

**Syracuse Regional Airport Authority
Regular Meeting Agenda
Friday, March 11, 2016, 12:00 p.m. – 2:00 p.m.
Syracuse Hancock International Airport
Board Room**

1. Roll Call
2. Reading and Approval of Minutes from the February 12, 2016 Regular Meeting
3. Old Business/Executive Session
4. Resolutions:
 - a. Creating the Position of Director of Airport Operations
 - b. Creating the Position of Director of Terminal/Landside Operations
 - c. Creating the Position of Director of Airfield Maintenance
 - d. Creating the Position of Assistant Director of Terminal/Landside Operations
 - e. Accepting the Audit for the Fiscal Year Ending June 30, 2015
 - f. Amending the Governance Committee Charter
 - g. Amending the Board Development Committee Charter
 - h. Appointing Chair and Members to Finance Committee
 - i. Appointing Chair and Members to Audit Committee
 - j. Appointing Chair and Members to Governance Committee
 - k. Appointing Chair and Members to Human Resources Committee
5. Creative Food Update
6. “Syracuse” Sign Update
7. New Business
8. Standing Committee Reports/Supporting Materials/Correspondence
9. Adjournment

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.



Regular Meeting

Friday, March 11, 2016

12:00 p.m.

Syracuse Hancock International Airport

Syracuse Regional Airport Authority

Board Room

Minutes of the Regular Meeting of the Syracuse Regional Airport Authority February 12, 2016

Pursuant to notice duly given and posted, the regular meeting of the Syracuse Regional Airport Authority was called to order on Friday, February 12, 2016 at 12:06 p.m. in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport by Chair, Mr. William Fisher.

New Board Member: Chair Fisher welcomed the new Board Member, Mr. Michael Shusda. Mr. Shusda represents the North Syracuse Central School District.

Members Present:

Mr. William Fisher-Chair
Dr. Shiu-Kai Chin
Mr. Patrick Mannion
Hon. Michael Quill
Ms. Beth Rougeux
Ms. Irene Scruton
Mr. John B. Johnson Jr.
Mr. Michael Shusda

Members Absent:

Dr. Donna DeSiato
Hon. Khalid Bey
Mr. William Simmons

Also Present:

Ms. Christina Callahan
Mr. Trent Amond
Ms. Cheryl Herzog
Ms. Patty Jeschke
Ms. Heather Malinowski
Ms. Linda Ryan
Ms. Jennifer Sweetland
Mr. R. John Clark

Roll Call

As noted, all Board members were present, except for Dr. Donna DeSiato, Mr. Khalid Bey and Mr. Bill Simmons

Reading and Approval of the Minutes

A motion was made by Ms. Irene Scruton and seconded by Mr. Patrick Mannion and was unanimously approved to accept the minutes from the January 15, 2016 meeting.

The motion was approved 8 ayes, 0 nays.

Republic Parking Presentation:

Chair Fisher welcomed representatives from Republic Parking; Bob Linehart, Executive Vice President and Don Barrett, Sr. Vice President of Operations. Mr. Linehart explained Republic Parking's transition process, which began on December 1, 2015. Mr. Linehart stated Republic retained all fifteen employees from the previous company. Republic has trained all employees with their new policies and procedures. Republic Parking trained the managers/supervisors on the new revenue control system. The company began installation of the new revenue control system on December 21, and is about 90% complete. Mr. Linehart explained they ran into one unexpected issue, electronic signage has a software system that is antiquated. If it cannot be corrected within the next ten days, Republic Parking will purchase a new signage & software package. Once fully completed, they will work on the other amenities such as pay by phone, AVI, etc. Mr. Barrett explained those amenities should be available by end of March, beginning of April. Republic is working with the Airport's Marketing Department to be sure it is communicated to the public.

Chair Fisher asked the Board if they would like to offer some feedback. Mr. John Johnson had concerns about the timeliness of the transition. Mr. Johnson shared that he has recently received many complaints regarding the parking situation at the airport.

Mr. Linehart agreed that, to a large part, Mr. Johnson's comments were accurate. Mr. Linehart explained that there were problems with electrical service and conduit that they did not anticipate. Republic brought in additional electrical contractors and the issue is now corrected.

Mr. Johnson asked when E-Z Pass will be available. Mr. Barrett explained the detailed process that was started in September, 2015. A third party vendor is necessary to interface software with the thruway. Mr. Barrett has met with Ms. Callahan and Mr. Amond and they are evaluating system. The only airports to offer E-Z pass are Albany and Syracuse.

Ms. Callahan shared that Republic has been extremely responsive to issues brought to their attention. It is very difficult to transition this type of equipment in this type of weather. Ms. Callahan also noted the difficulty of putting brand new equipment into a toll plaza that is at least twenty years old.

Mr. Johnson shared that it sounds like the E-Z pass is great news. It should be a positive improvement and would hope that the company will promote it well. Mr. Barrett explained there were press releases that went out in December.

Mr. Mannion noted that the signage for entry was very confusing. Mr. Mannion also explained the single complaint that he gets most often is about the parking at the airport. It varies from issues with construction, to "why do I have to pay the same price to park on roof as in garage?" Mr. Mannion stated he realizes some of these things are out of Republic Parking's control.

Chair Fisher would like to discuss with Board Members and Management how they are doing. It is responsibility of the Authority to be sure these transitions work well. Chair Fisher posed the questions: What can we do to help make transitions run more smoothly? What can we learn from this?

Chair Fisher stated one transition that was very difficult but the general planning paid off was Syracuse Police to G4S transition. The transition went very well and it has been very good since.

Chair Fisher's opinion is the concession transition was spectacular. The public is happy with quality of service, food choices, amenities etc.

The Parking Garage Management transition has been much rockier than those two. This has been, by far, the biggest source of complaints that have been heard. We need to get this up to a much higher level of services. Chair Fisher stated the Authority is willing to spend money to get the garage and parking correct.

Mr. Johnson suggested the Authority review the next contract for a major transition. Have specific requirements in there that when the contract starts, the service starts. It was concerning to Mr. Johnson that Republic Parking didn't start to make equipment changes until 21 days after the contract started and then discovered equipment issues.

Chair Fisher suggested they get a plan that works backward from start date. For example, what should be done 60 days out, 120 days out? He recognizes that sometimes there are situations that they need to get off to a running start from day one without much transition time. Chair Fisher suggested that maybe it wasn't appropriate timing to change companies and in the future we should consider the optimal time of year to make transition.

Mr. Chin's view was that it is expectations management as well as good planning. He is not in favor of micromanaging a contract but would be in favor of clearly defining what initial operational capability is and what plans would be. It is all about setting expectations. He understands that Republic didn't have access to equipment before they took over which makes it very difficult to transition overnight.

Ms. Rougeux is thrilled they kept all employees.

Ms. Scruton shared that there was a lot of confusion that could have been alleviated if the signage was better.

Ms. Callahan suggested we keep in mind that people's perception of the garage is negative already. Those perceptions have been based on the condition of the garage, recent construction projects on the garage and other issues. Ms. Callahan explained that it wasn't possible to have two sets of revenue control equipment running at same time.

Ms. Callahan indicated they are in process of reviewing 4 proposals from 4 qualified parking consultants to develop recommendations for the future of the garage. There will be more information forthcoming with recommendations so we can begin assessing and making plans for its future. Ms. Callahan stated management will take all the Board's comments into consideration.

Mr. Fisher specified the Authority has said consistently it is a very high priority to address the garage issue and feels there will be strong support from this board.

There were no additional questions or comments. Chair Fisher thanked the gentlemen for being here.

Scott Fein – ABO Board Member Training

Mr. Fein conducted the ABO Board Member Training to the Board.

Chair Fisher asked Ms. Scruton and the Governance Committee to review the Authority's current mission statement and come back with some suggestions. Ms. Scruton agreed.

Old Business

Chair Fisher motioned to go into executive session to discuss proposed, pending or current litigation. The motion was approved by Chair Fisher and seconded by Mr. Quill. Board Members, Ms. Callahan, Mr. Amond, and Mr. R. John Clark went into executive session at 1:40 p.m.

Executive session ended at 2:30 p.m. No action was taken.

