

Special Board and Capital Improvement Program Oversight Committee Meeting Agenda

Thursday, April 16, 2026
10:00 AM

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

Board Members

James Sly (Vice-Chair)
Lydia Ball
Whitney Benzian
Daniel Kuperschmid
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

Atif Saeed

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**

Special Board and Capital Improvement Program Oversight Committee Agenda

Thursday, April 16, 2026

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

Board

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

Capital Improvement Program Oversight Committee

Committee Members: Benzian, 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 29, 2026, Special Meeting.

2. PHASE 1B CONSTRUCTION AND FINANCE UPDATE:

(Bob Bolton, Director, Airport Design & Construction; Brian Delaura, Logistics Manager; Maya Dayan, Director, Finance & Airline Relations)

3. NT1 OFFSITE ROADWAY IMPROVEMENTS:

(Chris George, Program Manager, Airport Design & Construction; Megan Ulery, Sr. Project Manager, Airport Design & Construction; Jonathan Heller, Communications Program Director, Marketing & Communications)

Special Board and Capital Improvement Program Oversight Committee Agenda

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Thursday, April 16, 2026

BOARD WORKSHOP:

- 4. PROPOSED CAPITAL PROGRAM BUDGET FOR FISCAL YEARS 2027-2031:**
(Ralph Redman, Program Manager, Airport Design & Construction; Maya Dayan, Director, Finance & Airline Relations)

COMMITTEE MEMBER COMMENTS:

CLOSED SESSION:

REPORT ON CLOSED SESSION:

ADJOURNMENT:

Special Board and Capital Improvement Program Oversight Committee Agenda

Thursday, April 16, 2026

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.

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
SPECIAL CAPITAL IMPROVEMENT PROGRAM OVERSIGHT COMMITTEE
MEETING MINUTES
THURSDAY, JANUARY 29, 2026
BOARDROOM

CALL TO ORDER: Chair von Wilpert called the Special Capital Improvement Program Oversight Committee Meeting to order at 10:01 a.m. on Thursday, January 29, 2026, in the Boardroom of the San Diego County Regional Airport Authority, Administration Building, 2417 McCain Road, San Diego, CA 92101.

ROLL CALL:

Committee

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

Board Member: Cabrera

Absent: Committee Members: None

Also Present: Kimberly Becker, CEO/President; Lee Kaminetz, Assistant General
Counsel; Annette Ortiz, Authority Clerk; Mia Courtney, Deputy
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 October 16, 2025, Regular Meeting.

ACTION: Board Member Benzian moved approval of staff recommendation. Board Member Perez seconded the motion, which carried unanimously.

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

Bob Bolton, Director, Airport Design & Construction presented an update on Terminal 1 Phase 1B, covering the NT1 1A Recap and Milestones and NT1 1B Construction Logistics. Maya Dayan, Director, Capital Financial Planning & Airline Relations, followed with the Finance Update that included, New T1 Program Budget, Contingency Use Summary and Cash Flow and Sources of Funds.

COMMITTEE AND BOARD MEMBER COMMENTS: None

ADJOURNMENT: The meeting adjourned at 10:23 a.m.

APPROVED BY A MOTION OF THE CAPITAL IMPROVEMENT PROGRAM OVERSIGHT COMMITTEE THIS 16TH DAY OF APRIL 2026.

ANGELA SHAFER-PAYNE
VICE PRESIDENT, DEVELOPMENT

ATTEST:

MIA COURTNEY
DEPUTY AUTHORITY CLERK



Item 2

Phase 1B Construction and Finance Update

Prepared by Airport Design & Construction
April 16, 2026



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

2026

Gates 20-21
Operational

Early 2028

Gates 23-30
Operational

Parking Plaza

December 2022

Start Construction

August 2024

“Stage 1” Operational

Site Work

Construction – “Stage” 1 & 2

“Stage 2”

2027

Gate 22
Operational

June 2025

“Stage 2” Operational



NT1 Terminal & Roadways Phase 1B



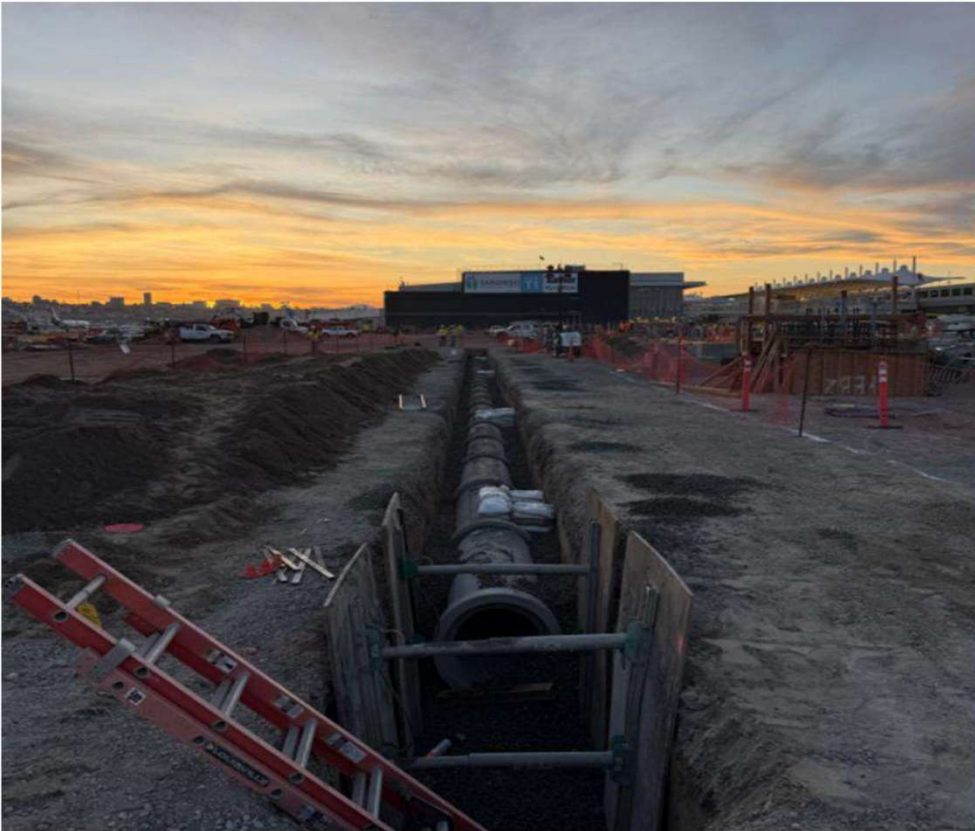
PHASE 1B UPCOMING MILESTONES

- April:
 - Construction of NT1 arrivals roadway retaining wall 109
 - Continued installation of vapor intrusion mitigation system
 - Start steel erection for Phase – 1B

