

SYRACUSE REGIONAL AIRPORT AUTHORITY

SYRACUSE HANCOCK INTERNATIONAL AIRPORT
1000 COL. EILEEN COLLINS BLVD.
SYRACUSE, NEW YORK 13212
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Syracuse Regional Airport Authority
Human Resources Committee Meeting Agenda
Friday, September 8, 2017
10:45 a.m. – 11:00 a.m.
Syracuse Hancock International Airport
SRAA Board Room

- I. Roll Call
- II. Approval of Minutes from the previous meeting (July 20, 2017)
- III. Executive Session
- VI. Meeting Adjourned

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.



Human Resources Committee Meeting Minutes

July 20, 2017

These minutes reflect the activities of the Syracuse Regional Airport Authority Human Resources Committee during the meeting held at Syracuse Hancock International Airport in the Department of Aviation Conference Room on Thursday, July 20, 2017.

The meeting was called to order at 11:10 a.m. by Ms. Beth Rougeux.

I. Roll Call

In attendance: Ms. Beth Rougeux, Mr. Michael Quill, Ms. Christina Callahan, Mr. Trent Amond, Mr. John McCann, Ms. Debi Marshall, Ms. Laurie Sabel

Not present: Dr. Shu-Kai Chin, Mr. William Fisher, Mr. William Simmons, Mr. Mark Venesky, Mr. Patrick Mannion

II. Executive Session

Ms. Rougeux invited a motion to go into Executive Session to address several matters pertaining to the employment history of several persons or corporations and for the employment of particular persons or corporations by the Authority. Mr. Quill made the motion, and it was seconded by Ms. Rougeux. The Committee proceeded into Executive Session at 11:12 and emerged at 11:45 with no action taken.

III. Approval of Minutes from Previous Meeting

The approval of the Minutes from the meeting of May 18, was postponed due to lack of a quorum.

IV. Old Business

A. Staffing and Salary Analysis

1. Status of Proposals

Ms. Marshall summarized the process to invite competitive bids for the Comparative Analysis. A total of seven (7) companies were contacted and of those, three (3) declined to quote and three (3) others did not respond. Steven Baldwin Associates provided a revised quote, adjusting for the requested benefits analysis which raised the cost to an estimated \$48,290.00. Ms. Rougeux and Mr. Quill agreed that adequate effort was made to seek out competitive bids and expressed a willingness to move forward with a recommendation to accept the quote of Steven Baldwin Associates. Ms. Callahan explained that the next step would be to bring it before the Finance Committee for

approval of the expenditure. Mr. Amond explained that, because it exceeds the limit for non-competitive awards under the Procurement Policy, he will recommend that the Best Interests exception be exercised, with a brief summary of the attempts to request additional quotes. The Finance Committee will have five (5) days to approve the work, after which Ms. Callahan would contact Steve Baldwin and authorize him to begin.

V. New Business

A. Updates to Employee Handbook

1.) Employee Classifications

On Page 5 of the handbook, under Sec. 3.a.i., it was agreed, at Ms. Rougeux's suggestion, to add "with or without cause" after "terminated."

2.) Benefits Programs

A suggested change under Benefit Programs, on Page 9, Sec 1.b.iv from 2017 to 2019 was accepted.

3.) Paid Time Off

On Page 11, Sec 10, Suggested changes regarding Sick Leave and Family Sick Leave, ended in the adoption of new language and policy that will allow all accrued Sick Time to also be used for immediate family members while eliminating sister, brother, sister-in-law, brother-in-law, and grandparents of spouse from those covered on that list. In Sec. 12, Sick Leave Conversion, it was decided to change the language to "Upon separation from Authority employment, an employee will receive a cash payment for unused accumulated sick time at the rate of \$15.00/day, unless terminated for cause."

4.) Vacation

On Page 13, Sec. 16.b i.-x., a schedule of proration of vacation time based on month of hire was prepared and included for the Committee to consider. There was no objection to adding this into the Employee Handbook. After discussion, it was decided that vacation accruals going forward will be earned on the schedule below, effective July 1 each year:

- 1 year – 10 days
- 5 years – 15 days
- 10 years – 20 days
- 15 years – 25 days

This will be applied retroactive to July 1, 2017. A maximum of 10 unused days may be carried into the next year.

5.) Holidays

On Page 15, a proposal to change existing policy regarding the half-day observance for Good Friday, Christmas Eve, and New Year's Eve was discussed and it was decided to maintain the existing wording.

