

**ONTARIO INTERNATIONAL AIRPORT
AUTHORITY
COMMISSION AGENDA
SPECIAL MEETING
AUGUST 31, 2015 AT 9:30 A.M.**

Alan D. Wapner
President

Ronald O. Loveridge
Vice President

Lucy Dunn
Secretary

Jim W. Bowman
Commissioner

Curt Hagman
Commissioner



Al C. Boling
Executive Director

John E. Brown
General Counsel

Grant D. Yee
Treasurer

WELCOME to a meeting of the Ontario International Airport Authority.

- Authority meetings are held at the City of Ontario Council Chambers located at 303 East B Street, Ontario, CA 91764 or at other such places as the Commission shall designate.
- All documents for public review are on file at the Authority Secretary's offices located within City of Ontario facilities at 303 East B Street, Ontario, CA 91764.
- Anyone wishing to speak during public comment or on a particular item will be required to fill out a blue slip. Blue slips must be turned in prior to public comment beginning or before an agenda item is taken up. The Secretary/Assistant Secretary will not accept blue slips after that time.
- Comments will be limited to 3 minutes. Speakers will be alerted when they have 1 minute remaining and when their time is up. Speakers are then to return to their seats and no further comments will be permitted.
- In accordance with California Law, remarks during public comment are to be limited to subjects within Authority's jurisdiction. Remarks on other agenda items will be limited to those items.
- Remarks from those seated or standing in the back of chambers will not be permitted. All those wishing to speak including Commissioners and Staff need to be recognized by the Authority President before speaking.

ORDER OF BUSINESS: The Authority meeting begins with Public Comment at 9:30 a.m., immediately followed by the Regular Meeting.

(EQUIPMENT FOR THE HEARING IMPAIRED IS AVAILABLE IN THE CITY OF ONTARIO'S RECORDS MANAGEMENT OFFICE)

CALL TO ORDER (OPEN SESSION)

9:30 a.m.

ROLL CALL

Loveridge, Dunn, Bowman, Hagman, Wapner

CLOSED SESSION PUBLIC COMMENT The Closed Session Public Comment portion of the Authority meeting is limited to a maximum of 3 minutes for each speaker and comments will be limited to matters appearing on the Closed Session. Additional opportunities for further Public Comment will be given during and at the end of the meeting.

CLOSED SESSION

- GC 54956.9 (d)(1), CONFERENCE WITH LEGAL COUNSEL, EXISTING LITIGATION: *City of Ontario v. City of Los Angeles, Los Angeles World Airports, and Los Angeles Board of Airport Commissioners, RIC 1306498.*
- GC 54956.8, CONFERENCE WITH REAL PROPERTY NEGOTIATORS
Property: Ontario International Airport, 2900 East Airport Drive, Ontario; Authority Negotiator: Executive Director or designee; Negotiating parties: Los Angeles Mayor or his designee; Under negotiation: Price and terms of payment.

In attendance: Loveridge, Dunn, Bowman, Hagman, Wapner

PLEDGE OF ALLEGIANCE

REPORT ON CLOSED SESSION

PUBLIC COMMENTS

The Public Comment portion of the Authority meeting is limited to 30 minutes with each speaker given a maximum of 3 minutes. An opportunity for further Public Comment may be given at the end of the meeting. Under provisions of the Brown Act, the Commission is prohibited from taking action on oral requests.

As previously noted -- if you wish to address the Commission, fill out one of the blue slips at the rear of the chambers and give it to the Secretary/Assistant Secretary.

CONSENT CALENDAR

Each member of the public wishing to address the Commission on items listed below will be given a total of 3 minutes.

1. APPROVAL OF MINUTES

Minutes for the meetings of the Ontario International Airport Authority of July 6 and August 3, 2015, and approving same as on file with the Secretary/Assistant Secretary.

2. A RESOLUTION OF THE ONTARIO INTERNATIONAL AIRPORT AUTHORITY URGING THE SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS TO AFFIRM REGIONALIZATION OF AIR PASSENGER TRAFFIC IN ITS 2016/2040 REGIONAL TRANSPORTATION PLAN/ SUSTAINABLE COMMUNITIES STRATEGY

That the Commission adopt a resolution urging the Southern California Association of Governments to affirm regionalization of air passenger traffic in its 2016/2040 Regional Transportation Plan/Sustainable Communities Strategy.