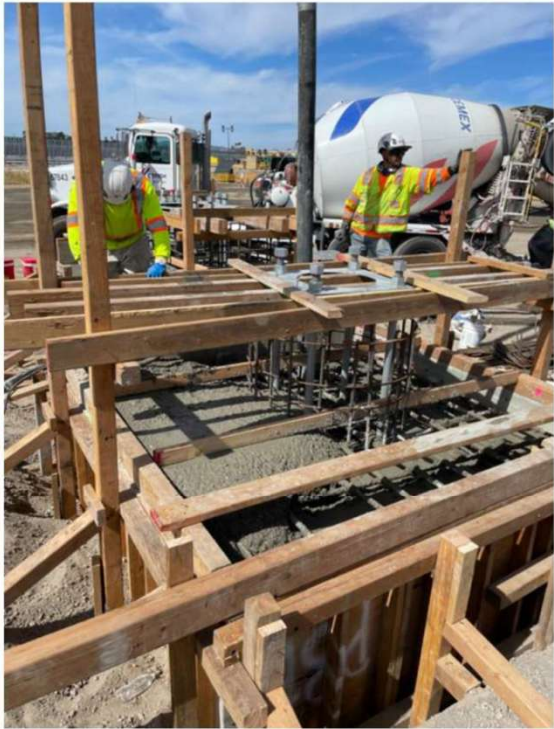
Removal of Existing MSE Wall and Shoring Installation



