

Capital Improvement Program Oversight Committee and Special Board Meeting Agenda

Thursday, October 16, 2025
10:00 AM

San Diego County Regional Airport Authority
Administration Building
First Floor – Boardroom
2417 McCain Road
San Diego, CA 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 Herrmann
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 the Office of the Authority Clerk 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.**

Capital Improvement Oversight Committee Agenda

Thursday, October 16, 2025

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CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

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 July 10, 2025, Special Meeting.

2. NEW TERMINAL 1 OPENING HIGHLIGHTS:

(Brendan Reed, Senior Director, Operational Planning & Readiness)

3. PHASE 1B CONSTRUCTION, CONTINGENCY SPEND AND FINANCE UPDATE:

(Bob Bolton, Director, Airport Design & Construction; Brittany Kahaiali'i, Construction Manager; Maya Dayan, Director, Capital Financial Planning & Airline Relations)

4. CONCESSIONS UPDATE:

(Deanna Zachrisson, Director, Terminal Business Development)

COMMITTEE MEMBER COMMENTS:

ADJOURNMENT:

Thursday, October 16, 2025

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 Office of the Authority Clerk 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.

For those planning to attend the Board meeting, parking is available in the Airport Administration Building Parking Lot (entrance on the east side of McCain Road). Bring your ticket to the first-floor receptionist for validation.

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
SPECIAL CAPITAL IMPROVEMENT PROGRAM OVERSIGHT COMMITTEE AND
SPECIAL BOARD MEETING MINUTES
THURSDAY, JULY 10, 2025
BOARD ROOM

CALL TO ORDER: Vice Chair Perez called the Special Capital Improvement Program Oversight Committee and Special Board meeting to order at 11:25 a.m., on Thursday, July 10, 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:	Martinez, Perez (Vice Chair), Sanchez
	Board Members:	Cabrera
Absent:	Committee Members:	Benzian, von Wilpert
Also Present:	Kimberly Becker, CEO/President; Amy Gonzalez, General Counsel; Annette Fagan Ortiz, Authority Clerk ; Sonja Banks, Assistant Authority Clerk II	

NON-AGENDA PUBLIC COMMENT: None

NEW BUSINESS:

1. APPROVAL OF MINUTES:

RECOMMENDATION: Approve the minutes of the April 17, 2025, regular meeting.

**ACTION: Board Member Martinez moved approval of staff recommendation.
Board Member Sanchez seconded the motion, which carried unanimously**

2. NEW TERMINAL 1 CONSTRUCTION, BAGGAGE HANDLING SYSTEM, AND FINANCE UPDATE:

Bob Bolton, Director, Airport Design & Construction, Brian DeLaura, Airline Technical Representative, Airport Design & Construction, Josh Spoon, Project Manager, Airport Design & Construction, and John Dillon, Director, Finance and Risk Management, provided a presentation that included New Terminal 1 Project Timeline and Milestones;

Terminal and Roadways Update; New Terminal 1 Arrival Road; Baggage Handling System (BHS) Commission Status Update; New Terminal 1 Campus-wide Logistics Plan; and a Financial Update, including Contingency Use Summary.

3. NEW TERMINAL 1 ART PRESENTATION:

Tiffany Beres, Manager, Arts Program, presented an overview of New Terminal 1 public art, including the relocation of *Time Interwoven* by Christie Beniston and *Sandcast* by Charles R. Faust. Newly installed works include Amy Ellingson's *A Day in the Sun*, Nova Jiang's *Torrey Pines*, Edwin Redl's *Vessel of Light*, Matthew Mazzotta's *Rise*, and Walter Hood's *Migration*, each designed to enrich the traveler's experience.

4. SMALL BUSINESS UPDATE:

Craig Ruiz, Manager, Small Business Development, delivered a comprehensive presentation emphasizing initiatives to create economic opportunities for small businesses in collaboration with the Authority. His presentation outlined the certification process, outreach objectives, key program highlights, and the current status of efforts supporting small business engagement.

