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# SYRACUSE REGIONAL AIRPORT AUTHORITY

2014 Annual Report to the Community



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# Message from the Chair

**WILLIAM P. FISHER**, *Board of Directors Chair*

As the Chair of the Syracuse Regional Airport Authority, I am proud to report several substantial accomplishments since our 2013 Annual Report to the Community. This year was our first as the Part 139 Operating Certificate Holder of the Syracuse Hancock International Airport. The Authority now has the operating certificate to the Airport, as well as management and a dedicated staff to assist the Authority to better achieve our goals. I am pleased to report that we are achieving our mission of providing safe, secure, efficient and low-cost air transportation to the area better than ever before.

Earlier this year, the Syracuse Regional Airport Authority worked closely with the Federal Aviation Administration to submit an application for a Part 139 Operating Certificate. The application detailed every asset and operation at the Airport, every lease agreement, and every deed and bond that touches the Airport. The submitted Application totaled more than 2,800 pages. After extensive review, the FAA approved the Authority's application and personally delivered an Operating Certificate for the Airport on February 28, 2014.

I thank Executive Director Christina Callahan and the management team of the SRAA, employees of the City of Syracuse Department of Aviation, and my fellow Board members of the Syracuse Regional Airport Authority, the dedicated members of the Regional Advisory Board, as well as the extraordinary efforts exhibited by the FAA during the approval process.

I want to thank City of Syracuse Mayor Stephanie Miner and the Syracuse Common Council for their support of the SRAA's mission, which has been instrumental in the process of obtaining the Airport Operating Certificate. I also want to thank the Board of the Authority for its support, dedication, and diligence in advancing the interests of the Airport. I look forward to continuing to serve the Authority and am very excited about the future of the Airport and Authority.



William P. Fisher







# Message from the Executive Director

**CHRISTINA CALLAHAN**, *Executive Director*



Christina Callahan

March 1, 2014 marked a date that will stand out in the Airport's history in the years to come. On that date we saw one journey end and another begin when the Syracuse Regional Airport Authority received its Part 139 Operating Certificate from the Federal Aviation Administration. This seemingly simple framed piece of paper was the culmination of years of hard work and would not have been possible without the commitment and dedication of Mayor Stephanie A. Miner, the Chair and Members of the Syracuse Regional Airport Authority, and the Syracuse Common Council. And while it was a momentous occasion, it cannot overshadow the work we have done to give our passengers first class service from curb to gate. Since the opening of the new terminal last year we continue to work hard to make improvements to the terminal building and other facilities as well as bring new air service to new destinations. From new restaurants and retail shops, to a public art program showcasing local artists; it is always our first priority to make the airport an enjoyable experience for our passengers.

We hope you enjoy the 2014 Annual Report to the Community. Among many new aspects of the report we have included several employee spotlights to feature the men and women who work directly with our passengers every day to ensure that we are exceeding the goals and objectives of our mission statement. Please spend a few minutes getting to know us and reading about the exciting happenings here at Syracuse Hancock International Airport.





