

## Special Board and Capital Improvement Program Oversight Committee Meeting Agenda

Thursday, April 17, 2025  
10:00 AM

San Diego County Regional Airport Authority  
Administration Building  
First Floor – Board Room  
2417 McCain Road  
San Diego, California 92101

### Board Members

Gil Cabrera (Chair)  
James Sly (Vice-Chair)  
Whitney Benzian  
Lidia S. Martinez  
Monica Montgomery Steppe  
Rafael Perez  
Esther C. Sanchez  
Steve Vaus  
Marni von Wilpert

### Ex-Officio Board Members

Ann Fox  
Col. R. Erik Herrmannl  
Michele Perrault

### President/CEO

Kimberly J. Becker

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

***Please note that agenda items may be taken out of order.***

Staff Reports and documentation relating to each item of business on the Agenda are on file in Board Services and are available for public inspection.

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

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

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

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

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## CALL TO ORDER:

## PLEDGE OF ALLEGIANCE:

## ROLL CALL:

### **Board**

Board Members: Benzian, Cabrera (Chair), Fox (Ex-Officio), Herrmann (Ex-Officio), Martinez, Montgomery Steppe, Perez, Perrault, Sanchez, Sly, Vaus, von Wilpert

### **Capital Improvement Program Oversight Committee**

Committee Members: Benzian, Martinez, Perez, Sanchez, von Wilpert (Chair)

## NON-AGENDA PUBLIC COMMENT:

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

## NEW BUSINESS:

### **1. APPROVAL OF MINUTES:**

RECOMMENDATION: Approve the minutes of the January 16, 2025, regular meeting.

### **2. NEW TERMINAL 1 AND FINANCIAL UPDATE:**

(Bob Bolton, Director, Airport Design & Construction, Maya Dayan, Director, Capital Financial Planning & Airline Relations)

## BOARD WORKSHOP:

### **3. PROPOSED CAPITAL PROGRAM BUDGET FOR FISCAL YEARS 2026-2030:**

(Shohreh Beladi, Program Manager, Airport Design & Construction, Maya Dayan, Director, Capital Financial Planning & Airline Relations)

## COMMITTEE MEMBER COMMENTS:

# **Special Board and Capital Improvement Program Oversight Committee Agenda**

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## **CLOSED SESSION:**

## **REPORT ON CLOSED SESSION:**

## **ADJOURNMENT:**

# Special Board and Capital Improvement Program Oversight Committee Agenda

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## 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 submit 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 submit 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 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.
- 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.
- 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) 400-2550 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](http://www.san.org).

**For those planning to attend the meeting, parking is available in the Airport Administration Building Parking Lot (entrance on the east side of McCain Road). Visitors can park in the lot from 8:00 a.m. to 5:00 p.m.**

You may also reach the SDCRAA Building by using public transit via the San Diego MTS System, Route 923. For route and fare information, please call the San Diego MTS at (619) 233-3004 or 511.



**DRAFT**  
**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY**  
**CAPITAL IMPROVEMENT PROGRAM OVERSIGHT COMMITTEE MEETING**  
**MINUTES**  
**THURSDAY, JANUARY 16, 2025**  
**BOARD ROOM**

**CALL TO ORDER:** Chair von Wilpert called the regular Capital Improvement Program Oversight Committee and Special Board Meeting to order at 10:01 a.m., on Thursday, January 16, 2025, in the Board Room of the San Diego International Airport, Administration Building, 2417 McCain Road, San Diego, CA 92101.

**ROLL CALL:**

***Committee***

Present:                      Committee Members:              Benzian, Martinez, Perez, Sanchez,  
von Wilpert (Chair)

Board Member:                      Cabrera

Absent:                      Committee Members:              None

Also Present:              Kimberly Becker, President/CEO; Amy Gonzalez, General Counsel;  
Annette Fagan Ortiz, Authority Clerk; Patricia Willis, Assistant Authority  
Clerk I

**NON-AGENDA PUBLIC COMMENT:** None.

**NEW BUSINESS:**

**1.      APPROVAL OF MINUTES:**

RECOMMENDATION: Approve the minutes of the November 25, 2024, special meeting.

**ACTION: Moved by Board Member Martinez and seconded by Board Member Benzian to approve staff's recommendation. Motion carried unanimously. Noting Sanchez as ABSENT.**

*Sanchez arrived at the meeting at 10:17 a.m.*

**2. NEW TERMINAL 1 CONSTRUCTION AND FINANCIAL UPDATE:**

Bob Bolton, Director, Airport Design & Construction, provided a presentation that included the New T1 Project Timeline; Construction Update and New T1 Airside Progress. Tony Macias, Project Manager II, Airport Design & Construction, provided an update on the New Terminal 1 Airside Improvements. Brian DeLaura, Airline Technical Rep, Airport Design & Construction, provided an update on Traffic Switches and Logistics. Maya Dayan, Director of Capital Financial Planning and Airline Relations, presented the Capital Improvement Program Oversight Committee Finance Update.

*Kim Becker left the meeting at 10:46 a.m. Angela Shafer-Payne, VP & Chief Development Officer, assumed the position at the dais for the remainder of the meeting.*

**3. OTHER CAPITAL / TENANT PROJECTS UPDATE:**

Dean Robbins, Manager, Airside & Terminal Operation, and Christopher George, Program Manager, Airport Design & Construction, provided a presentation that included an update on Capital Improvement Program projects on the Airside. Deanna Zachrisson, Director, Terminal Business Development; Luis Arellano, Project Manager, Airport Design & Construction; and Hilda Bliss, Senior Program Manager, Airport Design & Construction, provided a presentation on the Verizon Campus Tenant Improvement Projects.

**COMMITTEE MEMBER COMMENTS:** None.

**ADJOURNMENT:** The meeting was adjourned at 11:12 a.m.

APPROVED BY A MOTION OF THE CAPITAL IMPROVEMENT PROGRAM OVERSIGHT  
COMMITTEE THIS 17<sup>th</sup> DAY OF APRIL 2025.