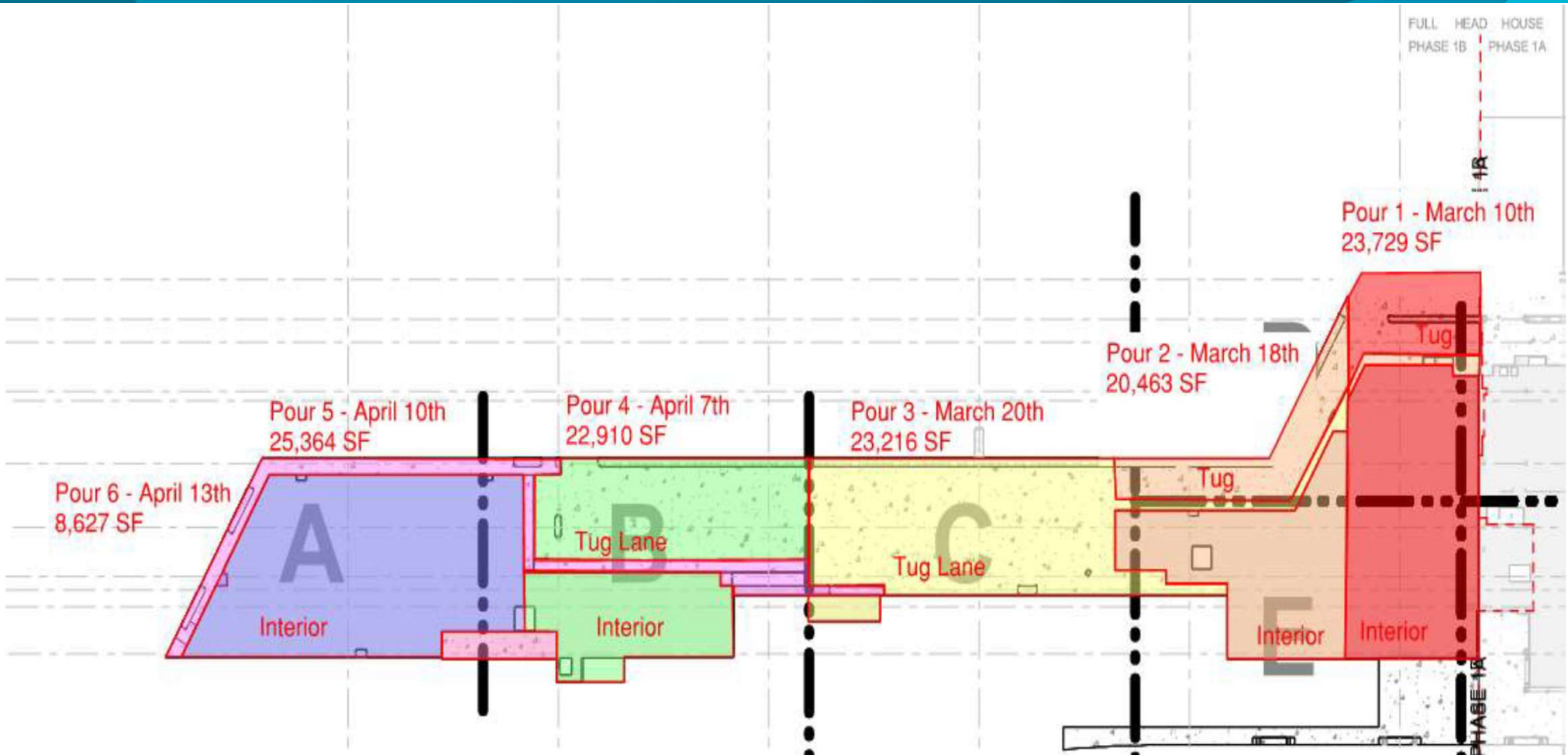
Installation of Apron Utilities



Completion of Terminal and PBB Foundations



NT1 1B

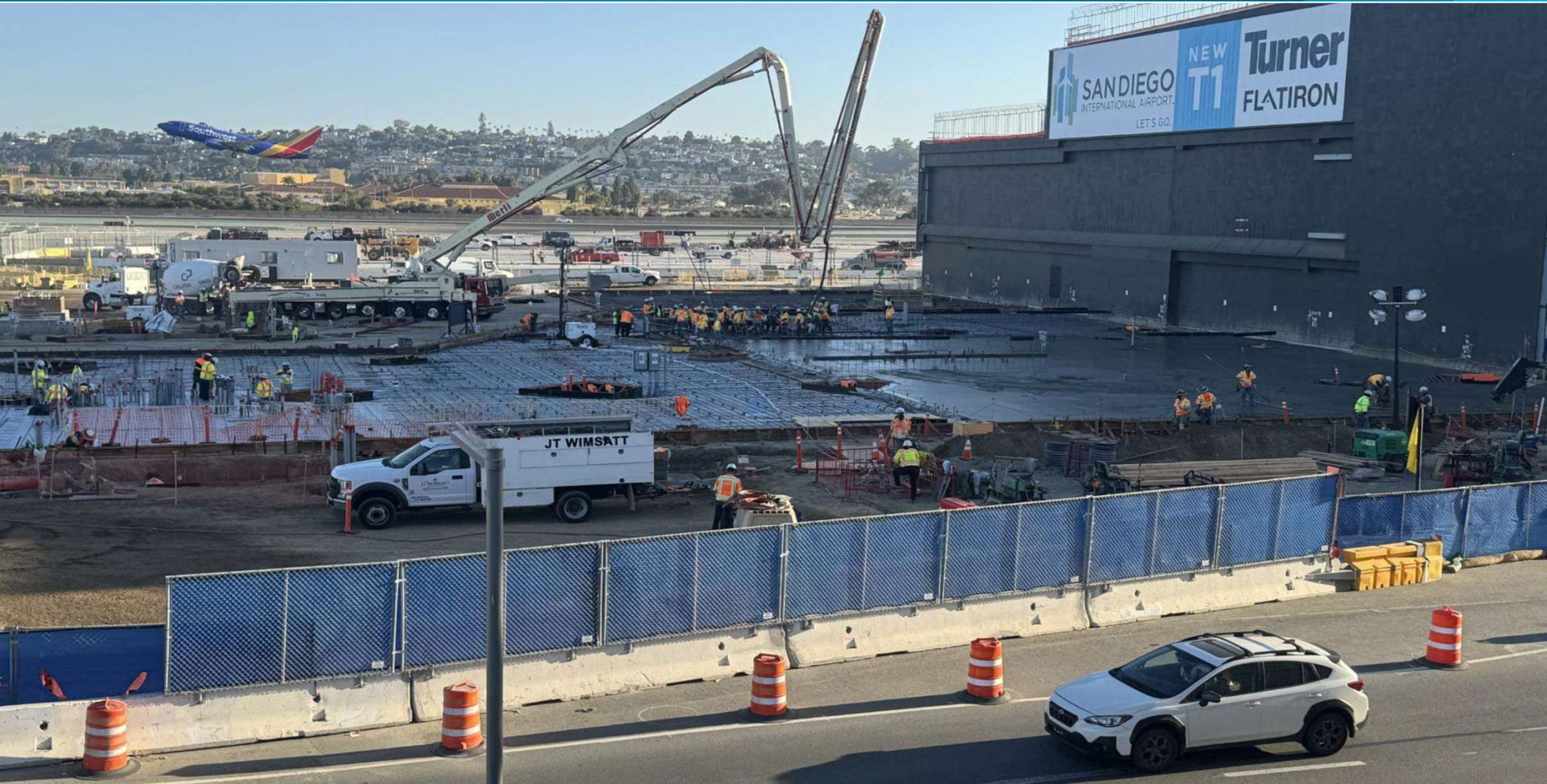


NT1



NT1

Concrete Pumper Pour 1



NT1

Installation of Steel Columns and Beams at Pour 1



411001 NT1 AIRSIDE IMPROVEMENTS



T1 AERIAL 03/16/26

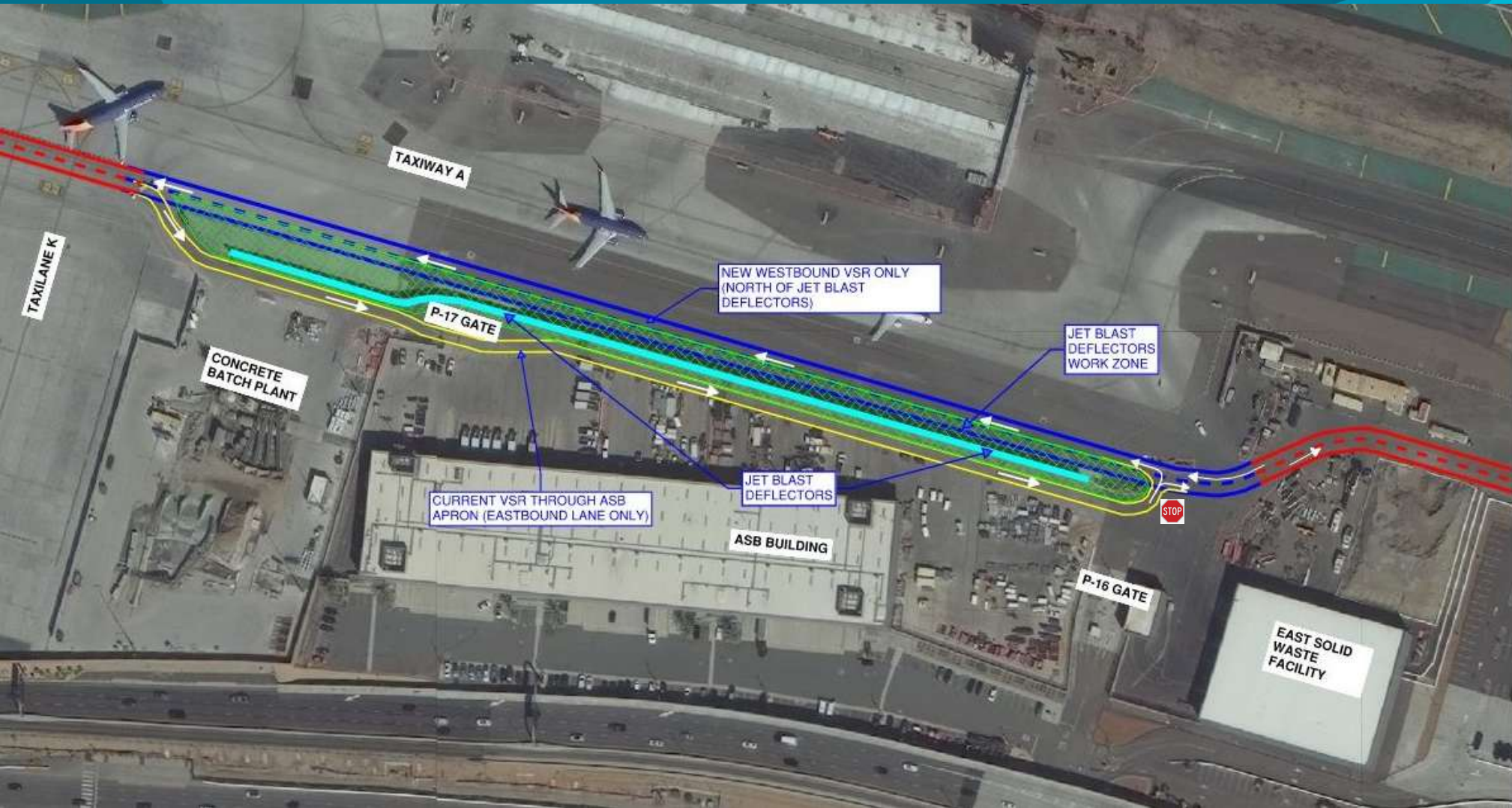


**AIRSIDE IMPROVEMENTS
PHASES 10A, B, C-1, C-2, C-3**

2/28/2026 AERIAL



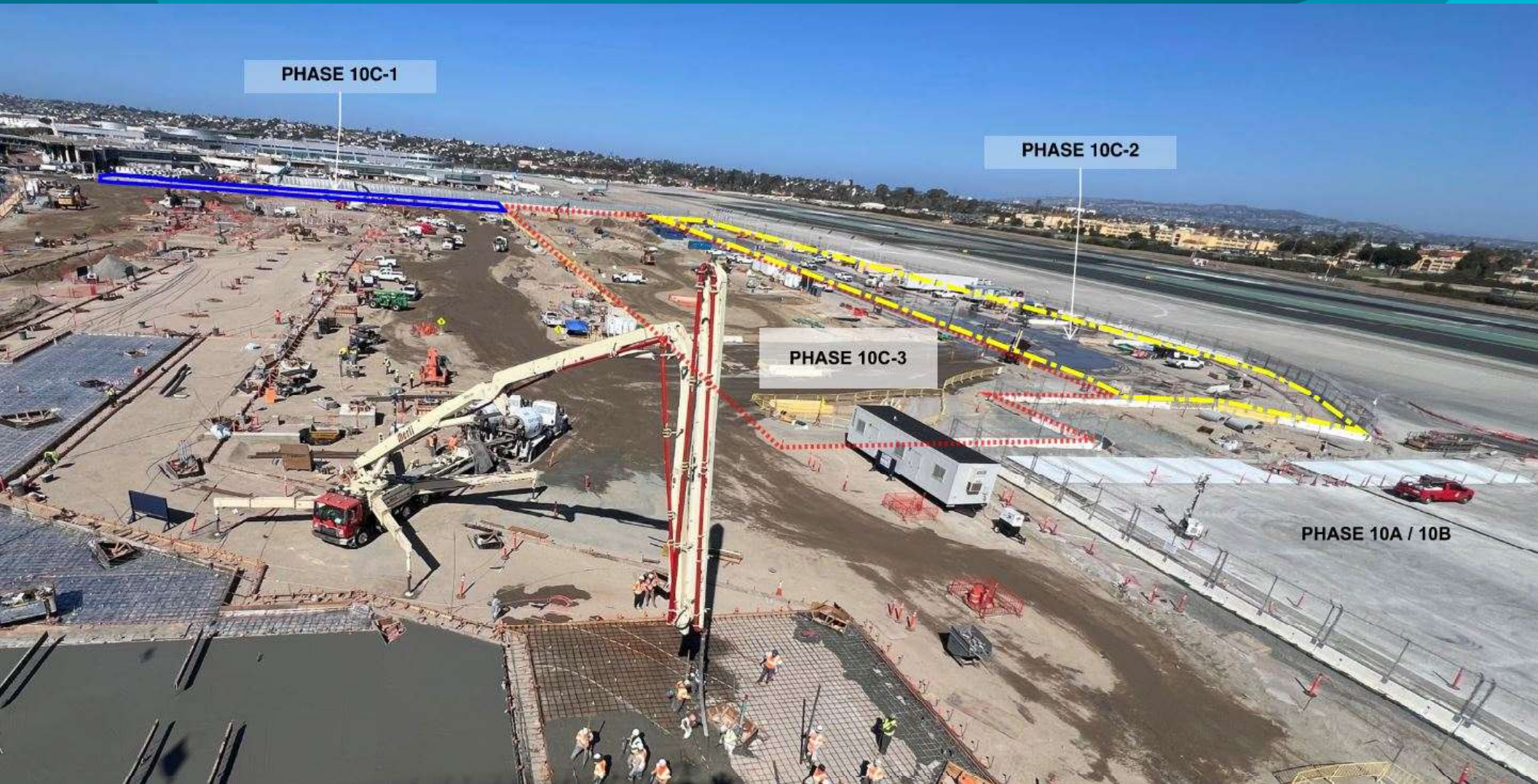