5. ORAT ACTIVATION & OPENING UPDATE:

Brenden Reed, Senior Director, Operational Planning & Readiness, presented Phase 1a Activation & Opening plans for the new 950,000 sq. ft. terminal, highlighting key features such as 13 security lanes, 66 ticket counters, 53 kiosks, 19 gates, and 17 concessions. The terminal will facilitate the relocation of six airlines and 1,800 employees. He also covered the SAN ORAT process, readiness strategies, and transition planning.

6. NEW TERMINAL 1 GRAND OPENING EVENTS:

Sabrina LoPiccolo-Kane, Manager, Marketing, presented an overview of the exciting lineup of events planned to celebrate the upcoming Grand Opening. The celebration will kick off with the Employee & Tenant Event on September 10, from 1:00 to 6:00 p.m. The festivities continue with an invite-only Gala Evening on September 12, from 5:30 to 9:30 p.m. On Sunday, September 14, the Community Open House welcomes the public from 9:00 a.m. to noon to explore the new space and engage with staff. Later that same day, from 2:00 to 5:00 p.m., community members are invited to experience a hands-on Passenger Simulation, giving them an inside look at operations and services. Rounding out the celebrations, the Open Day Media Event will take place on September 23, at 10:00 a.m., providing media representatives with exclusive access and insights into the new facility.

COMMITTEE AND BOARD MEMBER COMMENTS: None

ADJOURNMENT: The meeting adjourned at 12:47 p.m.

APPROVED BY A MOTION OF THE CAPITAL IMPROVEMENT PROGRAM OVERSIGHT
COMMITTEE THIS 16TH DAY OF OCTOBER 2025.

ANGELA SHAFER-PAYNE
VICE PRESIDENT, DEVELOPMENT

ATTEST:

ANNETTE FAGAN ORTIZ
AUTHORITY CLERK

New Terminal 1 Opening Highlights

Brendan Reed

Senior Director of Operational Planning & Readiness

October 16, 2025



NT1 Dress Rehearsal

Large-Scale Passenger Simulation



Large-Scale Passenger Simulation



Highlights

- 915 community members participated
- 10 security screening checkpoint lanes used (6 primary & 4 flex lanes)
- 270 test bags inducted into Baggage Handling System
- All NT1 airlines and concessionaires involved
- 30 volunteers helped to manage simulation
- Surveys collected feedback from community participants
- Debrief discussions held with stakeholders



Large-Scale Passenger Simulation



Outcomes [partial list]

- Identified passenger congestion or confusion points
- Installed temporary wayfinding in targeted locations
- Adjusted paging system settings
- Modified escalator directions
- Reformatted Flight Information Displays (FIDS)
- Revised some employees' badge access permissions
- Shifted post-opening Customer Support staff locations
- Reinforced operational training content to employees



Large-Scale Passenger Simulation



NT1 Opening

Late Evening Arrivals (9/22) & Full Operations (9/23)



NT1 Opening



SEPTEMBER 22nd

- 2 airlines
- 14 arriving flights
- Approximately 1,700 total passengers

SEPTEMBER 23rd

- 6 airlines
- 95 departing flights
- 101 arriving flights
- Approximately 22,000 total passengers

NT1 Opening



Transition Command Center (TCC)