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ANGELA SHAFER-PAYNE  
VICE PRESIDENT, DEVELOPMENT

ATTEST:

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ANNETTE FAGAN ORTIZ  
AUTHORITY CLERK

NEW  
T1

# Special Board Meeting and Capital Budget Workshop Item #2 NT1 & Financial Update



***In Flight!***

Presented by Bob Bolton, Director  
Airport Design & Construction  
April 17, 2025

# Agenda

NEW  
T1

**Bob Bolton:**

- NT1 Project Timeline, Milestones

**Brian DeLaura:**

- Logistics

**Maya Dayan:**

- Financial Update

# NT1 Project Timeline / Milestones

NEW  
T1

2021 2022 2023 2024 2025 2026 2027 2028

## Terminal & Roadways

November 2021

NEPA/CCC Approval  
Start Construction

Late Summer 2025

Gates 1-19  
Operational

Entitlements

Phase 1A - 19 Gates

Phase 1B - 11 Gates

## Parking Plaza

Late 2022

Start Construction

Mid-2024

“Stage 1”  
Operational

Early 2026

Gates 20-22  
Operational

Early 2028

Gates 23-30  
Operational

Site Work

Construction - “Stage” 1 & 2

“Stage 2”

Mid-2025

“Stage 2”  
Operational

# NT1 Terminal and Roadways

NEW  
T1

## 2025 PROJECT MILESTONES Present to NT1 Opening Day

- Dec: Turnover of Concessions Improvement spaces
- Jan: Complete UAHT Building
- Feb: Arrivals Roadway Traffic Switch
- April: Relocate Contractor Parking to T1PP Level 5
- May: Relocate GTC to under NT1 EDR
- June: T1PP Stage 2 Opening
- July: W Laurel - on-airport roadway opening
- August: AOA activation around NT1
- Sept: NT1 Opening



