SAN FRANCISCO
AIRPORT COMMISSION

MINUTES

Tuesday, February 18, 2020

9:00 A.M.

Room 400 - City Hall
#1 Dr. Carlton B. Goodlett Place
(400 Van Ness Avenue)
City and County of San Francisco

LONDON N. BREED, MAYOR

COMMISSIONERS
LARRY MAZZOLA
President
ELEANOR JOHNS
RICHARD J. GUGGENHIME
MALCOLM YEUNG

IVAR C. SATERO
Airport Director

C. CORINA MONZÓN
Commission Secretary

SAN FRANCISCO INTERNATIONAL AIRPORT
SAN FRANCISCO, CALIFORNIA 94128
## Minutes of the Airport Commission Meeting of

**Tuesday, February 18, 2020**

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Minutes of the Airport Commission Meeting of
Tuesday, February 18, 2020

A. CALL TO ORDER:
The regular meeting of the Airport Commission was called to order at 9:00 A.M. in Room 400, City Hall, San Francisco, CA.

B. ROLL CALL:
Present: Hon. Larry Mazzola, President
Hon. Eleanor Johns
Hon. Richard J. Guggenhime
Hon. Malcolm Yeung

C. ADOPTION OF MINUTES:
The minutes of the regular meeting of February 4, 2020 were adopted unanimously upon a motion by Commissioner Johns and a second by Commissioner Guggenhime.

D. DIRECTOR’S REPORT (Discussion Only):
Airport Director Ivar Satero gave an update on the following items:

Corona Virus Update and SFO Financial Considerations: As of February 16, all flights between SFO and mainland China have been cancelled, constituting 80% of flights between SFO and China when including Hong Kong. This is based on the look ahead at scheduled seats through the end of March. From February 7th to March 31st, international enplanements are down 7%. Airport-wide enplanements are down 2%. How this translates into revenues is related to the passenger spend rate - food, beverage, retail, landing fees, and those associated charges. A good metric assumes a $1.1 million monthly loss. If the suspension goes on for six months, it will be a $6.5 million loss over that period. If the number is annualized, it represents 1% of the Airport’s total budget. The impact to the total budget would be minor, and it is not anticipated there will be any adjustments to the budget at this time. Staff will continue to monitor closely.

Commissioner Johns asked about the impact to vendors stating that the Airport has a much larger budget, so our 1% is not the same in comparison to how it may impact them. She inquired if Staff received any feedback. She noted one or two people being quoted in recent news articles. Director Satero responded vendors in the International Terminal have been impacted. Staff are looking at whether there needs to be a MAG suspension or term extension, depending on the severity of the situation. Staff are monitoring the situation closely, but at this time, they are not prepared to make a recommendation. Commissioner Johns asked if Staff were flooded with complaints. Director Satero responded they are not being flooded, but they have been receiving one-offs.
Commissioner Yeung asked for clarity on the numbers. Director Satero responded that flights are down 80% to China, including Hong Kong, and the remaining 20% is travel to Hong Kong. There is a significant frequency reduction to Hong Kong. Commissioner Yeung asked about the passenger spend rate loss. Director Satero said it includes a combination of landing fees, PFCs and lost revenues. He clarified that it is $1 million a month. Commissioner Yeung asked if the closures are currently expected only through the end of March. Director Satero confirmed.

Commissioner Guggenhime asked about the retailers who may be impacted and the Airport’s procedures in handling the situation moving forward. Director Satero responded that previously the Airport has done MAG suspensions. It would be adjusted based on an analysis of lost revenues. For example, if vendors are paying a minimum annual guarantee of $300,000, Staff would need to look at the percent reduction to that amount which would help make them whole.

