E2E passenger journey, using walking-pace and single token as its vision, there is a need to design and deploy functions in an integrated process. This presentation provides a focus for airport operators, airlines and key airport stakeholders in improving the passenger journey through the entire air-travel experience. It specifically presents the requirements for, and benefits of, a well-established integrated passenger E2E programme. Case study discussion is presented from Orlando International Airport on improvements in the existing North Terminal Complex and post-design work for the new South Terminal Complex.

09:40
IMPLEMENTING AUGMENTED REALITY IN THE AIRLINE CUSTOMER JOURNEY
Stijn Bannier, Product Manager Mobile, KLM Royal Dutch Airlines, Netherlands
Both iOS and Android are including AR as one of their top priorities in all mobile innovation. Augmented reality (AR) is a view of a real-world environment where elements are augmented by computer-generated input such as sound, video, graphics or GPS data. How can an airline implement AR in its customer journey? On a mobile device an airline can inspire, entertain and sell via augmented reality. This presentation will show how KLM is doing that.

10:10
INFRASTRUCTURE, TECHNOLOGY AND PROCESS MEETING TO IMPROVE PASSENGER EXPERIENCE
Chris Wright, Director Continuous Improvement, London City Airport, UK
Adrian Leung, Change Consultant, London City Airport, UK
In 2016, London City Airport's departure lounge experienced record passenger figures, leading to suboptimal occupancy levels and impacting passenger experience. Through delivery of a remodelled West Pier and an intelligent automated call to gate system, this presentation reviews how infrastructure, technology and process can meet to resolve serious capacity issues, bringing occupancy levels to IATA level C in 2017 and continuing to deliver traffic growth.

10:40 - 11:00
BREAK

11:00
EXPERIMENTATION IN A ZERO-RISK ENVIRONMENT – FACE RECOGNITION AT HELSINKI AIRPORT
Heikki Koski, Vice President, Finavia Corporation, Finland
Tugberk Duman, Project Manager/Biometrics Expert, Futurice, Finland
Face recognition shows great promise for increased security, more efficient use of resources and better customer experience at airports worldwide. Finavia, together with hub carrier Finnair and digital consultancy Futurice, tested the use of face recognition technology at Helsinki Airport to gain insight into the benefits and risks from passenger, employee and technical viewpoints. Our talk deals with how we're utilising the insights to build future travel experience, and how the test setup was optimised to maximise generated insights in a short timeframe and at a low cost, without disrupting the operations in a zero-risk environment.

11:30
PASSENGER AUTOMATION STRATEGY AT HEATHROW
John Parfit, Senior Project Lead, Heathrow Airport, UK
Don Grose, Integration Architect, Capgemini, UK
Delivering passenger automation at Heathrow requires collaboration between a multitude of Heathrow teams, airlines, third-party suppliers, government and standards bodies. The presentation explores initiatives to date in areas such as self-service bag drop and the FTE award-winning biometric self-boarding and demonstrates how live trials have been used to prove value and capability before service roll-out. The strategy for automation is discussed, where an increased emphasis on data services and IT integration will enable a smart airport capable of delivering a low-friction, seamless passenger journey.

12:00
TERMINAL OPERATOR, CONTRACTOR AND CONSULTANT COLLABORATE TO REJUVENATE LAGUARDIA AIRPORT
Edward D'Angelo, IT Manager, LaGuardia Gateway Partners, USA
Ted Jadermark, Airport System Manager, SkanskaWalsh JV, USA
LaGuardia Gateway Partners (LGP), Skanska Walsh JV (SWJV) and HOK/WSP are collaborating to replace the Central Terminal Building at New York's LaGuardia Airport. LGP was selected to take over operations of the Central Terminal Building for 35 years. The biggest challenge is the fact that the new terminal is being constructed on the same site as the existing one. This presentation will discuss how new technologies are facilitating the construction process while minimising impacts on operations and travellers and providing a robust infrastructure to build on for the next 35 years.

12:30 - 14:00
LUNCH

www.passengerterminal-expo.com

14:00
UNLOCKING IDENTITY MANAGEMENT AT LONDON HEATHROW AIRPORT
Eugene Kramer, Lead Designer - Passenger Experience, Heathrow Airport, UK
Mark Walker, Consultant, Heathrow Airline Operators Committee (AOC), UK
Heathrow Airport Ltd and the Heathrow Airline Operators Committee (AOC) will provide insight into the problems currently faced in managing passenger identity, their joint vision for the future and the roadmap for identity management and the use of biometrics at London Heathrow Airport. This will include detail on the extensive collaboration between airlines, government authorities and the airport as well as the emerging learning from demonstrators and early deployments in the live passenger environment.

14:30
TRANSFORMING TRANSPORT – UNDERSTANDING AND PREDICTING PASSENGER BEHAVIOURS THROUGH DATA ANALYTICS
Nikolaos Papagiannopoulos, Senior Project Manager, Athens International Airport, Greece
Juan Francisco Garcia Lopez, Project Manager, Indra, Spain
The identification of complex information by applying big data management paradigms will help identify hidden trends regarding different airport processes, which will give the airport market sector a new dimension to grow by identifying passengers' behavioural patterns. This project is focused on understanding passenger flow within the airport, highlighting its impact on other airport processes such as aircraft, security and retail. Passenger descriptive models are defined, analysing historical data. The combination of these models with flight schedules for a specific period will enable airports to predict when each passenger segment (business, economy, groups, domestic, international, etc.) will arrive at the airport and how they will circulate within it.

15:00
TRANSFORMATION OF PASSENGER EXPERIENCE VIA TECHNOVATION AT HKIA
Chi-kee Ng, Executive Director, Airport Operations, Airport Authority Hong Kong, Hong Kong
The presentation features the experience of Hong Kong International Airport in driving technovation to transform the passenger experience. Facing capacity pressure and increasing passenger expectations, HKIA is actively adopting new technologies to enhance operational efficiencies and customer services during the passenger journey. The presentation will highlight the next generation of smart check-in facilities that have been recently introduced at HKIA to transform the passenger check-in experience into a fully automated and self-service process. In addition to technovation, Hong Kong International Aviation Academy was established to nurture air transport management talents. Such knowledge empowerment facilitates the sustainable development of HKIA and the passenger experience.

15:30 - 15:45
BREAK

15:45
THE FAST JOURNEY AT SINGAPORE CHANGI AIRPORT
Ching Hock Chua, Senior Manager, Development Operations (Terminal 4), Airport Operations Management, Changi Airport Group, Singapore
In 2012, CAG embarked on a programme to engage stakeholders, and design and implement FAST initiatives across Terminals 1, 2 and 3, as well as the new Terminal 4, which will have an end-to-end self-service process with biometric facial recognition. T4 successfully opened on 31 October 2017, after extensive FAST and ORAT trials. In T1, the Expansion programme witnessed the completion and operationalising of a new Central FAST zone. In T2 and T3, FAST implementation has also been progressing well. In this presentation, CAG will share its FAST journey and key milestones in the programme.

16:15
RAISING CUSTOMER SERVICE STANDARDS THROUGH SMART AIRPORT STRATEGIES
Hidetaka Abe, Senior Manager, Narita International Airport Corporation, Japan
Ryoichi Ishihara, Senior Manager, Narita International Airport Corporation, Japan
The presentation will cover: overview of Narita Airport, the SMART Airport initiative, the SMART Airport concept, interactive digital signage, precision indoor digital maps and precision position finding, mobile app development, next-generation airport services using cutting-edge robotics.

16:45
PANEL DISCUSSION: DATA EXCHANGE IN THE AVIATION INDUSTRY
Serge Yonke Nguewo, Senior Manager, Facilitation and IT, ACI World, Canada
Al Lyons, SVP Firmwide Director of IT & Electronic Systems, HOK, USA
Christopher Blasie, Manager of Passenger Services, Airlines for America, USA
As many players in the aviation industry are interested in efficient and high-quality services for their customers, including passengers, it make sense to define common standards for information exchange and data models. Data exchange in the aviation industry remains a big challenge and not only to exchange some data, but to ensure that there is a common terminology of data, regardless of which data is exchanged.
• Collaboration
• A 'standard' in the making
• Consistency of data for passengers and operations
• Real-time data flowing throughout the airport

17:15 - End

OPENING DAY PARTY
AFTER THE CONFERENCE IN THE EXHIBITION HALL!

CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH

09:00 - 17:15

AIRPORT CITIES, TRANSPORT CONNECTIONS & REGIONS

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Léa Bodossian, Secretary General, Airport Regions Conference, Belgium
Milda Manomaityte, Director, Global AirRail Alliance, UK

09:05
AIRPORT CITY STOCKHOLM
Fredrik Jaresved, CEO Airport City Stockholm, Swedavia, Sweden
Airport City Stockholm was formed in 2012 and since then has developed a strategy that will strengthen the location as a hub for sustainable innovation and meetings. Airport City Stockholm has recently moved into the next phase of development with rapid growth, and has in three years increased the number of new companies and other organisations by more than 25%. So what are the future plans for this airport city, and what is needed to get there?

09:35
DEN REAL ESTATE: REDEFINING OPPORTUNITY
Darryl Jones, Executive Vice President/Chief Real Estate Officer, Denver International Airport, USA
The presentation will provide a brief history of the two most recent airports in Denver (Stapleton and Denver International Airport) including their economic impact on the region and flight capacity. It will include a discussion on flight connectivity and the geographic advantage of DEN in the USA and internationally. It will also discuss real estate offerings outlined in the land use plan, including development and investment opportunities.

10:05
AIRPORT CITY LESSONS FROM A MID-MARKET CANADIAN AIRPORT
Barry Rempel, President & Chief Executive Officer, Winnipeg Airports Authority, Canada
After 10 years of visionary plans, lessons can be learned from the successes and failures of a mid-market airport when pursuing leadership in innovation. Airport City Winnipeg (ACW) applies those lessons with pragmatic plans with which the Winnipeg Airports Authority will drive the region's economy. Focusing on the realities of what can be done, and providing businesses with the facilities and connectivity to grow their bottom lines, ACW leverages Winnipeg's current transportation assets to make our airport a North American central cargo hub. ACW ensures Canada's transportation network remains cost competitive and efficient, creating more jobs in the region.

10:35 - 10:55
BREAK

10:55
AEROTROPOLIS - ASSEMBLING THE UNIQUE ATTRIBUTES OF YOUR AIRPORT AND REGION
Myron Keehn, VP Air Service & Commercial Development, Edmonton International Airport, Canada
Developing an airport city in a non-hub market presents unique challenges. How to plan, attract and develop your airport as a tourism destination to drive passenger and cargo demand. How innovation plays a key factor in the development of passenger satisfaction and non-aeronautical demand. How development can drive regional economic prosperity and tourism. How important is regional support in the development of an airport city and surrounding aerotropolis.

11:25
SMART AIRPORT MEETS SMART CITY - FUTURE AIRPORT DESIGN
Tom Mockett, Airport Masterplanning Manager, Brussels Airport Company, Belgium
The presentation will reference many smart airport and smart city initiatives and trends to explore how airports will be required to adapt to expected future shifts in passenger, terminal, commercial and intermodality demands. We will explore how these future expectations will markedly shift airport development by making direct reference to our own airport in Brussels. In particular, we shall explore how IATA Fast Travel, smart city design concepts, airport planning and design guidance tools and seamless travel recommendations will operationally, spatially and technologically reshape our airport and the airport city of the future.

11:55
DESIGNING A SUCCESSFUL FUTURE AIRPORT CITY
Tomas Stokke, Director, Haptic Architects, UK
The presentation will consider current trends and opportunities for an aerotropolis or airport city. Drawing on our case study for a new Scandinavian airport city, the presentation will propose ideas for the future airport city on a global, national, local, neighbourhood and human scale. It will outline the diverse design, technical and socio-economic drivers in the design of a successful airport city, including the development of a successful business plan; environmentally sustainable masterplan strategies; integration of smart technologies; efficient links to adjacent airport and surroundings; flexible phasing strategies; and innovative building and transport typologies.

12:25 - 14:00
LUNCH

14:00
AEROTROPOLIS AND AIRPORT CITY DEVELOPMENT STRATEGIES
Pieter van der Horst, Managing Director - Chief Development Officer, AIREA - IKIA, Netherlands
The presentation will compare two completely different airport cities: Amsterdam Airport City and IKIA Airport City. The different strategies will be explained, with emphasis on organisation, urban planning, risk levels, regional economic development, investments and revenue maximisation.

14:30
A STRATEGY FOR WESTERN SYDNEY AEROTROPOLIS

René-Alexander Marey, Senior Airport Architect, NACO, Netherlands

As Sydney's new airport, Western Sydney Airport will do more than meet forecast aviation demand: it offers a once-in-a-generation opportunity to unlock Western Sydney's economic potential. This presentation outlines a strategy for the development of an 'aerotropolis' at Western Sydney Airport. Western Sydney Airport should play a primary role in Greater Sydney's airport system. Success will require policies that can catalyse the economic development of Western Sydney with an aerotropolis development centred around the airport. Western Sydney Airport represents the largest single catalyst to attract new industries to Greater Sydney's Western City.

15:00
AIRPORT PLANNING VS. AIRPORT CITY PLANNING

Polana Banguningsih Pramesti, Technical Director, Angkasa Pura Airports, Indonesia
Yudhaprana Sugarda, Airport Planning Group Head, Angkasa Pura Airports, Indonesia

Angkasa Pura, as one of the managing airport companies in Indonesia, is transforming the process of airport planning, where the planning of the airport city begins at the early stage of masterplanning. The study case of New Yogyakarta International Airport as a greenfield project shows that Angkasa Pura is not only developing an airport city plan within the airport boundary but also developing a plan of much greater area outside of the airport boundary, which is being jointly developed with the local government (provincial government and regional government) and supported by the central government. This phenomenon indicates that the Government of the Republic of Indonesia understands that developing an airport involves not only building the airport infrastructure but also, in the case of a greenfield project, developing a new economic growth pole and even a new self-sufficient city.

15:30 - 15:45
BREAK

15:45
MANAGING THE DISRUPTION OF GROUND TRANSPORT SERVICES

Christopher Wortley, Owner, Parkinguru Limited, Netherlands

The changes in the ways that people access airports – Uber, Lyft and other ride share modes – has had an impact on non-aero commercial revenues. How can airports control and limit disruption, particularly when automated vehicles will impact further upon airport commercial revenues, forecourt and parking layout planning?

16:15
AIRPORT EXPRESS: GETTING IT RIGHT

Oren Tatcher, Principal, OTC Planning & Design, Hong Kong

Airport Express rail links to city centres have been installed in airports for decades, and are considered a must-have in most new airport developments. Unfortunately, in many cases airports fail to fully capitalise on that significant investment because of poorly conceived terminals, both on the city side and at the airport. Several case studies from around the world illustrate how careful passenger-orientated planning and innovative design solutions can make a big difference, improving the airport's competitiveness and greatly benefitting the city served by that airport.

16:45
EXTENDING CAPACITY AND IMPROVING AIR TRAVEL WITH A NEW MODE OF TRANSPORT

YJ Fischer, Senior International Business Development Lead, Hyperloop One, USA

Hyperloop is the first new mode of transportation since the introduction of the aeroplane. It is direct, on-demand, autonomous and connects to all forms of transport. Hyperloop will be able to augment and improve air travel – connecting individuals with airports in a more seamless fashion, helping airports expand capacity by connecting regional airports into one airport hub, and improving the experience of moving through airports. When you can travel 50km in four minutes, you can connect airports virtually, at a fraction of the cost of expanding runways and terminals.

17:15 End

SKYTRAX WORLD AIRPORT AWARDS CEREMONY & DRINKS RECEPTION

AFTER THE CONFERENCE IN THE EXHIBITION HALL!

> **"Another valuable expenditure of time and money! Keep it going; things are changing too fast in this industry not to attend this conference each year!"**

Gary Warren, Vice President, Metropolitan Airports Commission, USA

> **"The conference is well set-out and worth attending"**

Edward Mansfield, Head of UK Stations, Eurostar, UK

> **"Very well organised and implemented. A tremendous opportunity to learn and keep up with the airport industry. All sessions were very informative. Brilliant for networking"**

Massimo Corradi, TEN-T Projects Coordinator, SEA Milan Airports, ITALY

CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH
09:00 - 17:15

AIRPORT DESIGN, PLANNING & DEVELOPMENT

09:00
INTRODUCTION BY CONFERENCE CHAIR
Prof David Holm, Architect Director, Cox Architecture, Australia

09:05
NEW METHOD FOR MASTERPLANNING AT SWEDAVIA
Anna Norin, Head of Masterplanning, Swedavia, Sweden
Göran Cars, Professor of Urban Planning, KTH, Sweden
To extend the planning horizon at Swedavia, a new department called Masterplanning was established in 2016. One purpose is to coordinate the plans for airport, commercial and real estate interests. A new process for airport planning 50 years in the future is developed. One contribution is the Charrette method: a workshop where different internal and external competences work together from idea to planning proposal using sketching. This presentation will explain the steps in the process in general, and show examples from Stockholm Arlanda Airport and Göteborg Landvetter Airport, which are both at different stages in the planning process.

09:35
WHEN RECORD-SETTING GROWTH ACCELERATES YOUR MASTERPLAN
Robert Ramsey, VP Development and Chief Engineer, Metropolitan Nashville Airport Authority, USA
Michael Ross Payton, Principal, Corgan, USA
What happens when an airport's growth far exceeds its forecast, or an airport that was built as a hub now needs to accommodate an originating and departing market? Nashville International Airport has experienced record-setting growth over the past three years and is one of the most popular destinations in the USA. The airport recognises that current passenger demand is prompting the need to accelerate facility projects in the airport's masterplan, so a plan called the BNA Vision was formed. This is a discussion about how the airport has progressed its vision for accommodating growth and positioning it for the future.

10:05
THE VALUE OF ADAPTABLE TERMINALS - ADELAIDE AIRPORT 2005 VS. 2025
Vince Scanlon, Executive General Manager Planning & Infrastructure, Adelaide Airport Limited, Australia
Adriano Denni, Senior Associate & Aviation Sector Architect, Hassell, Australia
In October 2006 Adelaide Airport, Australia, opened its new state-of-the-art, multi-user terminal building. This introduced progressive design concepts with the delivery of swing-gates and glass-sided air bridges. Most significantly, for the first time at Adelaide, the design allowed all airlines to operate from the one purpose-built terminal facility, acclaimed across the wider industry and travelling public alike. Ten years on, Adelaide Airport's commitment to continual improvement across the entirety of its operation has led to innovative plans for an expansion of the terminal that will ensure the ongoing growth of Adelaide Airport and provide greater efficiencies of airport operations.

10:35 - 10:55
BREAK

10:55
THE FUTURE-READY AIRPORT
Stacey Peel, Strategic Aviation Security Global Lead, Arup, UK
Ashwini Thorat, Head Airport Planning, GVK, India
The future of air travel is both exciting and challenging. One of the greatest challenges is how we get from today's airport to the future airport – do we have a Future-Ready Airport? Together, Arup and GVK explored this under Arup's Future of Air Travel initiative and identified nine implementable pilots as the stepping stones to the Future Airport. Equally, these are game-changers for how airports can work in the next one to five years. Passenger Terminal EXPO will be the first time these innovations have been made public, when GVK and Arup take a deep dive into one of those pilots.

11:25
CREATING 10 WELCOMING MODERN AIRPORTS THROUGH ONE COMMON DESIGN STRATEGY
Jessica Einebrant, Brand & Design Manager, Swedavia, Sweden
The presentation will describe the journey Swedavia is on, working with 10 local airports with different needs and conditions to build one coherent brand atmosphere based on customer needs. The speakers will outline the work behind the architecture and design guidelines and how they are executed in the projects.

11:55
BWI AIRPORT INNOVATIONS - WHAT WORKED AND WHAT AWAITS
Paul Shank, Chief Engineer, MAA/BWI Airport, USA
Chirantan Mukhopadhyay, Aviation Principal, Jacobs, USA
Innovative customer service is at the core of the motto 'Easy Come, Easy Go' for Baltimore/Washington International Thurgood Marshall (BWI) Airport. BWI strives to achieve this through strategic planning, design, construction and daily operation. This paper will highlight specific creative decisions implemented over the years to make an efficient, cost-competitive, customer-friendly airport as well as innovative future improvements on the horizon. It will discuss how a specific problem-solving attitude creates an innovative culture used by BWI employees, consultants, tenants and contractors, resulting in enhancement of customer experience.

12:25 - 14:00
LUNCH

14:00
THREE TERMINALS TRANSFORM INTO ONE – BY AIRSIDE CONNECTION
Joachim Mueller-Bloch, Director Extension Planning / Structural Fire Protection, Flughafen Hannover-Langenhagen GmbH, Germany
Christina Dörge, Project Manager, K + P, Germany
Our aim for Hannover Airport was to increase the airport's security check by smart solutions for passengers, operators and employees. It is a great challenge, especially for mid-size airports, to meet high security requirements, quality and comfort given the limitations of the existing building's dimensions. With its 1970s 'triangle' terminal buildings, Hannover Airport has found a genius solution at minimum cost: the 'Airside Connection' for Terminals A, B and C. Thus the passenger entry of each terminal provides access to all three terminals' departure capacities, gaining operational backup, more flexibility and higher efficiency.

14:30
EXPANDING WITHOUT EXPANDING – RE-PURPOSING EXISTING SPACE TO MEET PASSENGER DEMAND
Nancy Stern, In-House Architect, Vancouver Airport Authority, Canada
Since 2014, YVR passenger growth has increased by 1 million passengers per year primarily in the transborder and international sectors. With expansion projects not on line until 2020, YVR needed to innovate to meet demand and retain a high level of passenger experience in these sectors. Four architectural design teams have been selected to deliver cohesive solutions to expand passenger services without expanding the building footprint. This presentation will explain how existing transborder and international departure areas are being re-purposed to add duty free shops, duty free walk-through, F&B, a Skyteam lounge and facilities for three bus operations hold rooms.

