



July 6, 2023

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

NOTICE is hereby given that a special meeting of the Operations and Development Committee will be held on Monday, July 10, 2023, at 8:30 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: (818) 862-3332*

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

SPECIAL MEETING  
OF THE  
OPERATIONS AND DEVELOPMENT COMMITTEE  
Airport Skyroom  
Monday, July 10, 2023  
8:30 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*

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

- *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, July 10, 2023

1. Roll Call
2. Approval of Agenda
3. Public Comment
3. Approval of Minutes

a. June 26, 2023

**[See page 1]**

4. Items for Approval

a. Award of Contract

Vehicle Barricade Equipment and Training Services

**[See page 4]**

***Staff seeks an Operations and Development Committee (“Committee”) recommendation to the Commission for award of an Equipment and Training Services Agreement to MERIDIAN Rapid Defense Group Rentals LLC (“Meridian”) for equipment and training services related to emergency response conditions and vehicle barricade deployment. Based on the comments and questions received by the Committee at its June 26, 2023 meeting, staff is returning to provide further information for the Committee’s consideration.***

***The proposed contract is for a three-year base term from July 10, 2023, through July 9, 2026, with two one-year extension options available to the Commission at its discretion. The total contract price for the base term will be \$180,000 plus a fee for actual deployments. The deployment fee is scaled based on the amount of notice provided to Meridian.***

***As the proposed services are part of the revision to the Airport’s emergency response plan, subject to the Committee’s recommendation, this item has also been placed on the Commission’s agenda for consideration at its meeting immediately following the Committee’s meeting.***

- b. Award of Professional Services Agreement  
Airport Marketing Consulting Services

**[See page 10]**

***Staff seeks an Operations and Development Committee (“Committee”) recommendation to the Commission to award a Professional Services Agreement to Anyone Collective, LLC (“Anyone Collective”) for airport marketing consulting services, website support and media purchases. These services are in support of the continued branding, marketing, and advertising efforts of Hollywood Burbank Airport. These services are for a not-to-exceed amount of \$880,000 inclusive of media purchases and a task order-based program for airline and destination marketing.***

***As these services are time sensitive, subject to the recommendation of the Committee, this item has also been placed on the Commission's agenda for its consideration following the Committee's meeting.***

5. Items for Information

a. Vehicle Acquisition Update

***No staff report attached. Staff will clarify for the Committee the vehicle acquisitions that occurred in FY 2023.***

b. Airfield Mower Power Requirements

***[See page 24]***

***This item is a follow-up to the discussion at the June 5, 2023 Operations and Development Committee meeting. Staff is currently assessing purchase options for commercial grade mowers for airfield operation at Hollywood Burbank Airport to replace the existing mower that has passed its useful life. The current specification is for diesel-powered equipment. This report provides additional briefing on Staff's evaluation of the availability of comparable zero emissions battery-electric powered airfield mower equipment that meets the Airport's performance requirements.***

6. Items for Discussion

a. Committee Pending Items

***[See page 29]***

7. Adjournment

**MINUTES OF THE SPECIAL MEETING OF THE  
OPERATIONS AND DEVELOPMENT COMMITTEE  
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY**

**JUNE 26, 2023**

A special meeting of the Operations and Development Committee was called to order this date in the Airport Skyroom, 2627 N. Hollywood Way, Burbank, California, at 8:34 a.m., by Commissioner Devine.

**1. ROLL CALL**

**Present:** Commissioners Devine, Gabel-Luddy and Hampton

**Absent:** None

**Also Present:** Staff: Frank Miller, Executive Director;  
John Hatanaka, Senior Deputy Executive Director;  
Ray Hunting, Manager, Airport Security;  
Patrick Lammerding, Deputy Executive Director,  
Planning and Development; Tom Janowitz, Sr.  
Manager, Ground Access

**2. Approval of Agenda**

Agenda was approved as presented.

**3. Public Comment**

There were no public comments.

**4. Approval of Minutes**

**a. June 5, 2023**

A draft copy of June 5, 2023, Committee minutes was included in the agenda packet for review and approval.

**Motion**

Commissioner Gabel-Luddy moved approval of the minutes; seconded by Commissioner Hampton.

**Motion Approved**

There being no objection, the motion was approved (3-0).

**5. Items for Approval**

**a. Award of Contract  
Vehicle Barricade Equipment and  
Training Services**

Staff sought a recommendation from the Operations and Development Committee to the Commission for award of an Equipment and Training Services Agreement to MERIDIAN Rapid Defense Group Rentals LLC ("Meridian") for equipment and training services related to emergency response conditions and vehicle barricade deployment. The deployment fee is

scaled based on the amount of notice provided to Meridian.

The Committee had further questions for Staff regarding the type of barrier equipment Meridian will supply and requested that Staff return to the Committee with a follow-up report depicting the actual equipment at the Committee's next meeting.

**b. Approval of Aid-in-Construction Deposit for Temporary Construction Power - Replacement Passenger Terminal Project**

Staff sought an Operations and Development Committee recommendation to the Commission to approve payment of an aid-in-construction deposit with the City of Burbank in the amount of \$494,000 for Burbank Water and Power to purchase long-lead electrical items required to bring temporary power for construction of the Replacement Passenger Terminal Project, anticipated to begin in Spring 2024. This deposit will ultimately be reconciled with BWP's actual purchase costs.

Due to the long lead time required for these items, subject to the recommendation of the Committee, this item was also placed on the Commission agenda for its consideration at its meeting immediately following the Committee's meeting.

**Motion**

Commissioner Gabel-Luddy moved approval; seconded by Commissioner Hampton.

**Motion Approved**

There being no objection, the motion was approved (3-0).

**c. Award of Contract Self-Park Management, Valet Parking and Courtesy Shuttle Services**

Staff has conducted a competitive solicitation for Self-Park Management, Valet Parking, and Courtesy Shuttle Services at the Airport. Following a comprehensive selection process, Staff sought an Operations and Development Committee recommendation to the Commission that it award an Agreement for Self-Park Management, Valet Parking and Courtesy Shuttle Services ("Agreement") to ACE Parking III, LLC ("Ace").