6.) Conflicts of Interest

On Page 20, the last line of Sec. 4 will be changed to:

The only exception to the Authority's policy on gifts is if an Authority employee accepts a free invitation to a community event in which said employee has an active role.

On Page 21, Sec.6 The current verbiage was considered unclear and it was agreed to re-write this paragraph.

7.) Use of Communications Systems

On Page 22 is the description of the policy governing the use of all electronic devices. This will be revised to provide more effective usage guidelines.

8.) Workplace Violence Prevention Policy and Incident Reporting

On Page 27, Ms. Marshall stated that this section needs to be developed to include a training component as well as a Safety Committee. Ms. Rougeux requested that this be included on a future agenda.

Ms. Callahan added that the Handbook will require an acknowledgement be signed on receipt by employees.

Once the language has been finalized, all changes will be circulated to the HR Committee via email for approval.

As a final matter, Ms. Marshall informed the Committee that it was under consideration for the Authority to opt in to New York State Paid Family Leave coverage. She will conduct a survey among Authority employees to determine the level of interest.

Adjournment

A motion to adjourn being made by Mr. Quill and seconded by Ms. Rougeux, the meeting adjourned at 12:55 p.m.

**RESOLUTION AUTHORIZING THE CREATION OF THE POSITION
OF DIRECTOR OF BUSINESS DEVELOPMENT
FOR THE SYRACUSE REGIONAL AIRPORT AUTHORITY**

WHEREAS, the Syracuse Regional Airport Authority (the "**Authority**") is a public benefit corporation, formed and operating pursuant to Chapter 463 of the Laws of New York 2011 (the "**Enabling Act**") and Article 8, Title 34 of the New York Public Authorities Law, as amended; and

WHEREAS, Section 2799-ggg (12) of the Enabling Act authorizes the Authority to appoint such officers, employees and agents as the Authority may require for the performance of its duties, and to fix and determine their qualifications, duties and compensation; and

WHEREAS, the Authority desires to create the position of Director of Business Development, which position the Authority believes is necessary to assist the Authority in performing its obligations and duties under the Enabling Act, and complying with its grant obligations to the Federal Aviation Administration to, among others, make the Syracuse Hancock International Airport as self-sustaining as possible; and

WHEREAS, the creation of this position is a necessary step required by the Onondaga County Personnel Department and the New York State Civil Service Commission.

NOW, THEREFORE, after due deliberation having been had thereon, it is hereby

RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby creates the position of Director of Business Development, and it is further

RESOLVED, that the Executive Director of the Authority shall take any and all actions necessary to ensure this position is properly designated by the Onondaga County Civil Service Department or any similar governmental entity.

RESOLUTION ADOPTED

DATE: **September __, 2017**

VOTE: *Ayes* ____ *Nays* ____ *Abstentions* ____

SIGNED: _____

Secretary

DIRECTOR OF BUSINESS DEVELOPMENT
(Syracuse Regional Airport Authority)

DISTINGUISHING FEATURES OF THE CLASS

Has overall responsibility for developing and implementing short and long-term strategies to maximize non-aviation revenue, with a focus on land/facilities development, re-development opportunities, commercial development, and increasing customer satisfaction. Reports to the Executive Director. Does related work as required.

TYPICAL WORK ACTIVITIES

- Establishes and implements an integrated strategic plan at the airport that identifies real estate, non-aviation, and commercial/industrial business development opportunities, negotiating business agreements with outside agencies in order to drive increase revenue
- Prospects new developers and businesses interested in establishing a presence at the airport by researching various resources for potential business, creating proposals, and making presentations to prospective tenants
- Coordinates the engagement of industry specialists to analyze potential opportunities and market those opportunities to prospective tenants
- Develop and maintain professional relationships with key prospects, tenants, and vendors
- Identify strengths, weaknesses and overall market position of other business development opportunities that may be competing with that of the Airport
- Collaborates with the CFO to identify and explore new business opportunities that will maximize the utilization and revenue from the airport's land and facilities
- Conducts research, analyzes data, and prepares recommendations on business development opportunities and other related projects
- Effectively works with other airport staff in the research and analysis required to develop business opportunities
- Performs other related duties as assigned

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS

- Ability to deal persuasively and effectively with the general public, outside agencies, and tenants in a manner conducive to building and maintaining cooperative working relationships
- Ability to analyze information gathered for the purposes of developing recommendations and/or making decisions that have the greatest potential for producing positive business results and revenue

