



December 29, 2022

CALL AND NOTICE OF THE REGULAR MEETING OF THE
EXECUTIVE COMMITTEE
OF THE
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY

NOTICE is hereby given that the regular meeting of the Executive Committee will be held Wednesday, January 4, 2023, at 9:00 a.m., in the Burbank Room of Hollywood Burbank Airport, 2627 N. Hollywood Way, Burbank, California 91505.

Pursuant to Government Code Section 54953(e), members of the Committee may participate in this meeting via teleconference. In the interest of maintaining appropriate social distancing, a physical location is not being provided for the public to attend or comment. Members of the public may observe the meeting telephonically and may offer comment in real time through the following number:

(701) 802-5334
Access Code: 2451017#

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

REGULAR MEETING
OF THE
EXECUTIVE COMMITTEE
Burbank Room
Wednesday, January 4, 2023
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 Commission 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 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.*



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.

A G E N D A

Wednesday, January 4, 2023

1. Roll Call
2. Approval of Agenda
3. Public Comment
4. Approval of Minutes
 - a. December 7, 2022 **[See page 1]**
5. Items for Approval
 - a. Agenda Items Protocol **[See page 4]**

Staff seeks an Executive Committee recommendation to the Commission for adoption of an updated Resolution No. 496, as Exhibit 1, to establish an agenda item protocol for items submitted to the Commission or a Committee.

6. Items for Discussion
 - a. Options for Public Comment Participation
No staff report attached. Authority General Counsel will advise the Committee of options for public comment participation in Commission and Committee meetings going forward.
 - b. Replacement Passenger Terminal ("RPT") Project Decision Matrix
No staff report attached. Continuing from previous discussions with the Committee, the Replacement Passenger Terminal Program Manager, Jacobs Project Management Inc, will be providing additional information and suggestions to the Committee regarding the decision matrix to support the RPT project.

7. Items for Information
 - a. Committee Pending Items **[See page 10]**
8. Closed Session
 - a. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
(California Government Code Section 54956.9(d)(1))
Name of Case: City of Los Angeles v. FAA et al. (Case No. 21-71170)

9. Adjournment

**MINUTES OF THE REGULAR MEETING OF THE
EXECUTIVE COMMITTEE
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY**

WEDNESDAY, DECEMBER 7, 2022

A regular meeting of the Executive Committee was called to order on this date in the Burbank Room, 2627 N. Hollywood Way, Burbank, California, at 9:01 a.m., by Commissioner Gabel-Luddy.

1. ROLL CALL

Present:	Commissioners Gabel-Luddy (via teleconference) Najarian (via teleconference) and Williams (via teleconference)
Absent:	None
Also Present:	Staff: Frank Miller, Executive Director; John Hatanaka, Senior Deputy Executive Director; Patrick Lammerding, Deputy Executive Director, Planning and Development; Kathy David, Deputy Executive Director, Finance and Administration Rebekah Gladson, Principle, XI-3 Corporation (via teleconference), Roger Johnson, Senior Program Manager, Jacobs Project Management Co. Authority Counsel: Terence Boga, Esq., Richards, Watson & Gershon; Tom Ryan, Esq., McDermott, Will & Emery

2. Approval of Agenda

Motion	Commissioner Najarian (via teleconference) moved approval; seconded by Commissioner Williams (via teleconference).
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Motion Approved	A voice vote was taken to accommodate those participating via teleconference. The motion was approved (3–0).
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3. Public Comment

There were no public comments.

4. Approval of Minutes

a. November 2, 2022

Commissioner Najarian (via teleconference) moved approval of the minutes of the November 2, 2022 meeting, seconded by Commissioner Williams (via teleconference). There being no objection, a voice vote was taken to accommodate the Commissioners participating via teleconference.

The motion was approved (3–0).

7. Closed Session

Due to time constraints, Staff requested that the Closed Session Item 7.a. be taken out of order and presented after Item 4.a. The meeting convened to Closed Session at 9:04 a.m.

a. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION (California Government Code Section 54956.9(d)(1))

Name of Case: City of Los Angeles v. FAA et al. (Case No. 21-71170)

The meeting reconvened to open session at 9:13 a.m. with Commissioners Gabel-Luddy, Williams, and Najarian all present (via teleconference). No reportable action was taken.

5. Items for Approval

a. Award of Professional Services Agreement Bond and Disclosure Counsel Services Replacement Passenger Terminal Project

Staff sought an Executive Committee recommendation to the Commission to award a Professional Services Agreement to Orrick Herrington Sutcliffe LP to provide Bond and Disclosure Counsel services in support of the financing program for the development of the Replacement Passenger Terminal project at Hollywood Burbank Airport.

Motion

Commissioner Najarian (via teleconference) moved approval; seconded by Commissioner Williams (via teleconference).

Motion Approved

A voice vote was taken to accommodate those participating via teleconference. The motion was approved (3–0).

b. Award of Replacement Passenger Terminal Design-Build Agreement Implementing a Project Studied in a Previously Certified Environment Impact Report

Staff sought an Executive Committee recommendation to the Commission to (i) award a Design-Build Agreement to Holder, Pankow, TEC, Joint Venture (“HPTJV”) for the Replacement Passenger Terminal Project pursuant to a previously certified Environmental Impact Report; (ii) authorize initial funding of \$55,000,000 and (iii) authorize the issuance of a Notice to Proceed. HPTJV is comprised of Holder Construction Group, LLC, Charles Pankow Builders, Ltd., and TEC Management Consultants, Inc. d.b.a. TEC Constructors & Engineers.

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|---|---|
| Motion | Commissioner Najarian (via teleconference) moved approval; seconded by Commissioner Williams (via teleconference). |
| Motion Approved | A voice vote was taken to accommodate those participating via teleconference. The motion was approved (3–0). |
| c. Replacement Passenger Terminal Program Manager - Jacobs Project Management Company Task Order Authorization | Staff sought an Executive Committee recommendation to the Commission for approval of Task Order #3 in the amount of \$10,438,765 with Jacobs Project Management Co. for program management services for the Replacement Passenger Terminal project. |
| Motion | Commissioner Williams (via teleconference) moved approval; seconded by Commissioner Najarian (via teleconference). |
| Motion Approved | A voice vote was taken to accommodate those participating via teleconference. The motion was approved (3–0). |
| 6. Items for Information | |
| a. Committee Pending Items | Staff informed the Committee of future pending items that will come to the Committee for review. |
| 8. Adjournment | |
| | There being no further business, the meeting was adjourned at 10:04 a.m. |

**STAFF REPORT PRESENTED TO THE
EXECUTIVE COMMITTEE
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY
JANUARY 4, 2023**

AGENDA ITEM PROTOCOL

Presented by Terence Boga
Authority General Counsel

SUMMARY

Staff seeks an Executive Committee recommendation to the Commission for adoption of an updated Resolution No. 496, copy attached as Exhibit 1, to establish an agenda item protocol for items submitted to the Commission or a Committee.

BACKGROUND

At its meetings held on November 21 and December 19, 2022, the Commission considered drafts of an agenda item protocol, set forth in a proposed Resolution No. 496, for items submitted to the Commission or a Committee. The protocol would memorialize the following: (i) the Executive Director's longstanding responsibility for managing meeting agendas; and (ii) the process by which Commissioners may have items placed on either a Commission or a Committee meeting agenda.

UPDATED RESOLUTION

Proposed Resolution No. 496 has been further updated in response to Commissioner comments made at the December 19th Commission meeting. A redline showing the changes from the prior draft is attached as Exhibit 2. The changes include insertion of new section headings to assist readers and deletion of superfluous text that might be misconstrued. Additionally, text has been inserted to create a separate process for Committee members to have items placed on their Committee's meeting agenda. As now written, the resolution would establish the following processes:

Commission Agenda Item Process

Step One: A Commissioner makes an agenda item request at a Commission meeting during the Commissioner Comments portion of the meeting. If two other Commissioners express support, then the request will be agendized for a preliminary discussion at the next Commission meeting.

Committee Agenda Item Process

Step One: A Committee member makes an agenda item request at a Committee meeting during the Commissioner Comments portion of the meeting (this will portion will be added to Committee agendas going forward). The request will be agendized for a preliminary discussion at the next Committee meeting.

Step Two: At the preliminary discussion, the Executive Director shall present relevant factors for the Commission's consideration including staff workload and impact on existing and potential litigation. The Commission shall then deliberate and take one of the following actions: instruct the Executive Director to agendize the item for a future Commission meeting; defer the request for a determination at a later date; or table the request (i.e., determine that the item shall not be agendized for a future Commission meeting).

Step Two: At the preliminary discussion, the Executive Director shall present relevant factors for the Committee's consideration including staff workload and impact on existing and potential litigation. The Committee shall then deliberate and take one of the following actions: instruct the Executive Director to agendize the item for a future Committee meeting; defer the request for a determination at a later date; or table the request (i.e., determine that the item shall not be agendized for a future Committee meeting).

Commission Review: If the Committee determines that the item shall be agendized for a future Committee meeting and the Executive Director has significant concerns about that instruction, then the Executive Director may submit the agenda item request to the Commission for a final decision at the next Commission meeting. The Executive Director shall present relevant factors for the Commission's consideration including staff workload and impact on existing and potential litigation. The Commission shall then deliberate and either uphold or overturn the Committee's instruction to agendize the item for a future Committee meeting.

STAFF RECOMMENDATION

Staff recommends that the Executive Committee recommend to the Commission adoption of the new version of proposed Resolution No. 496 to establish an agenda item protocol.

Attachments:

- Exhibit 1: Proposed Resolution No. 496
- Exhibit 2: Redline

RESOLUTION NO. 496

A RESOLUTION OF THE BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY COMMISSION ESTABLISHING AN AGENDA ITEM PROTOCOL

The Burbank-Glendale-Pasadena Airport Authority Commission finds, resolves and determines as follows:

Section 1. General Guidelines.

A. The Executive Director shall have primary responsibility for agendizing items for Commission and Committee meetings. Items submitted to the Commission with a Committee recommendation shall be placed on the consent calendar unless contrary direction is given by the Committee or a contrary determination is made by the Executive Director. Agenda items shall be scheduled in a manner that promotes meeting efficiency and respects the time constraints of Commissioners.

B. The Executive Director shall consult with the President regarding Commission agenda item matters as necessary. The Executive Director shall consult with the Committee chairperson regarding that Committee's agenda item matters as necessary.