The Agreement will have a 60-month term beginning on October 1, 2023 and ending September 30, 2028. The budget for the first year of the contract would be \$7,547,764. For the full contract term, Ace's total operating budget would be \$41,705,102 and the management fee would



be \$268,378. This proposed operating budget is subject to revision, however, based on changes in the Authority's parking and shuttle operation needs as parking configurations are revised during construction of the Replacement Passenger Terminal.

**Motion**

Commissioner Hampton moved approval; seconded by Commissioner Gabel-Luddy.

**Motion Approved**

There being no objection, the motion was approved (3-0).

**6. Items for Information**

Items for Information 6.a. and 6.b., were deferred to the Committees next meeting due to time constraints.

**a. Vehicle Acquisition Update**

**b. Airfield Mower Purchase Consideration**

**7. Items for Discussion**

**a. Committee Pending Items**

Staff updated the Committee on future pending items.

**8. Adjournment**

There being no further business to discuss, the meeting was adjourned at 9:11 a.m.

**STAFF REPORT PRESENTED TO THE  
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY  
OPERATIONS AND DEVELOPMENT COMMITTEE  
JULY 10, 2023**

**AWARD OF CONTRACT  
VEHICLE BARRICADE EQUIPMENT AND TRAINING SERVICES**

Presented by Ray Hunting  
Manager, Airport Security

**SUMMARY**

Staff seeks an Operations and Development Committee (“Committee”) recommendation to the Commission for award of an Equipment and Training Services Agreement (“Agreement”) to MERIDIAN Rapid Defense Group Rentals LLC (“Meridian”) for equipment and training services related to emergency response conditions and vehicle barricade deployment. Based on the comments and questions received by the Committee at its June 26, 2023 meeting, staff is returning to provide further information for the Committee’s consideration.

The proposed contract is for a three-year base term from July 10, 2023, through July 9, 2026, with two one-year extension options available to the Commission at its discretion. The total contract price for the base term will be \$180,000 plus a fee for actual deployments. The deployment fee is scaled based on the amount of notice provided to Meridian.

As the proposed services are part of the revision to the Airport’s emergency response plan, subject to the Committee’s recommendation, this item has also been placed on the Commission’s agenda for consideration at its meeting immediately following the Committee’s meeting.

**BACKGROUND**

Meridian, located in Pasadena, California, is a global provider of state-of-the-art vehicle mitigation solutions. The proposed Agreement is for unanchored 700-pound barriers that are made of U.S. steel and can be set up in under ten minutes. This equipment has met the certification requirements of U.S. Department of Homeland Security under the Support Antiterrorism by Fostering Effective Technologies Act of 2002 (“SAFETY Act”). This equipment is also utilized by the U.S. Department of Defense, municipalities such as the City of Chicago, and various sporting venues.

Per Transportation Security Administration (“TSA”) regulations, airport operators are required to have a response plan in the event the threat level is raised to “Severe Condition” or “Red.” As part of the regular evaluation of the Airport’s response plan, staff determined that an update is appropriate at this time. During the development of a revised response plan, staff identified Meridian as a company that provides rental, set up and removal of vehicle barricades, as well as training and drills. This type of barricade equipment is used at many national events, including the Rose Bowl in Pasadena. Organizers of planned events can make arrangements for vehicle barricade deployment in advance. However, if a condition or circumstance arises at the Airport, such as an increase in the security condition determined by TSA or an event



occurring on the airfield, then the Authority is required to implement an immediate response in accordance with the TSA approved Security Plan for this Airport.

Effective vehicle barricade deployment in response to a heightened threat level requires immediate response to install the equipment with personnel that have the expertise with such deployments. There is also a need to train Airport Police and security personnel on the use and best practices for the location of these barricades under any given situation. Under the proposed Agreement, in addition to immediate access to dedicated equipment and the personnel to deploy it, Meridian will provide the Authority four drills annually to test, practice and deploy the vehicle barricades.

### PROPOSED COST

The proposed cost for the services is \$5,000 a month plus deployment cost. The deployment cost includes the loading, pickup and labor. Depending on the time available for the deployment, the labor charge ranges from a notice of 1-24 hours at \$5,000, \$4,000 for 24-48 hour notice and \$3,000 for notice of 48 hours or greater.

By entering into the proposed Agreement, the Authority would not incur the cost of purchasing the barricades and the ancillary cost, estimated at \$370,000. In addition, the Authority avoids the maintenance and repair costs of the equipment, as well as the burden of identifying adequate storage that protects the equipment while providing unrestricted access to it at the Airport. Further Meridian will provide the personnel with the expertise to install and remove the barricades.

### FUNDING

The cost of the first year of the Agreement is included in the recently adopted FY 2024 budget. Costs for this service in future years will be included in subsequent fiscal year budget requests.

### STAFF RECOMMENDATION

Staff seeks the Committee's recommendation to the Commission that it award a contract to Meridian for barricade equipment, training and deployment services and that the President be authorized to execute the same.



## Equipment and Training Services Agreement

This Agreement relates to the following understandings and agreements by and between MERIDIAN Rapid Defense Group Rentals LLC ('MERIDIAN') on the one hand, and the Burbank-Glendale- Pasadena Airport Authority, the recipient of the services ("RECIPIENT") with respect to the access to certain equipment and training owned by MERIDIAN and being provided to RECIPIENT.

IT IS UNDERSTOOD that:

1. To meet the needs of an emergency shut down of the Hollywood Burbank Airport ("LOCATION"), RECIPIENT requests the SERVICES of MERIDIAN.
2. SERVICES is defined as availability and access to 24 - Archer 1200 Anti Vehicle Barriers and 2 -Archer Beam Gates at all times during the duration of Agreement. SERVICES also includes up to 4 live deployment trainings annually on mutually agreed upon times.
3. MERIDIAN and RECIPIENT agree to enter into a 3-year agreement for SERVICES, with an option of a 2-year extension. Either party may terminate this Agreement for convenience upon 90-day notice.
4. RECIPIENT agrees to pay \$5,000 a month plus applicable taxes for SERVICES, invoiced at the beginning of each month, to be paid no later than the tenth (10<sup>th</sup>) of each month of the agreement. Invoices for all actual deployments will be sent to RECIPIENT within five (5)

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days after the deployment and to be paid within ten (10) days after receipt of each invoice.