Adjournment

A motion was made by Ms. Rougeux and seconded by Ms. Scruton to adjourn the meeting.

The motion was approved: 8 ayes, 0 nays

The meeting was adjourned at 2:32 p.m.

Resolution

2016

**RESOLUTION CREATING THE
POSITION OF DIRECTOR OF
AIRPORT OPERATIONS**

**RESOLUTION AUTHORIZING THE CREATION OF THE POSITION
OF DIRECTOR OF AIRPORT OPERATIONS
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 Airport Operations, which position the Authority believes is necessary to assist the Authority in performing its obligations and duties under the Enabling Act, and its future contractual responsibilities to keep, maintain and operate the Syracuse Hancock International Airport; 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 Airport Operations, 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: March ____, 2016

VOTE: Ayes ____ Nays ____ Abstentions ____

SIGNED: _____
Secretary

Director of Airport Operations (SRAA)

DISTINGUISHING FEATURES OF THE CLASS:

The work involves responsibility for overseeing the operating divisions of the Airport – Security Office, Airfield Operations, Airfield Maintenance, Terminal Maintenance, and Trades. The incumbent will be responsible for effectively planning, developing, implementing and monitoring all policies and procedures related to these areas. Work is carried out in compliance with all applicable state and federal guidelines and regulations. Work is performed under the general direction of the Executive Director, who allows the incumbent independence in planning and implementation of procedures. Does related work as required

TYPICAL WORK ACTIVITIES:

Analyzes and defines security requirements, including access restrictions, and develops appropriate policy to reduce vulnerability.
Reviews emergency response and safety procedures and develops and implements appropriate policies.
Conducts confidential investigations regarding security and safety.
Coordinates certain activities with public safety officials, outside security contractors and agencies where appropriate.
Provides oversight and direction to Airport Operations, including the Security Office, the Operations Division, the Terminal and Airfield Maintenance Divisions and Trades Division
Oversees updates to the Airport Certification Manual.
Ensures training is conducted according to requirements.
Oversees maintenance of records and files as required by state and federal regulations.
Oversees ground transportation activities at the airport.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS:

Thorough knowledge of CFR 49, Part 1542
Thorough knowledge of FAA Part 139
Good knowledge of the fundamentals of security work.
Good knowledge of the principles, practices, procedures and techniques of terminal operations and management
Good knowledge of federal, state and local laws and regulations applicable to airports, especially safety and security regulations as promulgated by the Transportation Security Administration
Good knowledge of the laws, regulations and fundamentals of safety.
Ability to implement security and safety programs.
Ability to make detailed inspections and to recognize potential security or safety hazards.
Ability to use tact and courtesy in dealing with employees, visitors, and contractors.
Ability to keep accurate records and prepare clear and concise reports.
Ability to communicate effectively.
Physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: (Need to check against qualifications of potential appointee)

A. 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 Aviation Management, Security Management, Facilities Management or a related field and five (5) years of work experience, in a supervisory capacity, in a commercial airport or,

B. Graduation from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees with an Associate's Degree and ten (10) years of work experience, at least seven (7) of which were in a supervisory capacity, in a commercial airport.

Draft, 2016-01-06

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Resolution

2016

**RESOLUTION CREATING THE
POSITION OF DIRECTOR OF
TERMINAL/LANDSIDE
OPERATIONS**

**RESOLUTION AUTHORIZING THE CREATION OF THE POSITION
OF DIRECTOR OF TERMINAL/LANDSIDE OPERATIONS
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 Terminal/Landside Operations, which position the Authority believes is necessary to assist the Authority in performing its obligations and duties under the Enabling Act, and its future contractual responsibilities to keep, maintain and operate the Syracuse Hancock International Airport; 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 Terminal/Landside Operations, 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: March ____, 2016

VOTE: Ayes ____ Nays ____ Abstentions ____

SIGNED: _____
Secretary

Director of Terminal/Landside Operations (SRAA)

DISTINGUISHING FEATURES OF THE CLASS:

The work involves responsibility for effectively planning, developing, implementing and monitoring all policies and procedures to maintain and enhance the terminal building and associated landside support facilities. The incumbent will ensure that facilities are maintained to meet the functional requirements of the airlines and other tenants. Work is carried out in compliance with all applicable state and federal guidelines and regulations. Work is performed under the general direction of the Director of Airport Operations, who allows the incumbent considerable independence in planning and implementation of procedures. Does related work as required.

TYPICAL WORK ACTIVITIES:

Identifies terminal building and support facility equipment needs on an annual basis.
Works with other department heads to plan terminal/facility improvements to support the long-term goals of the Airport.
Provides oversight and direction to the Terminal Maintenance Division.
Ensures training is conducted according to requirements.
Coordinates certain activities with public safety officials, outside security contractors and agencies where appropriate.
Oversees maintenance of records and files as required by state and federal regulations.
Acts as liaison with the parking management company.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS:

Good knowledge of CFR 49, Part 1542 and of FAA Part 139
Thorough knowledge of the principles, practices, procedures and techniques of terminal operations and management
Good knowledge of parking facility maintenance and operations.
Ability to delegate responsibilities and to plan, organize, and coordinate the work of subordinates.
Good knowledge of federal, state and local laws and regulations applicable to airports.
Ability to work with other department heads and outside agencies to maintain the safety and security of the terminal and landside environment.
Ability to use tact and courtesy in dealing with employees, visitors, and contractors.
Ability to keep accurate records and prepare clear and concise reports.
Ability to communicate effectively, both orally and in writing.
Ability to establish and maintain effective working relations with a variety of governmental agencies, air carriers, public officials and the general public.
Ability to read and interpret plans and specifications.
Physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS:

A. 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 Aviation Management, Facilities Management or a related field and three (3) years of work experience in an airport setting in a supervisory capacity or,

B. Graduation from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees with an Associate's Degree and eight (8) years of work experience in an airport setting, at least five (5) of which were in a supervisory capacity or,

C. Ten (10) years of *supervisory work experience, at least eight (8) years of which were at a commercial airport and two (2) years of which included **administrative supervision in Airport Terminal/Landside Maintenance (performing or supervising work on systems and infrastructure within the Terminal building).

*Supervision is defined as - responsible direction and control of subordinate employees. This involves a responsibility for planning for individuals in a work group. Typical duties may include, but are not limited to, assigning and reviewing work, training, evaluating performance, maintaining work standards, motivating and developing subordinate employees, implementing procedural changes, increasing efficiency and dealing with problems of absenteeism, morale and discipline. The supervision aspects must be an integral part of the job, not incidental or occasional.

**Administrative supervision is defined as - Directing the activities of a large subordinate staff, including subordinate supervisors. Tasks include personal interactions between an upper level supervisor and his/her subordinate supervisors in the accomplishment of objectives. Duties include such areas as assigning work to and coordinating the activities of several units, establishing and guiding staff development programs, evaluating the performance of subordinate supervisors, and maintaining relationships with other organizational sections.

v5, Draft, 2016-02-10

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Resolution

2016

**RESOLUTION CREATING THE
POSITION OF DIRECTOR OF
AIRFIELD MAINTENANCE**

**RESOLUTION AUTHORIZING THE CREATION OF THE POSITION
OF DIRECTOR OF AIRFIELD MAINTENANCE
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 Airfield Maintenance, which position the Authority believes is necessary to assist the Authority in performing its obligations and duties under the Enabling Act, and its future contractual responsibilities to keep, maintain and operate the Syracuse Hancock International Airport; 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 Airfield Maintenance, 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: March ____, 2016

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

SIGNED: _____
Secretary

Director of Airfield Maintenance (SRAA)

DISTINGUISHING FEATURES OF THE CLASS

The work involves responsibility for providing effective oversight of the airfield maintenance division, with significant responsibility for Federal Aviation Administration (“FAA”) Part 139 compliance. The incumbent will be responsible for effectively planning, developing, implementing, directing, monitoring, and assessing all systems, equipment, and safety protocols needed to fully conform airfield maintenance requirements to FAA Part 139 and other applicable federal, state, and local regulations. Work is performed under the general direction of the Director of Airport Operations, who allows the incumbent considerable independence in planning and implementation of procedures. Does related work as required.

