AIRPORT ADVISORY COMMISSION MEETING
TUESDAY, March 10, 2020 AT 5:00 PM
ROOM No. 174-A
2716 SPIRIT OF TEXAS DRIVE
AUSTIN, TEXAS

CURRENT BOARD MEMBERS:

Mike Rodriguez, Chair
Eugene Sepulveda, Vice-Chair
Michael Watry, Secretary
Ernest Saulmon
Scott Madole
Wendy Price Todd
Jeremy Hendricks
Vicky Sepulveda
Billy Owens
Frank Maldonado

AGENDA

CALL TO ORDER

CITIZEN COMMUNICATION: GENERAL

Speakers signed up prior to the meeting being called to order will each be allowed a three-minute allotment to address their concerns regarding items not posted on the agenda.

1. APPROVAL OF MINUTES – February 11, 2020 meeting

2. EXECUTIVE SESSION

   a) Discuss purchase, exchange, lease, or value of an interest in real property commonly known as the South Terminal, located at 10000 Logistics Lane, Austin, Texas 78719 (Real Property – Section 551.072 of the Government Code).

      The Commission may go into closed session permitted by the Texas Open Meetings Act (Chapter 551 of the Texas Government Code, including but not limited to, deliberation regarding real property Section 551.072 of the Government Code) regarding this item.

3. DEPARTMENT OF AVIATION STAFF BRIEFINGS

   a) Coronavirus Briefing
      (Tanner Hunt, Airport Emergency Planning Coordinator)

   b) Executive Director’s Report: State of the Airport and Airport Expansion Program
      (Jacqueline Yaft, Executive Director)
c) Air Service Incentive Program and Budget Report to Date.  
   (Dave Arthur, Chief Financial Officer)

4. OLD BUSINESS (updates)
   a) Update on the Airport Common Use Lounge solicitation  
      (Susana Carbajal, Assistant Director)
   
   b) Update on the status of the Texas Regional Landfill application to the Texas  
      Commission on Environmental Quality  
      (Patti Edwards, Chief Operating Officer)

5. NEW BUSINESS
   a) Discuss the creation and objective of an Airport Wildlife Management Program  
      Subcommittee
   
   b) Next meeting: Tuesday, April 14, 2020

ADJOURNMENT

The City of Austin is committed to compliance with the Americans with Disabilities Act.  
Reasonable modifications and equal access to communications will be provided upon request.  
Meeting locations are planned with wheelchair access.  If requiring Sign Language Interpreters  
or alternative formats, please give notice at least 2 days before the meeting date.  Please call  
Ammie Calderon, Aviation Department, at (512) 530-6605 for additional information; TTY  
users route through Relay Texas at 711.

For more information on the Airport Advisory Commission, please contact Susana Carbajal at  
(512) 530-6364.
AIRPORT ADVISORY COMMISSION
REGULAR MEETING MINUTES
TUESDAY, February 11, 2020

The Airport Advisory Commission convened in a regular meeting on Tuesday, February 11, 2020, in Room 174-A of the Department of Aviation Planning & Engineering Building, 2716 Spirit of Texas Drive, in Austin, Texas.

CALL TO ORDER

Mike Rodriguez, Chair called the Commission Meeting to order at 5:00 p.m.

Commission Members in Attendance:
Mike Rodriguez, Chair
Michael Watry – Secretary
Ernest Saulmon
Jeremy Hendricks
Frank Maldonado
Wendy Todd Price
Vicky Sepulveda
Billy Owens

Commission Members Absent:
Eugene Sepulveda – Vice Chair
Scott Madole

Aviation Staff in Attendance:
Jocelyne Yaf
Mandy McClendon
Kane Carpenter
Veronica Downey
Rustin Roussel
Rajeev Thomas
Rohini Kumar
Julie Harris

Others Present:
Jeffrey Richard – J.L. Powers & Assoc
Haus Battle - Ferrovial
Mike Holston – AECOM
Rich Prisalac - Parsons
David Mason – HQK
Gary Beuthillier - Atkins
Steven Real – AECOM
Juan Garza – JE Dunn
Todd Gnospecius – AECOM
Vivek Khanna - Woolpert
Heather Peoples – D&B Mitchell Group
John Craig - AECOM
Ken Myres – D&B Mitchell Group
Jennifer Finch – JE Dunn
Jeremy Dalkoff – MAG USA
Bill McGrew – RS&H
Michael Boland – MAG USA
Keith Jackson - HNTB
Chelsie Bush – HNTB
Daniel Plnan - Ferrovial
Augustine Verrengia – STANTEC
Robert Osborne – Burs & McDonnell
Mitch Chokas – Lochner
Paul Foster – Foster CM Group
Ashton Cumberbatch – McGinnis Lochridge
Danon Garrett – TES
Nancy Knipp – ALD
Rick Garrett – TES
Kyle Dunning – Walter P Moore
Chris Coons – Mead & Hunt
Dale Murphy – K Friese
Clayton Singleton – RS&H
Jarrod Parks - WSP
Ray Moore - WSP
Josh Bedre – AEC; AEC-WAY
Jolene Cochran - SMBR
Brandy Waters - Sunland
Jesse Penn – CAS Consulting
Dan Warth – Coblentzley

