

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

Thursday, April 20, 2023  
10:00 A.M.

San Diego County Regional Airport Authority  
Administration Building  
Third Floor – Board Room  
3225 N. Harbor Drive  
San Diego, California 92101

### Board Members

Gil Cabrera (Chair)  
Mary Casillas Salas (Vice Chair)  
Nathan Fletcher  
Lidia S. Martinez  
Paul McNamara  
Rafael Perez  
Esther C. Sanchez  
James Sly  
Marni von Wilpert

### Ex-Officio Board Members

Col. Thomas Bedell  
Gustavo Dallarda  
Gayle Miller

### 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.**

# Special Board and Capital Improvement Oversight Committee Agenda

Page 2 of 4

Thursday, April 20, 2023

## CALL TO ORDER:

## PLEDGE OF ALLEGIANCE:

## ROLL CALL:

### **Board**

Board Members: Bedell (Ex-Officio), Cabrera (Chair), Casillas Salas, Dallarda (Ex-Officio), Fletcher, Martinez, McNamara, Miller (Ex-Officio), Perez, Sanchez, Sly, von Wilpert

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

Committee Members: Fletcher, Martinez, McNamara, 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 19, 2023 regular meeting.
2. **NEW TERMINAL 1 OUTREACH UPDATE:**  
(Michelle Brega, Senior Director, External Communications)
3. **SMALL BUSINESS DEVELOPMENT UPDATE:**  
(Craig Ruiz, Manager, Small Business Development)
4. **NEW TERMINAL 1 and FINANCIAL UPDATE:**  
(Bob Bolton, Director, Airport Design & Construction)

# Special Board and Capital Improvement Oversight Committee Agenda

Page 3 of 4

Thursday, April 20, 2023

## BOARD WORKSHOP:

5. **PROPOSED CAPITAL PROGRAM BUDGET FOR FISCAL YEARS 2024-2028:**  
(Bob Bolton, Director, Airport Design & Construction, Maya Dayan, Director, Capital Financial Planning & Airline Relations)

## COMMITTEE MEMBER COMMENTS:

## ADJOURNMENT:

# Special Board and Capital Improvement Oversight Committee Agenda

Thursday, April 20, 2023

## 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 Board meeting, parking is available in the public parking lot located directly to the East of the Administration Building across Winship Lane. Bring your ticket to the third-floor receptionist for validation.**

You may also reach the SDCRAA Building by using public transit via the San Diego MTS System, Route 992. 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 BOARD AND CAPITAL IMPROVEMENT PROGRAM OVERSIGHT  
COMMITTEE MEETING MINUTES  
THURSDAY, JANUARY 19, 2023  
BOARD ROOM**

**CALL TO ORDER:** Chair von Wilpert called the Special Board and Capital Improvement Program Oversight Committee meeting to order at 10 05 a m , on Thursday, January 19, 2023, in the Board Room of the San Diego International Airport, Administration Building, 3225 N Harbor Drive, San Diego, CA 92101

**ROLL CALL:**

***Capital Improvement Program Oversight Committee***

Present                    McNamara, Schiavoni, von Wilpert (Chair)

Absent:                    None

***Board***

Present                    Cabrera (Chair), McNamara, Robinson, Schiavoni, Von Wilpert

Absent:                    Casillas Salsa, Fletcher, Sanchez, Sly, Bedell (Ex-Officio), Dallarda (Ex-Officio), Miller (Ex-Officio)

Also Present:            Kim Becker, President/CEO, Lee Kaminetz, Director, Counsel Service, Tony R. Russell, Director, Board Services/Authority Clerk, Patricia Willis, Assistant Authority Clerk I

**NON-AGENDA PUBLIC COMMENT:** None

Chair von Wilpert stated that the agenda items will be taken out of order

**NEW BUSINESS:**

**1. APPROVAL OF MINUTES:**

RECOMMENDATION Approve the minutes of the October 20, 2022, regular meeting

**ACTION: Moved by Board Member Schiavoni and seconded by Board Member McNamara to approve staff's recommendation. Motion carried unanimously.**

**4. EAST SOLID LIQUID WASTE FACILITY UPDATE:**

Bob Bolton, Director, Airport Design and Construction, provided a presentation on the East Solid and Liquid Waste Facility Update that included Project Milestones and Current Construction Impacts

**5. NEW T1 ADMINISTRATIVE BUILDING UPDATE:**

Bob Bolton, Director, Airport Design and Construction, provided a presentation on the New T1 Administrative Building that included Milestones, Construction Update and Construction Progress

**2. NEW T1 CONSTRUCTION/FINANCE/ART UPDATE:**

Bob Bolton, Director, Airport Design and Construction, Brian DeLaura, Airline Technical Rep, Airport Design and Construction, Christopher Chalupsky, Senior Manager, Arts Program, and Maya Dayan, Director, Capital Financial Planning and Airline Relations provided a presentation on New T1 Construction, Art and Finance update that included Milestones, NT1 Roadway Phasing, NT1 Terminal and Roadways Design Progress, NT1 Terminal and Roadways Construction Update, NT1 Airside Improvements, NT1 Public Art locations and updates and Capital Program Costs through November 30, 2022, cashflows and sources of funds

**3. NEW T1 OUTREACH UPDATE:**

Michelle Brega, Senior Director, External Relations and Sabrina LoPiccolo, Senior Communications Specialist, Communications provided a presentation on New T1 Outreach Update -Q4 2022 that included New T1 Public Outreach Goal, the Messaging Arc, Q4 Messaging Themes and Current Messages, Earned Media Headlines with holiday travel tips; Signage and Video Displays in Terminal, Campaign Performance Q4, Social Media, What's Coming Up, Navigator Email Newsletter; and Community Outreach and Questions

**COMMITTEE MEMBER COMMENTS:**

**Board Business**

**CLOSED SESSION:** The Board recessed into closed session at 11 25 a.m to discuss Item 6.

**6. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION:**

(Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Cal. Gov Code §54956.9) Navy Boat Channel Environmental Remediation, Laurel Hawthorne Embayment  
Number of potential cases 2

**REPORT ON CLOSED SESSION:** The board adjourned out of closed session at 11 50 a m There was no reportable action.

**ADJOURNMENT:** The meeting adjourned at 11 50 a m

APPROVED BY A MOTION OF THE CAPITAL IMPROVEMENT PROGRAM OVERSIGHT  
COMMITTEE THIS 20<sup>TH</sup> DAY OF APRIL 2023

---

ANGELA SHAFER-PAYNE  
VICE PRESIDENT, DEVELOPMENT

ATTEST

---

TONY RUSSELL  
DIRECTOR, BOARD SERVICES/  
AUTHORITY CLERK



Item 2

# New T1 Outreach Update - Q1 2023

Michelle Brega  
Senior Director, External Relations

Jon Graves  
Director, Marketing, Arts, and Air  
Service Development

April 20, 2023



## NEW T1 PUBLIC OUTREACH GOAL:

Continue to build momentum for the long-awaited New T1, while maintaining a cadence of communication regarding project benefits and construction impacts.

# Messaging Arc



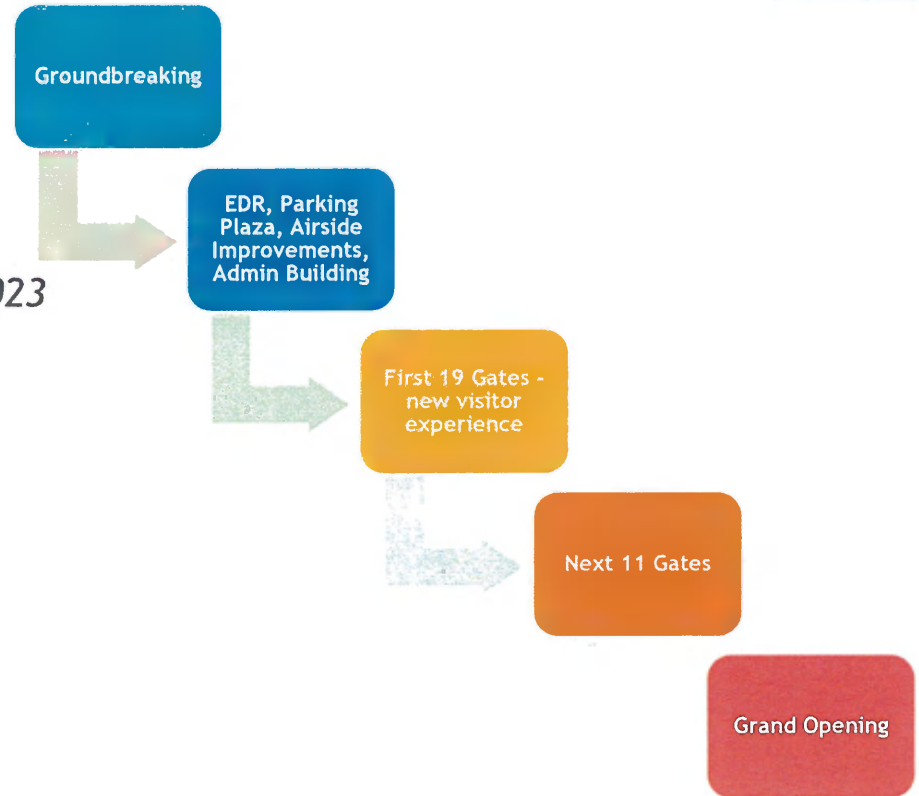
**The New T1: Cleared for Takeoff**  
*Groundbreaking: Q4 2021-early 2022*

**The New T1: Wheels Up**  
*Beginning of Customer Impact: 2022-early 2023*

**The New T1: In Flight**  
*Ongoing Project Work: 2023-2024*

**The New T1: On Approach**  
*Nearing Completion: 2025-2026*

**The New T1: Now Arriving**  
*Project Completion: 2027-2028*



# “Wheels Up”



## New T1 Customer Messaging Goals



Reinforce traveler and community awareness of the New T1 project.



Minimize inconveniences w/ timely updates on travel impacts.



Keep audiences updated on New T1 progress.



Provide customer with options, including parking, transit, drop off, TNC, Taxi.



Support airport revenues.