# NT1 Sitework Comparison: March 2024 to March 2025





# NT1 Arrivals Road East Sunrise View





# NT1 Arrivals Road





# NT1 Arrivals Curb

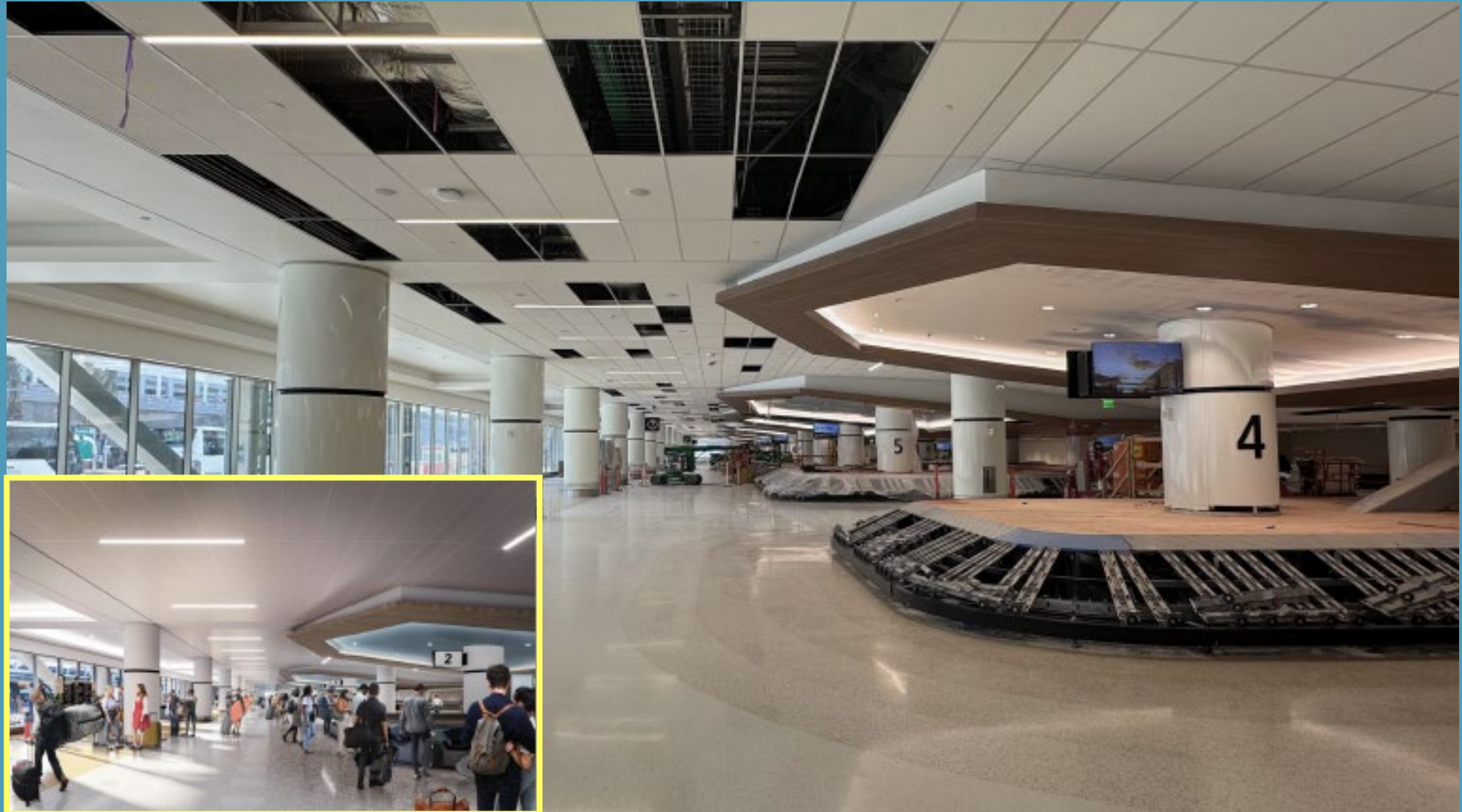


# NT1 Dining Terrace





# Baggage Claim



# East Ticketing





# West Ticketing



# NT1 West Concourse SSCP





# NT1 Post SSCP - Art Column Progress





# Check In Pavillion





# Arrivals Road





# Elevated Departure Roadway





# NT1 Tug Lane



# Concessions - San Supply Co. & Better Buzz Coffee





# Concessions - Parfait Sweet & Savory Fare





# Other Concessions in Progress



Pizza



Mediterranean



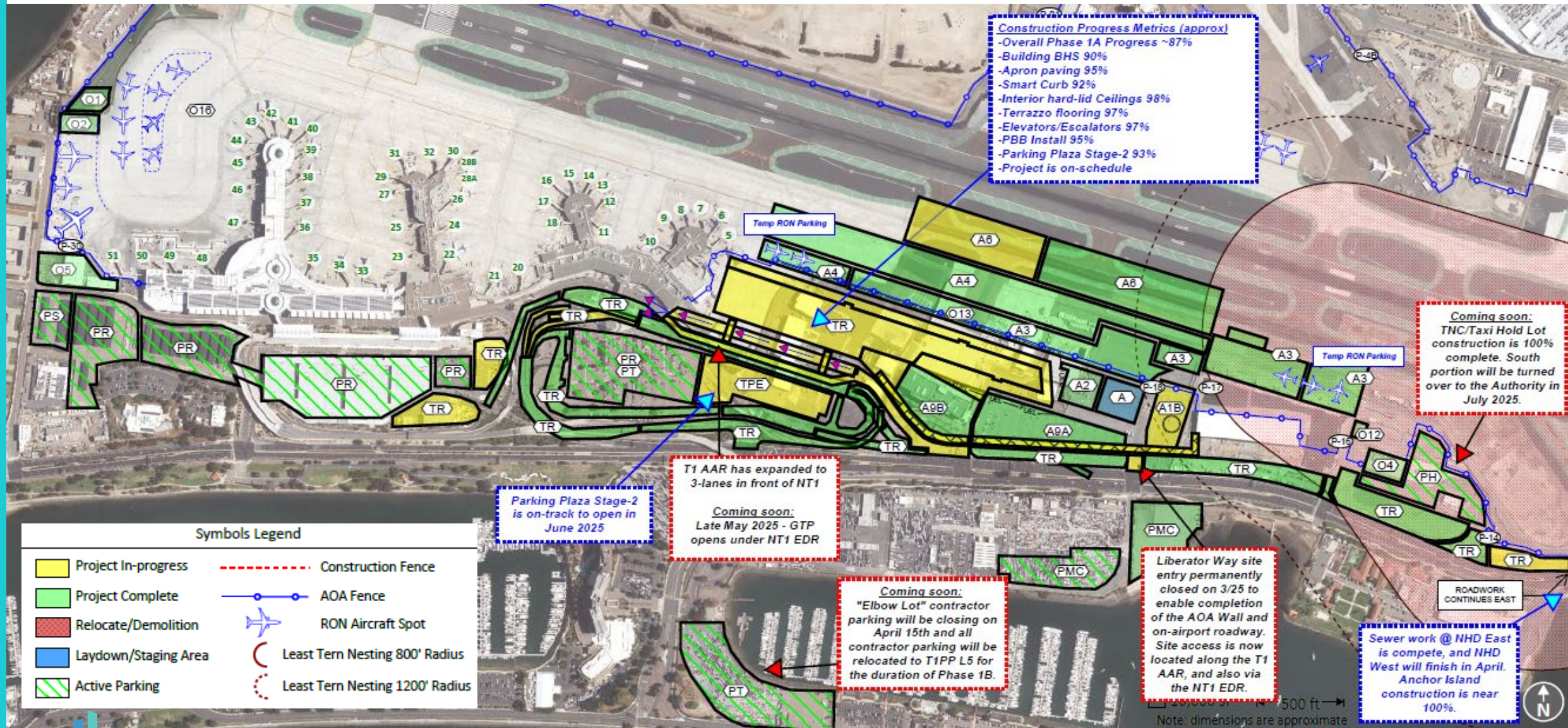
Tacos & Burritos

# NT1 Traffic Switches/Logistics

## Brian DeLaura



# NT1 Campus-wide Logistics Plan





# NT1 Campus-wide Logistics Plan

## 2025 Upcoming Milestones

**February:** Shift AAR to the front of NT1 (complete)  
**March:** Close Liberator Way site entry (complete)  
**April:** Shift trade parking to T1PP Levels 4&5  
**April:** Give Elbow Lot back to the Port  
**May:** Activate the new Ground Trans. Plaza  
**June:** T1PP Stage 2 opens to the public  
**July:** New on-airport roadway opens at Laurel  
**August:** New T1 AOA goes-live around terminal  
**Sept:** **New T1 Opening Day**  
**All airlines and tenants move**  
**Existing T1 closes for demolition**



# Capital Improvement Program Oversight Committee Finance Update

**Presented by Maya Dayan**

**Director, Capital Financial Planning and Airline Relations**



April 17, 2025

# New T1 Program

## Costs through February 28, 2025

(\$ in thousands)

	Board Approved Budget *	Program Contingency Use	Approved Budget after contingency transfer	Actual Costs Incurred	Funding Source
Terminal and Roadways	\$ 3,229,372	12,124	\$ 3,241,497	\$ 2,058,760	Grants/Bonds/Cash
Airside Improvements	356,519	(2,414)	354,106	242,835	Grants/Bonds
New Administration Building	107,300	(504)	106,796	106,814	Bonds
Shuttle Lot Relocation Construction	18,175	0	18,175	13,423	Bonds
Program Contingency	122,933	(9,206)	113,727	**	Bonds
	<b>\$ 3,834,300</b>	<b>-</b>	<b>\$ 3,834,300</b>	<b>\$ 2,421,833</b>	

