



March 20, 2025

CALL AND NOTICE OF A SPECIAL MEETING OF THE  
FINANCE AND ADMINISTRATION COMMITTEE  
OF THE  
BURBANK GLENDALE-PASADENA AIRPORT AUTHORITY

NOTICE is hereby given that a special meeting of the Finance and Administration Committee will be held on Monday, March 24, 2025, at 9:00 a.m., in the Airport Skyroom of Hollywood Burbank Airport, 2627 N. Hollywood Way, Burbank, California 91505.

In addition to attending the meeting in person, members of the public may observe the meeting telephonically and may offer comment in real time through the following number:

Dial in: (978) 990-5000

Access Code: 880737#

Terri Williams, Board Secretary  
Burbank-Glendale-Pasadena Airport Authority

SPECIAL MEETING  
OF THE  
FINANCE AND ADMINISTRATION COMMITTEE

Airport Skyroom  
Monday, March 24, 2025  
9:00 a.m.

*The public comment period is the opportunity for members of the public to address the Committee on agenda items and on airport-related non-agenda matters that are within the Committee's subject matter jurisdiction. At the discretion of the presiding officer, public comment on an agenda item may be presented when that item is reached.*

*When in-person attendance or participation at meetings of the Committee is allowed, members of the public are requested to observe the following rules of decorum:*

- *Turn off cellular telephones and pagers.*
- *Refrain from disorderly or boisterous conduct, including loud, threatening, profane, or abusive language, clapping, whistling, stamping, or other acts that disrupt or otherwise render unfeasible the orderly conduct of the meeting.*
- *If you desire to address the Committee during the public comment period, fill out a speaker request card and present it to the Board Secretary.*
- *Confine remarks to agenda items or to airport-related non-agenda matters that are within the Committee's subject matter jurisdiction.*
- *Limit comments to three minutes or to such other period of time as may be specified by the presiding officer.*



*The following activities are prohibited:*

- *Allocation of speaker time to another person.*
- *Video presentations requiring use of Authority equipment.*



*Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the Authority to the Committee less than 72 hours prior to that meeting are available for public inspection at Hollywood Burbank Airport (2627 N. Hollywood Way, Burbank) in the administrative office during normal business hours.*



*In accordance with the Americans with Disabilities Act of 1990, if you require a disability-related modification or accommodation to attend or participate in this meeting, including auxiliary aids or services, please call the Board Secretary at (818) 840-8840 at least 48 hours prior to the meeting.*

## AGENDA

Monday, March 24, 2025

1. Roll Call
2. Approval of Agenda
3. Public Comment
4. Items for Discussion
  - a. FY 2026 Budget Development

***No staff report attached. Staff will discuss the proposed FY 2026 staffing program and additional position recommendations.***

5. Adjournment



**FY 2025/2026 (“FY 2026”) Budget Development  
Proposed Personnel Staffing and Compensation Program, Including  
Additional Position Recommendations**

Presented to  
Finance and Administration Committee  
March 24, 2025

Presented by  
Kathy David, Senior Deputy Executive Director

# Proposed FY 2026 Staffing Program

## Introduction and Highlights

- ❑ FY 2026 represents a pivotal, challenging time for the Airport as the Replacement Passenger Terminal construction efforts robustly continue to be on schedule towards full completion, with operations transferred for an opening in October 2026. Temporary Certificate of Occupancy (TCO) of the replacement facility is anticipated in May 2026.
- ❑ During FY 2026, the accomplishment of significant transitional preparations as well as phasing from the existing terminal operations will be required. Preparation of transition to the new facilities involves a thoughtful evaluation of potential staff requirements.
- ❑ Working in conjunction with the ORAT team, several staffing recommendations are included for FY 2026. The ORAT team advises a moderate approach to initially engage staffing. Once new facilities are operational, staffing needs and timing can be more clearly defined.
- ❑ The utilization of outside services where appropriate has been reviewed to assist in bridging the transition period between current operations and RPT preparations.

# Proposed FY 2026 Staffing Program

## Introduction and Highlights

- ❑ The FY 2026 budget process continues the Authority's practice to carefully review and evaluate all costs and staffing levels to meet safety, security and operational / regulatory requirements. As such, all staffing recommendations have been carefully vetted. A number of staffing requests have been deferred and may be presented in the future as operational requirements are further defined.
- ❑ Also, certain FY 2026 staffing recommendations pertain to non-RPT related activities such as the need to address a required tactical change in ARFF procedures, as well as organizational modifications to prepare for future staffing sustainability and succession.
- ❑ Departmental leadership personnel are in attendance to discuss with the Committee each of these FY 2026 recommendations.
- ❑ Summary data and historical headcount charts are included to assist in providing a framework. The Airport has historically operated on lean staffing levels.

