



**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:**

Jacqueline Yaft  
Susana Carbajal  
David Author  
Brian Long  
Bryce Dubee  
Annie Calderon

Kane Carpenter  
Veronica Downey  
Rustin Roussel  
Rajeev Thomas  
Rohini Kumerage  
Julie Harris

Mandy McClendon

**Others Present:**

Jefferey Richard – J.L. Powers & Assoc  
Mike Holston – AECOM  
David Mason – HQK  
Steven Real – AECOM  
Todd Gnospecius – AECOM  
Heather Peoples – D&B Mitchell Group  
Ken Myres – D&B Mitchell Group  
Jeremy Dalkoff – MAG USA  
Michael Boland – MAG USA  
Chelsie Bush – HNTB  
Augustine Verrengia – STANTEC

Haus Battle - Ferrovia  
Rich Prisalac - Parsons  
Gary Beuthillier - Atkins  
Juan Garza – JE Dunn  
Vivek Khanna - Woolpert  
John Craig - AECOM  
Jennifer Finch – JE Dunn  
Bill McGrew – RS&H  
Keith Jackson - HNTB  
Daniel Plnan - Ferrovia  
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 – Cobbendley

## **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 Madole 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 Couraige, Airport Operations Supervisor I, Department of Aviation.**

### **3. NEW BUSINESS – Discussion and possible action items.**

- a) Airport Advisory Commission Open House, Friday, February 14, 2020.

#### 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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## MEMORANDUM

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

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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.

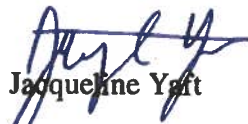
Changes will be implemented in a phased approach and will evolve as we continue to evaluate our effectiveness. Any future leadership or operational changes will be communicated with you in a clear and timely manner. **The current reporting structure will stay the same until the vacancies are filled.**

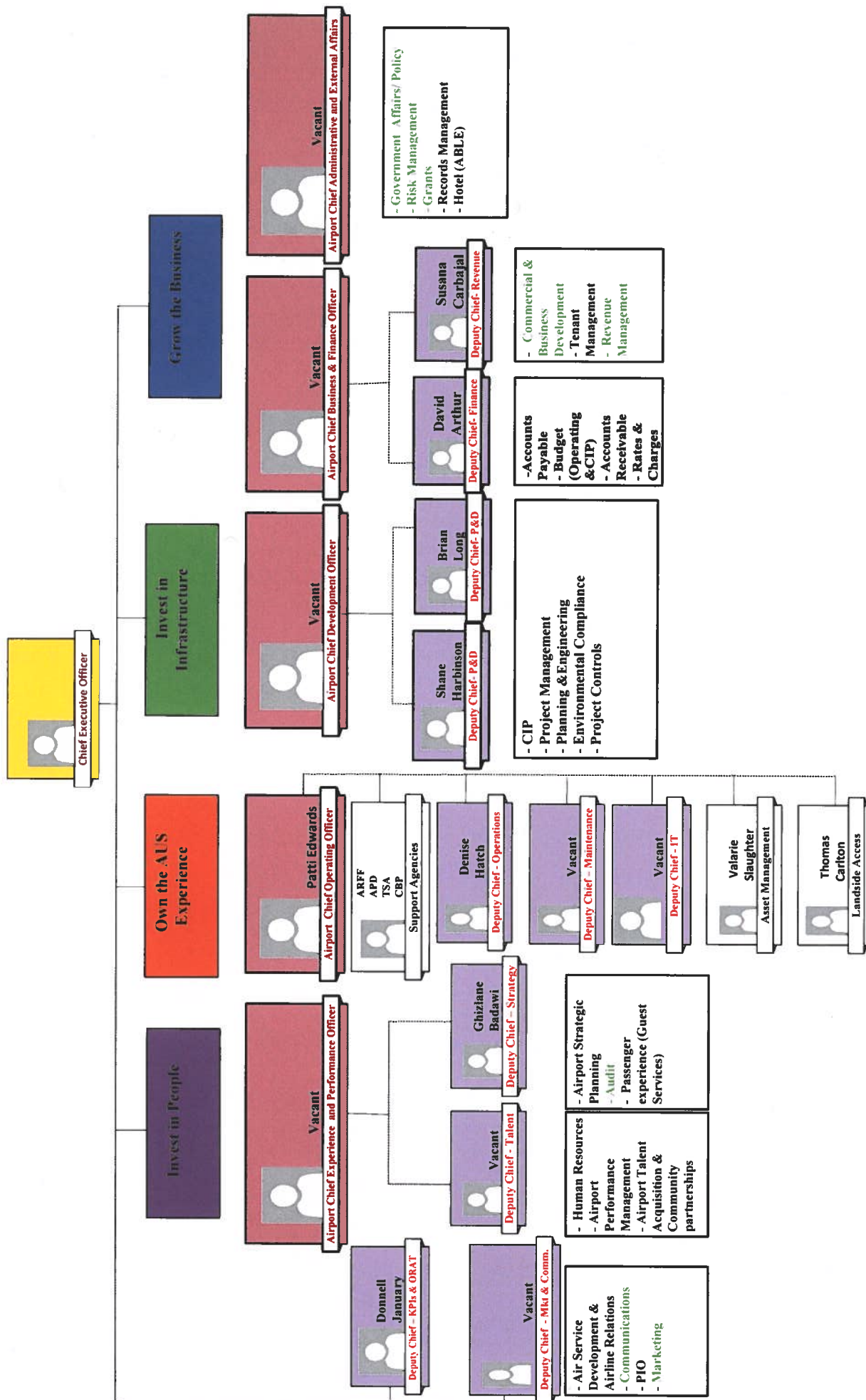
We are rallying behind a single vision and mission as one organization — not a collection of divisional strategies. Although we deliver multiple services, the single core mission will drive us to set shared goals for everything we do. As one team, we will work together to identify and resolve issues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