Section 2. Commission Agenda Item Protocol.

A. Commissioners shall not unilaterally ask or instruct the Executive Director or other staff to agendize an item for a Commission meeting. Any Commissioner who desires to have an item agendized for Commission consideration shall make a request at a Commission meeting during the Commissioner Comments portion of the meeting. If two other Commissioners express support for the request, then the request (not the actual item) shall be agendized for the next Commission meeting for a preliminary discussion.

B. At the preliminary discussion, the Executive Director shall present relevant factors for the Commission's consideration including staff workload and impact on existing and potential litigation. The Commission shall then deliberate and take one of the following actions: instruct the Executive Director to agendize the item for a future Commission meeting; defer the request for a determination at a later date; or table the request (i.e., determine that the item shall not be agendized for a future Commission meeting).

Section 3. Committee Agenda Item Protocol.

A. Committee members shall not unilaterally ask or instruct the Executive Director or other staff to agendize an item for a Committee meeting. Any Committee member who desires to have an item agendized for that Committee's consideration shall make a request at a Committee meeting during the Commissioner Comments portion of the meeting. The request (not the actual item) shall be agendized for the next Committee meeting for a preliminary discussion.

B. At the preliminary discussion, the Executive Director shall present relevant factors for the Committee's consideration including staff workload and impact on existing and potential litigation. The Committee shall then deliberate and take one of the following actions: instruct the Executive Director to agendize the item for a future Committee meeting; defer the request for a determination at a later date; or table the request (i.e., determine that the item shall not be agendized for a future Committee meeting).

C. If the Committee determines that the item shall be agendized for a future Committee meeting and the Executive Director has significant concerns about that instruction, then the Executive Director may submit the agenda item request to the Commission for a final decision at the next Commission meeting. The Executive Director shall present relevant factors for the Commission's consideration including staff workload and impact on existing and potential litigation. The Commission shall then deliberate and either uphold or overturn the Committee's instruction to agendize the item for a future Committee meeting.

Section 2. Effective Date. This Resolution shall be effective upon adoption.

Adopted this ___ day of January, 2023.

Emily Gabel-Luddy, President

Attest:

Ara Najarian, Secretary

RESOLUTION NO. 496

A RESOLUTION OF THE BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY COMMISSION ESTABLISHING AN AGENDA ITEM PROTOCOL

The Burbank-Glendale-Pasadena Airport Authority Commission finds, resolves and determines as follows:

Section 1. ~~Agenda Item Protocol~~General Guidelines.

A. The Executive Director shall have primary responsibility for agendizing items for Commission and Committee meetings. Items submitted to the Commission with a Committee recommendation shall be placed on the consent calendar unless contrary direction is given by the Committee or a contrary determination is made by the Executive Director. Agenda items shall be scheduled in a manner that promotes meeting efficiency and respects the time constraints of Commissioners ~~who also serve on a City Council or otherwise have a competing demand for their engagement.~~

B. The Executive Director shall consult with the President regarding Commission agenda item matters as necessary. The Executive Director shall consult with the Committee chairperson regarding that Committee's agenda item matters as necessary.

Section 2. ~~Commission Agenda Item Protocol.~~

A. Commissioners shall not unilaterally ask or instruct the Executive Director or other staff to agendize an item for a Commission ~~or Committee~~ meeting. Any Commissioner who desires to have an item agendized for Commission ~~or Committee~~ consideration shall make a request at a Commission meeting during the Commissioner Comments portion of the meeting. If two other Commissioners express support for the request, then the request (not the actual item) shall be agendized for the next Commission meeting for a preliminary discussion.

A.B. At the preliminary discussion, the Executive Director shall present relevant factors for the Commission's consideration including staff workload and impact on existing and potential litigation. The Commission shall then deliberate and take one of the following actions: instruct the Executive Director to agendize the item for a future Commission ~~or Committee~~ meeting; defer the request for a determination at a later date; or table the request (i.e., determine that the item shall not be agendized for a future Commission ~~or Committee~~ meeting).

Section 3. ~~Committee Agenda Item Protocol.~~

A. ~~Committee members shall not unilaterally ask or instruct the Executive Director or other staff to agendize an item for a Committee meeting. Any Committee member who desires to have an item agendized for that Committee's consideration shall make a request at a Committee meeting during the Commissioner Comments portion of the meeting. The~~

request (not the actual item) shall be agendized for the next Committee meeting for a preliminary discussion.

B. At the preliminary discussion, the Executive Director shall present relevant factors for the Committee's consideration including staff workload and impact on existing and potential litigation. The Committee shall then deliberate and take one of the following actions: instruct the Executive Director to agendize the item for a future Committee meeting; defer the request for a determination at a later date; or table the request (i.e., determine that the item shall not be agendized for a future Committee meeting).

C. If the Committee determines that the item shall be agendized for a future Committee meeting and the Executive Director has significant concerns about that instruction, then the Executive Director may submit the agenda item request to the Commission for a final decision at the next Commission meeting. The Executive Director shall present relevant factors for the Commission's consideration including staff workload and impact on existing and potential litigation. The Commission shall then deliberate and either uphold or overturn the Committee's instruction to agendize the item for a future Committee meeting.

Section 2. Effective Date. This Resolution shall be effective upon adoption.

Adopted this ___ day of ~~December, 2022~~January, 2023.

Emily Gabel-Luddy, President

Attest:

Ara Najarian, Secretary

**BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY
EXECUTIVE COMMITTEE
JANUARY 4, 2023**

COMMITTEE PENDING ITEMS

Future

1. Replacement Passenger Terminal Coordination with the City of Burbank
2. Minimum Wage Discussion – Service Providers

ELEVATE BUR

GET READY FOR AN UPGRADE



HOLLYWOOD BURBANK AIRPORT
REPLACEMENT PASSENGER TERMINAL PROJECT

PROJECT CHARTER

Revision Log

Version	Date	Name	Description
1	TBD	Initial Issue	

1. Project Overview

1.1 Project Background

The Hollywood Burbank Airport (BUR) is a medium hub airport located approximately 12 miles north of Downtown Los Angeles, serving the greater Los Angeles metropolitan area. The Airport is the closest metro L.A. area airport to the majority of L.A.'s most popular tourist destinations, as well as attractions in Burbank and nearby Glendale and Pasadena. In 2019, the Airport served 5.26 million passengers, up from 4.7 million passengers in 2018. In 2021, the Airport served 3.7 million passengers. The Airport offers daily flights from nine commercial airlines: Southwest, United, Delta, Alaska, American, JetBlue, Spirit, Frontier, and Avelo. The Airport also has two fixed-base operators, Million Air - Burbank and Atlantic Aviation.

For the communities it serves, Hollywood Burbank Airport has been and remains defined by its ease of access, freedom from congestion, and passenger convenience. The existing facility, with the central portion of the current terminal built in 1930 and still in operation, does not meet current building standards nor the design standards of a modern airport terminal.

The existing passenger terminal building consists of 14 common use aircraft gates and limited passenger amenities in a 232,000 square foot building. The terminal does not meet current FAA standards for lateral separation from the adjacent runways. Correction of this situation requires the existing passenger terminal building be replaced and demolished thereby creating the opportunity to correct the airfield safety standard noncompliance issues and the functional deficiencies associated with the terminal relative to more modern airport terminal facilities. Meeting current FAA runway safety standards is the key motivation for the Authority.

A Replacement Passenger Terminal (RPT) with 14 common use aircraft gates in a 355,000 square foot building, together with the associated support components such as roadways, parking structure, and other support facilities, has been defined programmatically and has been environmentally reviewed pursuant to the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA).

1.2 Project Scope

The Replacement Passenger Terminal (RPT) Project includes a new passenger terminal with 14 common use aircraft gates in a 355,000 square foot building, together with the associated support components such as roadways, parking structure, and other support facilities.

The RPT Project is spread across two main areas of work: the NEQ, which will be constructed and put into operation first, and the SEQ. These main areas include the following components

Northeast Quadrant (NEQ)

- *Replacement Passenger Terminal*: Newly constructed 14-gate passenger terminal with a maximum area of 355,000 SF
- *Roadways*: Newly constructed airport public roads to include a primary Entrance Roadway, Loop Road, Recirculation Road and a secondary access roadway as well as airport service vehicle roadways, dedicated facility access roadways, and offsite street improvements
- *Parking*: New public and employee parking facilities
- *Apron*: New aircraft apron pavement with associated pushback zone meeting FAA Standards
- *Support Facilities*: Newly constructed facilities to replace existing Airline Cargo and Ground Service Equipment (GSE)/Terminal Maintenance
- *Service Facilities*: a new ARFF facility and new EOC (not in initial DB's scope)

Southeast Quadrant (SEQ)

- *Demolition of Existing Terminal and Parking Structure*: Demolition of the 232,000 SF terminal structure and the adjacent parking structure
- *Demolition of Airline Cargo Building*: Demolition of the Airline Cargo building as well as airside and landside apron areas
- *Taxiways A & C Extensions*: Construction of new aircraft taxiway pavement
- *Reconfiguration of Southeast Quadrant*: Landside elements (the balance of the SEQ's various projects)

1.3 Acronyms

AAAC - Airport and Airline Affairs Committee

ATC - Airline Technical Committee

ATR - Airline Technical Representative

ARFF - Aircraft Rescue and Fire Fighting

BUR - Hollywood Burbank Airport

CEQA - California Environmental Quality Act

COA - Conditions of Approval

DA - Development Agreement (2017)

DB - Design Builder

DEDPD – Deputy Executive Director Planning & Development

DEM – Director, Engineering and Maintenance

EIS – Environmental Impact Study

EOC – Emergency Operations Center

FAA – Federal Aviation Administration

FEIR – Final Environmental Impact Report

GMP – Guaranteed Maximum Price

NEQ – Northeast Quadrant

NEPA – National Environmental Policy Act

ORAT – Operational Readiness and Transition

PDM – Project Definition Manual

PMT – Project Management Team

RPT – Replacement Passenger Terminal

SEQ – Southeast Quadrant

TSA – Transportation Security Administration

1.4 Project Goals and Objectives

The objective for the RPT Project is to complete the projects identified in the FEIR and the DA that resolve issues impacting all stakeholders, as well as the surrounding community at large. The RPT Project goals and objectives will be met utilizing industry best practices in executing projects of this nature. The RPT Project intends to address these issues through the following specific objectives:

Safety:

- Provide facilities that meet current FAA standards.
- Provide facilities that meet or exceed applicable code requirements, including seismic resistance, public health, and accessibility.