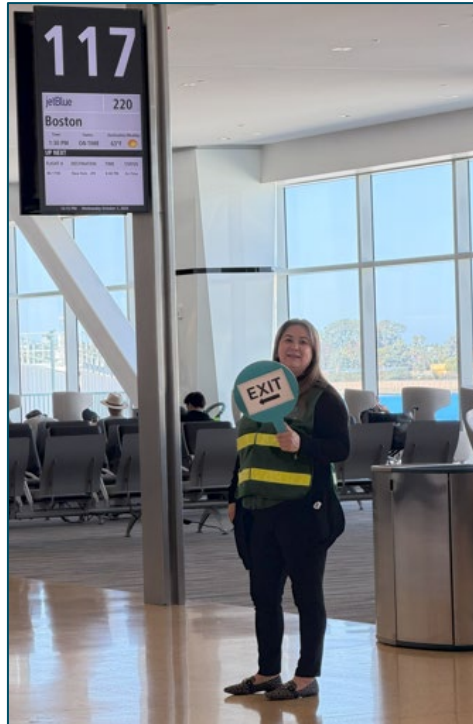
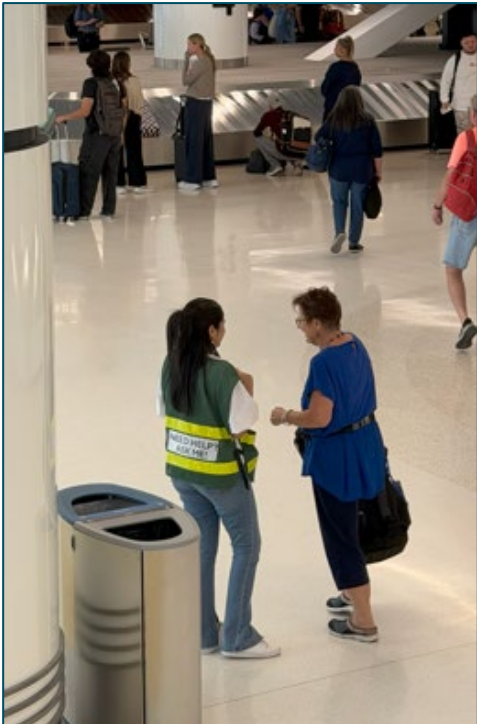
- Activated for 26.5 hours over 9/22 & 9/23
- Representatives from key Airport Authority teams
- Hub for communications and decision-making
- Situational awareness thru multiple camera feeds
- Supported in-terminal staff with any response needs
- Most issues elevated to the TCC were relatively minor and/or quickly addressed
- **Overall, NT1 building and PAX processing systems functioned as designed and tested**



NT1 Opening



Post-Opening Customer Support



- 145 Airport Authority staff volunteers provided additional customer support thru 10/12
- Positioned at key locations along the passenger journey
- Provided additional observations and suggestions to inform operational refinements
- Over 1,055 hours of additional customer support were contributed by these volunteers



BUSINESS

'10 out of 10': San Diego airport's spacious new terminal opens fully to the public

On opening day, reviews of the new terminal from flyers, workers and a retired pilot



Passengers make their way through the new San Diego airport on Tuesday, the first full day of the new facility. (Nelvin C. Cepeda / The San Diego Union-Tribune)

By all indications, the first full day at the San Diego International Airport's new Terminal 1 went without a hitch Tuesday, with smooth check-in and security zones, bustling concession stands, speedy baggage claim and airy spaces that brightened the moods of travelers.

WE DID IT!

Thanks to incredible teamwork across the airport community



Questions?



Phase 1B Construction, Contingency Spend and Finance Update

Prepared by Airport Design & Construction, and Finance
October 16, 2025



Phase 1b Update

Bob Bolton, Director Airport Design & Construction



NT1 Project Timeline/ Milestones



2021

2022

2023

2024

2025

2026

2027

2028

Terminal & Roadways

November 2021

NEPA/CCC Approval
Start Construction

September 2025

Gates 1-19
Operational

Entitlements

Phase 1A - 19 Gates

Phase 1B - 11 Gates

Parking Plaza

December 2022

Start Construction

August 2024

"Stage 1"
Operational

2026

Gates 20-22
Operational

Early 2028

Gates 23-30
Operational

Site Work

Construction - "Stage" 1 & 2

"Stage 2"

June 2025

"Stage 2"
Operational

NT1 Terminal & Roadways Phase 1B



PHASE 1B UPCOMING MILESTONES

- Oct 2025: Start Demolition of old Terminal 1
- Jan 2026: Start foundations for Phase - 1B of NT1
- May 2026: Start steel erection for Phase - 1B of NT1