\* as of 01/11/2024

\*\* Program Contingency costs incurred included in projects above

# Contingency Use Summary

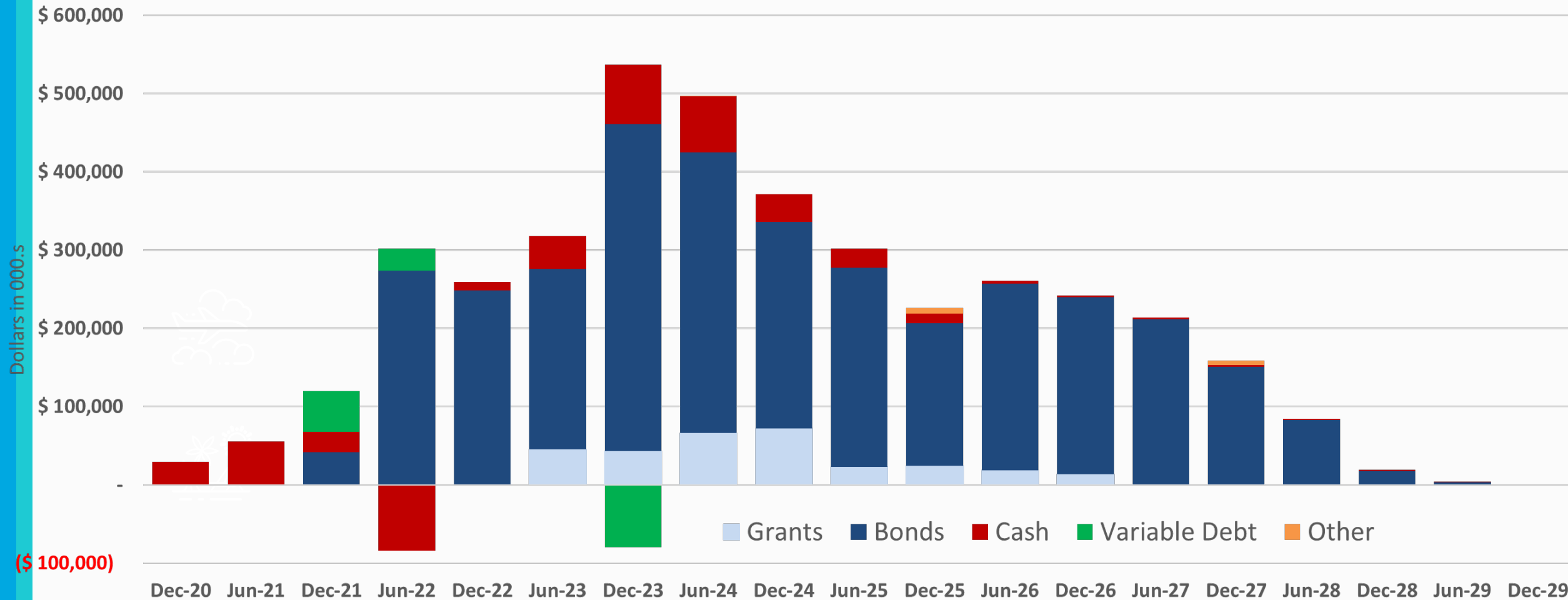
As of February 28, 2025

(in thousands)

	2024 Activity	January, 2025 CIPOC	April, 2025 CIPOC	Summary
<b>Program Contingency Beginning Balance</b>	<b>\$122,933</b>	<b>\$115,995</b>	<b>\$116,440</b>	<b>\$122,933</b>
<b>Contingency Transferred to Projects</b>	<b>(\$6,938)</b>	<b>\$445</b>	<b>(\$2,713)</b>	<b>(\$9,206)</b>
Increase operational flexibility	(3,623)	(156)	(2,286)	<b>(6,066)</b>
Differing Site Conditions	-	(590)	(555)	<b>(1,145)</b>
Ground Transportation	(1,744)	-	(385)	<b>(2,129)</b>
Other	-	(338)	(100)	<b>(438)</b>
Federal Funding Requirements	(2,505)	-	(8)	<b>(2,514)</b>
Security	(4,658)	-	-	<b>(4,658)</b>
Project Acceleration and coordination	(2,257)	-	-	<b>(2,257)</b>
Concessions Program	(600)	-	-	<b>(600)</b>
Utilities	(1,865)	-	-	<b>(1,865)</b>
Public Art	(533)	(212)	-	<b>(745)</b>
Return Funds to Contingency	10,846	1,742	622	<b>13,210</b>
<b>Contingency Remaining</b>	<b>\$115,995</b>	<b>\$116,440</b>	<b>\$113,727</b>	<b>\$113,727</b>

# New T1 Program

## Cash flow and sources of funds



# Questions?



Updated 04/10/2025

# Proposed Capital Program Budget Fiscal Years 2026-2030

Presented by Shohreh Beladi, Program Manager  
Airport Design & Construction



April 17, 2025



# Capital Program Overview

- 5 Year Program
- Reviewed by the Capital Improvement Program Oversight committee (CIPOC)
- Approved by the Board annually
- Managed by the Executive Leadership Team - CEO & Vice Presidents
- **Current FY 2025 Total Capital Program - 73 projects - \$4.26 Billion**
  - Capital Improvement Program (CIP) - \$430 Million
  - New T1 - \$3.83 Billion