AIRSIDE IMPROVEMENTS PHASE 5.2 - TEMPORARY VSR ROUTING



AIRSIDE IMPROVEMENTS PHASE 5.2 – TEMP JET BLAST DEFLECTOR REMOVAL



AIRSIDE PHASE 10C - NT1 PHASE 1B INTER-PROJECT COORDINATION



AIRSIDE PHASE 10C - NT1 PHASE 1B INTER-PROJECT COORDINATION



PH 10C-1

PH 10C-3

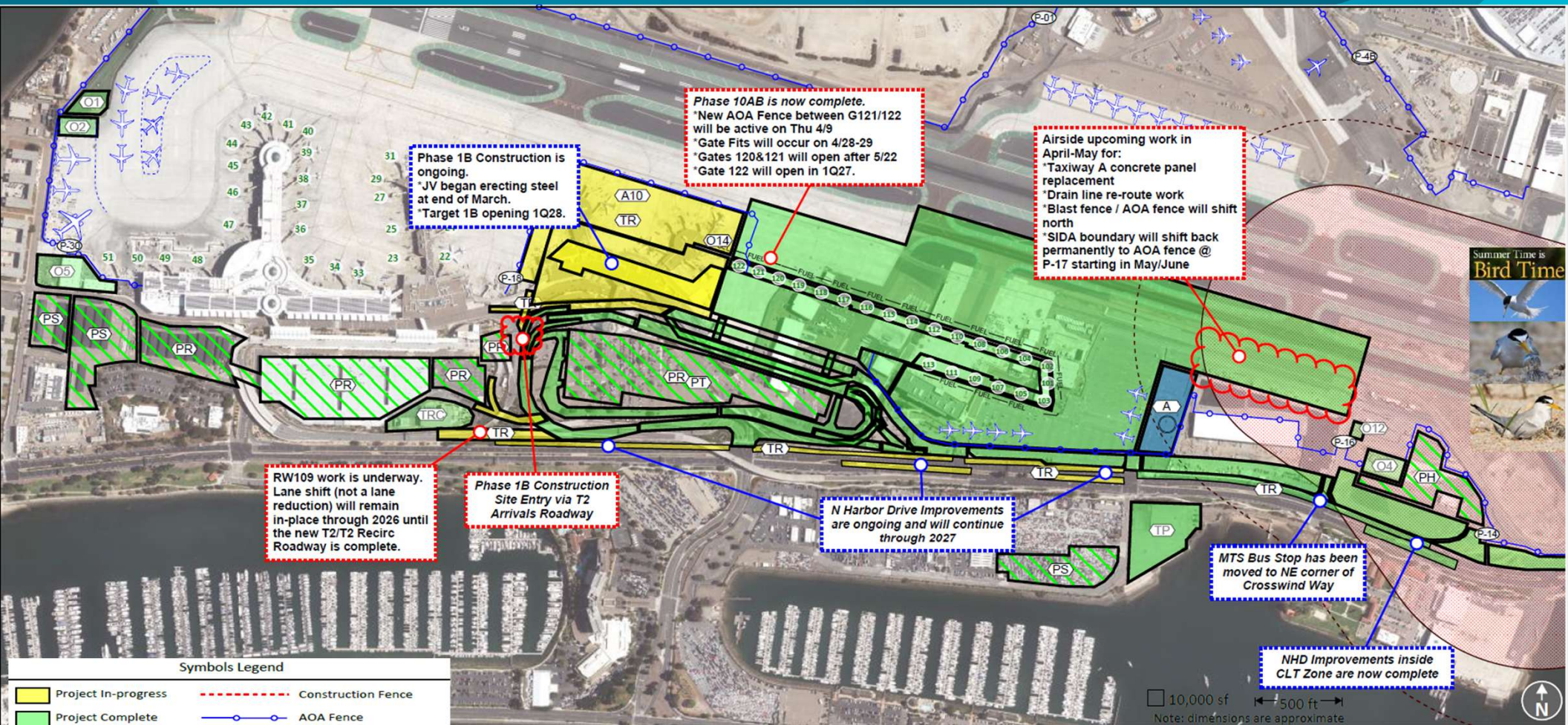
PH 10C-2

PH 10A- 10B

NT1 1B Construction Logistics



NT1 Campus Wide Logistics Plan



Finance Update



New T1 Program Budget

Costs through February 28, 2026

(\$ in thousands)

