SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

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Special Board Meeting Agenda

Board Workshop

Monday, November 9, 2026
12:00 PM – 5:00 PM

San Diego County Regional Airport Authority
Administration Building
First Floor – Tin Goose
2417 McCain Road
San Diego, CA 92101

Microsoft Teams Meeting Link
https://teams.microsoft.com/meet/273997566808225?p=LieaJlvBYXIisJJHR3
***Meeting ID:* 273 997 566 808 225 *Passcode:* bK67jB9T**

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. ***Please note that Agenda items may be taken out of order.*** If comments are made to the Board 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.

In Person Participation:

- Submit a Speaker Slip to the Authority Clerk staff before the item is called
- Non-Agenda Public Comment submit Speaker Slip before that Section is called
- Any handouts must be provided to Clerk staff prior to item being called

Remote Participation via Teams on a Computer/Smart Device:

- Register using the Microsoft Teams meeting link at the top of the agenda ***(This will be updated once available)***
- Ensure you are using the most current version of the Teams app or an updated web browser
- Certain functionality may be disabled if the app or browser are not updated
- Click "raise hand" when the item you wish to address is called
- Click "unmute" once you have been called to speak

Remote Participation via Telephone Call:

- Call (619) 737-2396 and enter the Conference ID 195 126 957#
- Dial *9 to raise your hand when you wish to speak on an item
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Staff Reports and documentation relating to each item of business on the Agenda are on file in the Office of the Authority Clerk Department and are available for public inspection.

This Meeting allows remote participation in accordance with State law.
All participants (in-person and remote) are expected to engage in a respectful and courteous manner. Any behavior that disrupts the Meeting may result in removal. The Clerk's office does not accept external flash drives or removable media devices. All presentations must be emailed to clerk@san.org by close of business the day prior to the applicable meeting.

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL:

BOARD WORKSHOP:

1. **SAN DIEGO COMMERCIAL AVIATION OVERVIEW:** Establishment of the Airport Authority, planning initiatives, Regional Aviation Strategic Plan, and the current capital program .
   (Development: Angela Shafer-Payne, VP; Marketing, Communications, Arts & Air Service Development: Hampton Brown, VP; Planning, Noise, and Environment: Ted Anasis, Manager Planning)

2. **DRAFT STRATEGIC PLAN:** Presentation and discussion of draft strategic plan.
   (Operations: Brendan Reed, VP; Finance: Scott Brickner, VP; External Relations: Michelle Brega, Senior Director; Information & Technology Services: Jessica Bishop, Director; Planning, Noise, and Environment: Sjohnna Knack, Director; Business Intelligence: Andre Bruckner, Director; Government Relations & Strategy: Matt Harris, Director)

3. **DRAFT QUARTERLY REPORT TO APPOINTING JURISDICTIONS:** Presentation of draft report.
   (External Relations: Michelle Brega, Senior Director)

CLOSED SESSION:

4. **CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**
   Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Section 54956.9
   Number of potential Cases: 2

BOARD MEMBER COMMENTS:

ADJOURNMENT:

SAN DIEGO
INTERNATIONAL AIRPORT

A Century of Planning

Item 1: San Diego Commercial Aviation Overview



Agenda

01	Defining Constraint
02	Pre-Authority Planning Milestones
03	1998-2003: Air Transportation Action Plan
04	2001–Assembly Bill 93
05	2003-2006: Airport Site Selection Program
06	2006 Ballot Initiative
07	Lessons Learned from ASSP
08	Authority Focus on Development at SAN 2008-Future
09	San Diego County Airport System
10	Authority Develops Regional Aviation System Plan (RASP)
11	Air Service

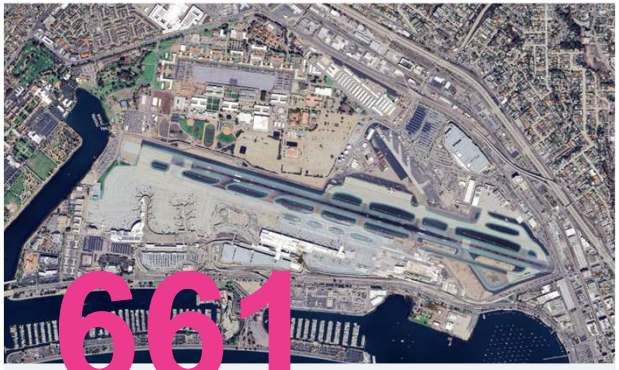
Defining Constraint



1

RUNWAY

A single 9,401-foot runway serves the entire Airport — the busiest single-runway commercial airport in the United States.