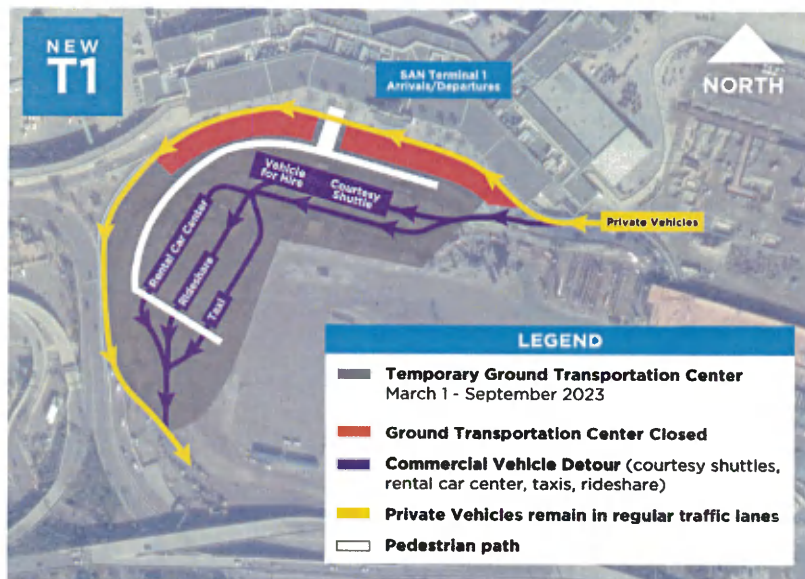
# Overarching Messages



## Q1: Plan Ahead & Expect Delays

- Prepare for traffic congestion and delays when traveling to Terminal 1.
- Busiest times curbside: 4 - 6:15 a.m., 9:30 a.m. to 12:30 p.m., and 8 p.m. to 12 a.m.
- Use public transit.
- Reserve parking ahead of time.
- Avoid circling! Use the Cell Phone Lot off of McCain Road.
- Get dropped off/picked up.


# Messaging Themes




- **January 20-February 3, 2023**
  - The approach and exit to Harbor Island/Point Loma will close.
  - Vehicles will need to use the Downtown exit to N. Harbor Drive and follow detour signs to access Harbor Island and Point Loma.
  - The new road will open on February 3.
- **March 2023**
  - The T1 Ground Transportation Center has relocated through fall 2023.
  - Allow extra time and plan ahead.

# Social Media


**NEW  
T1**


**San Diego Airport**   
@SanDiegoAirport

Nope, these aren't scenes from "The Last of Us," this is night-time demolition to clear the way for New T1 construction! 🚧  
All of this hard work continues behind our green fencing as we approach our structural steel phase. [NewT1.com](http://NewT1.com)



3/21/23

**sandiegoairport** 



[View insights](#) [Boost post](#)

👍🗨️📌

👤 Liked by markhewko and 299 others

**sandiegoairport** 📍 You are looking at SAN's future elevated departures roadway for the New T1 behind our green... [more](#)

1/25/23

**San Diego County Regional Airpo...**   
@SDAirportAuth

The Authority is improving safety and the passenger experience at SAN thanks to Bipartisan Infrastructure Law funding.

This year we received \$20 million that will go toward our New T1 project for a total of \$64 million

Thank you @AlexPadilla4CA  
@SenFeinstein @RepScottPeters



3/3/23

# Earned Media - Headlines



**SAN DIEGO BUSINESS JOURNAL** SPECIAL REPORT REAL ESTATE

## \$2.7B T1 Project Will Transform SAN

**DEVELOPMENT:** Massive Airport Project Tops Construction List

**Simple Flying**  
San Diego International Airport Receives an Additional \$20 Million From FAA

**PASSENGER TERMINAL CLEAR**  
San Diego Airport Receives \$20M in Federal Funding

**Simple Flying** San Diego International Airport Shares Update On New Terminal 1 Construction

**7** San Diego Airport to Get \$20 Million in Federal Grants for Upgrades

**Patch** San Diego Airport To Get \$20 Million In Federal Grants For Upgrades

**NEWS** San Diego Airport to Get \$20 million in Federal Grants for Upgrades

**MarketScreener** San Diego International Airport Offers Tips for Spring Break Travel

**U-T San Diego** 17 San Diego Transportation Hacks, including Traffic Areas to avoid, Free and Discounted Rides

**U-T San Diego** San Diego International Airport gets \$20M federal Infrastructure Grant to Help Terminal 1 Remodel

**ROUTES** U.S. Awards \$1B In Federal Funds For Airport Infrastructure Upgrades

**8** San Diego International Airport to get \$20 million in Federal Grants for Upgrades





# Paid Media Campaign



## Campaign performance Q1

- T1 awareness ads ran across a total of 21 stations
- 953 radio spots
- More than 7.9 million impressions
- Paid social media and digital ads generated 16,935 clicks to NewT1.com
- Digital display CTRs continue to perform well above industry benchmarks
- Radio reached 3,309,273 million San Diego residents



NEW  
T1



# :60 Radio Interviews

Airing: January-April



**Welcome to San Diego** 

**We're under construction.**  
Be sure to plan ahead when you return to the airport.

Learn more at [NewT1.com](http://NewT1.com)




### In Terminal





**Construction has begun on the New Terminal 1.**

Outdoor decks, major art installations, and an airport experience that delivers good feelings, nonstop.




### Clear Channel





**An Exceptional Customer Experience**

Learn more at [NewT1.com](http://NewT1.com)



### Fence Line

# Signage & Video Displays

NEW T1

The New Terminal 1 is under construction. Be sure to plan ahead.

You'll want to get here early for arrivals and departures. [Learn More](#)

f

NEW T1

The New Terminal 1 is under construction. Be sure to plan ahead.

Reserve your parking spot in advance or consider our valet service. [Make a reservation](#)

Instagram icon

NEW T1

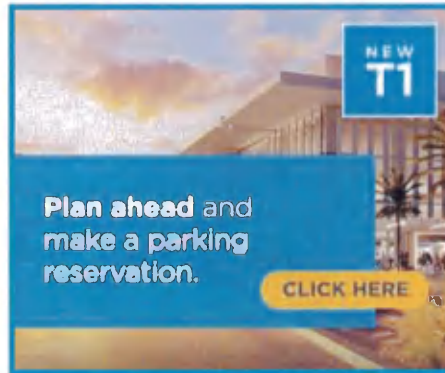
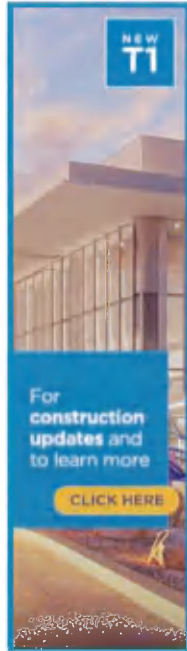
The New Terminal 1 is under construction. Be sure to plan ahead.

The New Terminal 1 is under construction. Be sure to plan ahead and consider taking public transit or the free SD Flyer. For construction updates and to learn more visit [www.thenewt1.com](http://www.thenewt1.com)

Twitter icon



# Campaign Creative - Social



# Campaign Creative

# New T1 Navigator Email Newsletter



## Quarterly Navigator newsletter - March 23



# Ongoing Outreach to Airlines



Continue to partner with airlines to reach customers booking travel out of SAN

- Messaging for Q1:
  - Reminder: Construction will continue to impact customers traveling out of both terminals. Plan ahead.
  - Resource information: Parking reservations, short-term parking at SAN, and the SD Flyer.
  - T2 entrance closure and detour (early February)



# Community Outreach & Questions



## Community Outreach

- La Jolla Community Planning Association
- Uptown Community Planning Group
- Pacific Beach Community Planning Group
- Mission Beach Community Planning Group

## Top Community Questions

Navigating  
the airport

Arrival Times  
& Airport  
Services

Business  
opportunities

Parking  
options and  
resources





Coming Up



## Q2 Priorities: “Wheels Up” to “In Flight”

- Milestone: Steel starts to come out of the ground
- Leverage dramatic construction shots to show progress & create anticipation.
- Least Tern nesting season begins
- Create opportunities to acknowledge stakeholders



# Questions?



**Thank You!**

# Capital Improvement Oversight Committee Small Business Development Update

April 20, 2023



# Overview

- Outreach, Education, & Training
- Local Business Certification
- Upcoming Events
- New T1 Administration Building
- Airside Improvements
- New T1 Terminals and Roadways



# Outreach, Education & Training

- 28 Outreach Events
  - 1,800 Attendees
  - 8 NT1 specific events
  - Attended 10 external outreach events
- Turner School of Construction Mgt. - 67 graduates
- Meet the Primes - 200 attendees
- Veterans Appreciation Panel - 30 attendees



# Local Business Certification Update

LBE Certification Approvals	
2019	28
2020	104
2021	297
2022	155
<b>Total</b>	<b>584</b>



## San Diego International Airport LOCAL BUSINESS ENTERPRISE (LBE) CERTIFICATION

The San Diego County Regional Airport Authority ("Authority") recently launched the Local Business Enterprise (LBE) certification to allow for local business preference in the award of contracts by the Authority. The Authority encourages firms to review the local business criteria and apply for certification. Firms desiring consideration for local business preference must qualify as an LBE prior to solicitation due dates.

### To apply for the LBE certification:

- Go to [www.san.org/smallbusiness](http://www.san.org/smallbusiness);
- Under "Overview" tab, click on "Get Your Local Business Certified" to load "Local Business Enterprise Affidavit Eligibility" Form;
- Download and complete "Local Business Affidavit Eligibility" Form;
- Follow "submission instructions" on page 2 of Affidavit to complete submission of Affidavit and supporting documents.



### NO FEE FOR CERTIFICATION

If you have questions,  
please contact:

**Small Business Development**  
[LBE@san.org](mailto:LBE@san.org)  
(619) 400-2568



# Upcoming Events

- Turner School of Construction Mgt. - Spring and Fall 2023
- Airport Rental Car Supplier Diversity Outreach Day - August 29, 2023
- Meet the Primes (in person) - September 7, 2023
- Veterans Appreciation Panel - November 1, 2023





# New T1 Administration Building

PROJECT OVERVIEW	
Sundt Small Business Commitment	35%
Subcontracted to Date	\$35.2 million
Small Business Attainment to Date	41.6% (\$31.9M)
Project Completion	35.87 %



# New T1 Airside Improvements

PROJECT OVERVIEW	
Griffith Small Business Commitment	3.5%
Subcontracted to Date	\$22.5 million
Small Business Attainment to Date	0.6% (\$135k)
Project Completion	10%



# New T1 Terminals & Roadways

PROJECT OVERVIEW	
Arrive Small Business Commitment	25%
Subcontracted to Date	\$1.5B
Small Business Attainment to Date	19% (\$298.9M)
Project Completion	21% (based on cost)



ons?