5. In addition, the RECIPIENT agrees that, in the event a deployment is necessary, MERIDIAN will deploy barriers based on the following rates. This rate includes loading in and out and labor costs
  - a. 1- 24 hour notice = \$5,000 per deployment
  - b. 24 – 48 hour notice = \$4,000 per deployment
  - c. 48 hours + notice = \$3,000 per deployment
6. Indemnification - Each party shall indemnify, defend, protect, hold harmless, and release the other, its officers, agents, and employees, from and against any and all claims, loss, proceedings, damages, causes of action, liability, costs, or expense (including attorneys' fees and witness costs) arising from or in connection with, or caused by any act, omission, or negligence of such indemnifying party or its agents, employees, contractors, subcontractors, or invitees. This indemnification obligation shall not be limited in any way by any limitation on the amount or type of damages or compensation payable to or for the indemnifying party under workers' compensation acts, disability benefit acts, or other employee benefit acts. This indemnity provision survives the Agreement.
7. Governing Law - This Agreement and all disputes arising out of or in connection with this Agreement shall be governed by, interpreted under, and construed and enforceable in accordance with, the laws of the State of California, without giving effect to conflict of law principles.

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NOW THEREFORE, MERIDIAN confirms the following:

- a. MERIDIAN is the exclusive provider of certain patented equipment and technology including the Archer 1200 Mobile Vehicle Barriers and the Archer Beam Gate which provide protection from unwarranted and unauthorized vehicle intrusions;
- b. MERIDIAN is authorized by RECIPIENT to move, place and deploy the equipment and technology to the LOCATION for the deployment event at times as agreed sufficiently before the commencement of the event and shall thereafter at a time as agreed following the event pick up and take away the equipment and technology and thereby conclude the live action demonstration.
- c. MERIDIAN shall deliver the equipment and technology and provide for the use thereof and pick up and retrieve the equipment and technology without need for any other permits or authorizations from RECIPIENT and any other entities including the relevant city or other jurisdiction in which the LOCATION is located.
- d. MERIDIAN at all times retains all title and ownership of the MERIDIAN equipment and technology and releases RECIPIENT and any and all representatives and related parties from any and all liabilities or claims of any kind arising out of the deployment of the equipment and technology and/or any damages that might arise to the equipment

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STATED, AGREED AND CONFIRMED:

MERIDIAN Rapid Defense Group Rentals LLC

BY: [Signature]

TITLE: President

DATED: May 15<sup>th</sup> 2023

ACKNOWLEDGED by RECIPIENT

BY: \_\_\_\_\_

TITLE: \_\_\_\_\_

RECIPIENT: \_\_\_\_\_

DATED: \_\_\_\_\_ 2023

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**STAFF REPORT PRESENTED TO THE  
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY  
OPERATIONS AND DEVELOPMENT COMMITTEE  
JULY 10, 2023**

**AWARD OF PROFESSIONAL SERVICES AGREEMENT  
AIRPORT MARKETING CONSULTING SERVICES**

Presented by Nerissa Sugars  
Director, Marketing Communications and Air Service

**SUMMARY**

Staff seeks an Operations and Development Committee (“Committee”) recommendation to the Commission to award a Professional Services Agreement (“Agreement”) to Anyone Collective, LLC (“Anyone Collective”) for airport marketing consulting services, website support and media purchases. These services are in support of the continued branding, marketing, and advertising efforts of Hollywood Burbank Airport. These services, as detailed below, are for a not-to-exceed amount of \$880,000 inclusive of media purchases and a task order-based program for airline and destination marketing.

As these services are time sensitive, subject to the recommendation of the Committee, this item has also been placed on the Commission’s agenda for its consideration following the Committee’s meeting.

**BACKGROUND**

Since the initial engagement in 2015, Anyone Collective has worked closely with Staff to implement the Authority’s long-term branding and marketing strategy to gain market recognition and increase passenger utilization of Hollywood Burbank Airport.

Since FY 2016, marketing strategies have been implemented to promote the geographical location of the Airport and its proximity to Los Angeles area points of interest. The initiative has included a strategic general communications plan based on extensive market research, and the analytics generated from previous marketing and advertising efforts. Advertising purchases in both print and digital outlets have been utilized in conjunction with continued ongoing research and analysis of potential market interest.

Anyone Collective’s services are also utilized with the outreach to airline network planning and marketing departments, along with airports and destination marketing organizations (“DMOs”) for the cities served by Hollywood Burbank Airport’s partner air carriers.

The success of these efforts, as previously reported to the Commission, includes the receipt of global recognition by Airports Council International - North America (“ACI-NA”) with both the Authority and Anyone Collective receiving multiple awards for Brand Identity, Digital Advertising, Print Communications, and an Overall Marketing Program. ACI-NA also bestowed onto Hollywood Burbank Airport the prestigious Peggy G. Hereford award, which is given to the airport with the most first place and honorable mentions awards in a single year.

The success of Anyone Collective's creativity with name and brand recognition has been further recognized by Fodor's Travel, which in 2019 named Hollywood Burbank Airport the "Best Airport in the United States". Each year since 2021, readers of the Los Angeles Daily News have voted Hollywood Burbank Airport as "Best Airport in Los Angeles". This year, Anyone Collective and Hollywood Burbank Airport received a Gold Award in the AVA Digital Awards program, an international competition that recognizes excellence by creative professionals responsible for the planning, concept, direction, design and production of digital communication.

Anyone Collective's services have also included technical support and maintenance of the Hollywood Burbank Airport and ElevateBUR websites. The Airport's website, which has the largest outreach of all the Authority's marketing outlets, focuses on the key benefits of the Airport and provides up to date information pertinent to current and prospective customers.

### PROPOSAL DETAILS

As passenger traffic continues to grow to levels comparable to the record activity seen before the pandemic, the proposed airport marketing activities for FY 2024 will continue to rebuild Hollywood Burbank Airport's brand momentum established in the marketplace prior to the downturn. Anyone Collective and Staff will collaborate on strategically designed, hyper-targeted, measurable campaigns to encourage greater engagement from passengers and airlines.