661

ACRES

The whole Airport airfield site, is on manufactured land created by dredge fill on public tidelands in San Diego Bay.



~30

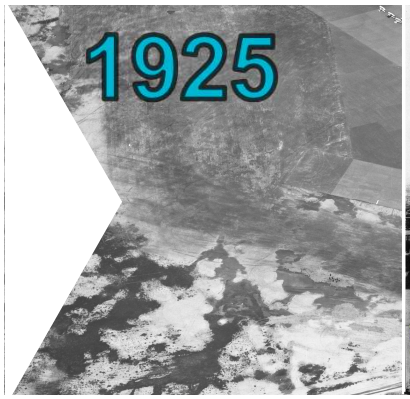
STUDIES

State of California Auditor: Relocation studies conducted by SANDAG, community groups, and others through 2000

SAN DIEGO INTERNATIONAL AIRPORT

Pre-Authority Planning Milestones

City Council ordered first known airport site study – approved the Dutch Flats - city-owned tideland at the north end of San Diego Bay



Lindbergh Field dedicated - claims that it was the first federally certified airport to serve all types of aircraft, including seaplanes



First terminal constructed on northeast side along Pacific Highway



Army Air Corps takes control of airport for World War II support efforts – infrastructure was improved to handle heavy bombers include jet-capable 8,750 foot runway



City of San Diego commissioned an independent study – "Lindbergh Field cannot be utilized in the future as a dependable air-carrier airport"



SAN DIEGO INTERNATIONAL AIRPORT

Pre-Authority Planning Milestones

Voter approval to form the Port of San Diego who becomes airport operator





Terminal 1 Opens

Terminal 2 Opens



Pre-Authority Planning Milestones

1990 – SANDAG San Diego Air Carrier Airport Site Selection Study - identifies 13 feasible sites

County Proposition A on relocating the airport to Miramar NAS if the military ever vacated the property - passes 52.30% to 47.70%

1998 – Terminal 2 Expansion



SANDAG Review of Alternative Air Carrier Airport Sites and Technologies - examines 16 additional sites recommended by others

Terminal 2 Expansion

1998-2003: Air Transportation Action Plan - SANDAG responsible for Air Transportation Action Plan



30 Sites

Initial Study

Completed October 2002



16 Sites

Tier 1

Completed June 2003

2001 - Assembly Bill 93

- Introduced August 31, 2001
- Created the San Diego County Regional Airport Authority ("SDCRAA")
  - Operates San Diego International Airport
  - Exercises exclusive jurisdiction to plan and provide for the San Diego region's future air transportation needs
  - Serves as County's Airport Land Use Commission
- Transitioned Air Transportation Action Plan to SDCRAA
- Additional Legislation mandated SDCRAA to prepare Regional Aviation Strategic Plan (RASP)
- RASP prepared in 2011, updated in 2021 and 2025

2003-2006: Airport Site Selection Program





7 Sites

- Imperial County Desert Site
- East Miramar
- March ARB
- MCAS Miramar
- MCB Camp Pendleton
- NAS North Island
- SDIA