ADMINISTRATIVE REPORTS/DISCUSSION/ACTION

3. PROFESSIONAL SERVICES AGREEMENT TO ENGAGE AN EXECUTIVE SEARCH FIRM FOR THE ONTARIO INTERNATIONAL AIRPORT CHIEF EXECUTIVE OFFICER

That the Commission authorize the Interim Executive Director to negotiate and execute a Professional Services Agreement in an amount estimated to be \$95,000 with Boyden Global Executive Search (Boyden), of Washington, DC, to conduct an executive recruitment for the new Chief Executive Officer (CEO) of the Ontario International Airport (ONT).

4. ESTABLISHMENT OF TECHNICAL ADVISORY COMMITTEE (TAC)

COMMISSIONER MATTERS

AD HOC COMMITTEE ASSIGNMENT - EXECUTIVE DIRECTOR

STAFF MATTERS

ADJOURNMENT

**ONTARIO INTERNATIONAL AIRPORT AUTHORITY
CLOSED SESSION REPORT**

August 31, 2015

ROLL CALL: Bowman __, Dunn __, Hagman __, Loveridge __
President Wapner __.

STAFF: Executive Director __, Legal Counsel __

- GC 54956.9 (d)(1), CONFERENCE WITH LEGAL COUNSEL, EXISTING LITIGATION:
City of Ontario v. City of Los Angeles, Los Angeles World Airports, and Los Angeles Board of Airport Commissioners, RIC 1306498.

In attendance: Loveridge, Dunn, Bowman, Hagman, Wapner

No Reportable Action	Continue	Approved
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Disposition: _____

- GC 54956.8, CONFERENCE WITH REAL PROPERTY NEGOTIATORS
Property: Ontario International Airport, 2900 East Airport Drive, Ontario; Authority Negotiator:
Executive Director or designee; Negotiating parties: Los Angeles Mayor or his designee;
Under negotiation: Price and terms of payment.

In attendance: Loveridge, Dunn, Bowman, Hagman, Wapner

No Reportable Action	Continue	Approved
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Disposition: _____

Reported by: _____
Legal Counsel / Executive Director

**ONTARIO INTERNATIONAL AIRPORT AUTHORITY
COMMISSION MEETING
MINUTES
MONDAY, JULY 6, 2015
(Not Official Until Approved)**

A meeting of the Ontario International Airport Authority was held on Monday, July 6, 2015 in the City Council Chambers at Ontario City Hall, 303 East "B" Street, Ontario, CA.

Notice of said meeting was duly given in the time and manner prescribed by law.

CALL TO ORDER

Commission President Wapner called the Ontario International Airport Authority Commission meeting to order at 10:00 a.m.

ROLL CALL

PRESENT: Commissioners: Jim W. Bowman, Curt Hagman,
and Alan D. Wapner

ABSENT: Commissioners: Lucy Dunn and Ronald O. Loveridge
(Ms. Dunn arrived at 10:10 a.m.)

Also present were: Executive Director Al C. Boling, General Counsel John Brown, and Assistant Secretary Vicki Kasad.

CLOSED SESSION

Hearing no requests to speak from the public, President Wapner adjourned the meeting to Closed Session at 10:01 a.m., for discussion of the following:

- GC 54956.9 (d)(1), CONFERENCE WITH LEGAL COUNSEL, EXISTING LITIGATION: *City of Ontario v. City of Los Angeles, Los Angeles World Airports, and Los Angeles Board of Airport Commissioners, RIC 1306498.*
- GC 54956.8, CONFERENCE WITH REAL PROPERTY NEGOTIATORS
Property: Ontario International Airport, 2900 East Airport Drive, Ontario; Authority Negotiator: Executive Director or designee; Negotiating parties: Los Angeles Mayor or his designee; Under negotiation: Price and terms of payment.

RECONVENE IN PUBLIC SESSION

The Ontario International Airport Authority Commission meeting was reconvened in public session at 10:56 a.m.

CLOSED SESSION REPORT

President Wapner advised that there was no reportable action from the Closed Session discussion.

PUBLIC COMMENTS

There were no public comments.

