



August 19, 2021

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

NOTICE is hereby given that a special meeting of the Burbank-Glendale-Pasadena Airport Authority will be held Monday, August 23, 2021, at 9:00 a.m., in the Airport Skyroom of Hollywood Burbank Airport, 2627 N. Hollywood Way, Burbank, California 91505.

Pursuant to Governor Newsom's Executive Order N-29-20, members of the Commission or staff may participate in this meeting via teleconference. In the interest of maintaining appropriate social distancing, members of the public may observe and participate in the meeting telephonically. For meeting efficiency, the public comment line will open at 8:30 a.m. to begin caller screening and placement into the queue through the following number:

(818) 862-3332

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

BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY

Special Meeting of Monday, August 23, 2021

Airport Skyroom

9:00 A.M.

*The public comment period is the opportunity for members of the public to address the Commission on agenda items. At the discretion of the presiding officer, public comment on an agenda item may be presented when that item is reached.*



*Members of the public are requested to observe the following decorum when attending or participating in meetings of the Commission:*

- *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 Commission during the public comment period, fill out a speaker request card and present it to the Board Secretary.*
- *Confine remarks to agenda items.*
- *Limit comments to five 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.*



*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.*

## A G E N D A

Monday, August 23, 2021

1. ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. APPROVAL OF AGENDA
4. PUBLIC COMMENT
5. ITEMS FOR COMMISSION DISCUSSION
  - a. Replacement Passenger Terminal Program  
Informational Workshop
6. EXECUTIVE DIRECTOR COMMENTS
7. COMMISSIONER COMMENTS  
(Other updates and information items, if any)
8. ADJOURNMENT