TYPICAL WORK ACTIVITIES

Directs the implementation of all FAA Part 139 regulatory compliance initiatives related to airfield maintenance.

Reviews/evaluates inspection records and reports, takes action to correct deficiencies, and updates procedures to improve and promote compliance efforts.

Monitors, reviews, and updates airport policies related to airfield maintenance, in order to anticipate and make corrections as needed.

Assesses existing systems and equipment within the airfield maintenance division for optimal performance and makes recommendations regarding related upgrades and purchases.

Directs the Airfield Maintenance Division.

FULL PERFORMANCE KNOWLEDGE, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS

Thorough knowledge of FAA Part 139 and all other Federal, State and Local regulations regarding airfield maintenance operations and requirements.

Thorough knowledge of the principles, practices, procedures and techniques of airfield operations and management.

Ability to delegate responsibilities and to plan, organize, and coordinate the work of subordinates.

Good knowledge of federal, state and local laws and regulations applicable to airports.

Ability to work with other department heads and outside agencies to maintain the safety and security of the airfield environment.

Ability to use tact and courtesy in dealing with employees, visitors, and contractors.

Ability to keep accurate records and prepare clear and concise reports.

Ability to communicate effectively, both orally and in writing.

Ability to establish and maintain effective working relations with a variety of governmental agencies, air carriers, public officials and the general public.

Ability to read and interpret plans and specifications.

Physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: (Need to check against qualifications of potential appointee)

A. 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 Aviation Management, Facilities Management, or a related field and three (3) years of work experience, or its part-time equivalent, in an airport setting, or;

B. Graduation from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees with an Associate's Degree and eight (8) years of work experience in an airport setting, at least five (5) years of which were in a supervisory capacity.

Draft, 2016-01-06

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Resolution

2016

**RESOLUTION CREATING THE
POSITION OF ASSISTANT
DIRECTOR OF
TERMINAL/LANDSIDE
OPERATIONS**

Resolution No. ____: March ____, 2016

**RESOLUTION AUTHORIZING THE CREATION OF THE POSITION
OF ASSISTANT DIRECTOR OF TERMINAL/LANDSIDE OPERATIONS
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 Assistant Director of Terminal/Landside Operations, which position the Authority believes is necessary to assist the Authority in performing its obligations and duties under the Enabling Act, and its future contractual responsibilities to keep, maintain and operate the Syracuse Hancock International Airport; 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 Assistant Director of Terminal/Landside Operations, 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: **March ____**, 2016

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

SIGNED: _____
Secretary

Assistant Director of Terminal/Landside Operations (SRAA)

DISTINGUISHING FEATURES OF THE CLASS:

The work involves responsibility for assisting the Director of Terminal/Landside Operations in effectively planning, developing, implementing and monitoring all policies and procedures to maintain and enhance the terminal building and associated landside support facilities. The incumbent will ensure that facilities are maintained to meet the functional requirements of the airlines and other tenants by assisting in the supervision of Terminal maintenance and custodial staff. Work is carried out in compliance with all applicable state and federal guidelines and regulations. Work is performed under the general direction of the Director of Terminal/Landside Operations, with the need to exercise independent judgment in carrying out assigned duties. Does related work as required.

TYPICAL WORK ACTIVITIES:

Assists in identifying terminal building and support facility equipment needs on an annual basis. Helps to provide oversight and direction to the Terminal Maintenance Division by supervising Crew Leaders, Custodians, and Terminal Maintenance personnel. Conducts orientation for new employees and initial and on-going training according to requirements. Coordinates activities with other airport constituents where appropriate. Oversees maintenance of records and files as required by state and federal regulations. Acts for the Director of Terminal/Landside Operations in his/her absence.

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS:

Familiarity with CFR 49, Part 1542 and with FAA Part 139
Knowledge of the principles, practices, procedures and techniques of terminal operations and management
Knowledge of parking facility maintenance and operations.
Familiarity with federal, state and local laws and regulations applicable to airports.
Ability to work with department heads and outside agencies to maintain the safety and security of the terminal and landside environment.
Ability to use tact and courtesy in dealing with employees, visitors, and contractors.
Ability to keep accurate records and prepare clear and concise reports.
Ability to keep accurate records and prepare clear and concise reports.
Ability to communicate effectively, both orally and in writing.
Physical condition commensurate with the demands of the position.

MINIMUM QUALIFICATIONS: (Need to check against qualifications of potential appointee)

A. Graduation from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees with an Associate's Degree and five (5) years of work experience in an airport setting, at least two (2) of which were in a supervisory capacity or,

B. Ten (10) years of work experience in an airport setting involving familiarity with terminal/landside operations, at least five (5) of which were in a supervisory capacity.

v1, Draft, 2016-01-06

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Resolution

2016

**RESOLUTION ACCEPTING THE
AUDIT FOR THE FISCAL YEAR
ENDING JUNE 30, 2015**

Resolution No.

2016

**RESOLUTION APPROVING THE FISCAL YEAR END 2015
DRAFT AUDIT OF 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 and Article 8, Title 34 of the New York Public Authorities Law, as amended (collectively the "Enabling Act"); and

WHEREAS, Section 2799-vvv of the Enabling Act requires that the accounts of the Authority be subject to the supervision of the State Controller and that an annual audit be performed by an independent certified public accountant; and

WHEREAS, in compliance with said provision of the Enabling Act, the Authority engaged the independent certified public accounting firm of D'Arcangelo & Co. to audit the Authority's accounts and prepare a draft audit for the fiscal year ending June 30, 2015; and

WHEREAS, D'Arcangelo & Co. performed such audit and prepared a draft audit for Fiscal Year End 2015; and

WHEREAS, in connection with its meetings on March 11, 2016, the Audit Committee reviewed the draft audit and conferred with said auditors, and has recommended that the Authority approve the draft audit for Fiscal Year End 2015.

WHEREAS, D'Arcangelo & Co. further presented the draft audit for Fiscal Year End 2015 to the Board at its March 11, 2016 regular meeting and responded to questions posed by Board members.

NOW, THEREFORE, after due deliberation having been had thereon,

IT IS HEREBY RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby approves and adopts the draft audit for the Authority's Fiscal Year End 2015 prepared by D'Arcangelo & Co.; and

BE IT FURTHER RESOLVED, that this Resolution shall take effect immediately.

Resolution Adopted Date: _____.

Vote: Ayes: ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

DRAFT

**SYRACUSE REGIONAL
AIRPORT AUTHORITY**

**(A DISCRETELY
PRESENTED
COMPONENT UNIT OF
THE CITY OF
SYRACUSE, NEW YORK)**

**MANAGEMENT'S
DISCUSSION AND
ANALYSIS AND BASIC
FINANCIAL
STATEMENTS**

**For the Year Ended
June 30, 2015**

**SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)**

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Independent Auditor's Report

Board Members
Syracuse Regional Airport Authority

Report on the Financial Statements

We have audited the accompanying financial statements of the business type activities of the Syracuse Regional Airport Authority (the Authority), a public benefit corporation of the State of New York and a discretely presented component unit of the City of Syracuse, New York, as of and for the year ended June 30, 2015, and the related notes to the financial statements, which collectively comprise the basic financial statements of the Syracuse Regional Airport Authority as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Authority's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting principles used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business type activities of the Syracuse Regional Airport Authority, as of June 30, 2015, and the respective changes in financial position and cash flows for the year then ended, in accordance with accounting principles generally accepted in the United States of America.