Countywide GIS Search

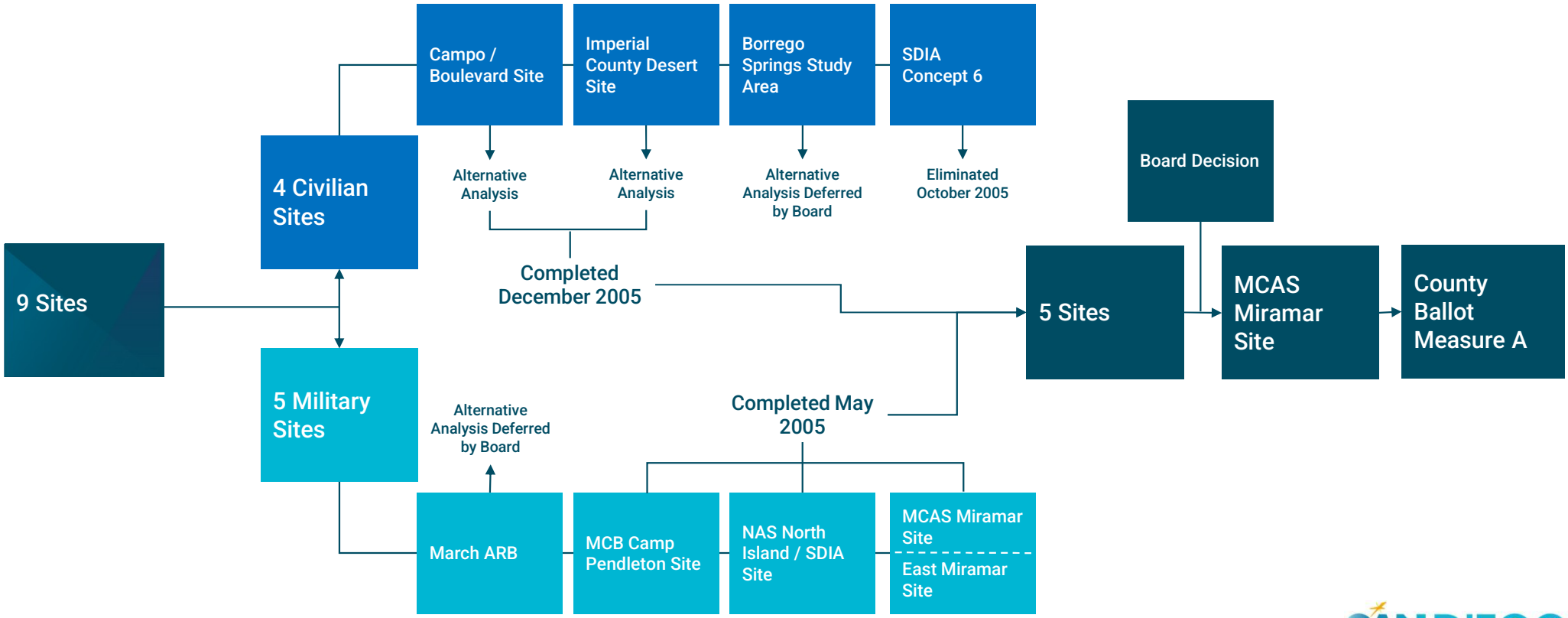
- Campo/Boulevard Study Area
- Borrego Springs Study Area

9 Sites

- Borrego Springs Study Area
- Campo/Boulevard Study Area
- East Miramar
- Imperial County Desert Site
- March ARB
- MCAS Miramar
- MCB Camp Pendleton
- NAS North Island
- SDIA

Tier 2

2003-2006: Airport Site Selection Program (Evaluation Process Continued)

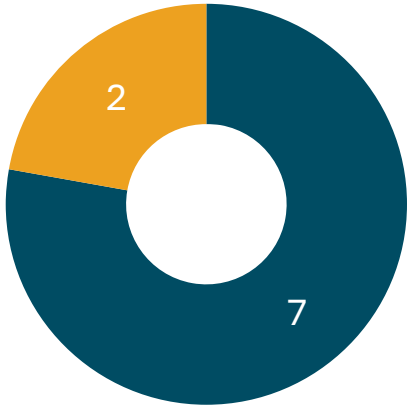


November 2006 Ballot Initiative

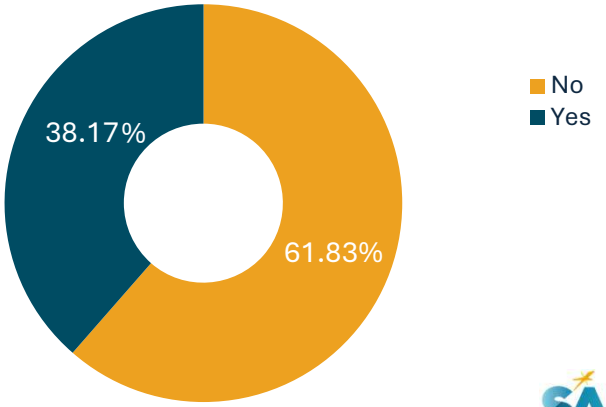
"To provide for San Diego's long-term air transportation needs, shall the Airport Authority and government officials work to obtain approximately **3,000 of 23,000** acres at **MCAS Miramar by 2020** for a commercial airport, provided necessary traffic and freeway improvements are made, military readiness is maintained without expense to the military for modifying or relocating operations, no local taxes are used on the airport, overall noise impact are reduced, and necessary Lindbergh Field improvements are completed?"