DIRECTOR OF BUSINESS DEVELOPMENT
(Syracuse Regional Airport Authority)

- Knowledge of principles and techniques of business management, industrial development, marketing, and sales
- Knowledge of principles, methods, practices, and techniques involved in real estate development, new business development, leasing, and strategic asset management
- Knowledge of economics, forecasting, and risk/benefits analysis
- Demonstrated ability to use tools and methodologies to drive business process improvements and deliver solid business and revenue generating results
- Strong analytical, written and verbal communication, and presentational skills
- Ability to analyze and formulate solutions to complex problems
- Proven track record as a strategic sales/revenue leader, with a focus on high levels of customer satisfaction
- Comprehensive knowledge of development and negotiation of contracts
- Experience and or knowledge of airport administration and federal regulatory requirements related to airport property management, development, and business operations desirable
- Experience in structuring public and private sector transactions desirable
- Exceptional ethics and integrity
- Self-motivated with intrinsic drive for success
- Willing and able to travel regularly within New York State and Nationwide

MINIMUM QUALIFICATIONS

- Graduation from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees with a master's degree in business management, public administration, marketing, economics, finance, or a related field; and four (4) years of increasingly responsible experience in business development and/or marketing; business development experience in aviation industry preferred
- or -
- Graduation from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees with a baccalaureate degree in business management, public administration, marketing, economics, finance, or a related field; and six (6) years of increasingly responsible experience in business development and/or marketing; business development experience in aviation industry preferred.



August 29, 2017

Ms. Christina M. Callahan
Executive Director
Syracuse Hancock International Airport Authority
1000 Col. Eileen Collins Blvd.
Syracuse, NY 13212

RE: Opinion Regarding Director of Business Development Position/Ad

Dear Ms. Callahan:

We have been asked to provide a professional opinion regarding the proposed newly-created “Director of Business Development” position—specifically, to review and evaluate the draft employment ad description and to review and evaluate the proposed salary range, which has been proposed to be from \$80,000 to \$100,000 per year.

As discussed, this opinion is offered in advance of the completion of our work scope to provide the SRAA with a comprehensive comparison of SYR salaries against similar airports and industry norms. Since that work is in its beginning stages, our opinion is offered based on our knowledge and expertise of the industry as well as standard industry salary rates as compiled by the Airports Council International - North America (ACI) in their “2017 ACI-NA Compensation and Benefits Survey,” an annual survey which serves as the industry standard for compensation levels.

Executive Summary

The specific employment position at SYR that we have been asked to review is titled “Director of Business Development.” The ACI data has a title that matches this exactly (Survey Job Code 048-132). ACI also defines the duties and responsibilities of this position (see below). In general, it is our opinion that the SYR and ACI descriptions comport well with each other.

Regarding the salary range, we have mined and reviewed the ACI salary data for this position in both 1.) the average of all 26 survey participants responding with data in this job category and 2.) the average of salary ranges at 11 airports most similar to SYR in various categories of characteristics (see details below). As a result, we find that the SYR proposed range is below the average of all airports reporting, as well as below the range of airports with similar characteristics.

Specifically:

- SYR proposed range: \$80,000 - \$100,000
- ACI range for airports with characteristics similar to SYR (Low): \$80,000 - \$120,000
- ACI range for airports with characteristics similar to SYR (High): \$94,000 - \$153,000
- ACI average range of all airports reporting in this job category: \$97,000 - \$156,000

Below is a summary of our analysis.

Determination of Our Opinion Regarding the Job Description and Salary Range

Part 1: Is the SYR description of duties and responsibilities for its newly proposed Director of Business Development position within the parameters of industry standards?

Professional Opinion: Yes

The ACI defines the duties and responsibilities of its Director of Business Development as follows:

- Director Business Development (DBD).** (Survey Job Code 048-132) Directs the development and management of all non-airline revenue generating functions, including property development, land use and zoning, concessions, parking activities, rental cars, and other off-airfield commercial revenue land development opportunities. Develops and implements short- and long-term strategies to maximize non-aviation revenues and increase customer satisfaction. Leads and directs management of all passenger-related concessions, advertising and sponsorships within the terminal, rental car revenue, passenger service enhancements and all airport properties outside the terminal. Leads and directs the design, acquisition, leasing and property management of the airport's office, hangar, retail, and air cargo real property and facilities; the strategic planning, marketing and implementation of business initiatives for commercial land development and redevelopment of existing facilities consistent with the airport's strategic plan. Responsible for the directing the creation of short- and long-term parking operations and revenue programs; the negotiation of business agreements with outside agencies in order to drive increased revenue. Directs the negotiation of complex real estate related ground leases, real estate related development contracts, concession contracts, parking contracts, management contracts and other related revenue contracts. May report to VP Business Development & Marketing (Survey Job Code 059-023) or to Chief Financial Officer (Survey Job Code 010-222).