New Accounting Standard

As discussed in Note 2 to the financial statements, the Syracuse Regional Airport Authority changed accounting policies related to the financial statement presentation of defined benefit pensions by adopting Statement of Governmental Accounting Standards (GASB Statement) No. 68, *Accounting and Financial Reporting for Pensions* – an amendment of GASB Statement No. 27 and GASB Statement No. 71, *Pension Transition for Contributions Made Subsequent to the Measurement Date* – an amendment of GASB Statement No. 68, in 2015. The new pronouncements require governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits. GASB 68 also enhances accountability and transparency through revised and new note disclosures and required supplementary information. Our opinion is not modified with respect to this matter.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management’s discussion and analysis and other required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management’s responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by *Government Auditing Standards*

In accordance with Government Auditing Standards, we have also issued our report dated February 9 , 2016, on our consideration of the Syracuse Regional Airport Authority’s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering Syracuse Regional Airport Authority’s internal control over financials reporting and compliance.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards

Board Members

Syracuse Regional Airport Authority

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of the business-type activities of the Syracuse Regional Airport Authority (the Authority), as of and for the year ended June 30, 2015, and the related notes to the financial statements, which collectively comprise the Syracuse Regional Airport Authority's basic financial statements, and have issued our report thereon dated February 9, 2016.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Syracuse Regional Airport Authority's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Syracuse Regional Airport Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of Syracuse Regional Airport Authority's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Syracuse Regional Airport Authority's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify a deficiency in internal control, described in the accompanying schedule of findings that we consider to be a significant deficiency

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Syracuse Regional Airport Authority's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Syracuse Regional Airport Authority's internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Authority's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

D'Arcangelo & Co., LLP
Certified Public Accountants & Consultants

329 North Salina St., Suite 400, Syracuse, N.Y. 13203
315-475-7213 Fax: 315-475-7206

Independent Accountant's Report on Compliance with Section 2925(3)(f) of the New York State Public Authorities Law

Board Members

Syracuse Regional Airport Authority

We have examined Syracuse Regional Airport Authority's (the Authority) compliance with Section 2925(3)(f) of the New York State Public Authorities Law during the year ended June 30, 2015. Management is responsible for the Authority's compliance with those requirements. Our responsibility is to express an opinion on the Authority's compliance based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and the standards applicable to attestation engagements contained in Government Auditing Standards issued by the Comptroller General of the United States and, accordingly, included examining, on a test basis, evidence supporting the Authority's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our examination provides a reasonable basis for our opinion. Our examination does not provide a legal determination on the Authority's compliance with specified requirements.

In our opinion, the Authority complied, in all material respects, with the aforementioned requirements during the year ended June 30, 2015.

This report is intended solely for the information and use of management, the Board of Directors, and the Office of the State Comptroller of the State of New York. It is not intended to be and should not be used by anyone other than these parties.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

A. Material Weakness

None

B. Significant Deficiency

Year End Closing Procedures

Condition: During our audit we noted that various client journal entries were identified and recorded after our year-end audit procedures commenced.

Cause: Delays in communication of information have resulted in the identification of various client journal entries recorded by management.

Criteria: An effective and efficient audit requires management to obtain information to reconcile the accounting records on a timely basis.

Effect: Information that is not obtained on a timely basis results in delays in information that may be critical in making management decisions.

Recommendation: We recommend that policies and procedures be implemented to address those factors that prevent the timeliness of information to adjust the final accounting records.

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
STATUS OF PRIOR YEAR FINDINGS AND RECOMMENDATIONS
For the Year Ended June 30, 2015

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A. Material Weakness

None

B. Significant Deficiencies

None

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
MANAGEMENT'S DISCUSSION & ANALYSIS
For the Year Ended June 30, 2015

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The following is a discussion and analysis of the Syracuse Regional Airport Authority (the Authority)'s financial performance for the year ended June 30, 2015. This section is a summary of the Authority's financial activities based on currently known facts, decisions and conditions. This section is only an introduction and should be read in conjunction with the Authority's financial statements, which immediately follow this section.

1. INTRODUCTION

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 (Airport) by overseeing fiscal responsibility, regional marketing, and job creation in the aviation industry, and those industries that support aviation. The Authority was organized under the Public Authorities Law of the State of New York on August 17, 2011.

2. OVERVIEW OF THE FINANCIAL STATEMENTS

The financial statements of the Authority are prepared in accordance with accounting principles generally accepted in the United States of America as promulgated by the Government Accounting Standards Board (GASB). The financial statements are prepared using the economic resources measurement focus and the accrual basis of accounting, which requires that transactions be recorded when they occur, not when its related cash receipt or disbursement occurs. The Authority meets the criteria set forth in GAAP as promulgated by the Governmental Accounting Standards Board (GASB) for inclusion as a component unit within the City of Syracuse, New York (City)'s basic financial statements based on the City's responsibility for the appointment of the Authority members. As such, the Authority is included in the City's basic financial statements.

The Statement of Net Position depicts the Authority's financial position at June 30, the end of the Authority's fiscal year. The statements present all the financial assets, liabilities, deferred inflows and deferred outflows of the Authority. Net Position represents the Authority's assets and deferred outflows after liabilities and deferred inflows are deducted.

The Statement of Revenues, Expenses and Change in Net Position report operating revenues and expenses, non-operating revenues and expenses and the change in net position for the year ended June 30, 2015. The change in net position combined with the previous year's net asset total, reconciles to the net position total for the reporting period.

The Statement of Cash Flows report cash activities for the year resulting from operating activities, investing activities, and capital and related financing activities. The net result of these activities, added to the beginning of the year cash balance, reconciles to the total balance at the end of the year.

3. SUMMARY OF FINANCIAL HIGHLIGHTS

Key financial highlights for fiscal year 2015 are as follows:

- The Authority's net assets increase by \$4,593,215 as a result of current year activity.
- The net operating gain for fiscal year 2015 was \$1,609,115.
- The Authority implemented GASB 68 which resulted in a prior-period adjustment that reduced the beginning of year net assets by \$26,964.

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
MANAGEMENT'S DISCUSSION & ANALYSIS
For the Year Ended June 30, 2015

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4. FINANCIAL ANALYSIS OF THE AUTHORITY

Net Position

The Authority's total Net Position increased \$4,593,215 **Error! Not a valid link. Error! Not a valid link.** between fiscal year 2014 and 2015. A summary of the Authority's Statement of Net Position for June 30, 2015 is as follows:

Table A-1 Condensed Statement of Net Position	
Current and Other Assets	\$ 47,798,773
Capital Assets, Net of Accumulated Depreciation	<u>4,475,880</u>
Total Assets	<u>52,274,653</u>
Deferred Outflows of Resources	<u>51,535</u>
Total Assets and Deferred Outflows	<u>\$ 52,326,188</u>
Current Liabilities and other	<u>\$ 3,337,245</u>
Deferred Inflows of Resources	<u>168,340</u>
Net Position	
Net Investment in Capital Assets	4,475,880
Restricted	21,201,020
Unrestricted	<u>23,143,703</u>
Total Net Position	<u>48,820,603</u>
Total Liabilities, Deferred inflows and Net Position	<u>\$ 52,326,188</u>

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SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
MANAGEMENT'S DISCUSSION & ANALYSIS
For the Year Ended June 30, 2015

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Change in Net Position

The results of this year's operations as a whole are reported in the Statement of Revenues, Expenses, and Change in Net Position in the accompanying financial statements. A summary of this statement for the year ended June 30, 2015 is as follows.

Table A-2 Condensed Changes in Net Position from Operating Results		
Revenues		
Operating Revenues		
Landing Fees	\$	6,485,468
Parking Rents		8,620,450
Terminal Rents		8,356,592
Concessions and Other		7,005,551
Miscellaneous		4,594
Total Revenues	\$	<u>30,472,655</u>
Expenditures		
Operating Expenditures		
Cost of Service	\$	4,864,901
Administration		7,119,243
Aviation Fund Lease		6,510,644
Aviation Fund Contractual		9,852,363
Depreciation		516,389
Total Expenditures	\$	<u>28,863,540</u>
Net Operating Gain	\$	1,609,115