## COMMISSION NEWSLETTER

Monday, August 23, 2021

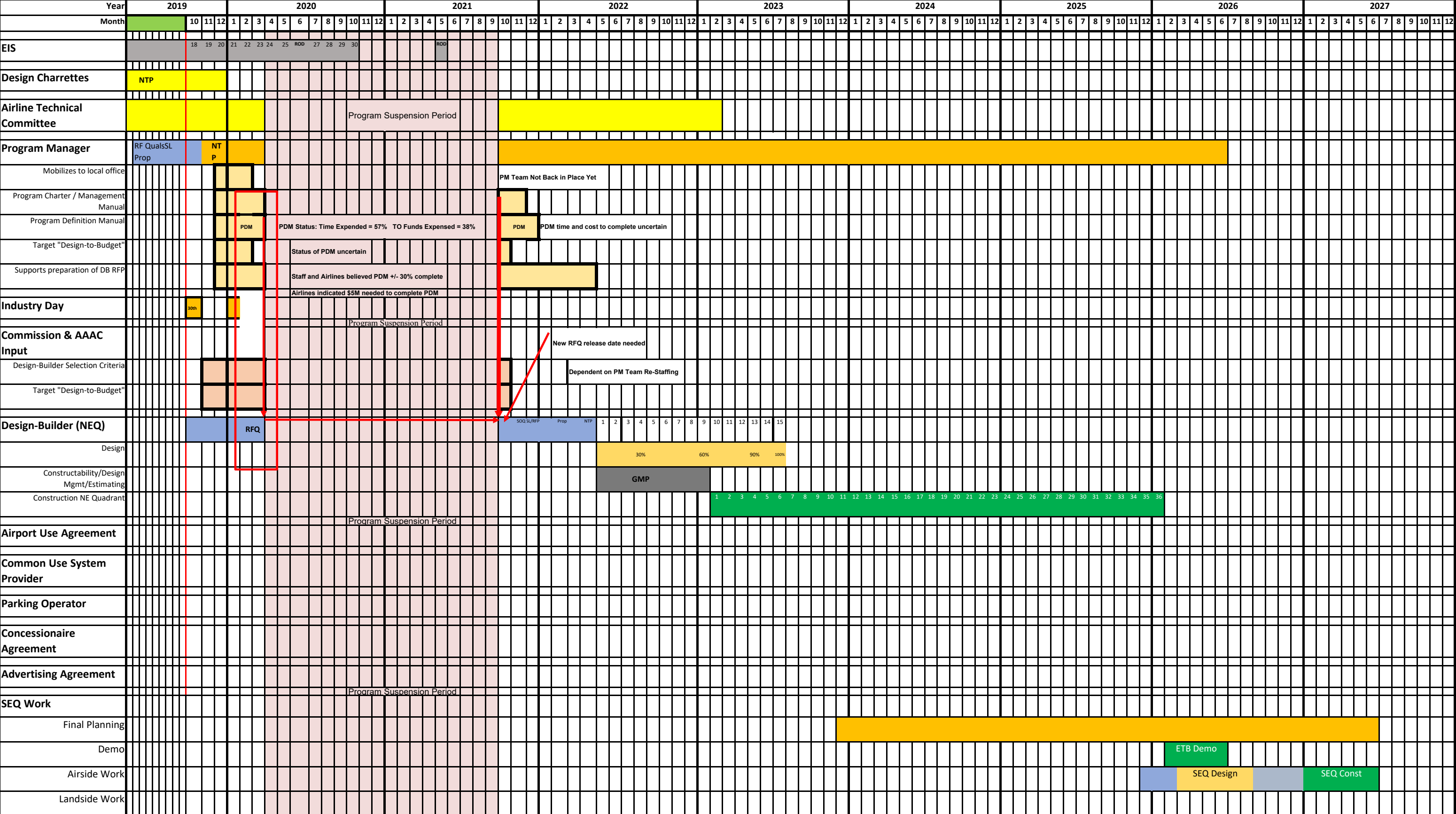
*[Regarding agenda items]*

### 5. ITEMS FOR COMMISSION DISCUSSION

- a. REPLACEMENT PASSENGER TERMINAL PROGRAM INFORMATIONAL WORKSHOP. No staff report attached. Staff will update the Commission on the status of the Replacement Passenger Terminal program and the restart plan.