**Contact:**

**Craig Ruiz,  
Manager,  
Small Business  
Development  
[cruiz@san.org](mailto:cruiz@san.org)  
619-400-2565**



# NEW T1

## Capital Improvement Program Oversight Committee New T1 Update



***Wheels Up!***

Presented by Bob Bolton, Director  
Airport Design & Construction  
April 20, 2023

# Agenda



- NT1 Design Update
- NT1 Terminal & Roadways Construction Update
- Administration Building
- NT1 Airside Improvements
- Shuttle Lot

# Aerial View of Projects







## LEGEND:

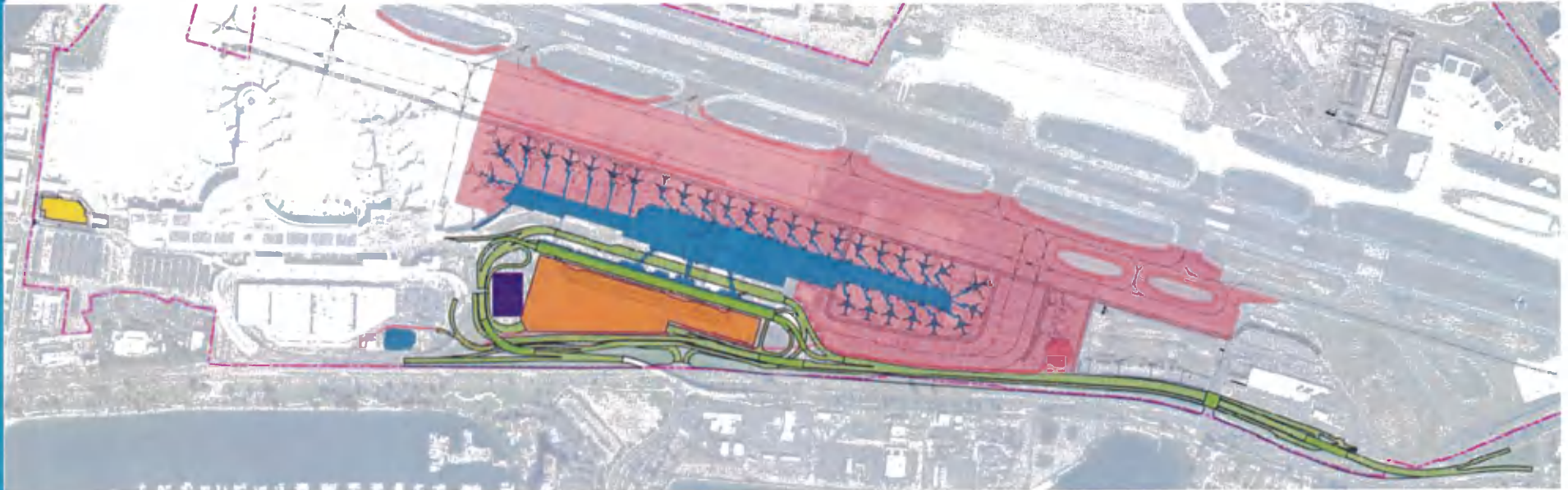
- 1 NEW TERMINAL 1
- 2 AIRSIDE IMPROVEMENTS
- 3 ADMINISTRATION BUILDING
- 4 SHUTTLE LOT AREA

# New Terminal 1 (NT1)

## OVERALL PROGRAM SCOPE



-  Package 1 – Terminal and Roadways
-  Package 2 – Airside Improvements
-  Package 3 – Administration Building
-  Future Transit Station





# New Terminal 1 (NT1) Design Update

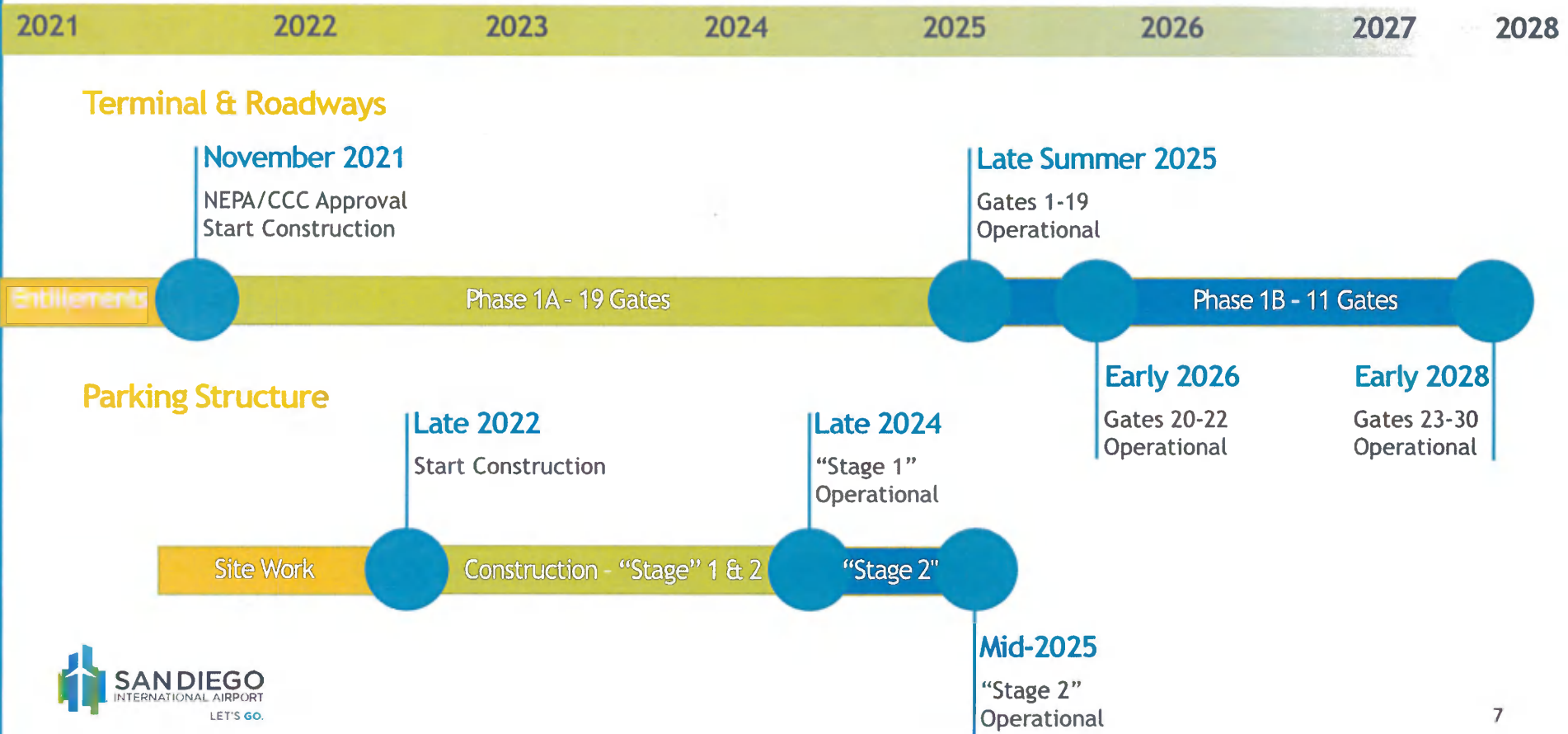


# Milestones



- November 1, 2021** • New T1 construction began
- Late 2023** • Earliest opening date for the new Administration Building
- Late 2024** • New T1 parking structure open
- Late Summer 2025** • Earliest opening date for Phase 1A +/- 20 gates
- Early 2028** • Earliest opening date for Phase 1B – balance of 30
- Mid 2028** • Earliest completion date for Airside Improvements construction.

# New T1 Project Timeline / Milestones



# NT1 Design Progress Update

# NT1 Terminal and Roadways



## DESIGN

- Terminal Building - Phase 1A 100% Design Deliverable: January 2023
- Parking Plaza 100% Design Deliverable: March 2023
- Concessions RFP Issued: February 2023

# Arrivals Road at NT1



# Arrivals Curb at NT1



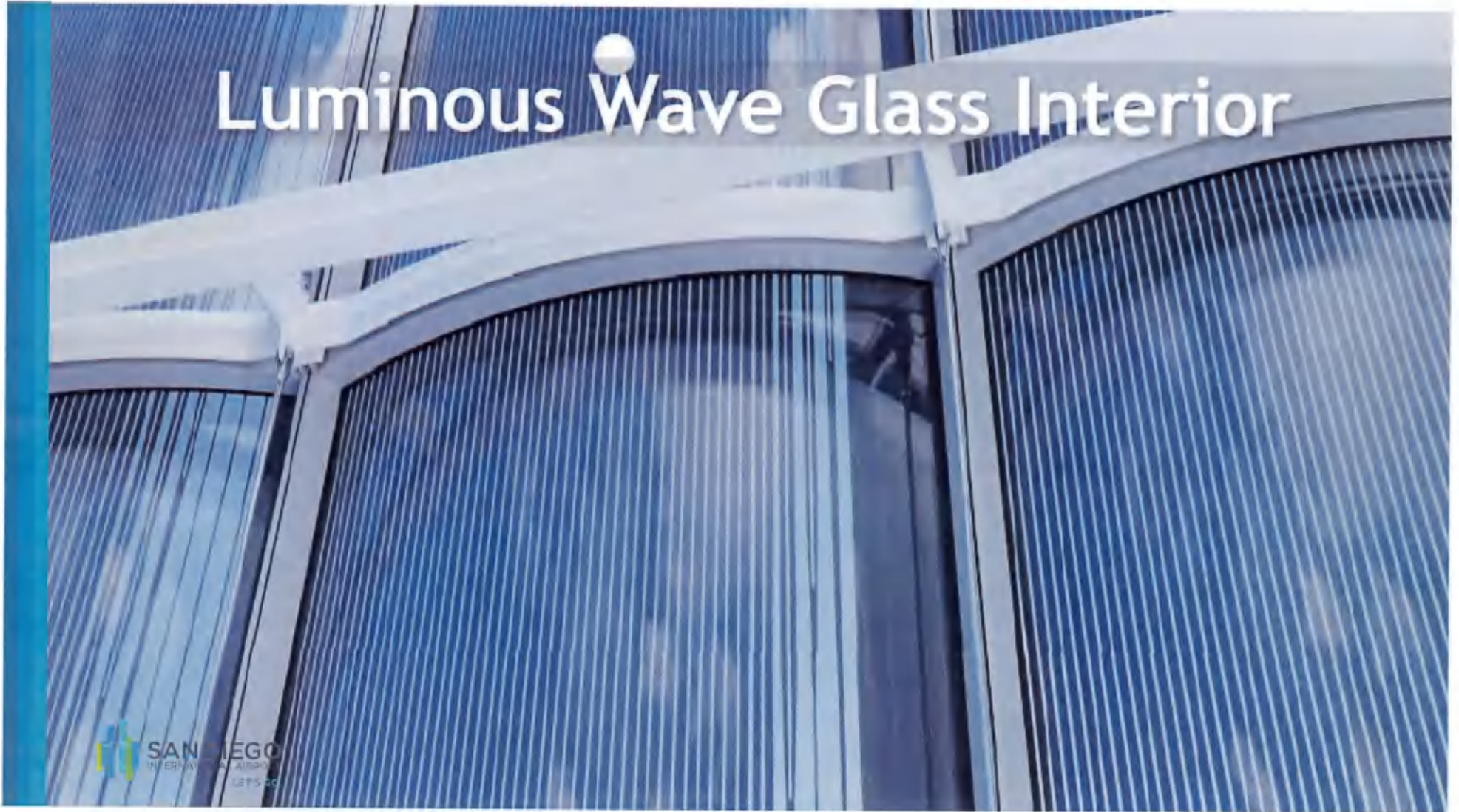
# Luminous Wave Glass Exterior





# Luminous Wave Glass Exterior

# Luminous Wave Glass Interior



# Luminous Wave Glass Interior



# Luminous Wave Glass in Fabrication



# Luminous Wave Glass in Fabrication



# Performance Mockup Testing

Landside Headhouse  
Luminous Wave Art Glass



# Performance Mockup Testing

Airside Concourse  
Exterior Wall



# Light Well at Parking Plaza





# Ticket Lobby at Security Checkpoint



# Baggage Claim Lobby



# Outdoor Dining Terrace



SAN DIEGO

# San Diego Cultural “Districts”

Seaside District

Urban District \*

Heritage District



\* This Design concept is Described to Potential Concessionaires in the CCM / NCDM