# SRAA Overview and Mission Statement

## OVERVIEW

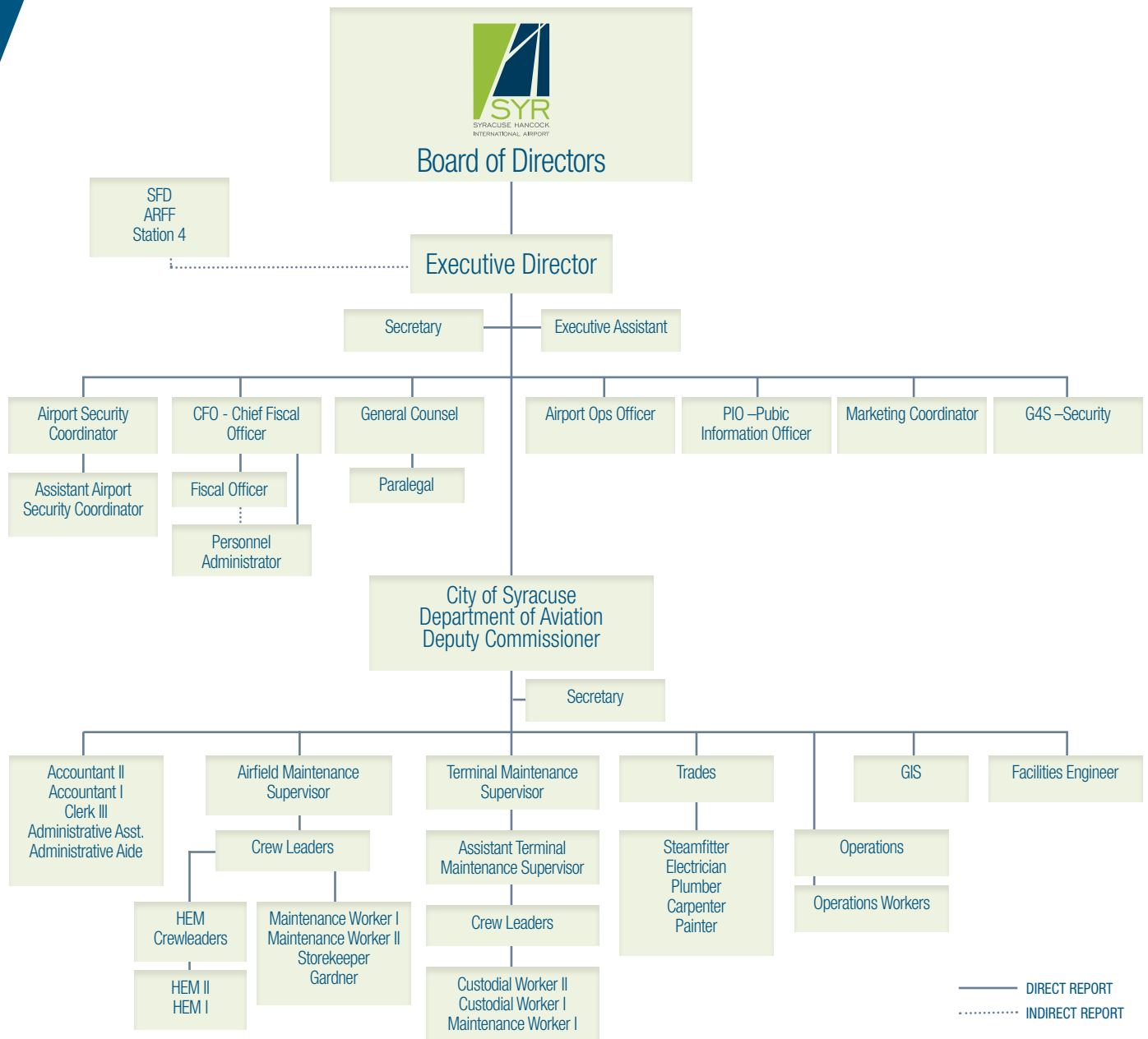
The Syracuse Regional Airport Authority ("the Authority"), a public benefit corporation, is established to provide the necessary tools and support to Syracuse Hancock International Airport to maintain and operate the facilities in a safe, secure and efficient manner. The Authority is committed to promoting the growth and success of the Syracuse Hancock International Airport by overseeing fiscal responsibility, regional marketing, and job creation in the aviation industry, and those industries that support aviation. The Authority is organized under the Public Authorities Law of the State of New York.

## MISSION STATEMENT

The mission of the Syracuse Regional Airport Authority is to provide safe, secure, efficient and low-cost air transportation service to the 12-county region that Syracuse Hancock International Airport currently serves. The Authority seeks to stimulate air service, economic development, trade and tourism by focusing on the shared goals of its stakeholders: more service to more destinations, lower operating costs and increased non-aeronautical revenue. The Authority recognizes that the Syracuse Hancock International Airport is a gateway to the central New York region and beyond and seeks to optimize customer service and exceed customer expectations with continuous improvements to the terminal building and public-use facilities.



# SRAA Organizational Chart



## Employee Spotlight

**Name:** Jaquan Chambers

**Who he works for:** Syracuse Fire Department

**What he does:** Fire Fighter

**How long he has worked at the airport:** 6 Years

**What is your favorite thing about working at the airport?** "I like working here because you get to see the fire service through a different prism than you normally would just working in the city. You get to meet so many new people and different types of people from all over the world."