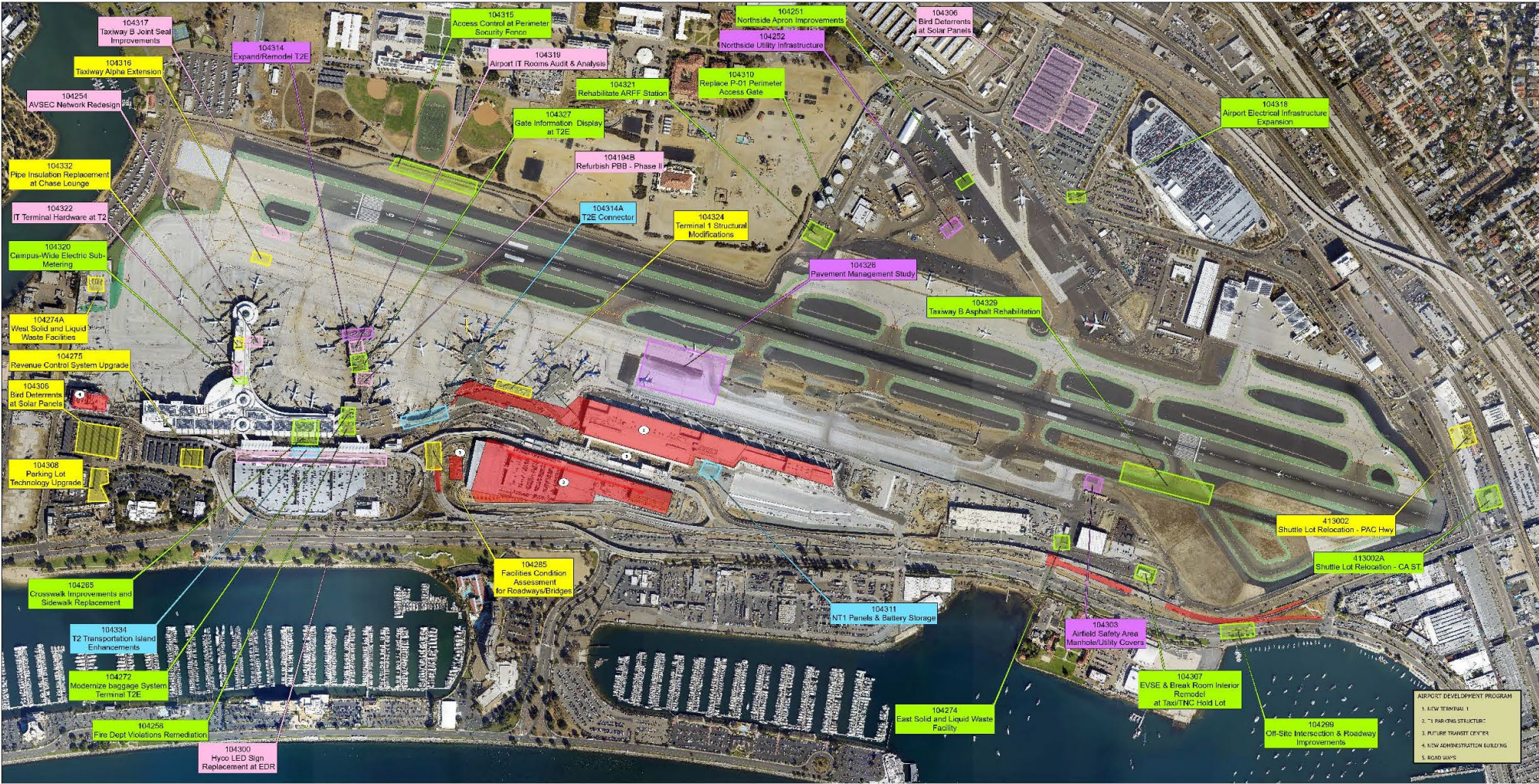
# Current FY2025-2029 Capital Improvement Program - Project Status

Project Location	Planning	Design	Construction	Closeout/Closed	Program*	Total
Airside	8	5	1	4	-	18
Terminal	3	5	6	8	-	22
Landside	7	4	1	2	-	14
Administrative	7	4	3	2	3	19
<b>Total</b>	<b>25</b>	<b>18</b>	<b>11</b>	<b>16</b>	<b>3*</b>	<b>73</b>

\* Capital Program Support, Capital Project Allowance, and Public Art Allowance



# Current FY2025-2029 Capital Improvement Program



Planning Phase	Construction Phase
Schematic Design Phase	Closeout Phase
Design & Bid Phase	New Taxi

## SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY CAPITAL IMPROVEMENTS PROJECTS MAP



AIRPORT DESIGN & CONSTRUCTION  
TECHNICAL SERVICES  
MARCH, 2025







# Proposed New Capital Projects (8)

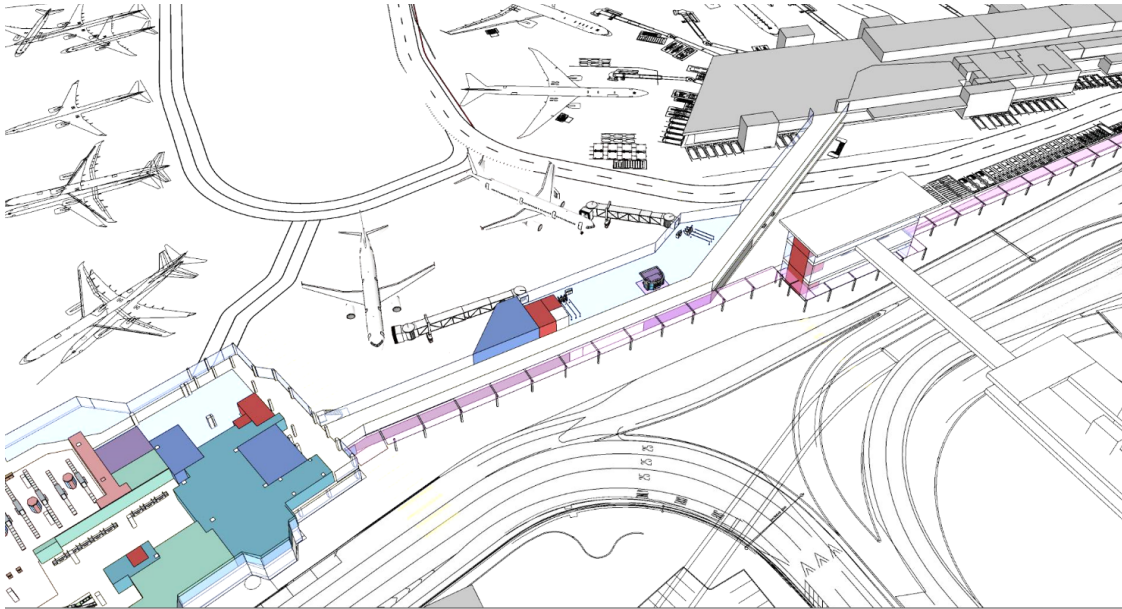
# Strategic Initiatives

Proposed capital projects were reviewed to identify Strategic Initiative in support of the four Focus Areas:

- Advance Airport Development
- Cultivating Our Culture
- Optimize Ongoing Business
- Transform the Customer Experience



# Terminal 2 East Connector



Location connecting New T1 to T2E



# Terminal 2 East Connector

## Objective/Scope:

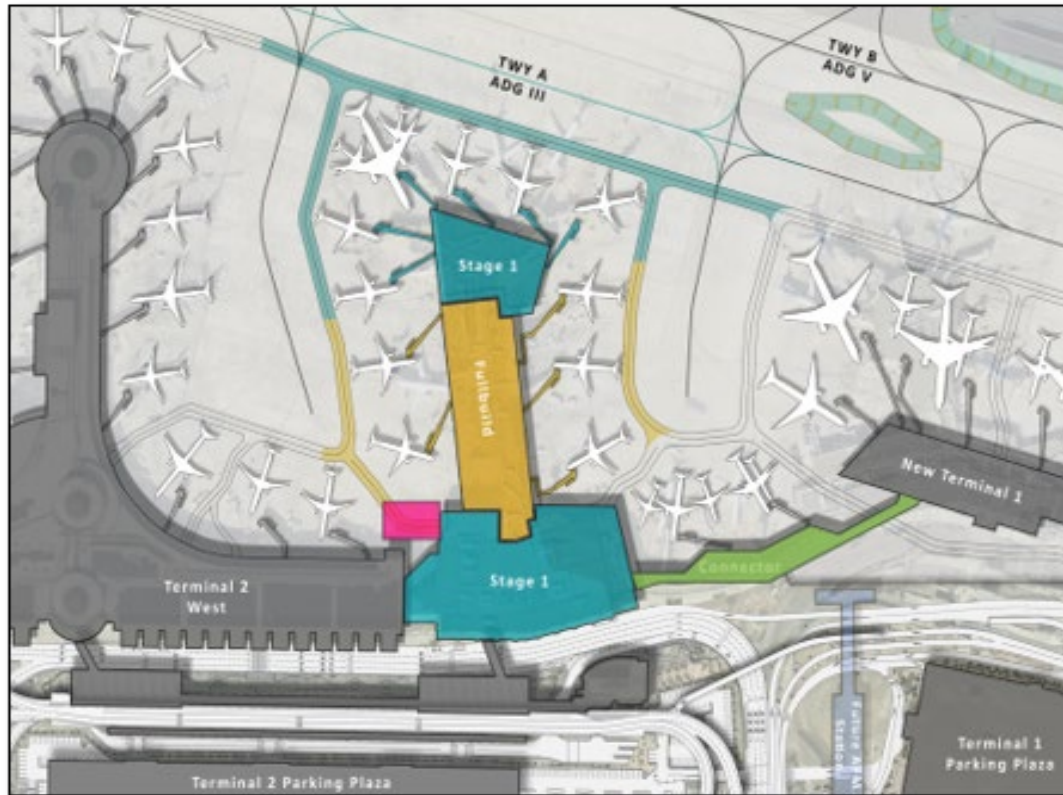
- Provide a secure connection between Terminal 2 East and New Terminal 1, increasing operational flexibility and customer service
- Build-out of concourse level with two gate holdrooms, apron level with aircraft parking, and landside with employee security checkpoint & concession
- Expected Construction Start: January 2028

## Strategic Initiatives:

- Align facilities to meet demand, both international & domestic
- Define and deliver a seamless, unique, and consistent airport and product experience

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Airside & Terminal Operations	Terminal	Grants/Bonds	\$180,000,000	24 months

# Terminal 2 East Lounge



Location Area



Not an actual lounge rendering



# Terminal 2 East Lounge

## Objective/Scope:

- Expansion of existing lounge capacity, currently operated by Alaska Airlines, to enhance customer experience/services and increase revenue
- Core and shell expansion of 8,200 SF to create 13,200 SF concourse-level lounge to match existing lounge completed in 2014
- Expected Construction Start: July 2026

## Strategic Initiatives:

- Attract domestic and international airlines and passengers
- Define and deliver a seamless, unique, and consistent airport and product experience

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Airside & Terminal Operations	Terminal	MMF	\$24,000,000	10 months

# Perimeter Fencing Enhancements & PIDS Realignment



Locations



Example of Perimeter Fencing

# Perimeter Fencing Enhancements & PIDS Realignment

## Objective/Scope:

- Improve Airport security, decrease maintenance costs, and provide environmentally friendly fence
- Replace fence around Terminal Link Rd. between Gates P-14 & P10, install fence & video surveillance at North Employee Lot, and replace PIDS (Perimeter Intrusion Detection System) in specific areas
- Expected Construction Start: July 2026

## Strategic Initiatives:

- Use technology to transform the customer experience
- Manage ongoing business effectively through change

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Aviation Security & Public Safety	Airside	Cash	\$21,373,000	15 months



# Chilled Water Pipe Insulation - CUP



Location of Central Utility Plant (CUP)