Table A-3 Operating Revenue for the Year Ended June 30, 2015

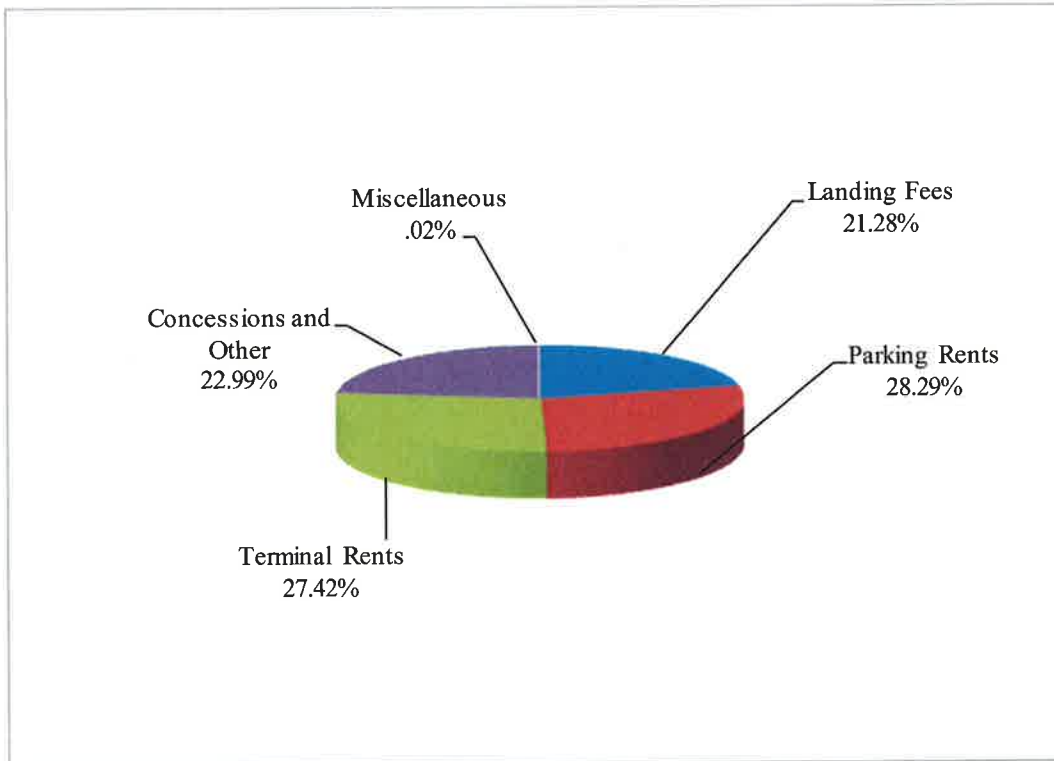
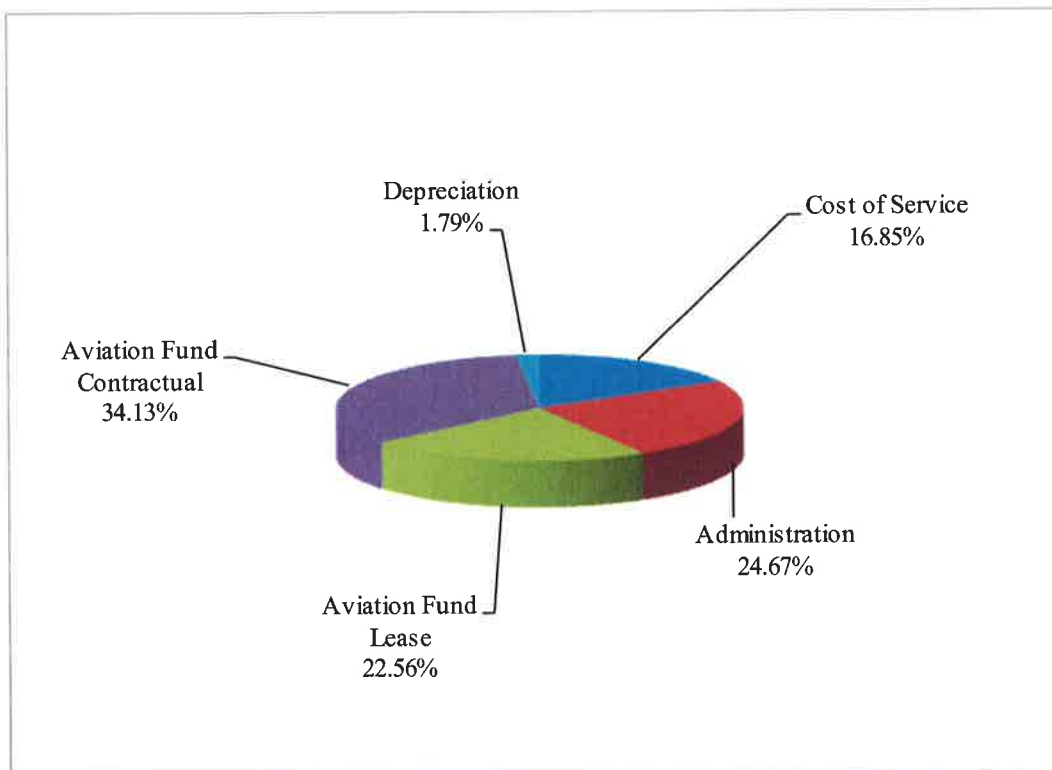


Table A-4 Operating Expenditures for the Year Ended June 30, 2015



SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
MANAGEMENT'S DISCUSSION & ANALYSIS
For the Year Ended June 30, 2015

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5. FACTORS BEARING ON THE AUTHORITY'S FUTURE

- **General Economic Climate-** Air travel can broadly be divided into business travel and leisure travel. Both of these depend, to varying degrees, on the strength of the economy. In a strong economy, travel tends to increase, which will result in an increase in revenue. In a weak economy, the reverse is true.
- **Air Service Development-** The Authority actively works to bring new airline service to Syracuse, both through adding new carriers and through existing airlines serving new destinations. To the extent it is successful, traffic through the Airport increases which increases revenue.
- **Contract/Agreement Negotiations-** The Authority will be negotiating several contracts and agreements over the next several years which will have an effect on the Airport's cost structure.
- **Continued Transition from City to Authority-** While the operating certificate for the airport has been transferred from the City of Syracuse to the Authority, it still remains the Authority's intent to transfer the bulk of the employees from the City to the Authority.

6. CONTACTING THE AUTHORITY'S FINANCIAL MANAGEMENT

This financial report is designed to provide the Authority's citizens, customers, and creditors with a general overview of the Authority's finances and to demonstrate the Authority's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the Executive Director at 1000 Colonel Eileen Collins Blvd, Syracuse, NY 13212.

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
STATEMENT OF NET POSITION
June 30, 2015

Assets	
Current Assets	
Cash	\$ 20,671,074
Accounts Receivable	5,612,721
Due From City	151,750
Prepaid Expenses	<u>162,208</u>
Total Current Assets	<u>26,597,753</u>
Non-Current Assets	
Restricted Cash	21,201,020
Capital Assets, Net	<u>4,475,880</u>
Total Non-Current Assets	<u>25,676,900</u>
Deferred Outflows of Resources	
Pensions	<u>51,535</u>
Total Assets and Deferred Outflows of Resources	<u>\$ 52,326,188</u>
Liabilities	
Current Liabilities	
Accounts Payable	\$ 2,386,063
Accrued Liabilities	160,816
Due to City	750,669
Note Payable - Current	<u>12,064</u>
Total Current Liabilities	<u>3,309,612</u>
Non-Current Liabilities	
Net Pension Liability - Proportionate Share	<u>27,633</u>
Deferred Inflows of Resources	
Unearned Revenue	151,750
Pensions	<u>16,590</u>
Total Deferred Inflows of Resources	<u>168,340</u>
Net Position	
Net Investment in Capital Assets	4,475,880
Restricted	21,201,020
Unrestricted	<u>23,143,703</u>
Total Net Position	<u>48,820,603</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u>\$ 52,326,188</u>

The Accompanying Notes are an Integral Part of These Financial Statements.

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
STATEMENT OF REVENUES, EXPENSES, AND CHANGE IN NET POSITION
For the Year Ended June 30, 2015

Operating Revenues	
Landing Fees	\$ 6,485,468
Parking Rents	8,620,450
Terminal Rents	8,356,592
Concession and Other	7,005,551
Miscellaneous	4,594
Total Operating Revenue	<u>30,472,655</u>
Operating Expenses	
Cost of Service	4,864,901
Administration	7,119,243
City's Aviation Fund Lease	6,510,644
City's Aviation Fund Contractual Expenses	9,852,363
Total Operating Expense	<u>28,347,151</u>
Operating Revenues in Excess of Operating Expenses Before Depreciation	<u>2,125,504</u>
Depreciation	<u>516,389</u>
Gain Before Non-Operating Income and Expenses	<u>1,609,115</u>
Non-Operating Income (Expense)	
Capital Grants	4,996,455
Capital Contribution Expense to City's Aviation Fund	(6,158,950)
Passenger Facility Charges	4,055,692
Interest Income	92,511
Interest Expense	(1,608)
Total Non-Operating Income	<u>2,984,100</u>
Net Position	
Increase in Net Position	4,593,215
Net Position, Beginning of Year	44,254,352
Prior-Period Adjustment	<u>(26,964)</u>
Net Position, Beginning of Year (Restated)	<u>44,227,388</u>
Net Position, End of Year	<u>\$ 48,820,603</u>

The Accompanying Notes are an Integral Part of These Financial Statements.