Board Vote



Public Vote



SAN DIEGO INTERNATIONAL AIRPORT

Lessons Learned from ASSP

Possible Reasons Many Residents Voted “no”



Authority Focus on Development at SAN - 2008



Authority approves Master Plan and certifies Final EIR - 10 new gates at Terminal 2 West, new apron and taxilanes, second-level roadway and departure curb, and new Terminal 2 parking structure (known as the Green Build)

San Diego County Airport System



LEGEND

Airport Operator

- San Diego County Regional Airport Authority – 1 Airport
- City of Oceanside – 1 Airport
- City of San Diego – 2 Airports
- County San Diego – 7 Airports
- Military – 4 Facilities
- Grupo Aeroportuario del Pacifico

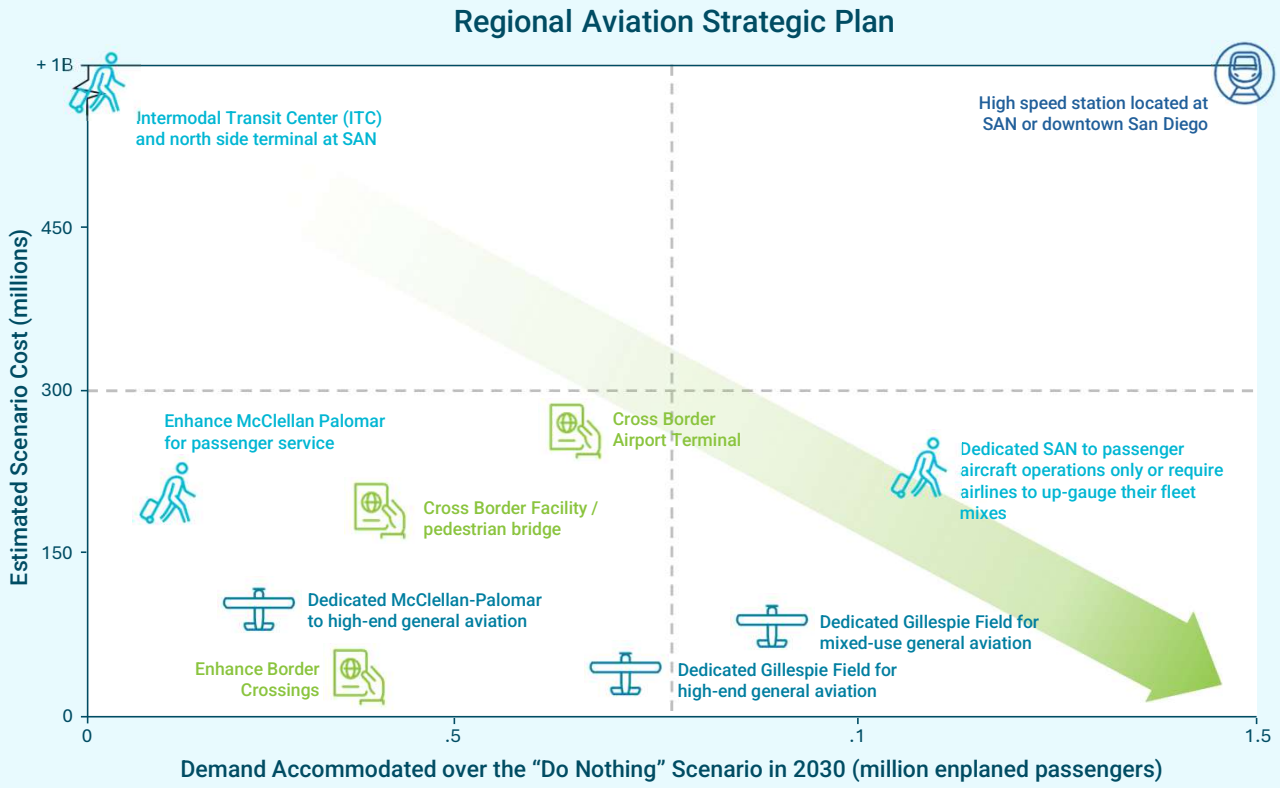
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Authority Develops Regional Aviation System Plan (RASP)



- Prepared in 2011 and updated in 2021 and 2025

RASP - Summary



Commercial Passenger (Airline) Optimization

California High Speed Rail

Enhanced Utilization of Tijuana

General Aviation Optimization

Green arrow indicates preferred options in terms of lower cost and greater level of service