CITIZENS COMMUNICATIONS:

Ashton Cumberbatch – McGinnis Lochridge spoke on item 4b.

1. APPROVAL OF MINUTES

a) The minutes from the meeting of January 14, 2020 were approved on Commission Member Watry’s motion. Commission Member Owens seconds on a vote. Motion passed on a 7-0-0-3 vote. Commission Member Todd arrived after voting while Commission Members E. Sepulveda, and Madele were absent at this vote.

2. STAFF BRIEFING, REPORTS AND PRESENTATIONS

a) Finance & Operations Reports for Fiscal Year 2020 to date.
The presentation was made by Rajeev Thomas, Financial Manager III, Department of Aviation.

b) Planning & Engineering Capital Improvement Project Monthly Status Reports.
The presentation was made by Rustin Roussel, Project Manager Supervisor, Department of Aviation.

c) Airport Tenant Updates.
The presentation was made by Julie Harris, Airport Property, Program Manager, Department of Aviation.

d) Ground Transportation Staging Area (GTSA) Monthly Update.
The presentation was made by Rodney Courage, Airport Operations Supervisor I, Department of Aviation.

3. NEW BUSINESS – Discussion and possible action items.

4. OLD BUSINESS (updates)

Status of action items upon which the Commission has made a recommendation to Council.
(Please note the progress of the following items)

a) Authorize payment for the Department of Aviation's membership in the Airports Council International - North America (ACI-NA) and other programs led by ACI-NA, in an amount not to exceed $75,000.
   [Item went to City Council Thursday, February 20, 2020 and passed].

b) Authorize negotiation and execution of a concession agreement with MAG US Lounge Management LLC to lease, design, construct, operate, and maintain a Shared Use Lounge Service Concession at Austin-Bergstrom International Airport (RFP-8100-ABIA-005).
   [Item went to City Council Thursday, February 20, 2020 and was withdrawn].

5. CONFIRM MEETING DATE AND PLACE AGENDA ITEMS FOR NEXT COMMISSION MEETING

Date of next meeting: March 10, 2020

ADJOURN

Mike Rodriguez, Chair adjourned the meeting at 5:32 p.m.

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TO: Aviation Employees
FROM: Jacqueline Yaft, Executive Director, Aviation
DATE: March 3, 2020
SUBJECT: AUS Structure

Aviation Team,

We have been working with the City of Austin Corporate Human Resources Department (HRD) on a new organizational structure since November of last year, and I am happy to announce that it has recently been approved. Our new structure will help us better serve the local and global community, achieve our strategic goals, increase accountability, foster collaboration, and operate as a first-class modern business.

The new structure will equip the organization to maximize our efficiencies and capabilities. I reorganized our Executive Team to align with our strategic focus areas:

1. Invest in People
2. Grow the Business
3. Own the AUS Experience
4. Invest in Infrastructure

The roles and responsibilities of the Executive Team within Aviation will significantly change to align ownership and accountability with assigned strategic goals outlined in the Department’s Strategic Plan. More emphasis will be placed on finding solutions to moving the needle on our strategic outcome indicators. This alignment is another step to achieve our vision and establishes a framework for effective governance going forward as we advance from a medium to large hub airport.

As part of our new structure, I established new Airport Chief Officer positions to oversee our strategic direction, economic sustainability, operational excellence, expansion and value creation for our stakeholders, passengers, employees, business partners and community. This change will allow the Deputy Chief Officers (current Assistant Directors) to focus on the day-to-day operations of their assigned divisions. Accordingly, the Executive Team will include two levels and the following positions will report to me:
• Airport Chief Operating Officer: The purpose of this position is to provide leadership, and strategic oversight for airport operations, maintenance, information technology, asset management, and landside access.

• Airport Chief Administrative and External Affairs Officer: The purpose of this position is to provide leadership and strategic direction to the airport’s governmental affairs, risk management, policy administration, records management, and legal functions.