Part of the efforts will include growing and strengthening the brand name, promoting existing and new air services, and raising more awareness about the Airport's features and amenities that add value to the overall customer experience.

FY 2024 activity will also include a strengthened focus on retaining existing air services the air carriers are providing to the Airport. For FY 2024, the proposal includes a task order based joint advertising program with each of the Authority's air carrier partners, along with the mutually served airports and DMOs on a first come, first served basis. Together, Staff and Anyone Collective, will provide the airlines, airports and DMOs with an opportunity to collaborate on advertising and marketing efforts that will incorporate the specific airline, airport and destination brands and the Hollywood Burbank Airport brand. For this portion of the program, a joint marketing proposal would be presented to and authorized by the Executive Director up to the limits of the program.

The FY 2024 messaging program will be developed and applied in print, digital, and social media spaces, with targets including: leisure, business, and bleisure travelers; seasonal activity; geographic/destination awareness; special events and attractions; and public transportation promotion (e.g., Metro/MetroLink).

Services and deliverables to be provided are as follows:

- Creative services development
- Administrative services
- Air service retention and development support
- Collaboration on marketing strategies with Staff, air carriers, airports and DMO's
- Website management – primary and replacement terminal
- New digital content production
- Social media strategies and campaign execution
- Advertising campaigns



- Media buy negotiation and planning
- Presentation development
- Copywriting
- Art direction
- Graphic design

To summarize, the Airport Marketing and Advertising Program for FY 2024 is made up of five complementary tasks: i) strategic development employing the analytics from previous years and the results of the research and discovery process, ii) specific marketing and advertising services which include creative art design, content creation, messaging and social media distribution and custom content development, iii) advertising media buys for all applicable venues, iv) implementation of specific joint marketing efforts between airlines, airports, and DMOs, and v) technical management and maintenance of websites for the airport and replacement passenger terminal. The chart below breaks down the not-to-exceed limit for each of the proposed activities in FY 2024.

Strategic Development	\$ 80,000
Marketing and Advertising Services	\$ 300,000
Media – Digital	\$ 90,000
Media – Print	\$ 60,000
Media – Social Media	\$ 110,000
Task Orders	<u>\$ 190,000</u>
Subtotal	<u>\$ 830,000</u>
Website Maintenance	\$ 50,000
<i>Airport and Replacement Passenger Terminal</i>	Total <u>\$ 880,000</u>

A copy of the proposed Agreement and work scope is attached.

#### BUDGET IMPACT

Appropriations for the proposed plan are included in the adopted FY 2024 budget.

#### STAFF RECOMMENDATION

Staff seeks the Committee's recommendation to the Commission that it award the proposed Agreement to Anyone Collective for the services describe above in support of the Authority's FY 2024 Airport Marketing and Advertising program with an amount not to exceed of \$880,000 and that the President be authorized to execute the same.

**ANYONE™**



Hollywood Burbank Airport  
FY 2024 Proposal: July 2023 – June 2024  
June 1, 2023

To: Frank Miller, John Hatanaka, Kathy David, Nerissa Sugars  
From: Anyone™ Collective  
Date: June 1, 2023  
SUBJECT: FY 2024 Proposal  
PROPOSAL ID: 230307-MFa

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Dear Frank, John, Kathy and Nerissa -

Please find attached the proposal for the working relationship between Hollywood Burbank Airport and Anyone™ Collective on the FY 2024 Advertising & Marketing Strategy. This proposal outlines deliverables for FY 2024, as well as estimated pricing for each.

We are thrilled to have the opportunity to continue to work with Airport Staff to help grow the Airport and its business. The entire Anyone™ team is very excited and we look forward to continuing our journey together.

As always, our partnership with Hollywood Burbank Airport is important to us, and we cannot wait to get started on FY 2024.

Please let us know if you have any questions or comments.

We look forward to speaking with you soon.

Anyone™ Team

## **Project Summary - Scope of Work**

### **Overview**

Anyone™ Collective LLC (hereafter, “Anyone™”) will provide the Burbank-Glendale-Pasadena Airport Authority (hereafter, “Client”) in reference to Hollywood Burbank Airport (hereafter “Hollywood Burbank Airport”) with a Branding, Marketing, and Advertising Package to include multiple assets necessary for the successful implementation of marketing goals for Hollywood Burbank Airport.

### **Professional Services Agreement**

Client hereby engages Anyone™, with a mailing address of 99 Pasadena Avenue, Suite One, South Pasadena, CA 91030, for the purpose of performing the services necessary to execute a Branding, Marketing, and Advertising Package (hereafter, “Services”) for Hollywood Burbank Airport.

### **FY24: Introduction**

The goal of FY 2024 is to continue to expand and strengthen the branding foundation established in prior phases to ensure continued growth for Hollywood Burbank Airport. Anyone™ will build a plan that focuses on the continuation of dealing with effects of the global pandemic. We will focus on ideas that carefully consider how the past few years have impacted the travel industry. This does NOT mean we will put out ads and marketing that mention the pandemic, Covid 19 or industry-wide staffing challenges. It simply means we will be thoughtful of the way we communicate the advantages and rewards of travel via Hollywood Burbank Airport - creating awareness and delivering clear and concise messages about the Airport’s geographical location and overall benefits.

Unique to FY 2024, the plan is to elevate the research and discovery process. Utilizing the most current data and facts, we can ensure all branding, advertising, and marketing efforts are in line with modern trends and technologies and continue pushing for more awareness of Hollywood Burbank Airport. Our efforts in FY 2024 will keep us on trend with the current market and provide clear and thoughtful direction to build a strategy that encourages more business for the Airport from both a consumer and airline perspective. In FY 2024, we will focus on both Business to Consumer (B2C) and Business to Business (B2B) marketing and branding efforts. In addition to this upcoming fiscal year, we are prepared to identify and create plans that would be necessary in the event of any unforeseen crisis,

FY 2024 will focus on Hollywood Burbank Airport’s brand momentum established in the marketplace prior to the pandemic. With strategically designed, hyper-targeted, measurable campaigns to encourage greater engagement from passengers and airlines alike, Anyone™ will explore creative ways to connect with and speak to new and existing customers through the Airport’s brand voice. Anyone™ Collective believes it is extremely important to be ready to ramp up communication, marketing and advertising efforts as travelers and the air carriers navigate the challenges that are still affecting the air travel industry.