SAN DIEGO INTERNATIONAL AIRPORT

Findings of 2011 RASP and Future Considerations

- **RASP was a regional system-level assessment that evaluated a broad range of alternatives and identified the airport capacity limitations facing the region.** The study and updates coordinated with all the region's airport operators (City of San Diego, County of San Diego, Oceanside) and allowed the public to propose and test concepts. Some modest improvements have been identified and incorporated into SANDAG's 2025 Regional Transportation Plan and the Airport Multimodal Accessibility Plan (AMAP).
- **Since 2011, the development of the Cross Border Express was one alternative which was developed and serves growing regional demand for air service.**
- **However, SAN remains the region's primary constraint as even the most beneficial alternative would produce only marginal improvements in passenger capacity (shifting of general aviation and air cargo to other airport's does not serve continued growth for commercial passenger service).**
- **Secondary airports are best treated as specialized complements, not substitutes for SAN.** The plan evaluated commercial service at McClellan-Palomar and Brown Field, higher-end general aviation at McClellan-Palomar, Brown Field, and Gillespie Field, and cargo activity at Brown Field. The broader analysis nevertheless found significant physical, market, community, regulatory, and political constraints on shifting large volumes away from SAN.

SAN DIEGO INTERNATIONAL AIRPORT

Authority Focus on Development at SAN - 2013



Completion of the Green Build (Terminal 2 expansion)



Authority Focus on Development at SAN - 2016

Rental Car Facility Opens





Authority Focus on Development at SAN - 2018



Terminal 2 Parking Plaza and the Federal Inspection Station / International Arrivals facility





Authority Focus on Development at SAN - 2020



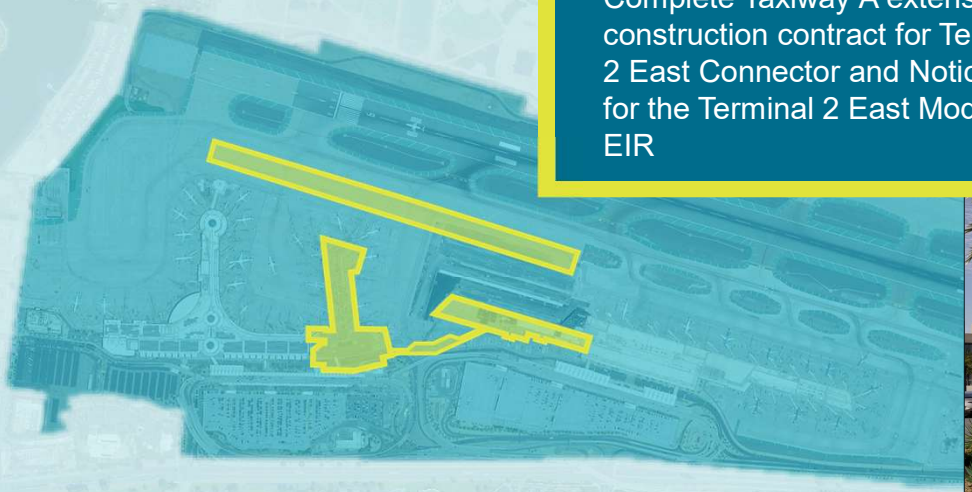
Authority certifies Airport Development Plan EIR - replacement of Terminal 1 up to 30 gates, full-length parallel taxiway, Terminal 1 parking structure, new on-airport entry roadway, and new administration building.

Authority Focus on Development at SAN - 2025

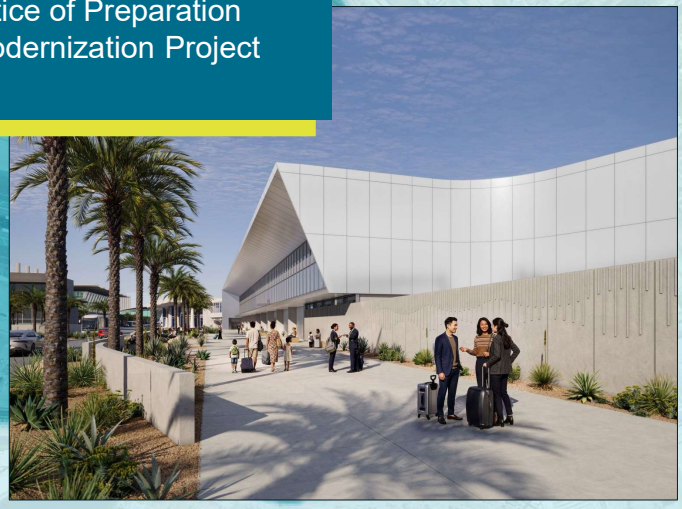


Phase 1A of the New Terminal 1, Taxiway A extension and new roadway access opens.
Phase 1B construction starts