15:00
AIRPORT DEVELOPMENT IN LINE WITH CORPORATE STRATEGY
Paolo Bianchi, Head of Asset Development, Bologna Airport, Italy
The presentation will explain how the corporate strategy is driving the infrastructure development at Bologna Airport, pushing radical changes in the masterplan and shaping the terminal expansion with clear objectives. The masterplan has been updated, abandoning the envisaged second terminal in favour of consolidated operations in the existing facility where additional capacity is found with incremental expansions. The terminal development will focus on phase 1 – the most strategic phase – because it includes the new departure lounge, which is the key revenue-generating component and the one with the biggest impact on the customer experience.

15:30 - 15:45
BREAK

15:45
DELIVERING CUSTOMER-CENTRED EXPERIENCES
Soren Luckins, Director, Büro North, Australia
Changes to airline business models require rethinking how we engage customers within airports. Designing processes and physical environments in a new way can enhance customer

satisfaction and improve design outcomes. Using this design process for Melbourne Airport we are improving service to customers (including airlines, tenants and passengers) and improving revenue. We will present a methodology for how to optimise environments using human-centred design principles, with a particular focus on the need to balance operational processes, physical design constraints, and people's wants and desires. We examine how airports can learn from non-transport environments to deliver better passenger experiences.

16:15
REACHING NEW HEIGHTS: A RESEARCH-BASED APPROACH FOR IMPROVING THE AIRPORT WAYFINDING EXPERIENCE
Jim Harding, Director of Environmental Graphic Design, Gresham, Smith and Partners, USA
Wayfinding research has a proven and direct impact on the passenger experience, which in turn correlates to airport business performance. However, research from recent ACRP Reports concerning wayfinding guidelines and best practices have identified the difficulties faced by international travellers, the elderly and disabled persons when navigating airports. These reports document the best wayfinding practices and principles for designing for persons with disabilities. This session will explore how the research-based guidelines centred around principles of universal design not only ease wayfinding for travellers with special needs but will likewise improve the passenger experience for all travellers.

16:45
PANEL DISCUSSION: RETHINKING FOR AN INCLUSIVE APPROACH TO PEOPLE WITH REDUCED MOBILITY
Sophie Christofidou, Terminal Manager Customer Care, Hermes Airports Ltd, Cyprus
David Watts, Managing Director, CCD Design & Ergonomics, UK
Peter Farmer, Director, Chapman Taylor LLP, UK
This paper challenges the assumed definitions and likely impacts of increasing PRM numbers, offering possible strategy and design solutions to address the emerging challenge and attitudes. We are getting slower, needing more time but not necessarily a wheelchair, and we need to accommodate the increasing needs of sensory and mental health issues as well as mobility. Moral and economic demands on airports and designers require us to challenge the attitudes of standard and minimum ratio-driven regulatory provision and the quality of design, and in doing so we will demonstrate the benefits of a more integrated approach.
• The potential benefits of an increased focus on the PRM population for airports and airlines
• How we can help airports to avoid restricting the equality, independence and spontaneity of travel
• How a growing older, slower, sensory or mentally challenged population will be better integrated within the overall design
• An approach to creating better places, more customers, more satisfaction and ultimately better operations
• How designers and airports can benefit from better insight into the more extreme needs of passengers

17:15 End

SKYTRAX WORLD AIRPORT AWARDS CEREMONY & DRINKS RECEPTION

AFTER THE CONFERENCE IN THE EXHIBITION HALL!

CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH

09:00 - 17:30

AIRPORT DESIGN, PLANNING & DEVELOPMENT: MIDDLE EAST & ASIA

09:00
INTRODUCTION BY CONFERENCE CHAIR
Satyaki Raghunath, Chief R&D Officer, GMR Airports Ltd, India

09:05
PASSENGER TERMINAL ENHANCEMENT PROJECT TOWARD TOKYO OLYMPICS 2020
Yusaku Oshita, Supervisor, Narita International Airport Corporation, Japan
One of the objectives is to maximise the use of existing facilities while reducing infrastructure expenditure at the Olympic and Paralympic Games Tokyo 2020. We will also enhance the facilities that are expected to lack capacity by effectively utilising existing facilities towards 2020. In addition, we will utilise Universal Design and renovate the existing terminal in order to become a more convenient airport for passengers as a policy of the Olympic Legacy at Narita International Airport.

09:35
BEIJING NEW AIRPORT: MONITORING A MEGA-HUB AIRPORT CONSTRUCTION PROJECT
Cristiano Ceccato, Associate Director, Zaha Hadid Architects, UK
The Beijing New Airport is a new gateway for China, a portal for Beijing to the world, and a necessary catalyst to support the continued growth of the region's economy. Following the start of construction in 2015, the construction of the airport has progressed rapidly, all while the project is still undergoing detailed design. This presentation will illustrate the challenges of building one of the world's largest single-volume, long-span terminal buildings, showcasing the construction operations at the Beijing New Airport site and explaining how an international design process is being translated into built form in China.

10:05
BAHRAIN INTERNATIONAL AIRPORT MODERNISATION PROGRAMME - A CATALYST FOR CHANGE
Mohamed Al Binfalah, Chief Executive Officer, Bahrain Airport Company, Bahrain
The presentation will discuss the Bahrain International Airport Modernisation Programme, and how an airport development programme can be leveraged as a catalyst for change. The speaker will demonstrate how the project has resulted in the definition of a new customer experience, a new commercial model and positioning of the airport within a landscape dominated by mega-hubs. Bahrain International Airport terminal development has evolved over the years, and the project is currently in an advanced stage of construction. We expect to be operational in Q3 2019.

10:35 - 10:55
BREAK

10:55
PANEL DISCUSSION: INCREASING AIRPORT CAPACITY THROUGH INNOVATION - HOW TECHNOLOGY IS HELPING US DISCOVER NEW WAYS OF DELIVERING CAPACITY AT CONSTRAINED AIRPORTS
Peter Moore, Director of Development (Design), Dubai Airports, United Arab Emirates
Satyaki Raghunath, Chief R&D Officer, GMR Airports Ltd, India
Kiran Merchant, CEO, Merchant Aviation, USA

11:25
RETHINK TRAVEL AT CHANGI AIRPORT TERMINAL 4
Li San Poh, Vice President, T4 Programme Management Office, Changi Airport Group, Singapore
The presentation will provide an insight into the strategic considerations for the design philosophy of 'Rethink Travel at Changi Airport Terminal 4'. The speaker will share how a different terminal design strategy is used to overcome site constraints and challenges. She will also discuss how innovative concepts and new technology are implemented in T4, to enhance passenger experience, as well as improve efficiency in operations and manpower productivity.

11:55
THE ART OF PASSENGER EXPERIENCE - DESIGN INNOVATIONS AT LAHORE AIRPORT
Dr Jaime Bartolome, Director, GilBartolome Architects, Spain
Passenger experience is becoming increasingly important and challenging for airports to remain successful and profitable in the near future. Architecture and interior design are key elements to satisfy passengers' escalating expectations at all levels in the aeronautical and non-aeronautical spheres. Reviewing some of the most distinctive aspects of the recently designed passenger terminal building for Lahore Airport, the presentation will discuss how architecture – by means of strategic spatial thinking, geometric design, material selection, ornamentation and innovative building techniques – can effectively improve passenger experience in airports.

12:25
DESIGN THINKING AND INNOVATION FOR THE CUSTOMER-CENTRIC INTELLIGENT AIRPORT
Nandita Bhatt, DGM-ARCH, Airports Authority of India, India
Airports are seeking to make their facilities feel more like destinations, like the hospitality industry, and their design has to ensure it has what the customer desires while travelling, with the underlying objective or purpose stated, unstated or perhaps not even fully recognised by them. The latest goal is transforming preconceived notions about airport experiences to create emotions that ease travel anxiety and lure travellers by providing comfortable, exceptional experiences through the theory and elements of design, keeping in mind ease, comfort and speed – creating airports as destinations.

DAY 2 - WEDNESDAY 21 MARCH

14:15
AIRPORT DEVELOPMENT AND PPPS IN THE MIDDLE EAST
Kashif Khalid, CM - Gulf Region, International Air Transport Association, United Arab Emirates
The presentation will provide an overview of capex plans and airport projects in the Middle East, the nature of the procurement process, how governments are building those facilities (PPPs vs. government equity) and opportunities that exist.

14:40
COMPLEX PUBLIC-PRIVATE PARTNERSHIP FOR ANSWERING INDONESIAN AIRPORT DEVELOPMENT CHALLENGES
Virda Dimas Ekaputra, CEO, PT Bandarudara International Jawa Barat (BIJB), Indonesia
West Java International Airport (WJIA) is a new international airport developed by a three-year-old company named PT BIJB, a regionally owned enterprise of West Java Province, Indonesia. All airports in Indonesia are developed by a state-owned company, except this WJIA project. During the development period, PT BIJB faced many obstacles, such as land acquisition problems, complicated licensing procedures and big construction expenses. Therefore, PT BIJB tried to build excellent communication and cooperation with many heterogeneous public and private entities, resulting in a complex public-private partnership (PPP) scheme. Many useful lessons have been drawn from PT BIJB's experience.

15:05
CHINA'S BELT AND ROAD INITIATIVE AND WHAT IT MEANS FOR GLOBAL AVIATION
Max Connop, Global Design Principal, Aedas, Hong Kong
China has commenced an unprecedented development initiative encompassing over 60 countries in Asia and Europe. By strengthening existing infrastructure networks in air, road, rail and sea, and establishing new ones that didn't exist before, China has re-established a new 21st century Silk Road through central Asia, western Asia, the Middle East and Europe. Allied with China's 13th five-year plan, which plans on creating super-city clusters throughout China, with significantly expanded international aviation hubs and high-speed rail networks, the influence and opportunities for new global aviation routes, in-country connections and aerotropolis-related developments are immense.

15:45
BAHRAIN INTERNATIONAL AIRPORT: INSIGHT ON THE APPLIED ORAT PROGRAMME
Mohamed Al Binfalah, Chief Executive Officer, Bahrain Airport Company, Bahrain
Alexander Larisch, Director ORAT, Fraport AG, Germany
The presentation will explain the structure of Bahrain International Airport and Fraport's applied ORAT programme. Details of the intense assessment phase and how these findings are being applied at the moment will be described. Furthermore, details on the core ORAT programme will

be shared, along with the daily alignment with the main contractor to ensure operational readiness. This interactive presentation describes a currently ongoing project with an finalisation date in July 2019.

16:10
HUMANISING REAL REALITY
Ashwini Thorat, Head Airport Planning, GVK, India
Airport terminals are mostly designed as architectural marvels that are functional. But the fact is that after commissioning, all terminals remain as functional commodities. The experience we have while travelling through these terminals is the ultimate differentiator. Thus the human side of air travel can no longer be ignored while designing the airports of the future. In the growing world of virtual reality, it's the real reality world that needs to be humanised.

16:40
INNOVATIVE TERMINAL SOLUTION IN A CONFINED LAND AREA
Hung-Hsien Lin, Director, Civil Aeronautics Administration, MOTC, Taiwan
April Yang, AIA, Principal Architect, April Yang Design Studio, USA
In 2004, CAA Taiwan relocated Taichung Airport (RMQ) from Taichung City centre to the current Ching-Chuan-Kang (CCK) Air Force Base, which is the largest one in Taiwan. The cross-strait and international passenger volume has increased dramatically since 2009, and the airport's international terminal is situated in a very tight land pocket in the southwestern corner of the base. It is a great challenge to renovate the existing terminal in a very constrained site in order to accommodate the rapid growth. On top of that, with the economic and political situation factors in mind, it is extremely important to provide a flexible design solution.

17:05
NEW KAIA DEVELOPMENT PROJECT - EPIC TRANSFORMATION JOURNEY WITH LESSONS LEARNED
Masthan Vali Shaik, Technical Services Consultant, ICAD - Innovative Contractors for Advanced Dimensions, Saudi Arabia
Hear how one of the world's largest airport projects forged a strategic partnership with reputed airport/technology/project management consultants by implementing innovative methodologies to overcome the challenges in putting the project back on track in its epic transformation journey. This session will explain how GACA (General Authority of Civil Aviation) and KAIA (King Abdulaziz International Airport) authorities have adopted a holistic approach driven by proficient plans to become world class, plus the challenges faced and how the AOR (airport operational readiness) programme was orchestrated with the involvement of Saudi nationals. This session will teach many lessons for any ongoing/new large-scale airport development projects.

17:30 End

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CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH

09:00 - 17:30

AVIATION SECURITY, BORDER CONTROL & FACILITATION

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Neville Hay, Director of Training, Interportpolice, UK
Art Kosatka, CEO, TranSecure, USA

09:05
BRUSSELS AIRPORT ATTACK: MY PERSONAL EXPERIENCE
Jean-Pierre Devos, First Commissioner, Federal Police Belgium, Belgium
22/03/2016 07:30hrs – I was already at our police station finalising the exercise with ElAl that was scheduled that afternoon. 07:58hrs – two big explosions in the space of one minute. Immediately I knew that this was the moment we were all afraid off: an attack at our national airport. The presentation covers my personal story of how I lived the day of the attack and the days afterwards: what I did and what I forgot, what kinds of tasks I had to deal with, and several take-away points.

09:35
PANEL DISCUSSION: AVIATION SECURITY INNOVATION ACROSS THE GLOBE – THE GOVERNMENT PERSPECTIVE
Jose Bonilla, Director, Innovation Task Force, Transportation Security Administration, USA
This panel will convene leading aviation security regulators from around the world to discuss perspectives, approaches and methods for driving innovation in aviation security. Topics will focus on existing threats, industry engagement and collaboration, emerging solutions, and how global organisations can work together to address an ever-evolving adversary. The panel will also highlight the role that airports, airlines, vendors and other stakeholders must play to advance aviation security.
• The current threat landscape
• The role of government in driving aviation security innovation to mitigate risks
• Innovation priorities of global security organisations
• Differing approaches between countries
• How stakeholders and vendors can co-create with government for new solutions

10:35 - 10:55
BREAK

10:55
NEW AVIATION SECURITY CHALLENGES FOR AIRLINES
Ronald Augustin, Deputy Vice President Security Services, KLM Royal Dutch Airlines, Netherlands
The world is changing rapidly. Typical local conflicts are increasingly affecting international transport and macro economies. Aviation by its nature has to protect itself against threats stemming from these conflicts and has to deal with changing, high-impact regulations at the same time. Personal electronic devices, shoes, liquids, gels, overflight routes, reinforced cockpit doors, CCTV in cabins, are all elements aviation security has to deal with every day and are subject to review and adaptation regularly.

11:25
PANEL DISCUSSION: USA CHANGES SECURITY REQUIREMENTS: REAL-WORLD IMPACT
John Korver, Chief Operating Officer, I-SEC international BV, Netherlands
Ronen Remetz, Executive Vice President, ICTS Europe, France
Charles Sitkoff, Manager - Security Risk, Delta Air Lines, USA
US DHS Secretary Kelly announced that the TSA would be "raising the bar" for aviation security standards on flights to the United States in lieu of the ban on personal electronic devices. This panel is designed to inform the audience about the impacts to airports, airport security, airlines and passengers, with input from the most experienced leaders in this space: the security service providers that have been performing these functions for US airlines for 15+ years and are now expanding to assist with implementation globally.
• Impact for airports
• Challenges to implementation: US carriers vs. everyone else
• The challenge of 10 unique processes at one airport
• What all this means for passengers

12:25 - 14:00
LUNCH

14:00
HOW DOES THE CHANGI PROCESS APPLY TO EU SMART BORDERS?
Christine Riveau, Vice President International Business Development, Idemia, France
Idemia will present the fully automated departure and arrival process of Singapore International Hub, Changi, and how it works. It will look into the governance and biometric performance challenges to design and build a complete end-to-end passenger process. We shall then look into how these applications match the requirements of the future of EU Smart Borders initiative.

14:30
RTCA SC-224 DO-230H STANDARDS FOR AIRPORT SECURITY ACCESS CONTROL SYSTEMS
Dr Jonathan Branker, Industry SME, USA, USA
The presentation will provide airport operators, airlines and security personnel with the latest guidelines and standards from the RTCA SC-224 Special Committee. This presentation will focus on emerging guidance for security access control systems, identity management systems, smart card technology and biometrics. The presentation will also focus on the subcommittee's upcoming activities to develop operational guidance for airport operators.

15:00
HIA'S INTEGRATED PASSENGER SCREENING AND LANDSIDE SECURITY PROGRAMMES
Philip Bamber, Assistant VP Airport Security, Hamad International Airport, Qatar
The HIA security programme includes a commitment to mutually beneficial research and development in coordination with selected suppliers to improve the effectiveness of passenger screening, while optimising efficiency and improving the experience. We will share some of the recent developments across our HIA screening operation and the outcomes of integrated trials conducted with Rohde & Schwarz, CEIA, and Smiths Detection that provide an integrated passenger screening solution combining WTMD, millimetre-wave body scanner and shoe screening equipment. Landside security: proof of concept results from HIA trials of Apstec's Human Security Radar product, to enhance security in public spaces.

15:30
THE FRENCH APPROACH TO CENTRALISED IMAGE PROCESSING AT SECURITY CHECKPOINTS
Christophe Lagorce, Head of Human Factors Programme, Service Technique de l'Aviation Civile (STAC), France
Recently, some airports have been deploying a new way of using x-ray equipment: Centralised Image Processing (CIP). This allows the multiplexing of several pieces of x-ray equipment to give a more flexible approach to the operations. The French Civil Aviation Authority (DGAC) has launched a national innovation programme named Vision Sûreté. Three airports (in Lyon, Paris and Toulouse) have run trials of CIP checkpoints since 2015. These trials were aimed at assessing the impact of CIP, from the perspectives of passengers and security officers, and within the scope of regulatory compliance. This session presents the evaluations that were conducted.

16:00 - 16:15
BREAK

16:15
CRISIS MANAGEMENT PLAN IS NOTHING – PLANNING AND EXERCISE ARE EVERYTHING
Anna Svedberg, Head of Security Stockholm Arlanda Airport, Swedavia, Sweden
Jenny Mellberg, Corporate Crisis Manager, Swedavia, Sweden
At Stockholm Arlanda Airport we know that many events around the world may affect us in a number of ways. In the event of a crisis it is our responsibility to act to protect our passengers, customers and staff. From previous experience, we know that everyone in and around the airport must be well prepared, have actionable plans and have a good understanding and capability to perform professionally in a crisis situation. During this presentation we will share an overview of how Swedavia works with crisis management.

16:45
PANEL DISCUSSION: A TALE OF TWO CITIES: AIRPORT RESPONSES TO DANGER
Mats Paulsson, Corporate Security and Safety Director, Swedavia, Sweden
Andrew Velasquez III, Managing Deputy Commissioner for Safety and Security, Chicago Department of Aviation, USA
Donald Zoufal, Lecturer/Consultant, University of Chicago /SDI Presence, USA
Around the globe, airports are confronting challenges ranging from natural disasters to acts of terror. They are responding to acts on their grounds as well as disasters in their communities and regions. Alignment of personnel, processes and technology is essential for effective response. Case studies of Swedavia's preparations to confront serious incidents, and O'Hare International Airport's recent reception centre operations for persons displaced by hurricanes, offer insightful examples of how people, processes and technology can be adapted to address the range of threats that confront airports, offering a glimpse of how emerging domain awareness technology can facilitate future operations.
• The challenges confronting airports responding to threats within their boundaries as well as those affecting their communities and regions
• Approaches of airports in shaping personnel, processes and technology to respond to emergencies
• Differing demands posed by the range of emergency response scenarios airports must confront
• The promise of emerging technology for domain awareness can assist in improving the efficiency of response operations

17:30 End

SKYTRAX WORLD AIRPORT AWARDS CEREMONY & DRINKS RECEPTION

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CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH

09:00 - 17:15

COMMERCIAL DEVELOPMENT, RETAIL & CONCESSIONS

09:00
INTRODUCTION BY CONFERENCE CHAIR
Jeremy Corfield, Partner, CPI, Australia

09:05
F&B TRANSFORMATION AT AENA (BEFORE, AFTER)
José Manuel Fernández Bosh, Managing Director Non-Regulated Business, Aena, Spain
We will show the development of the F&B services provided in Spanish airports, including how they have been positively transformed from a standardised offer to a tailored offer, meeting the needs of different user groups.

09:35
ADAPTING COMMERCIAL STRATEGY TO THE CHALLENGES OF A HUB OPERATION
Arturs Saveljevs, Board Member (CCO), Riga International Airport, Latvia
Becoming a hub airport not only creates operational challenges but also brings the necessity to review the existing commercial strategy of an airport's concession plan, retail, F&B and service offer. These must be adapted to the new realities of the changing passenger flows, passenger profile and expectations while at the same time maintaining a high level of service quality and passenger satisfaction, thus being able to compete with other hub airports in the region.

10:05
MAXIMISING REVENUE BY CREATING A CO-WORKING ENVIRONMENT FOR RETAILERS
Gunnhildur Vilbergsdóttir, Commercial Manager, Isavia, Keflavik Airport, Iceland
How do you maximise your retail revenue from a small and constrained space? How do you provide an offer with a wide range of desirable products from different retailers that together create a complete local touch shopping experience? How do you get many different retailers to work together, ensuring passengers good service and opening hours whether one flight or 30? Keflavik Airport, which has doubled the number of passengers in last three years, presents a case study from a new shopping area where all retailers worked together with the airport to create a win-win result for stakeholders and passengers alike.

