

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY BOARD
MINUTES
FRIDAY, MARCH 12, 2021 AND SATURDAY, MARCH 13, 2021
SAN DIEGO INTERNATIONAL AIRPORT
BOARD ROOM**

CALL TO ORDER:

Chair Schiavoni called the special meeting of the San Diego County Regional Airport Authority Board to order at 1:00 p.m., on Friday, March 12, 2021, electronically and via teleconference pursuant to Executive Order N-29-20 at the San Diego International Airport, Administration Building, 3225 North Harbor Drive, San Diego, CA 92101.

ROLL CALL:

PRESENT: Board Members: Blakespear, Cabrera, Casillas Salas, Dallarda (Ex-Officio), Lloyd, McNamara, Robinson, Schiavoni, Vargas, von Wilpert

ABSENT: Board Members: Dockery (Ex-Officio), Miller (Ex-Officio)

ALSO PRESENT: Kimberly J. Becker, President/CEO; Amy Gonzalez, General Counsel; Tony R. Russell, Director, Board Services/Authority Clerk

BOARD WORKSHOP:

Heidi Gantwerk, HG Consulting, LLC, provided an overview of the meeting logistics and ground rules for the retreat.

- 1. STATE OF THE AVIATION INDUSTRY:**
Stephen D. Van Beek, Ph.D., Director & Head of North American Aviation, Steer Davies Gleave, provided a presentation that included the Fast-Changing Policy Environment; Aviation Industry and Traffic Trends; San Diego Traffic and Recovery Scenarios; and Challenges and Choices.
- 2. STATE OF THE SAN DIEGO INTERNATIONAL AIRPORT:**
Kim Becker, President/CEO, provided a presentation on the State of the San Diego International Airport that included Top Three Priorities For 2021; SAN Air Service Route Maps; 18 Current Route Suspensions; SAN Capacity Outlook; and Workforce Demographics.
- 3. UPDATE ON THE AIRPORT DEVELOPMENT PROGRAM (ADP):**
Dennis "Denny" Probst, Vice President/CDO, provided an update on the ADP Terminal & Roadways Project Status that included Level 1 Arrivals; Level 2 – Departures; Level 3 – Airline Lounge + ATO; T1 Parking Plaza Site Plan; T1RP Landside Roadways; and ADP Preliminary Logistics.

4. **UPDATE ON THE COMMUNICATION AND MARKETING EFFORTS ASSOCIATED WITH THE AIRPORT DEVELOPMENT PROGRAM:**
Michelle Brega, Senior Director, External Relations, provided an update on the Communication and Marketing Efforts Associated with the Airport Development Program (ADP) that included an overview of the ADP Naming process.
5. **PRELIMINARY AIRPORT DEVELOPMENT PROGRAM FINANCING PLAN:**
Scott Brickner, Vice President/CFO, provided a presentation on the Preliminary Airport Development Program Financing Plan that included Debt Issuance and Other Sources of Funding; and Revenue to Pay Debt Service.
6. **UPDATE ON COVID-19 OPERATIONAL RECOVERY:**
Angela Shafer Payne, Vice President/COO, provided an update on COVID-19 Operational Recovery that included SAN COVID-19 Timeline; Approach to Risk; Industry Recovery; and Innovative Technologies.

The Board adjourned the meeting at 4:50 p.m. to Saturday, February 13, 2021 at 9:00 a.m.

The Board reconvened at 9:00 a.m. on Saturday, February 13, 2021. Board Members Dallarda (Ex Officio), Dockery (Ex Officio), and Miller (Ex Officio) were ABSENT.

7. **PRESENTATION AND DISCUSSION REGARDING AIRPORT FINANCE:**
Scott Brickner, Vice President/CFO, and John Dillion, Director, Finance & Risk Management, provided a presentation regarding airport finance that included Comprehensive Annual Financial Report; Revenue and Change in Net Position Trend; Enplanements; Aircraft Operations; Landed Weight; Days' Cash on Hand; Debt Service Coverage; Cost Per Enplaned Passenger; Plan of Finance Assessment & Monitoring; Debt Per Enplanement; Sources of Airport Revenue; Capital Program Finance; Capital Program Source of Funds; Operating Budget; Airline Rate Making Methodology; and Types of Airline Use and Lease Agreements.

Board Member Blakespear suggested that the Authority should be working with and supporting other stakeholders to try to find ways to assist with the cleaning of other streets that lead to the Airport.

Chair Schiavoni requested that the Sustainability Report presented at the recent Capital Improvement Program and Oversight Committee be provided to Board Members who may not have seen the report. She also suggested that the Economic Impact Study be brought back to the Board.

8. UPDATE ON AIRPORT RETAIL AND FOOD/BEVERAGE CONCESSION MODELS:

Hampton Brown, Vice President, Revenue Management and Innovation (Ad Interim,) provided an update on Airport Retail and Food/Beverage Concession Models that included Multiple Prime Model; San Diego International Airport Primes in the Current Program; Developer Model; Fee Management Model; Process for Model Selection; Pros and Cons of Each Model; Airport Sales Data by Model; Sales Performance by Terminal Area; and Next Steps.

9. UPDATE ON THE AIRPORT AUTHORITY'S STRATEGIC PLAN:

Kim Becker, President/CEO, and Scott Brickner, Vice President/CFO, that included the Status of Strategic Plan Items and an overview of the Dashboards for the Focus Areas.

BOARD COMMENT: None.

ADJOURNMENT: The meeting was adjourned at 12:55 p.m.

APPROVED BY A MOTION OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY BOARD THIS 6th DAY OF MAY, 2021.



TONY R. RUSSELL
DIRECTOR, BOARD SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:



AMY GONZALEZ
GENERAL COUNSEL