Comparing the above ACI definition to the SYR definition in the proposed employment ad, one sees that there is clear and significant agreement, as well as overlap, in the duties as described in the SYR ad section titled "Typical Work Activities." Also, similar to the SYR position description, the ACI position focuses on the generation of non-airline related revenue. So, overall, our professional opinion is that SRAA's description of the position is well positioned within industry norms for this category.

Part 2: Is the proposed salary range of \$80K to \$100K for the position within the parameters of industry standards?

Professional Opinion: A qualified "yes" — while noting the SYR range exists at the lower ends of various different industry averages and ranges.

Comparison By Unweighted Average

In the 2017 ACI survey, 26 airports reported data for the category of Director of Business Development. For an overall summary of this salary data, the ACI presents a weighted average of all responding airports as well as an unweighted average. We chose to use the unweighted average for our general

comparison because the raw data for the weighted average is not provided and therefore it is not possible to determine how the data is weighted.

When data for all respondents was combined into an unweighted average for the category under review, the results were as follows:

Table 1. Average (Unweighted) of Director of Business Development Salary from All Airports Reporting Data

Established Ranges			Average Annual Rates				Sample Size	
Range Min.	Midpoint	Range Max.	Annual Base Pay	Cash for Performance	Profit Sharing	Total Cash (yearly)	No. of Staff	No. of Airports Reporting
\$97,022	\$126,344	\$156,348	\$135,496	\$10,403	N/R	\$137,500	28	26

Compared with the above, the current SYR salary range of \$80K - \$100K is below the ACI unweighted average range of \$97K - \$156K, with the top of the SYR range roughly equivalent to the bottom of the ACI range:

Unweighted Average Comparison		
	Range Minimum	Range Maximum
SYR	\$80,000	\$100,000
ACI	\$97,022	\$156,348

Further assessing the ACI data, we note that the range of the ACI minimum and maximum is, by definition, a condensed version of the full range of reported numbers from lowest to highest. When looking at the array of data between different percentiles, we see that the Range Minimum at the 10th Percentile is \$76,416 and the Range Maximum at the 90th Percentile is \$181,125. (NOTE: A percentile is a number at which the data fall in an array. For example, the 10th Percentile data point of \$76,416 means that 10% of reported salaries fall below that number and 90% of reported salaries rise above it.)

Therefore, the proposed SYR minimum salary of \$80,000 would fall with the 25th Percentile minimum of the norm (i.e., \$86,320), and the proposed SYR maximum of \$100,000 would fall within the 10th Percentile range of the of the norm (i.e., \$106,258). Thus, compared to the 26 airports reporting in this category, 75% of the airports report Range Minimums above the SYR Range Minimum, and 90% of airports report Range Maximums above the SYR Range Maximum.

Comparison By Characteristics Similar to SYR

We would like to note that use of ACI's overall average of all airports reporting for this position—while useful in providing a quick benchmarking of industry salaries—in fact masks the specific categories that would be most relevant to compare against the SYR numbers. This includes ACI differentiated categories such as: geographic area (NE), annual revenue (under \$50M), annual budget (under \$50M), total employees (50 -250), total passengers (1 - 5M), total tonnage of cargo (under 25K), governance type (Authority), and hub size (Small-A), among others. As such, we present the ACI salary data for Director of Business Development in the context of these relevant categories in Table 2 below.