FY 2024 will provide continued support to Hollywood Burbank Airport for the successful implementation of its rebranding and marketing goals, which include, but are not limited to, the following:

- Increase passenger levels
- Build upon Airline Marketing, and overall marketing, advertising, and branding efforts
- Provide the Airport with a geographic identity that speaks to the local community, and to select region-specific targets throughout the U.S.
- Grow and expand the current target demographics via new strategies and creative campaign directions
- Create fresh and new campaigns, such as seasonal - and audience - specific advertising, to generate a new wave of consumer awareness and deliver new information to our existing consumer base
- Provide detailed analytics for every campaign in order to adjust and pivot whenever necessary to ensure the highest level of performance for each and every deliverable
- Focus on targeting new airlines, new flights and routes and positioning Hollywood Burbank Airport as Southern California's number one option and number one airport.

## **FY 2024 Includes:**

### **1. FY 2024 Target Strategy Overview**

The following strategy breakdown is a continuation of the strategies set in place from previous years. In FY 2024 we define the prioritized target markets and consumers, including B2B, B2C, and airline and destination marketing. The goal is to continue to build on the investment made in prior years and identify new markets and new creative directions—all in a very close collaboration between Airport Staff and the agency. This team approach will ensure we stay with current branding and messaging trends and utilize critical insights from the Airport to build creative campaigns that will bring new consumers and drive customer engagement.

## **Strategy Breakdown**

### **A. Hyper-Targeted Creative and Messaging**

- Leisure and Business Travelers creative and messaging
- Bleisure Traveler creative and messaging
- Seasonally-focused campaign targets, creative, and messaging
- Geographically-focused campaign targets, creative, and messaging

### **B. Calls-to-Action and Engagements**

- Airport key benefits (i.e., convenience, transportation center, rental car, parking, amenities, new airlines, new routes, key air service partnerships, etc.)
- Digital Drivers/Touch Points: Engage target audiences through digital advertising and social media channels

- Incentives: Drive new engagement through incentives (i.e. targeted events, giveaways, contests, usage of collected customer data through email marketing)

## C. Digital Content Creation and Touch Points

- Travel Blog: Content will be geared towards travelers nationwide with stories that drive awareness to Hollywood Burbank Airport
- Seek the creation of co-opportunities (i.e., co-branded sponsorships and advertising)
- Content contributors will include staff, commissioners, air carrier representatives, and other key Airport stakeholders.

## D. Airline and Destination Marketing Target Strategy

- Utilize targeted brand messaging to support airline and destination marketing efforts
- Continue to grow the strategy that focuses on airline and destination marketing to support the B2B development for the airport
- Work with Airport Staff to create airline and destination marketing-targeted materials, including collateral, deck presentation templates, custom presentations, B2B-focused web portal
- Join Airport Staff at airline and destination marketing-focused meetings with industry executives, airlines, destination marketing organizations, etc.
- Continue to create and expand upon co-branded marketing and advertising opportunities in collaboration with Airport Staff

In previous years, Anyone™ provided plans for effective execution of initial campaigns for Hollywood Burbank Airport along with a projected plan for future placements. In FY 2024, analytics gathered from the initial campaigns combined with continued exploration in marketing and advertising research will inform an updated plan that details targets, defines messaging, and determines the appropriate creative direction for branding materials. Our overall digital plan will leverage our true partnership with the Airport and will incorporate collaborations with Staff.

## 2. Brand Creative Campaign

The initial creative strategy for Hollywood Burbank Airport was brand-focused, creating awareness of the Airport's new name and brand identity. As campaigns and brand awareness evolved, Anyone™ diversified the strategy and reshaped messaging and campaigns around specific benefits, locations, and types of travelers. Moving into FY 2024, Anyone™ will explore new opportunities that have opened up as a result of added service connections and easing of the pandemic. By continuing to use custom targeting techniques and custom messaging, engagement will continue to grow over a large base of qualified demographics.

Anyone™ will continue to incorporate calls-to-action (CTAs) that promote direct engagement to drive conversions. In FY 2024, Anyone™ will add new social/digital targets that will drive and grow the Airport's target audience and encourage repeat engagements.

Deliverables include individual creative campaigns for each of the established campaign targets and their placement within the context of the new marketing plan. A minimum of two (2) concepts per campaign will be created with supporting graphics. All concepts, regardless of

target or campaign, will continue to utilize branding elements so Hollywood Burbank Airport continues to reinforce its cohesive look and feel. The initial creative direction has been selected and approved by Airport Staff - Anyone™ will apply the creative to all the deliverables determined in the marketing plan.

- Anyone™ will utilize analytics gathered during previous years, as well as conduct additional exploration into national and global markets as a result of added connections to determine an appropriate creative direction for FY 2024
- Advertising will focus on three geographic areas and B2B:
  - Local (Southern California)
  - Regional (select out-of-state targets)
  - East of the Rockies
  - B2B (Airline Marketing)
- Anyone™ will create hero graphics that will define the artwork for the deliverables. Below is a list of potential deliverables to be included; final deliverables will be determined after the strategy is developed:
  - Magazines
  - Local Ads
  - Digital Advertising
  - Social Media Community Management Content
- Anyone™ will subcategorize travelers and target each individual subcategory with unique campaigns via programmatic and social media advertising:
  - Create three to six (3–6) campaigns per subcategory for a maximum of twenty-four (24) total
  - Entice target consumers with a call-to-action OR a click engagement to “find out more information” on any benefit or service being advertised
- Every campaign will last for approximately 30–45 days and will be refreshed on an ongoing basis to reflect changes in seasonality targets as necessary.

### **3. Creative Deliverables**

#### **3a. Advertising Campaigns**

Using the final creative campaign assets from Deliverable 2, along with updated research and long-standing relationships with media distributors, Anyone™ will evaluate marketing and advertising mediums to build a multi-platform media plan that provides the highest impact with the lowest budget. The key focus for FY 2024 is to create custom-targeted messaging spread across the established target demographics, to define calls-to-action for engagement with new potential customers, and to continue growing awareness of the Airport’s brand and location.