10:35
OVERCOMING CHALLENGES THROUGH INNOVATIVE APPROACHES TO SERVICES AND SPACES
Ian Kew, Chief Executive Officer, Northern Territory Airports, Australia
Shane de Wit, Director Commercial, Northern Territory Airports, Australia
Darwin International Airport is the first airport in Australia to establish and operate its own business centre and VIP International Lounge, setting a precedent for airport business diversification, aviation route development and customer service with the opening of its Wirraway Business Centre and Catalina Lounge. These developments fulfil a highly sought-after airline service and, with contemporary fit-outs, state-of-the-art facilities and seamless use of technology, they provide many benefits for passengers as well as national and local businesses. Improving customer experience was a key deliverable, as was the need to brand the airport with the Top End's unique sense of place.

11:05 - 11:25
BREAK

11:25
AN AIRPORT 'BRAND-VOLUTION' – SECRETS OF THE WORLD'S TOP AIRPORT BRANDS
Tracy Ryks, President & CEO, RYX Engage, USA
Brand is an airport's DNA. It is who you are, what you believe and how you interact with others. Top airport brands foster a conversation, reach out, engage and interact with community. Top brands possess an allure, which can be uncovered and developed at any airport. Rebranding is not about changing who an organisation is; it's a process of identifying, celebrating and reinforcing an airport's identity and then articulating it in a cohesive communication and channel management plan. Join us and discover your airport's allure, learn the elements of brand and examine how social media has created brand disconnect.

11:55
PANEL DISCUSSION: CREATING A LEVEL PLAYING FIELD: INNOVATION IN SMALL BUSINESS DEVELOPMENT
Shannetta Griffin, Chief Development Officer, Columbus Regional Airport Authority, USA
Krystal Brumfield, President & CEO, Airport Minority Advisory Council, USA
Robert Silvas, President, Silvy Group, USA
David Cattle, Construction Executive, Turner Construction, USA
Kim Becker, President/CEO, San Diego County Regional Airport Authority, USA
Small businesses are the backbone of a regional economy. But they are often unable to compete for large airport development projects – not because they lack the skills or expertise, but because they often lack capital, certifications and knowledge of how to navigate complex bureaucracies. Solving this problem has required an innovative approach involving specialised training, education and other assistance to level the playing field. The results have yielded dividends for the local economy, small businesses and airports themselves. Learn from this panel of airport and business leaders how airports and small businesses can work together for mutual benefit.
• Creating bonding and financing programmes that help small businesses stay afloat even when prime contractors are slow to pay
• Getting certified: how to best help small businesses sort through the financial and bureaucratic mazes of certification
• Can partnering with a local construction company help educate a regional workforce and boost competitiveness? One word: Yes
• Veterans are a special group that deserves special considerations. How do we maximise their potential?
• Helping local shops and restaurants compete with experienced master concessionaires so that your airport truly reflects the local flavour

DAY 2 - WEDNESDAY 21 MARCH

12:55 - 14:30
LUNCH ✗

14:30
AIRPORT RETAIL'S FUTURE IS NOT WHAT IT USED TO BE
Melvin Broekaart, Managing Director, Aircommerce, Netherlands
The future of airports is not what it used to be. Customer journeys and customer expectations of commercial environments are changing. Current generations of airport passengers are avid users of digital shopping tools. They are buying, comparing and sharing online. They expect real-life shopping areas to be digitally enhanced, entertaining and full of surprises. Airports need to adjust to these changes, rediscovering their true strengths and commercial advantages in a world where on- and offline retail are rapidly converging.

15:00
PREPARING FOR THE NEXT EVOLUTION IN AIRPORT CUSTOMER EXPERIENCE
Kristian Budolfsen, Director, Epinion Aviation, Denmark
What is the next evolution within customer experience? Looking at the next 10-20 years, huge passenger growth is forecast. However, the growth is mostly via growth in the LCC passenger segment. The growing market shares of low-cost carriers change the profile of the typical airport user, providing new challenges and opportunities for airports. Taking a deep dive into new insights on retail and F&B behaviour collected in 15 top European airports shows huge differences between LCC/PC passenger satisfaction, needs, basket and spending. Conclusion: A different offering is needed in the shopping and F&B services in the future.

15:30
CUSTOMER EXPERIENCE EXCELLENCE THROUGH DATA-DRIVEN LOYALTY
Graham Bradley, Loyalty Programme & Propositions Manager, Heathrow Airport, UK
Nikul Amin, Senior Manger, Consumer Engagement, Acxiom, UK
Passenger experience can be won or lost on two fronts: the physical journey through an airport and the digital journey. Heathrow, with its partner Acxiom, will demonstrate how it has transformed the use of data and technology to create a multi-channel communications programme as part of its Heathrow Rewards loyalty programme. By uniting around a single, connected view of the passenger, Heathrow delivers a digital experience aligned with the brand promise of 'making every journey better', resulting in a 13% uplift in incremental retail spend. The approach has been shortlisted by the UK Direct Marketing Association for Best CRM Programme 2017.

16:00 - 16:15
BREAK ☕

16:15
IT IS TIME FOR AIRPORTS TO LEVERAGE THE MOBILE REVOLUTION
Phillip Easter, Director of Emerging Technologies, American Airlines, USA
Mark Bergsrud, CEO, Grab, USA
Mobile commerce has proved to be essential for success in today's F&B and retail landscape. Mobile commerce is preferred by customers and drives increases in revenue and productivity. The airport concession industry has lagged behind the overall marketplace in developing efficient and effective mobile commerce for travellers. The reason for this lag is the nature of the industry, characterised by fragmentation and a peripatetic customer base. The solution is an aggregated platform with global coverage and a B2B distribution strategy leveraging the power of airline customer engagement, airport digital assets and other popular apps and sites.

16:45
PANEL DISCUSSION: BUILDING AN AIRPORT DIGITAL ECOSYSTEM – AIRPORTS, AIRLINES AND SUPPLIERS WORKING TOGETHER TO DRIVE COMMERCIAL PERFORMANCE AND OPTIMISE THE CUSTOMER EXPERIENCE
Kenneth Buchanan, Executive Vice President Revenue Management, Dallas Fort Worth International Airport, USA
Phillip Easter, Director of Emerging Technologies, American Airlines, USA
Michiel Munneke, General Manager, M2Mobi, Netherlands
Mark Bergsrud, CEO, Grab, USA
What is the commercial case for developing digital services in aviation? With airports, airlines, brands, aggregators and others all aiming to communicate directly with travellers, how can different stakeholders work together to create shared value through the use of mobile technology in airports? And what's the payoff? Our panellists will share their own experiences, highlighting how their strategies have impacted the way passengers use an airport, and how commercial revenues have benefitted as a result.
• The link between digital initiatives and commercial revenues
• Case studies of successful mobile innovations
• What hasn't worked
• Different digital behaviours from different customer groups
• Data sharing between airport stakeholders

17:15 End

SKYTRAX WORLD AIRPORT AWARDS CEREMONY & DRINKS RECEPTION

AFTER THE CONFERENCE IN THE EXHIBITION HALL!

"I think it's wonderful"
Robert Kastelitz, Senior Vice President of Technologies, Denver International Airport, USA

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CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH

09:00 - 17:15

CUSTOMER SERVICE & PASSENGER EXPERIENCE

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Sujata Suri, Vice President Strategy & Customer Experience, Hamad International Airport, Qatar
Brian Engle, Director of Customer Experience, Greater Orlando Aviation Authority, USA

09:05
IMPROVING THE CUSTOMER EXPERIENCE BASED ON INSIGHTS AND BEHAVIOURS
Kickie Hiller, Director of Customer Experience & Market Insights, Swedavia, Sweden
Swedavia is constantly working to create a more attractive airport environment for customers. A critical success factor for development is to deeply understand our customers and spread that understanding so that it influences decisions at all levels within the organisation. Swedavia strives to be even better at customer-driven service design and create new business opportunities by focusing on the customer. We are therefore introducing an iterative and cross-functional working methodology to create a holistic approach and common priorities. In that way we believe that we will succeed in improving the customer experience, regardless of who the customer is.

09:35
UNDERSTANDING THE 2020 PASSENGER
Jan Richards, Head of Insights & Planning, Dublin Airport, Ireland
Travel is the most aspirational thing in the world. But change is moving so fast that unless we understand the changing passengers and their needs, we cannot provide the products and services they desire, market to them in the most effective way or provide the service they need. This presentation takes a look at the key trends that are influencing travel today and into the future, and will provoke thinking on what the travel industry needs to take into account over the next few years to best satisfy and target our passengers and customers.

10:05
AIRPORT CONSUMER BEHAVIOUR TRENDS - DEMAND ANALYSIS FOR IMPROVING CUSTOMER EXPERIENCE
Sujata Suri, Vice President Strategy & Customer Experience, Hamad International Airport, Qatar
The presentation will centre around the changing needs of passengers in the last decade and how this has resulted in a different focus to conventional airport business development strategy. Traditionally airports were infrastructure providers who made their money through leasing areas. There is a shift in that mindset and airports are now maximising commercial revenues through improved customer experience, the optimisation of which depends on extensive research into passengers' needs.

10:35 - 10:55
BREAK

10:55
CUSTOMER SERVICE - A COST OR INVESTMENT?
Rekha Nair Vellalil, Head Airport Services & Experience, Mumbai International Airport, India
A customer journey spans a progression of touchpoints and has a clearly defined beginning and end. Identify and understand the customer's journey. Customers accustomed to the personalisation and ease of dealing with digital now expect the same kind of service from every product and service. An airport's focus on the customer journey holistically has a direct correlation with increased revenues to all stakeholders. This can only be achieved by creating a common purpose. Customer service and experience are not a cost but goodwill.

11:25
HOSPITALITY 4.0 - LEVERAGING DIGITISATION FOR IMPROVED HOSPITALITY SERVICES
Dr Bjoern Becker, Senior Director Product Management Ground, Lufthansa Group, Germany
Hospitality, digitisation and automation are not contradictory. With a smart service strategy they will support each other, aiming for improved passenger experience at lower unit cost. The presentation provides service examples to show how the ground strategy of Lufthansa, Swiss and Austrian Airlines leverages the opportunities.

11:55
IT'S ALL ABOUT THE DIGITAL EXPERIENCE - MAKING PASSENGERS HAPPY
Kathleen Boyd, Chief Marketing Officer, Houston Airport System, USA
Houston Airports is blazing a trail using big data and passenger research to understand its passengers' needs and then meet or stay one step ahead of them. Enhancing the digital experience is a primary need and a primary marketing objective: free wi-fi is as essential as water, mobile websites are a must, and browser-based interactive maps are the new basic (a.k.a. wayfinding 2.0). Raising passenger awareness of these offerings requires ingenuity, from in-airport promotion to digital advertising. It all leads to happier passengers (and increased revenues).

12:25 - 14:00
LUNCH

14:00
INSIDE THE MINDS OF OUR PASSENGERS - NEW TECHNOLOGY TELLS ALL
Wayne McCutcheon, Partner, Entro Communications, Canada
To create positive passenger experiences in the airport environment, many research tools are employed. However, as we look towards the future of airports, many questions still arise that cannot be answered by these tools alone: Are minimalist airport environments that are low in visual complexity experienced as calming or relaxing? Do highly decorative and visually complex environments result in

excitement and engagement? To what extent do culture or demographics play into our experience as passengers? With such considerations in mind, we are developing an automated tool that will be revealed in an entertaining and interactive session with attendees.

14:30
SHOULD CULTURAL DIFFERENCES INFLUENCE AIRPORTS' CUSTOMER EXPERIENCE MANAGEMENT PROGRAMMES?
Dimitri Coll, Head ASQ, ACI World, Canada
Culture is the collective programming of the mind that distinguishes the members of one group or category of people from another. According to this definition, it is stipulated that culture should play an important role in the way customers expect services to be delivered by airport employees. We will see in this presentation how airports should understand the culture in order to adapt their customer experience management programmes for their varying passengers.

15:00
CROSS-GENERATIONAL CUSTOMER SERVICE
Beau Vanderford, Airport Manager, Copa Airlines, USA
Customer service has reached a generational crossroads. The cultural difference between the generations is vast. Great care must be taken to successfully navigate the challenges and deliver great customer service in today's ever-changing environment. In this presentation we will explore the differences and the opportunities to deliver outstanding customer service, as well as the need to train our staff in how to serve our customers from different generations.

15:30 - 15:45
BREAK

15:45
REDEFINING OUR UNDERSTANDING OF THE TRAVELLER
Matthew Abbott, Aviation Sector Leader, Woods Bagot, Australia
The future of airport travel will see contactless biometric technology replace all forms of travel documentation. The direct result of these advances means no queuing and congestion. Consequently, the focus will be on traveller experience. Understanding what customers really want is crucial – what genuinely defines travel experiences, or measures what customers value most. There are potentially six next-generation traveller segments. These 'tribes' are not based on demographic characteristics or class of travel, but on the values, behaviours and needs of travellers. In the future we will see aviation working alongside the likes of Google and Amazon.

16:15
ABU DHABI INTERNATIONAL AIRPORT: OUTSTANDING EXPERIENCE THROUGH PROCESS OPTIMISATION
Muna AlGhanim, Head Airport Service Quality, Abu Dhabi Airports Company, United Arab Emirates
Arturo Garcia-Alonso, Senior Consultant, Airport Management, Munich Airport International GmbH, Germany
In recent years, Abu Dhabi International Airport (AUH) has experienced considerable traffic growth, especially during peak hours. To cope with this remarkable traffic increase, a new midfield terminal building is scheduled to open in the coming months, taking passenger experience and service quality standards to the next level. In the meantime, AUH airport management has prioritised the optimisation of process management and service quality in the existing terminals. This presentation focuses on the excellent results of the cooperation between Abu Dhabi Airports Company (ADAC) and Munich Airport in a process optimisation project successfully launched in 2017.

16:45
ROYAL AIR MAROC ELEVATED PASSENGER EXPERIENCE
Mohamed El Mehdi Driouiche, VP Organisation and IT, Royal Air Maroc, Morocco
Jean-Luc Rauline, Vice President Airports and Airlines Activity, IER, France
For Royal Air Maroc, the passenger journey begins at the airport. We have embarked on an ambitious development programme, putting the customer at the heart of our company's strategy and bringing our service to the next level. Royal Air Maroc has delivered a customised check-in CUSS solution to equip our main airports in Morocco and allow us to effectively and smoothly process a maximum number of passengers within a limited footprint. A new bag drop solution will be deployed in early 2018, allowing us to further enhance the overall check-in experience at the airport.

17:15 End

SKYTRAX WORLD AIRPORT AWARDS CEREMONY & DRINKS RECEPTION

AFTER THE CONFERENCE IN THE EXHIBITION HALL!

"I've really enjoyed attending the conference. There have been a lot of really interesting speakers"
Louise Brix-Hansen, Head of Airport
Optimisation, Copenhagen Airports, Denmark

"I took part in this conference for the first time. This is a very exciting and informative event"
Ryoichi Ishihara, Senior Manager, Narita
International Airport Corporation, JAPAN

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CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH

09:00 -16:45

ENERGY, ENVIRONMENT & SUSTAINABILITY

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Emanuel Fleuti, Head of Environment, Flughafen Zürich AG, Switzerland
David Tomber, Aviation Principal, Jacobs, USA

09:05
AIRPORT SUSTAINABILITY – ENERGY, WATER AND ENVIRONMENT MANAGEMENT
Lakshminarayanan Sankaran, Vice President (Engineering & Maintenance), Bangalore International Airport, India
Although airports contribute to the economic sustainability of the cities/countries in which they operate, it is important that they are seen doing this activity in a responsible manner by contributing to the environment via innovative use of energy and water and resource management. Adapting renewable energy, increasing the rain water harvesting, conservation in energy and water, adapting habitat management and societal awareness regarding noise mitigation are some of the areas in which airports can give back to society.

09:35
RUNNING AND DEVELOPING ENERGY-EFFICIENT AIRPORTS
Anna-Märta Jander, Head of Business Development Swedavia Energy, Swedavia, Sweden
Elisabeth Celsing, Energy Specialist, Swedavia, Sweden
As a result of more than 10 years of dedicated work with energy efficiency at Stockholm Arlanda Airport, there has been a 30% energy reduction and 100% green energy supply based mainly on profitable investments. The presentation will introduce you to the background of the set targets, how they were achieved and some plans for the future for developing energy-efficient airports.

10:05
MOVING TOWARDS CARBON NEUTRALITY WITH GREEN SOLUTIONS AT BUDAPEST AIRPORT
Ferenc Kis, Head of Environmental Protection, Budapest Airport, Hungary
Zsofia Kertesz, Environmental Specialist, Budapest Airport, Hungary
Budapest Airport tries its best to responsibly tackle climate change challenges and develop sustainable and green solutions. Besides its carbon management policy aiming to reach carbon neutrality in the near future in the Airports Carbon Accreditation programme, several sustainable solutions are implemented in the following areas: water and wastewater management, smart new buildings and renovations resulting energy consumption reductions, air pollution monitoring system, modern recycling and waste collection system, e-car fleet, development of 5G and smart road access to get to the airport, and stakeholder engagement due to its partnership programme.

10:35 - 10:55
BREAK

10:55
ULTRA-FINE PARTICLES: THE NEXT CHALLENGE FOR AIR QUALITY AT AIRPORTS
Sergio Alegre Calero, President, Airport Regions Conference, Belgium
All airports are developing programmes and actions to reduce their environmental impact regarding air pollution. Until now, the main efforts have been devoted to CO2, but a new challenge is on the table: ultra-fine particles. Their reduction implies an 'in place' reduction of combustion of petrol (in all different ways) at the airport platform, which will result in a direct reduction of pollution at the platform and in the region, leading to a reduced health risk for workers and citizens.

11:25
HOW MONTREAL AIRPORTS DOUBLED ITS RECYCLING PERFORMANCE IN TWO YEARS
Yasmine Alloul, Assistant Director Building & Planning, Aéroports de Montréal, Canada
In 2010, Aéroports de Montreal decided to reach an objective of 50% of recycling performance for 2017. During the first five years, the company struggled with an average of 20-25% of recycling performance. It tried different actions to improve that number with no significant results. In 2015 it changed its approach with a new action plan and these new actions brought performance to almost 50% in 2017 (in two years). Aéroports de Montreal is now working on other actions to bring it to 70% in 2022. The objective is to be zero waste in 2025.

11:55
DEVELOPING SUSTAINABLE INFRASTRUCTURES: THE YQB 2018 CASE
Daniel Perreault, Vice President Infrastructure, Aéroport de Québec Inc, Canada
Once work on the YQB 2018 project has been completed, Quebec City Jean Lesage International Airport (YQB) will provide a model of sustainable development for the airport industry. As part of its project, the airport set itself some ambitious energy-saving targets.

12:25 - 14:00
LUNCH

14:00
GATWICK'S ELECTRIC VEHICLES PROGRAMME
Tim Norwood, Corporate Affairs, Planning and Sustainability Director, Gatwick Airport, UK
Gatwick's Electric Vehicles programme encompasses airport operational vehicles and landside transport with the aim of reducing vehicle emissions while improving operational efficiency. Because Gatwick occupies a compact site, power and charging infrastructure for EVs also requires careful planning and innovation. The presentation will cover the main elements of Gatwick's programme and goals.

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14:30
HIGH-PERFORMING AIRPORT OPERATIONS MEETING THE ENVIRONMENTAL CHALLENGE THROUGH CEM
Sharon Mahony, Aviation Environmental Analyst, Eurocontrol, Belgium
The presentation will identify the environmental challenges impacting European ATM efficiency and the actors involved. It will also explain how to address the challenge and how CEM working arrangements can facilitate solutions, plus the operational and community engagement benefits of CEM, and supporting smart tools to optimise the benefits of CEM.

15:00
SYSTEMATIC SUSTAINABILITY IMPLEMENTATION
Dr Charles Marshall, Asset Management Manager, Hartsfield-Jackson Atlanta International Airport, USA
This presentation involves looking at how sustainability initiatives may require many stakeholders to realise the goals and targets of a sustainability plan for an airport. Hartsfield-Jackson Atlanta International has taken the systematic approach to pursuing sustainability goals through systems such as ISO 50001 Energy Management System and EcoDistricts, to name a few. The focus is on internal and external stakeholder engagement.

**15:30 - 15:45
BREAK**

15:45
PREPARING AIRPORTS FOR THE EFFECTS OF CLIMATE CHANGE
Kris Pauwels, Director Airport Strategy and Studies, NACO, Netherlands
Yong Kiat Yeo, Senior Manager, Airport Development & Planning, Civil Aviation Authority of Singapore, Singapore
Internationally we have focused on aviation's impact on climate change. As climate change and its effects become apparent, it's time to assess its impact on aviation and make plans. The Civil Aviation Authority of Singapore recognises that climate change poses potential challenges for airport assets and requires coordinated action. Together with stakeholders, CAAS and NACO developed an innovative strategy to map and mitigate climate change risks by: exploring international best practices; developing scenarios based on climate projections; identifying critical airport assets; assessing vulnerability; defining a whole-of-government adaptation pathway to enhance Singapore airports' climate change resilience.

16:15
PANEL DISCUSSION: TOPIC AND PANELLISTS TO BE ANNOUNCED

16:45 End

SKYTRAX WORLD AIRPORT AWARDS CEREMONY & DRINKS RECEPTION

AFTER THE CONFERENCE IN THE EXHIBITION HALL!