Operations:

- Provide a terminal with an improved airside operations environment that is FAA compliant and that corrects the noncompliant existing terminal location relative to the runway.
- Develop all gates to the same safety standards for consistent aircraft accommodation and apron safety.
- Meet federal standards for security screening of passengers and bags and comply with TSA standards for both.

Customer Convenience:

- Design a terminal campus that reflects a modern airport concept of operations and enhances the customer experience through expanded concessions, hold rooms and other amenities.

Community:

- Provide modern facilities that will reduce overall emissions and that are designed to attain the highest, cost-feasible levels of sustainability (CALGreen, LEED, Envision, etc.).
- Provide a terminal aesthetic that is in keeping with the sentiments of the community as reflected in the final report from the public design charrette workshops conducted by the Authority.
- Include community workforce, disadvantaged business and other appropriate goals and requirements to ensure an inclusive project.

1.5 Critical Success Factors

The success of the project will be measured relative to the critical success factors identified below.

Critical Success Factor 1 - Regulatory Compliance:

The Authority negotiated the details of the RPT Project with the City of Burbank and documented those details in the DA. The DA enumerates the COA and the design criteria required by the City of Burbank. In addition, prior to execution of the DA, the Authority certified the FEIR for the RPT Project, and the City of Burbank considered that report. The FEIR and the City of Burbank's endorsement of the RPT Project were precursors to the community vote ratifying entitlements for the RPT Project, as well as precursors to FAA's EIS for the RPT Project. Compliance with these documents, including any amendments, is critical to the success of the RPT Project.

Critical Success Factor 2 - Affordability:

The RPT Project must be affordable and capable of being financed primarily through a combination of grants, passenger facility charges, loans, bonds, and cash on-hand. To this end, establishing an accurate total RPT Project budget consistent with the complete project scope is crucial. Understanding the life-cycle costs of the planned facilities is likewise imperative. Finally, obtaining concurrence from the Airline community as well as an endorsement from the Authority Commission for this scope and budget are critical for success. To support this, transparency and regular financial reporting throughout the life of the RPT Project are necessary to give all relevant stakeholders the information needed to support the delivery of the RPT Project. And finally, adhering to a predefined process to address either anticipated or unexpected changes to project scope or budget will facilitate ongoing success throughout the entire life of the RPT Project.

Critical Success Factor 3 - Project Delivery:

The RPT Project must be delivered on a schedule and within a budget understood and agreed to by all of the relevant airport stakeholders. Stakeholders including the Authority, the Airlines, FAA, TSA, Airport Police, Airport Fire, and passengers will all have varied interests in the delivery of the RPT Project. The schedule must actively identify and manage impacts to airport operations for all stakeholders. It must further provide sufficient time for facility commissioning and activation to ensure a successful transition of terminal operations from the old terminal to the new RPT. Controls must be in place to ensure that designs are within budget constraints and that risks are identified, mitigated, and accounted for during the design and construction of the RPT Project.

Critical Success Factor 4 - Airline Concurrence:

As signatories to the Airport Operating Agreement the airlines have a large share in the cost of the project. The implementation of the RPT Project will result in an increase in the costs for airlines to operate at BUR. The Authority has a long and successful history of working with its Airline tenants in a spirit of cooperation and partnership on a business basis. The AAAC is the Airline entity formed to provide input to the Authority on the collective interests of all Airlines serving Hollywood Burbank Airport. The scope, schedule, cost, and funding of the RPT Project is of significant interest to the AAAC. The Authority is fostering continuous Airline technical and business participation in the RPT Project as it progresses.

The Airlines established the ATC with the express purpose of providing input, guidance and concurrence related to the inclusion and development of the PDM and the RPT Project design. More specific details about all project elements and those specifically related to Airline areas will ultimately be defined through the design of the project elements by the selected DB Team. The will also be a key participant in planning and executing the ORAT process that will occur prior to the project elements becoming operational. The AAAC and the Authority will negotiate the terms of an Airport Use Agreement applicable to the RPT that will be a critical element in finalizing the financial plan for the RPT Project.

Critical Success Factor 5 – Incorporate Community Engagement:

The Authority hosted a series of successful Design Charrette meetings culminating in a comprehensive Design Charrette Report which documents the input received from members of the community. The

design of the RPT Project must consider and, to the extent feasible, incorporate the input received during the Design Charrettes.

Critical Success Factor 6 – Effective Project Governance :

This Project Charter defines a Governance Structure that includes the Authority Commission, Authority Executive Staff, Airlines and the RPT Project Team. The Governance Structure describes the hierarchy for decision-making during the implementation of the RPT Project. Adhering to the defined approval processes of the Governance Structure will ensure appropriate engagement of all stakeholders, encourages solicitation and receipt of needed input at the appropriate milestones, and defines decision points for each stakeholder transparently and proactively. Adhering to the Governance Structure also allows the RPT Project to maintain consistent forward progress, supports the achievement of the critical success factors defined above and establishes an expectation that stakeholder questions, concerns, and input are considered proactively in accordance with the defined framework.

2. Project Authority and Milestones

2.1 Project Authority

The Authority, owner/operator of BUR, is a joint powers agency formed by the Cities of Burbank, Glendale, and Pasadena. The Authority is governed by a nine-member Commission, composed of three appointees from each of these cities. The ultimate responsibility for the RPT Project rests with the Authority Commission. The Authority Commission will decide on the encumbrance and expenditure of any funds related to the RPT Project as well as any financial obligations of the Authority required to implement the RPT Project. The Authority Commission will be advised on a regular basis of the project scope, schedule, and budget. These key items are expected to be established through an iterative process of design development and project cost estimating which will continually be compared with project funding sources. Once a contractual obligation is established and commitments for funding are in place, the Authority Commission will likewise have final discretion to approve any increases to the Total Project Budget.

2.2 Entitlement

Implementation of the RPT Project is authorized under the following entitlement documents:

- The DA dated January 10, 2017
- The FEIR dated June 2016
- The EIS Record of Decision dated May 2021
- The Conditionally Approved Airport Layout Plan dated March 20, 2020
- The Human Health Risk Assessment dated December 21, 2017

2.3 Major Project Milestones

The significant milestones for the RPT Project are presented below in Table 2-1.

Milestone	Planned Completion Date
Award DB Phase 1 Contract	Q4 - 2022
Amendment for Guaranteed Maximum Price	Q2 - 2024
Substantial Completion for RPT Project	Q3 - 2026
Commence Operations of RPT	Q4 - 2026
Existing Terminal/Parking Structure Demolished	Q4 - 2027

Table -1 Project Milestones

2.4 Project Budget

The estimated RPT Project budget is presented below in Table 2-2. The final budget will be developed with input from the design-build team during the budget validation process.

Description	Total
NEQ with Demolition of Terminal and Parking Garage	\$1,004,428,392
NEQ PM/CM	\$42,000,000
NEQ Owner's Allowances and Contingency	\$85,120,646
Total NEQ Budget	\$1,131,549,038
SEQ	\$105,364,455
SEQ PM/CM	\$5,483,652
SEQ Owner's Contingency	\$6,267,030
Total SEQ Budget	\$117,115,137
Deferred Projects (ARFF and EOC)	\$22,265,739
Deferred Projects PM/CM	\$1,158,812
Deferred Projects Owner's Contingency	\$1,324,356
Total Deferred Projects	\$24,748,907
Total RPT Project Budget	\$1,273,413,083

Table 2-2 Project Budget

3. Project Organization

3.1 Governance Structure

The RPT Project Governance Structure is graphically presented in figure 3-1 below.

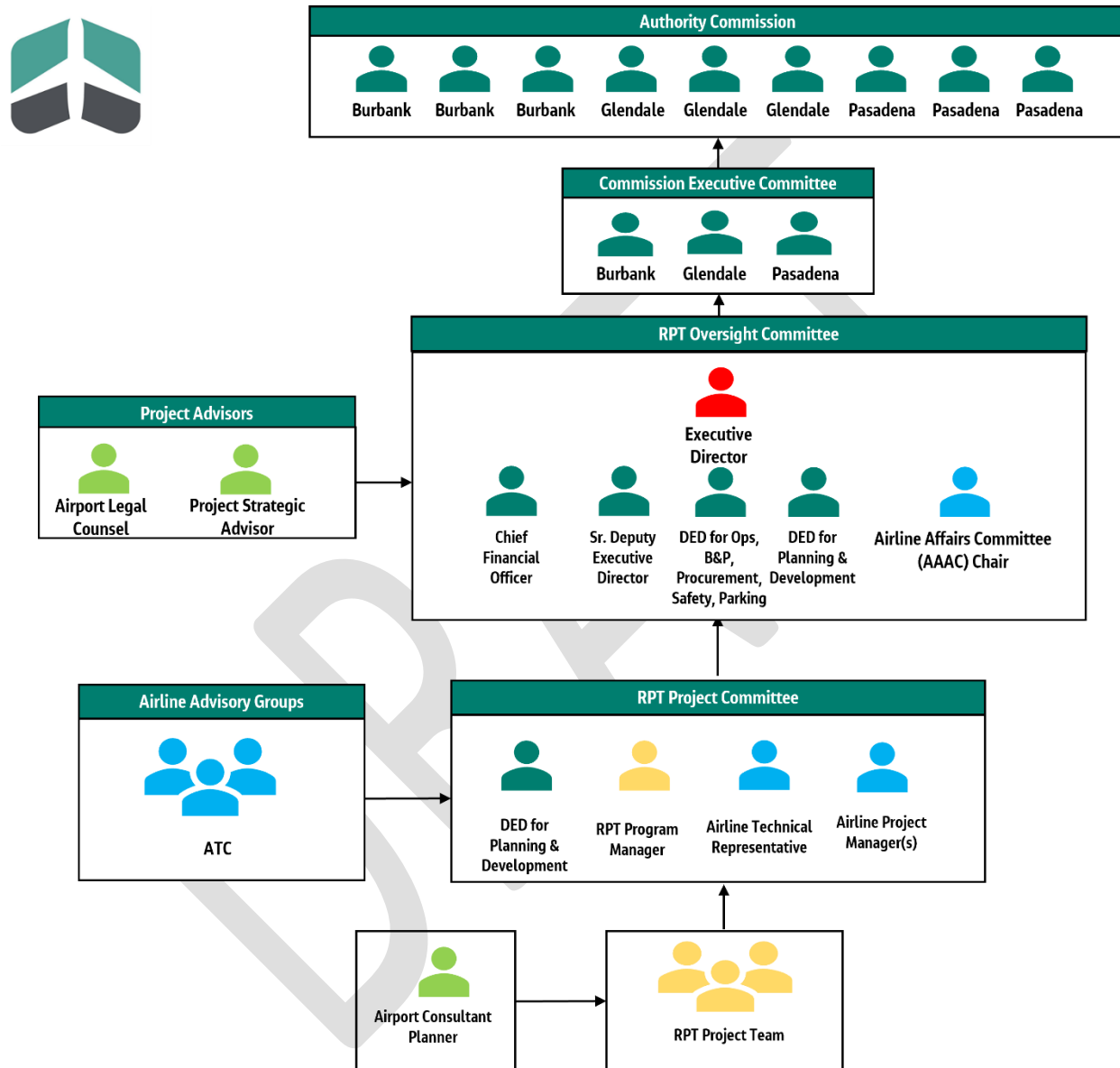


Figure 3-1 Project Governance Structure

The roles and responsibilities of each element of the Governance Structure are presented in detail in the following section.