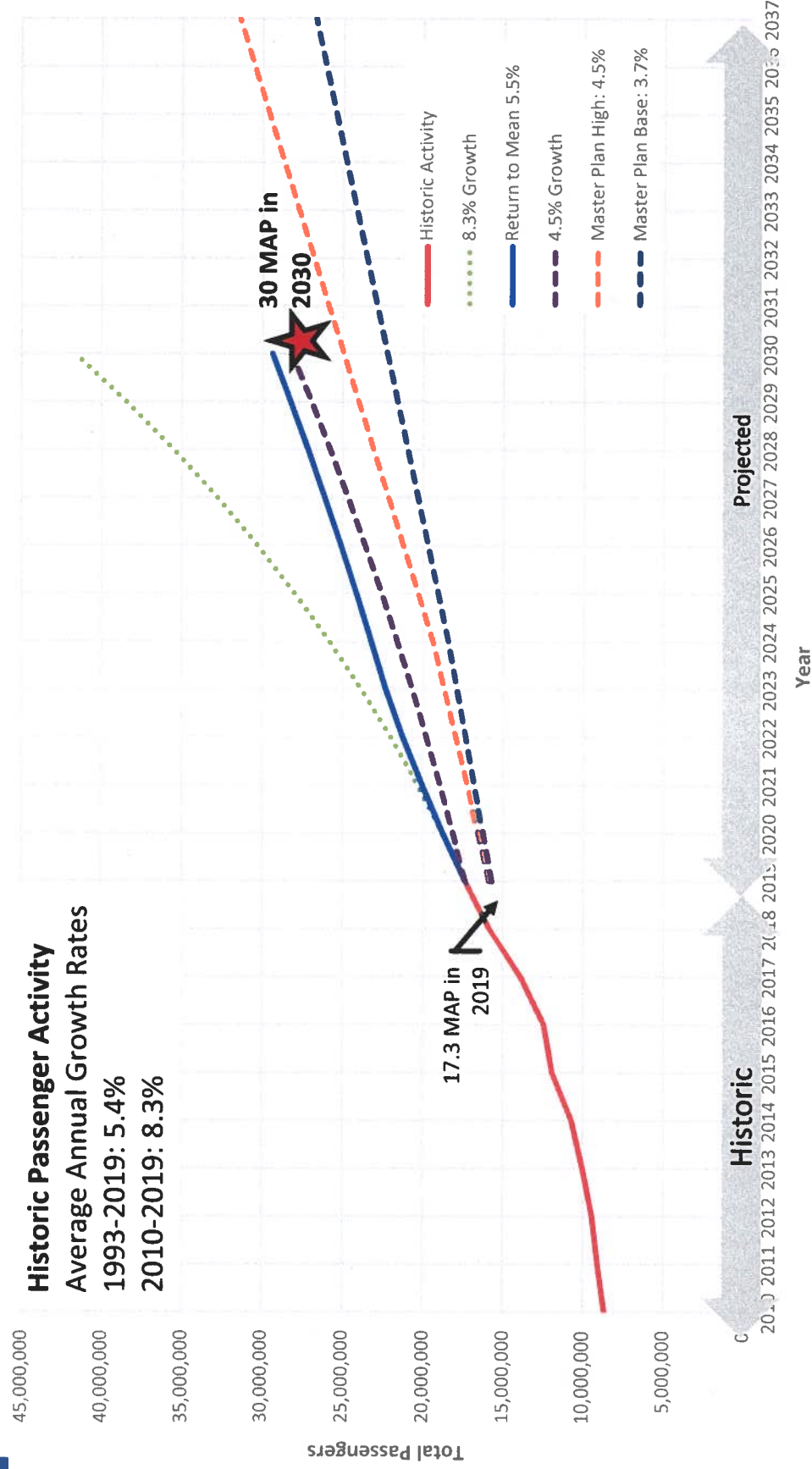
I'm honored and excited to continue working with you as we support our growing airport. Over the course of this year, we will further refine our *Aviation 2025* Strategic Plan to set the direction for the next three to five years.