# SRAA Board Members

The members of the Syracuse Regional Airport Authority bring extensive knowledge and experience in the areas of business, finance, management, education, communication, government and public relations. The Authority consists of eleven members appointed as follows: seven appointed by the Mayor of the City of Syracuse; one by the County Executive of Onondaga County; one by the Town Board of the Town of Dewitt; one by the Board of Education of the East Syracuse Minoa School District; and one appointment is shared, on an alternating basis, by the Board of Education of the North Syracuse School District, and the Town Boards of the Towns of Salina, Cicero, and Clay. Members of the Authority serve in a volunteer capacity. Mr. William P. Fisher serves as the Chair of the Authority. Mr. Patrick A. Mannion serves as Vice-Chair of the Authority. To learn more about each of Board Members individually, please visit [syrsraa.com/members](http://syrsraa.com/members).



William Fisher



Patrick Mannion



Mark Nicotra



Khalid Bey



Irene Scruton



Eleanor Ware



Donald Thompson



Shiu-Kai Chin



John Johnson, Jr.



Beth Rougeux



Donna DeSiato

# Established Committees

## AUDIT COMMITTEE

Dr. Donna DeSiato (*Chair*)  
Mr. William Fisher (*Ex-Officio*)  
Mr. Patrick Mannion

## FINANCE COMMITTEE

Mr. Patrick Mannion (*Chair*)  
Mr. William Fisher (*Ex-Officio*)  
Mr. John Johnson, Jr.  
Ms. Eleanor Ware  
Dr. Shiu-Kai Chin

## GOVERNANCE COMMITTEE

Ms. Irene Scruton (*Chair*)  
Mr. William Fisher (*Ex-Officio*)  
Ms. Eleanor Ware  
Hon. Khalid Bey  
Ms. Beth Rougeux  
Mr. Donald Thompson  
Hon. Mark Nicotra  
Dr. Shiu-Kai Chin

## HUMAN RESOURCES COMMITTEE

Mr. Donald Thompson (*Chair*)  
Mr. William Fisher (*Ex-Officio*)  
Ms. Eleanor Ware  
Mr. William Fisher  
Hon. Mark Nicotra

## Staff to Established Committees

Ms. Christina Callahan - Executive Director  
Mr. Trent Amond - Chief Fiscal Officer  
Ms. Jennifer McIntyre - Marketing Coordinator  
Ms. Cheryl Herzog - Executive Secretary  
Ms. Heather Malinowski - Public Information Officer

## Employee Spotlight

**Name:** Robert Sanborn

**Who he works for:** Syracuse Fire Department

**What he does:** Lieutenant

**How long he has worked at the airport:** 6 Years at the airport, 18 years as a Fire Fighter

**What is your favorite thing about working at the airport?** "It's interesting here because it's a dynamic environment; you have aviation, fire and EMS. It's completely different at the airport verses serving the people downtown. They are usually on their way out so we have to serve them even faster than we normally would. You may never see these people again, so you only have one chance at a first impression."







## BOARD & COMMITTEE MEETINGS

Each month a Regular Board Meeting, a Finance Committee Meeting, a Human Resources Committee Meeting, and a Governance Committee Meeting is held at the airport. Meeting notices and materials are posted on [syrsraa.com](http://syrsraa.com).



## Employee Spotlight

**Name:** Patricia Ely

**Who she works for:** City of Syracuse/Department of Aviation

**What she does:** Custodial Worker

**How long she has worked at the airport:** 6 Years

**What is your favorite thing about working at the airport?** "I worked in a factory for 20 years, it was a hard job. Everyday I'd go to work and feel like I was 80 years old. When I came here, I felt like "Where has this been all my life?" I like to come in and interact with people and talk to them. I get to meet so many people and I like the work I do, I'm very happy here. I feel confident that the authority will take care of all of us during this transition and I think it will be a very good thing."