NT1 Sitework Comparison March 2024 to August 2025



NT1 Arrivals Road



NT1 Luminous Wave Glass Wall - Exterior



NT1 Luminous Wave Glass Wall - Interior



NT1 Concourse & Boarding Lounges



NT1 Baggage Claim



NT1 Outdoor Dining Lounge



Phase B: Old Terminal 1 Demolition



Phase B: Old Terminal 1 Demolition



Phase B: Old Terminal 1 Demolition



Phase B: Old Terminal 1 Demolition (Gate 9)

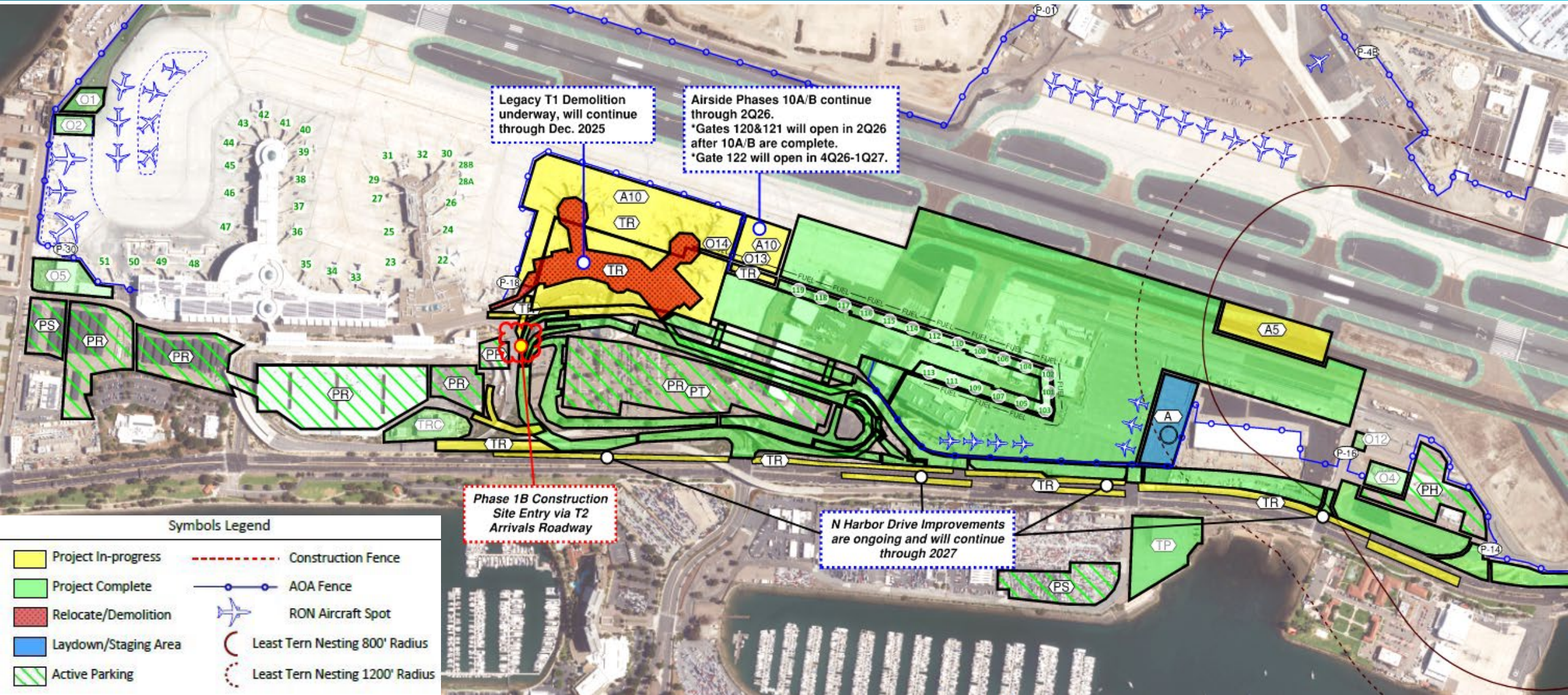


Logistics

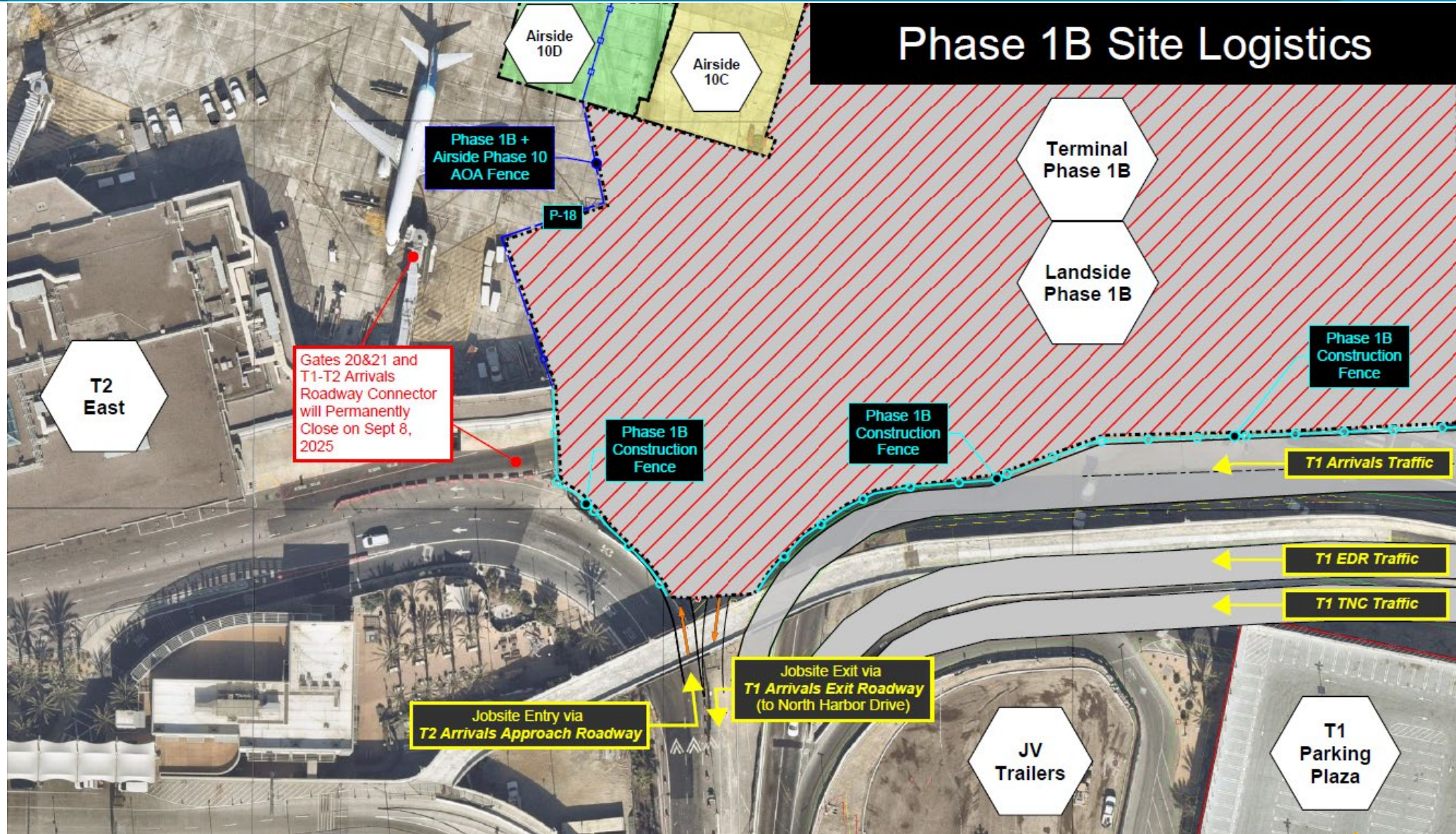
Brittany Kahaiali'i, Construction Manager