Thank you for all you do.

  
Jacqueline Yaff  
Executive Director



# AUS Projected Activity Growth





# 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

2030

## Phase A

Renovate Barbara Jordan Terminal

## 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

## 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

## Phase C

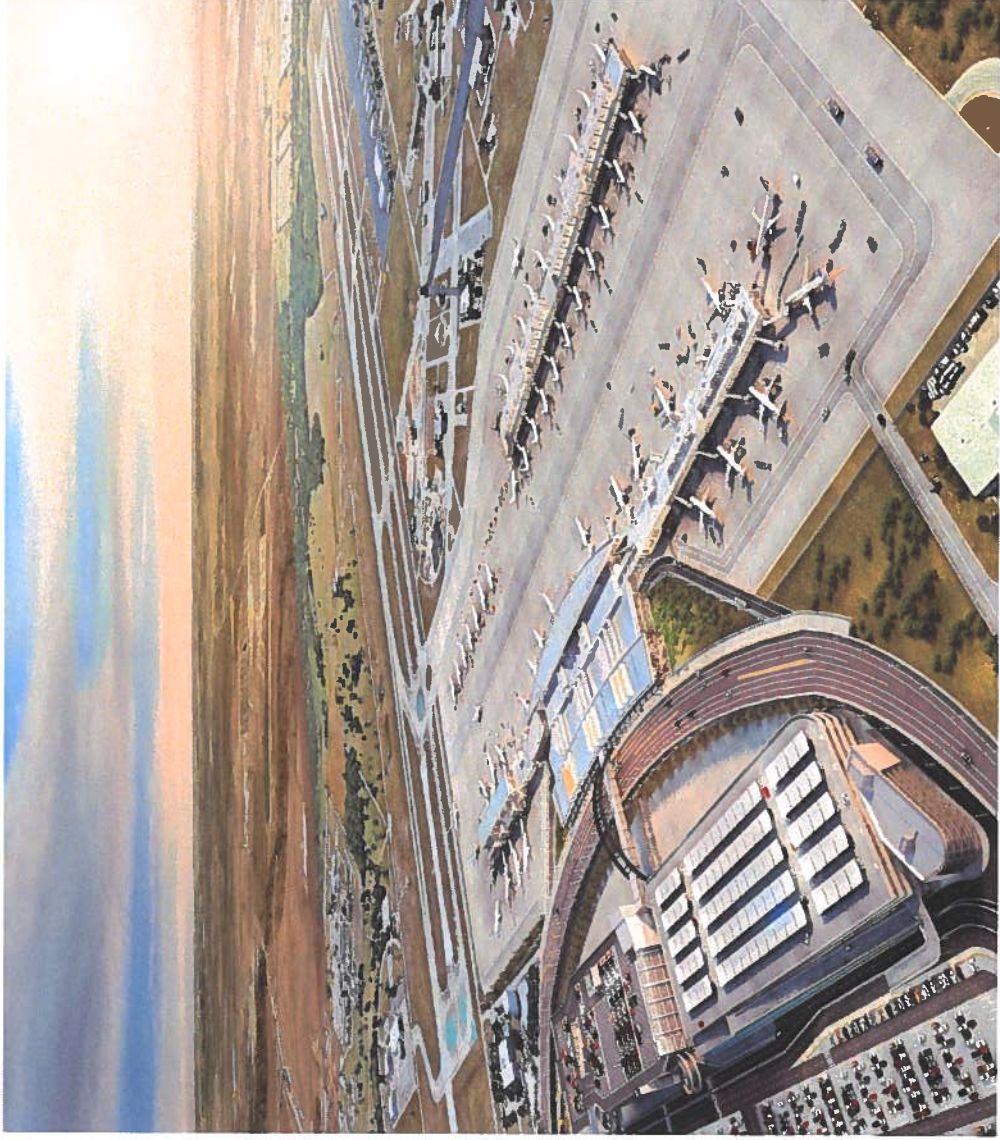
Expand Barbara Jordan Terminal

Expand the Terminal to provide

long-term passenger processing capacity

- Expand Barbara Jordan Terminal
- Landside roadway re-alignment and expansion
- Upgrade utility infrastructure