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
STATEMENT OF CASH FLOWS
For the Year Ended June 30, 2015

Cash Flows From (Used By) Operating Activities	
Cash Received From Providing Services	\$ 29,168,435
Cash Paid to Suppliers	(27,656,958)
Cash Paid to Employees	(669,265)
Net Cash From Operating Activities	<u>842,212</u>
Cash Flows From Investing Activities	
Interest Received	<u>92,511</u>
Net Cash Flows From Investing Activities	<u>92,511</u>
Cash Flows From (Used By) Capital and Related Financing Activities	
Purchase of Capital Assets	(6,095,392)
Principal Payments on Notes Payable	(46,991)
Interest Paid	(1,608)
Capital Grants	4,996,455
Passenger Facility Charges	<u>4,055,692</u>
Net Cash Flows From Capital and Related Financing Activities	<u>2,908,156</u>
Net Increase in Cash	3,842,879
Cash, Beginning of Year	<u>38,029,215</u>
Cash , End of Year	<u>\$ 41,872,094</u>
Reconciliation of Income Before Non-Operating to Net Cash Flows From (Used By) Operating Activities:	
Gain Before Non-Operating Income and Expenses	\$ 1,609,115
Adjustments to Reconcile Loss Before Non-Operating Income to Net Cash Flows From (Used By) Operating Activities:	
Depreciation	516,389
(Increase) Decrease in Assets:	
Accounts Receivable	2,059,453
Due From City	60,500
Prepaid Expenses	(5,327)
Pension Asset	(51,535)
Increase (Decrease) in Liabilities:	
Accounts Payable	(2,803,581)
Accrued Liabilities	128,111
Due To City	(627,671)
Unearned Revenue	(60,501)
Pension Liability - Proportionate Share	669
Pensions	<u>16,590</u>
Net Cash From Operating Activities	<u>\$ 842,212</u>

The Accompanying Notes are an Integral Part of These Financial Statements.

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
NOTES TO BASIC FINANCIAL STATEMENTS
For the Year Ended June 30, 2015

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1. ORGANIZATION

The Syracuse Regional Airport Authority (“the Authority”), a public benefit corporation, was established to provide the necessary tools and support to Syracuse Hancock International Airport (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, job creation in the aviation industry, and those industries that support aviation. The Authority was organized under the Public Authorities Law of the State of New York on August 17, 2011.

The Authority meets the criteria set forth in Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) for inclusion as a component unit within the City of Syracuse, New York (City)’s basic financial statements based on the City’s responsibility for the appointment of the Authority members. As such, the Authority is included in the City’s basic financial statements. The accompanying financial statements present the financial position and the changes in net position and cash flows of the Authority only. The Authority is not involved in any joint ventures.

Transfer of Operations

On March 1, 2014, the City transferred responsibility for the operation of the Airport to the Authority, represented by agreements discussed below. The United States Department of Transportation Federal Aviation Administration approved this transfer effective March 1, 2014. The Authority, as operator of the Airport, shall have the sole right and responsibility to establish Airport policies and plans, adopt all Airport budgets, determine levels of operational service, and set fees, rates and charges.

The City signed a non-cancellable lease agreement (lease agreement) with the Authority which was effective March 1, 2014, for an initial period of forty (40) years, and renewals of the lease term are automatic for additional ten year terms. Per the lease agreement, the Authority will lease all premises that comprise the Airport, and will maintain, repair and operate the Airport, at its own cost and expense. All land acquired and improvements made by or on behalf of the Authority to the Airport during the term of the agreement shall be deemed property of the City, and title shall vest in the City upon acquisition or completion of the project in which improvements are made.

The Authority signed an assignment and assumption agreement with the City, effective March 1, 2014, transferring the City’s responsibility of Airport operations to the Authority, including all outstanding grant agreements related to the Airport with the United States Department of Transportation, the Department of Homeland Security Transportation Security Administration and the Federal Aviation Administration Passenger Facility Charge Records of Decision. The City also transferred substantially all of the assets and liabilities of its Aviation Enterprise Fund to the Authority which included cash, receivables, equipment and personal property, and contractual liabilities payable by the City’s Aviation Fund.

The Authority signed a services agreement with the City effective March 1, 2014, which allows the City to continue to perform services that have been rendered by employees of the City’s Department of Aviation, most of whom are represented by a union for the purpose of collective bargaining, for an initial period of ten (10) fiscal years beginning June 30, 2014 and two (2) successive periods of five (5) fiscal years (July 1 to June 30). The services agreement also allows the City to continue to make certain expenditures that are necessary and appropriate for the operation of the Airport. The Authority recorded \$9,852,363 in operating expenses as “City’s Aviation Fund Contractual Expenses” for the year ended June 30, 2015 related to this agreement.

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
NOTES TO BASIC FINANCIAL STATEMENTS
For the Year Ended June 30, 2015

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The Authority's financial statements are prepared in accordance with GAAP as applied to enterprise funds of governmental units. The (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. All activities of the Authority are accounted for within a single proprietary (Enterprise) fund. Proprietary funds are used to account for operations that are: (a) financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Revenues from landing fees, parking rents, terminal rents, concessions and other similar revenue are reported as operating revenues. All expenses related to operating the Airport are reported as operating expenses. Passenger facility charges, federal and state grants and interest are reported as non-operating revenue. Interest expense is reported as non-operating expense, special and extraordinary items are reported separately after non-operating revenues and non-operating expenses.

Net Position Classifications

In the financial statements there are three classes of Net Position:

Net investment in capital assets – consists of net capital assets (cost less accumulated depreciation) reduced by outstanding balances of related debt obligations from the acquisition, constructions or improvements of those assets.

Restricted net position – reports net position when constraints placed on the assets are either externally imposed by grantors, contributors, laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation.

Unrestricted net position – reports the balance of net position that does not meet the definition of the above two classifications and are deemed to be available for general use by the Authority.

Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported revenues and expenses during the reported period. Actual results could differ from those estimates.

Cash

The Authority's cash consists of demand deposits. New York State Public Authority Law governs the Authority's investment policies. Resources must be deposited in FDIC-insured commercial banks or trust companies located within the State. Permissible investments include obligations of the United States Treasury, United States Agencies, repurchase agreements and obligations of New York State or its localities. Collateral is required for demand and time deposits and certificates of deposit not covered by FDIC insurance. Obligations that may be pledged as collateral are obligations of the United States and its agencies and obligations of the State and its municipalities.

Receivables

Receivables are reported at their gross value when earned and are reduced by the estimated portion that is expected to be uncollectible. The allowance for uncollectible amounts is based on collection history, aviation industry trends and current information regarding the credit worthiness of the tenants and others doing business with the Authority. When continued collection activity results in receipt of amounts previously written off, revenue is recognized for the amount collected.

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
NOTES TO BASIC FINANCIAL STATEMENTS
For the Year Ended June 30, 2015

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Restricted Assets

Restricted assets consist of monies and other resources which are restricted legally as described below:

Capital Improvement Funds - These assets represent capital debt proceeds and grant funds that are restricted for designated capital projects and cannot be expended for any other item.

Passenger Facility Charges - These assets represent Passenger Charges (PFC) collections based on an approved FAA application to "Impose" such charges on enplaned passengers at the Airport. These funds are restricted for designated capital projects and any debt incurred to finance the construction of those projects. The Authority recognizes and reports as non-operating income PFCs earned when all conditions have been met that entitles the Authority to retain the PFCs. PFCs received prior to this time are reported as restricted net position.

Capital Assets

Capital assets include vehicles, equipment and all other tangible assets that are used in operations and have useful lives extending beyond a single reporting period. Capital Assets that were transferred to the Authority on March 1, 2014 from the City's Aviation Fund are carried at historical cost, net of accumulated depreciation. Acquisitions of assets costing \$5,000 or more are recorded at cost.