Table 2. Salary Data for Director of Business Development by Characteristics Similar to SYR

Categories		Established Ranges			Average Salary	Sample Size	
ACI Category	SYR Category #s	Range Min.	Midpoint	Range Max.	Annual Base Pay	No. of Staff	No. of Airports Reporting
Geo. Area (NE)	NY	Not listed					
Revenue (under \$50M)	\$25.6M	\$80,082	\$99,200	\$119,974	\$107,631	6	6
Budget (under \$50M)	\$25.6M	\$80,082	\$99,200	\$119,974	\$107,631	6	6
Staff #s (50 - 250)	120	\$88,942	\$114,368	\$143,278	\$117,831	7	7
Total Pax (1-5M)	Approx. 2M	Not listed					
Cargo (in tons) (Under 25K)	18,550	Not listed					
Govern. Type (Authority)	Authority	\$94,334	\$122,777	\$153,310	\$125,990	11	11
Hub Size (Small-A)	Small-A	Not listed					
RANGE (low & high)		\$80,082 - \$94,334		\$119,974 - \$153,310	\$107,631 - \$125,990		

Some of the categories in SYR's class did not have values in the ACI data for this position, as noted in the chart above. A comparison between SYR's Range Minimum and Maximum with the lowest and highest numbers in the Range Minimum and Range Maximum are as follows:

Established Ranges Minimum and Maximum		
	Range Minimum	Range Maximum
SYR	\$80,000	\$100,000
ACI (lowest range)	\$80,082	\$119,974
ACI (highest range)	\$94,334	\$153,310

The range for the Annual Base Pay (which is an average of the airports reporting in that category) is compared to the SYR range below:

Annual Base Pay		
	Range Minimum	Range Maximum
SYR	\$80,000	\$100,000
ACI	\$107,631	\$125,990

Therefore, given the above data, we give a qualified agreement that the proposed SYR salary range fits, albeit marginally, within industry norms, while noting that the range itself exists below the industry's Range of Minimum and Maximum pay for this position, especially for the Range Maximum figure.

NOTE: Attached are the resources used for this analysis, including the SYR proposed job description, and the relevant pages from the 2017 ACI salary survey.

If you have any questions or comments regarding our opinion and analysis, please do not hesitate to contact me.

Thank you for the opportunity to work with you and the SRAA.

Sincerely,

STEVEN BALDWIN ASSOCIATES, LLC



Steven T. Baldwin
President/CEO

enclosures

cc: D. Marshall
P. Perkins

DIRECTOR OF BUSINESS DEVELOPMENT
(Syracuse Regional Airport Authority)

DISTINGUISHING FEATURES OF THE CLASS

Has overall responsibility for developing and implementing short and long-term strategies to maximize non-aviation revenue, with a focus on land/facilities development, re-development opportunities, commercial development, and increasing customer satisfaction. Reports to the Executive Director. Does related work as required.

TYPICAL WORK ACTIVITIES

- Establishes and implements an integrated strategic plan at the airport that identifies real estate, non-aviation, and commercial/industrial business development opportunities, negotiating business agreements with outside agencies in order to drive increase revenue
- Prospects new developers and businesses interested in establishing a presence at the airport by researching various resources for potential business, creating proposals, and making presentations to prospective tenants
- Coordinates the engagement of industry specialists to analyze potential opportunities and market those opportunities to prospective tenants
- Develop and maintain professional relationships with key prospects, tenants, and vendors
- Identify strengths, weaknesses and overall market position of other business development opportunities that may be competing with that of the Airport
- Collaborates with the CFO to identify and explore new business opportunities that will maximize the utilization and revenue from the airport's land and facilities
- Conducts research, analyzes data, and prepares recommendations on business development opportunities and other related projects
- Effectively works with other airport staff in the research and analysis required to develop business opportunities
- Performs other related duties as assigned

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS

- Ability to deal persuasively and effectively with the general public, outside agencies, and tenants in a manner conducive to building and maintaining cooperative working relationships
- Ability to analyze information gathered for the purposes of developing recommendations and/or making decisions that have the greatest potential for producing positive business results and revenue

DIRECTOR OF BUSINESS DEVELOPMENT
(Syracuse Regional Airport Authority)

- Knowledge of principles and techniques of business management, industrial development, marketing, and sales
- Knowledge of principles, methods, practices, and techniques involved in real estate development, new business development, leasing, and strategic asset management
- Knowledge of economics, forecasting, and risk/benefits analysis
- Demonstrated ability to use tools and methodologies to drive business process improvements and deliver solid business and revenue generating results
- Strong analytical, written and verbal communication, and presentational skills
- Ability to analyze and formulate solutions to complex problems
- Proven track record as a strategic sales/revenue leader, with a focus on high levels of customer satisfaction
- Comprehensive knowledge of development and negotiation of contracts
- Experience and or knowledge of airport administration and federal regulatory requirements related to airport property management, development, and business operations desirable
- Experience in structuring public and private sector transactions desirable
- Exceptional ethics and integrity
- Self-motivated with intrinsic drive for success
- Willing and able to travel regularly within New York State and Nationwide

MINIMUM QUALIFICATIONS

- Graduation from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees with a master's degree in business management, public administration, marketing, economics, finance, or a related field; and four (4) years of increasingly responsible experience in business development and/or marketing; business development experience in aviation industry preferred
- or -
- Graduation from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees with a baccalaureate degree in business management, public administration, marketing, economics, finance, or a related field; and six (6) years of increasingly responsible experience in business development and/or marketing; business development experience in aviation industry preferred.