3.2 Roles and Responsibilities

Role	Responsibility
Authority Commission	<p>Overall governing body for the RPT Project responsible for the approvals of funding and all aspects of the RPT Project, such as contract awards and task authorizations. The Authority Commission will be advised on the progress of the RPT Project implementation. Specific actions required from the Authority Commission for the RPT Project include the following actions:</p> <ol style="list-style-type: none"> 1. Approval of agreements for securing funding and encumbering debt for the RPT Project 2. Approval of RPT Project funding and encumbrance requirements 3. Approval of the overall Project Budget 4. Approval of DB contract 5. Approval of final design concept 6. Approval of final sustainability goals and certification 7. Confirmation of the negotiated GMP and approval of Phase 2 8. Change order approvals in excess of staff approval authority. <i>(Change order approval authority will be attached as an exhibit to this document when finalized.)</i> <p>Meeting Frequency – Bi-Monthly or as scheduled</p>
Commission Executive Committee	<p>Focused advisory committee of the Authority Commission assigned to review details of the RPT Project and make recommendations to the full Authority Commission. Responsible to advise on issues related to RPT Project Scope and Budget and to recommend items to be considered by the Authority Commission.</p> <p>Meeting Frequency – Monthly or as needed</p>
RPT Oversight Committee	<p>This group provides Executive Leadership to the RPT Project. The RPT Oversight Committee addresses RPT Project issues (status of procurement, planning, design and construction, schedule, and budget), considers project scope/budget changes, resolves coordination issues, and resolves conflicts between project functional areas. Makes recommendations for escalation to Commission Executive Committee. The direction and decisions given by the RPT Oversight Committee related to RPT Project must be within the committee's budget and schedule authorization. <i>(Budget and schedule authorization is attached as an exhibit to this document.)</i></p> <p>Meeting Frequency – Monthly or as needed.</p>
Project Advisors	<p>Specialized group with institutional knowledge as well as legal familiarity intended to advise the RPT Oversight Committee on matters pertaining to DA, FEIR and EIS requirements. This function is intended to provide an informed level of certainty in the decision-making process for consistency with and the avoidance of conflict with the City of Burbank.</p>

	Meeting Frequency – As needed
Airline Advisory Groups	<p>Provide Airline input related to the RPT Project. Review and comment on technical documents and design deliverables. Airlines are represented on the RPT Oversight Committee through the Airline Affairs Committee Chair. Airlines also have two Airline representatives on the RPT Project Committee. The efforts of the Airlines will be coordinated by an Airline Technical Representative (ATR). It will be the responsibility of the ATR to coordinate Airline input and press for Airline consensus on all matters related to the RPT Project. Input generally will be provided through RPT Project Team, and AAAC maintains access to the RPT Oversight Committee and participates on the RPT Project Committee. Specific review and comment tasks for the RPT Project will include the following items:</p> <ol style="list-style-type: none"> 1. Overall Project Budget 2. Overall Schedule 3. Input on Conceptual Design 4. DB Design Reviews <p>Meeting Frequency AAAC - Quarterly or as needed ATC – Monthly or as needed In addition, AAAC and ATC will participate in other project-related meetings as needed.</p>
Subject Matter Experts	Select outside consultants/vendors available to provide expert business input on matters uniquely important to the Authority in the project definitions as well as to support the Authority's pursuit of contractual relations for the RPT. Examples include Concessions, Technology, and Parking Management.
RPT Project Committee	<p>Team responsible for direct guidance and direction of the RPT Project. Generates direction and options for the project, and frames decisions needed from the RPT Oversight Committee, Commission Executive Committee, and Authority Commission. Coordinates with AAAC and other project Stakeholders.</p> <p>Meeting Frequency – Monthly</p>
RPT Project Team	Team responsible for the management of the RPT Project. The RPT Project Team carries out direction and decisions from the Authority Commission, Commission Executive Committee, RPT Oversight Committee, and the RPT Project Committee. Elevates issues requiring clarification and/or higher-level decisions. Develops project reports.

Table -3 Breakdown of Roles and Responsibilities

3.3 Issue Resolution

Figure 3-2 graphically presents the issue resolution process for the RPT Project. The process is structured to allow for issues to be resolved at the lowest possible level. As shown, the RPT Project Team is responsible for interfacing with the various disciplines to identify issues and/or decisions that may require escalation. Any decisions that may impact project scope, schedule or budget are elevated from the Project

Team to the RPT Project Committee. The RPT Project Committee will be chaired by the RPT Program Manager. Issues and/or decisions will be presented at the RPT Project Committee for resolution. The intent is to ensure there is one platform for discussion, decision-making, approving, and recording of issues and decisions. Decisions above the RPT Project Committee's decision authorization, or issues that cannot be resolved at the RPT Project Committee level will be escalated to the RPT Oversight Committee for resolution. The RPT Oversight Committee will be chaired by the Airport's Executive Director. The RPT Oversight Committee will resolve all decisions and/or issues within its authorization. Decisions above the RPT Oversight Committee's authorization will be escalated to the Authority Commission for ultimate approval. Decisions and/or issues requiring consideration by the next level will be escalated in no more than five working days.

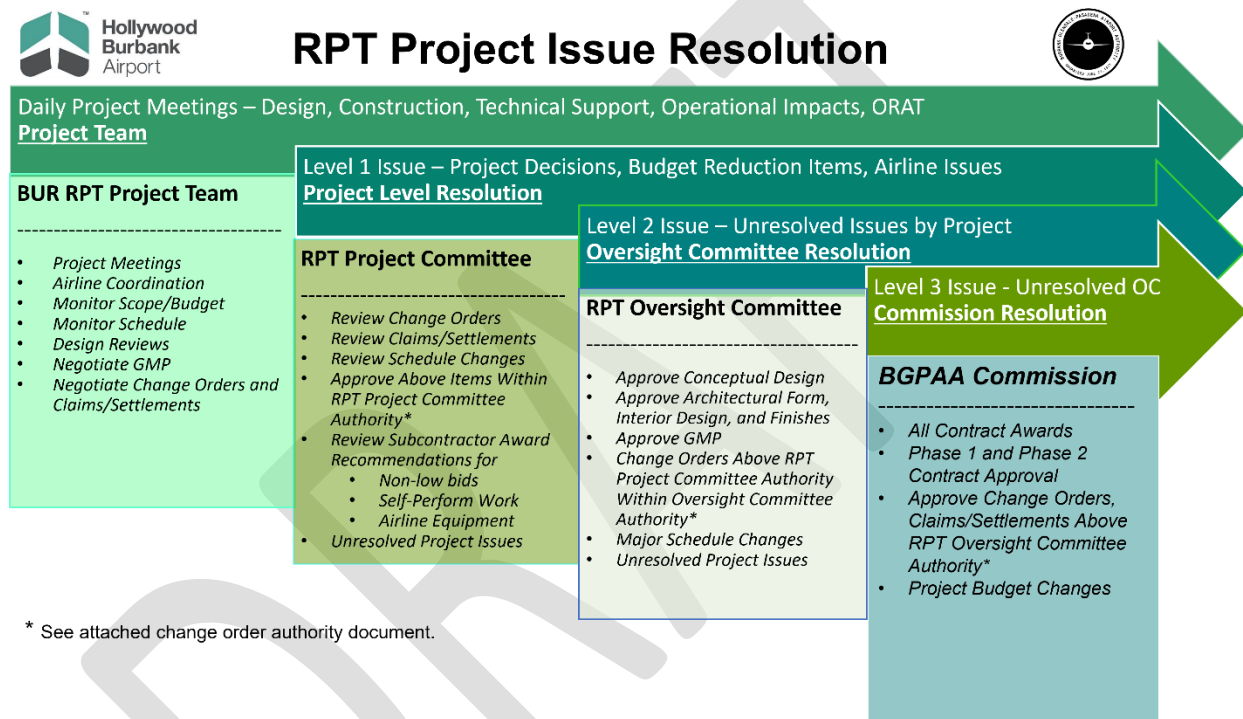


Figure -2 Project Issue Resolution Process

3.4 Project Management Team (PMT) Contract Manager

The Deputy Executive Director Planning & Development (DEDPD) is designated as the PMT Contract Manager. The DEDPD will be the point of contact for PMT coordination on all contractual obligations of the PM Team. PMT Task Order scope, budgets, schedule, and staffing will be submitted to the DEDPD for review and conditional approval. The DEDPD will advance appropriately prepared Task Orders to the RPT Project Committee, the RPT Executive Committee, the Commission Executive Committee, and ultimately to the Authority Commission for approval.

3.5 Community Coordination

The Authority will make presentations on the progress of the RPT Project to the community at intervals reflecting key RPT Project milestones. The Authority maintains a public information social media web site that provides current information regarding the RPT Project.

RPT Project presentations to the public will be sponsored by the Authority. Key PMT and/or DB Team representatives may be asked to make presentations to include graphics and outline narratives identifying the design elements that align with the Design Charrette recommendations.