NT1 Campus Wide Logistics Plan



NT1 Campus Wide Logistics Plan



NT1 Campus Wide Logistics Plan



T1-T2 Pedestrian Pathway- Opened 10/3/25

Finance Update

Maya Dayan, Director Capital Financial Planning
and Airline Relations



New T1 Program Budget

Costs through August 31, 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	851	\$ 3,230,224	\$ 2,278,274	Grants/Bonds/Cash
Airside Improvements	356,519	(3,847)	352,672	263,364	Grants/Bonds
New Administration Building	107,300	(504)	106,796	106,798	Bonds
Shuttle Lot Relocation Construction	18,175	0	18,175	14,331	Bonds
Program Contingency	122,933	3,500	126,434	**	Bonds
	\$ 3,834,300	-	\$ 3,834,300	\$ 2,662,767	

*as of 01/11/2024

** Program Contingency costs incurred included in projects above

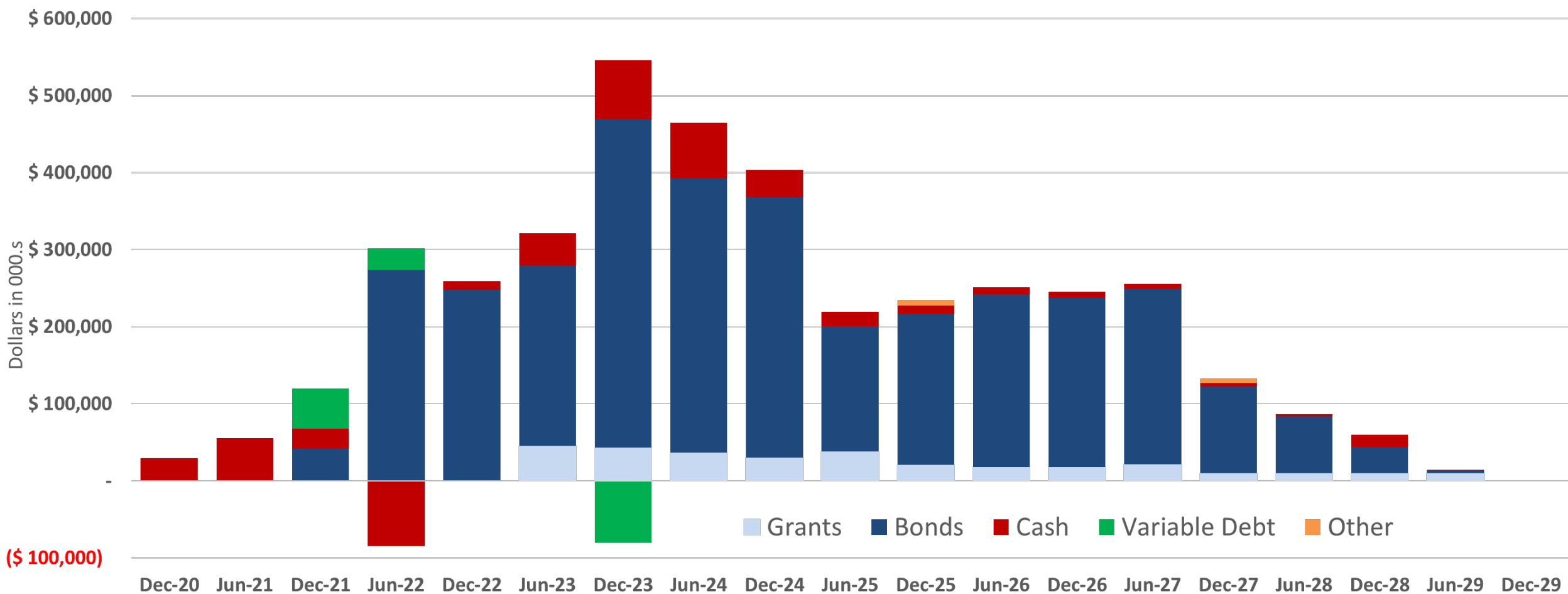
Contingency Use Summary

As of August 31, 2025

(in thousands)