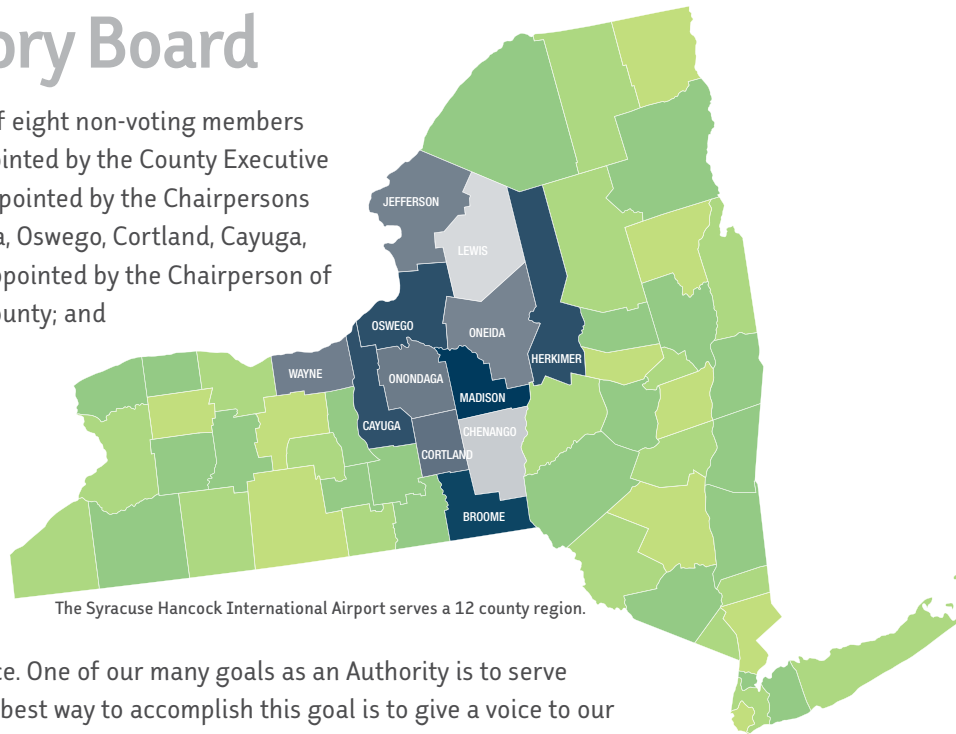




# Regional Advisory Board

The Regional Advisory Board consists of eight non-voting members appointed as follows: one member appointed by the County Executive of Oneida County; one member each appointed by the Chairpersons of the County Legislatures of Onondaga, Oswego, Cortland, Cayuga, and Jefferson counties; one member appointed by the Chairperson of the Board of Supervisors of Madison County; and one member appointed by the Syracuse Common Council.

The purpose of this Board is to provide the Syracuse Regional Airport Board of Authority feedback from each respective county as to what the community's air travel needs are and what Syracuse Airport can do to meet those needs and improve service. One of our many goals as an Authority is to serve the communities better. We believe the best way to accomplish this goal is to give a voice to our customers. It is our hope that the Regional Advisory Board will assist us in achieving that goal.



The Syracuse Hancock International Airport serves a 12 county region.



Morris Sorbello  
Oswego County



Grant Sussey  
Jefferson County



Richard Bushnell  
Cortland County



Daniel DeGear  
Madison County



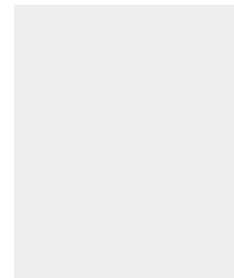
Christopher Randall  
Onondaga County



Michael Chapman  
Cayuga County



Russell Stark  
Oneida County



Vacant  
Syracuse Common Council

# Catchment Map

Syracuse Hancock International Airport is centrally located to access an extensive catchment area stretching from Southern Ontario to Northern Pennsylvania. Additionally, competitive air services penetrate deep into the Southern Ontario market, including the Ottawa area.



## Employee Spotlight

**Name:** Shane Krabcher

**Who he works for:** TSA

**What he does:** Supervisor

**How long he has worked at the airport:** 12 Years

**What is your favorite thing about working at the airport?** "The collective efforts by all agencies that perform operations at Syracuse Hancock International Airport enable me to accomplish my duties of providing world class security to the Central New York population possible and enjoyable. Our pledges of safety, dignity, and respect to travelers are supported by this collective effort."