4. Meetings and Reporting

4.1 Overview

This section outlines the governance for reporting and meetings for the RPT Project. Meetings are intended to facilitate the management of the project, allow the timely discussion of issues, and ensure decisions are made in line with the project's goals and critical success factors. Progress monitoring and control will be achieved through an integrated project management information system. Using the project baseline, the work breakdown structure (WBS), a standardized cost-coding system, and project control system tools, project progress will be tracked, measured, and reported on a collection of critical project metrics. Reports and updates on project progress will be available at any time on a web-based reporting portal (Dashboard) developed for the project.

In addition to monitoring and reporting on the project through the dashboard, a set of written project reports will be produced on a periodic basis. The quantity, content, and frequency of these reports will be adjusted to the Authority's reporting requirements. The reports will be inputs to the meetings and will form the basis of discussions regarding progress and performance monitoring.

4.2 Project Governance Meetings and Reporting

Table 4-1 summarizes the project governance meetings. The PMT will provide overall project-level reports and hold relevant meetings to support the delivery of the project, information flow across the delivery team, and information flow to the Authority and stakeholders to ensure appropriate governance. These meetings will run on regular scheduled timings and in doing so, support the PMT's ability to prepare adequate information across the entire program.

Meeting	Frequency	Purpose
Commission Meeting	Bi-Monthly or As Scheduled	<ul style="list-style-type: none"> Update on project progress towards established goals and key performance indicators Bring contract decisions above delegated authorization
Commission Executive Committee	Monthly or As Scheduled	<ul style="list-style-type: none"> Update on project progress towards established goals and key performance indicators Bring decisions which may require Authority Commission approval for consideration of elevation to Authority Commission
RPT Oversight Committee	Monthly or As Needed	<ul style="list-style-type: none"> Update on project progress towards established goals and key performance indicators Consider scope, schedule, budget changes, resolve project conflicts, advise escalation to Authority Commission level Review risk register Review forecast of upcoming activities
RPT Project Committee	B-Weekly or As Needed	<ul style="list-style-type: none"> Discuss current project issues, processes, and progress; review the risk register; discuss the upcoming calendar; review assigned tasks
Issue Specific Project Meetings	As Needed	<ul style="list-style-type: none"> Issue specific meetings necessary for decisions

Table -4 Project Meetings

Contact information for project team members is presented in Table 4-2 below.

Primary Contact	Title / Organization	Phone	Email
Airport Authority Staff			
Frank R. Miller	Executive Director	(o) 818 729 2228	fmiller@bur.org
John T. Hatanaka	Sr. Deputy Executive Director	(o) 818 729 2225 (c) 818 381 7930	jhatanaka@bur.org
Kathy David	Deputy Executive Director Finance and Administration	(o) 818 729 2227	kdavid@bur.org
Scott Kimball	Deputy Executive Director Operations, Business, SMS	(o) 818 565 1374 (c) 818 276 5965	skimball@bur.org
Patrick Lammerding	Deputy Executive Director Planning & Development	(o) 818 729 2250 (c) 818 303 4696	Plammerding@bur.org
Anthony DeFrenza	Director Engineering & Maintenance	(o) 818 729 3501 (c) 818 512 8459	adefrenza@bur.org
Airport Authority General Counsel			
Terence Boga	Richards Watson & Gershon	(o) 213 626 8484	tboga@rwglaw.com
Chelsea Straus	Richards Watson & Gershon	(o) 213 626 8484 (c) 213.253.0245	cstraus@rwglaw.com
Project Strategic Advisor			
Sue Georgino	Project Strategic Advisor Georgino Development LLC	(c) 818 388 5681	sg@georginodevelopment.com
Project Manager			
Roger Johnson	Project Executive Jacobs	(c) 949 338 5044	roger.johnson3@jacobs.com
Perry Martin	Senior Deputy Project Manager Jacobs	(c) 754-215-1550	Perry.martin@jacobs.com
Airlines Airport Affairs Committee			
Steve Hubbell	Chair, Southwest Airlines	(c) 214 497 6715	Steve.hubbell@wnco.com
Airlines Airport Affairs Technical Committee			
Don Ostler	Chair, Southwest Airlines		Don.ostler@wnco.com
Airline Technical Representative			
Paul Bintinger	AvAirPros	(o) 310 321 6737 (c) 206 915 9481	p.bintinger@avairpros.com
Mark McQueen	AvAirPros	(c) 310-340-4454	m.mcqueen@avairpros.com
Authority Financial Advisor			
Wes Hough	Public Resources Advisory Group	(o) 310 477 4278 (c) 310 382 6214	whough@pragadvisors.com

Louis Choi	Public Resources Advisory Group	(o) 310 477 7098 (c) 310 770 0982	lchoi@pragadvisors.com
Authority Financial Feasibility Consultant			
Geoff Wheeler	Ricondo & Associates	(o) 513 651 4700 x214 (c) 508 338 4791	gwheeler@ricondo.com
Michael Scott	Ricondo & Associates	(o) 832 266 1259 (c) 571 235 5552	mscott@ricondo.com
Authority Consultant Planner			
Mark Conway	Conway Consulting	(o) 312 758-7678	mark@conwayconsulting.com

Table -5 Contact Information

DRAFT

Attachment A

Change Order Authority

Will be attached when finalized.

DRAFT

ELEVATE BUR

GET READY FOR AN UPGRADE



**Hollywood
Burbank**
Airport

1-4-23 Executive Committee
Item No. 6.b. RPT Project Decision Matrix

Jacobs

**Challenging today.
Reinventing tomorrow.**

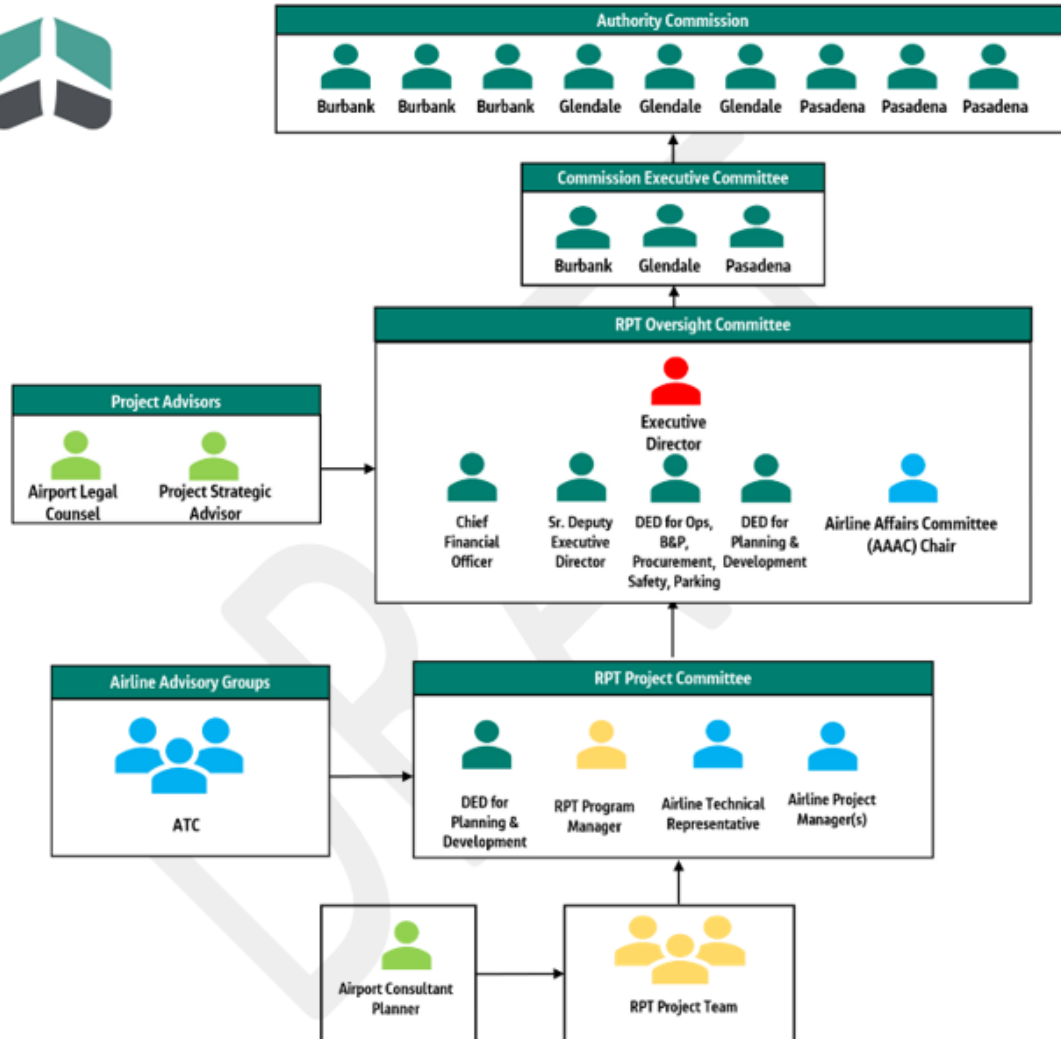
Burbank-Glendale-Pasadena Airport Authority Commission Executive Committee Meeting

BUR Airport Replacement Passenger Terminal Project Decision Discussion

Jacobs Program Management Co.