The goal of these deliverables is to promote the quality, friendly service and convenience of Hollywood Burbank Airport in an innovative and tangible way. Competitive, attention-grabbing collateral will stand out in a saturated market, engaging customers via strategic placements in areas that will reach target prospects.



*The execution of print and digital deliverables is for placement only. Media buying is estimated separately. Anyone™ will receive an industry standard 15% commission based on Hollywood Burbank Airport's overall spend, which will be determined by Hollywood Burbank Airport. The recommended spend is identified in this estimate.*

### **3b. Social Media Advertising**

Anyone™ will continue to design and develop the overall digital marketing and social media strategy for Hollywood Burbank Airport in FY 2024. The goal of the digital marketing and social media strategy will be to continue to create awareness for Hollywood Burbank Airport. This will include existing and new customers for the Airport. In FY 2024 the focus will be on keeping well managed social media targeted advertisements. Quarterly progress reports will be developed so that analytics and data can help define the key performance indicators (KPI's) and return on investments (ROI) for each campaign. Again, Anyone™ will collaborate with Airport Staff in the development of this plan and on all final deliverables.

Anyone™ will create new ads, featuring updated messaging and creative, to run across social platforms including Facebook, Instagram, Google AdWords, and custom communication platforms through co-op positioning and targeted touch points. The content campaigns will garner interest for Hollywood Burbank Airport to gain active followers, encourage engagement of customers, and ensure awareness of Hollywood Burbank Airport's features and benefits, including Airline and Destination Marketing. Content campaigns will include web and social banner ads, social media graphics, and re-skinning of social properties. Every campaign is to last for approximately thirty to sixty (30–60) days and will update consistently to reflect changes in seasonality, performance, and targets as needed.

### **3c. Community Management—Up to 60 hours/month**

In collaboration with Airport Staff review, Anyone™ will continue community management efforts for the Airport throughout FY 2024, engaging with a concerted focus on all travel segments (i.e. Business, Leisure and Bleisure). We will collaborate with Airport Staff to create a monthly content schedule that defines that month's goals and content.

- **Monitoring:** Anyone™'s social listening efforts entail monitoring all networks for conversations concerning the Airport's brand. We will proactively set up listening parameters for mentions, tags, and specific keywords.
- **Engaging:** The goal will be to keep the Airport's brand and personality consistent, while adapting to social media trends and content. FY 2024 engagement will also include a focus on LinkedIn engagement and creative that is geared specifically for business travel.
- **Moderating:** Anyone™ will work proactively with Airport Staff to manage the Airport's online reputation by keeping all social profiles clear from spam.
- **Measuring:** By monitoring, engaging, and moderating, we will have a better sense of how the social community perceives the brand, identify areas for improvement, and work to refine the Airport's presence. Anyone™ will pinpoint which channels our audiences are most active on and where we can satisfy primary objectives—whether it's building brand awareness, pushing traffic to the website, or simply maintaining the Airport's reputation and integrity.

### **3d. Website Maintenance: Up to 10 hours/month each hollywoodburbankairport.com and elevatebur.com**

As the Airport's business evolves and grows, it is important to have a website that is dynamic and evolves as needed over time, inclusive of all content and functionality. Anyone™ will provide the following website maintenance services:

- **Platform/CMS Maintenance**
  - Ongoing maintenance and updating all website plugins, themes, and technologies
  - Cloud backup of website on a weekly basis
  - Constant uptime monitoring to ensure site accessibility
  - Ensuring the site core is running on the latest security technologies, avoiding outdated software that can contain vulnerabilities
  - XML sitemap monitoring to ensure crawlability and indexability by all major engines
  - Meta description updates for consistent snippets in search engine results
  - Optimization of page titles and copy headlines for SEO
  - Regular malware monitoring and removal
  - Deployment of Google Analytics across all pages for accurate usage and audience statistics
  - Ensuring all SSL (secure sockets layer) certificates are up-to-date
- **Content Maintenance**
  - Adding, swapping, or editing new and existing photos and graphics for the website
  - Adding, editing, or removing copy on the existing site including articles, reports, contact information, or service/amenity descriptions
  - Expansion or deletion of links within website navigation panels

## **4. Media Planning & Buying**

Media planning and buying involves elements of strategy, negotiations, and purchasing. For social media purchases Anyone™ is required to pay campaign budgets in advance (this is known as “ad buys”). When planning the inventory to purchase, planners must take into consideration the product being advertised, target audience, and campaign goals.

Anyone™ will strategize, negotiate, purchase, and monitor advertising space on behalf of the Client. Anyone™ will strive to connect with the highest number of people in the approved target audiences at the lowest cost whenever possible.

1. **Media—Digital:** Budget will allow a consistent buy of programmatic digital ads to be placed month-to-month as part as Anyone™'s continuous digital plan.
2. **Media—Print:** Budget will allow for smaller local print publications to be supported during certain months, while larger distribution airline publications will be selected and ads placed according to the allocated budget.
3. **Media—Social:** Budget will play a large role in connecting Anyone™'s specific messaging to potential travelers within all newly created subcategories.

Upon approval, Anyone™ will create a complete media budget. For the purposes of this proposal and based on Anyone™'s media buying and planning experience, Anyone™ will provide a budget range that includes a suggested amount for the remainder of the current fiscal year—beginning July 1, 2023 and ending June 30, 2024.



Media buy dollars are estimated separately from the amortized payment plan hours. Anyone™ will receive an industry standard 15% commission based on Hollywood Burbank Airport's overall media spend, which is included in the pricing below.

## **5. FY 2024 Marketing and Advertising SOW Ongoing Brand Support**

Anyone™ will provide continued ongoing brand support as described in the pricing grid under Marketing and Advertising SOW (Scope of Work). The pricing is based on a blended rate of creative hours, account management hours, and production execution hours.

This plan will go into effect upon approval of the budget with a target start date of July 1, 2023.

Ongoing brand support hours are based on a blended, creative, and administrative hourly rate of \$275/hr.