# Chilled Water Pipe Insulation - CUP

## Objective/Scope:

- Project will reduce risk of premature pipe failure and save on energy costs
- Replace chilled water pipe insulation at the Central Utility Plant
- Expected Construction Start: April 2026

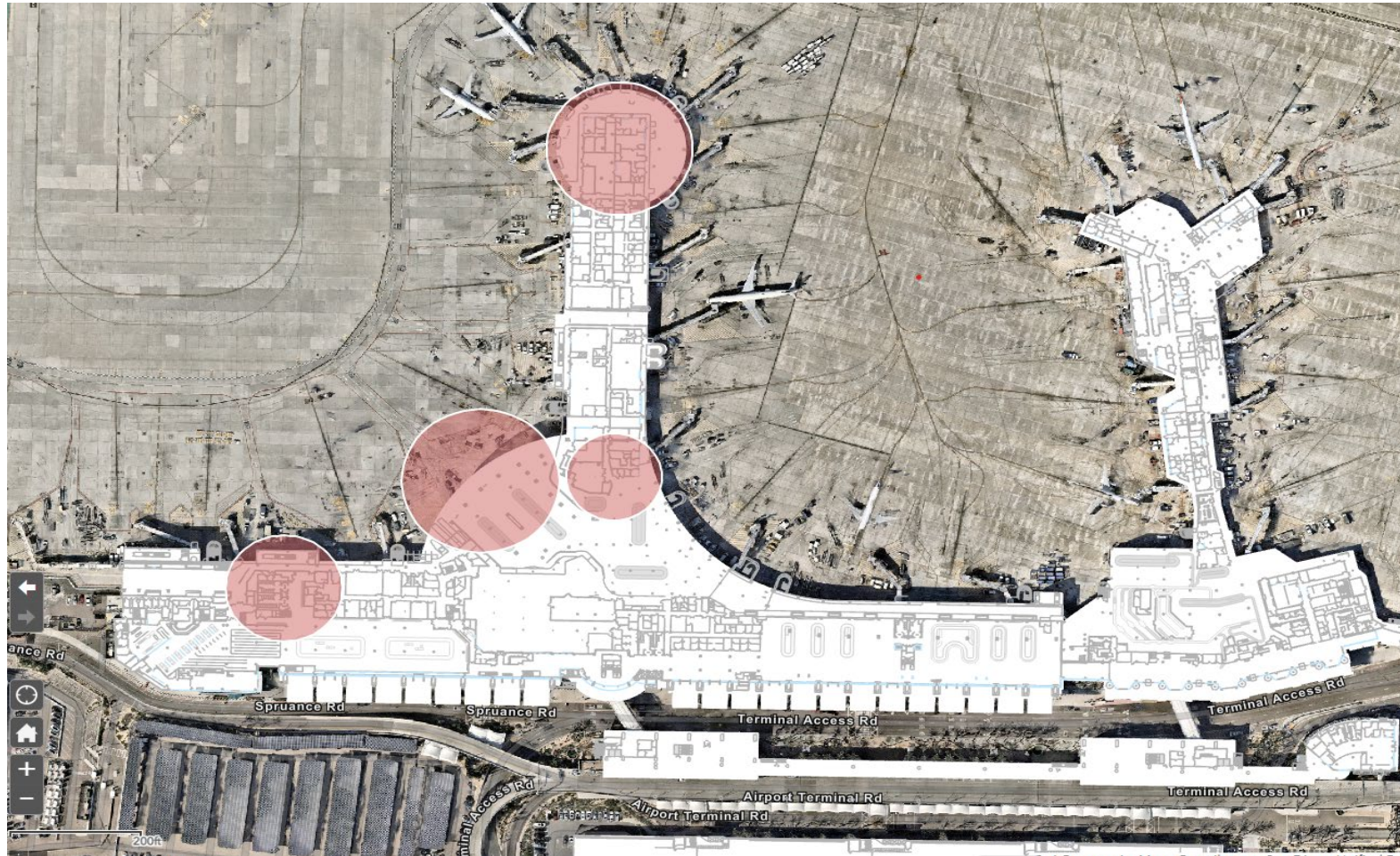
## Strategic Initiative:

- Manage ongoing business effectively through change

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Facilities Maintenance	Terminal	Cash	\$880,500	8 months