January 4, 2023

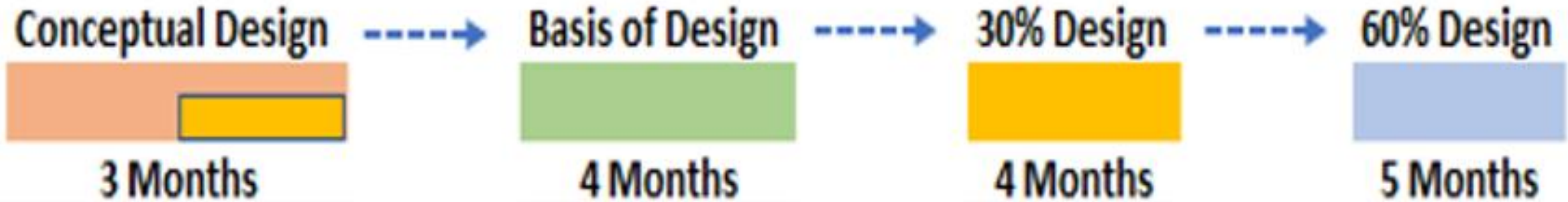
Governance Structure



Role	Responsibility
Authority Commission	<p>Overall governing body for the RPT Project responsible for the approvals of funding and all aspects of the RPT Project, such as contract awards and task authorizations. The Authority Commission will be advised on the progress of the RPT Project implementation. Specific actions required from the Authority Commission for the RPT Project include the following actions:</p> <ol style="list-style-type: none"> 1. Approval of agreements for securing funding and encumbering debt for the RPT Project 2. Approval of RPT Project funding and encumbrance requirements 3. Approval of the overall Project Budget 4. Approval of DB contract 5. Approval of final design concept 6. Approval of final sustainability goals and certification 7. Confirmation of the negotiated GMP and approval of Phase 2 8. Change order approvals in excess of staff approval authority. <i>(Change order approval authority will be attached as an exhibit to this document when finalized.)</i> <p>Meeting Frequency – Bi-Monthly or as scheduled</p>
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Design Decisions

Phase 1 Major Design Deliverable Periods

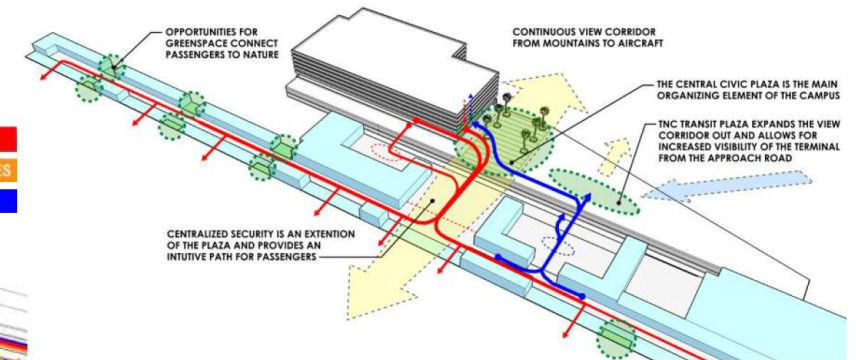
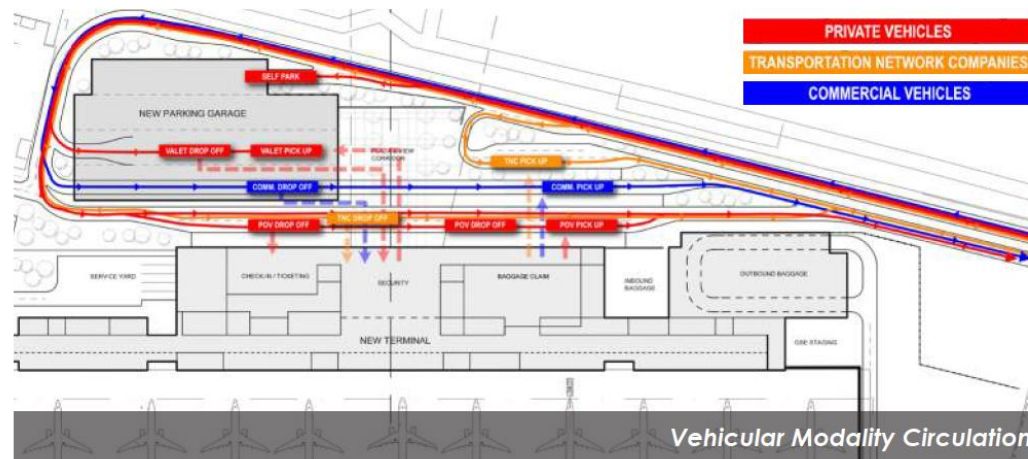
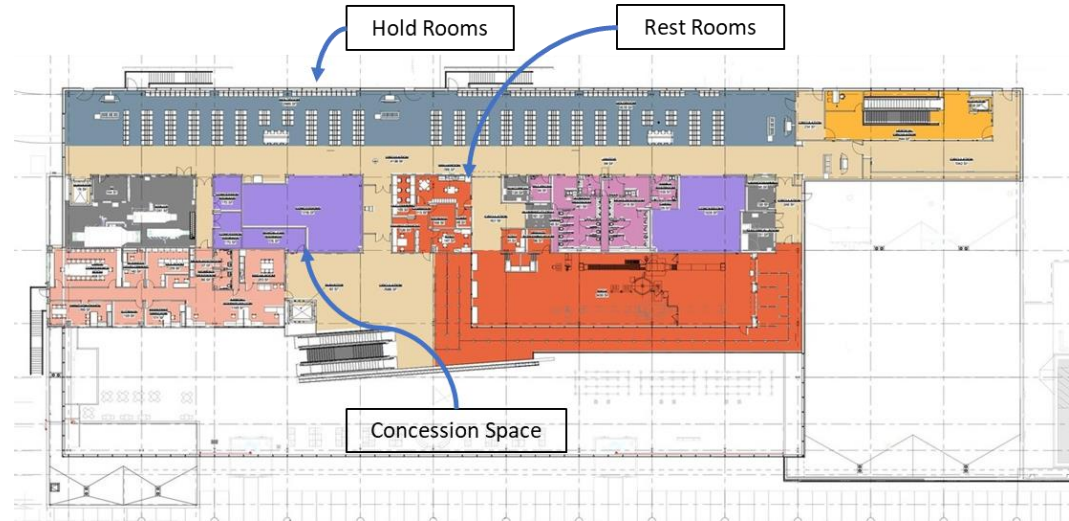


Phase 1 Major Design Decisions

Conceptual Design

3 Months

- **Programming**
 - Passenger Movement
 - Baggage Movement
 - Passenger Experience
 - Adjacencies
 - Concessions
 - Holdrooms
 - Restrooms
 - Etc.



Phase 1 Major Design Decisions

Conceptual Design



3 Months

- **Architectural Form**
 - Design-Build is required to develop three conceptual design alternatives. The conceptual design is intended to convey the architectural form and the overall function of the terminal, parking structure, and support facilities.

THE ICON



strong repetition of geometric forms - natural materials



THE CENTURY

THE PASEO



Phase 1 Major Design Decisions

Conceptual Design



3 Months

3. Sustainability

- Need to determine which sustainability model to use.
 - The most common in California for airports are:
 - LEED
 - Cal Green
 - Envision
- Once the model is determined need to determine the sustainability goal (e.g. LEED Silver, Gold, Platinum: Cal Green I, Cal Green II: Envision Bronze, Silver, Gold or Platinum)
- Jacobs is developing an analysis of the pros and cons of each system and levels to assist the commission in establishing the sustainability goals for the project.



Phase 1 Major Design Decisions

30% Design

4 Months

1. Interior/Exterior Finishes

- At 30% design the Design-BUILDER will be preparing alternative interior and exterior materials, finishes, and color palettes. These include;
 - Material, texture, and color of each finish material proposed for use in the project.
- The Design-BUILDER is required to develop three “materials boards” to showcase samples of all finish materials for each room and area in the buildings



Cost Decisions

Phase 1 Cost Decision

Estimate NE Quadrant with Demolition in SE Quadrant		
Construction Cost		
Direct Cost of Construction		\$ 575,900,000
Buy American Escalation	0.50%	\$ 2,879,500
Design Evolution	4.50%	\$ 25,915,500
Escalation (8% to midpoint of construction)	19.00%	\$ 109,421,000
Subtotal		\$ 714,116,000
DB Preconstruction Services	1.20%	\$ 8,569,392
General Conditions	8.60%	\$ 61,413,976
DB Contingency	4.00%	\$ 28,564,640
Subtotal		\$ 812,664,008
Insurance	1.00%	\$ 8,126,640
Subtotal		\$ 820,790,648
Bond	1.00%	\$ 8,207,906
Subtotal		\$ 828,998,555
OH & Fee	5.50%	\$ 45,143,486
Total Escalated Construction Costs		\$ 874,142,040
A/E Services		
A/E Design Fee + Construction Administration	11.00%	\$ 78,552,760
Total Design Build Costs Escalated		\$ 952,694,800
Owner Costs		
Program Management inc PDM Development		\$ 42,000,000
BUR Administrative Costs		\$ -
Testing & Inspection (Included in PM Cost)		\$ -
Permitting/Utility Connection	1.00%	\$ 7,141,160
OCIP		\$ -
Art in Public Places		\$ 4,000,000
PMO + DB Trailers		\$ -
Environmental Mitigation (Hazardous Soil Management Risk)		\$ -
Subtotal Owner's Costs		\$ 53,141,160
Subtotal		\$ 1,005,835,960
Owner's Contingency	10.00%	\$ 83,720,646
Owner's Allowances		\$ 44,800,000
Total Estimate NE Quadrant Program Cost		\$ 1,134,356,606

Estimate SE Quadrant		
Construction Cost		
Direct Cost of Construction		\$ 55,594,849
Buy American Escalation	0.50%	\$ 277,974
Escalation (5% to midpoint)	35.40%	\$ 19,680,577
Total Escalated Construction Costs		\$ 75,553,400
General Conditions	8.00%	\$ 6,044,272
Insurance	1.00%	\$ 755,534
OH and Profit	15.00%	\$ 11,333,010
		\$ 93,686,216
Bonds	1.00%	\$ 936,862
Total Contractor Costs		\$ 94,623,078
A/E Services with CA	8.00%	\$ 6,044,272
PM/CM	7.00%	\$ 5,288,738
Owner's Contingency	8.00%	\$ 6,044,272
Total Owner's costs		\$ 17,377,282
Total Project Costs		\$ 112,000,360

Combined Estimate	
NE Quadrant	\$ 1,134,356,606
SE Quadrant	\$ 112,000,360
Total	\$ 1,246,356,966