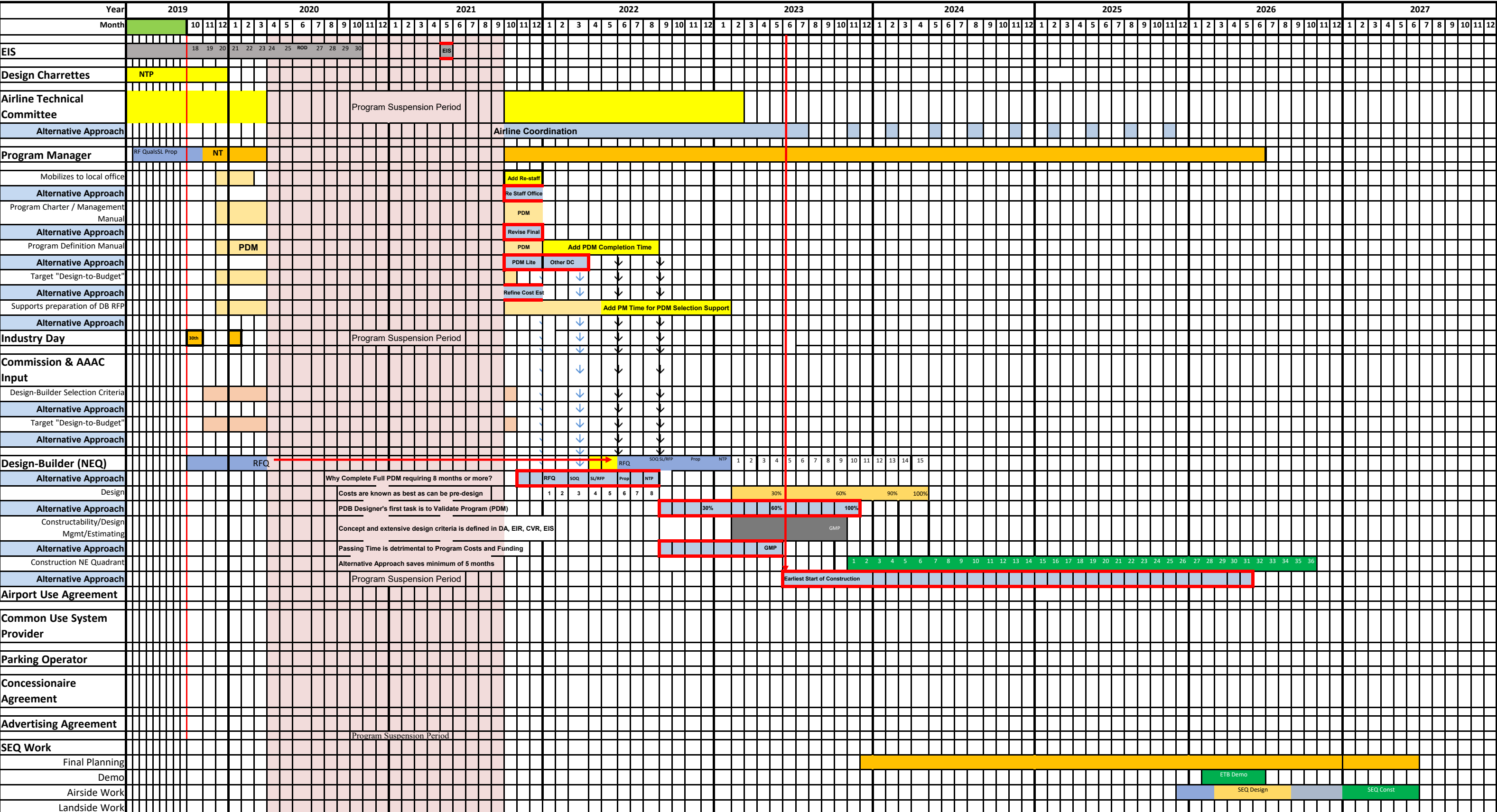
## Replacement Passenger Terminal Program - Timeline (Revised)

## Hollywood Burbank Airport



## Replacement Passenger Terminal Program; Alternative Approach Timeline

## Hollywood Burbank Airport





# **REPLACEMENT PASSENGER TERMINAL PROGRAM INFORMATIONAL WORKSHOP**

Presented to  
Burbank-Glendale-Pasadena Airport Authority

August 23, 2021

# Background

- Replacement Passenger Terminal (“RPT”) Program is a safety enhancement project consisting of four major components:
  - 14-Gate 355,000 sq. ft. RPT
  - Airside improvements (terminal apron, taxiway extensions)
  - Landside improvements (new access roadway, utilities, support facilities, parking structure)
  - Demolition of existing Terminal and Short-Term Parking Structure

# Background

- In November 2016, Burbank voters approved Measure B allowing the Authority to proceed with the RPT Program
- Parameters of the RPT Program are defined by:
  - Development Agreement (“DA”) with City of Burbank
    - ❑ DA allows RPT to be built on the Adjacent Property (preferred site) or in the Southwest Quadrant
    - ❑ DA included a 90-day post-election standstill period
  - Environmental Impact Report (“EIR”)
  - Environmental Impact Statement (“EIS”)

# Background

- Since the DA went into effect in February 2017, staff has undertaken the following activities:
  - Negotiated with Federal Aviation Administration (“FAA”) and obtained a Memorandum of Understanding for funding of the EIS
  - Completed a Concept Validation Report of the RPT on the Adjacent Property
  - Procured EIS Consultant under FAA regulations
  - Completed required Human Health Risk Assessment (Phase II) on the Adjacent Property
  - Completed six-month Public Charrettes process required by the DA