Maintenance and repairs are expensed as incurred. When depreciable assets are disposed of, the related costs and accumulated depreciation are removed from the respective accounts and any gain or loss on disposition is credited or charged to an expense. Capital assets are written off when fully depreciated unless clearly identified as still being in use. Capital assets are written-down due to impairment if circumstances indicate a significant or unexpected decline in an assets service utility has occurred. Impaired capital assets are written down using an approach that best matches the asset's decline in service utility. Disposed of assets and assets held for sale are reported at the lower of carrying value or fair value less disposal costs. Depreciation of capital assets is computed using the straight-line method at various rates considered adequate to allocate costs over the estimated useful lives of such assets. The estimated lives by general classification are as follows:

Machinery and equipment	3-10 years
Vehicles	3-9 years

Deferred Outflow of Resources

In addition to assets, the Statement of Net Position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Authority has one item that qualifies for reporting in this category and this relates to pensions. This represents the effect of the net change in the Authority's proportion of the collective net pension asset or liability and difference during the measurement period between the Authority's contributions and its proportionate share of total contributions not included in pension expense.

Deferred Inflows of Resources

In addition to liabilities, the Statement of Net Position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. The Authority has two items that qualify for reporting in this category. The first item is unearned revenue which represents the principal portion of unrecognized lease payments. The second item is related to pensions reported in the Statement of Revenues, Expenses, and Change in Net Position. This represents the effect of the net change in the Authority's proportion of the collective net pension liability (ERS System) and difference during the measurement periods between the Authority's contributions and its proportionate share of total contributions to the pension systems not included in pension expense.

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2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

Capital Contributions

Certain expenditures for airport capital assets are significantly funded through the Airport Improvement Program (AIP) of the Federal Aviation Administration (FAA), with certain matching funds provided by the State and the Authority, or from various State allocations or grant programs. Capital funding provided under government grants is considered earned as the related allowable expenditures are incurred.

Grants for capital asset acquisition, facility development and rehabilitation are reported in the statement of revenues, expenses and changes in net position, after non-operating income (expense), as capital contributions.

Revenue Recognition

Landing Fees - Landing fees are principally generated from scheduled airlines, cargo carriers and non-scheduled commercial aviation and are based on the maximum landed weight of the aircraft. The estimated landing fee structure is determined annually pursuant to an agreement between the Authority and the signatory airlines based on the adopted operating budget of the Authority and is adjusted at the fiscal year end for the actual landed weight of all aircraft and actual expenses. Landing fees are recognized as revenue based on number of landings and certain other criteria.

Fixed Based Operations (FBO), Rents, Concessions and Ground Transportation - FBO revenues are generated from commercial and general aviation users, rental cars, advertising and other commercial tenants. Leases are for various terms and generally require rentals based on the volume of business, with specific minimum annual rental payments required. Rental revenue is recognized over the life of the respective lease and concession revenue is recognized based on reported concessionaire revenue.

Other-All other types of revenues are recognized when earned.

Special Items and Extraordinary Items

Special Items- Special items are significant transactions or other events within the control of management that are either unusual in nature or infrequent in occurrence. There are no special items recorded for the year ended June 30, 2015.

Extraordinary Items- Extraordinary items are transactions or other events that are both unusual in nature and infrequent in occurrence. There were no extraordinary items recorded for the year ended June 30, 2015.

New Accounting Standard

The Authority changed accounting policies related to the financial statement presentation of defined benefit pensions by adopting Statement of Governmental Accounting Standards (GASB Statement) No. 68, *Accounting and Financial Reporting for Pensions* – an amendment of GASB Statement No. 27, and GASB Statement No. 71, *Pension Transition for Contributions Made Subsequent to the Measurement Date* – an amendment of GASB Statement No. 68, in 2015. The new pronouncements require governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits. GASB 68 also enhances accountability and transparency through revised and new note disclosures and required supplementary information.

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3. RECEIVABLES

Accounts receivable is recorded net of allowances for probable uncollectable accounts.

	<u>June 30, 2015</u>
Enterprise	\$ 4,050,897
Grants	1,084,338
Passenger Facility Charges	<u>477,486</u>
Total	<u>\$ 5,612,721</u>

4. CAPITAL ASSETS

Per the agreement between the Authority and the City of Syracuse, certain land, buildings and improvements with a cost of approximately \$375,500,000, with accumulated depreciation of approximately \$225,000,000 are included in the City of Syracuse's Aviation Fund. The Authority's Airport Lease Agreement with the City of Syracuse provides that all land acquired and improvements made to the Syracuse Hancock International Airport, on behalf of the Authority, shall be deemed property of the City of Syracuse. As a result, the Authority's policy is to remove Construction in Progress by recording an operating expense as "Capital Contribution Expense to City's Aviation Fund," when the project is substantially complete. Capital asset balances and activity for the year ended June 30, 2015 was as follows:

	<u>Beginning</u> <u>Balance</u>	<u>Additions</u>	<u>Deletions</u>	<u>Ending</u> <u>Balance</u>
Capital Assets Not Being Depreciated				
Construction in Progress	\$ 2,889,208	\$ 5,282,761	\$ 6,158,950	\$ 2,013,019
Capital Assets Being Depreciated				
Machinery and Equipment	8,102,358	677,471		8,779,829
Vehicles	<u>9,470,315</u>	<u>135,160</u>		<u>9,605,475</u>
Total	<u>17,572,673</u>	<u>812,631</u>		<u>18,385,304</u>
Accumulated Depreciation				
Machinery and Equipment	6,008,981	471,027		6,480,008
Vehicles	<u>9,397,073</u>	<u>45,362</u>		<u>9,442,435</u>
Total	<u>15,406,054</u>	<u>516,389</u>		<u>15,922,443</u>
Net Capital Assets	<u>\$ 5,055,827</u>	<u>\$ 5,579,003</u>	<u>\$ 6,158,950</u>	<u>\$ 4,475,880</u>

Depreciation expense for the year ended June 30, 2015 was \$516,389.

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5. OPERATING LEASE COMMITMENTS AND LEASED ASSETS

The authority entered into a lease agreement with the City, commencing on March 1, 2014 which is effective for an initial term of forty (40) years. See Note 1 related to transfer of operations of the Airport.

The lease agreement gives the Authority the exclusive right to operate, maintain and improve the Airport subject to certain restrictions and conditions. The renewals of the lease term are automatic for additional ten year terms. The City retains physical ownership of the current and future land, buildings and improvements of the Airport made by or on behalf of the Authority.

The Authority is required to make rental payments to the City equal to the principal and interest due on Airport related debt issued by the City. These rental payments totaled \$6,510,644 for the year ended June 30, 2015. Future minimum lease payments due to the City for the year ended June 30, 2015 under this operating lease are as follows:

2016	\$	6,079,185
2017		5,574,450
2018		3,464,050
2019		3,336,250
2020		3,327,850
2021-2025		16,032,181
2026-2030		15,238,345
2031-2035		15,241,662
2036-2037		<u>6,098,875</u>
	\$	<u>74,392,848</u>

6. CAPITAL LEASE

The City has entered into a capital lease agreement with a vendor for certain equipment which will become the property of the Authority when lease payments expire at the end of the lease term. The leased asset and the related liability under the capital lease are recorded at the lower of the present value of the lease payments or the fair market value of the asset. The capital asset was fully amortized at June 30, 2015. The related liability is presented on the statement of net position. The minimum future lease payments are as follows:

Period Ended June 30:		
2016	\$	<u>12,150</u>
Less: Amounts representing interest between 5% and 8.5% per annum		<u>(86)</u>
	\$	<u>12,064</u>

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7. SPECIAL ITEM

During the year ended June 30, 2014, the Authority recognized transfers from the City of Syracuse's Aviation Fund which was recognized on the statement of revenues, expenses, and changes in net position as "Special Item – Transfer From Aviation Fund" in the amount of \$39,288,017.