# NT1 Landside Roadway Construction

# NT1 Sitework



# NT1 Relationship of Buildings to Sitework



# Terminal 1 Temporary Ground Trans. Center

- On March 1, the T1 GTC was shifted to a temporary location so hydronics piping can be installed for NT1
- This GTC configuration will be active for approximately 6 months
- After hydronics work is complete, the previous GTC will be reactivated
- The JV is currently resolving punch list items requested by GT





# Temporary Ground Transportation Center



# Temporary Ground Transportation Center



# NT1 Bridge Demolition - Nightwork



# NT1 Bridge Demolition



# Westward View of the Elevated Departure Roadway



# Eastward View of the Elevated Departure Roadway



# NT1 New Administration Building



# Major Milestones



## 2021

- Board Award & NTP: July
- NEPA & CCC Approvals: October
- 30% Design & Validation Phase: November
- Site Turn-Over & Building Construction Start: December

## 2022

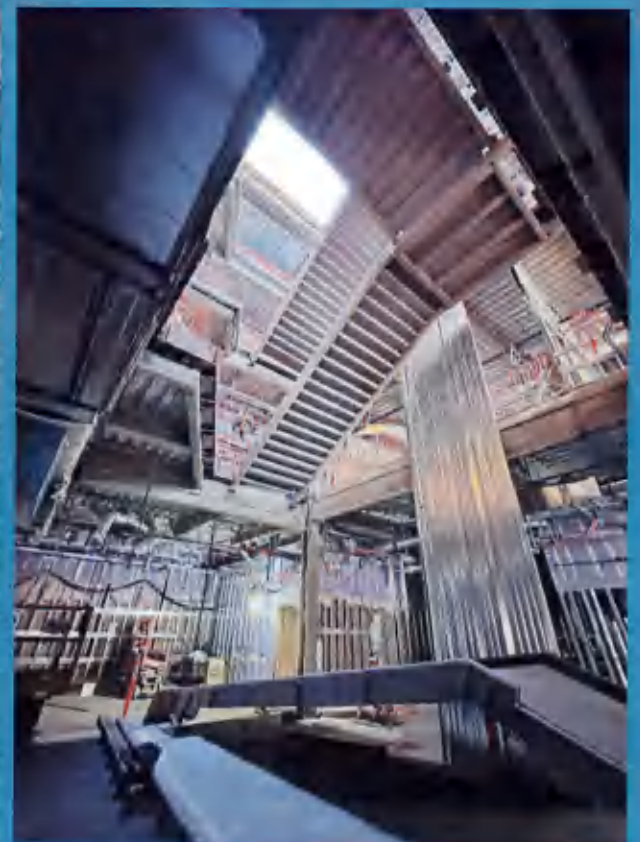
- 60% Design Phase: February
- 90% Design Phase: April
- 100% Design Phase: July
- Structural Steel Topping-Out: September

## 2023

- Building Dry-In: March
- Substantial Completion: September
- Move-in Complete: October



# New Admin Building Collaboration Stairs



# New Admin Building Exterior Envelope



Installing vapor barrier, insulation, flashing, and Z-girts for ACM panels

# New Admin Building Exterior



# NT1 Airside Improvements



# Major Milestones



## 2021

- Contract Award to Griffith Company: October 7, 2021
- FONSI-ROD Approval: October 22, 2021
- NTP Construction: November 22, 2021

## 2022

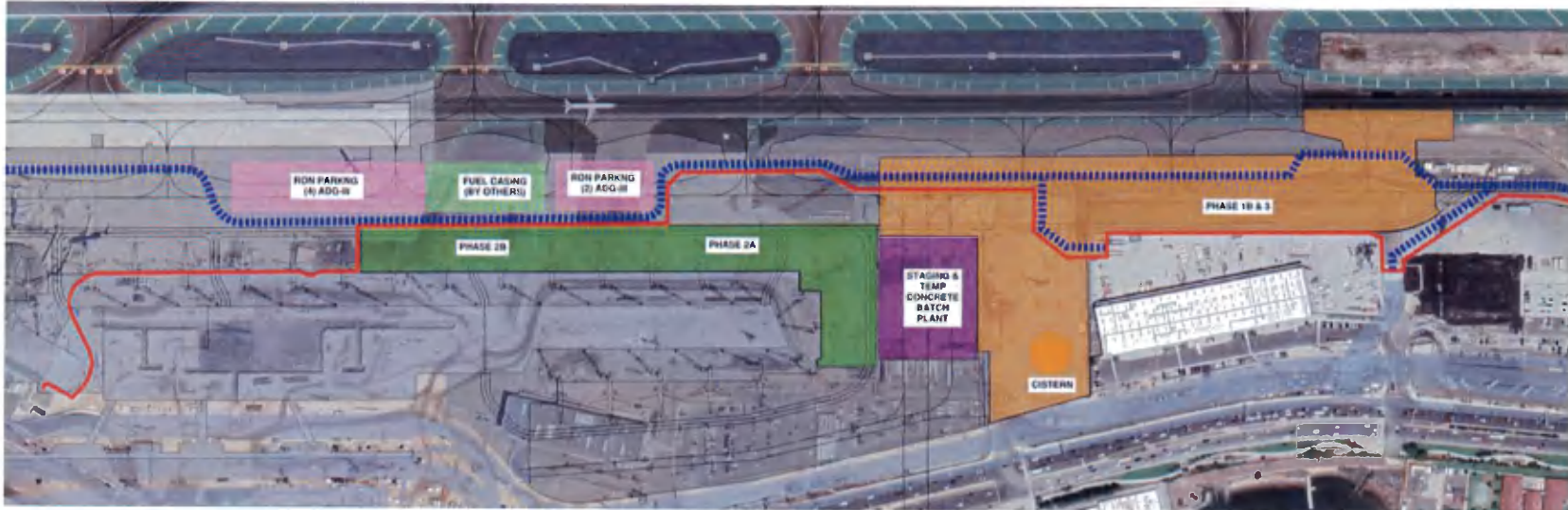
- Start of Onsite Construction: February 2022

## 2023

- Start of Airside Paving: April 2023

# NT1 Airside Improvements

## Active/Upcoming Activities



- Storm Drainage & Infiltration Basin Construction
- ASB SDIA Upgrades (Active)
- PH3A Taxiway A Subgrade Construction (Active)
- High Voltage & Communications Ductbanks (Active)
- Coordination with Hydrant Fueling, NT1 & R Projects, Airside Operations, Environmental, FAA Airlines (AvAirpros)
- PH3A Jet Blast Barrier Construction (Active)
- Underground Cistern Dewatering (Upcoming)
- Excavation for Underground Cistern (Upcoming)
- PH3A Taxiway A Concrete Pavement Test Section (Upcoming)
- PH3A Taxiway A Concrete Pavement (Upcoming)
- Coordination of work within the 800' Least Tern Nesting Buffer

# Storm Drain / Jet Blast Barrier Construction



Storm Drain Construction Manhole #1



Phase 3A Jet Blast Barrier Construction

# Infiltration Vault / Storm Drain Construction



Setting of Infiltration Vault #8



Manhole #5



# Re-route existing 60" Storm Drain / Manhole Construction



# Airside Concrete Paving



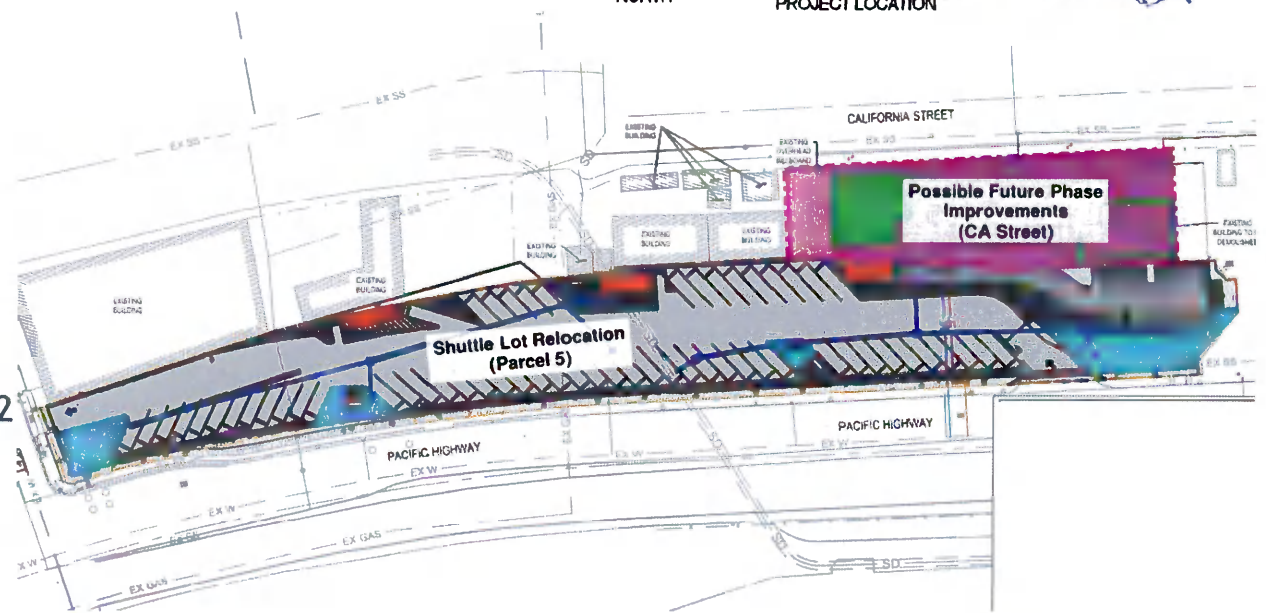
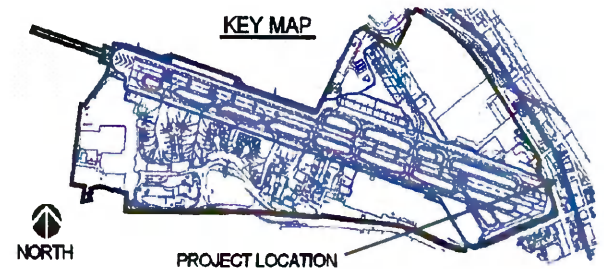
# Shuttle Lot Relocation

## SCOPE

- Relocate RCC Bus/Shuttle Operations Off-Site
- Remove Asphalt/  
Install Concrete
- Install EV  
Charging Infrastructure

## PROJECT MILESTONES

- Construction Start: June 2022
- Completion: April 2023



# Finished Concrete Pavement Surface



# SDG&E Transformers and Switchboards



# Electric Vehicle Charging Stations



# Terminal & Roadways Construction Update

# Construction Activities



## 2022

- Start Terminal Building foundation piles June 2022
- Roadway Detour completed and active August 2022
- Existing Roadway bridge demolition completed August 2022
- Buses and Taxis relocated to North side completed early September 2022
- Start Elevated Departure Road Bridge construction October 2022

## 2023

- NT1 Roadway detours + T2 recirculation bridge demolition: January 9 - 29 2023
- Ground Transportation Plaza for hydronic pipe construction:  
March - September 2023



# NT1 Basement for Checked Bag Inspection System



# NT1 West Baggage Tunnel



# NT1 Checked Bag Inspection System (CBIS)



Waterproof Substrate



Anchor Bolt Assemblies



Questions?