# Terminal 2 West Revenue Optimization



T2W Locations



# Terminal 2 West Revenue Optimization

## Objective/Scope:

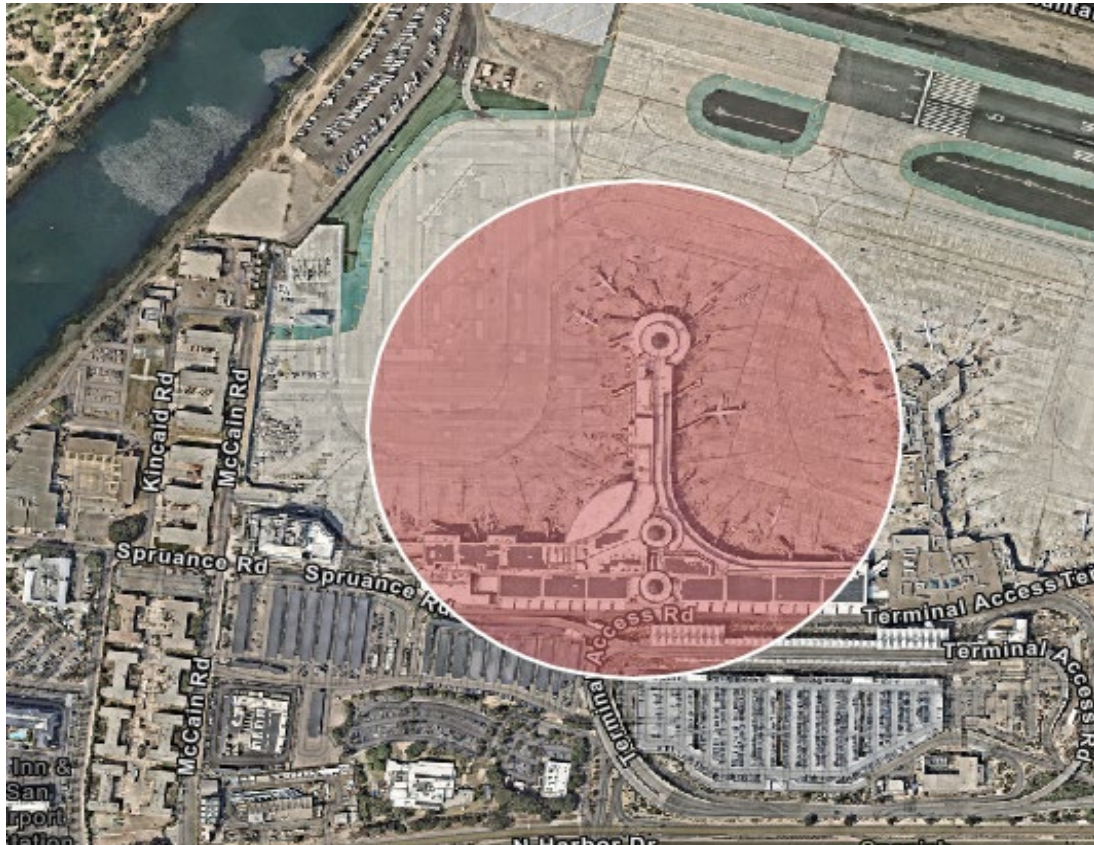
- Improve concessions performance, revenues, and customer experience
- Modify building systems to support concessions remodel and provide analysis on food court (Sunset Cove)
- Expected Construction Start: April 2026

## Strategic Initiatives:

- Invest/participate in innovation that improves efficiency or enhances revenue
- Define and deliver a seamless, unique, consistent airport and product experience

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Terminal Business Development	Terminal	Cash	\$3,400,000	6 months

# Access Control System Modernization



Locations – T2E & T2W





# Access Control System Modernization

## Objective/Scope:

- Ensure quality security surveillance & mitigation of unauthorized access to Airport's security-controlled areas
- Install Access Control System Infrastructure including cameras, card readers, communication devices, and door controllers in Terminal 2 East/West and ramp areas
- Expected Construction Start: July 2025

## Strategic Initiatives:

- Use technology to transform the customer experience
- Manage ongoing business effectively through change

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Aviation Security & Public Safety	Terminal	Cash	\$2,230,000	20 months

# Airport IT Rooms Remediation



Locations – Terminal 2, USO, ARFF, ATCT, FMD, Etc.



# Airport IT Rooms Remediation

## Objective/Scope:

- Ensure operation, safety, and security of housed IT and AVSec equipment
- Including most Airport buildings, remediate findings in IT Rack Rooms, Server Rooms, etc. to include HVAC, fire suppression, access control, cable clean-up, etc.
- Expected Construction Start: December 2025

## Strategic Initiative:

- Use technology to optimize ongoing business

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Information & Tech. Services	Administrative	Cash	\$6,310,000	6 months

# Acquire Transit Buses (5)





# Acquire Transit Buses (5)

## Objective/Scope:

- New transit buses will provide operational flexibility, increased seating capacity & decreased maintenance costs
- Procure five (5) 35-foot transit buses to replace existing leased EV & CNG shuttles
- Expected Start: July 2027

## Strategic Initiative:

- Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Ground Transportation	Landside	Cash	\$4,350,000	12 months

# Current/Proposed Capital Program - Project Locations

Project Location	FY2025-2029	FY2026-2030
Airside	18	17
Terminal	22	22
Landside	14	15
Administrative	<u>19</u>	<u>20</u>
Totals	73	74

- FY2025 Closeouts - 7 projects
- FY2026 New Proposed - 8 projects



# Capital Program Budget Summary

Presented by Maya Dayan  
Director, Capital Financial Planning and Airline Relations



April 17, 2025

# Proposed FY 2026 - 2030 Capital Program Budget Summary

*(in thousands)*

	New T1 *	CIP	Total
<b>FY 2025 - 2029 Capital Program Budget</b>	<b>\$3,834,300</b>	<b>\$430,039</b>	<b>\$4,264,339</b>
Closeouts and Adjustments	-	15,965	<b>15,965</b>
New Projects	-	242,544	<b>242,544</b>
<b>Proposed FY 2026 - 2030 Capital Program Budget **</b>	<b>\$3,834,300</b>	<b>\$688,547</b>	<b>\$4,522,847</b>

\* as approved by the Board on 01/11/2024

\*\* pending Board approval



# Proposed FY 2026 - 2030 Capital Program

## Projects Locations

*(in thousands)*

Location	New T1	CIP	Total
Terminal	\$2,964,670	\$340,036	<b>\$3,304,706</b>
Landside	409,525	155,090	<b>564,615</b>
Airside	353,309	112,564	<b>465,873</b>
Administrative	106,796	80,858	<b>187,653</b>
<b>Total</b>	<b>\$3,834,300</b>	<b>\$688,547</b>	<b>\$4,522,847</b>

# Proposed FY 2026 - 2030 Capital Program

## Preliminary Sources of Funds

*(in thousands)*

Funding Source	New T1	CIP	Total
Airport Revenue Bonds	\$3,198,295	\$292,423	<b>\$3,490,718</b>
Airport Cash	312,023	245,633	<b>557,657</b>
Federal Grants	310,490	60,520	<b>371,009</b>
Major Maintenance Fund	-	84,786	<b>84,786</b>
Other	13,491	5,000	<b>18,491</b>
Passenger Facility Charges	-	185	<b>185</b>
<b>Total</b>	<b>\$3,834,300</b>	<b>\$688,547</b>	<b>\$4,522,847</b>





# Questions?