# Proposed FY 2026 Staffing Program

## Introduction and Highlights

- ❑ In addition, recommendations include a 3% structural merit allowance for non-represented employees; a retention allowance (flat to last year: \$100K) and Authority support to subsidize increases in medical/dental benefits cost of all employees.
- ❑ Represented employee wages and benefits will be included as per the terms of the respective agreements. Below is the status of Airport union contracts:

Police Memorandum of Understanding (MOU):

Current agreement effective February 1, 2023 through June 30, 2026

ARFF Collective Bargaining Agreement (CBA):

Current agreement effective July 1, 2023 through June 30, 2026

Operations and Maintenance CBA:

Current agreement effective July 1, 2024 through June 30, 2027

# Proposed FY 2026 Staffing Program – Current Staffing

## Current Staffing as of March 2025

	<u>Command Staff</u>	<u>Full Time</u>	<u>FTE Job Share</u>	<u>FTE Total</u>
APD	4	23	8	35
ARFF	2	18	-	20
TBI (see below)	-	131	-	131
<b>Total:</b>	<b>6</b>	<b>172</b>	<b>8</b>	<b>186</b>

### TBI Breakdown:

Administration (*)	60
ICT	6
Operations	26
Maintenance	39
<b>Total:</b>	<b>131</b>

(\*) Includes Accounting, Air Service/Communications, Business/Properties, Gov't Affairs, Ground Access, HR, Noise/Environmental, Procurement, Security, Safety Management Systems, Planning & Engineering, Executive and other Administrative Staff.

In addition, there are two unfunded, authorized positions for a total TBI FTE personnel authorization of 133.



# Proposed FY 2026 Staffing Program

## Summary of Recommended FY 2026 Staffing Additions / Modifications

<u>Department</u>	<u>Additional FTE Positions</u>	<u>Justification</u>
<b>Public Safety</b>		
APD Police Officers <i>(to commence mid-FY 2026)</i>	4	To ensure adequate LEO staffing for current and future operations
ARFF Firefighters	3	To address required firefighting tactical procedure changes
Communications Center Dispatcher	1	Additional coverage to effectively dispatch operational / emergency calls
<b>Subtotal</b>	<u>8</u>	
<b>Maintenance</b>		
HVAC Technicians	2	To support RPT and transition in operations
<b>Subtotal</b>	<u>2</u>	
<b>Planning and Engineering</b>		
Principal Construction Inspector	1	To conduct necessary oversight over construction projects
Asset Management Administrator	1	To support establishment of Asset Management program activities
<b>Subtotal</b>	<u>2</u>	
<b>Total Recommended FY 2026 Staffing Additions</b>	<u>12</u>	

**\* Note:**

In addition to the above requested full time equivalent (FTE) staffing additions, it is recommended that appropriations be included to recruit for the Director, Business and Properties position (currently unfunded).

Also, requested is the promotion and title change of the current Airport Senior Planner to Manager, Planning and Asset Management.

# Proposed FY 2026 Staffing Program – Police Department

10-Year History: Police Personnel Positions			
FY	Total Authorized FTE Positions	Total Passengers	Added FTE Positions
2016	32	3,976,735	-
2017	32	4,396,230	-
2018	33	5,028,271	1
2019	34	5,493,990	1
2020	34	4,540,201	-
2021	34	1,758,771	-
2022	34	5,434,646	-
2023	34	5,973,893	-
2024	35	6,217,454	1
2025	35	6,475,000 est.	-

2 part time job share positions (1 FTE)  
1 full time sergeant position

Mid-year addition, Deputy Police Chief

**Total 10-year added FTE positions: 3**

**% increase in total passengers (10-year period): 63%**

<u>Department</u>	<u>Current Authorized FTE</u>
Command Staff	4
Sergeants	6
Police Officers	17
Police Officers - Job Share	8
<b>Total Current Authorized Positions</b>	<b><u>35</u></b>

# Proposed FY 2026 Staffing Program – Police Department

- Current Department: 35 FTE positions
- Recommendation: Mid-FY 2026 addition of 4 FTE Officers
- Justification Highlights:
  - Maintain 100% required staffing for compliance with the Airport Security Plan.
  - Shortage of staffing for roving patrols to respond to both terminals. The RPT will have a longer distance of coverage between gates. Additionally, the distance between the RPT and RITC will be tripled increasing response times.
  - Increasing passenger enplanements have increased call volumes.
    - Increasing unruly and aggressive behavior issues since 2020
  - Adequate police staffing is essential to the security and safety of both the passengers and the well-being of the Authority's uniformed law enforcement officers.

# Proposed FY 2026 Staffing Program – Current TBI Personnel

## TBI Personnel Headcount - as of March 2025

	<u># of Employees</u>	<u>% of Total</u>
<b><u>Represented</u></b>		
Operations and Maintenance	52	
ARFF Department	<u>18</u>	
<b><i>Total Represented:</i></b>	70	46%
<b><u>Non-Represented</u></b>		
TBI - Employees	79	
ARFF Department - Command Staff	<u>2</u>	
<b><i>Total Non-Represented:</i></b>	<u>81</u>	<u>54%</u>
<b>Total TBI Personnel:</b>	<u>151</u>	<u>100%</u>

\* In addition, there are 2 unfunded non-ARFF positions bringing the total authorized to 153.