Airport Service Quality (ASQ) Scores: Airports Council International conducts a world survey and benchmarking standard that airports rely on for assessing the quality of services to passengers. Typically, the trendlines worsen with passenger growth increasing. However, there have been positive results in all measures for the past quarter. All measures are up greater than they were in 2015, and a lot of them are greater than they were in 2017. Staff are encouraged by how well construction impact mitigation to the public has been. Cleanliness, wayfinding, and Wi-Fi were all rated highly. Staff continue to build upon the Terminal 2, Boarding Area E and Terminal 3 East models. Harvey Milk Terminal 1 debuted with a 4.6 ASQ, which is the first SFO terminal to debut so highly. Custodial performance and checkpoint experience also had good results. This is also a reflection of airline service and TSA. The team is working hard to improve all areas of the operation. Staff will continue to apprise the Commission as ASQ scores are updated.

SkyTerrace Opening: The SkyTerrace opened this past Friday, which is a pre-security public viewing place. Twenty years ago, SFO had the Feinstein Lot for the community to visit, but it was closed for the needs of a CNG fueling station. The SkyTerrace is the first pre-security observation deck at an airport in the United States. The community is appreciative, and there have been many visitors. SFO is considering opening it up as a rental space for business and public events.

Commissioner Johns asked if opening it up as a rental space would come to the Commission. Director Satero confirmed that authorizing the use of the space would. There will also be an Employee Café on Level 2 and the Alaska Airlines Lounge on Level 4. Commissioner Guggenhime asked when the Alaska Lounge will open, which Director Satero said likely in June.

Application Based Commercial Ground Transportation Management System: The Airport received its final patent for the system. It is one of two patents held by the City and County of San Francisco. The technology developed by the Airport manages the Transportation Network Companies. The people listed on this patent as inventors are: Ian Law, Eva Cheong, Humphrey Loe, and Angus Duvall. Director Satero added John Martin should also be recognized for his incredible drive in making this happen.
Commissioner Johns asked if the Airport profits when people use the system. Director Satero confirmed. The Airport struck a deal with American Association of Airport Executives (AAAEE), a national industry group. AAAE’s technology unit has taken it over and is managing improvements to the technology and marketing. Close to 30 airports have signed up for the technology. SFO receives a per transaction royalty.

There were no further questions from the Commissioners and no public comment.

E. ITEMS INITIATED BY COMMISSIONERS (Discussion Only):
There were no items initiated by Commissioners.

F. ACTION ITEMS RELATED TO ADMINISTRATION, OPERATIONS & MAINTENANCE
Item No. 1 was approved unanimously by a motion by Commissioner Guggenhime and a second by Commissioner Johns.

1. Proposed Airport Commission Operating Budget Fiscal Year 2020-21 and Fiscal Year 2021-22

No. 20-0025. Resolution approving the proposed Airport Commission Operating Budget in the amount of $1.37 billion for Fiscal Year 2020-21 and $1.5 billion for Fiscal Year 2021-22.

Kaitlyn Connors, Budget Director presented an overview of the preliminary budget request last Airport Commission meeting, which was a requirement related to new budget transparency legislation recently passed by the Board of Supervisors. Since February 4th, no material changes to the budget have been made. Today, Staff is requesting the Commission’s final approval of an operating budget request that will cover the next two fiscal years, FY 2021 and 2022. The Airport is a completely self-sufficient enterprise department that is funded entirely with airport generated revenue. It receives no taxpayer support for its operating budget nor its Capital Improvement Plan (CIP). All capital investments are primarily funded with General Airport Revenue Bonds, which are legally secured by pledged Airport revenues - not City and County of San Francisco revenues.

Airport revenues fall into two main categories: airline revenue and non-airline revenue. Airline revenue consists of landing fees and terminal rents paid by the airlines. Non-airline revenue consists of revenue generated primarily through concession, parking, and ground transportation activity. The Airport contributes a portion of non-airline revenue to San Francisco’s General Fund via its Annual Service Payment (or ASP). The ASP is included as a separate expense line item in the Airport’s operating budget.
The Fiscal Year ‘21 proposed budget of $1.372 billion includes a $71 million or 5.5% increase compared to the prior year’s approved budget. In the following year, the proposed Fiscal Year ‘22 budget grows to $1.495 billion, which is a $123 million or 9% increase over the prior year.