DISCUSSION/ACTION ITEMS

1. Approval of Minutes

Minutes for the meetings of the Ontario International Airport Authority of April 6, May 4, and June 1, 2015, as on file with the Secretary/Assistant Secretary.

MOTION: Moved by Secretary Dunn, seconded by Commissioner Bowman and carried by unanimous vote of those present with Vice President Loveridge absent to approve the Minutes as presented.

2. Southern California Air Service Performance Update and Forecast

Executive Director Boling introduced Paul Haney, representing Englander, Knabe and Allen, to provide an update on performance at ONT and a forecast for the remainder of the year. Mr. Haney indicated that there was a 2% increase in passengers at ONT year over year for the first five months of 2015. He clarified that 32,000 of those passengers were a result of the new service to Mexico, with only 12,000 being domestic passengers. He further indicated that air traffic in the region has increased 3.5% or 4.2 million passengers overall during the same time period and provided the breakdown by airport. He also explained the seat load factors applicable for all airports in the area.

Mr. Haney then advised that based on the traffic results through May, it is possible to forecast the number for the full year with a high degree of confidence. He indicated that the regional forecast was 97 million passengers, with ONT projected at 4.2 million passengers. He noted that ONT will be about 3 million below its peak year, while LAX is looking at another record year and will reach its design cap of 78.9 million in 2016. He also stated that John Wayne Airport is constrained at 10.8 million, but will reach its cap by next year.

President Wapner questioned the SCAG forecast showing a 9.6 million constraint at John Wayne, which varies from the 10.8 mentioned by Mr. Haney. Mr. Haney indicated that there is an agreement in place for the 10.8 which allows extension

of the cap up to 12.4 million passengers, so he could not reconcile the number forecast by SCAG.

President Wapner commented that he had been reading about Southwest increasing flights at Orange County, Burbank and LAX and inquired if this meant that ONT would be losing more flights. Mr. Haney indicated that the flights were starting at Burbank in January and he had not seen a schedule for ONT to determine if flights had been shifted. He further indicated that Orange County will be at capacity early next year. President Wapner inquired if we could expect further reductions from Southwest. Mr. Haney indicated he was not aware of any at this time.

Secretary Dunn noted that she met with Southwest a couple of months ago and they indicated an interest in increased flights and adding new destinations. President Wapner concurred noting new flights to San Francisco from both Burbank and Orange County, and commented it would be nice to see some from Ontario. Secretary Dunn noted that Southwest stated they were also looking to add more connections to the east coast. President Wapner noted that there were new slots open at Reagan National Airport. Mr. Haney indicated that he believed those had all been scheduled.

Mr. Haney then addressed the SCAG Draft Aviation Demand Forecast for 2040, as presented at the last meeting of SCAG. He explained that when finalized, it will be integrated into the Regional Transportation Plan. He noted that SCAG has assigned projected traffic levels for all of the airports in the region including March Inland Port Airport and San Bernardino International Airport with zero passengers in 2040.

Board Member Hagman left the meeting at 11:13 a.m.

Mr. Haney detailed the airport capacity limitations for the six southern California region airports and reminded the Board of the urgent need for regional airports to step up service. He noted the appointment of the new LAWA Executive Director, Deborah Ale Flint, which has been praised as a brilliant hire by Los Angeles Mayor Garcetti. Mr. Haney said Ms. Flint starts next Monday and stated he believes she understands the importance of local control. He noted that at the April 6, 2015 meeting the Board cited Oakland International Airport as a model for managing a secondary airport and that is where Ms. Flint previously worked. President Wapner inquired if Ms. Flint would direct both LAX and LAWA. Mr. Haney indicated that there has been no announcement as to organizational changes.

3. FAA Southern California Metroplex Airspace Study Overview

Nick Johnson, Johnson Aviation, discussed the airspace study, noting the impacts on ONT and the surrounding area. He indicated that this was a realignment project that was being done throughout the country for the last five

years. He explained that it was a movement toward increased use of GPS technology. He further explained that a metroplex is a large geographic area like Southern California with a multi-airport system. He advised that the environmental assessment is going on now as part of the Southern California implementation, which will improve the efficiency of the airspace our metroplex. He indicated that the project would optimize aircraft arrival and departure routes for the over 6,000 planes a day within the metroplex. He explained that the benefits of this program will actually be seen at the 7,000 to 10,000 foot level and above, and will include four new arrival procedures, two new departure procedures and two new required navigation performance procedures. He noted that the program has great benefit by tracking routes over freeways and major streets, but that most of the changes that affect traffic will happen away from the airport itself. He stressed that these are long-range changes to the airspace and have little or no impact to the Ontario area specifically. He indicated that a workshop was held on June 26, 2015 and the public comment period closes on July 10, 2015. He commented that the FAA is heading in the right direction with these types of improvements. He stressed that it is important that Ontario continue to be in the forefront of these discussions.