• Airport Chief Development Officer: The purpose of this position is to direct, plan, and provide leadership for the airport’s development, planning and engineering functions. The position is also responsible for directing the implementation of the airport’s Expansion Program and Master Plan.

• Airport Chief Business and Finance Officer: The purpose of this position is to direct and administer all financial operations for the Airport, including the organization’s financial short-term and long-term planning, development and monitoring of operating and capital budgets, accounting, revenue generation, procurement, investment, securing funding, airline rate setting and related contractual relationships and the airport’s relationships with lending institutions, bondholders and financial institutions.

• Airport Chief Experience and Performance Officer: The purpose of this position is to provide oversight and direction for the Airport’s strategic short and long-term planning, passenger and employee experience, performance management, multiple support business units, and audit services.

We will add additional Airport Deputy Chief positions under some Chief positions to create the governance needed to achieve our goals. The Airport Deputy Chief Officer roles, responsibilities and authority level are equivalent to those of the Aviation Assistant Director. Therefore, all the Aviation Assistant Director titles have changed to Airport Deputy Chief Officer titles.

As stated in the previous memo, the PIO team and Donnell January will continue reporting to me. Additionally, I am appointing Brian Long to the position of Airport Deputy Chief over planning and development. He will report to the vacant Airport Chief Development Officer. Brian will work with Shane Harbinson to direct the implementation of the Airport Expansion Program. Additional structural changes are being evaluated for the planning and development group, including career progression and staff augmentation.

Action plans are currently being developed to address structural gaps at every level of the organization. Three new functional areas will be established to address some gaps:

**Commercial Development:** Responsible for directing the development, acquisition, leasing and property management of the Airport’s land and air cargo real estate property and facilities.

**Marketing:** Responsible for planning, development and execution of marketing efforts for AUS and our partners to increase revenue and enhance passenger experience.
Local Government Affairs: Responsible for representing the interests and positions of the Department as liaison to the City Council, Airport Advisory Commission, City management, governmental entities, citizen commissions, community organizations, and passengers.

Changes will be implemented in a phased approach and will evolve as we continue to evaluate our effectiveness. Any future leadership or operational changes will be communicated with you in a clear and timely manner. The current reporting structure will stay the same until the vacancies are filled.

We are rallying behind a single vision and mission as one organization — not a collection of divisional strategies. Although we deliver multiple services, the single core mission will drive us to set shared goals for everything we do. As one team, we will work together to identify and resolve issues and prepare for the exciting challenges ahead.

I am confident that as our new structure evolves, it will enable us to benefit from many new, extraordinary opportunities. Our employees are the greatest asset of the airport; we know that each of you are ready to grow with our organization to ensure it continues to be best in class.

I'm honored and excited to continue working with you as we support our growing airport. Over the course of this year, we will further refine our Aviation 2025 Strategic Plan to set the direction for the next three to five years.

Thank you for all you do.

Jacqueline Yen
Executive Director
AUS Projected Activity Growth

**Historic Passenger Activity**
Average Annual Growth Rates
1993-2019: 5.4%
2010-2019: 8.3%

Sources: City of Austin Department of Aviation, Landrum & Brown, Paslay Management Group

Austin-Bergstrom International Airport
Overall AUS Expansion Program
BJT Optimization - BHS and West End Gate Expansion
Braided Left Turn Airport Access at SH 71
AUS Airport Expansion Program
Implementation Framework

TODAY

Phase A
Renovate Barbara Jordan Terminal

Phase B
New Airside Concourse

Phase C
Expand Barbara Jordan Terminal

2030

Phase A
Renovate Barbara Jordan Terminal

Address near-term challenges and execute enabling projects to meet current and emerging needs
- Enhance existing outbound baggage system
- Add new, interim ticket counter positions
- Enhance landside roadway circulation and throughput capacity

Phase B
New Airside Concourse

Provide new gate capacity to meet passenger growth
- New Midfield Concourse
- Passenger connector
- New Midfield Cross Taxiways
- Add Central Utility Plant capacity

Phase C
Expand Barbara Jordan Terminal

Expand the Terminal to provide long-term passenger processing capacity
- Expand Barbara Jordan Terminal
- Landside roadway re-alignment and expansion
- Upgrade utility infrastructure
BJT Expansion/Conversion – New Curb Rendering
AUS Passenger Activity (6-years ahead of Master Plan)

Historic Passenger Activity
Average Annual Growth Rates
1993-2019: 5.4%
2010-2019: 8.3%

17.3 MAP in 2019

30 MAP in 2030

6-years

Historic
Projected
Terminal Expansion Concept