# Background

- Since the DA went into effect in February 2017, staff has undertaken the following activities: (*continued*)
  - Investigated and currently continue to search all possible sources of financing such as:
    - Airport Improvement Program (“AIP”) grants;
    - Passenger Facility Charge (“PFC”) funds;
    - Build America Bureau / Transportation Infrastructure Finance and Innovation Act (“TIFIA”) loans;
    - General Airport Revenue Bonds;
    - Authority cash contribution;
    - Potential funding from pending federal legislation
  - Obtained Commission approval of Progressive Design Build project delivery method in May 2019

# Background

- Since the DA went into effect in February 2017, staff has undertaken the following activities: *(continued)*
  - Obtained Commission approval of a Program Manager (“PM”) in November 2019
  - Conducted initial discussions with Airlines on Memorandum of Understanding for terms of replacement Airport Use Agreement
- RPT Program was placed on hold in March 2020 due to COVID-19 pandemic
- Discussions with Airlines restarted in January 2021
- FAA issued EIS and Record of Decision (“ROD”) in May 2021
- City of Los Angeles sued FAA and the Authority to challenge EIS/ROD and block the RPT Program in July 2021

# Preliminary Program Cost

Cost Estimate Based on AECOM/BUR Rev 5 05318\_2020 - V8 0302\_2021

|                          | Program Cost<br>(2020) | Program Cost <sup>1</sup><br>(2021) | POTENTIAL FUNDING SOURCES <sup>2</sup> |                |                |                |  |
|--------------------------|------------------------|-------------------------------------|--|----------------|----------------|----------------|--|
|                          |                        |                                     | AIP                                    | TIFIA/ RRIF    | Airport Fund   | GARB           |  |
| Northeast Quadrant (NEQ) |                        |                                     |  |                |                |                |  |
| Terminal                 | \$ 525,379,603         | \$ 546,394,787                      | \$ -                                   | \$ 15,094,345  | \$ 50,000,000  | \$ 481,300,442 |  |
| Parking                  | 249,642,782            | 259,628,493                         | -                                      | 199,543,676    | 50,000,000     | 10,084,817     |  |
| Roadways                 | 167,658,864            | 174,365,219                         | -                                      | 166,201,438    | -              | 8,163,781      |  |
| Apron                    | 64,740,711             | 67,330,339                          | 40,000,000                             | -              | -              | 27,330,339     |  |
| Support Facilities       | 15,098,664             | 15,702,611                          | -                                      | -              | -              | 15,702,611     |  |
| Southeast Quadrant (SEQ) |                        |                                     |  |                |                |                |  |
| Demolition               | 41,017,356             | 42,658,050                          | -                                      | -              | -              | 42,658,050     |  |
| Landside                 | 10,983,069             | 11,422,392                          | -                                      | -              | -              | 11,422,392     |  |
| Airside                  | 25,153,986             | 26,160,145                          | -                                      | -              | -              | 26,160,145     |  |
|                          | \$ 1,099,675,035       | \$ 1,143,662,036                    | \$ 40,000,000                          | \$ 380,839,459 | \$ 100,000,000 | \$ 622,822,577 |  |
|                          |                        | Percent of Total                    | 4%                                     | 33%            | 9%             | 54%            |  |

Note 1 - FY 2021 Program costs are escalated 4% for inflation

Note 2 - Potential additional sources of funds - pending Infrastructure legislation with funding for Airport Terminals