**Adopt Project
Target Value Design
Budget**

Phase 2 (And Early Works) Financial Controls

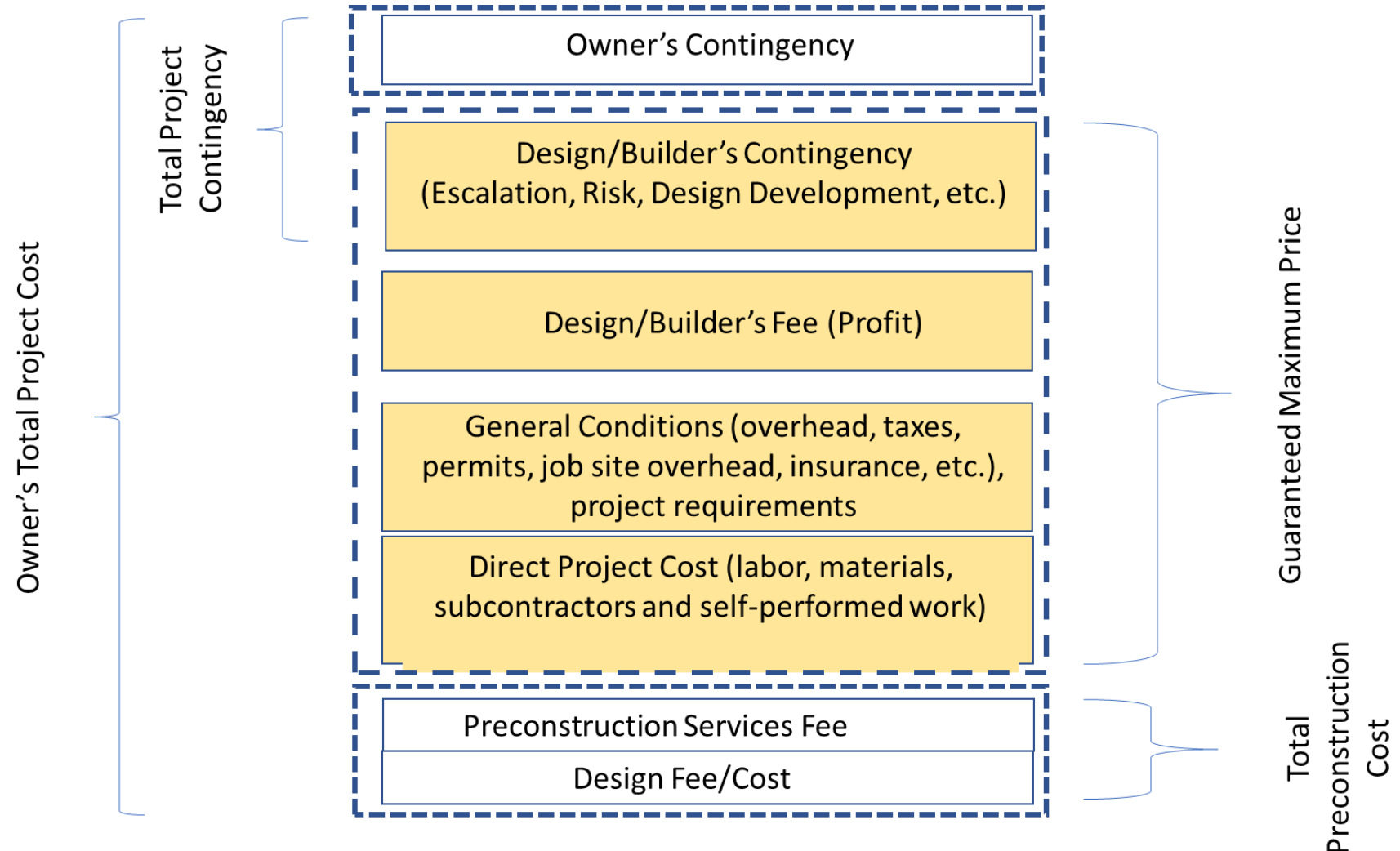
Total Project Costs

The final GMP will include two contingent cost elements.

1. Owner's Allowances
2. Design-Builder's Contingency

The Total Project Cost also includes the Owner's Contingency.

The authority to authorize expenditure of these funds must be identified before construction is initiated.



Example GMP Cost Framework.

Project: LGB CCFW Estimate: Final GMP
 Owner: Long Beach Airport Pasha Bank
 Architect: Corgan Date: 2/4/2020
 Location: Long Beach Subject: CCFW Estimate



Description	Design Stage	100% CD				90% CD				90% CD				90% CD			
		Component 1A				Component 1B				Component 2				Component 3A			
		CBIS Facility & Electrical Room		Phasing		Baggage Claim Area		Phasing		Ticketing Facilities		Phasing		Terminal Renovation		Phasing	
	Unit	Total		Total		Total		Total		Total		Total		Total		Total	
Gross building area	SF	7,000		0		11,345		0		16,500		0		11,781		0	
Site area	SF	0		26,000		0		22,000		0		16,500		0		11,781	
	Rates	Total	\$/GSF	Total	\$/GSF	Total	\$/GSF	Total	\$/GSF	Total	\$/GSF	Total	\$/GSF	Total	\$/GSF	Total	\$/GSF
A10 - Foundations		\$ 395,127	\$ 56.45	\$ -	\$ -	\$ 613,200	\$ 54.05	\$ -	\$ -	\$ 709,315	\$ 42.99	\$ -	\$ -	\$ 193,135	\$ 16.39	\$ -	\$ -
A20 - Basement construction		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B10 - Superstructure		\$ 987,053	\$ 141.01	\$ -	\$ -	\$ 891,724	\$ 78.60	\$ -	\$ -	\$ 1,283,144	\$ 77.77	\$ -	\$ -	\$ 861,220	\$ 73.10	\$ -	\$ -
B20 - Exterior enclosure		\$ 1,030,550	\$ 147.22	\$ -	\$ -	\$ 1,343,387	\$ 118.41	\$ -	\$ -	\$ 1,740,524	\$ 105.49	\$ -	\$ -	\$ 927,137	\$ 78.70	\$ -	\$ -
B30 - Roofing		\$ 262,824	\$ 37.55	\$ -	\$ -	\$ 390,950	\$ 34.46	\$ -	\$ -	\$ 688,641	\$ 41.74	\$ -	\$ -	\$ 19,206	\$ 1.63	\$ -	\$ -
C10 - Interior construction		\$ 165,985	\$ 23.71	\$ -	\$ -	\$ 162,066	\$ 14.29	\$ -	\$ -	\$ 619,729	\$ 37.56	\$ -	\$ -	\$ 364,148	\$ 30.91	\$ -	\$ -
C20 - Stairs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
C30 - Interior finishes		\$ 160,247	\$ 22.89	\$ -	\$ -	\$ 443,595	\$ 39.10	\$ -	\$ -	\$ 779,801	\$ 47.26	\$ -	\$ -	\$ 481,946	\$ 40.91	\$ -	\$ -
D10 - Conveying		\$ 5,107,588	\$ 729.66	\$ -	\$ -	\$ 2,116,720	\$ 186.58	\$ -	\$ -	\$ 1,010,322	\$ 61.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
D20 - Plumbing		\$ 103,315	\$ 14.76	\$ 26,834	\$ 1.03	\$ 68,728	\$ 6.06	\$ -	\$ -	\$ 521,462	\$ 31.60	\$ -	\$ -	\$ 126,846	\$ 10.77	\$ -	\$ -
D30 - HVAC		\$ 399,400	\$ 57.06	\$ -	\$ -	\$ 104,438	\$ 9.21	\$ -	\$ -	\$ 619,836	\$ 37.57	\$ -	\$ -	\$ 293,392	\$ 24.90	\$ -	\$ -
D40 - Fire protection		\$ 116,980	\$ 16.71	\$ -	\$ -	\$ 151,350	\$ 13.34	\$ -	\$ -	\$ 246,150	\$ 14.92	\$ -	\$ -	\$ 154,200	\$ 13.09	\$ -	\$ -
D50 - Electrical		\$ 1,894,976	\$ 270.71	\$ 292,310	\$ 11.24	\$ 2,889,883	\$ 254.73	\$ -	\$ -	\$ 3,683,009	\$ 223.21	\$ -	\$ -	\$ 2,525,626	\$ 214.38	\$ -	\$ -
E10 - Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
E20 - Furnishings		\$ 5,889	\$ 0.84	\$ -	\$ -	\$ 82,136	\$ 7.24	\$ -	\$ -	\$ 625,583	\$ 37.91	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
F10 - Special construction		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,395,308	\$ 84.56	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
F20 - Selective demolition		\$ 86,950	\$ 12.42	\$ 119,200	\$ 4.58	\$ 189,486	\$ 16.70	\$ -	\$ -	\$ 273,957	\$ 16.60	\$ -	\$ -	\$ 578,737	\$ 49.12	\$ -	\$ -
G20 - Sitework		\$ 778,131	\$ 111.16	\$ 874,272	\$ 33.63	\$ 721,077	\$ 63.56	\$ 686,915	\$ 31.22	\$ 1,114,413	\$ 67.54	\$ 804,780	\$ 48.77	\$ 106,926	\$ 9.08	\$ -	\$ -
G70 - Off-Site Work		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Z10 - General Requirements		\$ 63,830	\$ 9.12	\$ -	\$ -	\$ 19,149	\$ 1.69	\$ -	\$ -	\$ 19,149	\$ 1.16	\$ -	\$ -	\$ 12,766	\$ 1.08	\$ -	\$ -
Subtotal - Hard Cost		\$ 11,558,845	\$ 1,651.26	\$ 1,312,616	\$ 50.49	\$ 10,187,890	\$ 898.01	\$ 686,915	\$ 31.22	\$ 15,330,342	\$ 929.11	\$ 804,780	\$ 48.77	\$ 6,645,285	\$ 564.07	\$ -	\$ -
Subguard Insurance	1.15%	\$ 132,927	\$ 18.99	\$ 15,095	\$ 0.58	\$ 117,161	\$ 10.33	\$ 7,900	\$ 0.36	\$ 176,299	\$ 10.68	\$ 9,255	\$ 0.56	\$ 76,421	\$ 6.49	\$ -	\$ -
Contractor Contingency (1A only)	1.50%	\$ 173,383	\$ 24.77	\$ 19,689	\$ 0.76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractor Contingency (1B-6B)	2.00%	\$ -	\$ -	\$ -	\$ -	\$ 203,758	\$ 17.96	\$ 13,738	\$ 0.62	\$ 306,607	\$ 18.58	\$ 16,096	\$ 0.98	\$ 132,906	\$ 11.28	\$ -	\$ -
Construction Administration		\$ 212,384	\$ 30.34	\$ 2,623	\$ 0.10	\$ 192,573	\$ 16.97	\$ 15,577	\$ 0.71	\$ 164,842	\$ 9.99	\$ 10,947.61	\$ 0.66	\$ 191,251	\$ 16.23	\$ -	\$ -
Design Allowance for 6A	6.00%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Conditions		\$ 1,609,378	\$ 229.91	\$ 32,483	\$ 1.25	\$ 1,248,676	\$ 110.06	\$ 64,814	\$ 2.95	\$ 1,628,588	\$ 98.70	\$ 73,586	\$ 4.46	\$ 804,177	\$ 68.26	\$ -	\$ -
General Requirement		\$ 435,156	\$ 62.17	\$ 15,427	\$ 0.59	\$ 291,501	\$ 25.69	\$ 30,344	\$ 1.38	\$ 222,576	\$ 13.49	\$ 34,900	\$ 2.12	\$ 257,476	\$ 21.86	\$ -	\$ -
Bond Rate/Cost	0.00%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Escalation (1B - 6B only)	0.00%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL		\$ 14,122,073	\$ 2,017.44	\$ 1,397,933	\$ 53.77	\$ 12,241,558	\$ 1,079.03	\$ 819,287	\$ 37.24	\$ 17,829,254	\$ 1,080.56	\$ 949,564	\$ 57.55	\$ 8,107,515	\$ 688.19	\$ -	\$ -
PSI GL Insurance	1.145%	\$ 161,698	\$ 23.10	\$ 16,006	\$ 0.62	\$ 140,166	\$ 12.35	\$ 9,381	\$ 0.43	\$ 204,145	\$ 12.37	\$ 10,873	\$ 0.66	\$ 92,831	\$ 7.88	\$ -	\$ -
PSI Professional Liability Insuran	0.145%	\$ 20,477	\$ 2.93	\$ 2,027	\$ 0.08	\$ 17,750	\$ 1.56	\$ 1,188	\$ 0.05	\$ 25,852	\$ 1.57	\$ 1,377	\$ 0.08	\$ 11,756	\$ 1.00	\$ -	\$ -
Builder's Risk	0.353%	\$ 49,851	\$ 7.12	\$ 4,935	\$ 0.19	\$ 43,213	\$ 3.81	\$ 2,892	\$ 0.13	\$ 62,937	\$ 3.81	\$ 3,352	\$ 0.20	\$ 28,620	\$ 2.43	\$ -	\$ -
Gross Receipts Tax (GRT)	0.142%	\$ 19,997	\$ 2.86	\$ 1,979	\$ 0.08	\$ 17,334	\$ 1.53	\$ 1,160	\$ 0.05	\$ 25,246	\$ 1.53	\$ 1,345	\$ 0.08	\$ 11,480	\$ 0.97	\$ -	\$ -
P&P Bond	0.968%	\$ 139,141	\$ 19.88	\$ 13,773	\$ 0.53	\$ 120,613	\$ 10.63	\$ 8,072	\$ 0.37	\$ 175,667	\$ 10.65	\$ 9,356	\$ 0.57	\$ 79,881	\$ 6.78	\$ -	\$ -
SUBTOTAL		\$ 14,513,237	\$ 2,073.32	\$ 1,436,654	\$ 55.26	\$ 12,580,634	\$ 1,108.91	\$ 841,980	\$ 38.27	\$ 18,323,102	\$ 1,110.49	\$ 975,866	\$ 59.14	\$ 8,332,083	\$ 707.25	\$ -	\$ -
Overhead & Profit	3.00%	\$ 435,397	\$ 62.20	\$ 43,100	\$ 1.66	\$ 377,419	\$ 33.27	\$ 25,259	\$ 1.15	\$ 549,693	\$ 33.31	\$ 29,276	\$ 1.77	\$ 249,962	\$ 21.22	\$ -	\$ -
Reducing P&P Bond	0.968%	\$ (32,251)	\$ (4.61)	\$ -	\$ -	\$ (23,036)	\$ (2.03)	\$ -	\$ -	\$ (18,429)	\$ (1.12)	\$ -	\$ -	\$ (18,429)	\$ (1.56)	\$ -	\$ -
Reducing PA system budget		\$ (199,719)	\$ (28.53)	\$ -	\$ -	\$ (142,657)	\$ (12.57)	\$ -	\$ -	\$ (114,125)	\$ (6.92)	\$ -	\$ -	\$ (114,125)	\$ (9.69)	\$ -	\$ -
Reduction in component 4 Limits of work at North East		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 14,948,634	\$ 2,135.52	\$ 1,479,753	\$ 56.91	\$ 12,958,053	\$ 1,142.18	\$ 867,240	\$ 39.42	\$ 18,872,795	\$ 1,143.81	\$ 1,005,142	\$ 60.92	\$ 8,582,045	\$ 728.46	\$ -	\$ -