Most of these increases relate to service level increases that the Airport must take on in order to continue to maintain operations at acceptable standards. Specifically, the increase in next year’s budget, FY ‘21, is driven by three key factors. The first is operational necessity which covers increases related to services necessary to maintain airport operations. This includes the maintenance of new Terminal 1 systems, as well as increased maintenance and repair of elevators, escalators, and moving walkways. It also includes expanded parking management and curbside congestion services. Next is supporting the Capital Improvement Plan (CIP). This includes debt service and related financing costs associated with active and completed capital projects, as well as technology needs related to the delivery and activation of new facilities. The last major category is business support which is for initiatives that support Airport business relating to revenue generation, efficient operations, or workforce development. This includes working capital to support the Hotel and a larger Airport Reprographics office. The increase in the following year’s budget, FY ‘22, is mostly related to supporting the CIP in the form of Debt service. The other driver is normal operations & maintenance (O&M) growth associated with projected cost of living adjustments, fringe benefit increases, and overall inflation.

The proposed two-year budget has been reviewed with the Airport’s Executive Committee and the Airport’s Financial Advisory Committee, and it will be reviewed with the airlines. After the Commission acts, the next steps in the formal approval process will be:

- Submission of the budget to the Mayor and Controller’s Office on February 21st;
- The Mayor’s submission of the budget to the Board of Supervisors on May 1st; and
- Board approval of the budget in July.

Commissioner Johns asked for more information on the expanded shuttle bus for the Oyster Point Ferry Service. Ms. Connors responded that the ferry service brings employees from the East Bay to Oyster Point and is already in existence. The shuttle buses pick up employees at Oyster Point and brings them to the Airport. Commissioner Johns asked if it has been working well. Director Satero responded that ridership has not been very high. Staff are looking at how to drive additional ridership. The Airport runs three buses at peak times and three buses at night. Ridership is low at less than five. The Airport needs five-to-six riders to make it financially viable.

Commissioner Johns then asked about the new homeless outreach services. Ms. Connors replied that it is a new program the Airport is currently working on. It started as a partnership with BART to address homelessness issues on the platform. The initiative aims to get a better handle on how the Airport can help homeless
individuals. **Commissioner Johns** asked if there was a monetary amount for this item or if new positions would be involved for the initiative. **Ms. Connors** confirmed there were no new positions related to this initiative. She has a small number in terms of the budget which she can provide. **Commissioner Johns** asked for Staff to follow up on more information on the initiative. She stated she looks at the new positions which this time around, appears to be for maintenance, new plumbers, electricians, and janitors. There are 12 new positions in that area, none of which had to do with homeless, so she would like clarification on this.

**Commissioner Johns** then asked about the commuter pilot program to provide shuttle service as a commute option for SFO employees. **Ms. Connors** responded that the Airport is looking at ways to provide better commute options to workers in the East Bay. The potential program will cost $1 million in Year 1, and $3 million in Year 2. It’s a pilot program to provide shuttle bus service to areas further out in the South/East Bay to keep and retain employees at the Airport. **Commissioner Johns** inquired if it is for staff who can’t get to BART. **Director Satero** added that, in one model, employees would arrive at BART and take the shuttle bus services to the Airport. Typically, they would have to go up and around from the South Bay, so this would cut their commute in half. Another model is along higher thoroughfares, and Staff are looking at two routes. Depending on its success, it could be offered to the broader Airport community.

There were no further questions from the Commissioners.

Item No. 2 was approved unanimously by a motion by Commissioner Guggenhime and a second by Commissioner Johns.

2. **Approval of Artwork for the International Terminal, Boarding Area A and Boarding Area G, Recompose Walls**
   
   **Linda Geary, $250,000**
   **Ranu Mukherjee, $250,000**

   Resolution approving the commissioning of the artists, Linda Geary and Ranu Mukherjee, for artwork selected for the International Terminal, Boarding Area A and Boarding Area G, Recompose Walls with a proposed budget of $250,000 each.