President Wapner indicated that he had questioned the benefit of this to Ontario and the region, and inquired if a letter of support to the FAA was appropriate. Executive Director Boling confirmed, noting that the proposal is critical for long term support of the airport.

MOTION: Moved by Commissioner Bowman, seconded by Secretary Dunn and carried by unanimous vote of those present with Commissioner Hagman and Vice President Loveridge absent to direct staff to send a letter of support of the FAA SoCal Metroplex Project to the Federal Aviation Administration.

4. Discussion of the SCAG Regional Transportation Plan – Aviation Element

President Wapner indicated that the Regional Transportation Plan is an important document for all of Southern California, and noted that the forecasts in the document were much different from the previous versions. He noted the modest increases, and expressed a concern with how SCAG was spreading the traffic over all the airports in the region. He indicated that SCAG will be having a special meeting on July 23, 2015 to discuss just airports, and there are a lot of concerns over what SCAG has come up with. He noted that some airports are not on the map at all and Palmdale is shown with 0.5 million passengers. The bigger concern is that SCAG formulated a policy in 2007 on regionalization of airports to encourage people to use airports closer to their homes and it has not happened. He indicated that instead of spreading the traffic out, they have driven everyone to LAX. He advised that he will be asking SCAG if they still support regionalization of aviation. He noted past legal efforts and expressed concern that the ranges presented are all dependent on LAX. He stressed that SCAG has to take a stand to either support regionalization or support an airport in the

region, as it is sending the wrong message to allow LAX to forecast growth of 96.6 million passengers while other airports stay constant or are reduced. He requested input from the Board, noting the need to send correspondence to SCAG for their discussion. He suggested that the Orange County Business Council also weigh in on this matter.

Secretary Dunn noted that she emailed the OCBC Economic Advisor and he had no explanation for the numbers presented, as they make no sense. Ms. Dunn agreed that regionalization of airport traffic had to continue. She stressed the need for fairness and convenience for the traveling public. She further stressed the enormous pressure for reduction of greenhouse gasses and suggested that the road system should be treated as a utility, noting that the Governor has directed the State Transportation Commission to explore a road charge and bump up the implementation of the pilot program to next year. She indicated that people need to think about the trips they plan, including which airport they drive to. She noted that she also would like to see the discussion with the airlines regarding charges for greenhouse gas emissions and questioned how we allow them to be profitable while meeting the needs of the State. She concurred with Mr. Wapner that this was a highly complex issue, but the immediate goal was to understand that LAX could not be the be all and end all. She noted that she just returned from Europe and had to fly through LAX, and while the improvements are well done, the traffic is frightening. She stressed the need to make Ontario a viable alternative for two-thirds of the State's population.

President Wapner noted that it is more convenient to go through LAX for international flights, as the ONT international terminal does not have the customs agents. He expressed concern with the ground access issues at LAX now and in the future, and stressed the need for a better balance than that suggested by SCAG. He also noted that there are safety issues with the volume of traffic at LAX if the need to evacuate were to arise.

Commissioner Bowman concurred with the other Board Members and indicated that SCAG needs to revisit the goals they have set. He questioned the methodology they had used to establish fair numbers.

President Wapner requested a motion to support regionalization in all outlying airports, not just for the benefit of those airports, but to benefit the residents around LAX. Secretary Dunn agreed suggesting we draft a resolution which would include the need to meet the new requirements for reduction of greenhouse gases.

MOTION: Moved by Secretary Dunn, seconded by Commissioner Bowman and carried by unanimous vote of those present with Commissioner Hagman and Vice President Loveridge absent to direct staff to send a letter to SCAG supporting regionalization in all outlying airports, for mitigation of traffic going to LAX and meeting requirements for

reduction of greenhouse gases and draft a Resolution for consideration at the next regular meeting of this body.