# Capital Improvement Program Oversight Committee Finance Update

Presented by Maya Dayan

Director, Capital Financial Planning and Airline Relations

April 20, 2023



# New T1 Program

Costs through February 28<sup>th</sup>, 2023

(\$ in thousands)

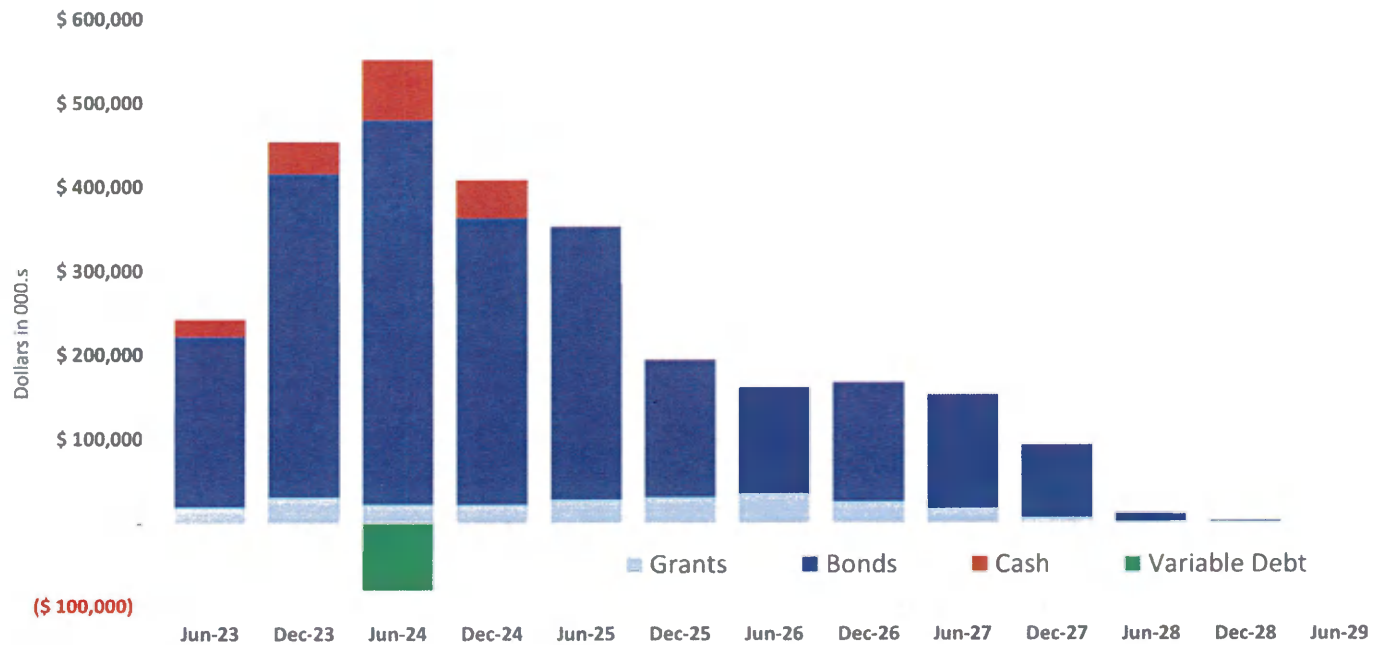
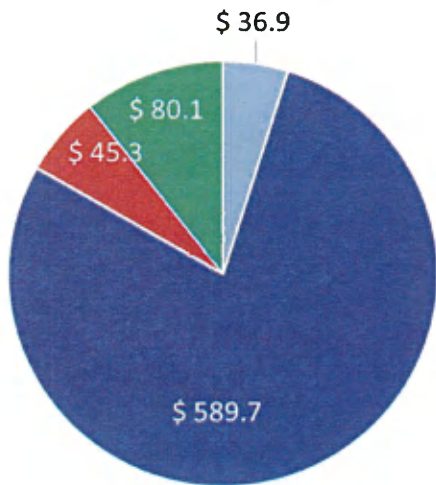
	Board Approved Budget	Approved Budget after contingency transfer	Actual Costs Incurred	Funding Source
TERMINAL & ROADWAY IMPROVEMENTS	\$ 2,813,284	\$ 2,849,763	\$ 609,841	Grants/Bonds/Cash
AIRSIDE IMPROVEMENTS	306,000	310,104	69,413	Grants/Bonds
ADMINISTRATION BUILDING	102,000	108,025	62,304	Bonds
SHUTTLE LOT RELOCATION	15,764	15,764	10,421	Bonds
PROGRAM CONTINGENCY	227,252	180,642		* Bonds
	<u>\$ 3,464,300</u>	<u>\$ 3,464,300</u>	<u>\$ 751,979</u>	

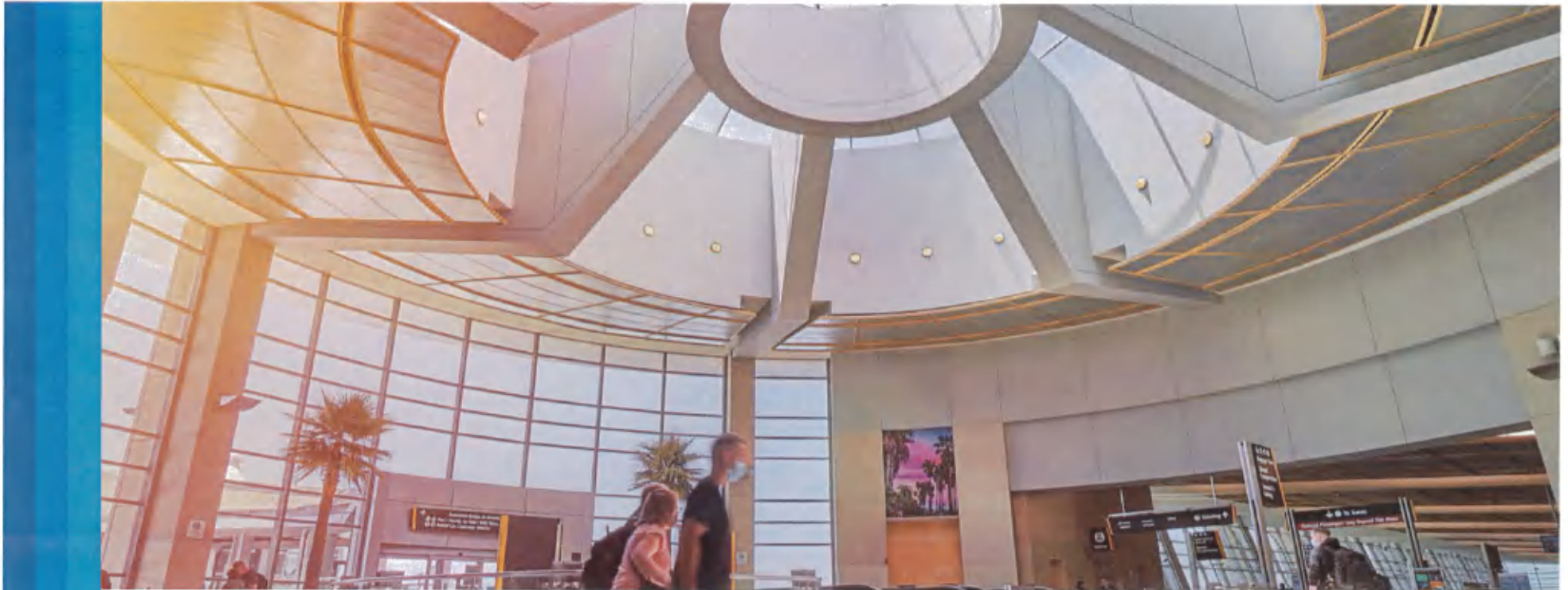
\* Program Contingency costs incurred included in projects above