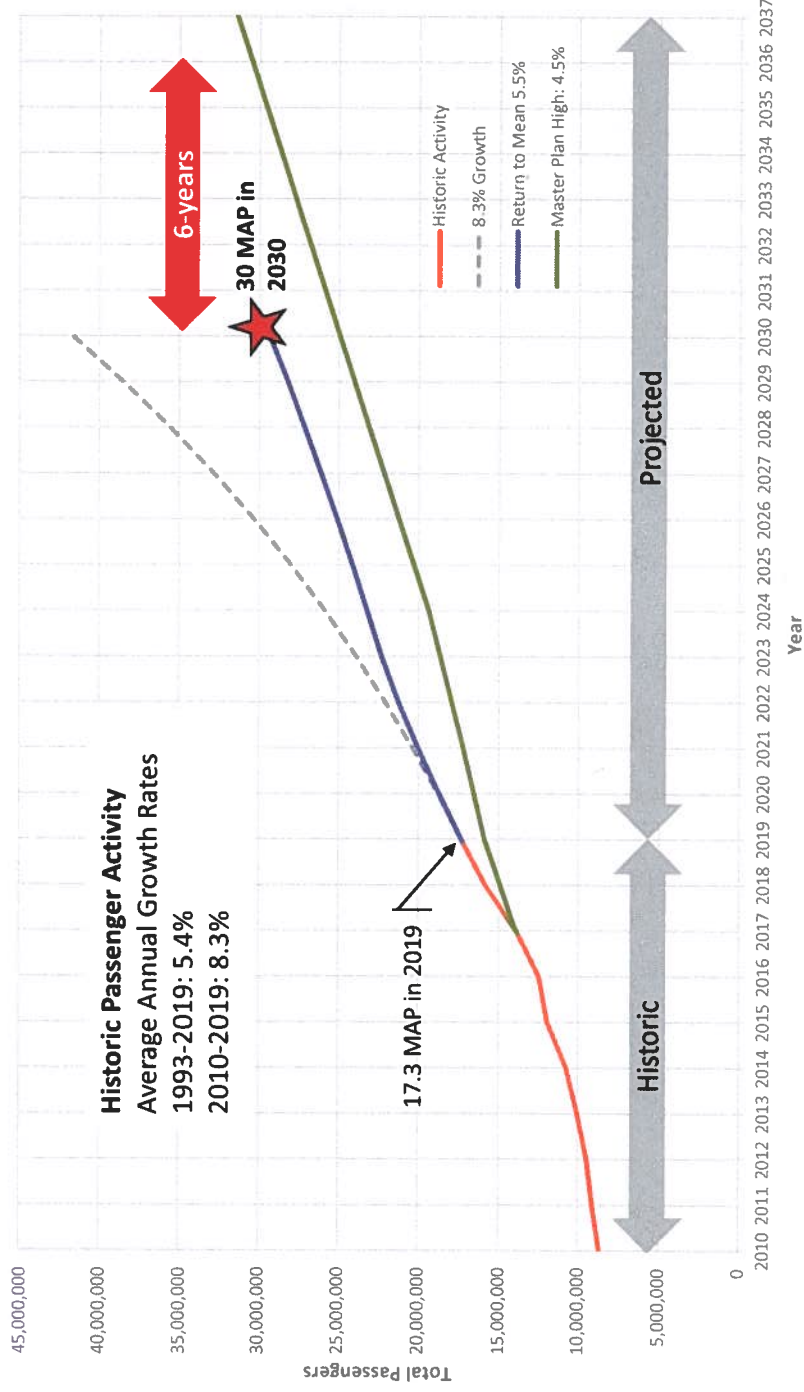
# BJT Expansion/Conversion – New Curb Rendering



Austin-Bergstrom  
International Airport

# AUS Passenger Activity (6-years ahead of Master Plan)

Airport Expansion Program



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Austin-Bergstrom International Airport  
Executive Program Management Services

PMG  
Paslay Management Group



# Terminal Expansion Concept