# Part 139 Transfer

On March 1, 2014 The Syracuse Regional Airport Authority officially took operational control of the Syracuse Hancock International Airport from the City of Syracuse. Representatives from the Federal Aviation Administration personally delivered the Part 139 Operating Certificate, which was given to Authority Chair William P. Fisher by the Honorable Stephanie A. Miner, Mayor, City of Syracuse.

The Authority was created on August 17, 2011 with the goal of managing the airport more efficiently by a single purpose governing body. After more than two and a half years of planning, the Syracuse Regional Airport was ready to assume the reigns.

Since the Authority's creation, the Airport has reduced its operating expenses by lowering the cost of providing security personnel services by almost \$ 2 million. The Authority also recently awarded a new concession contract for restaurant and retail facilities throughout the terminal.

With its mission focused on more service to more destinations, lowering operating costs, and increasing non-aeronautical revenue, the Authority is on its way to revitalizing Syracuse Hancock International Airport.





# Allegiant Service

On May 29th of this year Allegiant added their second direct leisure destination from Syracuse Hancock International Airport; Myrtle Beach. This seasonal flight offers direct non-stop service to one of the most popular destinations out of Syracuse; beaches, golf, and family fun. The Myrtle Beach service comes on the heels of service to Tampa, which started in November of 2013. Allegiant's low cost service to the area is an important beginning step in bringing new service to the area. To celebrate the inaugural flight to Myrtle Beach, the Authority partnered with Allegiant and Creative Food Group. Passengers were given tote bags, beach balls and sunscreen, Jamba Juice samples, cake and Chief's baseball vouchers. The Authority even held a contest prior to the flight for one lucky winner to receive 2 free roundtrip tickets on the inaugural flight. It was a great way to celebrate new beginnings at the Airport and interact with our passengers.



## Employee Spotlight

**Name:** Heather Rudick

**Who she works for:** Department of Aviation

**What she does:** Administrative Aide

**How long she has worked at the airport:** 1 Year

**What is your favorite thing about working at the airport?** "Our team at Syracuse Hancock International Airport is friendly and helpful. We all work together and are dedicated to provide our passengers with the best service in the business. I am so happy to be a part of this organization. My goal is to continue this tradition of excellence for many years to come."



# Concessions

On April 1st of this year Creative Food Group took over as the new concessionaire at the Syracuse Hancock International Airport. Partnering with Local Food Concepts and the Paradies Shops, Creative designed a new concession program that features nationally recognized brands such as Dunkin' Donuts, Jamba Juice, Johnny Rockets and the New York Times Book Store, while maintaining a local flair with the addition of a Middle Ages Brew Pub. While some of the new concepts are still under construction, our passengers and employees can look forward to a completely renovated concession program by the end of 2014.



Johnny Rockets and Middle Ages Brew Pub will be joining the line up in the next several months.



## Employee Spotlight

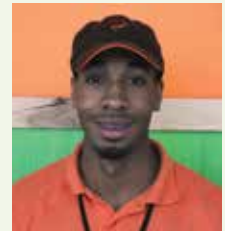
**Name:** Neciefe Reddick

**Who he works for:** Creative Food Group, LLC

**What he does:** Jamba Juice Staff

**How long he has worked at the airport:** Since April 2014

**What is your favorite thing about working at the airport?** "I really enjoy working with the people, my coworkers and the passengers. It is always a positive atmosphere. All our passengers are so pleasant to serve and interact with. My favorite part is getting to talk to your customers and find out where they are going and get to know them a little before they leave."





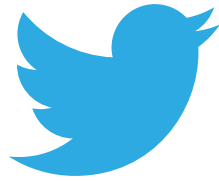




# Public Information/Community Involvement

## SOCIAL MEDIA

This year the SRAA has strived to utilize social media more in order to keep the public informed on a day to day basis. The SRAA uses Facebook, Twitter and Instagram to connect with its community. Through social media the SRAA has held a contest, found out more about what our passengers like and dislike about the airport, informed the community about our history and current events, and continues to build a more personal relationship with the public.