	2024 Activity	January, 2025 CIPOC	April, 2025 CIPOC	July, 2025 CIPOC	October, 2025 CIPOC	Summary
Program Contingency Beginning Balance	\$122,933	\$115,995	\$116,440	\$113,727	\$113,220	\$122,933
Contingency Transferred to Projects	(\$6,938)	\$445	(\$2,713)	(\$506)	\$13,213	\$3,500
Increase operational flexibility	(3,623)	(156)	(2,286)	(1,141)	(740)	(7,947)
Differing Site Conditions	-	(590)	(555)	(209)	(238)	(1,591)
Other	-	(338)	(100)	(313)	(185)	(936)
Ground Transportation	(1,744)	-	(385)	(130)	(175)	(2,434)
Security	(4,658)	-	-	(48)	-	(4,706)
Federal Funding Requirements	(2,505)	-	(8)	-	-	(2,514)
Project Acceleration and coordination	(2,257)	-	-	-	-	(2,257)
Concessions Program	(600)	-	-	-	-	(600)
Utilities	(1,865)	-	-	-	-	(1,865)
Public Art	(533)	(212)	-	-	-	(745)
Return Funds to Contingency	10,846	1,742	622	1,334	14,551	29,094
Contingency Remaining	\$115,995	\$116,440	\$113,727	\$113,220	\$126,434	\$126,434

Cash flow and sources of funds



Questions?