   **Susan Pontious, Director of the Public Art Program** from the Arts Commission presented on the item regarding two artwork by two Bay Area artists. The site is in the International Terminal as part of the Phase 1 renovation. The sites mirror each other and are located past security in the recompose area in Boarding Areas A and G. Staff wanted work that could communicate from a long distance but still have incredible detail. The first artist, Linda Geary, creates work that references urban landscapes and architecture in painting that uses vivid color and bold shapes to explore transformation and renovation. As Chair of Painting at the California College of Arts, she brings an academic approach to her own artistic practice with self-assigned studio exercises and writing meant to spark new ideas. She has exhibited at the Rena
Bransten Gallery, Garo Gallery, and the Berkeley Art Museum. Her proposal is called “River” – a horizontal abstract painting that will be realized in a ceramic tile mosaic that references the synthesis of multiple site lines and different ways of looking. The bold shapes and colors conjuring psychedelic histories and traditions of the Bay Area can be seen and felt from far away, while closer contact reveals tactile details. Staff believe that they’re well within budget to expand both pieces to take up more of the walls for a stronger read.

The next artist is Ranu Mukherjee who creates large-scale installations by combining drawing, painting, print and fabric. It is marked by deliberate use of saturated color, layering or collusion of tempos and bodily materiality. Her art evokes questions of visibility and abstraction intensified by algorithm distribution of news, images, and information. She has exhibited at the de Young Museum, Los Angeles County Art Museum, the Asian Art Museum in San Francisco, and the San Jose Museum of Art. Her work is included in the collection of the Asian Art Museum, the Oakland Museum, the Kadist Foundation in San Francisco and Paris, the San Jose Museum of Art, and the J.P. Morgan Chase Collection in New York. This work, currently untitled, elicits feelings associated with international travel, the suspension of time within the boarding area, and the experience of being in the milieu of people from so many places and cultures. The sun element within this piece demonstrates the movement through the various datelines when traveling. The work will be layered collage made with digital patterns on embroidered sari fabric, laminated between ¼” glass and printed aluminum composite.

President Mazzola asked about the price. Ms. Pontious responded that Staff set the price using past experience and take into account square footage and material. The budget encompasses everything – architectural design, structural support, lighting, etc. and doesn’t go completely to the artist. President Mazzola asked how much goes to the artist. Ms. Pontious responded the artist fee is based on a standard rule of thumb, which cannot exceed 25%. Commissioner Guggenhime added that some of the artists sell all over the world. Ms. Pontious confirmed that they take market value into account for certain artists. President Mazzola asked if this is determined by the Arts Commission. Ms. Pontious responded that the Arts Commission works with its partners at the Airport Commission to determine the site, its feasibility, and budget.

Commissioner Johns added that the cost of maintenance is also a factor, particularly those larger in size and composed of different materials. She has mentioned putting enough funds in the budget in the past to include maintenance, and although it has since been changed, she mentions it again for consideration. Ms. Pontious said the Arts Commission tends to be cautious of art that has large maintenance costs. Tile and glass are very easy to maintain. Commissioner Johns emphasized the Commission is very interested in having as many Bay Area artists as it can. Commissioner Yeung asked about the outreach process to artists. Ms. Pontious responded that there is extensive outreach in the Bay Area, and the Arts Commission shares a commitment to racial equity. Staff research and recruit artists to maintain a diverse collection. There is a pre-qualified pool of artists created every two years with 400 artists in the current pool that can be considered for commissions.
under $500,000. The artists in question are both Bay Area artists. Ms. Mukherjee is also Indian, and her work will be the first piece created by someone of that ethnicity at the Airport. **Commissioner Yeung** asked if there is coordination with community-based arts organizations. **Ms. Pontious** confirmed and added that they host annual workshops for artists to help them understand the application process. **Commissioner Johns** asked if RFPs are only provided from that pool or if an artist not in the pool can apply. **Ms. Pontious** responded that, for projects under $500,000, a small screening panel looks at the pool to develop a short-list of artists for a particular project. Those artists are then contacted with a project description and respond with their interest. The responses then go to a selection panel. **Commissioner Johns** asked when the current pool is up. **Ms. Pontious** responded the current pool is brand new. **Commissioner Johns** asked if the two-year pool is for 2020-2021. **Ms. Pontious** confirmed and clarified that this does not preclude if there is a project that is a special type project or budget, the Arts Commission would open it up to the broader community, such as the plaque honoring Mayor Edwin M. Lee. **Ms. Pontious** stated the process used is similar to the City’s contracting process.