Authority Focus on Development at SAN - Future

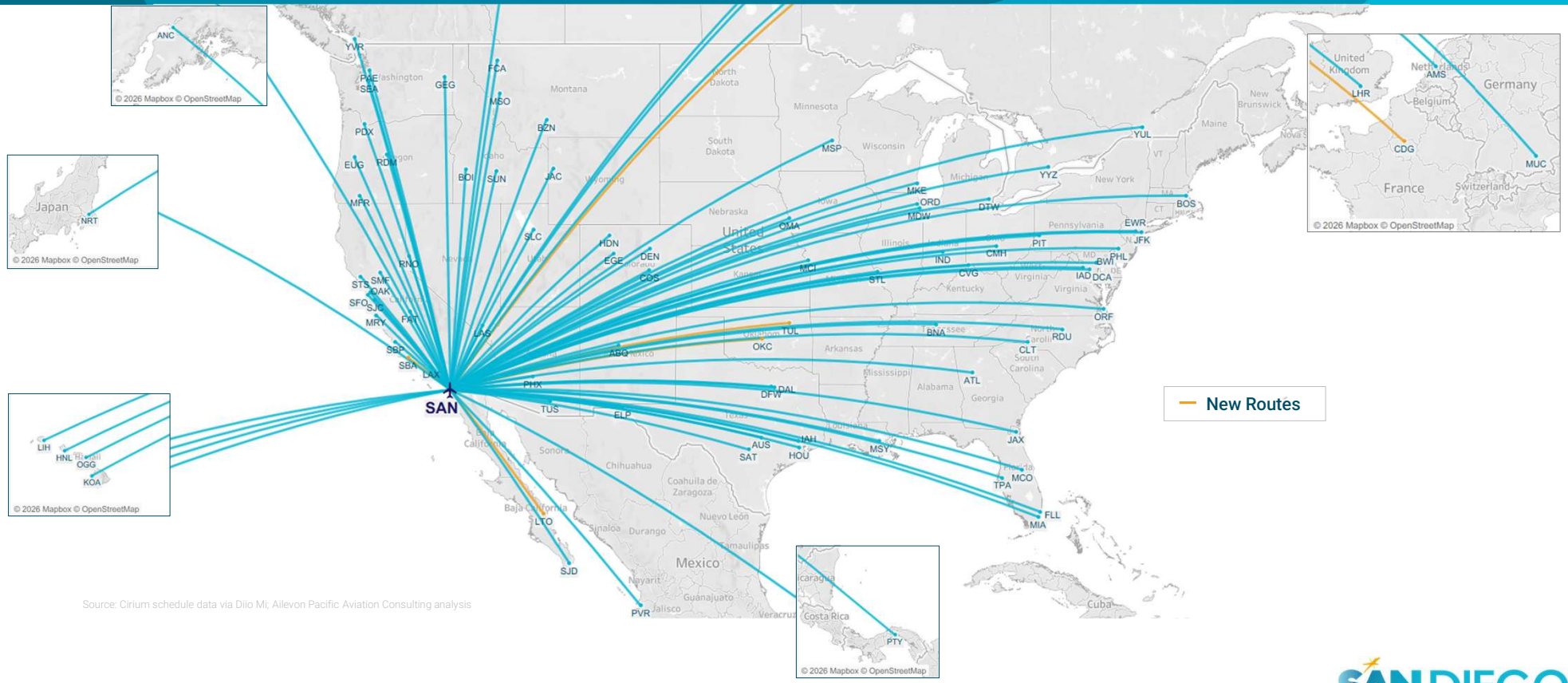


Complete Taxiway A extension. Awarded construction contract for Terminal 1 / Terminal 2 East Connector and Notice of Preparation for the Terminal 2 East Modernization Project EIR



Air Service

2027 SAN Nonstop Destinations
90 Nonstop Destinations; 13 International Destinations



Source: Cirium schedule data via Diio Mi; Ailevon Pacific Aviation Consulting analysis

Air Service Goals at SAN

- Introduce a second gateway to Asia
- Increase Copa to daily service
- Introduce a new gateway to Oceania
- Increase current international services to consistent daily service
- Add additional gateways to Latin America and Europe over time

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Thank you.

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“Forward Together”

SAN DRAFT Strategic Plan 2027-2032



STRATEGIC PLANNING - WHY NOW?

- Transition from building to managing and optimizing
- Growing demand and capacity pressure
- Protect current operations while planning for the future
- Embrace opportunities
- Faster decisions, clearer accountability and stronger collaboration
- Confidence grounded in SAN's accomplishments and people

SAN DIEGO INTERNATIONAL AIRPORT

The Foundation

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INTERNATIONAL AIRPORT

PURPOSE STATEMENT

Creating an exceptional airport experience for the community and the world.