COMMISSIONER MATTERS

President Wapner noted important upcoming dates as follow:

- July 7, 2015 – Mandatory Settlement Conference
- July 8, 2015 – Hearing on Motion to protect documents in discovery
- July 8, 2015 – Senate Hearing on AB1455, with City Manager Boling and County Administrative Officer Devereaux providing testimony

President Wapner also noted that 38 cities have signed on to support the need for Mayor Garcetti to meet to negotiate an amicable transfer of the airport.

STAFF MATTERS

There were no staff matters.

ADJOURNMENT

President Wapner adjourned the Ontario International Airport Authority Commission meeting at 11:56 a.m. to the next regularly scheduled meeting on Monday, August 3, 2015 at 10:00 a.m.

Respectfully submitted:

ASSISTANT SECRETARY

APPROVED:

ALAN D. WAPNER, PRESIDENT
ONTARIO INTERNATIONAL AIRPORT AUTHORITY

ONTARIO INTERNATIONAL AIRPORT AUTHORITY

MINUTES

MONDAY, AUGUST 3, 2015

(Not Official Until Approved)

The Regular Meeting scheduled for Monday, August 3, 2015, was cancelled due to lack of an available quorum. The next regular meeting is scheduled for Monday, September 7, 2015, in the Ontario City Council Chambers, 303 East B Street, Ontario, California.

Respectfully submitted:

VICKI KASAD, MMC, ASSISTANT SECRETARY

APPROVED:

ALAN D. WAPNER, PRESIDENT
ONTARIO INTERNATIONAL AIRPORT AUTHORITY

ONTARIO INTERNATIONAL

AIRPORT AUTHORITY

Agenda Report

August 31, 2015

SECTION:

CONSENT CALENDAR

SUBJECT: A RESOLUTION OF THE ONTARIO INTERNATIONAL AIRPORT AUTHORITY URGING THE SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS TO AFFIRM REGIONALIZATION OF AIR PASSENGER TRAFFIC IN ITS 2016/2040 REGIONAL TRANSPORTATION PLAN/ SUSTAINABLE COMMUNITIES STRATEGY

RECOMMENDATION: That the Commission adopt a resolution urging the Southern California Association of Governments to affirm regionalization of air passenger traffic in its 2016/2040 Regional Transportation Plan/Sustainable Communities Strategy.

FISCAL IMPACT: None.

BACKGROUND: Conforming to state and federal mandates, the Southern California Association of Governments (SCAG) creates a Regional Transportation Plan/ Sustainable Communities Strategy (RTP/SCS) every four years. SCAG is currently preparing an RTP/SCS for release in 2016, which will create planning forecasts for the year 2040.

One of the planning forecasts, the regional aviation demand forecast, will estimate air passenger traffic for 2040. SCAG staff worked throughout the summer to construct estimates based upon input from the region’s airports. Additionally, SCAG staff considered legal, geographic, and environmental constraints to growth in “million airline passengers” (MAP) at each airport.

On July 23, 2015, SCAG staff presented a draft forecast to the SCAG Transportation Committee. The draft forecast projected a total of 136.2 MAP for the region, and showed little to no growth at many regional airports. This forecast did not adequately reflect regionalization of air passenger traffic, i.e. the proactive redistribution of aviation demand to unconstrained airports to achieve a more equitable allocation of airline operations, reduce congestion, increase safety, and minimize vehicle miles travelled. Accordingly, under the direction of the Transportation Committee, staff revised the projected MAP at Palmdale Airport, Oxnard Airport, San Bernardino International Airport, Southern California Logistics Airport, and March Inland Port to reflect possible growth and preserve infrastructure funding eligibility.

STAFF MEMBER PRESENTING: Al C. Boling, Executive Director

Prepared by: Al C. Boling

Department: Administration

City Manager Approval:  _____

Submitted to Council/O.H.A. _____

Approved: _____

Continued to: _____

Denied: _____

On August 6, 2015, these revised projections were presented to the Transportation Committee, keeping the total MAP projection of 136.2. In separate votes, the Transportation Committee voted to: (1) approve the projections for the individual airports, and to (2) approve the total MAP projection for the region. These votes reflected a commitment to regionalization, as the updated distribution of MAP equitably distributes MAP in a manner deemed appropriate by the other airports in the region.