2017 ACI-NA Compensation and Benefits Survey

Job Code	Title	Typical Duties & Responsibilities	Other Common Titles
048-132	<u>Director Business Development</u>	Directs the development and management of all non-airline revenue generating functions; including property development, land use and zoning, concessions, parking activities, rental cars, and other off-airfield commercial revenue land development opportunities. Develops and implements short and long term strategies to maximize non-aviation revenues and increase customer satisfaction. Leads and directs management of all passenger-related concessions, advertising and sponsorships within the terminal, rental car revenue, passenger service enhancements and all airport properties outside the terminal. Leads and directs the design, acquisition, leasing and property management of the airport's office, hangar, retail, air cargo real property and facilities; the strategic planning, marketing and implementation of business initiatives for commercial land development and redevelopment of existing facilities consistent with the airport's strategic plan. Responsible for the directing the creation of short and long term parking operations and revenue programs; the negotiation of business agreements with outside agencies in order to drive increased revenue. Directs the negotiation of complex real estate-related ground leases, real estate related development contracts, concession contracts, parking contracts, management contracts and other related revenue contracts. May report to VP Business Development & Marketing, job no. 059-023 or to Chief Financial Officer, job no. 010-222.	Manager Business & Commercial Development
050-012	<u>Governmental Affairs Specialist</u>	Assists the Manager Governmental Affairs (survey job no. 50-021) in all aspects, or assigned critical aspects, of the governmental affairs functions of the airport/airport system at the full performance (journey) level. Analyzes legislative proposals, legislation, rules/regulations or other issues/actions at all pertinent levels of government to assess impact on airport/airport system. Works closely with internal and external organizations to formulate and coordinate official organizational positions. Researches issues and prepares official responses to inquiries from governmental entities on behalf of organization. Typically reports to Manager Governmental Affairs (survey job no. 050-021) or middle or senior management.	Government Relations Manager



Airports Council International Compensation Survey 2017 Job/Company/Product Match Report

western
management
group



Survey Job: 046-021 Manager Environmental Programs

Kansas City Aviation Department - M
Kenton County Airport Board - M
Lafayette Airport Commission - S-B
Lee County Port Authority - M
Los Angeles World Airports - L
Maryland Aviation Administration - L
Massachusetts Port Authority - L

Spokane Airport Board - S-A
St. Louis Airport Authority - M
Ted Stevens Anchorage International Airport - M
Tucson Airport Authority - S-A
Tulsa Airports Improvement Trust - S-A
Wayne County Airport Authority - L

Survey Job: 047-121 Manager Planning and Development

Albany County Airport Authority - S-A
Arapahoe County Public Airport Authority - S-B
Charlotte Douglas International Airport - L
Chicago Department of Aviation - L
City of El Paso - S-A
City of Little Rock Airport Commission - S-A
Columbia Metropolitan Airport - S-A
Hartsfield-Jackson Atlanta International Airport - L
Hillsborough County Aviation Authority - L
Houston Airport System - L
John Wayne Airport - County of Orange - M
Kansas City Aviation Department - M
Kenton County Airport Board - M
Maryland Aviation Administration - L
Massachusetts Port Authority - L
Minneapolis - St. Paul Metropolitan Airports Commission - L

Monterey Peninsula Airport District - S-B
Oakland International Airport - Port of Oakland - M
Palm Beach County Department of Airports - M
Philadelphia Division of Aviation - L
Port of Portland - M
Reno-Tahoe Airport Authority - S-A
Roanoke Regional Airport Commission - S-B
Sacramento County Airport System - M
Salt Lake City Department of Airports - L
San Bernardino International Airport Authority - S-B
San Diego County Regional Airport Authority - L
San Francisco Airport Commission - L
Savannah Airport Commission - S-A
Ted Stevens Anchorage International Airport - M
Tucson Airport Authority - S-A