## FY 2024 Proposed Budget

FY 2024 Strategic Development - Creative Services	
1. Research & Development FY 2024	\$30,000
2. Strategy/Plan Including Airline Marketing (B2B)	\$30,000
3. Quarterly Reporting—Progress Report and Analytics Review	\$20,000
<b>Strategic Development Subtotal:</b>	<b>\$80,000.00</b>
FY 2024 Marketing and Advertising SOW Ongoing Brand Support - Creative Services	
1. Campaign Creation and Executions	\$300,000
2. Content Creation Digital	
3. Content Creation Print	
4. Content Creation—Events, Presentations, Meetings	
5. Website Updates and Content Creation	
6. Messaging & Copywriting	
7. Social Media Content Creation All Platforms	
8. Print Media Content Creation All Platforms	
10. Creative Design, Art Direction, and Graphic Development	
<b>Ongoing Brand Support - 12 Months Subtotal:</b>	<b>\$300, 000.00</b>
FY 2024 Advertising/Media Plan/Ad Buying/Promotions	
1. Digital Advertising—Consumer Target—Google AdWords	\$90,000
2. Print Advertising—Consumer Target	\$60,000
3. Social Media Advertising/Community Management—Consumer Target—Facebook, Instagram	\$110,000
<b>Advertising - 12 Months Subtotal:</b>	<b>\$260,000.00</b>
Website Maintenance	
Maintenance of <a href="http://www.hollywoodburbankairport.com">www.hollywoodburbankairport.com</a>	\$25,000
Maintenance of <a href="http://www.elevatebur.com">www.elevatebur.com</a>	\$25,000
<b>Website Subtotal:</b>	<b>\$50,000.00</b>
Task Orders	
B2B Airline and Destination Marketing Content Creation, Design, and Executions Collaborative Meetings, Associated Travel	\$190,000.00
<b>Task Orders Subtotal:</b>	<b>\$190,000.00</b>
<b>FY 2024 Grand Total:</b>	<b>\$880,000.00</b>

*NOTE: Monthly totals may vary per month depending on the campaign strategy development, in other words more budget may be allocated to a different month making one month total budget spend higher and another month total budget spend lower. The spend will never exceed the total allotted media buy budget.*

## 6. Fee Schedule

Upon budget approval the Anyone™ team will provide a recommended fee schedule that will eliminate confusion and make the billing portion of this estimate easy to consume.

## 7. Timeline & Milestones

Anyone™ understands the pace and project flow may vary based on the Client's needs. Upon approval of this agreement, Anyone™ will be the Client's agency of record for a twelve (12)-month period. A complete milestone calendar will be created upon approval. Anyone™ would recommend a budget review in 6 months for the fiscal year FY 2024.

### Execution Milestones

1. Strategic Airline and Destination Marketing FY24 Advertising/Marketing
2. Brand Creative Campaign and Vision
3. Print & Digital Media Campaign
4. Social Media Campaigns/Community Management
5. Website Maintenance
6. Media Planning/Buying
7. Airline Marketing (B2B) Strategic Planning
8. Airline Marketing (B2B) Executions
9. Analytics and Reporting

*Project Management: Projects can occur simultaneously. Once approved, a digital project management software will be implemented to assist in overall project management and communications between appointed Client and Anyone™.*

**STAFF REPORT PRESENTED TO THE  
BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY  
OPERATIONS AND DEVELOPMENT COMMITTEE  
JULY 10, 2023**

**AIRFIELD MOWER PURCHASE CONSIDERATIONS**

Presented by Patrick Lammerding  
Deputy Executive Director, Planning and Development

**BACKGROUND**

This item is a follow-up to the discussion at the June 5, 2023 Operations and Development Committee meeting. Staff is currently assessing purchase options for commercial grade mowers for airfield operation at Hollywood Burbank Airport to replace the existing mower that has passed its useful life (refer to Photo 1 at the end of this report). The current specification is for diesel-powered equipment. This report provides additional briefing on Staff's evaluation of the availability of comparable zero emissions battery-electric powered airfield mower equipment that meets the Airport's performance requirements.

**REQUIREMENTS**

The performance requirements for the new mower are driven by the condition and the restrictions of working in the airfield. To start, the airfield's vegetated portions (infields) cover over 70 acres with uneven terrains that consist of a mixture of grass, weeds, rocks, loose soil, and other features, such as manhole covers, utility boxes, and airfield signs. Example conditions are shown in Photos 2 and 3 at the end of this report. As a comparison, a football field has much gentler terrain and is approximately 55 times smaller, covering approximately 1.32 acres. Due to the nature of working on the airfield, there is also much less margin for error with respect to mobility and reliability. The mower must be able to clear the aircraft movement areas at a moment's notice. Staff is also required to complete the task within the limited closure hours, and to balance the resources dedicated for mowing to ensure that other maintenance tasks can still be completed as required for the operation of the Airport. At this time, mowing of the infields can be accomplished in approximately one full week. As part of the wildlife mitigation program, mowing is required at least every two weeks during the spring season to ensure operational safety of the airfield.

These performance requirements necessitate that the new mower has a minimum of 65 horsepower and be equipped with a triple flail system. That system is designed for areas of overgrown brush and vines. Additionally, a triple flail system is designed to reduce the risk of injury from flying debris with the widest cutting width possible, at approximately 16 feet (192 inches). The cutting width influences the number of required mowing passes, which directly impacts the time required to mow a given area. A smaller deck/cutting width requires an increased number of mowing passes and thus a proportionally longer mowing duration, which is not practical for situations when an area must be cleared within a limited period of time.

## ASSESSMENT OF DIFFERENT TYPES OF MOWERS

Staff conducted an assessment of commercially available mowers across all available fuels, including diesel, gasoline, and zero-emission battery-electric.