## Proposed FY 2026 Staffing Program – ARFF Department

- Current Department: 20 FTE positions (15 Firefighters, 3 Captains, 2 Command Staff)
- 10-year history: one addition in FY 2017 of a Deputy Fire Chief, otherwise stable. Staffing is in line with the FAA Airport Index (Index C) requirements
  - Index level based on the maximum scheduled size of aircraft serving the Airport
  - BUR: Aircraft Design Group 3 (i.e. B737; A321)
- Recommendation: FY 2026 addition of 3 Firefighters (1 per shift)
- Justification Highlights:
  - Required change from AFFF (firefighting foam with PFAS) to 3F (Fluorine Free Foam) with reduced firefighting effectiveness. Requires constant monitoring and re-application due to reduced efficacy of the 3F Foam vs. AFFF.
    - Forces changes in ARFF tactical approach to firefighting any airfield incident
  - Additional staff on crew will provide two-person per vehicle response, one to drive/manage pump; second to monitor 3F effectiveness, direct re-application, and maintain constant communication among responding units, thereby improving response vehicle operator resource management.
  - Growing volume of medical calls associated with the increased passenger levels and changing demographics using the Airport; additional first on-site EMS personnel enhances success rate of medical outcomes.

## Proposed FY 2026 Staffing Program – TBI Personnel

- Current TBI non-ARFF Personnel: Total number of authorized positions is 133 (2 unfunded) with 52 represented under Operations and Maintenance CBA.
- 11-year staffing additions below:

<b>TBI Personnel Positions (without ARFF)</b>		
<b>FY</b>	<b>Total Authorized Positions</b>	<b>Added Positions</b>
2015	104	-
2016	106	2
2017	109	3
2018	112	3
2019	113	1
2020	116	3
2021	116	-
2022	117	1
2023	121	4
2024	125	4
2025	133	8

Included in these 29 staffing additions are:

- The establishment of an SMS department: 3
- Operations Specialist positions (gate scheduling): 4
- Additional ICT support (cybersecurity, etc.): 3

**Total 11-year added positions: 29**

# Proposed FY 2026 Staffing Program – Additions (TBI)

Proposed # of Additions: 5

- **Maintenance**

- HVAC Technicians (2)

- Currently staffed at two-persons. Insufficient to adequately maintain current operations while overseeing compliance of the new HVAC system in the RPT.
    - Requires RPT Day One operational expertise while shutting down and remediating current terminal HVAC for demolition.

- **Operations**

- Operations Communications Center Dispatcher (1)

- Airport Communications Center must operate on a 24 hours/7-day week schedule. Current staffing does not allow for dual console coverage to monitor security systems, cameras and manage responses to incidents during for the entire day and swing shift periods. Single staffing can and has caused delay in response times to security monitoring and managing incident responses with adequate information to first responders.
    - One additional dispatcher will provide the staffing for dual console coverage except for night shift.

- **Planning & Development**

- Principal Construction Inspector (1)

- New position to improve the on-site inspection of construction projects on the airfield, landside and tenant sponsored leasehold improvements.
    - Duties include physical inspections, maintaining auditable records, preparation of reports and progress payments and administration of contracts and permits.

- Asset Management Administrator (1)

- Support function for the deployment of new Asset Management program for the entire Airport which includes Airport Operations reports, maintenance work orders, tenant leases, facility information including pavement condition and merging the current Airport Geographic Information System (GIS).

# Proposed FY 2026 Staffing Program – Additions (TBI)

*(continued)*

## Appropriations for funding vacant position (1)

- **Business & Properties**
  - Funding of the current vacant Director position
    - Position was vacated during COVID. Coverage initially provided by the Deputy Executive Director.
    - With RPT, changes to Airline Leases, all current terminal leases; changes in concessions programs in size, volume and oversight require Director level to lead the department on all day-to-day tasks as well as manage the changes to the Authority's Risk Management and Property Insurance policies.
- **Position Changes**
  - Senior Planner appointment to Manager, Planning and Asset Management
    - Lead position to implement Asset Management program at BUR overseeing and maintaining a range of airport infrastructure. Includes airfield, runways, fuel facilities, tenant facilities. Information allows the optimization of assets including ground support equipment, fleet equipment, IT infrastructure which provides data to management for tracking of assets and resources to improve operational performance and safety.



# Summary of FY 2026 Staffing Program

## Proposed FY 2026 Staffing Program Recommendations:

- Include appropriations for proposed additional staffing positions:
  - Public Safety: 8
  - Facility Maintenance: 2
  - Facility Planning, Development and Oversight: 2
  - Business Development: 1 (funding of vacant position)
  - Facility Management Promotion: 1
- 3% structural merit allowance adjustment for non-represented employees.
- Include a retention allowance in the TBI personnel cost schedule to address succession planning objectives and market conditions / job duty modifications that may warrant wage adjustments (flat to last year - \$100K).

## Summary of FY 2026 Staffing Program (continued)

- Recommendation for Authority support to subsidize increases in medical / dental benefits cost for all employees.
- Represented employees budgeted to receive wage and benefit increases as per their respective contract agreements.

As the fiscal year and RPT project develop, staffing requirements and succession planning will be continually monitored and reported to the Committee as appropriate to evaluate any additional further recommendations.