# Consultant Support Services

| Consultant                             | Responsibility                                      | Contract Type     | Expended            |                  | Budget<br>FY 2022 |
|--|---|-------------------|---------------------|------------------|-------------------|
|  |   |                   | FY 2020             | FY 2021          |                   |
| AECOM                                  | Program Management Services                         | Task Based        | \$ 1,844,895        | \$ -             | \$ -              |
| Georgino Development                   | Strategic Planning Services                         | Retainer          | 49,500              | -                | 36,000            |
| Woodward & Associates                  | Outreach and Support Services                       | Retainer          | 36,000              | 21,000           | 27,000            |
| Ricondo & Associates                   | Financial Feasibility Services                      | Time and Material | 217,533             | 6,056            | 90,000            |
| Public Resources Advisory Group        | Financial Feasibility Services                      | Time and Material | 22,937              | 6,419            | 75,000            |
| Conway Consulting                      | Technical Support and Airline Coordination Services | Time and Material | 243,750             | 22,755           | 50,000            |
| Airport & Aviation Professionals, Inc. | Technical Support and Airline Coordination Services | Time and Material | 46,659              | -                | 50,000            |
| <b>Totals</b>                          |   |                   | <b>\$ 2,461,274</b> | <b>\$ 56,230</b> | <b>\$ 328,000</b> |

# Program Manager

- Commission selected AECOM as the PM for the RPT Program in November 2019
- The Authority has a \$45M Task Order based contract with AECOM
- Each Task Order requires Commission approval
- Each Task Order defines specific services to be completed and the fee for such services

# Program Manager

- Commission approved four initial Task Orders in November 2019 totaling \$5,381,611 with durations ranging from 3 to 11 months
- A fifth Task Order was authorized in February 2020 in the amount of \$428,500 for PM Information System Software
- PM services were suspended March 26, 2020 due to COVID-19 pandemic
- PM expenditures up to the suspension date represents 32% of the authorized Task Order amounts

# Program Manager: Expenditures to Date

| Task Authorization |                                       | Approved Budget     | Invoiced To Suspension | Remaining Balance   | Budget Spent |
|--------------------|---------------------------------------|---------------------|------------------------|---------------------|--------------|
| TA 1.1             | Key Staffing                          | \$ 2,543,246        | \$ 807,105             | \$ 1,736,141        | 32%          |
| TA 1.2             | Refine Cost Model                     | 220,801             | 107,164                | 113,637             | 49%          |
| TA 1.3             | Project Controls Optimization         | 132,571             | 27,181                 | 105,390             | 21%          |
| TA 2.0             | Program Definition Manual             | 1,674,978           | 633,261                | 1,041,717           | 38%          |
| TA 3.0             | Charter and Program Management Manual | 475,161             | 154,027                | 321,134             | 32%          |
| TA 4.0             | PDB Procurement Support               | 334,854             | 116,157                | 218,697             | 35%          |
| TA 5.0             | PM Information System Software        | 428,500             | -                      | 428,500             | 0%           |
| <b>Totals</b>      |                                       | <b>\$ 5,810,111</b> | <b>\$ 1,844,895</b>    | <b>\$ 3,965,216</b> | <b>32%</b>   |

# RPT Program Restart Objective

- Restart objective is completion of RPT Program on the Adjacent Property at the earliest possible time
- Restart objective requires:
  - Commission concurrence for restart approach
  - Airline concurrence for restart approach
  - Reengagement of PM
- Staff seeks to establish a restart approach that is:
  - Consistent with the RPT Program objective and financial requirements
  - Consistent with parameters specified in the DA, EIR, and EIS