There were no further questions from the Commissioners.

Item No. 3 was approved unanimously by a motion by Commissioner Johns and a second by Commissioner Yeung.

3. **Approval of Modification Nos. 4 and 5 to Professional Services Contract No. 10072.41, Project Management Support Services for the Courtyard 3 Connector Project**

PGH Wong & Partners JV

$9,000,000

Resolution approving Modification Nos. 4 and 5 to Contract No. 10072.41, Project Management Support Services for the Courtyard 3 Connector Project, with PGH Wong & Partners JV, to increase the Contract amount by a total of $9,000,000 for a new Contract amount not to exceed $17,250,000, and to extend the Contract for services through June 30, 2022.

**Claudia Luquin, Terminal 3 and International Terminal Program Manager** presented on the item for approval of Modification Nos. 4 and 5 for the Airport’s Contract with PGH Wong & Partners JV for the Courtyard 3 Connector Project. The consultant’s services include design and construction management, project controls, contract administration, cost estimating, LEED commissioning, field inspections, and material testing. This request contains two modifications, Nos. 4 and 5. Modification No. 4 increases the Contract by $1.5 million to support the additional scope to the associated Design-Build Contract for a new total Contract amount of $9.8 million and extends the Contract to the full duration through June 30, 2022. Modification No. 5 increases the Contract amount by $7.5 million for a new Contract amount not to exceed $17.3 million and requires approval by the Board of Supervisors (BOS).
In November 2019, the Commission approved Modification No. 4, increasing the Contract amount to $17.3 million and extending the Contract duration, which required BOS approval. Prior to seeking BOS approval and execution of Modification No. 4, PGH Wong & Partners JV informed the Airport that CF Wright Consulting had resigned from the JV. Therefore, Staff did not execute Modification No. 4 as presented to the Commission. The full Contract amount of $17.3 million is equal to the Contract budget funded from the Ascent Program – Phase 1 under the Airport’s Capital Improvement Plan. The LBE goal for this Contract is 28% for sub-consultant participation. PGH Wong & Partners JV is committed to meeting these goals.

There were no questions from the Commissioners.

Item No. 4 was approved unanimously by a motion by Commissioner Johns and a second by Commissioner Yeung.

4. Approval of Phase C5 to Contract No. 11001.66, Design-Build Services for the Wayfinding Enhancement Program  
Fisher Development, Inc.  
$3,129,409

No. 20-0030. Resolution approving Phase C5 to Contract No. 11001.66, Design-Build Services for the Wayfinding Enhancement Program, with Fisher Development, Inc., to increase the Contract amount by $3,129,409 for a new Contract amount not to exceed $27,051,390 with no change to the Contract duration; revise the scope of work; and authorize a corresponding contingency amount.

Judi Mosqueda, Director of Project Management presented on the item for approval of Phase C5 for the Contract with Fisher for the Wayfinding Enhancement Program. This approval will increase the Contract amount by $3.1 million for a new Contract amount of $27.1 million, with a corresponding contingency, and with no change to the Contract duration. The Wayfinding Enhancement Program has developed an Airport-wide Wayfinding Master Plan and Signage Standards; and includes limited implementation of signage and wayfinding solutions around the Airport. The approval would increase the Contract amount for additional design services and to add Trade Package Sets 5, 6, 7, and 8, which include fire alarm; airfield painting and marking; demolition; and dashboard finishes. The Contract forecast is $29.4 million which falls just under the contract budget of $29.5 million and includes appropriate levels of contingency. The project remains on schedule to be substantially complete in February 2022. The LBE requirements for this Contract are 13% for design services and 20% for construction services. Fisher is committed to meeting these requirements.