## WEBSITE

We are constantly updating our website to keep our passengers informed about the happenings here at the airport and changes we are making to improve it. For example, the website now features an Accessibility page as well as a FAQ page to better assist our passengers. Along with the Accessibility page, the Authority is in the process of working with the community to form an Accessibility Committee in an effort to make our airport as friendly as possible for our diverse group of passengers. Visit our website at [www.flysyracuse.com](http://www.flysyracuse.com).



## ART PROGRAM

While the Airport is the hub for air transportation in the region, it also provides an opportunity to highlight local artists and the cultural diversity found in the region. In 2014 the Authority kicked off its public art program, which featured an exhibit on loan from the Everson Museum. Future phases of the program include a permanent piece for the main lobby and the installation of a gallery and museum store.



Onondaga Pottery Company/Syracuse China  
Imperial Plum Blue Chop Platter 1904  
Pattern Designers: Harlow Pierce & Elmer Walter

## EVENT SPACE

One of the added features of the new terminal build out is the event space located in the center lobby of the airport. This space is available for rent by the public. The area features large windows looking out onto the runway and is very spacious. Either the open space or the enclosed conference room can be rented. The first event held here was the Mayor's Ball in February. We hope it is the first of many events to come!



## TOURS

Tours for large groups, such as schools, can be scheduled here at the airport. We have had many students come for a visit in which they are introduced to how an airport works, see our on-site Fire Department, and view the planes come and go from our event space. Introducing young minds to the wonders of aviation is a special joy for us!



## EMERGENCY PREPAREDNESS

Being prepared to deal with any type of emergency, be that an aircraft emergency, winter storm, or a power outage, is something the entire airport community is involved with and trains for on a regular basis. Later this year the airport will unveil its state-of-the-art Emergency Operations Center.



# Review of Performance Goals

The Syracuse Regional Airport Authority continues its commitment to transparency and accountability to the community in its governance. Operating under the guidelines of the New York State Enabling Legislation of August 2011, the New York State Authorities Budget Office (ABO), and the NYS Public Authorities Accountability Act of 2009, Authority members continue to work diligently to carry out the Authority's mission for community benefit. The performance goals and policies created a strong framework for board operations which allowed the Authority to successfully assume control and responsibility of the Syracuse Hancock International Airport on March 1, 2014.

The governance principles are guided by full compliance with state regulations and its reporting requirements. Each of the governance policies the Board enacted and the minutes of its meeting activity, can be found on the Authority's website at [www.syrusraa.com](http://www.syrusraa.com). In addition, each of the policies, in accordance with ABO regulations, have undergone an annual review.