# New T1 Program

## Cash flow and sources of funds

LTD ACTUAL \$751.9 Million





# Questions?



Item 5

# Proposed Capital Program Budget Fiscal Years 2024-2028

Presented by Shohreh Baladi, Program Manager  
Airport Design & Construction

April 20, 2023



# Capital Program Overview

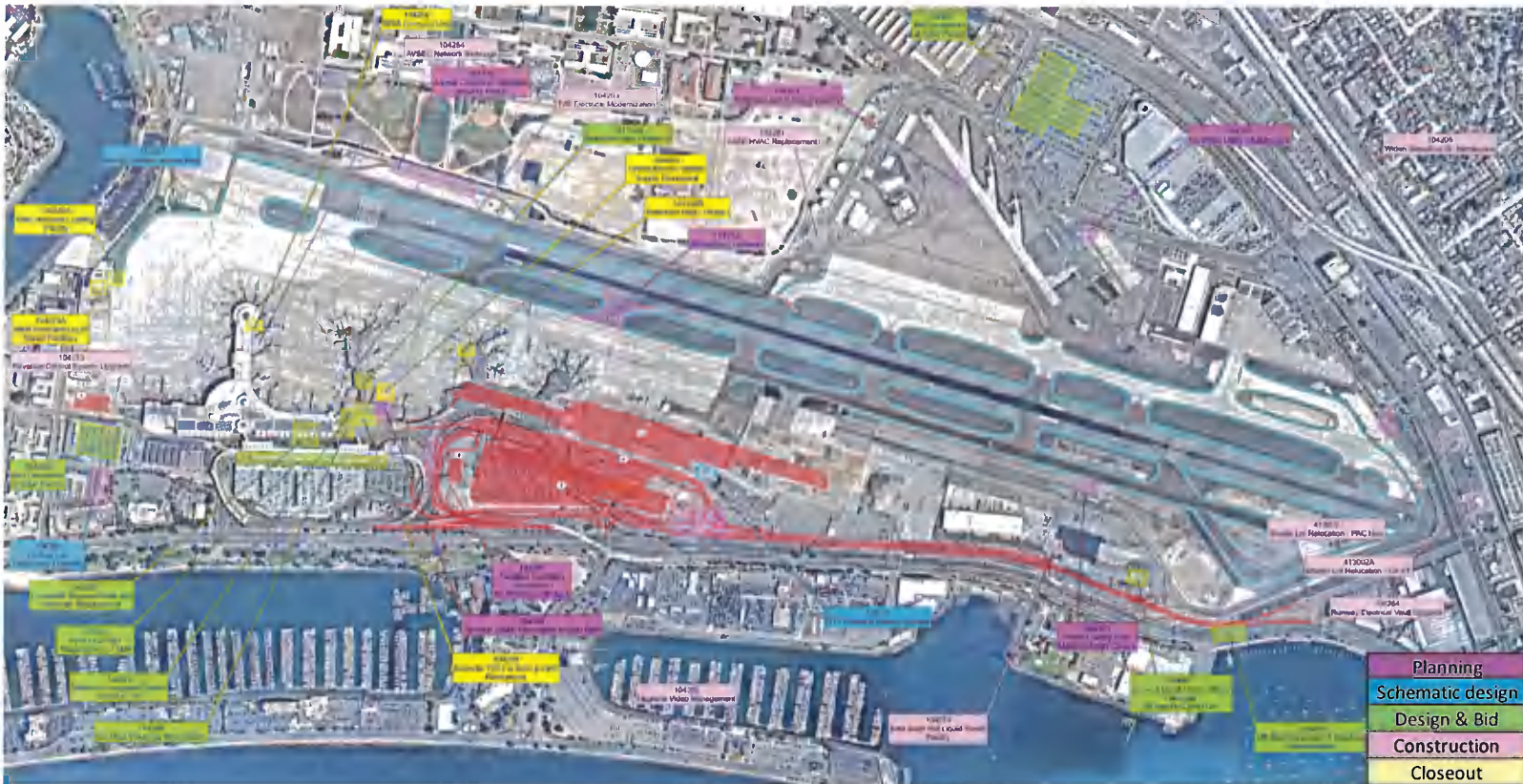
- 5 Year Program
- Reviewed by the Capital Improvement Program Oversight committee (CIPOC)
- Approved by the Board annually
- Managed by the Executive Leadership Team - CEO & Vice Presidents
- **Current FY 2023 Total Capital Program - 74 projects - \$3.87 Billion**
  - Capital Improvement Program (CIP) - \$407.56 Million
  - New T1 - \$3.46 Billion

# Current FY2023-2027 Capital Improvement Program - Project Status

Project Location	Planning	Design	Construction	Closeout/Closed	Program*	Total
Airside	11	2	3	5	-	21
Terminal	4	5	3	9	-	21
Landside	6	4	5	5	-	21
Administrative	3	3	1	1	3	11
<b>Total</b>	<b>24</b>	<b>14</b>	<b>12</b>	<b>21</b>	<b>3*</b>	<b>74</b>

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

# Current FY2023-2027 Capital Improvement Program



# CIP Project Development Process

## ○ Annual Validation of Current CIP

- Revisit the projects for purpose and need
- Review scope, schedule and budget
- Prepare recommendations to ELT for any project adjustments
- Board action on CIP adjustments

## ○ New CIP Projects

- Sponsors submit project requests - Assessments conducted with sponsors & stakeholders
- 1<sup>st</sup> Tier Project Screening by ELT
- Prepare Project Definition Package (Scope/ Schedule/ Budget)- Develop Draft CIP/ Plan of Finance Results presented to CIP Review Group - Director of Planning, Finance & Development
- 2<sup>nd</sup> Tier Project Screening by ELT
- Develop Final CIP/ Plan of Finance

## ○ Executive staff reviews and approves proposed CIP budget to be taken to the Board

## ○ Proposed CIP presented to Airlines for input and feedback

## ○ Board reviews and approves Capital Program budget

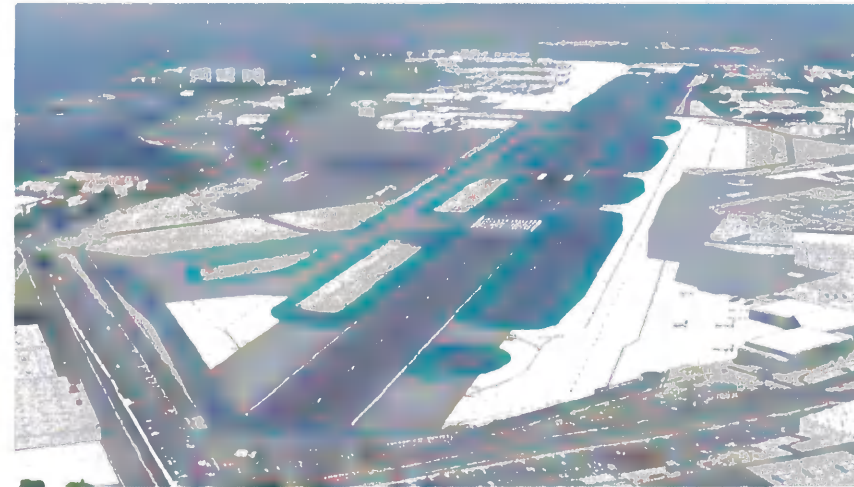
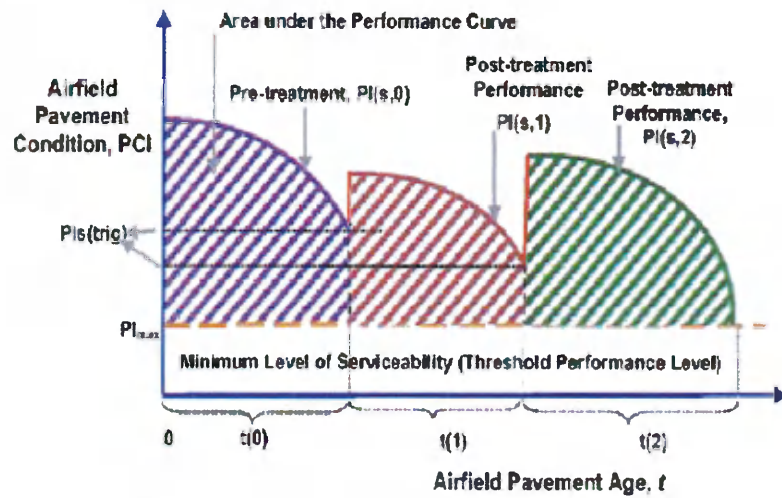
# Prioritization Criteria

1	Required for Part 139 or other regulatory compliance
2	Maintain core building systems - IT, Fire/Life/Safety, MEP
3	Maintain airport access roadways and parking infrastructure
4	Enhancement to customer service, revenue generation, cost savings
5	Enhancements to systems or facilities not required by regulation



# Proposed New Capital Projects (11)

# Pavement Management Study (FY24 & FY27)



Example of Pavement Condition Curve



# Pavement Management Study (FY24 & FY27)

## Objective/Scope:

- Provide pavement analysis in support of safe aircraft movement & FAA regulatory obligation
- Conduct a Pavement Condition Index survey every three years (FY24 & FY27)
- Expected Start Date: Winter 2024 / Winter 2027

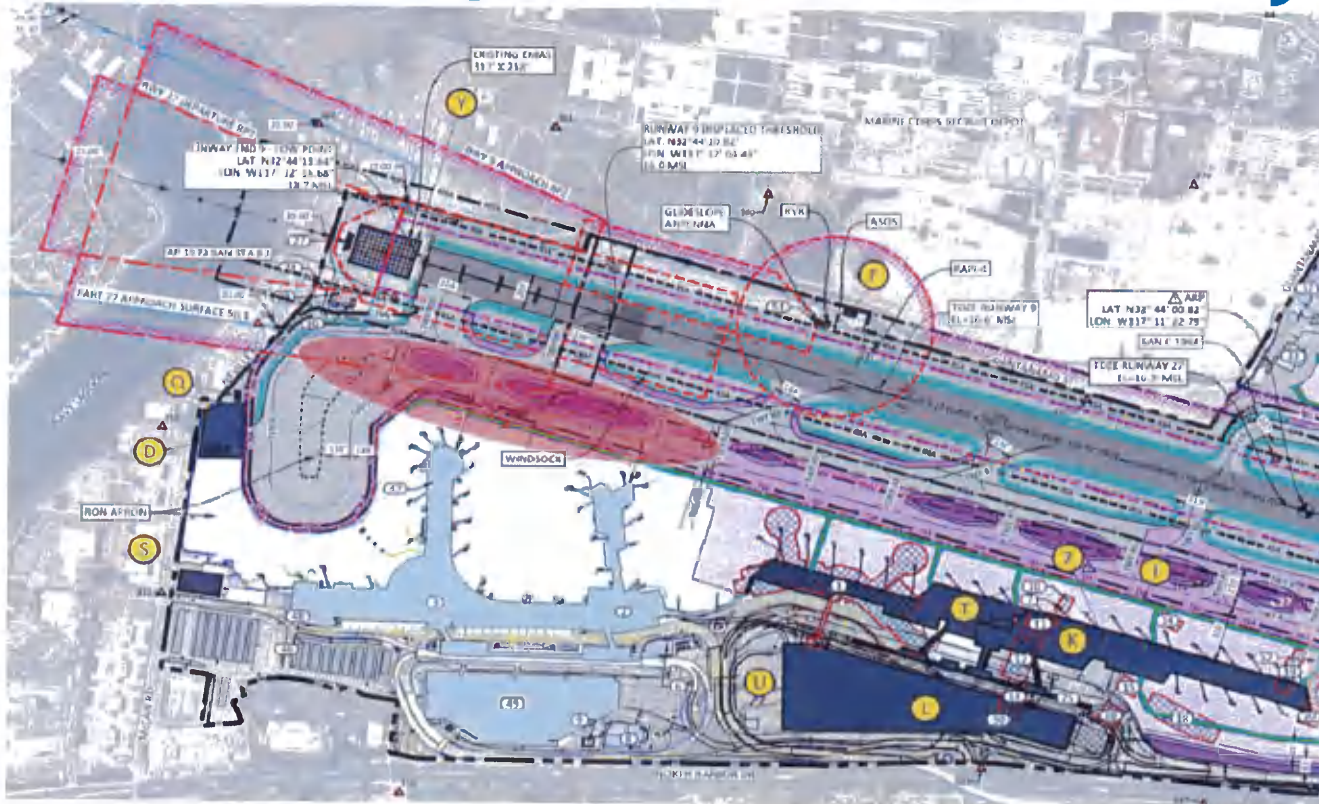
## Strategies:

- Customer
- Operations

Priority 1 Required for Part 139 or other regulatory compliance

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Airside & Terminal Operations	Airside	Cash	\$1,300,000	24 months

# Taxiway Alpha Extension Study



# Taxiway Alpha Extension Study

## Objective/Scope:

- Provide Program Study Document to evaluate design requirements for Taxiway A extension
- Address possible design issues/conflicts including NT1 apron, cross taxiways, hydrant fueling extension, grading & drainage, utilities, lighting, etc.
- Expected Start Date: Summer 2023

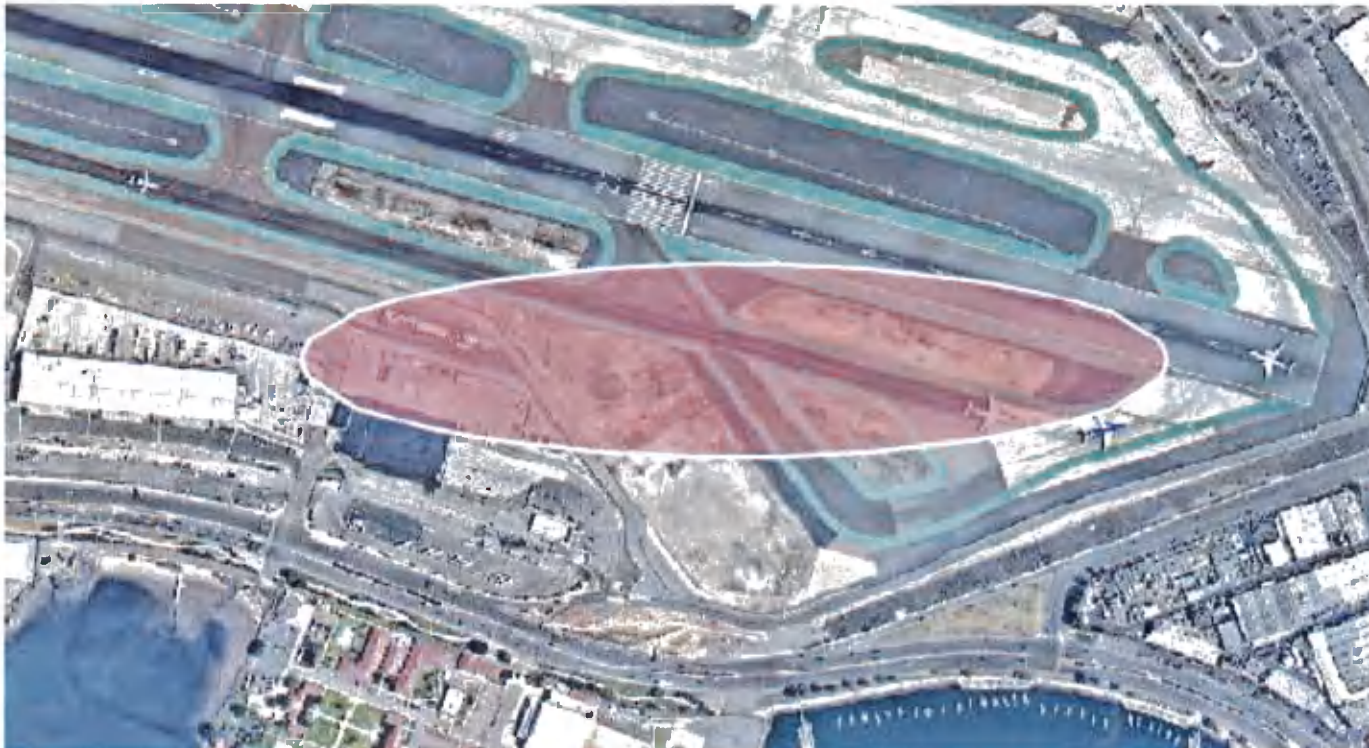
## Strategies:

- Customer
- Operations

Priority 1 Required for Part 139 or other regulatory compliance

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Airside & Terminal Operations	Airside	Bonds	\$1,000,000	24 months

# Taxiway B Asphalt Rehabilitation



# Taxiway B Asphalt Rehabilitation

**Objective/Scope:**

- Regulatory preventative maintenance per FAA FAR Part 139 to maximize safety, capacity & airfield operations
- Rehabilitate approximately 1,800 ft. of easternmost asphalt section of Taxiway B
- Expected Start Date: Summer 2024

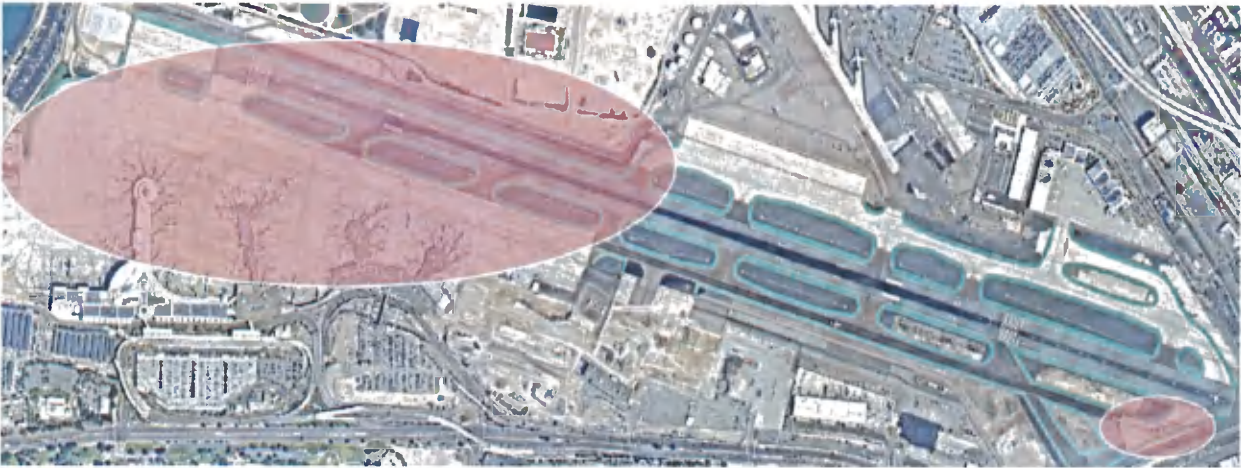
**Strategies:**

- Customer
- Operations

Priority 1	Required for Part 139 or other regulatory compliance
------------	--

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Airside & Terminal Operations	Airside	Cash	\$5,200,000	24 months

# Taxiway B Joint Seal Improvements



Taxilane B, Section 01 – Joint Seal Damage



# Taxiway B Joint Seal Improvements

## Objective/Scope:

- Regulatory preventative maintenance per FAA FAR Part 139 to maximize capacity and airfield operations to/from Runway 9/27
- Rehabilitate Taxiway B1 to repair joint damage, deteriorating spall repairs/patches & resurfacing of AC sections; replace joint seal between Taxiways B6 - B10
- Expected Start Date: Summer 2024

## Strategies:

- Customer
- Operations

Priority 1 Required for Part 139 or other regulatory compliance

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Airside & Terminal Operations	Airside	Bonds	\$3,800,000	24 months

# Terminal 2 Transportation Island Improvements





# Terminal 2 Transportation Island Improvements

## Objective/Scope:

- Provide T2 Transportation Island enhancements to address ADA compliance
- Design & construct ADA required Passenger Loading Zones at existing curb
- Expected Start Date: Winter 2024

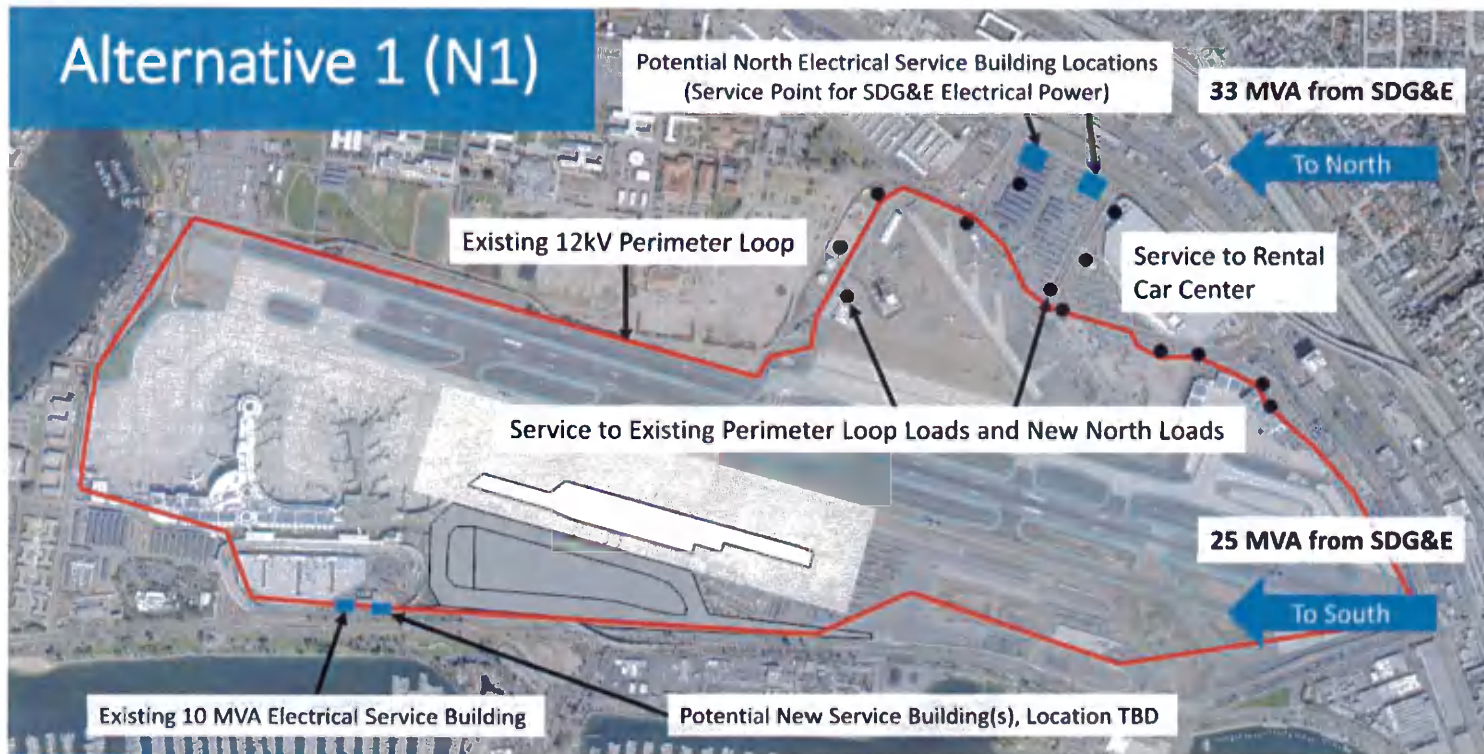
## Strategies:

- Customer
- Operations

**Priority 1** Required for Part 139 or other regulatory compliance

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Ground Transportation	Landside	Cash	\$3,800,000	24 months

# Airport Electrical Infrastructure Expansion-Design



# Airport Electrical Infrastructure Expansion-Design

## Objective/Scope:

- Expand and improve SAN's electrical infrastructure to support future airport development and maintain cost effective utility operations
- Provide design & construction documents to implement infrastructure expansion
- Expected Start Date: Summer 2023

## Strategies:

- Customer
- Operations

Priority 2 Maintain core building systems - IT, Fire/Life/Safety, MEP

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Facilities Management	Administrative	Cash	\$5,200,000	18 months

# Airport IT Rooms Audit & Analysis



# Airport IT Rooms Audit & Analysis

## Objective/Scope:

- Provide audit, analysis and report of IT Rack Rooms, IDFs, and Server Rooms to address safety, security and operational concerns
- Audit of air filtration/ventilation, HVAC, sensors, fire suppression, cabling identification, lighting, access control, and power in approximately 70 Airport IT rooms
- Expected Start Date: Summer 2023

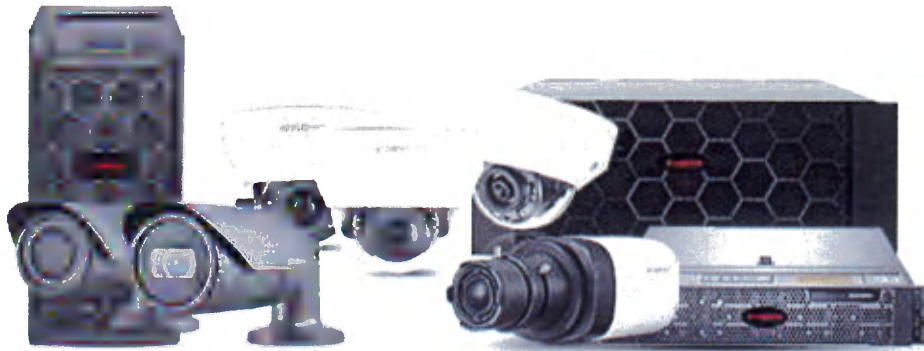
## Strategies:

- Customer
- Operations

Priority 2 Maintain core building systems - IT, Fire/Life/Safety, MEP

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Information & Tech Services	Administrative	Cash	\$650,000	18 months

# Video Surveillance System Storage



# Video Surveillance System Storage

## Objective/Scope:

- Provide for installation of future video surveillance storage needs for safety and security
- Purchase & install 4 petabytes of additional storage & clusters to facilitate future camera expansions, CCTV coverage, bandwidth for additional features, and high-performance camera analytics
- Expected Start Date: Summer 2023

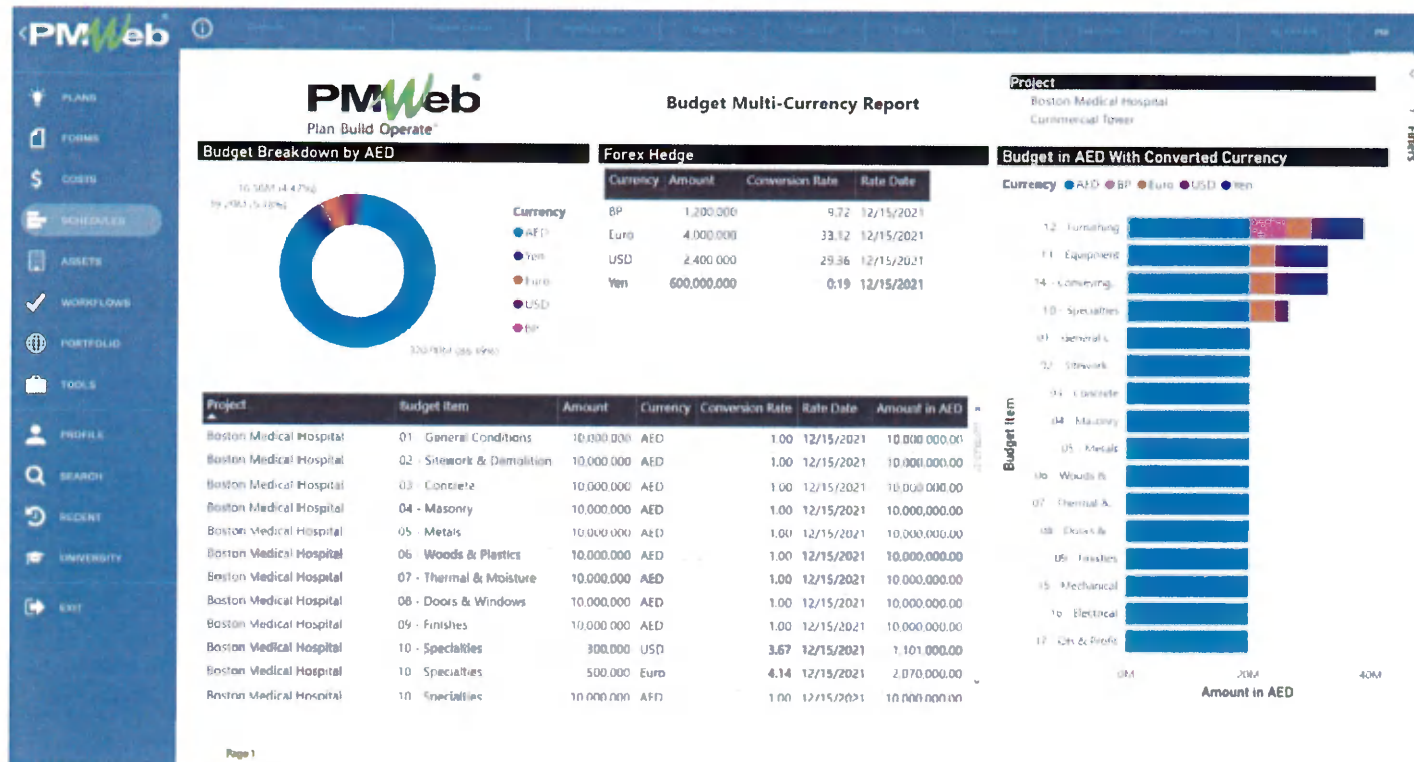
## Strategies:

- Customer
- Operations

Priority 2 Maintain core building systems - IT, Fire/Life/Safety, MEP

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Aviation Security	Administrative	Cash	\$2,700,000	12 months

# PMWeb Upgrade





# PMWeb Upgrade

## Objective/Scope:

- Upgrade ADC construction and program management software due to end-of-life
- Purchase PMWeb version 6.1 including licensing, support, and maintenance; audit existing integrations with Authority applications, and professional services for upgrade/migration
- Expected Start Date: Winter 2026

## Strategies:

- Customer
- Operations

**Priority 4** Enhancement to customer service, revenue generation, cost savings

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Aviation Security	Administrative	Cash	\$400,000	12 months

# Campus-Wide Sub-metering



# Campus-Wide Sub-metering

## Objective/Scope:

- Save energy costs by identifying capacity issues at a system and sub-system level
- Audit, design, install and commission electric utility meters in T2W, CUP, T2PP, USO & Smart Curb and connect to SkySpark Energy Dashboard
- Expected Start Date: Summer 2023

## Strategies:

- Customer
- Operations

**Priority 4** Enhancement to customer service, revenue generation, cost savings

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Facilities Management	Administrative	Cash	\$3,400,000	30 months

# Perimeter Fence Improvement - FIS to G-30



## West Perimeter Fence Replacement Scope

Remove approximately 580 LF of existing fence from Gate 51 to Gate P30 and replace with Type IV PIDS fence

Will require temporary security fencing while work in progress.



# Perimeter Fence Improvement - FIS to G-30

## Objective/Scope:

- Increase Airport security measures and ensure consistency of perimeter fencing
- Install new perimeter fencing from FIS area westward to perimeter access gate P-30
- Expected Start Date: Winter 2026

## Strategies:

- Customer
- Operations

**Priority 5** Enhancements to systems or facilities not required by regulation

Requesting Dept.	Location	Source of Funds	Estimated Cost	Duration
Airport Planning & Environmental	Airside	Cash	\$2,100,000	18 months

# Current/Proposed Capital Program - Project Locations

Project Location	FY2023-2027	FY2024-2028
Airside	21	23
Terminal	21	14
Landside	21	17
Administrative	<u>11</u>	<u>15</u>
Totals	74	69

- FY2023 Closeouts/Cancellations - 16 projects
- FY2024 New Proposed - 11 projects

# Capital Program Budget Summary

Presented by Maya Dayan

Director, Capital Financial Planning and Airline Relations



April 20, 2023

# Capital Program Budget Summary

(in thousands)

	New T1	CIP	Total
<b>FY 2023 - 2027 Capital Program Budget</b>	<b>\$3,464,300</b>	<b>\$407,561</b>	<b>\$3,871,861</b>
Closeouts, Cancellations and Scope Reductions	-	(77,420)	(77,420)
Adjustments and Escalation	-	29,558	29,558
New Capital Projects	-	29,550	29,550
<b>Proposed FY 2024 - 2028 Capital Program Budget *</b>	<b>\$3,464,300</b>	<b>\$389,249</b>	<b>\$3,853,549</b>

\* Pending Board Approval



# Proposed FY2024 - 2028 CIP Program - Project Locations

(in thousands)

Location	New T1	CIP	Total
Terminal	\$2,582,854	\$122,048	\$2,704,902
Landside	459,899	135,145	595,044
Airside	313,498	66,023	379,521
Administrative	108,049	66,033	174,082
<b>Total</b>	<b>\$3,464,300</b>	<b>\$389,249</b>	<b>\$3,853,549</b>

# Proposed FY2024 - 2028 Capital Program - Source of Funds

(in thousands)

Location	New T1	CIP	Total
Airport Revenue Bonds	\$2,970,894	\$150,492	\$3,121,386
Airport Cash	220,000	120,324	340,324
Federal Grants	273,406	48,110	321,516
Major Maintenance Fund	-	66,209	66,209
Other	-	4,007	4,007
Passenger Facility Charges	-	107	107
<b>Total</b>	<b>\$3,464,300</b>	<b>\$389,249</b>	<b>\$3,853,549</b>



# Questions?