Survey Job: 048-132 Director Business Development

Allegheny County Airport Authority - M
Burbank-Glendale-Pasadena Airport Authority - S-A
City And County of Denver / Denver International Airport - L
Clark County Department of Aviation - L
Hartsfield-Jackson Atlanta International Airport - L
Huntsville-Madison County Airport Authority - S-A
Jacksonville Aviation Authority - M
Kansas City Aviation Department - M
Kenton County Airport Board - M
Lehigh-Northampton Airport Authority - S-B
Louisville Regional Airport Authority - M
Maryland Aviation Administration - L
Massachusetts Port Authority - L

Palm Beach County Department of Airports - M
Philadelphia Division of Aviation - L
Phoenix-Mesa Gateway Airport Authority - S-A
Port of Portland - M
Port of Seattle - L
Reno-Tahoe Airport Authority - S-A
Roanoke Regional Airport Commission - S-B
Sacramento County Airport System - M
Salt Lake City Department of Airports - L
San Diego County Regional Airport Authority - L
San Francisco Airport Commission - L
San Luis Obispo County Regional Airport - S-B
Ted Stevens Anchorage International Airport - M

Survey Job: 050-012 Governmental Affairs Specialist

Chicago Department of Aviation - L
City And County of Denver / Denver International Airport - L
City of Dayton Department of Aviation - S-A
Hartsfield-Jackson Atlanta International Airport - L
Houston Airport System - L
John Wayne Airport - County of Orange - M

Los Angeles World Airports - L
Metropolitan Washington Airports Authority - L
Phoenix-Mesa Gateway Airport Authority - S-A
Port of Portland - M
San Diego County Regional Airport Authority - L

Survey Job: 050-021 Manager Governmental Affairs

Burbank-Glendale-Pasadena Airport Authority - S-A
Chicago Department of Aviation - L

Lee County Port Authority - M
Los Angeles World Airports - L

2017 DETAIL REPORT

REPORT ID = All U.S. Participants Included

2/2/2017 11:22:50 AM

048-132 Director Business Development

Directs the development and management of all non-airline revenue generating functions; including property development, land use and zoning, concessions, parking activities, rental cars, and other off-airfield commercial revenue land development opportunities. Develops and implements short and long term strategies to maximize non-aviation revenues and increase customer satisfaction. Leads and directs management of all passenger-related concessions, advertising and sponsorships within the terminal, rental car revenue, passenger service enhancements and all airport properties outside the terminal. Leads and directs the design, acquisition, leasing and property management of the airport's office, hangar, retail, air cargo real property and facilities; the strategic planning, marketing and implementation of business initiatives for commercial land development and redevelopment of existing facilities consistent with the airport's strategic plan. Responsible for the directing the creation of short and long term parking operations and revenue programs; the negotiation of business agreements with outside agencies in order to drive increased revenue. Directs the negotiation of complex real estate-related ground leases, real estate related development contracts, concession contracts, parking contracts, management contracts and other related revenue contracts. May report to VP Business Development & Marketing, job no. 059-023 or to Chief Financial Officer, job no. 010-222.

PAY TYPE DISPLAYED: Annual Rate

	Established Ranges			Annual Current Paid Rates			
	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash
Employee Weighted Average	\$97,071	\$126,390	\$156,337	\$134,853	\$9,823		\$137,044
Simple/Unweighted Average	\$97,022	\$126,344	\$156,348	\$135,496	\$10,403		\$137,500
10th Percentile	\$76,416	\$96,842	\$106,258	\$100,008	\$300		\$101,212
25th Percentile	\$86,320	\$107,801	\$131,464	\$107,801	\$2,611		\$112,350
50th Percentile	\$95,000	\$126,923	\$156,213	\$130,313	\$6,415		\$130,932
75th Percentile	\$101,984	\$145,372	\$184,704	\$158,825	\$12,759		\$158,825
90th Percentile	\$125,514	\$160,823	\$200,000	\$181,125	\$29,422		\$181,125
Number Of Organizations	23	23	23	26	5	1	26
Number Of Employees	25	25	25	28	6	1	28
Earning Mix (Only For Those Receiving Variable Cash)				93.4 %	6.3 %	0.3 %	100%
Percentage of Total Employees Eligible For Variable Cash					32.1 %	10.7 %	
Percentage of Organizations With Variable Cash Eligible Employees					30.8 %	11.5 %	
Percentage of Eligible Employees Who Receive Payment					66.7 %	33.3 %	
Percentage of Total Employees Receiving Variable Cash					21.4 %	3.6 %	
Variable Cash/Base Pay - All Employees					1.6 %	0.1 %	
Variable Cash/Base Pay - Only Employees Receiving					8.4 %	1.4 %	
Salary Range Spread		Weighted Average	61.2 %		Simple Average	61.3 %	
FLSA Treatment		Exempt	92.9 %		Nonexempt	7.1 %	
Bargaining Unit Representation Level		Yes	14.3 %		No	85.7 %	
Job Match	Lighter Match (L)	14.3 %	Equal Match (E)	64.3 %	Heavier Match (H)	21.4 %	
Car Practices	Car Provided	7.1 %	Allowance Only	3.6 %	Expenses Only	10.7 %	
Housing	Housing Provided	0.0 %	Allowance Only	0.0 %	Expenses Only	0.0 %	
Airport Size	Smallest	10.7 %	Small	14.3 %	Medium	39.3 %	Large 35.7 %