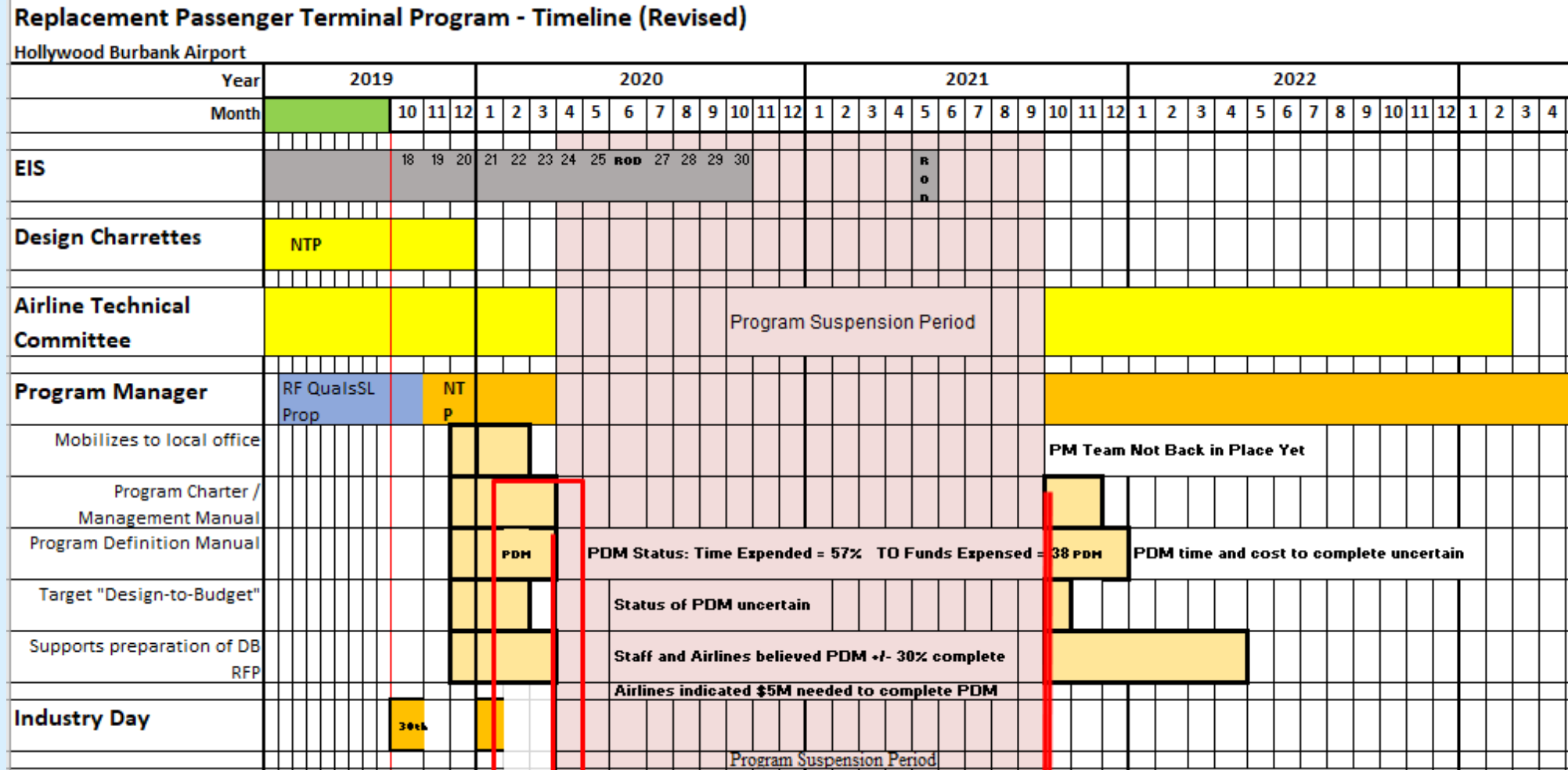
# Restarting the RPT Program

- In alignment with goal to complete the RPT Program at the earliest possible date an Alternative Approach has been developed to mitigate the time lost due to the COVID-19 pandemic
- In lieu of restarting the Program Definition Manual (“PDM”) from where effort was suspended in March 2020, the Alternative Approach introduces a “PDM Lite” concept that does not compromise the essential elements of a PDM but facilitates the process of initiating the design process

# Restarting the RPT Program

- The PDM Lite is a more limited program definition manual that defines the essential requirements of the RPT Program components consistent with the DA, EIR, and EIS
- PDM Lite will maintain stakeholder input (i.e. Authority, Airlines, and Community from the Public Charrettes)
- The PDM Lite will be used by the Progressive Design Builder (“PDB”) to facilitate design of all RPT Program components