"It was the first time that I had participated in the Passenger Terminal CONFERENCE, and I was very positively impressed by the number of people (you obtained a great involvement!) and by the perfect organisation of the event"
Dr Giovanni Falsina, Environment and Airport Safety Manager, SEA Aeroporto Milano Linate, ITALY

"A well-organised conference with interesting presentations for all kinds of airport professionals. Very interesting content – it was hard to choose which presentations to hear"
Inger Seeberg, Director Environmental Affairs, Copenhagen Airports, DENMARK

"The conference had interesting topics and speakers"
Elisabetta Fossi, Airport Planner, Aeroporti di Roma SpA, ITALY

"I've only visited the sustainability stream – I liked it very much"
Denise Pronk, Programme Manager Corporate Responsibility, Royal Schiphol Group, NETHERLANDS

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CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH

09:00 - 17:15

MANAGEMENT & OPERATIONS

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Etienne van Zuijlen, Lead Business Development - Airport Operations, SITA, Netherlands
Alaistair Deacon, Airport Operational Systems Consultant, Toasty Solutions Limited, UK

09:05
AIRCRAFT GROUND OPERATIONS AUTOMATION
Diego Alonso Tabares, Airport Operations Senior Engineer, Airbus, France
Aircraft ramp operations are very labour intensive and subject to increasingly high manpower turnover and stringent health and safety regulations. Therefore, they are prone to human errors and ramp damage. Innovation and automation are a big part of the solution to this problem. Practical examples of the research and full-scale demonstrators will be shared with the audience, specifically on the automated docking of ground support equipment to aircraft.

09:35
HOW TO ENSURE OPERATIONAL READINESS FOR 14 AIRPORTS IN PARALLEL
Esther Christine Nitsche, Senior Project Manager, Fraport AG, Germany
On 11 April 2017, Fraport Greece took over airport operations and management at 14 Greek regional airports simultaneously. The presentation deals with the challenges during the transition process to ensure operational readiness on Day 1. It further describes the immediate changes that took place to improve passenger experience and operational processes at the airports prior to airport expansion works.

10:05
GLOBAL HOMOGENISATION OF OPERATIONAL SOLUTIONS ACROSS THE VINCI AIRPORTS NETWORK
Jean Pervenche, IT Manager, Vinci Airports, France
Benoit Duplay, Customer Solutions Director, SITA, Switzerland
The presentation will explain the challenges that Vinci Airports faces in global homogenisation of operational solutions across its network. This will include how the company has managed to achieve its major objectives: streamlining and optimising operations by maximising synergies between the various different platforms. Major topics: why – operational efficiency, economical optimisation, networking and cross synergies; how – two-year collaborative project driven by operation and IT divisions; lessons learned – return of experience from the master project and first operational implementations; way forward – global coverage of the Vinci Airports network + collaboration with SITA on business modules, extension, improvement and development to improve operations.

10:35 - 10:55
BREAK

10:55
LARGE EVENT PLANNING AT A MAJOR AIRPORT
Philip Burke, Director of MSP Operations, Metropolitan Airports Commission, USA
The Minneapolis-St. Paul area welcomed Super Bowl LII to its region on 4 February 2018. Find out what the airport communities did to prepare to welcome over 1,100 private jets, and how MSP handled its busiest passenger day ever on the day after the big game.

11:25
PANEL DISCUSSION: THE SECRETS OF A SUCCESSFUL INTEGRATED OPERATIONS CENTRE
Lorne Cass, Vice President, Integrated Operations Center, American Airlines, USA
Viji Prasad, Director of Airport Operations, Los Angeles World Airports, USA
Michael Youngs, Vice President Information Technology, Dallas Fort Worth International Airport, USA
Jacqueline Yaft, VP of Aviation Market, Ross & Baruzzini, USA
The panel will discuss the steps to build an integrated operations centre from the perspective of DFW's EVP of Operations, American Airlines offering Dallas's perspective of building a new operations centre, and the consultant view of assisting clients through successful gap analysis and business processes mapping.
• Gap analysis and planning ahead to examine business processes
• Airport collaboration efforts to build an operations centre
• Airline collaboration process to build a successful operations centre
• How an integrated operations centre helps manage terminal operations at LAX

12:25 - 14:00
LUNCH

14:00
APPLYING F1 THINKING TO AVIATION – LESSONS LEARNED FROM RACING
Steve McCusker, Head of Airside Operations, Manchester Airports Group, UK
Jim Newton, Director, McLaren, UK
Formula 1 racing is one of the most dynamic and high-performance sports in the world. Historically it relied on the skills of its drivers and the engineering of its cars to bring about success. However, more recently it has embraced IoT and analytics-based insight to deliver competitive advantage. Hear from McLaren and Deloitte on how they are applying sensor technology and predictive analytics to deliver improved race performance, and how these principles are being applied by leading airports to activities such as turnaround optimisation, OTP enhancement and predictable on-the-day operations.

14:30
BENEFIT FROM US DEPARTMENT OF TRANSPORTATION AIRPORT COOPERATIVE RESEARCH PROGRAM
Al Lyons, SVP Firmwide Director of IT & Electronic Systems, HOK, USA
The US Department of Transportation Airport Cooperative Research Program invests millions of dollars annually in research to identify ways of improving airports. This presentation will provide an overview of the programme as well as information about how to: propose topics for study, obtain copies of the research findings and participate in the programme.

15:00
GREAT BY DESIGN: GIVING AIRPORTS INTRINSIC QUALITY AND COST ADVANTAGES
Marcelo Mota, Director of Operations & COO, Aeroportos Brasil Viracopos SA, Brazil
Airports are capital-intensive infrastructures. Airports are critical environments that require high availability and a high degree of operational readiness. Airports must deliver service quality and adequate cash inflows with low operating costs. There is more to meeting these requirements than just running the airport as a tight ship; many requisites for efficient operations and response to traffic demand and customer needs only stem from the initial design of infrastructure and operational processes. The presentation will look into examples of how designed-to-purpose facilities and good process re-engineering enable higher levels of effectiveness of the airport's services.

15:30 - 15:45
BREAK

15:45
OPERATIONAL READINESS AND AIRPORT TRANSFER (ORAT) FOR CHANGI AIRPORT T4
Hanjie Tan, Manager, Changi Airport Group, Singapore
Changi Airport's T4 was operationalised in October 2017 to much success. T4 saw the introduction of many new concepts such as the terminal-wide Fast and Seamless Travel (FAST) initiatives, which provide self-service and automated options for check-in and bag drop, facial recognition technology for immigration clearance, centralised security screening, as well as self-boarding gates. In preparing the new terminal for opening, T4 was put through a period of intensive system testing and trials to ensure that the terminal's work flows and processes were thoroughly tested. This presentation will look at key learning points of Changi's ORAT programme for T4.

16:15
SECURITY PLANNING TRANSFORMATION - A CASE STUDY FROM LONDON LUTON AIRPORT
Neil Thompson, Operations Director, London Luton Airport, UK
Kasper Hounsgaard, Managing Partner, Copenhagen Optimization, Denmark
Excel is still the most common operational planning solution in airports today. In this presentation, we present how London Luton Airport (LLA) partnered with Copenhagen Optimization (CopOpt) in early 2017 to implement Better Forecast and Better Security – products of CopOpt's cloud-based operational planning suite, Better Airport – moving from Excel and pen and paper to the cloud in just four months. LLA presents the main benefits including increased forecast accuracy, fewer surprises and increased staff morale. Also, LLA provides real-life examples of how this impacted the way of operating at the security checkpoint.

16:45
LANDSIDE MONITORING AT MUNICH AIRPORT'S TERMINAL 1
Martina Dauner, Project Manager Capacity Development and Simulation, Munich Airport, Germany
The presentation will discuss how landside monitoring helps to manage passenger flows in a decentralised terminal infrastructure. It will show which technologies are used and were developed for these needs. The two big pillars are a waiting time measurement system to monitor the current situation at all checkpoints, and a forecasting tool to plan for the upcoming peak situations. The presentation will also give an insight into the accuracy and validity of those systems.

17:15 End

SKYTRAX WORLD AIRPORT AWARDS CEREMONY & DRINKS RECEPTION

AFTER THE CONFERENCE IN THE EXHIBITION HALL!

> **"I thought it was a well-run event with excellent topics. The programme was on time and well organised"**
>
> Daniel Agostino, Assistant Director of Operations, Miami International Airport, USA

> **"An excellent conference, with a very good mixture of speakers"**
>
> Charles Goedken, Manager Terminal Operations, Port of Seattle, USA

> **"The conference is well structured, which gives you the opportunity to select the sessions you would like to attend. There was a very good variety of content and subjects"**
>
> Juan Ramon Matas Sebastia, Head of Operations Planning Department, AENA - Palma de Mallorca Airport, SPAIN

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CONFERENCE PROGRAMME

DAY 2 - WEDNESDAY 21 MARCH

09:00 - 17:30

TECHNOLOGY: DIGITAL TRANSFORMATION

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Maurice Jenkins CM IAP, Director Information Systems &
Telecom, Miami Dade Aviation Department, USA
Catherine Mayer, VP, SITA, USA

09:05
#DIGITALTRANFORMATION, #DX, #COOL, #LATESTBUZZWORD, #WHATISIT?
Sergio Pulla, Associate Director, Business Development and
Partnerships, Greater Toronto Airports Authority, Canada
Gelare Danaie, Architect/Associate, Stantec Architecture
Ltd, Canada
Digital transformation is the latest buzzword that everyone is
using in the airport world, but what does it really mean? Can
vendors really sell digital transformation to airports? Can
airports buy the latest and greatest technology to improve
the passenger experience? This is not the path that Toronto
Pearson took in its digital transformation programme. Digital
transformation is not the what, it's the how. It is about finding the
right partners and building the processes that help in creating,
enabling and transforming the airport in a smart, forward-
thinking way. We will share our story of how we did it differently.

09:35
AIRPORT DIGITAL TRANSFORMATION: CULTURE CHANGE, INNOVATION/DATA, OR BOTH?
Alexandros Ziomas, Manager IT&T Business
Transformation & Support Services, Athens International
Airport, Greece
Dr Nektarios Psycharis, Team Leader IT&T Business
Analysis & Project Management, Athens International
Airport, Greece
The presentation will focus on how the Athens Airport IT&T
Unit drives the required transformation journey to the digital
world. The realignment of, or new investment in, technology
and business models to more effectively engage digital
customers at every touch point is the airport's reality. The
indicative strategic pillars on which such a transformation
will be based are: collaboration and communication (people,
tools and structures); data-driven decisions; top emerging
technologies to watch (enablers). An analysis, including simple
examples, of how these pillars support Athens Airport's
digitisation and innovation journey will be presented, along
with the interrelationships among them.

10:05
DIGITAL TRANSFORMATION TO A SMARTER AIRPORT
Mohamad Al Agha, Senior Manager IT Business Solutions,
Abu Dhabi Airports Company, United Arab Emirates
Every airport is going through some sort of digital
transformation journey. Some are ahead and some are just
getting started. In this presentation we will discuss what
digital transformation for airports means and what are the
common enablers, approaches and challenges.

10:35
EMBRACING FAILURE
Stuart Cotterell, Head of IT Service and Applications,
Edinburgh Airport, UK
Fear of failure has been long recognised as a potential blocker
to innovation – but in our risk-averse industry it can be
difficult to move beyond this. However, the Lean Startup
movement and Agile Development have readily embraced
failure as the quickest way to find success. Edinburgh Airport
has recent experience of PR damage caused by failure; but also
of introducing some exciting innovation that has supported its
emergence as the UK's fastest-growing international airport.
This talk explores how failure can be an important part of
IT innovation, without introducing serious operational and
publicity risks.

11:05 - 11:25
BREAK

11:25
DIGITISATION: FROM BUZZWORD TO VALUE CREATION
Vincent Ong, Senior Manager, Baggage Handling System,
Changi Airport Group, Singapore
Per Engelbrechtsen, Business Development Director,
Beumer Group AS, Denmark
The airport industry is buzzing with words and phrases
relating to digitisation. Although the term is relatively new,
Changi Airport has already been looking into its goldmine of
data for some time. Its business case is to optimise baggage
handling operations by applying analytics and machine
learning to create value for passengers. The presentation
will outline cases in which Changi and Beumer Group have
teamed up to capture data, and use machine learning and
analytical capabilities to gain valuable insights for optimising
the airport's baggage handling processes. The examples will
show how digitisation can add to Changi's famous passenger
experience.

11:55
CUSTOMISATION, COLLABORATION AND SHARING ARE KEY IN MODERN PRODUCT DEVELOPMENT
Marie Norman, Head of Products & Concepts, Aviation
Business, Swedavia, Sweden
To develop new products and services we must be creative
and brave enough to challenge the structure and look for new
solutions and opportunities. The digital passenger is already
here, and aviation is a digital business hugely reliant on new
technology. The new society is an ecosystem where we are
only one part in the travel chain. Together with our partners
we are able to optimise the product for the final customer, and
find new, profitable business models. We need to sort out how,

when and if we should launch to keep pace with passengers' digital and instant demands.

12:25
INNOVATION IN AVIATION: HOW TO USE BIG DATA ANALYTICS TO GET INSIGHT INTO OPERATIONS – A USE CASE

Oliver Reindl, Chief Information Officer, Flughafen Köln/Bonn GmbH, Germany
Josef Schmitz, VP Travel Solution Consulting, T-Systems, Germany

During the presentation we will show how to go through the process of big data analytics to get answers to dedicated questions for operational improvements. A use case from Cologne/Bonn Airport will be presented.

12:55 - 14:15
LUNCH

14:15
THE SMART AIRPORT PROGRAMME AT HAMAD INTERNATIONAL AIRPORT

Suhail Kadri, Vice President Information Technology, Hamad International Airport, Qatar

The presentation will discuss Hamad International Airport's (HIA) pioneering Smart Airport Programme, including trials for robotic passenger facilitation; blockchain technology for rapid and secure sharing of data across stakeholders; and the potential use of augmented and virtual reality for operational concepts.

14:45
PANEL DISCUSSION: DIGITAL TRANSFORMATION: ONE YEAR LATER

Ricardo Cerri, Chief Technology Officer, Corporación América Uruguay, Uruguay
Maurice Jenkins CM IAP, Director Information Systems & Telecom, Miami Dade Aviation Department, USA
Michael Zaddach, Senior Vice President Information Systems (CIO), Munich Airport, Germany
Catherine Mayer, VP, SITA, USA

Last year the airports discussed the importance of digital transformation – business transformation in a digital world. This year they will continue sharing their experiences and report on their implementations of new technologies, integrated with existing ones to improve processes and services, and deliver a better experience to passengers, customers and staff. Find out how and where the digitisation is taking place in the airport ecosystem and how it is impacting every aspect of the business from cultural to technical, key performance indicators and customer relationship management.
• Overview of the airport digital transformation trend and a typical airport maturity path
• How to begin the journey and maximise quick wins
• Airport examples, lessons learned and next steps in applying DT to improve their business

15:45 - 16:00
BREAK

16:00
WILBUR, THE AIRPORT CONTROL CO-PILOT

Kim Bosman, Value Stream Owner - Airport Control, Schiphol Group, Netherlands

Schiphol is busy and is facing a huge challenge: how to deal with large volumes of passengers while limited in capacity. We can improve efficiency by improving our terminal operations. And we do this with Wilbur. Wilbur (Wilbur Wright) is a system that combines data from all different sources and shows only that which is relevant for coordinators to take corrective action, up to four hours in advance. We built it from scratch – a cutting-edge system when it comes to proactive steering. Powered by artificial intelligence and smart models, Wilbur helps the coordinators with decision making.

16:30
OPERATIONAL VISION AND DIGITISATION – THE TRANSFORMATION JOURNEY AT SWEDAVIA

Eva Vestin, CIO, Swedavia, Sweden
Lena Rökaas, Head of Operations, Swedavia, Sweden

A transformation journey of how Swedavia combined operation and digitisation.

17:00
REAL-TIME DATA ANALYSIS AND DISSEMINATION FOR A BETTER CUSTOMER EXPERIENCE

Martin Boyer, Vice President and Chief Information Officer, Greater Toronto Airports Authority, Canada

Data analysis has emerged as a tool to enhance efficiency and cultivate a seamless passenger experience. The GTAA is collaborating with business partners on data sharing and ensuring appropriate responses are taken. For example, real-time heat maps will allow the airport to add resources to security lanes, optimise check-in and track passengers/bags. The GTAA is also exploring data provision on travel time to/from the airport, parking, traffic, weather and more. Over and above enhancing efficiency, real-time data gives passengers an overarching view of the constituent steps in their journeys, fostering peace of mind and vastly improving the travel experience.

17:30 End

SKYTRAX WORLD AIRPORT AWARDS CEREMONY & DRINKS RECEPTION

AFTER THE CONFERENCE IN THE EXHIBITION HALL!

"Great job with the conference"

Mark Croudace, Manager – Passenger & Terminal Operations, Auckland Airport, NEW ZEALAND

CONFERENCE PROGRAMME

DAY 3 - THURSDAY 22 MARCH

09:00 - 13:35

AGEING POPULATION & PRMS

09:00
INTRODUCTION BY CONFERENCE CHAIR
Roberto Castiglioni, Chair, Heathrow Access Advisory Group, UK

09:05
WORKING WITH EQUALITY AND DIVERSITY
Tove Möller, Diversity, Inclusion & Social Sustainability, Swedavia, Sweden
Hugo Ortiz Dubon, Co-Founder & Diversity Strategist, We Link Sweden, Sweden
The presentation will discuss how Swedavia work with equality and diversity, as well as Swedavia's engagement in social sustainability projects and cooperations with, for example, The Red Cross, Medecins Sans Frontiers, LGBT organisations and projects that connect human rights to company business.

09:30
THE GATWICK HIDDEN DISABILITY LANYARD
Sara Marchant, Stakeholder Manager, Gatwick Airport, UK
Last year, Gatwick launched a hidden disability lanyard, a discreet signifier that the person wearing it, or someone in their party has a hidden disability and may need a little more time or help. This presentation will explain the process and benefits of the scheme.

09:55
LEVEL-UP SERVICES FOR PASSENGERS WITH DISABILITIES IN TAIWAN
Chih-Wen Fang, Deputy Director General, Civil Aeronautics Administration, MOTC, Taiwan
Shannon Chen-Yin Hsieh, Technical Specialist, Civil Aeronautics Administration, MOTC, Taiwan
It is very likely that disabled airline passengers will encounter inconvenience during their journeys, such as booking tickets, check-in or boarding. To solve these problems, an integrated committee comprising the airport authority, the Disability Organization and some associated departments has been established to create a universal, amiable and welcoming ambiance. The work involved in making this happen includes disability assistance, braille facilities and wheelchairs with batteries. All in all, the committee is considerably helpful with integrating resources from departments to meet the needs of disabled airline passengers.

10:20
ADVOCACY TO ACTION
Brian Cobb, Vice President, Customer Experience, Cincinnati/Northern Kentucky International Airport, USA
A culture of advocacy provides opportunities for collective community advancement. CVG considers this a cornerstone of customer experience delivery. From accountability to innovation, CVG's critical eye on customer experience continues to demonstrate tangible steps to go beyond the routine for guests with limitations. Examples include clear regulatory standards establishing common expectations in day-to-day operations, incorporating facility design changes during remodelling phases, and identifying industry-changing innovation to reaffirm our industry's responsibility for seamless travel.

10:45
PRM SERVICE - AIRPORTS OF AENA
Belén Gisbert Sánchez, Head of Service Development and Accessibility Department, AENA, Spain
The presentation will provide an introduction to PRM service in the airports of Aena: data of the service, tender processes, quality requirements, specific equipment and use of technology.

11:10 - 11:30
BREAK

11:30
PROVIDING CUSTOMER SERVICE FOR THE AGEING POPULATION AND PRM
Lawrence Rolon, Coordinator for Disability Services, Los Angeles World Airports, USA
Previously airports have spent billions of dollars on terminals and other infrastructure to create memorable experiences while not always addressing the needs of elderly and disabled travellers. These often overlooked populations need advocates to speak on their behalf and inform airports on how they can best serve those populations. The US Census Bureau reports that one in five people in the USA will be elderly by 2030. Terminal planners should be considering how to include wayfinding and other elements that impact the airport experience with the growing ageing population and PRM in mind. In doing so, everyone benefits.

11:55
AIRPORT PRM SERVICE DELIVERY - FROM OVERWHELMED TO UNDER CONTROL
Kristin Olsen, Project Coordinator, Terminal Operation, Oslo Airport, Norway
William Lee Neece, Director of Airport Solutions, Ozion Airport, France
Oslo Airport experienced the very significant challenges many growing airports are facing with PRM service delivery: not knowing how many PRM passengers are actually served; not being able to generate reliable SLAs; not having a real-time understanding of passenger vs. agent resources, etc. In this session we will describe in detail the current service delivery and how all of these areas have been completely turned around.

12:20
HELPING PEOPLE WITH HIDDEN DISABILITIES ACCESS AIR TRAVEL
James Fremantle, Consumer Enforcement Manager, United Kingdom Civil Aviation Authority, UK
A key focus for the CAA is improving accessibility to air travel for people with hidden disabilities such as dementia, autism and mental health issues. CAA research suggests that a high number of people with such disabilities continue to lack confidence to travel by air. The CAA has called on UK airports and airlines flying from the UK to provide additional assistance services and enhance existing services to support this group of passengers. In the past year, airports and airlines have introduced many successful new services that have already benefited a large number of UK passengers.