CULTURE STATEMENT

At the Airport Authority, culture starts with each of us. Together, we build trust and a sense of belonging by empowering our teams to grow.

MINDSETS

- Believing the best in people
- Collaboration
- Empathy
- Listening
- Thoughtful decision-making

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The Process


NOV 2025 & FEB 2026
Leadership Retreats
MAR 2026
Board Presentation
Operating Budget Parameters
MAY 2026
Board Presentation
Budget Workshop
SEP–OCT 2026
Employee Roadshow
NOV 2026
Board Retreat
DEC 2026
Board Approval
JAN 2027
FY 28 Budget Kickoff

Strategic Plan Framework

- Focus Areas
  - Outcomes
    - Milestones
  - Key Performance Indicators (KPIs)



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RACI Model



RESPONSIBLE 1 (R1) – Focus Area Lead (Director)

RESPONSIBLE 2 (R2) – Outcome Owner

ACCOUNTABLE SPONSOR (VPs)

CONTRIBUTORS

INFORMED

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STRATEGIC PLAN 2027 - 2031



COMMUNITY

is at the center of everything we do.

PEOPLE

Invest in Our Greatest Asset

RESILIENCY

Ready for Whatever Comes Next

CUSTOMER EXPERIENCE

Deliver a World-Class Airport Experience

EFFICIENCY

Operate Smarter in a Constrained Environment

DATA DRIVEN DECISION MAKING

Turn Data into Better Decisions

Focus Area: People

Accountable Sponsor: Angela Shafer-Payne, Chief Development Officer

Responsible 1: Matt Harris, Director, Government Relations & Strategy

People: Includes workforce development, engagement, leadership, and culture

Attract High-Quality Talent (R2: T Trinidad)

We build a compelling employer brand and use recruitment data and hiring-manager feedback to bring in stronger candidates, faster.

Develop Intentional, Comprehensive Training Programs (R2: T Trinidad)

We give every department a real training plan, strengthen performance management, and launch an emerging-leaders pipeline.

Retain Reliable and High-Performing Employees (R2: M Bell)

We recognize performance, keep pay market-competitive, and reward ongoing growth so our best people stay.

Foster an Engaged, Connected, and Collaborative Workforce (R2: J Dillon, Chair, Directors Forum)

We create deliberate cross-functional connections and formalize how teams collaborate across departments.

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Focus Area: Customer Experience

Accountable Sponsor: Scott Brickner, Chief Financial Officer

Responsible 1: Jessica Bishop, Director, Information & Technology Services

Customer Experience: Encompasses the end-to-end traveler journey, including facilities, digital experiences, and amenities

Create a Sense of Place That Passengers and Guests Recognize and Remember (R2: S LoPiccolo-Kane)

We define what "reflecting San Diego" means and build it into our concessions, small-business program, and arts so the airport feels unmistakably local.

Deliver a Warm and Welcoming Hospitality Experience at SAN (R2: M Hartnett)

We strengthen hospitality at SAN by developing a shared service culture across the airport, measuring service quality and partner satisfaction, and centralizing issue tracking so every passenger touchpoint feels consistent, responsive, and welcoming.

Ensure Passengers Seamlessly Navigate SAN Intuitively and Confidently (R2s: M Hartnett, K Sheredy)

We map the full passenger journey, study where people get lost, and fix it through a unified signage and communications strategy – so getting through SAN feels effortless for everyone.

Create Value at Every Touchpoint (R2: L Mansour)

We broaden pricing, concession formats, retail, and ground transportation so passengers consistently feel they're getting fair value wherever they spend.

Modernize Facilities to Be Both Functional & Aesthetically Appealing (R2: B Bolton)

We modernize our terminals so facilities adapt to future demand, and feel timeless, comfortable, and easy to navigate.

SAN DIEGO INTERNATIONAL AIRPORT

Focus Area: Data Driven Decision Making

Accountable Sponsor: Hampton Brown, Chief Revenue Officer

Responsible 1: Sjohnna Knack, Director, Planning, Noise & Environment

Data Driven Decision Making: Emphasizes the use of data, analytics, and forecasting to inform planning, prioritization, and decisions across the Authority

Build a Centralized Data Platform (R2: J Jimenez)

We integrate our key systems into one platform and ensure it delivers consistent, reliable, and accessible data through automated pipelines and governed platform capabilities.