# Program Timeline (Revised)



Source: Annotated November 4, 2019 with Suspension Period

- Burbank-Glendale-Pasadena Airport Authority -

## Alternative Approach – Timeline

[illegible]

Source: Annotated November 4, 2019 with Suspension Period and Alternative Approach Overlay with added PM Team Time

# Alternative Approach – Timeline

| <b>Milestone<sup>1</sup></b> | <b>Original Schedule<br/>November 4, 2019<br/>Pre-COVID</b> | <b>Program Timeline<br/>(Revised)</b> | <b>Alternative Approach</b> |
|------------------------------|---|---------------------------------------|-----------------------------|
| PDB Selection                | October 2020  | January 2023                          | August 2022                 |
| Design Start                 | November 2020   | February 2023                         | September 2022              |
| Guaranteed<br>Maximum Price  | July 2021   | October 2023                          | May 2023                    |
| Construction Start           | August 2021   | November 2023                         | June 2023                   |
| RPT Occupancy                | July 2024   | October 2025                          | May 2025                    |
|                              |   |                                       |                             |

Note 1 – Does not include terminal demolition and taxiway extension

Source: Annotated November 4, 2019 with Suspension Period and Alternative Approach Overlay with added PM Team Time

# Airline Coordination

- A Letter of Support from the Chair of the Airline Airport Affairs Committee (“AAAC”) was received that states the Airlines are in agreement with the Alternative Approach and restarting the RPT Program
- AAAC promises to:
  - Process the Airport Use Agreement Amendment as quickly as possible
  - Reconvene the AAAC Technical Committee
  - Actively participate in the design and development process in a timely manner

# Alternative Approach – Next Steps/Goals

- Restart AAAC Technical Committee
  - Reengage PM (AECOM) under previously approved Task Orders to support Alternative Approach:
    - Unfinished tasks include:
      - ☐ RFQ development and PDB Selection Support
      - ☐ Finalize Program Charter and Program Management Manual
      - ☐ Refine Cost Estimate
      - ☐ Develop specific design criteria
- These tasks will be completed with unused approved budgets. No previously approved funding to be deleted from PM but funds may be reallocated among authorized Task Orders
- Any additional funds that may be needed will be subject to Commission approval

# Alternative Approach – Next Steps/Goals

- With Commission approval of Alternative Approach, PM will be given authorization to reengage
- Completion of documents (PDM Lite, Program Charter, Program Management Manual, and Request for Qualifications (“RFQ”) for a PDB)
  - Ensure Commission goals are included, (i.e. environmental sustainability, user convenience, and community input)
- Creation of Program Dashboard
- Creation of video depiction of the RPT Program components
- Goal is to issue RFQ for a PDB in early first quarter 2022

## Alternative Approach – Next Steps/Goals

- PDB short list to be “qualifications” based and to comply with federal and financial institution requirements
- Expect PDB selection and initiation of contract negotiations summer 2022
- Expect Commission PDB contract approval and notice to proceed by end of third quarter 2022
- Work toward reaching Guaranteed Maximum Price (at 60% design level) where PDB will commit to cost of RTP Program to complete Northeast Quadrant Construction

## Alternative Approach – Next Steps/Goals

- Throughout the technical progress of developing the RPT Program, staff will continue to work on the Plan of Finance which may include interim financing to fund the PM and PDB services from restart to Guaranteed Maximum Price
  - Interim financing requirement may be as early as May 2022
- An accepted Guaranteed Maximum Price will provide the basis to proceed with construction financing of the RPT Program

# Conclusion

Alternative Approach was developed to focus restart efforts with goal to complete the safety enhancement associated with the RPT Program at the earliest feasible date prior to the LA Olympics 2028.