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12:45
OPERATING PRM VEHICLES – ASPECTS OF GROUND SAFETY AND AIRCRAFT TURNAROUND
Pekka Salo, Manager Safety and Quality, Finavia Corporation, Finland
The presentation describes issues that need to be thought of when acquiring PRM vehicles and when setting up the operation. It can also help those already operating PRM vehicles to rethink some issues.

13:10
21ST CENTURY PRMS
Derek Murphy, Airport Services Manager, OCS One Complete Solution Ltd, Ireland
The presentation will provide an overview of how the PRM customer profile and PRM assistance requirements have changed and developed over the last few years. Key points will include the ageing population and the contributing factors for this; the improvement in training and awareness of hidden disabilities to enhance the customer experience; how low-fare airlines and airline price competitiveness have enabled passengers to make multiple annual journeys; finally, how service providers have adapted their operations and innovations to meet the enhanced needs of customers with disabilities and reduced mobility.

**13:35 - 15:00
LUNCH** X

YOUR CONFERENCE QUESTIONNAIRE WILL BE SENT TO YOU BY EMAIL TODAY. SEE YOU AT PASSENGER TERMINAL CONFERENCE 2019!

DAY 3 - THURSDAY 22 MARCH

09:00 - 13:25

AIRPORT DESIGN, PLANNING & DEVELOPMENT

09:00
INTRODUCTION BY CONFERENCE CHAIR
Prof David Holm, Architect Director, Cox Architecture, Australia

09:05
TAN SON NHAT INTERNATIONAL AIRPORT DEVELOPMENT PLAN
Tung Vu, Director of Project and Business Development, Vietjet Air, Vietnam
Tan Son Nhat International Airport is the busiest airport in Vietnam. In 2017, the passenger movement will be 37 million pax, and the growth rate has been very high throughout the past few years (18-20%). With the limitation of land use for the airport, and the location of the airport very close to the city (7km from downtown), how can Tan Son Nhat International Airport development cope with the growing demand, access road, city integration, environmental impact on the airport vicinity, etc? What is the future for Tan Son Nhat International Airport while the new Long Thanh international airport is still delayed?

09:35
SEATTLE'S DIFFICULT TRANSITION FROM MASTERPLAN VISION TO PROGRAMME IMPLEMENTATION
Jeffrey Brown, Director of Aviation Facilities and Capital Programmes, Port of Seattle, Seattle-Tacoma International Airport, USA
C F Booth, Director, LeighFisher, USA
In this presentation, we will describe difficult planning issues and how they were resolved to permit the Port of Seattle to transition from its vision for airport development to programme implementation.

10:05
CREATING AIRPORTS OF TOMORROW IN A CHANGING AVIATION LANDSCAPE
Rogier Doffegnies, Director, 2ndSense AirportCreators, Netherlands
In today's complex business environment, many projects at airports run off course. The traditional design-driven approach is failing in the increasingly complicated stakeholder field and business environment, and consequently several airport companies are now successfully shifting to a new approach to airport development. Decisive elements of this new approach include focusing on actual needs, preparing for changes, developing airports as holistic systems, creating a 'top-down' strategic fit of projects, engaging stakeholders and aligning expertise. These success factors underpin the principles of a project management approach called Systems Engineering.

10:35
PIT TRANSFORMED: THE RESURGENCE OF OUR TEAM AND FACILITIES
Richard Belotti, Vice President, Planning, Pittsburgh International Airport, USA
Paul Hoback, Senior Vice President, Facilities, Engineering & Maintenance, Pittsburgh International Airport, USA
Air travel has changed dramatically in the past 25 years. No longer a hub for connecting traffic of one dominant airline, Pittsburgh International Airport has the opportunity to propel the region forward through the modernisation of its facilities. Learn how the new terminal's foundation will not be made of just concrete and steel, but is also being built on a high-performance team. Discover the journey PIT made through a masterplan process that sought to meet the challenges of tomorrow, while aligning its resources today to gain approval by the airlines and key stakeholders in order to realise this vision.

**11:05 - 11:25
BREAK**

11:25
EVOLUTION OF REGULATIONS AND AIRCRAFT TECHNOLOGIES – IMPACT ON AIRPORTS
Sebastien Lavina, Manager Airport Data & Assessment, Airbus, France
This presentation will provide an update on the latest changes or evolutions of ICAO airport infrastructure regulation (Annex 14), highlighting the positive impact these will have on airfield facilities. It will also introduce current or future technologies/equipment and show how beneficial these will be.

CONFERENCE PROGRAMME

11:55
NEW GUIDANCE ON THE AIRPORT TERMINAL PLANNING AND DESIGN PROCESS
Thomas Schnetzer, Vice President, Kimley-Horn, USA
A new document published by the US Federal Aviation Administration provides guidance for airport owners initiating or in the midst of planning and design of airport terminal facilities. The new guidance focuses on the process of airport terminal facility planning and design, and key considerations that should be made during the process. Key among these considerations are situational assessments and strategic planning, establishing your project team, and financial considerations. Owners can use this guide to establish a new horizon for their airports, which will save them time, money and anxiety.

12:25
PANEL DISCUSSION: P3 AVIATION PROJECTS IN THE US - A STATUS UPDATE
Stewart Steeves, Chief Executive Officer, LaGuardia Gateway Partners, LaGuardia Gateway Partners, USA
Lysa Scully, General Manager, LaGuardia Airport, The Port Authority of New York & New Jersey, USA
Julia Prescot, Chief Strategy Officer, Meridiam, USA
Larry Belinsky, Larry Belinsky, Managing Director, Frasca & Associates, Frasca & Associates, USA
Robert Chicas, Senior Vice President / Firmwide Director, Aviation + Transportation, HOK, USA
P3 is a comparatively new, but critically important, delivery structure, and this presentation proposes to offer an overview of P3 projects and pursuits in the USA, and their current status. Among the questions to be addressed are: What is the current state of P3 at US airports (successes/challenges). Why is a P3 delivery structure being used by US airports and/or municipalities (including the LGA story)? An assessment of P3 opportunities vs. risks. Is P3 at US airports a viable and sustainable delivery structure? This panel discussion will offer the perspective of the sponsor/owner, investors, terminal operators, builder and designers.
- The nature of P3 delivery
- Is the P3 delivery structure proving to be effective?
- What are Owners' concerns and/or expectations?
- The P3 Team's perspective on P3
- P3 Risks & Rewards for all parties

13:25 - 15:00
LUNCH   X

YOUR CONFERENCE QUESTIONNAIRE WILL BE SENT TO YOU BY EMAIL TODAY. SEE YOU AT PASSENGER TERMINAL CONFERENCE 2019!

"The content of the presentations was very broad, interesting and extremely useful. Keep this up!"
Kok Wai Fong, EVP, Changi Airports Group, SINGAPORE

DAY 3 - THURSDAY 22 MARCH

09:00 - 13:25

AVIATION SECURITY, BORDER CONTROL & FACILITATION

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Eric Kaler, Senior Director, Airline Security, Hawaiian Airlines, USA
Dr Jean Salomon, Director of Business Development ISS, SICPA, Switzerland

09:05
WORKING TOGETHER TO MAKE SMARTER USE OF API AND PNR
Andrew Priestley, Managing Director, Agile Borders, UK
The presentation will explore how greater cooperation between stakeholders, including governments and airlines, can lead to more effective API and PNR projects. Andrew will share his experience of what happens when stakeholders work well together, and what can happen when they don't. Is there scope for this cooperation to include governments of different countries to increase effectiveness and reduce cost to the industry?

09:35
SMARTER USE OF IDENTITY DATA, WORKING TOGETHER WITH THE AIRLINES
Richard Rinkens, Coordinator for Biometrics and Identity Management, European Commission, Belgium
The presentation will discuss the implications and benefits for airlines and airports linked to the implementation of the EES/ETIAS in combination with better interoperability.

10:05
SMARTER BORDERS IN SPAIN
Dr Enrique Belda, Deputy Director General of Communications and Information Systems for Security, Ministry of the Interior, Spain
Last year, Spain received more than 60 million tourists, approximately 30 million of whom arrived from non-Schengen countries. Migration, terrorism, trafficking and smuggling are security issues related to international movements of people. These movements are concentrated on short periods of time. Our challenge was to build the technological infrastructure capable of integrating technology and new operating procedures to find a balance between security and efficiency in migration management, border checks and law enforcement.

10:35
PANEL DISCUSSION: TOPIC AND PANELLISTS TO BE ANNOUNCED

11:05 - 11:25
BREAK

11:25
AVSEC AND WILDLIFE POACHING: EXPLORATION OF ISSUES AND REMEDIES
Kristina Dores, ICAO (OPAS) Chief, Aerodromes & Ground Aids, Namibia Civil Aviation Authority, Namibia
The systematic destruction of African wildlife affects AVSEC via illicit activities impacting aviation facilities, systems and equipment, personnel (aircraft, flight operations, aerodromes, air navigation services, etc.), law enforcement and regulatory oversight, financial institutions, economies, governments and our future. Issues include illegal transport across international borders, money laundering, smuggling, human and natural habitat destruction, corruption and a host of other crimes increasing exponentially. AVSEC practitioners represent a front-line opportunity to deter, detect and prevent these activities.

11:55
OPTIMISING PASSENGER DATA TRANSMISSION TO ENHANCE AVIATION SECURITY
Celine Canu, Head Aviation Facilitation, International Air Transport Association, Canada
Aviation security has long focused on preventing the introduction of prohibited items in the security restricted areas as opposed to trying to identify potential perpetrators, which has long been an impossible exercise. The modernisation of passenger data transmission is a key factor to enhance the early identification of high-risk passengers.

12:25
PANEL DISCUSSION: HOW TO SECURE AND FACILITATE BORDERS – A REGULATOR'S PERSPECTIVE
Craig Clark, Branch Chief, Advance Data Programs and Cargo Initiatives, Office of Cargo and Conveyance Security, U.S. Customs and Border Protection, USA (Invited)
Celine Canu, Head Aviation Facilitation, International Air Transport Association, Canada
Gillian Castle, Customs Directorate, Supply Chain Security Team, HMRC, UK (Invited)
Justin Jedlinski, Chief, Air Cargo Security, Transport Canada, Canada (Invited)
Asha Menon, Senior Technical Officer, World Customs Organization, Belgium
The panel will share the different initiatives and co-operative projects that are being carried out by regulators in cooperation with relevant stakeholders. Customs and aviation together with relevant stakeholders are working to identify and mitigate 'bomb in the box' from being loaded onto aircraft, and at the same time to ensure identification of high-risk passengers to prevent them boarding flights. In addition, regulators are working closely together to avoid duplication and close the gaps, not only to secure the borders but also to provide facilitation.
• What Customs is doing to secure borders
• Cooperation between WCO, ICAO and IATA to overcome aviation threat
• What the authorities are doing with API/PNR
• What authorities are doing with Pre-Loading Advance Cargo Information (PLACI)
• How Customs and aviation are providing joint training for aviation and Customs authorities

13:25 - 15:00
LUNCH

X

09:00 - 13:30

COMMERCIAL DEVELOPMENT, RETAIL & CONCESSIONS

09:00
INTRODUCTION BY CONFERENCE CHAIR
Jeremy Corfield, Partner, CPI, Australia

09:05
PANEL DISCUSSION: SENSE OF PLACE: VALUE OR VOODOO?
Giovanna Verrilli, Associate Director, Retail and Food Programmes, Greater Toronto Airports Authority, Canada
Michael Thornton, Head of Operations, Marqette, Ireland
Cristina Alcivar, Founder, Vane Airport Magazine, Canada
Lewis Allen, Director of Environments, Portland Design, UK
Alan Gluck, Senior Manager, ICF, USA
This wide-ranging panel discussion will include a variety of viewpoints that will help attendees understand the whys and what works when it comes to creating sense of place in concession operations. Participants will include an airport concession manager, a small food service operator, a designer, a retail operator and an airport-focused style and fashion blogger. Does sense of place matter and, if so, how do/should different businesses express it? What do the public see and what do they care about? This panel discussion will answer these questions and more.
• Value of sense of place in concessions
• How successful operators do or don't express it
• What the public really sees/gets from airport concessions' expressions of sense of place

10:05
HOW WELL DO YOU KNOW YOUR PASSENGERS?
Gerard Brown, Airport Director, ForwardKeys, Spain
Airports have little direct interaction with their passengers, yet with increasing pressure to drive non-aeronautical revenues, it has never been more important to truly understand the passengers our airports serve. This session will provide unique insights into several key markets such as China, Japan, Russia, theUSA and the Middle East, and we will evaluate what the future traveller trends are for these markets in the context of a variety of geo-political events in early 2018.

10:35
COMMERCIAL TERMINAL FLOW – MAKING ROOM FOR MORE
Johan Berhin, Designer, Green Furniture Concept, Sweden
Passenger numbers are increasing, which offers huge commercial potential in retail and F&B if treated correctly. An answer lies in terminal flow thinking: changing how seating is used, to generate more business and a better passenger experience. Keflavik International Airport and Edinburgh Airport have made changes that accommodate the rise in passengers and keep people with time on their hands in and around the commercial areas – resulting in more satisfied passengers and better business.

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CONFERENCE PROGRAMME

11:25
DIGITAL DISRUPTIONS IN THE AIRPORT COMMERCIAL REVENUES
Julien Vialade, Principal, Arthur D. Little, France
The digital revolution has opened new opportunities in airport travel retail but raised questions about potential future business models and resilience of the value that can be captured by the airport. In a context of decreasing non-aero competitiveness, airports are developing digital strategies to protect or accelerate growth, still in the embryonic stage. Various actors are using new (digital) channels to enter the 'airport grounds', thereby challenging the airport's traditional control over commercial activities. This presentation outlines how disruptive business initiatives could generate complementary offerings for airports or compete with traditional airport sales, resulting in a new competition area.

11:55
ARE 30% OF AIRPORT REVENUES AT RISK?
Prof Michael Holzschneider, Business Director Airports, Dornier Consulting International GmbH, Germany
Airports face major changes in the coming years, inspired by innovative new approaches to passenger transportation. New business models focusing on networked transport are being developed by operators of taxi and driver services, car-sharing companies and car rental firms; these, together with the emergence of self-driving vehicles, are causing the boundaries between private and public transport to become increasingly blurred. New transport services are proliferating and will create a widely differentiated range of options for travellers, which in the medium term will make the use of private cars redundant.

12:25
MONETISING DIGITISATION: HOW TO TRANSFORM BIG DATA INTO PARKING REVENUE
Dr Mark Friesen, Managing Partner & Founder, Quinta Consulting, Germany
'Digitisation' is the buzz word of recent years and has affected the whole customer journey at an airport. In particular, the first and last contact point with an airport – parking – can benefit tremendously from the new opportunities digitisation holds. Not only does a seamless booking process enhance the customer experience, but so also does providing the right product for the right customer at the right price. This presentation is directed at airports that want to boost their car park revenue while still meeting customer needs. It will address how big data and customer insights could be turned into profitable decisions.

12:55
PANEL DISCUSSION: TOPIC AND PANELLISTS TO BE ANNOUNCED

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DAY 3 - THURSDAY 22 MARCH

09:00 - 13:25

CUSTOMER SERVICE & PASSENGER EXPERIENCE

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Brian Engle, Director of Customer Experience, Greater Orlando Aviation Authority, USA
Catherine Mayer, VP, SITA, USA

09:05
SMART PARKING AT ORLANDO INTERNATIONAL AIRPORT
John Newsome, Director of Information Technology, Greater Orlando Aviation Authority, USA
Michiel Munneke, General Manager, M2Mobi, Netherlands
Orlando wants to make it as easy as possible for its passengers to arrive by car. This session gives insight into how Orlando is using digital solutions to make parking as smart and reliable as possible. A number of digital initiatives can help to make parking a more pleasant experience. Things like availability, spot wayfinding, reservations, parking shuttle tracking and automated parking spot locator will help passengers on their way. You will learn how Orlando is enhancing The Orlando Experience through digital solutions, and how the app becomes part of an overall strategy.

09:35
THE AUGMENTED AIRPORT – PRACTICAL APPLICATIONS IN AR
Stephen Glenfield, Head of Digital, Heathrow Airport, UK
Campbell Kennedy, CEO, LocusLabs, USA
With Apple and Google's recent efforts to bring augmented reality capabilities to every mobile device, AR will achieve widescale adoption. Airports present tremendous opportunities to take advantage of this entirely new computing canvas to provide real value to travellers and solve practical problems. This session will explore augmented reality initiatives undertaken by airports in partnership with airlines. We will discuss the key use cases and problems being addressed, as well as what technology and investment is required to deploy at scale. It may be less effort than you think.

10:05
USING GEOLOCATION AND GEOFENCING TO ENHANCE YOUR CUSTOMER SERVICE
Marc-André Bédard, Vice President IT, Aéroport de Québec Inc, Canada
To ensure the best possible passenger experience, Aéroport de Québec Inc has developed a mobile app that accompanies passengers through all the steps of the airport process. Phase 1 of the app is already in operation, and the subsequent phases will, among other things, allow passengers to locate the nearest customer service representative. The app will also make it possible to calculate congestion at concessions and offer discounts for the concessions with the most availability, reducing line-ups.

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10:35
ONE TOUCH BLQ - USING BEACONS TO ENHANCE THE PASSENGER EXPERIENCE
Alberto Bini, Project Manager ICT & Innovation Management, Bologna Airport, Italy
Sandrine Murcia, General Manager, Connecthings, France
In recent years, airports have undergone major transformations in their business models and in the services offered to passengers and customers. Bologna Airport, in cooperation with its technological partner Connecthings, provides Bologna Airport with an innovative business model and passengers with an innovative contextualised and personalised information service: One Touch BLQ. Based on new communication technologies such as beacon and TAG QRCode/NFC to enhance the passenger experience, One Touch BLQ is available for the owners of mobile devices. For the beacon interaction, the Bologna Airport mobile app has to be installed. The data collected is used to analyse passenger engagement.

11:05 - 11:25
BREAK

11:25
INNOVATION AND INSIGHT AT HEATHROW AIRPORT
Ben Wagenaar, Innovation Technologist, Heathrow Airport, UK
Simon Randolph, CTO, Capgemini, UK
Heathrow is in the process of designing and planning for an expanded airport that includes a third runway and potential new terminal design. This presents a very real opportunity to drive innovation that enables a smart airport, capable of delivering a consistently high ASQ by consistently exceeding passenger experience expectations. The smart airport, delivering automation and self-service initiatives, underpinned by modernised data connectivity services, moves Heathrow towards the vision of the seamless passenger journey, where passengers are stopped by exception, not routine process.

11:55
THE AIRPORT-PASSENGER DIGITAL CONNECTION: WHAT'S NEXT?
Jerry Zeephat, Senior Product Manager, SITA, USA
Jessica Marin-Urrea, Senior PR & Digital Marketing Specialist, Miami International Airport, USA
There used to be a common truth in the industry that the airlines know their passengers, but airports do not. But today, with the number and types of digital channels exploding, airports increasingly have at their fingertips a direct, one-to-one communication and marketing conduit directly to their consumers. So now what? How should airports build and maximise this relationship in a way that maximises value, without turning off the audience? In this session, we'll explore the current and evolving technology landscape against the backdrop of improving the passenger experience and achieving the airport's (and partners') business goals.

12:25
HOW BLOCKCHAIN IMPROVES PASSENGER EXPERIENCE BY ENABLING MULTIDISCIPLINARY SERVICE DESIGN
Maureen Gribnau, Innovation Manager, Schiphol Group, Netherlands
Marit Gangsaas, Manager Process Development, Amsterdam Airport Schiphol, Netherlands
Blockchain technology has the potential to fuel a revolutionary way of better servicing passengers, without sharing data between service providers. Rather than institutions, travellers themselves can be in control of their own data. This leads to a better experience and more privacy. In this presentation, we will demonstrate a proof of concept created in close cooperation between airport, airline and blockchain developer. Furthermore, we will look ahead and show various future possibilities for the travel industry that can be enabled by blockchain technology.

12:55
BOTS AND ARTIFICIAL INTELLIGENCE FOR AIRPORTS: FEEDBACK AND BEST PRACTICES
Tobias Zogrotzky, Senior Project Manager Digitisation, Fraport AG, Germany
Pierre Cuquemelle, Chief Executive Officer, Airport AI (Airbot Technology Limited), UK
In January 2017, Frankfurt Airport and Airport AI officially launched the first airport customer service solution relying on artificial intelligence, called FRAnky. The purpose of this presentation is to provide attending airports with an overview of this journey, starting from the challenges airports are currently facing and going through the different steps of the implementation of an automated customer service solution. For the first time, the findings from various product iterations and the analysis of thousands of passenger interactions with the service will be shared with other airports.

13:25 - 15:00
LUNCH

YOUR CONFERENCE QUESTIONNAIRE WILL BE SENT TO YOU BY EMAIL TODAY. SEE YOU AT PASSENGER TERMINAL CONFERENCE 2019!

"The most interesting part of the conference is to see how people are pursuing their customer-centric strategies. What I really like is to get inside the heads of all the other people in the industry and see their examples and their approaches, and try to learn from them and take out the best practices and try them myself"

Sander Stomph, Director Operational Excellence, KLM Royal Dutch Airlines, Netherlands

CONFERENCE PROGRAMME

DAY 3 - THURSDAY 22 MARCH

09:00 - 13:25

FACILITIES MAINTENANCE & MANAGEMENT

09:00
INTRODUCTION BY CONFERENCE CHAIR
David Tomber, Aviation Principal, Jacobs, USA

09:05
DIGITAL TRANSFORMATION THROUGH GROWTH (ASSET MANAGEMENT)
Neil Moran, Head of Terminals - Asset Care, Dublin Airport, Ireland
Morgan Crumlish, Spatial Data Manager, Dublin Airport, Ireland
Historically, asset management activities at DAA evolved traditionally, predominantly on a reactive basis. Planned works were carried out on a frequency basis, with information recorded through paper-based processes. On completion of a new terminal in 2010, DAA refocused its approach by adopting a structured asset management philosophy including asset performance, lifecycle analysis, asset information management, compliance and risk management. This culminated in achieving ISO 55001 certification in April 2015. DAA has a growth rate of 9% annually (averaged over the last five years), and to sustain this growth it has had to adopt and leverage technology to work smarter and more effectively.

