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THE AIRPORT STRATEGY GROUP

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July 7, 1991

Mr. Bruce Boland
Deputy Chief Administrative Office
County of San Diego
1600 Pacific Highway, Room 215
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Dear Bruce:

Thank you for the business and for an enjoyable two day's work in San Diego. Reviewing the results, the following thoughts popped into mind which I pass on in case they are of help to you.

Creation of a new full service airport to serve the San Diego region will require three parallel lines of activity which clearly need to be coordinated.

1. Site selection

   The task is nearing technical completion by SANDAG.

2. Definition of an operating authority

   This authority should be structured to meet the needs of the San Diego region. The County's exploratory committee has been formed for this purpose.

   Inherent in this task is a financial feasibility study. Where will the revenue stream to sustain construction and operation of a new airport come from? What will be the future uses of Lindberg Field? Will it be left free to operate limited only by its natural restrictions, or will Lindberg operations be limited in some way in order to ensure a level of operation at the new facility?

3. Creation of a regional consensus to move the project foward.

   A political environment needs to be created in which positive decisions can be made. A "Task Force" could help achieve this goal.

   The political leadership will need support from a private sector task force embracing respected regional civic and business leadership.

Respected business leaders that support the overall economic development of the region should be approached to form this group. This Task Force would be a single-issue focus group. It will need to be visible and vocal. Its leaders should be willing to involve themselves in the public issue. Their role is to stake-out the high ground of the region's future quality of life and continued economic prosperity.

As a new group, the task force would carry no past baggage. As a single issue group it will have no conflicts with other issues, tasks, or past positions. This group also would provide an independent view by which the parochial concerns of various elements can be measured by the public, the press, and the region as a whole.

Please let me know if we can be of further assistance with tasks 2 and 3.

Yours sincerely,

Leo

Leo J. Schefer

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