There were no questions from Commissioners.
G. CONSENT CALENDAR OF ROUTINE ADMINISTATIVE MATTERS

The Consent Calendar, Item Nos. 5 through 6, was approved unanimously upon a motion by Commissioner Guggenhime and a second by Commissioner Johns.

5. **Approval of Modification No. 1 to Contract No. 11295.61, Construction Services for the Electric Shuttle Buses and Electric Vehicle Chargers Installation Project**
   **Becker Electric, Inc.**
   **$295,042.51**

   No. 20-0031. Resolution approving Modification No. 1 to Contract No.11295.61, Construction Services for the Electric Shuttle Buses and Electric Vehicle Chargers Installation Project, with Becker Electric, Inc., to increase the Contract amount by $295,042.51 for a new Contract amount of $2,851,821.28, with no change to Contract contingency, and to extend the total Contract duration to 370 consecutive calendar days.

6. **Award of Emergency Contract No. 11614, Construction Services for the Sanitary Sewage Pump Station 1 Repairs**
   **Walsh Construction Company**
   **$245,000**

   No. 20-0032. Resolution awarding Emergency Contract No. 11614, Construction Services for the Sanitary Sewage Pump Station 1 Repairs, to Walsh Construction Company, in the not-to-exceed amount of $245,000, with a Contract duration of 60 consecutive calendar days.

   **Commissioner Yeung** asked if Staff have isolated the issues and if the pump replacement will address it. **Director Satero** responded that this is the replacement of the pumps that were flooded and damaged to make sure they are reliable. Staff are mitigating issues by upgrading the system so that Staff can monitor and redundancies in monitoring. Staff are currently physically checking on the pumps three times a day to check levels and are looking at a redesign of the backflow preventor to prevent flooding. There are other issues in industrial waste that Staff are addressing, such as risks to Bay discharge, which Staff are also prioritizing to mitigate any possible discharge to the Bay. Staff will be coming back with a recommendation for this item. **Commissioner Yeung** stated this is the first step of a bigger process at looking at this problem. **Director Satero** responded it is an aged system, and Staff are addressing deficiencies. **Commissioner Johns** added sooner rather than later.

   There were no further questions from Commissioners.
H. NEW BUSINESS:
There was no Public Comment.

I. CORRESPONDENCE:
There was no discussion by the Commission.

J. CLOSED SESSION:
There are no planned agenda items for a Closed Session for the current meeting.

K. ADJOURNMENT:
There being no further calendared business before the Commission, the meeting adjourned at 9:47 A.M.

(Original signed by: C. Corina Monzón)
C. Corina Monzón
Airport Commission Secretary
International Terminal BAA + BAG | Art Locations
International Terminal | BAG Art Location

BAG Elevation at Art Wall
Scale: 1/4" = 1'-0"

BAG Plan at Art Wall
Scale: 1/8" = 1'-0"

Post-Recompose/
Concourse

Recompose

Security
Checkpoint
International Terminal BAA + BAG | Art Locations

Allowable Structural Loading = 1,100 lbs, evenly distributed over 26'-6" wide x 7'-6" tall x 8" deep area

Note: Structural criteria is an estimated benchmark to be validated upon artwork selection
International Terminal BAA + BAG | Art Locations

Typical Section at Art Wall
Scale: 3/4" = 1'-0"

Rendering of BAA Recompose Area and Art Wall

Allowable Structural Loading = 1,100 lbs, evenly distributed over 26'-6" wide x 7'-6" tall x 8" deep area
Note: Structural criteria is an estimated benchmark to be validated upon artwork selection