	Board Approved Budget *	Program Contingency Use	Approved Budget after contingency transfer	Actual Costs Incurred	Funding Source
Terminal and Roadways	\$ 3,229,372	31,691	\$ 3,261,064	\$ 2,418,703	Grants/Bonds/Cash
Airside Improvements	356,519	(3,507)	353,012	285,373	Grants/Bonds
New Administration Building	107,300	(504)	106,796	106,798	Bonds
Shuttle Lot Relocation Construction	18,175	0	18,175	14,485	Bonds
Program Contingency	122,933	(27,680)	95,254	**	Bonds
	\$ 3,834,300	-	\$ 3,834,300	\$ 2,825,359	

*as of 01/11/2024

** Program Contingency costs incurred included in projects above

Contingency Use Summary

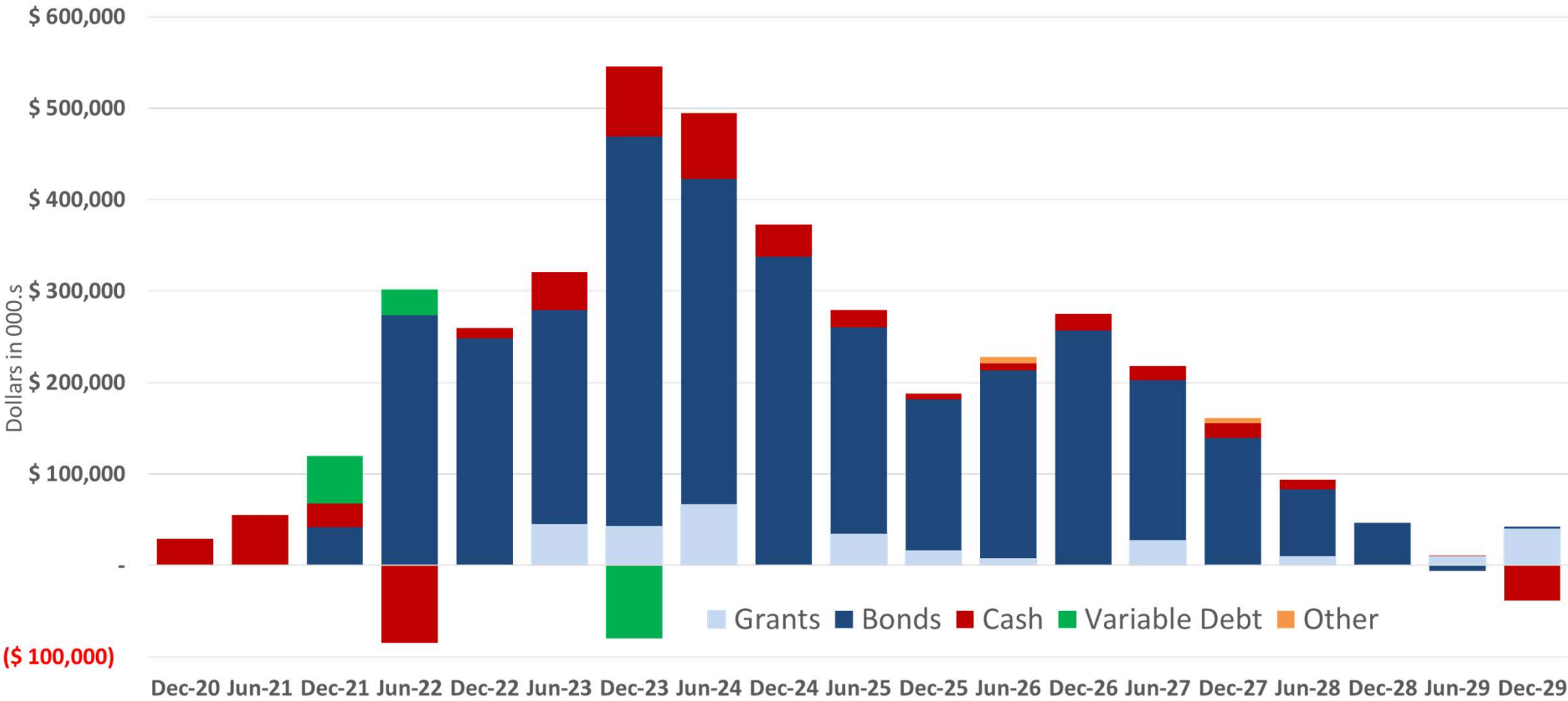
As of February 28, 2026

(in thousands)

	2024-2025 Activity	January, 2026 CIPOC	April, 2026 CIPOC	Summary
Program Contingency Beginning Balance	\$122,933	\$126,433	\$124,064	\$122,933
Contingency Transferred to Projects	\$3,500	(\$2,369)	(\$28,811)	(\$27,680)
Other*	(892)	(1,714)	(28,277)	(30,883)
Increase operational flexibility	(7,947)	(546)	153	(8,340)
Security	(4,706)	(230)	-	(4,936)
Project Acceleration and coordination	(2,257)	-	(750)	(3,007)
Federal Funding Requirements	(2,514)	-	-	(2,514)
Ground Transportation	(2,434)	(35)	(4)	(2,473)
Utilities	(1,865)	(50)	-	(1,915)
Differing Site Conditions	(1,635)	(7)	(257)	(1,899)
Public Art	(745)	-	-	(745)
Concessions Program	(600)	-	-	(600)
Return Funds to Contingency	29,094	212	325	29,631
Contingency Remaining	\$126,433	\$124,064	\$95,253	\$95,254

* Includes \$29.9M for PMC Relocation

Cash flow and sources of funds



Questions?