09:35
QONTRACT: MEASURING AND CONTROLLING THE QUALITY PERFORMANCE OF SERVICE CONTRACTS
Pakis Papademetriou, Manager, Corporate Quality, Athens International Airport, Greece
One of the key factors of AIA's successful operation is efficient contract management for outsourced services. This expertise led to the development of the Qontract contract performance management system, a business automation tool that is unique in our business. Qontract is applicable to management/service agreements that feature service level provisions. Each application of Qontract is customised to the particularities of the related service, in line with the scope.

10:05
BUSINESS CASE FOR ASSET MANAGEMENT IN AIRPORT TERMINALS
Mike Tasker, Senior Manager Facilities and Infrastructure, Port of Seattle, Seattle-Tacoma International Airport, USA
David Tomber, Aviation Principal, Jacobs, USA
This presentation focuses on the business case benefits of asset management. New terminals get all the attention, but existing assets, often ageing, remain an important part of airport operations. Airports have made substantial investments in terminals and other facilities, as they are typically the most valuable assets in an airport's financial report. Essential to day-to-day operations, terminals also enable airports to generate revenue and maximise financial return. Great customer experience is linked to reliable facilities where ACI ASQ passenger surveys demonstrate that an increase of 1% in passenger satisfaction generates an average 1.5% growth of non-aeronautical revenue.

10:35
PANEL DISCUSSION: TOPIC AND PANELLISTS TO BE ANNOUNCED

11:05 - 11:25
BREAK

11:25
HOW HEATHROW IS RESPONDING TO THE ASBESTOS MANAGEMENT CHALLENGE
Richard Dunn, Senior Asset Engineer - Civils and Structures, Heathrow Airport, UK
Heathrow recently celebrated its 70th birthday. Asbestos was used extensively in buildings up until the 1980s, when the dangers it poses to health were fully understood. Today, ensuring passengers and colleagues are safe from asbestos is a major challenge, particularly in the ever-changing environment of airport terminal buildings. This paper describes how Heathrow is responding to the asbestos management challenge, in particular describing how Heathrow has created a collaborative team of experts and stakeholders. The paper also describes Heathrow's approach to training and communication of asbestos risks, and highlights some of the lessons learned along the way.

11:55
UPGRADING OF THE BAGGAGE HANDLING SYSTEM AT NEWCASTLE INTERNATIONAL AIRPORT
Stephen Mark Barnard, Project Manager, Newcastle International Airport Limited, UK
Colin Harold Smith, Chief Executive Officer, CHS Engineering Services Limited, UK
Following the new regulatory standards set by the CAA relating to HBS screening, Newcastle International Airport and CHS are working together to remodel and reconfigure the existing baggage handling system to incorporate ECAC Standard 3 x-ray machines.

12:25
SINGAPORE CHANGI AIRPORT TERMINAL 4 BAGGAGE HANDLING SYSTEM PROJECT EXECUTION
Ahmad Razali Saini, Assistant Manager, Changi Airport Group, Singapore
Terminal 4 BHS was a fast-track greenfield project where the installation comprised four main phases, depending on building availability. BIM was used extensively during the detailed design phase to identify and resolve clashes between BHS and building, minimising potential installation delays. After installation completion, the BHS was put through rigorous testings before commissioning for the ORAT to prepare for the opening of T4 in October 2017. This presentation will give the audience an insight into the challenges faced during the different phases of the project implementation, from detailed design phase to ORAT, before transitioning into operations and maintenance after T4 opens.

12:55
DIGITAL AIRPORT: GUARANTEE INFRASTRUCTURE AND QUALITY SERVICES USING BIM PROCESSES
Patricia Pereira da Cruz Oliveira, BIM Infrastructure Specialist, Infraero, Brazil
The application of the BIM (Building Information Modelling) methodology has demonstrated significant gains for the engineering industry. Considering the potential fruits of the use of this technology in the airport sector, this work presents the conception of the pilot project of implementation of BIM by Infraero. The Digital Airport project consists of the 3D digital model of the site and buildings, from Governador José Richa Airport in Londrina, accessible by applications within a single integrated information platform. This presentation presents the benefits not only for engineering but also for commercial areas, operations and airport management.

13:25 - 15:00
LUNCH ✗

YOUR CONFERENCE QUESTIONNAIRE WILL BE SENT TO YOU BY EMAIL TODAY. SEE YOU AT PASSENGER TERMINAL CONFERENCE 2019!

"An excellent mixture of speakers, with excellent presentation quality"
Francesco Lorenzini, Capacity Planner (Analyst), Manchester Airports Group, UK

"I've been impressed by the breadth of topics and the size of the conference"
Gabriel Geza, Chief Engineer, Engineering and Maintenance, Civil Aviation Authority, Botswana

"An excellent and very informative event. The programmes are well organised with topics that cover various subjects related to each other in the associated session. The speakers have explicit knowledge on the topics, and are well organised for each individual presentation"
Egsiam Saotonglang, Engineering Specialist, Airports of Thailand Plc, THAILAND

DAY 3 - THURSDAY 22 MARCH

09:00 - 13:25

INCREASING AIRPORT CAPACITY

09:00
INTRODUCTION BY CONFERENCE CHAIR
Satyaki Raghunath, Chief R&D Officer, GMR Airports Ltd, India

09:05
PANEL DISCUSSION: MEGA-PROJECT, MINI-SITE – THE US$2.4BN SFO TERMINAL 1
Suzanne Culin, Program Manager, San Francisco International Airport, USA
Kristi Hogan, Programme Manager, AECOM, USA
Kent DeRusha, Project Director, PMP, DBIA, Austin Commercial, USA
Todd Temple, Design-Build Project Director, Hensel Phelps, USA
Nazila Duran, Project Manager, WSP, USA
The challenge: increase gate capacity to allow passenger growth from 53 million to 71 million per year on a site that has no ability to expand runways or build additional passenger processing facilities. The solution: the Terminal 1 redevelopment programme. This multi-year, multi-phased project will deliver a state-of-the-art, 25-gate terminal and boarding area, with a sterile connector to the FIS allowing additional flexibility to process international passengers. The project will include the first US installed Individualised Container System (ICS) baggage handling system and 100% shared-use infrastructure. This US$2.4bn project is being delivered by two separate design-build teams.
• Future-proofing to maximise a constrained site
• Collaborative project delivery formally ensured by monthly partnering, quarterly stakeholder partnering meetings with accountability and responsibility assignments
• Demolishing 500K SF to construct 1M SF during 365-day secure 24/7 live passenger operations
• Integrated program team – owner, project management, designers, builders and stakeholders all co-located in The Big Room
• Incorporating SFO's mission REACH: A Guide to Revenue Enhancement & Customer Hospitality into terminal development innovation

10:05
BUILD ONE TERMINAL AROUND ANOTHER – ELDORADO AIRPORT CAPACITY INCREASE
Daniel Eduardo Beltran Bolivar, Production and Planning Manager, APORT - OPAIN, Colombia
The presentation will show the construction phases of the ElDorado Airport expansion project and how growing demand has made it necessary to expand the terminal even more. As we go through all the phases we will talk about the challenges we faced and how the airport operation continuously grew while construction was under way. We will talk about projects that increased the operational capacity of the existing infrastructure in the old terminal as well as the new one. We will also talk about the OPAIN philosophy focused on passenger experience, and how Skytrax aligned our efforts to make it better every day.

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CONFERENCE PROGRAMME

10:35
CHALLENGES IN BUILDING FOR INCREASED AIRPORT CAPACITY IN THE UK
Julian Sheppard, Associate Director, BuroHappold Engineering, UK

The presentation will explore the considerations and challenges associated with planning, designing and constructing modern terminals linked to surface access at existing airports and infrastructure. Client needs and briefs will be discussed along with strategies for how to answer and address these, together with aviation security considerations, constructing around an operational airport, the challenges of existing infrastructure and the needs and techniques adopted for reducing the construction programme. The speaker has delivered the design of major regeneration projects at London Heathrow Terminals 3 and 4, the new passenger interchange project at Terminal 2 and the Manchester Airport Terminal 2 transformation project.

11:05 - 11:25
BREAK

11:25
FULL VISIBILITY: MOVING FROM REFERENCE WEEK TO FULL SEASONAL PLANNING
Florian Raff, Head Planning & Development, Zurich Airport, Switzerland
Andreas Hofmann, Director Business Development, Amorph Systems GmbH, Germany

In the past, technical constraints limited seasonal planning to a single reference week. Selecting the week that constituted the best fit for all processors was a big challenge. Despite substantial analysis there was great uncertainty for each processor about how that reference week stood in relation to the rest of the season. As a result, resource planning for the various processors was very much based on the previous year and the seasonal planning process was of limited value. New-generation planning tools enable a seasonal planning process to reach its full potential and deliver a true value-add to the organisation.

11:55
EXPANDING CONNECTIVITY WHILE SIMPLIFYING THE EXPERIENCE
Mélanie Sarris, Deputy Director of Airport Planning and Architecture, Aéroports de Montréal, Canada
Patrick Gendreau, Director, Customer Experience and Innovation, Aéroports de Montréal, Canada

Over the last 10 years, Aéroports de Montréal has considerably increased its international traffic with dynamic air services development, but also by facilitating connections. Increasing connections is an airline strategy that the airport has continuously embraced. Today, with connections being near 20-25% of its traffic, the airport is putting in place a plan, with the great collaboration of all stakeholders, to significantly increase connection capacity while simplifying the experience for passengers. This expansion is key for the airport to go to the next level, and in this session we will present and share the ingredients of this ambitious plan.

12:25
JIT APPROACH IN BORDER CONTROL
Gudmundur Gautason, Manager - Airport Optimisation, Isavia, Keflavik Airport, Iceland
Gudmundur Dadi Runarsson, Technical and Infrastructure Director, Isavia, Keflavik Airport, Iceland

Keflavik Airport studies the current practices of gate call at. Based on the study of these practices a binary model was developed with the objective of minimizing the queue time at Border control by displaying the gate number at different times for passengers. This model considers the arrival times of current flights as they do have transfer passengers that will affect the model. The real time results will be given.

12:55
OPERATIONAL TERMINAL PREDICTION – OPTIMISING AIRPORT CAPACITY THROUGH FORECASTING DEMAND
Jana Skornicka, Director, Leidos, UK

Airports around the world are being challenged by the growth in air travel, which is outpacing their ability to expand capacity and meet customer demands. Join this session to learn about Operational Terminal Prediction (OTP), which moves beyond data collection to predictive analysis to make more efficient use of existing airport capacity and improve the passenger experience. With OTP, airport operators can make more informed decisions and proactively manage passenger processes and resource allocations in real time, ensuring smoother and more efficient processes.

13:25 - 15:00
LUNCH

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> **"The place where the industry meets. A great opportunity to learn about the latest trends and developments. A chance to exchange ideas and to network"**
>
> Florian Raff, Head Planning & Analytics, Zurich Airport, SWITZERLAND

> **"It's a great conference, a great critical mass of people and ideas here. I think it's one of the best places to learn about airport planning and to get great ideas"**
>
> Michael Jarvis, Executive Planning, Australia Pacific Airports, AUSTRALIA

09:00 - 13:00

MANAGEMENT & OPERATIONS: CRISIS & DISASTER

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Etienne van Zuijlen, Lead Business Development - Airport Operations, SITA, Netherlands
Alaistair Deacon, Airport Operational Systems Consultant, Toasty Solutions Limited, UK

09:05
EMERGENCY COMMUNICATION SYSTEMS (ECS) EFFECTIVENESS IN AN AIRPORT ENVIRONMENT
Panos Samaras, Fire Safety Officer, Athens International Airport, Greece
Michael Ferreira, Vice President - New Offer Management, Jensen Hughes, USA
A case study will be presented that will highlight the key factors driving the design and operation of emergency communication systems (ECS) in airports. Research literature developed from practice evacuations indicates that the use of verbal directive messaging may be the most effective way to reduce delay in an evacuation. The presenters will show videos from airport testing documenting and comparing unaware passengers' reactions to evacuation messaging in the form of fire alarm sirens versus verbal instruction provided by the airport emergency communications system.

09:35
ENHANCING SECURITY THROUGH ACHIEVEMENTS IN RESILIENCE
Dr Marwan Ibrahim, Director - Corporate Resilience, Dubai Airports, United Arab Emirates
The presentation will discuss enhancing security in the face of an increasingly complex and changing environment through achievements in resilience.

10:05
AVOIDING DISASTER BY MEETING THE NEEDS OF SENIORS AND PRM
Lawrence Rolon, Coordinator for Disability Services, Los Angeles World Airports, USA
Ageing and disabled passengers face challenges that are rarely considered when preparing emergency plans or live disaster drills. Senior citizens and persons with disabilities must be included in preparing, reviewing and participating in these matters. The presentation looks at the impact major incidents have on senior citizens and PRM. The speaker will discuss events at Los Angeles International Airport (LAX), including an active shooter in November 2013. Technology can play a crucial role in an airport's ability to provide assistance and timely information to these vulnerable populations.

10:35
INTEGRATING DISABILITIES IN AIRPORT EMERGENCY EXERCISES
Todd Haines, Managing Director, Critical Risk Group LLC, USA
Recent incidents such as the active shooter at Fort Lauderdale/

Hollywood International Airport have shown the need for better planning and practice in how to protect persons with disabilities or reduced mobility in airport emergencies. We will present the results of an intensive 2017 study of such practices in US, Canadian, European and Israeli airports.

11:05 - 11:25
BREAK

11:25
SMS PRACTICES AT NARITA INTERNATIONAL AIRPORT
Hiroki Komiyama, Staff, Narita International Airport Corporation, Japan
Narita International Airport Corporation places the pursuit of safety as a core element in its management vision. To achieve this management vision, it operates its own SMS (NAA-SMS). This presentation will provide an overview of NAA-SMS through examples, as well as the IT communication system used to support NAA-SMS.

11:55
BUSINESS CONTINUITY PLANNING - ARE YOU FULLY PREPARED FOR RECOVERY?
Darron Freegard, Acting General Manager Corporate Risk, Perth Airport Pty Ltd, Australia
The growing threat of disruptive incidents to airport operations, coupled with the significant contribution of aviation to the global economy, underscores the importance of increasing the resiliency of airports and their ability to recover quickly after an unplanned event. The presentation will outline Perth Airport's approach to business continuity management and the role new technologies can play in the execution of plans. The value of integrating business continuity planning principles into the very early stages of airport expansion programmes will be examined, with specific reference to the lessons learned from the airport's major expansion project.

12:25
PANEL DISCUSSION: TOPIC AND PANELLISTS TO BE ANNOUNCED

13:00 - 15:00
LUNCH

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"Excellent! Always useful and the topics are on point with most airports and what they are trying to achieve"

Garry Porter, Head of Operations, Darwin International, AUSTRALIA

CONFERENCE PROGRAMME

DAY 3 - THURSDAY 22 MARCH

09:00 - 13:25

TECHNOLOGY:
SYSTEMS & INTEGRATION

09:00
INTRODUCTION BY CONFERENCE CHAIRS
Maurice Jenkins CM IAP, Director Information Systems & Telecom, Miami Dade Aviation Department, USA
Al Lyons, SVP Firmwide Director of IT & Electronic Systems, HOK, USA

09:05
IATA 753 – AN AIRPORT CHALLENGE FOR THE FUTURE
Dr Francisco Rodriguez, CIO, FMO Munster / Osnabrück International Airport, Germany
IATA 753 as an opportunity to improve baggage processing at small and medium-size airports. The presentation will show how an airport can use the requirements to be prepared for the future – IoT and the digital transformation play a big role in the concept.

09:35
IATA 753 AND BAGGAGE TRACKING AS A PASSENGER SERVICE
Tupac Amaru Bastidas Celis, Project Manager, S7 Airlines, Russia
Dr Viktor Kusý, Senior Product Manager Baggage, SITA, Czech Republic
The presentation will discuss S7's experience in implementing IATA's resolution 753 as a passenger information service, intended to improve passengers' travel experience by allowing them to track their checked bags in real time throughout the journey. S7 developed a platform based on BagJourney, a service recently developed by SITA to help airlines cope with IATA resolution 753. In addition, the system supports other data sources such as RFID baggage tracking systems and GPS trackers. All the data is organised and stored in a unique database that can be accessed by passengers via mobile app or web, to find out the location of their bags.

10:05
REMOTE BAGGAGE DROP-OFF
Yorick Buys, Project & Process Manager at Ground Operations, Brussels Airlines, Belgium
Brussels Airlines successfully implemented a remote baggage drop-off venue at Tomorrowland in 2017. At this baggage drop-off, customers could check-in their baggage and travel without the burden until their final destination. This drop-off was made possible by an in-house-developed application that made the full check-in very light and efficient, resulting in 1,500 bags checked in over two Mondays. This presentation will focus on the results and process of this bag-drop and outline the next steps after this successful pilot case.

10:35
IT'S TIME TO CHANGE PERSPECTIVE
Aaldert Hofman, Lead Enterprise Architect, Schiphol Group, Netherlands
Nowadays, most airports use a plethora of IT solutions. Ideally, these solutions work closely together to provide an integrated picture. In practice, we expend a lot of effort trying to fit together a patchwork of solutions. At Amsterdam Airport Schiphol we changed perspective. To create one integral system, design patterns must enforce this, i.e. join IT platforms (selected Best of Breed) together. In this way, we create a digital twin of our physical airport. This view not only includes day-to-day airport operations, but can also be broadened into long-term capacity planning and advanced analytical reports.

11:05 - 11:25
BREAK

11:25
CYBERSECURITY: BUILDING RESILIENCE – LESSONS LEARNED
Roelof-Jan Steenstra, President & CEO, Fort McMurray International Airport, Canada
Cyber threats are a complex and ever-present risk in today's operating environment. No one is completely safe from cyber attacks, including airports. Using the FMAA case as an example, the presentation will explore lessons learned.

11:55
50 SHADES OF PROCESSES
Thomas Framvig, Process Architect, Copenhagen Airports, Denmark
CPH is in the middle of a major ITIL rollout. This session will present the benefit for an airport and how the framework can help with handling new regulations like GDPR and SESAR. Many security issues are handled as well, and all together we will benefit by getting much more consistent IT and supporting safe operations. In short, a way to handle the developing challenges with new regulations and major growth.

12:25
SMART MANAGEMENT OF AIRPORT TROLLEY OPERATIONS, POWERED BY SILICON VALLEY
Domenic Globisch, Project Manager, Stuttgart Airport GmbH, Germany
Most operational segments of airports are highly digitised – but what about niche services such as baggage trolleys in your terminals? Imagine you could monitor the number of trolleys per station, create intelligent routings for your staff to refill these and get real-time reports about utilisation and productivity, while motivating your employees to work even better. Together with the up-and-coming Silicon Valley company Springshot, Stuttgart Airport developed an application to achieve exactly this. Join our talk and let's discuss exciting topics such as simple solutions for niche services, gamification possibilities and transparency.

12:55
INFORMATION AND COMMUNICATIONS TECHNOLOGY STANDARDS - THE '4TH UTILITY' EVOLVES

Vili Antic, Technical Analyst, Vancouver Airport Authority, Canada
Graham Lovely, Associate, MCW Consultants Ltd, Canada

Information and communications technology (ICT) has evolved into one of the most critical aspects of airport infrastructure and requires robust standards and guidelines to complement efficient growth. Airports are continually expanding, and multiple consultants and stakeholders can be involved at different stages of design and construction, often spanning multiple years. ICT systems are rapidly changing and the lines are being progressively blurred between traditional electrical supply and ICT infrastructure. To align with the evolution of ICT as a recognised '4th utility', new approaches are needed by design professionals and airport authorities to stay ahead of the curve.

13:25 - 15:00
LUNCH ✗

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*This programme may be subject to change

"It is the best aviation event globally and the only one that covers the complete airport ecosystem, providing a great platform for learning and sharing of knowledge. It has greatly helped in raising the global aviation business standards and performances"

Suresh Khadakbhavi, DGM Innovation Lab, Bangalore International Airport Ltd, INDIA

"It's been great to see what's happening in the industry and what the future looks like for the big airports"

Normunds Feierbergs, Board Member, Riga International Airport, Latvia

"Let me thank you for a great PTE conference in Amsterdam! The outcome was amazing and I am already looking forward to Stockholm!"