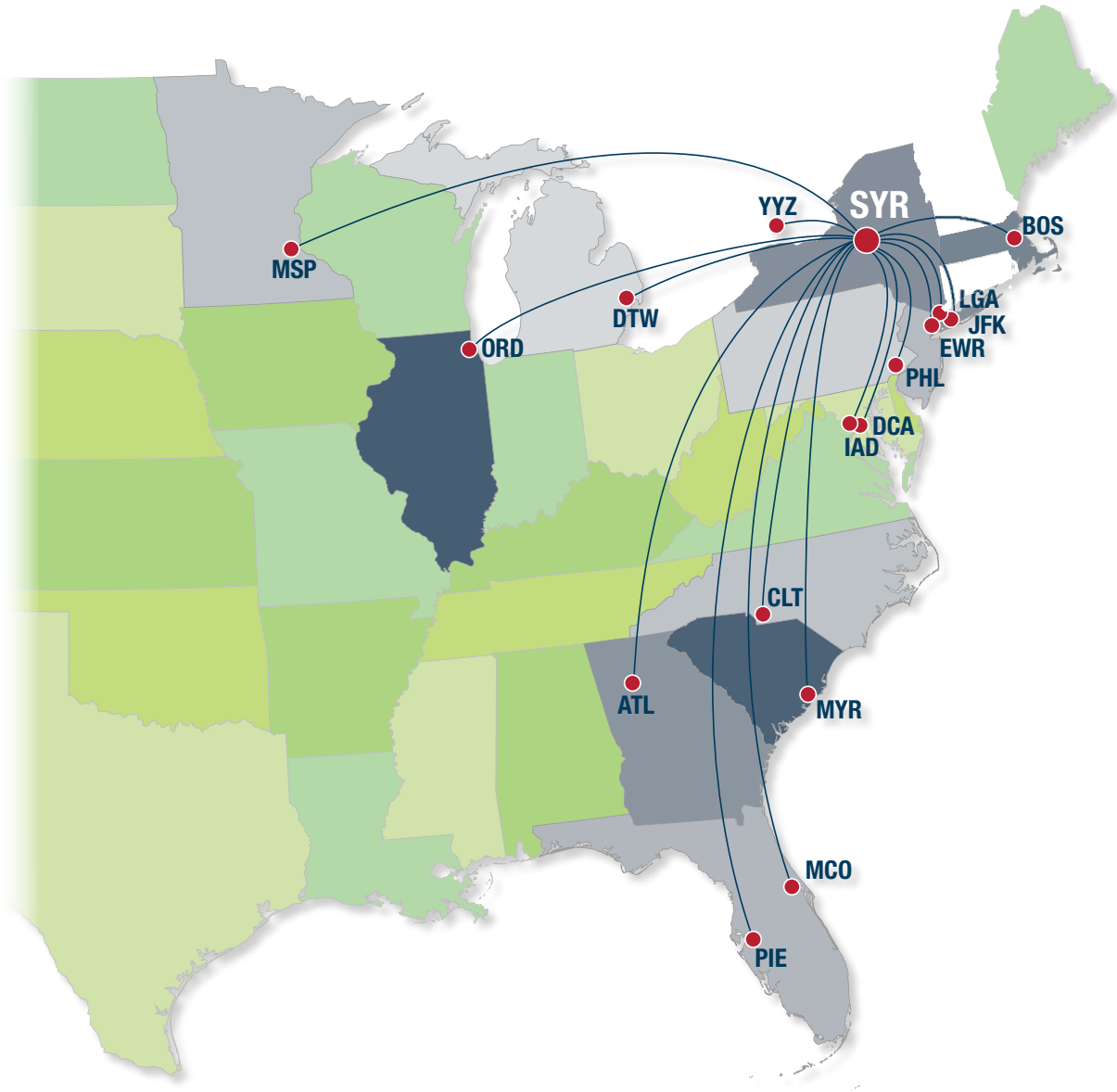
A key component of the Authority Board's responsibility is to develop and adopt performance goals as indicators of achieving its mission. In October 2013, the Board adopted, and filed with the ABO, the following performance goals:

- Provide safe, efficient and low-cost air transportation service
- Stimulate air service, economic development, trade and tourism by focusing in the shared goals of stakeholders
- More service to more destinations
- Lower operating costs
- Increased non-aeronautical revenue
- Optimize customer service
- Continuous improvements to the terminal building and public-use facilities
- Smooth transfer of airport operations from City of Syracuse to Syracuse Regional Airport Authority.
- Transition of certain City-provided services i.e. Purchasing to the City.
- Transfer of all City employees to SRAA
- Development of a Strategic Plan

As highlighted throughout this annual report, the decisions of the Authority, in partnership with the Airport staff, the City of Syracuse, and its regional partners, are directed toward achieving the performance goals in its mission. By focusing on the shared goals of its stakeholders, the SRAA is focused on more service to more destinations, lower operating costs, and increasing non-aeronautical revenue. The preparation for the transition of operations between the City and the Authority reinforces the Authority's commitment to safe and efficient air service.

In addition to the responsibilities of adopting required policies and achieving performance goals, Authority members are required to demonstrate to the ABO their ability to self-govern as individual board members and together as a board. Each Authority member participated in the annual evaluation process that measured understanding of the issues, their responsibilities, independent decision making, meeting data, knowledge of airport operations and personal attendance at both committee and authority meetings. The Authority is pleased to report that members participated in 87% of scheduled regular authority and 81% of committee meetings, and the full evaluation results have been filed with the ABO requirements.