Phase 2 (And Early Works) Financial Controls

- **Owners Allowances**
 - Known Unknowns:
- Allowance budgets are appropriated when needed.
- The Design-Builder will prepare a cost estimate and the work will be authorized via a task order.
- Allowance approvals are typically controlled at the Executive Director level once the funds are appropriated.
- The Executive Director will notify the Commission within 24 hours of allowance authorization.

Allowances in DB Contract	
Allowances	
1. Collaboration	\$ 100,000
2. Hazmat Abatement Contaminated Soil	\$ 3,000,000
3. Third Party Testing & Inspection	\$ 500,000
4. BGPAA Staff Travel for onsite Site Inspection	\$ 50,000
5. Project Models and 3D Video	\$ 250,000
6. Design Allowance	\$ 500,000
7. Off-Airport Roadways	\$ 10,000,000
8. Demolition of Existing Terminal and Parking Structure	\$ 24,400,000
9. Establish the PMO	\$ 6,000,000
Total Allowances	\$ 44,800,000

Phase 2 (And Early Works) Financial Controls

- **Design-Builder's Contingency**

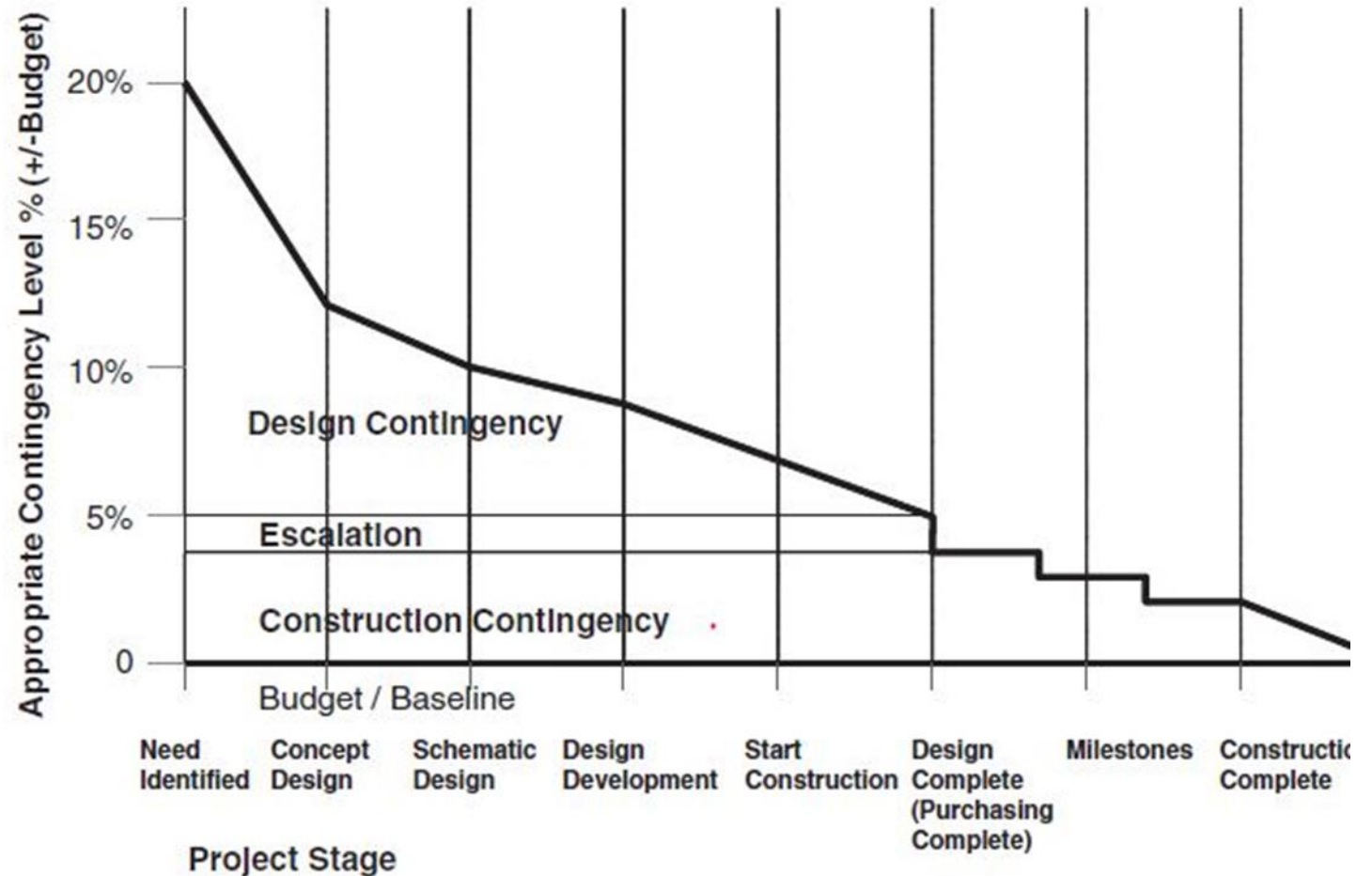
Because the GMP is negotiated before the drawings are complete and the subcontracts are awarded, the final GMP will include a Design-Builder's contingency.

A best practice is to break this contingency into three elements:

1. Design Contingency
2. Escalation
3. Construction Contingency

While the Design-Builder's Contingency is in the GMP, the Authority has control over the use of the contingency.

Design-Builder Contingency approvals are typically controlled at the Project Manager level once the GMP is approved.



Phase 2 (And Early Works) Financial Controls

- Owner's Contingency (Owner's Reserve)
 - The Owner's contingency is intended to protect against unknown events.
 - Added Scope
 - Unforeseen Conditions
 - Unforeseen Escalation
 - Owner Caused Delays
 - Etc.
- Contingency Control
 - Waiting for approval for change orders, especially for unforeseen conditions can result in potentially significant additional costs and/or schedule delays.
 - Staff is recommending that the Executive Director's change order authority be increased for this project as follows:
 - Single change order authorization up to \$500,000.
 - The Executive Director will notify the Commission in writing within 24 hours of any change order above \$150,000.
 - Owner's Contingency use will be reported on the Commission's project dashboards.

Questions?