Mohamad S Al Agha, Senior Manager IT Business Solutions, Abu Dhabi Airports, UAE

"The strength of the conference was the opportunity to hear from and network with airport executives from all over the globe"

Scott Gibbons, Vice President of Administration, Cincinnati/Northern Kentucky International Airport, USA

"It was really good to listen to the many speakers from around the world in the same conference event"

Ka Chuen Fung, Senior Manager IT Planning and Strategy, Airport Authority Hong Kong, HONG KONG

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SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT
(To be completed within 30 days from travel return date)

TRAVELER:	Kimberly J. Becker	DEPT. NAME & NO.	Executive Office/BU 6	
DEPARTURE DATE:	4/3/2018	RETURN DATE: 4/3/2018	REPORT DUE:	5/3/18
DESTINATION:	Seattle, WA - Meeting with Airline			

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							
		SATURDAY	SUNDAY	MONDAY	TUESDAY 4/3/18	WEDNESDAY	THURSDAY	FRIDAY	TOTALS
Air Fare, Railroad, Bus *(attach copy of itinerary w/charges)*	$700.39								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*									0.00
Laundry*									0.00
Tips - *separately paid (maids,bellhop,other hotel srvs.)*									0.00
Meals *(include tips pd.)* Breakfast*									0.00
Lunch*					23.26				23.26
Dinner*									0.00
Other Meals*									0.00
Alcohol is a non-reimbursable expense									
Hospitality [1] *									0.00
Miscellaneous: Baggage Fee									0.00
									0.00
									0.00
Provide detailed receipts									0.00
Total Expenses prepaid by Authority	700.39	0.00	0.00	0.00	23.26	0.00	0.00	0.00	23.26

Explanation:		Total Expenses Prepaid by Authority	700.39
		Total Expenses Incurred by Employee (including cash advances)	23.26
		Grand Trip Total	723.65
		Less Cash Advance *(attach copy of Authority ck)*	
		Less Expenses Prepaid by Authority	700.39
[1] *Give names and business affiliations of any persons whose meals were paid by traveler.*		Due Traveler (positive amount)[2]	
[2] *Prepare Check Request*		Due Authority (negative amount)[3]	23.26
[3] *Attach personal check payable to SDCRAA*		*Note: Send this report to Accounting even if the amount is $0.*	

I as traveler or administrator acknowledge that I have read, understand and agree to Authority policies 3.40 - Travel and Lodging Expense Reimbursement Policy[4] and 3.30 - Business Expense Reimbursement Policy[5] 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.:	2445
	Print/Type Name		
Traveler Signature:		Date:	4/5/1R
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
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)
_____ meeting.
(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: **Kimberly J. Becker**   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: **3/27/2018**   PLANNED DATE OF DEPARTURE/RETURN: **04/3/2018 / 04/3/2018**

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

Destination: Seattle, WA   Purpose: Meeting with Alaska Airlines
Explanation:

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES
   A. TRANSPORTATION COSTS:
   - AIRFARE $ **500.00**
   - *RENTAL CAR (Must complete page 2) $
   - OTHER TRANSPORTATION (Taxi, Train) $
   - B. LODGING $.
   - C. MEALS $ **50.00**
   - D. SEMINAR AND CONFERENCE FEES $
   - E. ENTERTAINMENT (If applicable) $
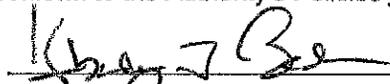   - F. OTHER INCIDENTAL EXPENSES $ **50.00**
   - **TOTAL PROJECTED TRAVEL EXPENSE** $ **600.00**

*Permitted in limited circumstances; must be pre-approved. Provide a copy of Out-of-Town Travel Request form to Risk Management prior to travel in order to obtain insurance identification card covering rental period.
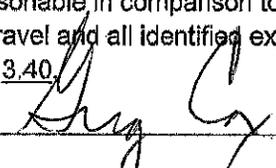
CERTIFICATION BY TRAVELER By my signature below, I certify that the above listed out-of-town travel and associated expenses conform to the Authority's Policies 3.30 and 3.40 and are reasonable and directly related to the Authority's business.

Travelers Signature: _____   Date: 3/27/18

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

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

Administrator's Signature: _____   Date: 3/07/18

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.)

NEW Out of Town Travel Request (eff, 5-23-17)

Subject:	Meeting with Alaska Airlines
Location:	Seattle HQ
Start:	Tue 4/3/2018 1:00 PM
End:	Tue 4/3/2018 2:00 PM
Recurrence:	(none)
Organizer:	Becker Kimberly

Alaska Attendees:

John Kirby
Nicholas Haan
Noah Gronwald
Amy Fuller-Lyman
Shane Jones

BIG FOOT FOOD & SPIRITS
NORTH CONCOURSE
SEATAC AIRPORT
www.bigfootfs.com

302 HAI L

Tbl 105/2   Chk 4375   Gst 0
          Apr03'18 11:10AM
----
  1 SODA   3.41
  1 FRENCH DIP   14.55

  SUBTOTAL   17.96
  TAX   1.80
  TOTAL DUE   19.76

THANK YOU & WE'LL SEE YOU AGAIN!

Questions or Comments? Email Us
info@bigfootfs.com

For your convenience we are
  providing the following
  gratuity calculations:

      15% is $2.96
      18% is $3.56
      20% is $3.95

BIG FOOT FOODS
AND SPIRITS
17801 International Blvd
Seatac, WA 98158
206-248-2700

** TRANSACTION RECORD **

Tran. #: 24706
Table #: Tbl 105/2
Check #: 4375
Employee #: 302
Employee Name: HAI L
Workstation #: 0004
Merch. ID: 560000034252
Terminal #: 007
Device ID: 04
Retrieval #:132500000000

PRE-AUTH PURCHASE

XXXXXXXXXXXX█████
MasterCard
Entry Method: Swiped

     Amount $19.76

Tip: ____ 350

TOTAL: 23.26

2018/04/03 11:46:13
00-001 660366
S0001T0004/BIGFTC04

APPROVED 660366

Customer Copy

⅂TRAVELTRUST

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

[ADD TO OUTLOOK]

Tuesday, 27MAR 2018 02:22 PM EDT

Passengers: KIMBERLY JANE BECKER (06)

Agency Reference Number: IRQEWP

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

Alaska Airlines Confirmation JKODSQ

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

TRAVELTRUST STRONGLY RECOMMENDS CHECKING IN
ONLINE WITH YOUR AIRLINE AT LEAST 24 HOURS PRIOR TO
EACH FLIGHT FOR THE MOST CURRENT TIMES AND ALERTS

AIR	Tuesday, 3APR 2018		

Alaska Airlines	**Flight Number:** 0471	Class: M-Coach/Economy
From: San Diego CA, USA	**Depart:** 08:00 AM	
To: Seattle/Tacoma WA, USA	**Arrive:** 11:00 AM	
Stops: Nonstop	Duration: 3 hour(s) 0 minute(s)	
Seats: 12C	Status: CONFIRMED	Miles: 1038 / 1661 KM
Equipment: Boeing 737 Jet	MEAL: FOOD FOR PURCHASE	

DEPARTS SAN TERMINAL 1
Frequent Flyer Number: ▄▄▄▄▄▄▄▄▄▄
PREMIUM AISLE SEAT CONFIRMED
Alaska Airlines Confirmation number is JKODSQ

AIR	Tuesday, 3APR 2018		

Alaska Airlines	**Flight Number:** 0074	Class: B-Coach/Economy
From: Seattle/Tacoma WA, USA	**Depart:** 03:50 PM	
To: San Diego CA, USA	**Arrive:** 06:28 PM	
Stops: Nonstop	Duration: 2 hour(s) 38 minute(s)	
Seats: 12C	Status: CONFIRMED	Miles: 1038 / 1661 KM
Equipment: Boeing 737 Jet	MEAL: FOOD FOR PURCHASE	

ARRIVES SAN TERMINAL 1
Frequent Flyer Number: ▄▄▄▄▄▄▄▄▄▄
PREMIUM AISLE SEAT CONFIRMED
Alaska Airlines Confirmation number is JKODSQ

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.
ALASKA AIRLINES CONFIRMATION NUMBER - JKODSQ

FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: KIMBERLY JANE BECKER
Date issued: 3/27/2018   Invoice Nbr: 5467036
Ticket Nbr: AS7060601447   Electronic Tkt: Yes   Amount: 670.39 USD
              Base: 597.20   US Tax: 44.79 USD   XT Tax: 28.40 USD
Charged to: AX*************1013

Service fee: KIMBERLY JANE BECKER
Date issued: 3/27/2018
Document Nbr: XD0732768722   Amount: 30.00
Charged to: AX*************1013

                 Total Tickets: 670.39
                 Total Fees: 30.00
                 Total Amount: 700.39

Click here 24 hours in advance to obtain boarding passes:
ALASKA

Click here to review Baggage policies and guidelines:
ALASKA

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 Sunday - Friday 10pm - 5:30pm Pacific
Saturday from 9am-1pm Pacific.
For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.
You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.
Each call is billable at a minimum $25.00 per call/reservation

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT
(To be completed within 30 days from travel return date)

TRAVELER:	Kimberly J. Becker	DEPT. NAME & NO.	Executive Office/BU 6	
DEPARTURE DATE:	4/9/2018	RETURN DATE: 4/9/2018	REPORT DUE:	5/9/18
DESTINATION:	Sacramento, CA - Legislative Meetings			

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)	SATURDAY	SUNDAY	MONDAY 4/9/18	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	TOTALS
Air Fare, Railroad, Bus *(attach copy of itinerary w/charges)*	$519.96								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*									0.00
Laundry*									0.00
Tips - separately paid (maids,bellhop,other hotel srvs.)									0.00
Meals (include tips pd.) Breakfast*									0.00
Lunch*					21.13				21.13
Dinner*					26.03				26.03
Other Meals*									0.00
Alcohol is a non-reimbursable expense									
Hospitality [1] *									0.00
Miscellaneous: Baggage Fee									0.00
									0.00
									0.00
Provide detailed receipts									-0.00
Total Expenses prepaid by Authority	519.96	0.00	0.00	47.16	0.00	0.00	0.00	0.00	47.16

Explanation:		
	Total Expenses Prepaid by Authority	519.96
	Total Expenses Incurred by Employee (including cash advances)	47.16
	Grand Trip Total	567.12
	Less Cash Advance *(attach copy of Authority ck)*	
	Less Expenses Prepaid by Authority	519.96
[1] Give names and business affiliations of any persons whose meals were paid by traveler.	Due Traveler (positive amount)[2]	
[2] Prepare Check Request	Due Authority (negative amount)[3]	47.16
[3] Attach personal check payable to SDCRAA	*Note: Send this report to Accounting even if the amount is $0.*	

I as traveler or administrator acknowledge that I have read, understand and agree to Authority policies 3.40 - Travel and Lodging Expense Reimbursement Policy[4] and 3.30 - Business Expense Reimbursement Policy[5] 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 *Print/Type Name*	Ext.:	2445
Traveler Signature:	*Kimberly J Becker*	Date:	4/11/18
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
(Please leave blank. Whoever clerk's the meeting will insert their name and title.)

_____ meeting.
(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.

⇟TRAVELTRUST

ADD TO OUTLOOK

Friday, 6APR 2018 07:05 PM EDT

Passengers: KIMBERLY JANE BECKER (06)

Agency Reference Number: OHCLBM

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

Southwest Airlines Confirmation J88234

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

TRAVELTRUST STRONGLY RECOMMENDS CHECKING IN
ONLINE WITH YOUR AIRLINE AT LEAST 24 HOURS PRIOR TO
EACH FLIGHT FOR THE MOST CURRENT TIMES AND ALERTS

AIR	Monday, 9APR 2018		
	Southwest Airlines	**Flight Number:** 1843	Class: K-Business Select
	From: San Diego CA, USA	**Depart:** 07:20 AM	
	To: Sacramento CA, USA	**Arrive:** 08:55 AM	
	Stops: Nonstop	Duration: 1 hour(s) 35 minute(s)	
		Status: CONFIRMED	Miles: 468 / 749 KM

Equipment: Boeing 737-700 Jet
DEPARTS SAN TERMINAL 1 - ARRIVES SMF CENTRAL TERMINAL B
RAPID REWARDS ▓▓▓▓▓▓▓
ECONOMY CLASS-BUSINESS SELECT CONFIRMED
Southwest Airlines Confirmation number is J88234

AIR	Monday, 9APR 2018		
	Southwest Airlines	**Flight Number:** 0887	Class: K-Business Select
	From: Sacramento CA, USA	**Depart:** 06:45 PM	
	To: San Diego CA, USA	**Arrive:** 08:10 PM	
	Stops: Nonstop	Duration: 1 hour(s) 25 minute(s)	
		Status: CONFIRMED	Miles: 468 / 749 KM

Equipment: Boeing 737-700 Jet
DEPARTS SMF CENTRAL TERMINAL B - ARRIVES SAN TERMINAL 1
RAPID REWARDS ▓▓▓▓▓▓▓
ECONOMY CLASS-BUSINESS SELECT CONFIRMED
Southwest Airlines Confirmation number is J88234

A PORTION OF THIS TRIP MAY BE REFUNDABLE. PLEASE RETURN
UNUSED PORTIONS TO TRAVELTRUST FOR POSSIBLE REFUND.
SOUTHWEST AIRLINES CONFIRMATION NUMBER - J88234
FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: KIMBERLY JANE BECKER
Ticket Nbr: WN1432633938   Electronic Tkt: No   Amount: 489.96
                Base: 429.36   Tax: 60.60
Charged to: AX**************1013

Service fee: KIMBERY JANE BECKER
Date issued: 4/6/2018
Document Nbr: XD0733336987   Amount: 30.00
Charged to: AX*************1013

                Total Tickets: 489.96
                Total Fees: 30.00
                Total Amount: 519.96

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 Sunday - Friday 10pm - 5:30pm Pacific
Saturday from 9am-1pm Pacific.
For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.
You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.
Each call is billable at a minimum $25.00 per call/reservation

4/9/18

```
            FRANK FATS
         www.frankfats.com
           806 L Street
        Sacramento, CA 95814
          (916) 442-7092

Server: Ngoc              04/09/2018
11/2                        12:51 PM
Guests: 8

                  #30009

Sang Gai Shee Chow Mein        16.75

Subtotal                       16.75
Tax                             1.38

Total                          18.13

Balance Due                 18.13

     THANK YOU! From the Staff
        and the Fat Family
       Suggested Gratuity
          (22%)= 3.69
          (20%)= 3.35
          (18%)= 3.02
```

```
            FRANK FATS
         www.frankfats.com
           806 L Street
        Sacramento, CA 95814
          (916) 442-7092

Server: Ngoc          DOB: 04/09/2018
12:55 PM                    04/09/2018
11/2                          3/30009

               SALE

MC                           3145736
Card #XXXXXXXXXXXX
Magnetic card present: BECKER KIMBERLY J
Card Entry Method:  S

Approval: 654322

              Amount:      $18.13

              + Tip: _____2___

              = Total: __21 13__

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

X_____

     THANK YOU! From the Staff
        and the Fat Family
       Suggested Gratuity
          (22%)= 3.69
          (20%)= 3.35
          (18%)= 3.02
```

Lunch

4/9/18

OPERATED BY

HMS
H O S T

ESQUIRE GRILLE
SACRAMENTO INTL AIRPORT

35024 Jerri
- -
1 0 2 /2   GST 1
          4 7 4 4
      APR09'18 5:40PM
- -
   DINE IN

 1 SAND GRLD CHIX   16.50
      BBQ CHIPS
 1 SODA BAR M   3.95
      FIRST RND SFTBEV
      ICD TEA

   SUBTOTAL   20.45
   TAX   1.58
   AMOUNT DUE $22.03

WE WANT TO HEAR YOUR FEEDBACK!
PLEASE CONTACT 1-877-672-7467
OR CUSTOMERSERVICE@HMSHOST.COM
  TO SHARE YOUR EXPERIENCE.

ESQUIRE GRILLE
SACRAMENTO INTL AIRPORT

Merchant ID :
TERMINAL ID : 283922
Check #   : 4744
Table #   : 102
Server   : 35024 Jerri
Acct Num   : XXXXXXXXXXXX
Expiry Date : **/**
Card Type   : MasterCard
Trans Type   : Authorize
Trans Date   : 4/9/2018
Trans Time   : 6:02 PM
Entry Mode   : swiped
Auth Code   : 613801

Subtotal   : $ 22.03

   GRATUITY: _____ 4 —

   TOTAL: _____ 26 03

X _____
          Signature
I Agree to pay total amount as
per the Card Issuer Agreement.
          Customer Copy

DINNER

NOSSAMAN LLP

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY (SDCRAA)
SACRAMENTO MEETING SCHEDULE**

APRIL 9ᵗʰ and 10ᵗʰ 2018

DATE	TIME	MEETING	LOCATION
Mon. April 9	10:00 AM	Asm. Randy Voepel (R) AD 71	Room 4009
	11:30 AM	Asm. Marie Waldron's (R) Chief of Staff Jayme Chick and Local Govt. Staffer Elizabeth Enea AD 75	Room 4130
	1:15 PM	Asm. Anna Caballero's (D) Staff Enedina Garcia AD 30	Room 5158
	1:45 PM	Asm. Ken Cooley's (D) Staff Brian Repicky AD08	Room 3013
	3:45 PM	Asm. Brian Maienschein (R) AD 77	Room 4139
	4:15 PM	Asm. Tom Lackey (R) AD 36	Room 2174
Tues. April 10			

○ Pending Meetings to Set: Assemblymembers – Cecilia Aguiar-Curry, Richard Bloom.

APRIL BOLING

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
TRAVEL EXPENSE REPORT - Board Members
(To be completed within 30 days from travel return date)

Board member name: C. April Boling

Departure Date:	4/9/2018	Return Date: 4/9/2018	Report Due:	5/9/18
Destination:	Sacramento, CA			

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.

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

	Authority Expenses (Prepaid by Athty)	Board Member Expenses							
		SUNDAY	MONDAY 4/9/18	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	TOTALS
Daily Per Diem Limitations									
GSA Daily Hotel Rate or Conference Hotel Rate									
GSA Daily Meals, Entertainment & Incidentals (ME&I)			64.00						
Air Fare, Railroad, Bus (attach copy of itinerary w/charges)			519.96						519.96
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/Shuttle Fare (include tips pd.) To/From meetings, airport, etc.									0.00
Hotel - Actual Expense Paid - Excluding Taxes									
Allowable Hotel (Lessor of Actual or GSA Allowance)		0.00	0.00	0.00	0.00				0.00
Hotel Taxes Paid									0.00
Telephone, Internet and Fax									0.00
Laundry									0.00
Meals, Entertainment & Incidentals (M,E&I)									
Meals (include tips pd.) Breakfast									
Lunch			20.50						
Dinner									
Other Meals									
Entertainment (Hospitality)									
Tips Paid to Maids, Bellhops, and other hotel servers									
Taxi/Shuttle Fare (include tips pd.) To/From meal destinations									
Total Meals, Entertainment & Incidentals		0.00	20.50	0.00	0.00	0.00	0.00	0.00	
GSA Allowance for M,E&I (from above)		0.00	64.00	0.00	0.00	0.00	0.00	0.00	
Allowable M,E&I (Lessor of Actual or GSA Allowance)		0.00	20.50	0.00	0.00	0.00	0.00	0.00	20.50
Alcohol is a non-reimbursable expense									0.00
Miscellaneous:									0.00
									0.00
									0.00
Total Expenses	0.00	0.00	540.46	0.00	0.00	0.00	0.00	0.00	540.46

Grand Trip Total	540.46
Less Cash Advance (attach copy of Authority ck)	
Less Expenses Prepaid by Authority	0.00
Due Traveler - if positive amount, prepare check request **Due Authority** - if negative, attach check payable to SDCRAA	540.46

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

Alcohol is a non-reimbursable expense

[1]*Give names and business affiliations of all persons whose meals were paid by traveler.*

Failure to attach required documentation will result in the delay of processing reimbursement. If you have any

I as traveler or administrator acknowledge that I have read, understand and agree to Authority policies 3.40 - Travel and Lodging Expense Reimbursement Policy[4] and 3.30 - Business Expense Reimbursement Policy[5] 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:	Linda Gehlken	Ext.:	x2557
Traveler Signature:	Print/Type Name	Date:	4/13/18
Administator's signature:		Date:	

AUTHORITY CLERK CERTIFICATION ON BEHALF OF EXECUTIVE COMMITTEE (To be completed by Clerk)

I, _____ hereby certify that this document was approved by the Executive Committee at it's meeting on _____.

Clerk Signature: _____   Date: _____

C:\Users\gehlken\Desktop\Zurich Travel Expense Report - A. Boling

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: C. April Boling   Dept: 02-Board

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

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

2. DATE OF REQUEST: 4/6/18   PLANNED DATE OF DEPARTURE/RETURN: 4/9/18   / 4/9/18

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

Destination: Sacramento, CA   Purpose: Legislative Meeting

Explanation: Meet with legislative officials

4. PROJECTED OUT-OF-TOWN TRAVEL EXPENSES

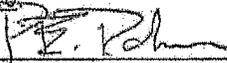|		
A. TRANSPORTATION COSTS:		
• AIRFARE	$	500.00
• OTHER TRANSPORTATION (Taxi, Train, Car Rental)	$	50.00
B. LODGING	$	
C. MEALS	$	50.00
D. SEMINAR AND CONFERENCE FEES	$	
E. ENTERTAINMENT (If applicable)	$	
F. OTHER INCIDENTAL EXPENSES	$	
TOTAL PROJECTED TRAVEL EXPENSE	$	600.00

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: 4/13/18

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

By my signature below, I certify the following:

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

Administrator's Signature: _____ Date: 4/6/18

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.)