Empty Cell = No data or insufficient data for analysis.



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2017 BREAKOUT REPORT

REPORT ID = All U.S. Participants Included

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REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

048-132 Director Business Development

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	No. of Employees	No. of Organizations	Total Cash Relative Index
Geographic Area										
PA - California/Nevada: CA, NV	\$101,229	\$124,736	\$150,045	\$141,979			\$144,145	7	7	105.2 %
Annual Airport Authority Revenue										
Under \$50 Million	\$80,082	\$99,200	\$119,974	\$107,631			\$112,535	6	6	82.1 %
\$100 to \$499 Million	\$92,715	\$123,369	\$153,471	\$134,044			\$135,786	11	9	99.1 %
Annual Airport Authority Budget										
Under \$50 Million	\$80,082	\$99,200	\$119,974	\$107,631			\$112,535	6	6	82.1 %
\$50 to \$99 Million	\$98,520	\$130,180	\$162,935	\$133,592			\$133,635	7	7	97.5 %
\$100 to \$499 Million	\$101,210	\$134,469	\$167,702	\$144,594			\$147,226	12	10	107.4 %
Total Airport Authority Headcount										
50 to 250	\$88,942	\$114,368	\$143,278	\$117,831			\$122,034	7	7	89.1 %
250 to 500	\$96,755	\$126,369	\$153,270	\$133,643			\$134,306	8	8	98.0 %
500 to 1000	\$92,150	\$129,804	\$167,432	\$139,482			\$141,212	8	6	103.0 %

(Light Grey) = Insufficient data for analysis

(Empty Cell) = No data

Note: No breakout data is displayed where less than 5 companies are reporting to a specific breakout category.

All data for this job is used when calculating the relative index. Relative Index indicates the relationship of the Total Cash to the selected Total Job population on this job.



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048-132 Director Business Development

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	No. of Employees	No. of Organizations	Total Cash Relative Index
Total Passengers										
5 to 10 Million	\$95,541	\$122,149	\$148,042	\$124,319			\$124,361	7	7	90.8 %
Over 25 Million	\$113,138	\$144,577	\$175,975	\$155,131			\$157,052	8	8	114.6 %
Total Cargo										
100 to 500 Thousand	\$91,751	\$123,302	\$154,826	\$132,465			\$137,214	10	10	100.1 %
500 Thousand to 1 Million	\$112,914	\$145,844	\$178,779	\$161,521			\$163,251	8	6	119.1 %
Governance Type										
Airport Authority	\$94,334	\$122,777	\$153,310	\$125,990			\$128,910	11	11	94.1 %
Airport Size										
Large	\$108,897	\$143,144	\$177,366	\$158,640			\$160,417	10	10	117.1 %
Medium	\$94,373	\$124,216	\$153,603	\$126,292			\$127,577	11	9	93.1 %
Job Match										
Equal	\$96,190	\$126,514	\$156,511	\$133,141			\$134,072	18	16	97.8 %
Heavy	\$87,987	\$117,593	\$148,857	\$125,923			\$132,953	6	6	97.0 %

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048-132 Director Business Development

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	No. of Employees	No. of Organizations	Total Cash Relative Index
Total Job										
Total Job	\$97,071	\$126,390	\$156,337	\$134,853	\$9,823		\$137,044	28	26	100.0 %

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Note: No breakout data is displayed where less than 5 companies are reporting to a specific breakout category.

All data for this job is used when calculating the relative index. Relative Index indicates the relationship of the Total Cash to the selected Total Job population on this job.