Develop Trusted and Well-Managed Data (R2: N Castrence)

We stand up the governance - council, owners, and standards - then prove it in one domain and scale it across the organization.

Develop Data Reporting Capability (R2: P Abbey)

We inventory today's reporting, train data stewards, move teams onto shared dashboards, and grow toward predictive insight.

SAN DIEGO INTERNATIONAL AIRPORT

Focus Area: Efficiency

Accountable Sponsor: Scott Brickner, Chief Financial Officer

Responsible 1: Andre Bruckner, Director, Business Intelligence

Efficiency: Focuses on improving systems, processes, infrastructure, and technology to maximize effectiveness and reduce friction

Optimize Use of Constrained Physical Resources (R2: R Redman)

We identify and catalog our under- and over-used space and assets, assess capacity, and build a strategy for putting every square foot to its best use.

Optimize Airport Ecosystem (R2: A Porta)

We map how everything moves through the airport, find the biggest bottlenecks, model their cost, and deploy targeted fixes.

Optimize Workflows (R2: M Pett and R Bhojwani)

We survey all staff to surface inefficient processes, prioritize them, redesign them, and embed the improvements through training and feedback.

Maximize Value from Integrated Systems and Technology (R2: M Varadarajan)

We govern, map, and assess our technology portfolio, then consolidate and retire systems that don't earn their keep.

SAN DIEGO INTERNATIONAL AIRPORT

Focus Area: Resiliency

Accountable Sponsor: Brendan Reed, Chief Operating Officer

Responsible 1: Jon Graves, Director, Customer Experience

Resiliency: Addresses the Authority's ability to anticipate, withstand, and recover from environmental, financial, operational, and reputational challenges

Create Long-Term Financial Capacity for Growth & Resilience (R2: M Dayan)

We build an adaptable long-term plan of finance, renew our airline operating and lease agreement, diversify non-airline revenue, and pursue grants so the Authority stays fiscally strong and resilient through a changing economy.

Milestones: Advance sustainable and adaptive financial planning; renew Airline Operating & Lease Agreements; develop a strategic plan for non-airline revenue; secure grants.

Reduce Environmental Vulnerability (R2: C Nager)

We strengthen climate/water/energy resilience, cut compliance risk, and steward sensitive habitats.

Milestones: Strengthen climate, water, and energy resilience; reduce environmental compliance risk and incident exposure; protect and steward sensitive natural resources; embed environmental resilience into airport planning and operations.

Strengthen Airport-Wide Preparedness and Response Capability (R2: S Preiser)

We elevate business continuity, sharpen emergency response, and cross-train more staff to cover critical functions during irregular operations.

Milestones: Deepen focus on the Business Continuity Plan; strengthen emergency response planning and capability; define and build cross-functional disruption response coverage.

Ensure Flexible, Secure, & Sustainable Operations (R2: S Mosca)

We reduce asset downtime, keep critical systems running during disruptions, maintain assets across their lifecycle, activate new facilities cleanly, and harden cybersecurity.

Milestones: Reduce unplanned asset downtime; manage constrained resources during irregular operations; create and execute maintenance plans; activate new facilities and systems; maintain robust cybersecurity.

Deepen Community Trust (R2: S Barnhorst)

We uphold SAN's role as a regional economic engine and deepen community engagement through partnership, storytelling and milestone moments.

Milestones: Advance SAN's role as a regional economic engine; deepen community engagement; manage growth with partners.

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Next Steps

- Finalize Draft Plan
- Prepare Board Item For December Adoption
- Refine Tactical Components For Execution
- Incorporate Into FY2028 Budget (Goals and Allocation of Resources)
- Track and Report

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Questions?

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Global Aviation Perspectives

SAN DRAFT Strategic Plan 2027-2032



GLOBAL AVIATION PERSPECTIVES

- Global aviation trends impact SAN both directly and indirectly
- Some examples:
  - Route development
  - Aircraft supply
  - Geopolitical tensions
  - Consumer preferences



- Staff assessed global aviation trends at the onset of developing the draft Strategic Plan

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GLOBAL AVIATION PERSPECTIVES

- Brief video (13 min.) from “2026 Airline Leader Summit”



GLOBAL AVIATION PERSPECTIVES

Related themes in draft Strategic Plan…

- Infrastructure optimization
- Resilience to operational disruptions
- Financial stability
- Curated customer experiences
- Leveraging data, AI, & integrated systems
- Sustainability progress
- Targeted air service development

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