⇶ TRAVELTRUST

ADD TO OUTLOOK

Friday, 6APR 2018 07:37 PM EDT

Passengers: CATHERINE APRIL BOLING (06)

Agency Reference Number: LSBTIW

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

Southwest Airlines Confirmation JAE62W

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

TRAVELTRUST STRONGLY RECOMMENDS CHECKING IN
ONLINE WITH YOUR AIRLINE AT LEAST 24 HOURS PRIOR TO
EACH FLIGHT FOR THE MOST CURRENT TIMES AND ALERTS

AIR	Monday, 9APR 2018		
Southwest Airlines		**Flight Number: 1843**	Class: K-Business Select
From: San Diego CA, USA		**Depart:** 07:20 AM	
To: Sacramento CA, USA		**Arrive:** 08:55 AM	
Stops: Nonstop		Duration: 1 hour(s) 35 minute(s)	
		Status: CONFIRMED	Miles: 468 / 749 KM

Equipment: Boeing 737-700 Jet
DEPARTS SAN TERMINAL 1 - ARRIVES SMF CENTRAL TERMINAL B
RAPID REWARDS ▓▓▓▓▓▓
ECONOMY CLASS-BUSINESS SELECT CONFIRMED
Southwest Airlines Confirmation number is JAE62W

AIR	Monday, 9APR 2018		
Southwest Airlines		**Flight Number: 0887**	Class: K-Business Select
From: Sacramento CA, USA		**Depart:** 06:45 PM	
To: San Diego CA, USA		**Arrive:** 08:10 PM	
Stops: Nonstop		Duration: 1 hour(s) 25 minute(s)	
		Status: CONFIRMED	Miles: 468 / 749 KM

Equipment: Boeing 737-700 Jet
DEPARTS SMF CENTRAL TERMINAL B - ARRIVES SAN TERMINAL 1
RAPID REWARDS ▓▓▓▓▓▓
ECONOMY CLASS-BUSINESS SELECT CONFIRMED
Southwest Airlines Confirmation number is JAE62W

A PORTION OF THIS TRIP MAY BE REFUNDABLE. PLEASE RETURN
UNUSED PORTIONS TO TRAVELTRUST FOR POSSIBLE REFUND.
SOUTHWEST AIRLINES CONFIRMATION NUMBER - JAE62W
FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: CATHERINE APRIL BOLING
Ticket Nbr: WN1432634122 Electronic Tkt: No   Amount: 489.96
               Base: 429.36   Tax: 60.60
Charged to: VI***********████

Service fee;   CATHERINE APRIL BOLING
Date issued: 4/6/2018
Document Nbr: XD0733336994   Amount: 30.00
Charged to: VI***********████

               Total Tickets: 489.96
               Total Fees: 30.00
               Total Amount: 519.96

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 Sunday - Friday 10pm - 5:30pm Pacific
Saturday from 9am-1pm Pacific.
For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.
You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.
Each call is billable at a minimum $25.00 per call/reservation

SOUTHWEST AIRLINES CONFIRMATION NUMBER - JAE62W
FOR EMERGENCY SERVICE FROM UNITED STATES - 888-221-6043

Ticket/Invoice Information

Ticket for: CATHERINE APRIL BOLING
Ticket Nbr: WN1432634122   Electronic Tkt: No   Amount: 489.96
               Base: 429.36   Tax: 60.60
Charged to: VI*************⬤

Service fee: CATHERINE APRIL BOLING
Date issued: 4/6/2018
Document Nbr: XD0733336994   Amount: 30.00
Charged to: VI************⬤

               Total Tickets: 489.96
               Total Fees: 30.00
               Total Amount: 519.96

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 Sunday - Friday 10pm - 5:30pm Pacific
Saturday from 9am-1pm Pacific.
For EMERGENCY AFTERHOURS assistance in the US, please call 888-221-6043 and use VIP Code SJE72.
You can also use the Direct Dial Number 682-233-1914 or the collect number 682-647-0061.
Each call is billable at a minimum $25.00 per call/reservation

TRAVELTRUST STRONGLY RECOMMENDS CHECKING IN
ONLINE WITH YOUR AIRLINE AT LEAST 24 HOURS PRIOR TO
EACH FLIGHT FOR THE MOST CURRENT TIMES AND ALERTS

AIR   Monday, 9APR 2018

Southwest Airlines	**Flight Number:** 1843	Class: K-Business Select
From: San Diego CA, USA	**Depart:** 07:20 AM	
To: Sacramento CA, USA	**Arrive:** 08:55 AM	
Stops: Nonstop	Duration: 1 hour(s) 35 minute(s)	
	Status: CONFIRMED	Miles: 468 / 749 KM

Equipment: Boeing 737-700 Jet
DEPARTS SAN TERMINAL 1 - ARRIVES SMF CENTRAL TERMINAL B
RAPID REWARDS ▇▇▇▇▇
ECONOMY CLASS-BUSINESS SELECT CONFIRMED
Southwest Airlines Confirmation number is JAE62W

AIR   Monday, 9APR 2018

Southwest Airlines	**Flight Number:** 0887	Class: K-Business Select
From: Sacramento CA, USA	**Depart:** 06:45 PM	
To: San Diego CA, USA	**Arrive:** 08:10 PM	
Stops: Nonstop	Duration: 1 hour(s) 25 minute(s)	
	Status: CONFIRMED	Miles: 468 / 749 KM

Equipment: Boeing 737-700 Jet
DEPARTS SMF CENTRAL TERMINAL B - ARRIVES SAN TERMINAL 1
RAPID REWARDS ▇▇▇▇▇
ECONOMY CLASS-BUSINESS SELECT CONFIRMED
Southwest Airlines Confirmation number is JAE62W

A PORTION OF THIS TRIP MAY BE REFUNDABLE. PLEASE RETURN
UNUSED PORTIONS TO TRAVELTRUST FOR POSSIBLE REFUND.

Lunch

FRANK FATS
www.frankfats.com
806 L Street
Sacramento, CA 95814
(916) 442-7092

Server: Ngoc   DOB: 04/09/2018
12:54 PM   04/09/2018
11/3   3/30010

                         SALE

VISA   3145735
Card #XXXXXXXXXXXX
Magnetic card present: BOLING C
Card Entry Method: S

Approval: 05754G

                    Amount: $17.00
                    + Tip: 3.50
                    = Total: 20.50

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

X_____

           THANK YOU! From the Staff
             and the Fat Family
             Suggested Gratuity
                (22%)= 3.45
                (20%)= 3.14
                (18%)= 2.83

              >Rest   ign<

```
              FRANK FATS
           www.frankfats.com
             806 L Street
          Sacramento, CA 95814
            (916) 442-7092

   Server: Ngoc              04/09/2018
   11/3                       12:51 PM
   Guests: 8

                           #30010

   Szechuan Eggplant            11.95
   Lemonade                      3.75

   Subtotal                     15.70
   Tax                           1.30

   Total                        17.00

   Balance Due             17.00

        THANK YOU! From the Staff
           and the Fat Family
          Suggested Gratuity
             (22%)= 3.45
             (20%)= 3.14
             (18%)= 2.83
```

T 3 50 *(handwritten)*

GSA U.S. General Services Administration

FY 2018 Per Diem Rates for Sacramento, California

(October 2017 - September 2018).

Cities not appearing below may be located within a county for which rates are listed.
To determine what county a city is located in, visit the National Association of Counties (NACO) website
(a non-federal website) .

October 2017 - September 2018 The following rates apply for **Sacramento, California.** Max lodging by month (excluding taxes.) The last column is the Meals and Incidental Expense (M&IE) rate.

Primary Destination (1, 2)	County (3, 4)	2017 Oct	Nov	Dec	2018 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	M&IE (5)
Sacramento	Sacramento	$128	$128	$128	$128	$128	$128	$128	$128	$128	$128	$128	$128	$64

Footnotes

1. Traveler reimbursement is based on the location of the work activities and not the accommodations, unless lodging is not available at the work activity, then the agency may authorize the rate where lodging is obtained.
2. Unless otherwise specified, the per diem locality is defined as"all locations within, or entirely surrounded by, the corporate limits of the key city, including independent entities located within those boundaries."
3. Per diem localities with county definitions shall include"all locations within, or entirely surrounded by, the corporate limits of the key city as well as the boundaries of the listed counties, including independent entities located within the boundaries of the key city and the listed counties (unless otherwise listed separately)."
4. When a military installation or Government-related facility (whether or not specifically named) is located partially within more than one city or county boundary, the applicable per diem rate for the entire installation or facility is the higher of the rates which apply to the cities and/or counties, even though part(s) of such activities may be located outside the defined per diem locality.
5. *Meals and Incidental Expenses*, see Breakdown of M&IE Expenses for important information on first and last days of travel.

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

REVISED 4/19/18
DRAFT
BOARD
AGENDA

Thursday, May 3, 2018
9:00 A.M.

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

Board Members
C. April Boling
Chairman

Greg Cox
Jim Desmond
Mark Kersey
Robert T. Lloyd
Paul Robinson
Michael Schumacher
Johanna S. Schiavoni
Mark B. West

Ex-Officio Board Members
Tim Gubbins
Jacqueline Wong-Hernandez
Col. Jason Woodworth

President / CEO
Kimberly J. Becker

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

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

Staff Reports and documentation relating to each item of business on the Agenda are on file in 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.

SAN DIEGO
INTERNATIONAL AIRPORT.
LET'S **GO.**

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

PRESENTATIONS:

A.   SMALL BUSINESS DEVELOPMENT UPDATE:
Presented by Regina Brown, Small Business Development Program Manager, Vera Howell, Turner Construction and Chris Murphy, Swinerton Builders

B.   REVIEW OF THE UNAUDITED FINANCIAL STATEMENTS FOR THE NINE MONTHS ENDED MARCH 31, 2018:
Presented by Kathy Kiefer, Senior Director, Finance & Asset Management

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

- **AUDIT COMMITTEE:**
  Committee Members: Hollingworth, Lloyd, Robinson (Chair), Schiavoni, Tartre, Van Sambeek, West

- **CAPITAL IMPROVEMENT PROGRAM OVERSIGHT COMMITTEE:**
  Committee Members: Boling, Kersey (Chair), Schumacher, Robinson

- **EXECUTIVE PERSONNEL AND COMPENSATION COMMITTEE:**
  Committee Members: Boling, Cox, Desmond (Chair), Kersey

- **FINANCE COMMITTEE:**
  Committee Members: Cox (Chair), Lloyd, Schiavoni, West

ADVISORY COMMITTEES

- **AUTHORITY ADVISORY COMMITTEE:**
  Liaison: Robinson (Primary), Schiavoni

- **ART ADVISORY COMMITTEE:**
  Committee Member: Robert H. Gleason

LIAISONS

- **CALTRANS:**
  Liaison: Gubbins

- **INTER-GOVERNMENTAL AFFAIRS:**
  Liaison: Cox

- **MILITARY AFFAIRS:**
  Liaison: Woodworth

- **PORT:**
  Liaisons: Boling, Cox, Robinson

- **WORLD TRADE CENTER:**
  Representatives: Robert H. Gleason

BOARD REPRESENTATIVES (EXTERNAL)

- **SANDAG TRANSPORTATION COMMITTEE:**
  Representatives: Boling (Primary)

CHAIR'S REPORT:

PRESIDENT/CEO'S REPORT:

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

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

CONSENT AGENDA (Items 1-12):
The consent agenda contains items that are routine in nature and non-controversial. Some items may be referred by a standing Board Committee or approved as part of the budget process. The matters listed under 'Consent Agenda' may be approved by one motion. Any Board Member may remove an item for separate consideration. Items so removed will be heard before the scheduled New Business Items, unless otherwise directed by the Chair.

1.   **APPROVAL OF MINUTES:**
      The Board is requested to approve minutes of prior meetings.
      RECOMMENDATION: Approve the minutes of the March 9 and 10, 2018 special meeting, March 20, 2018 special meeting, and April 5, 2018 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 R. Russell, Director/Authority Clerk)

3. **AWARDED CONTRACTS, APPROVED CHANGE ORDERS FROM MARCH 12, 2018 THROUGH APRIL 8, 2018 AND REAL PROPERTY AGREEMENTS GRANTED AND ACCEPTED FROM MARCH 12, 2018 THROUGH APRIL 8, 2018:**
The Board is requested to receive the report.
RECOMMENDATION: Receive the report.
(Procurement: Jana Vargas, Director)

4. **MAY 2018 LEGISLATIVE REPORT:**
The Board is requested to approve the report.
RECOMMENDATION: Adopt Resolution No. 2018-____, approving the May 2018 Legislative Report.
(Inter-Governmental Relations: Michael Kulis, Director)

5. **AMEND AND RESTATE AUTHORITY POLICY 1.21 – AUTHORITY ADVISORY COMMITTEE / APPOINTMENTS TO THE AUTHORITY ADVISORY COMMITTEE:**
The Board is requested to approve the amendments and appointments.
RECOMMENDATION: Adopt Resolution No. 2018-____, amending and restating Authority Policy 1.21, Authority Advisory Committee and approving the appointments of Kristina Svensk and ____ as members to the Authority Advisory Committee.
(Inter-Governmental Relations: Michael Kulis, Director)

CLAIMS

COMMITTEE RECOMMENDATIONS

CONTRACTS AND AGREEMENTS

6. **AUTHORIZATION OF AN AMENDMENT TO THE EXISTING RBC $100,000,000 REVOLVING DRAWDOWN BONDS:**
The Board is requested to authorize an amendment.
RECOMMENDATION: Adopt Resolution No. 2018-____, approving a first amendment to fourth supplemental subordinate trust indenture and certain other documents and matters related to the revolving drawdown bonds.
(Business & Financial Management: John Dillon, Director)

7. **AWARD A CONTRACT TO S&L SPECIALTY CONSTRUCTION, INC. FOR QUIETER HOME PROGRAM PHASE 9, GROUP 5, PROJECT NO. 380905 SIXTEEN (16) HISTORIC MULTI-FAMILY AND SINGLE-FAMILY UNITS ON SEVEN (7) RESIDENTIAL PROPERTIES LOCATED EAST AND WEST OF THE AIRPORT:**
The Board is requested to award a contract.
RECOMMENDATION: Adopt Resolution No. 2018-_____, awarding a contract to S&L Specialty Construction, Inc. in the amount of $ 925,000 for Phase 9, Group 5, Project No. 380905, of the San Diego County Regional Airport Authority's Quieter Home Program.
(Planning & Environmental Affairs: Brendan Reed, Director)

8. **AWARD A CONTRACT TO SOLPAC CONSTRUCTION, INC. DBA SOLTEK PACIFIC CONSTRUCTION COMPANY, FOR AIRLINE RELOCATIONS AT TERMINAL 1 WEST (T1W) AND TERMINAL 2 EAST (T2E), AND T1W COMMON USE PASSENGER PROCESSING SYSTEM (CUPPS) AT SAN DIEGO INTERNATIONAL AIRPORT:**
The Board is requested to award a contract.
RECOMMENDATION: Adopt Resolution No. 2018-____, awarding a contract to SOLPAC Construction, Inc. dba Soltek Pacific Construction Company, in the amount of $12,601,000.58 for Project No. 104237, Airline Relocations at Terminal 1 West (T1W) and Terminal 2 East (T2E), and Project No. 104241, T1W Common Use Passenger Processing System (CUPPS) at San Diego International Airport.
(Facilities Development: Iraj Ghaemi, Director)

9. **APPROVE AND AUTHORIZE AN INCREASE IN THE PRESIDENT/CEO'S CHANGE ORDER AUTHORITY FOR WIFI EXPANSION IN TERMINALS AT SAN DIEGO INTERNATIONAL AIRPORT:**
The Board is requested to approve an increase in Change Order authority.
RECOMMENDATION: Adopt Resolution No. 2018-____, approving and authorizing an increase in the President/CEO's change order authority from $_____ to an amount not to exceed $_____, for Project No. 104206, WiFi Expansion in Terminals at San Diego International Airport.
(Facilities Development: Iraj Ghaemi, Director)

10. **APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO EXECUTE A SECOND AMENDMENT TO THE AGREEMENT WITH ANDERSON & KREIGER LLP:**
The Board is requested to approve an amendment.
RECOMMENDATION: Adopt Resolution No. 2018-____, approving and authorizing the President/CEO to execute a Second Amendment to the Agreement with Anderson & Kreiger LLP for Professional Legal Services increasing the term by one year and the compensation amount by $200,000 for a total not-to-exceed amount of $400,000.
(Legal: Amy Gonzalez, General Counsel)

11. **APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO EXECUTE A FIRST AMENDMENT TO THE AGREEMENT WITH DEVANEY PATE MORRIS AND CAMERON LLP:**
The Board is requested to approve an amendment.
RECOMMENDATION: Adopt Resolution No. 2018-_____, approving and authorizing the President/CEO to execute a First Amendment to the Agreement with Devaney Pate Morris and Cameron LLP for Professional Legal Services increasing the compensation amount by $200,000 for a total not-to-exceed amount of $500,000.
(Legal: Amy Gonzalez, General Counsel)

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

12. **APPROVE AND AUTHORIZE THE PRESIDENT/CEO TO EXECUTE A HEATING, VENTILATION, AND AIR CONDITIONING MAINTENANCE AND REPAIR SERVICE AGREEMENT:**
The Board is requested to approve an agreement.
RECOMMENDATION: Adopt Resolution No. 2018-_____, approving and authorizing the President/CEO to execute an Agreement for Heating, Ventilation and Air Conditioning ("HVAC") Maintenance and Repair Service with _____, for a term of three years, with the option for two one-year extensions exercisable at the discretion of the President/CEO, for a total not-to-exceed amount of _____.
(Facilities Management: David LaGuardia, Director)

PUBLIC HEARINGS:

OLD BUSINESS:

NEW BUSINESS:

13. **AUTHORIZE THE PRESIDENT / CEO TO EXECUTE A DESIGN-BUILD AGREEMENT WITH _____ FOR DESIGN AND CONSTRUCTION; AND TO NEGOTIATE AND EXECUTE WORK AUTHORIZATIONS FOR VALIDATION PHASE SERVICES, ADDITIONAL DESIGN AND EARLY CONSTRUCTION WORK FOR THE AIRPORT SUPPORT FACILITIES (ASF) PROJECT:**
The Board is requested to approve an agreement.
RECOMMENDATION: Adopt Resolution No. 2018-_____, authorizing the President/ CEO to (1) execute a Design-Build Agreement with _____; and (2) negotiate and execute Work Authorizations for validation phase services, additional design and early construction work with _____, in an amount not-to-exceed $_____ for project No. 104245, Airport Support Facilities (ASF) at San Diego International Airport.
(Facilities Development: Iraj Ghaemi, Director)

CLOSED SESSION:

14. **CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:**
    (Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)
    Name of Case: <u>San Diego County Regional Airport Authority v. American Car
    Rental, Inc.</u>, San Diego Superior Court Case No. 37-2016-00024056-CL-BC-CTL

15. **CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION:**
    (Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)
    Name of Case: <u>K.S.A.N. L.L.C v. San Diego County Regional Airport Authority, et
    al</u>. San Diego Superior Court Case No. 37-2017-00024982-CU-NP-CTL

16. **CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION:**
    (Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)
    Name of Case: <u>Juanita Robledo v. San Diego International Airport, et al.</u>
    San Diego Superior Court Case No. 37-2017-00008485-CU-PO-CTL

17. **CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION:**
    (Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)
    Name of Case: <u>Future DB International, Inc. v. San Diego County Regional
    Airport Authority, et al.</u>
    San Diego Superior Court Case No. 37-2018-00001531-CU-CR-CTL

18. **CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
    (Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Cal. Gov.
    Code §54956.9)
    Number of cases: 1

19. **CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
    (Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of
    Cal. Gov. Code §54956.9)
    Investigative Order No. R9-2012-0009 by the California Regional Water Quality
    Control Board pertaining to an investigation of bay sediments at the Downtown
    Anchorage Area in San Diego.
    Number of potential cases: 1

20. **CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
    (Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of
    Cal. Gov. Code §54956.9)
    Navy Boat Channel Environmental Remediation
    Number of potential cases: 1

21. **CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
    (Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of
    Cal. Gov. Code §54956.9)
    Number of potential cases: 2

22. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:
(Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Cal. Gov. Code §54956.9)
The Receipt of a Government Claim from Robert Bobbett and Request For Defense and Indemnity from the San Diego Unified Port District regarding the claim

23. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:
(Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Cal. Gov. Code §54956.9)
The Receipt of a Government Claim from Donna Kashani and Request For Defense and Indemnity from the San Diego Unified Port District regarding the claim

24. CONFERENCE WITH REAL PROPERTY NEGOTIATORS:
Property: Airline Operating and Lease Agreement - San Diego International Airport Agency Negotiator: Kim Becker, Scott Brickner, Amy Gonzalez Negotiating Parties: Alaska Airlines, Allegiant Airlines, American Airlines, British Airways, Delta Airlines, FedEx, JetBlue Airlines, Southwest Airlines Under Negotiation: price and terms of payment

REPORT ON CLOSED SESSION:

GENERAL COUNSEL REPORT:

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

ADJOURNMENT:

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

1) Persons wishing to address the Board, ALUC, and Committees shall complete a "Request to Speak" form prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to complete a form shall not preclude testimony, if permission to address the Board is granted by the Chair.

2) The Public Comment Section at the beginning of the agenda is 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

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UPCOMING MEETING SCHEDULE

Date	Day	Time	Meeting Type	Location
May 17	Thursday	9:00 A.M.	Workshop	Board Room
June 7	Thursday	9:00 A.M.	Regular	Board Room

SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY

DRAFT
AIRPORT LAND USE COMMISSION
AGENDA

Thursday, May 3, 2018
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

Live webcasts of Authority Board meetings can be accessed at
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.

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SAN DIEGO
INTERNATIONAL AIRPORT.
LET'S GO.

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

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 Commission.

CONSENT AGENDA (Item 1):

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 meetings.
   RECOMMENDATION: Approve the minutes of the April 5, 2018 regular meeting.

PUBLIC HEARINGS:

OLD BUSINESS:

NEW BUSINESS:

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. 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				
Date	*Day*	*Time*	*Meeting Type*	*Location*
June 7	Thursday	9:00 AM	Regular	Board Room