SAN DIEGO
INTERNATIONAL AIRPORT

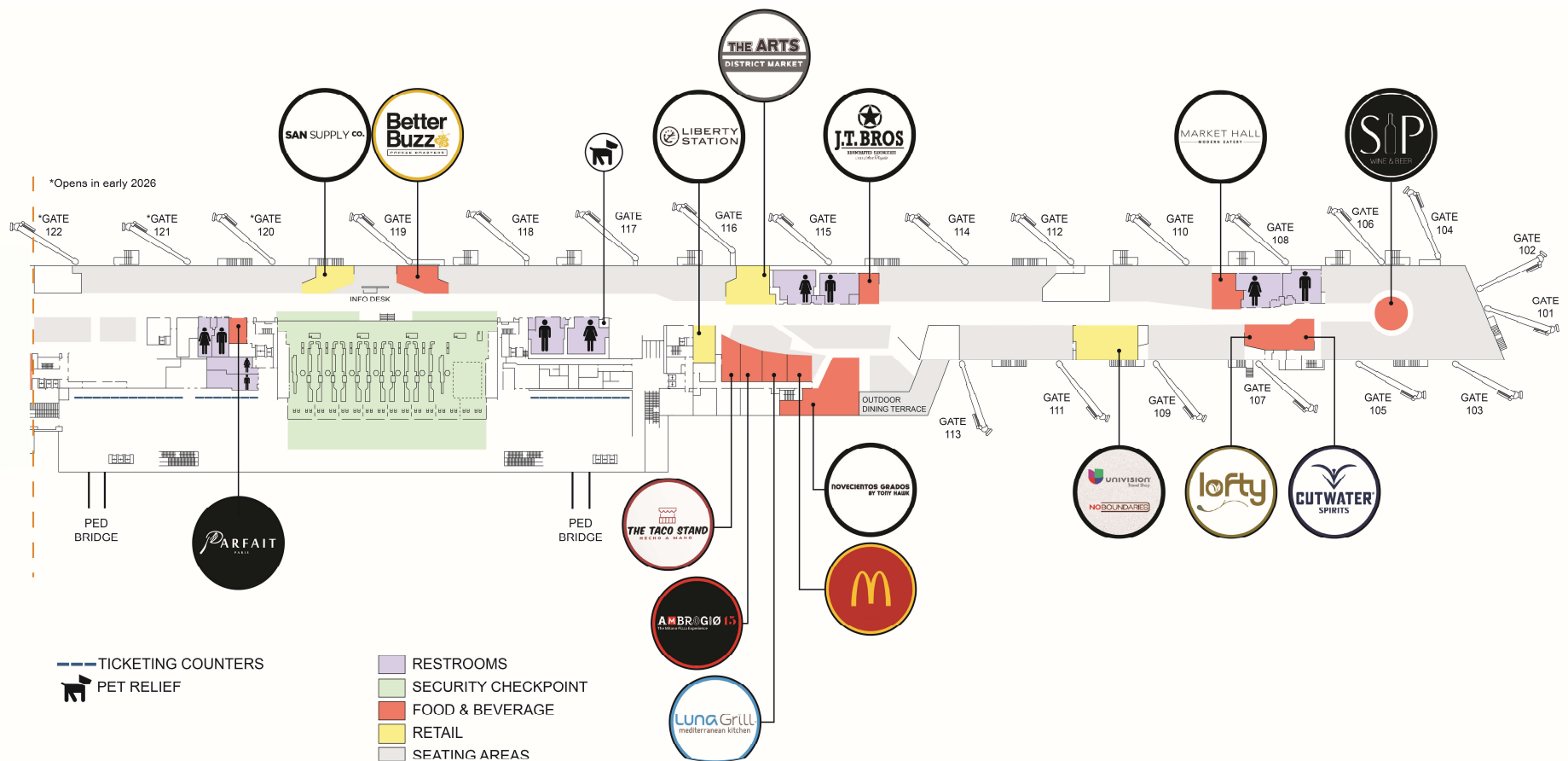


Terminal 1 Phase 1a Concessions Completion

Capital Improvement Program Oversight
October 16, 2025



Nearly 30,000 SF of New Space



Terminal 1 Retail Concessionaires



Total New SF: 9,365 SF

- WHSmith– 2 units, 3,882 SF
- Paradies – 3 units, 5,483 SF

Compare old Terminal 1: 1,247 SF



Terminal 1 F&B Concessionaires



Total New SF: 20,089 SF

- High Flying Foods – 7 units, 10,000+ SF
- Areas – 3 units, 6,800 SF
- McDonald's – 1,375 SF
- JT Bros – 1,001 SF

Compare old Terminal 1: 4,035 SF



Three General Contractors



- Premier Interior Designs (PID)
 - Seven High Flying Foods locations
 - Three Areas locations
 - Small Business EDMV "JT Bros"
- West Coast Construction Services (WCC)
 - McDonald's
- Altitude Construction
 - WHSmith retail
 - Paradies Lagardère





Anticipated Timeline

- Locations awarded in July 2023
- Lease execution concurrent with start of design
- Total Development Time: 26 months – with margin

NT1 F&B/Retail	2023						2024												2025								
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Food & Beverage	Concept Approval	Design Review										Permitting							Construction							Float	Stock Train
Retail																											

On Track...Until it Wasn't



- Overall success surmounting daunting challenges
- In-depth debrief pending; complex web of challenges, many unique to location
- Loss of “float” time proved critical in last 45 days

NT1 F&B/Retail	2023						2024												2025								
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept 23
Food & Beverage	Concept Approval		Design Review										Permitting						Limited NTP			Construction					
Retail	Concept Approval		Design Review										Permitting						Limited NTP					Float	Stock Train		

Next Steps

- Thoroughly dissect – learn from both good and bad
 - Acknowledge effort and success
 - Avoid blame trap and regroup!
- Develop build out schedule for Phase 1a



Thank you! Questions?