The projections will now be presented to the SCAG Regional Council this fall. Previous SCAG RTP/SCS documents have exemplified a commitment to regionalize air traffic as a means to regulate traffic congestion and environmental impacts, and increase safety. An abandonment of regionalization efforts would likely create significant carbon emissions in the region.

ONTARIO INTERNATIONAL

AIRPORT AUTHORITY

Agenda Report

August 31, 2015

SECTION:

ADMINISTRATIVE REPORTS/

DISCUSSION/ACTIONS

SUBJECT: PROFESSIONAL SERVICES AGREEMENT TO ENGAGE AN EXECUTIVE SEARCH FIRM FOR THE ONTARIO INTERNATIONAL AIRPORT CHIEF EXECUTIVE OFFICER

RECOMMENDATION: That the Commission authorize the Interim Executive Director to negotiate and execute a Professional Services Agreement in an amount estimated to be \$95,000 with Boyden Global Executive Search (Boyden), of Washington, DC, to conduct an executive recruitment for the new Chief Executive Officer (CEO) of the Ontario International Airport (ONT).

FISCAL IMPACT: Consistent with the Memorandum of Understanding entered into by the Ontario International Airport Authority (OIAA) on December 2, 2013, and by the Ontario City Council on February 4, 2014, any and all funds expended by the City of Ontario on behalf of the OIAA in pursuit of a successful ONT transfer shall be reimbursed by the OIAA to the City after the airport's financial systems and operating budgets are transferred from the City of Los Angeles to the OIAA.

For the executive search services proposed, Boyden charges a professional fee equal to one-third of the successful candidate's first year total cash compensation plus an indirect expense amount equal to 13% of the professional fee. The total final fee for the executive search services will therefore be dependent upon the salary ultimately established by the OIAA Board for the new CEO. Based upon Boyden's fee structure for search services, staff estimates that the total cost for executive search services will be approximately \$95,000.

BACKGROUND: Following the announcement on August 6, 2015 that the City of Los Angeles and the City of Ontario had reached an agreement in principle for the transfer of ONT to the OIAA, staff solicited proposals from aviation executive recruitment firms for management of the ONT Chief Executive Officer search process.

Proposals were received from the following four aviation executive search firms: (1) ADK Consulting, of Atlantic Beach, Florida; (2) Aviation Career Services, of West Hollywood, California; (3) Boyden

STAFF MEMBER PRESENTING: Al C. Boling, Executive Director

Prepared by: Al C. Boling
Department: Administration

Approved: _____
Continued to: _____
Denied: _____

Exec. Director Approval:  _____

Global Executive Search, of Washington, DC; and (4) Spencer Stuart, of Coral Gables, Florida. Staff and the OIAA's aviation consultant team evaluated the proposals based upon a number of metrics including, but not limited to, the firms' years of experience, relevance to the aviation market, transparency, market credibility, number of similarly placed executives, demonstrated knowledge of the assignment, and the cost of search services.

After a comprehensive review of all four proposals by the OIAA aviation consultant team, staff recommends executing an agreement with Boyden.

Boyden was established in 1946 and has been managing similar recruitments for the last 25 years. Boyden is one of the largest privately owned executive search firms in the world, with more than 65 strategically located offices in 40 countries. Boyden is a founding member of the Association of Executive Search Consultants (AESC) and is active within the Airports Council International (ACI), the American Association of Port Authorities (AAPA), the American Public Transportation Association (APTA), and the International Economic Development Council (IEDC). The firm has vast experience with executive level recruitments, including searches for administrative, business development, communications, IT, engineering, financial, government relations and public affairs, human resources, operations, project management, sales and marketing.

Boyden's proposal was selected based upon the firm's:

- Subject matter expertise in the team assigned to this project with direct airport/aviation experience on a national and international level.
- Experience with compensation surveys and analysis.
- Full candidate transparency, no parallel processing of candidates, and the commitment to serve one client at a time in the same industry to avoid conflicting agendas.
- Excellent search track record.

If approved, staff will conclude the final negotiation process with Boyden to develop a professional services agreement consistent with the Board's direction; and Boyden would commence the search process immediately following contract execution. It is anticipated that a recommendation for finalist will be presented to the OIAA Board for consideration and approval by December 2015.