1. Diesel Mowers – The Airport’s performance requirements can be met through the purchase of new diesel-fueled commercial mowers. Staff has assessed various diesel mower manufacturers, including Kubota, John Deere, Hustler®, Sawinery, Ferris, SCAG, Power, Toro, Exmark, Badboy, Grasshopper, and Bobcat®. Based on the assessment, most of the competing brands offer comparable diesel equipment in terms of mower deck size and cut width. In addition, all competing mowers utilize diesel engines certified as Tier 4 Final, which is the strictest EPA requirement that yields the lowest emissions for diesel off-road equipment, required by law for sale in California, per California Code of Regulations (CCR), Title 13, Division 3, Chapter 9, Article 4.8 In-Use Off-Road Diesel-Fueled Fleets. Through advancements in technology, modern diesel engines have been transformed into one of the cleanest equipment available today. The EPA’s introduction of Tier 4 Final requirement in 2014 and 2015 reduced the NOx and PM emissions from diesel exhaust by 99 percent compared to the 1996 levels when EPA first introduced the emissions regulations. Building from the emissions reduction from Tier 2 and Tier 3 engines, the Tier 4 Final further reduces emissions through exhaust aftertreatment technologies, including selective catalytic reduction that reduces NOx by up to 90% and diesel particulate filters to capture the soot particles.
2. Gasoline Mowers – No commercially available mowers that meet the Airport’s performance requirements were identified during the evaluation. Mowers that operate on gasoline were limited to a 66” mower deck size, approximately one-half the width as the benchmark units, requiring twice the number of mowing passes and approximately twice the labor hours for a given mowing job.
3. Zero-Emission Electric – At this time, none of the battery-electric commercial mowers meet the Airport’s performance requirements. There are no zero-emission commercial mowers that are capable of towing triple flail attachment that would allow for 192” cutting width due to the limited energy capacity of the battery pack. The most capable mowers available in the market are the Gravely Pro-Turn EV with a 60” deck, and the Mean Green® EVO, which is equipped with a 74” mowing deck. Even though the Gravely Pro-Turn EV specifications listed a coverage hour as 6.6 acres, this figure appears to be based on the maximum forward speed the mower can obtain if the engine is under little to no load. However, the actual cutting width would likely be significantly lower since the coverage largely depends on the mower’s speed and power under full working load. In addition, the limited energy capacity of the battery pack may present mobility and reliability challenges. As a lithium-ion battery ages it loses capacity irreversibly, and the typical service life of a lithium-ion battery is around 5 years, where its capacity falls to 80% of its rated capacity. It will take approximately 8-12 hours to charge the battery, and some mowers do not allow for battery swap. The degradation in battery capacity will extend the duration of the work and present a challenge in efficiency and reliability, especially when working within the runway and taxiway safety areas. Using a battery pack with limited energy capacity might result in an airfield safety issue if the batteries had to be changed mid-operation.



## BUSINESS COSTS

Staff has evaluated factors and costs associated with procurement and operation of a zero-emission commercial mower. Staff has used the comparison between cutting width of 74-inch (largest size for zero-emission mower) and 192-inch (for diesel mower being considered).

Assuming both types of mowers can run effectively at the same speed, the electric mower only has about 39% of cutting width of the diesel mower and therefore will need approximately 2.6 times the resources to mow the airfield within the required time. In addition, the calculation also assumes 18 times of mowing required per year. This translates to:

For electric mowers:

- 3 mowers required to replace existing
  - Assume each @\$75,000 \$ 225,000
- 2.6 staff members required to perform the work \$ 270,000/year

For diesel mower, the cost for procurement and operation is below:

- 1 mower required to replace existing \$ 200,000
- 1 staff member required to perform the work \$ 103,000/year

Please note that the evaluation above does not include fuel and maintenance costs for the diesel mower, or the charger, charger infrastructure, and the battery replacement required for the electric mower. Based on staff's conversation with the dealer for the electric mower, the cost of battery replacement for the mower can reach the cost of the purchase of a new mower itself.

Comparisons for resale value between the two types of mowers cannot be easily made due to the relatively young age of the electric mowers. Using the information from the MeanGreen EVO website, the electric mower will retain 15% value after 5,000 hours of operation (about 4 years, @1,300 hours/year). Using Kubota M5-091 sale prices online, a 4-year-old 2019 and 8-year-old 2015 tractors are approximately 70% and 50%, respectively, of the purchase price of a new 2023 tractor.

## CARB REGULATIONS

The California Air Resources Board (CARB) does not have restrictions on diesel equipment purchases in 2023. Starting in the year 2024, CARB's Small Off-Road Engine Regulation will require mowers equipped with small displacement engines to be zero-emission. However, the commercial equipment required to support the airfield operation exceeds the size threshold under this regulation (CCR Title 13, Division 3, Chapter 9, Article 1 – Small Off-Road Engines). The mowers will also be subject to CARB's In-Use Off-Road Diesel-Fueled Fleets Regulation, including proposed amendments that will require the use of R99 or R100 renewable diesel fuel. Staff has confirmed that the fuel vendor at the Airport can provide R100 diesel fuel for the mower. R100 has been demonstrated in similar off-road equipment applications at Los Angeles International Airport and Van Nuys Airport, and has been proven to be fully compatible with no performance, reliability, or maintainability issues encountered. The use of R100 renewable diesel fuel will further reduce the greenhouse gas emissions of the mower by approximately 80%, on top of the emissions reduction achieved from Tier 4 Final engines.

## CONCLUSION

At this time, the performance requirements for mowing the airfield can only be met through the purchase of a diesel-powered commercial mower. While mowers are available in other power source types, such as gasoline and zero-emission battery-electric mowers, there are no commercially available gasoline or battery-electric mowers that meet the Airport's performance requirements.

Appropriations in the amount of \$200,000 were included in the adopted FY 2024 budget for this item. Staff anticipates returning to the Committee with a proposed acquisition of a replacement airfield mower as soon as possible.



Photo 1. Existing 1996 John Deere triple flail tractor mower that will be replaced.





Photo 2. Instrument Landing System (ILS) Localizer Area



Photo 3. Infield adjacent to Taxiway D shoulder\

**BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY  
OPERATIONS AND DEVELOPMENT COMMITTEE  
JULY 10, 2023**

**COMMITTEE PENDING ITEMS**

**Future**

1. Award of Contract - Emergency Alert Phone Replacement
2. Contract Extension - DFS Janitorial Services
3. Award of Contract - ARFF Vehicle Acquisition
4. Award of Contract - Runway, Taxiway, Shoulder Rehabilitation
5. Award of Contract - Wildlife Management Study
6. Award of Contract - Replacement Airfield Mower
7. Shuttle Service Operation - Metrolink Stations and Passenger Terminal
8. Award of Contract - DVSS Extension