Item 3

New T1 Offsite Roadway Improvements



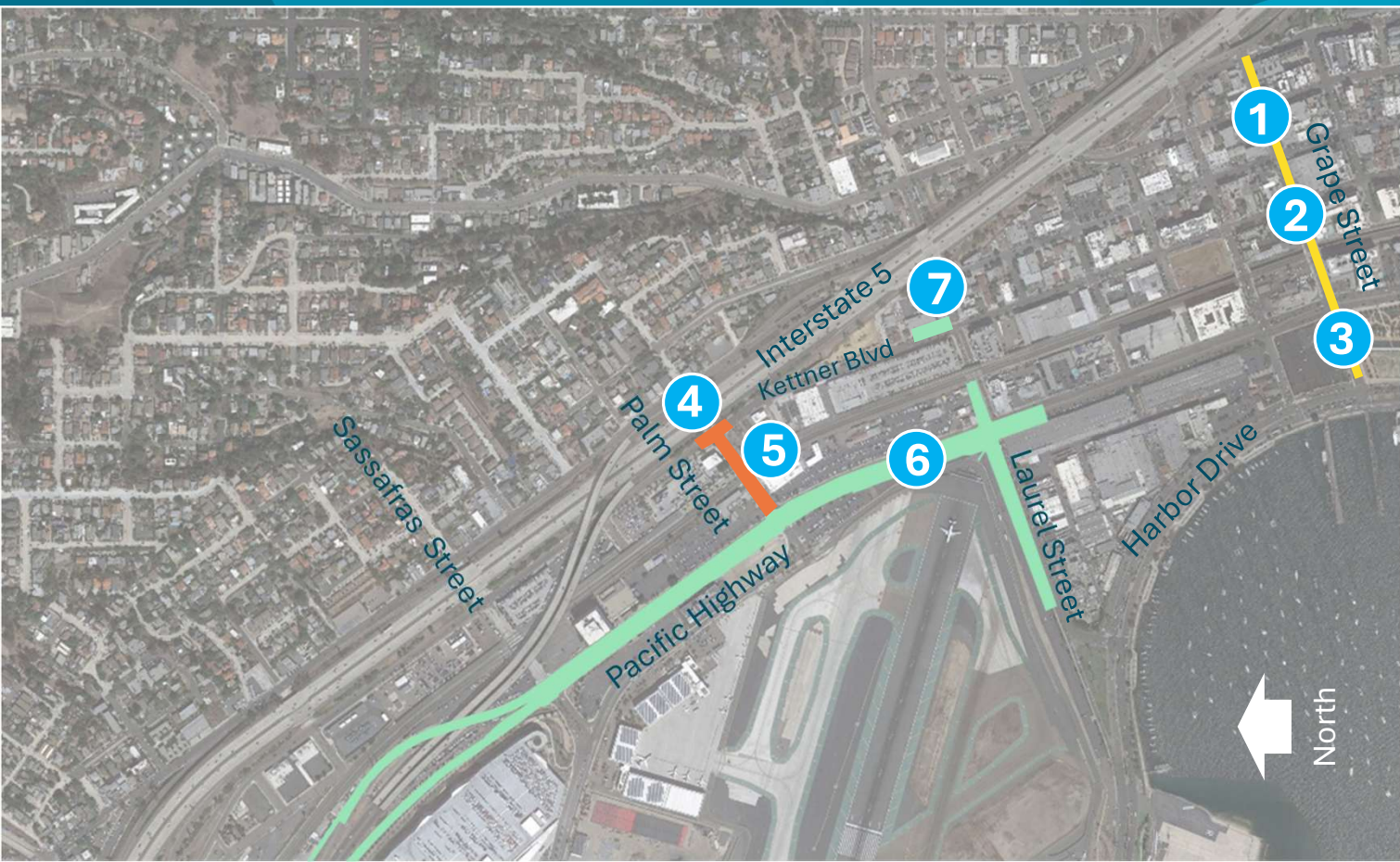
Project Overview

Project Packages and 2020 ADP EIR Mitigation Measures

High Level Project Scope



Project Packages & 2020 ADP EIR Mitigation Measures Location Overview



- Grape Street
- Pacific Highway
- Palm Street

Mitigation Measure

- # 1. MM-TR-RS-1b
- 2. MM-TR-RS-1c
- 3. MM-TR-RS-1d
- 4. MM-TR-I-1e
- 5. MM-TR-RS-4a
- 6. MM-TR-I-1b
- 7. MM-TR-I-1c



High Level Project Scope



- Grape Street
 - Remove parking on both sides of roadway
 - Provide a one-way Class IV cycle track on north side
 - Provide a 4th vehicle lane on south side
- Pacific Highway
 - Provide one-way Class IV cycle track on both sides of roadway w/ bike signals
 - 4 Traffic Signal Modifications, median reconstruction, curb ramps, lighting
 - Minor utility relocations and a stormwater treatment facility
- Palm Street
 - Remove parking on both sides of street and provide two additional vehicle lanes
 - Pre signals and pedestrian improvements at railroad crossing
 - A new traffic signal at Palm St and Kettner Blvd

Stakeholder Summary

Stakeholders and Asset Owners



Stakeholder Outreach Summary



- Project concepts were developed in over 50 meetings with various stakeholders over the last 5 years. Stakeholders include:
 - City of San Diego
 - Port of San Diego
 - California Department of Transportation - CALTRANS
 - Metropolitan Transit System - MTS
 - North County Transit District - NCTD
 - California Public Utilities Commission – CPUC
 - Solar Turbines
 - AT&T
 - San Diego Gas & Electric - SDG&E
 - Downtown Community Planning Council
 - Little Italy Association
 - Midway-Pacific Highway Community Planning Group

Asset Owner Summary



- Assets constructed on this project will be owned, operated, and maintained by the following:
 - City of San Diego
 - Metropolitan Transit System - MTS
 - North County Transit District - NCTD
 - AT&T
 - San Diego Gas & Electric - SDG&E
- Standards developed by each agency are required to be used within each agencies right-of-way.
- There are no Airport assets being constructed by this project
- The Airport is not responsible for operations or maintenance after the project is accepted by the asset owners.

Project Schedule



- Overall Construction Contract Duration: 430 calendar days
 - Grape Street: 135 Days after NTP
 - Palm Street: 360 Days after NTP
 - Pacific Highway: 370 Days after NTP
 - Substantial Completion of Overall Project: 370 Days after NTP
 - Final Acceptance and Construction Completion: 430 Days

Offsite Roadway Improvements: Communications Strategy



- **Goal:** Protect trust in SAN during extended roadway disruption.
- **Objective:** Deliver information about critical roadway improvements while ensuring the public feels informed and confident.
- **Key Audiences:** Neighboring residents & businesses, motorists, bicyclists, pedestrians
- **Core Messages:** Project is intended to improve airport access • Traffic patterns will change • Plan ahead & leave extra time
- **Channels:** Website • Social • Newsletter • Earned Media • Stakeholder Engagement

Questions?