## Employee Spotlight

**Name:** Patricia Jeschke

**Who she works for:** Department of Aviation

**What she does:** Secretary

**How long she has worked at the airport:** January 2014

**What is your favorite thing about working at the airport?** "I was excited to start work at the Hancock International Airport to learn about a totally different business than I was used to. I am proud to say I am part of a professional group of employees, where every department (Custodial, Operations, Maintenance, Accounting, Management, Security, Tradesmen and office staff) works diligently and together to assure that all travelers have a positive experience at the airport."



# Annual Financial Report

## SYRACUSE REGIONAL AIRPORT AUTHORITY

### Statement Of Net Assets – Unaudited

June 30, 2014

#### ASSETS

Cash and Cash Equivalents	\$ 14,543,709
Restricted Cash and Cash Equivalents	23,375,798
Accounts Receivable	4,030,239
Due from other funds	444,942
Fixed Assets	154,459,595
Other Assets	685,031
<b>Total Assets</b>	<b>\$ 197,539,314</b>

#### LIABILITIES

Accounts Payable	\$ 1,118,036
Notes Payable - Current	45,030
General Obligation Bonds	52,401,756
Notes Payable - Long Term	62,637
Accrued Benefits Payable	7,268,200
Deferred Revenue Payable	517,033
<b>Total Liabilities</b>	<b>\$ 61,412,692</b>

#### NET ASSETS

Unrestricted	\$ 112,750,824
Restricted	23,375,798
<b>Total Net Assets</b>	<b>\$ 136,126,622</b>

<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 197,539,314</b>
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Note: Financial Statements reflect transfer of the Part 139 Operating Certificate as of March 1, 2014.

## SYRACUSE REGIONAL AIRPORT AUTHORITY

### Statement of Revenues, Expenses and Change in Net Assets – Unaudited

For the Year Ended June 30, 2014

#### OPERATING REVENUES

Appropriations from Enterprise Fund	\$ 3,407,028
Landing Fees	1,754,021
Parking Rents	2,294,941
Terminal Rents	2,803,021
Concessions	2,571,155
Miscellaneous	39,913
<b>Total Operating Revenues</b>	<b>\$ 12,870,079</b>

#### OPERATING EXPENSES

Cost of Services	\$ 3,160,975
Administration	5,200,471
Airline Distribution Expense	210,253
Uncollectible Accounts	174
Depreciation	3,528,619
<b>Total Operating Expenses</b>	<b>\$ 12,100,492</b>

#### NON-OPERATING REVENUE AND EXPENSE

Passenger Facility Charge Revenue	\$ 1,082,897
Investment Income	2,579
Interest Expense	(87,840)
<b>Total Non-Operating Revenue and Expense</b>	<b>\$ 997,636</b>

Change in Net Assets from Revenue and Expense	\$ 1,767,223
Net Assets, Beginning of Year	\$ 93,598
Additions	1,767,223
Transfers	134,265,801
<b>Net Assets, End of Year</b>	<b>\$ 136,126,622</b>

Note: Financial Statements reflect transfer of the Part 139 Operating Certificate as of March 1, 2014.





# Airport Employee Appreciation BBQ

Syracuse Hancock International Airport hosted its first annual Airport Employee Appreciation BBQ this summer. We wanted to thank everyone who, day after day work the front lines and behind the scenes to ensure that our passengers have the best experience possible when traveling through our airport. Syracuse Hancock International Airport's employees are dedicated, hard-working and take professionalism to another level. Hundreds of employees from every facet of airport operations attended the event. It was a great day when everyone could come together and be recognized for their efforts. It is a tradition we look forward to carrying on in the years to come!



## Employee Spotlight

**Name:** David Radder

**Who he works for:** Delta

**What he does:** Manager

**How long he has worked at the airport:** 30 Years



**What is your favorite thing about working at the airport?** "I started working at SYR in May of 1984. I like working with my co-workers, I have a lot of good friends here. Right now I'm in baggage services because I'm good at assisting passengers. The key is listening to what the passengers are saying and becoming like a friend to get the problem solved. I've seen a lot of changes during my time here, and I believe that the new authority will do a lot for the airport and help it grow."

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