Proposed Capital Program Budget Fiscal Years 2027-2031

April 16, 2026



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 2026 - 2030 Total Capital Program – 78 projects – \$4.52 Billion**
 - Capital Improvement Program (CIP) – \$688.55 Million
 - New T1 - \$3.83 Billion

Current FY2026-2030 Capital Improvement Program – Project Status

Project Location	Planning	Design	Construction	Closeout / Closed	Program*	Total
Airside	9	4	3	2	-	18
Terminal	4	10	6	4	-	24
Landside	6	2	2	5	-	15
Administrative	5	4	2	7	3	21
Total	24	20	13	18	3*	78

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



Proposed New Capital Projects (4)

Project Prioritization Process (three criteria)

- **Asset Strategy** – Preserves existing assets (E), Create new assets (N)
- **Project Purpose** – Scored 1-5, from regulatory, core operational needs to enhancements
 - 1 – Part 139 or other regulatory compliance
 - 2 – Maintain physical plant functions – Fire / Life / Safety
 - 3 – Maintain airport access, roadways and parking
 - 4 – Safety, security, and special systems improvements
 - 5 – Customer service / revenue enhancement and cost savings
- **Risk / Urgency**
 - A – High Risk/Urgency – Immediate need to prevent risk to safety, security & critical systems
 - B – Medium Risk/Urgency - Timing restrictions, components approaching end-of-life
 - C – Low Risk/Urgency – No immediate deadlines or critical impacts, long-term or optional initiatives

Taxiway Alpha (TWY A) Extension



Taxiway Alpha Extension

Objective/Scope:

- Allows for bidirectional flow of taxiing aircraft through terminal areas to address circulation & delay issues
- Removal & replacement of Taxiway A pavement adjacent to Terminal 2 East; installation of new ADG III taxiway connecting NT1 to Terminal 2 West
- Expected Construction Start: July 2029

Priority Rating:

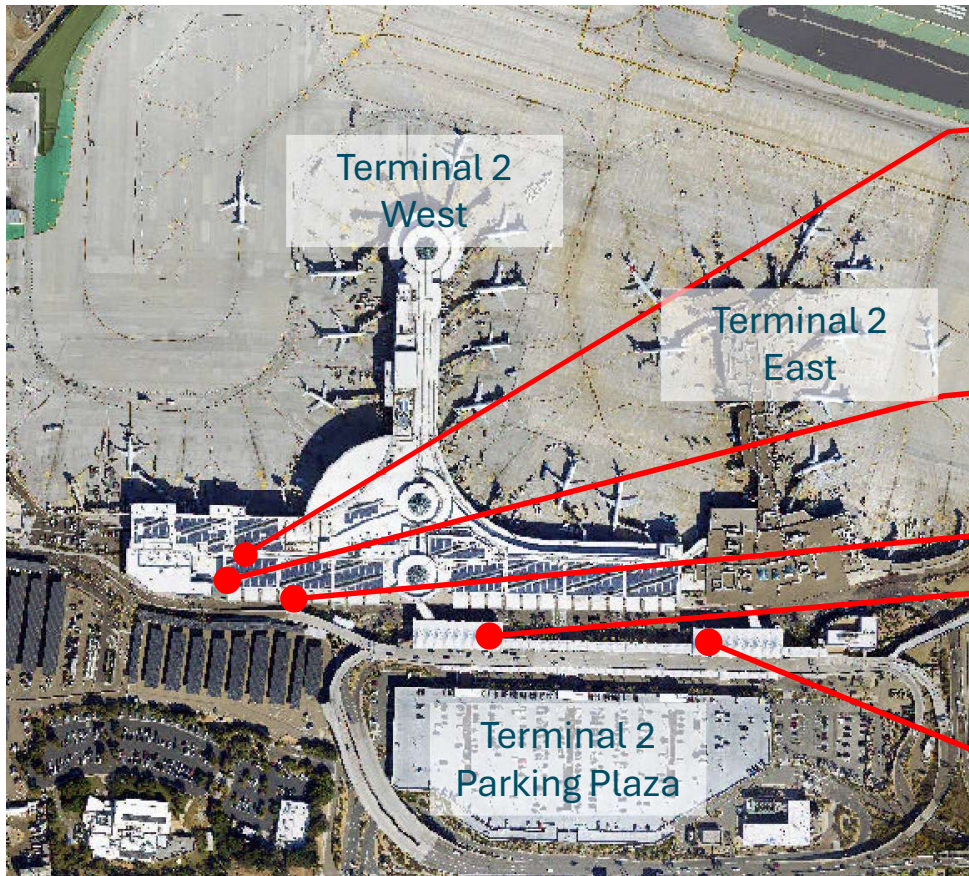
E - Preserve Existing Asset

1 – Regulatory Compliance

B – Medium Risk / Urgency

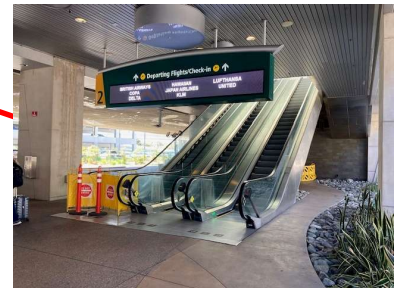
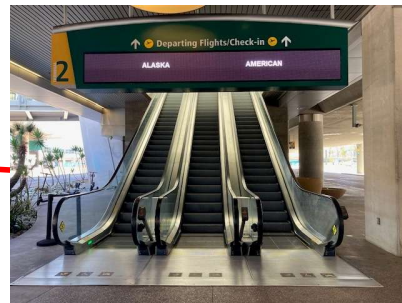
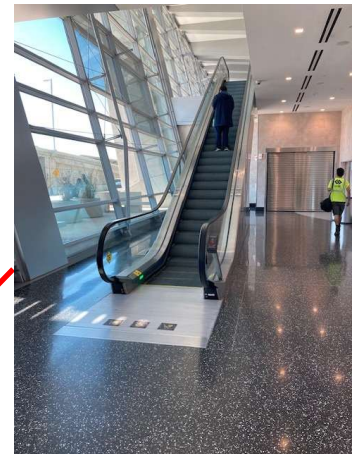
Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Airside & Terminal Operations	Airside	Cash	\$65,000,000	24 months

Terminal 2 Escalator & Elevator Replacements



Two (2)
escalators
located within
FIS

One (1) freight
elevator
located within
FIS



Terminal 2 West Escalator & Elevator Replacements

Objective/Scope:

- Replacements will provide consistency, reliability, and reduce maintenance costs
- Remove and replace nine escalators & one elevator in T2W
- Expected Construction Start: July 2027

Priority Rating:

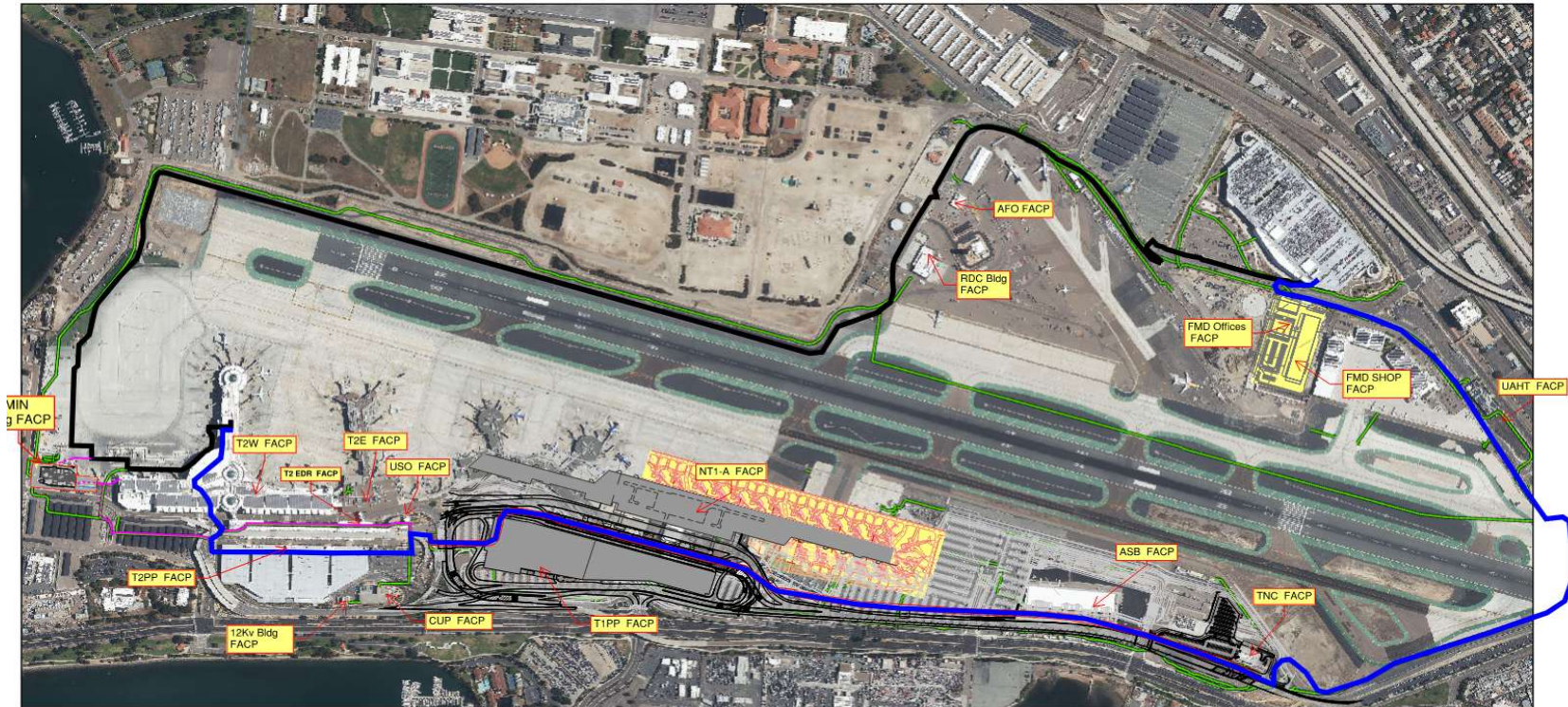
E - Preserve Existing Asset

2 – Maintain physical plant function

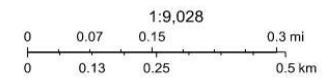
B – Medium Risk / Urgency

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Facilities Maintenance	Terminal	Cash	\$10,000,000	24 months

Fire Alarm System Upgrade



- Fiber optic Line
 Existing 288SM - T2W
 SERVER Rm to RCC
- NEW FA Fiber Loop
 288SM T2W SRO1 to
 RCC R105



Maxar

Fire Alarm System Upgrade

Objective/Scope:

- Project will expand connectivity & redundancy for fire alarm network across the campus
- Modernize fire alarm system in 6 buildings & place on Siemens platform; install 17,500 ft of new fiber and add new fiber loop at 14 buildings
- Expected Construction Start: July 2027

Priority Rating:

E - Preserve Existing Asset

2 – Maintain physical plant function

B – Medium Risk / Urgency

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Facilities Maintenance	Terminal	Cash	\$4,200,000	12 months

Southside Taxi/TNC Hold Lot Access Control



Southside Taxi/TNC Hold Lot Access Control

Objective/Scope:

- Ensure quality security surveillance & mitigation of unauthorized access to Airport's security-controlled areas
- Install gate arms with loops at all entry/exit lanes & restripe southside hold lot
- Expected Construction Start: January 2028

Priority Rating:

E - Preserve Existing Asset

3 – Maintain Airport Access,
Roadways & Parking

C – Low Risk / Urgency

Requesting Dept.	Location	Source of Funds	Estimated Cost	Construction Duration
Ground Transportation	Landside	Cash	\$2,000,000	6 months

Current / Proposed Capital Program – Project Locations

Project Location	FY 2026-2030	FY 2027-2031
Airside	18	18
Terminal	24	22
Landside	15	12
Administrative	<u>21</u>	<u>18</u>
Total	78	70

- FY 2026 Closeouts – 12 Projects
- FY 2027 New Proposed – 4 Projects

Capital Program Budget Summary



Proposed FY 2027 - 2031 Capital Program Budget Summary

(In thousands)

	New T1	CIP	Total
FY 2026 - 2030 Capital Program Budget	\$3,834,300	\$688,547	\$4,522,847
Closeouts and Adjustments	-	(20,572)	(20,572)
New Projects	-	81,200	81,200
Proposed FY 2027 - 2031 Capital Program Budget *	\$3,834,300	\$749,175	\$4,583,475

*Pending Board approval

Proposed FY 2027 - 2031 Capital Program

Projects Location

(In thousands)

Location	New T1	CIP	Total
Terminal	\$2,892,780	\$342,435	\$3,235,215
Landside	481,091	110,314	591,404
Airside	353,631	173,369	527,000
Administrative	106,798	123,057	229,856
Total	\$3,834,300	\$749,175	\$4,583,475

Proposed FY 2027 - 2031 Capital Program

Preliminary Sources of Funds

(In thousands)

Funding Source	New T1	CIP	Total
Airport Revenue Bonds	\$3,201,288	\$278,846	\$3,480,133
Airport Cash	317,795	317,452	635,247
Federal Grants	301,726	51,843	353,569
Major Maintenance Fund	-	59,719	59,719
Customer Facility Charges	-	37,630	37,630
Other*	13,491	3,500	16,991
Passenger Facility Charges	-	185	185
Total	\$3,834,300	\$749,175	\$4,583,475

*Airlines and Fuel Consortium funding

Questions?



Evaluation Criteria



E	Preserve Existing Assets
N	Create New Assets

1	Preserve Part 139 or other regulatory compliance
2	Preserve physical plant functions - Fire/Life/Safety, M/E/P and Core Network
3	Preserve Airport access, roadways, and parking
4	Enhance safety or security
5	Enhance customer service / revenue / cost savings

A	High Risk/Urgency - Immediate need to prevent risk to safety / security
B	Medium Risk/Urgency - Timing Restrictions: permitting / NEPA, Pavement, etc.
C	Low Risk/Urgency - No immediate deadlines or critical impacts