<u>SPECIAL ITEM DETAIL:</u>	
<u>Description</u>	<u>Amount</u>
<u>ASSETS</u>	
Cash	\$ 33,452,969
Accounts Receivable	6,039,232
Due From Other Funds	<u>273,000</u>
Total Assets	<u>39,765,201</u>
<u>LIABILITIES</u>	
Accounts Payable and Accrued Expenses	(4,897,163)
Capital Lease Obligation	<u>(107,667)</u>
Total Liabilities	<u>(5,004,830)</u>
<u>DEFERRED INFLOWS OF RESOURCES</u>	
Unearned Revenue	<u>(272,752)</u>
<u>NET CAPITAL ASSETS</u>	<u>4,800,398</u>
Special Item - Transfer From Aviation Fund	<u>\$ 39,288,017</u>

SYRACUSE REGIONAL AIRPORT AUTHORITY
 (A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
 NOTES TO BASIC FINANCIAL STATEMENTS
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8. PENSION PLANS

A. New York State and Local Employees' Retirement System (ERS)

(a) *Plan Description*

The Authority participates in the New York State and Local Employees' Retirement System (ERS). This is a cost-sharing multiple-employer public employee retirement system. The system provides retirement benefits as well as death and disability benefits.

The net position of the System is held in the New York State Common Retirement Fund (the Fund), which was established to hold all net assets and record changes in plan net position allocated to the System. The Comptroller of the State of New York serves as the trustee of the Fund and is the administrative head of the System. System benefits are established under the provisions of the New York State Retirement and Social Security Law (RSSL). Once a public employer elects to participate in the System, the election is irrevocable. The New York State Constitution provides that pension membership is a contractual relationship and plan benefits cannot be diminished or impaired. Benefits can be changed for future members only by enactment of a State statute. The Authority also participates in the Public Employees' Group Life Insurance Plan (GLIP), which provides death benefits in the form of life insurance. The System is included in the State's financial report as a pension trust fund. That report, including information with regard to benefits provided, may be found at www.osc.state.ny.us/retire/publications/index.php or obtained by writing to the New York State and Local Retirement System, 110 State Street, Albany, NY 12244.

(b) *Contributions*

The System is noncontributory for employees who joined prior to July 28, 1976. For employees who joined after July 27, 1976, and prior to January 1, 2010, employees contribute 3% of their salary for the first ten years of membership. Employees who joined on or after January 1, 2010 but before April 1, 2012 are required to contribute 3% of their annual salary for their entire working career. Those who joined on or after April 1, 2012 contribute at a rate ranging from 3% to 6% based on their total annualized salary. Under the authority of the RSSL, the Comptroller certifies the actuarially determined rates expressly used in computing the employers' contributions based on salaries paid during the Systems' fiscal year ending March 31. All required contributions for the NYSERS fiscal year ended March 31, 2015, were paid.

The required contributions for the current year and two preceding years were:

	Amount
2013	\$ 0
2014	\$ 0
2015	\$ 37,337

(c) *Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions*

At June 30, 2015, the Authority reported a liability of \$27,633 for its proportionate share of the net pension liability. The net pension liability was measured as of March 31, 2015, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date. The Authority's proportion of the net pension liability was based on a projection of the Authority's long-term share of contributions to the pension plan relative to the projected contributions of all participating members, actuarially determined.

At June 30, 2015 the Authority's proportion was .000818%.

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For the year ended June 30, 2015, the Authority recognized pension expense of \$61,300. At June 30, 2015, the Authority reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 885	\$
Net difference between projected and actual earnings on Pensions plan investments	4,800	
Changes in proportion and differences between contributions and proportionate share of contributions		16,590
Contributions subsequent to the measurement date	45,850	
Total	\$ 51,535	\$ 16,590

At June 30, 2015, \$45,850 was reported as deferred outflows of resources related to pensions resulting from Authority contributions subsequent to the measurement date, and will be recognized as a reduction of the net pension liability in the year ended June 30, 2016. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year ended June 30:	<u>Amount</u>
2016	\$ 1,284
2017	\$ 1,284
2018	\$ 1,284
2019	\$ 1,284
2020	\$ 0
Thereafter	\$ 0

(d) Actuarial Assumptions

The total pension liability at March 31, 2015 was determined by using an actuarial valuation as of April 1, 2014, with update procedures used to roll forward the total pension liability to March 31, 2015. The actuarial valuation used the following actuarial assumptions.

Significant actuarial assumptions used in the April 1, 2014 valuation were as follows:

Investment rate of return (net of investment expense, including inflation)	7.50%
Salary scale	4.90%
Decrement tables	April 1, 2005 - March 31, 2010 System's Experience
Inflation rate	2.70%

Annuitant mortality rates are based on April 1, 2005 - March 31, 2011 System's experience with adjustments for mortality improvements based on MP-2014.

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The actuarial assumptions used in the April 1, 2011 valuation are based on the results of an actuarial experience study for the period April 1, 2005 - March 31, 2010.

The long term expected rate of return on pension plan investments was determined using a building block method in which best estimate ranges of expected future real rates of return (expected returns net of investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class included in the target asset allocation as of March 31, 2015 are summarized below.

Asset Class	Long-Term Expected Real Rate of Return
Domestic equity	7.30%
International equity	8.55%
Private equity	11.00%
Real estate	8.25%
Absolute return strategies	6.75%
Opportunistic portfolio	8.60%
Real assets	8.65%
Bonds and mortgages	4.00%
Cash	2.25%
Inflation-indexed bonds	4.00%

(e) Discount Rate

The discount rate used to calculate the total pension asset/liability was 7.5%. The projection of cash flows used to determine the discount rate assumes that contributions from plan members will be made at the current contribution rates and that contributions from employers will be made at statutorily required rates, actuarially. Based upon the assumptions, the System's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension asset/liability.

(f) Sensitivity of the Proportionate Share of the Net Pension Liability to the Discount Rate Assumption

The following presents the Authority's proportionate share of the net pension liability calculated using the discount rate of 7.5 percent, as well as what the Authority's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage point lower (6.5 percent) or 1-percentage-point higher (8.5 percent) than the current rate:

	1% Decrease (6.5%)	Current Assumption (7.5%)	1% Increase (8.5%)
Proportionate share of the net pension liability (assets)	\$ 184,189	\$ 27,633	\$ (104,538)

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(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
NOTES TO BASIC FINANCIAL STATEMENTS
For the Year Ended June 30, 2015

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(g) Pension Plan Fiduciary Net Position

Detailed information about the Plan's fiduciary net position is available in the separately issued ERS financial report.

(h) Payables to the Pension Plan

The Authority has recorded an amount due to ERS in amount of \$45,850 at June 30, 2015. This amount represents the three months of the Authority's fiscal year that will be covered in the ERS 2015-2016 billing cycle and has been accrued as a liability at June 30, 2015.

9. CUSTODIAL CREDIT RISK

Custodial Credit Risk

Custodial credit risk is the risk that in the event of a bank failure, the Authority's deposits may not be returned to it. While the Authority does not have a specific policy for custodial credit risk, New York State statutes govern the Authority's investment policies, as discussed previously in these notes.

As of June 30, 2015, the Authority's bank balances of \$41,787,090 were fully collateralized by federal depository insurance and securities held by an agent of the pledging financial institution in the Authority's name.

10. PRIOR PERIOD ADJUSTMENT

A prior period adjustment to reduce beginning net assets by \$26,964 has been reflected in the financial statements to record the net pension liability, deferred outflows/inflows, and adjusted pension expense and net position in accordance to GASB 68.

11. RISK MANAGEMENT

Potential Grantor Liability

The Authority is exposed to various risks of loss related to torts, theft, damage, injuries, errors and omissions, natural disasters and other risks. These risks are covered by commercial insurance purchased from independent third parties.

Self-Insured Health and Dental Insurance

The Authority participates in the health and dental insurance consortium managed by Onondaga County Employees Benefit Association (OCEBA). This is a self-insured plan whereby the insurance risk is retained by the Authority although such risk is spread among the participants in the Plan. The Authority has not recorded an estimate of incurred but not reported claims as of June 30, 2015 as it is deemed immaterial to the financial statements. In addition, as a participant in the Plan, the Authority had a deficit balance of \$104,670 maintained by the plan as of June 30, 2015. This amount represents the difference between premiums collected and claims paid.

12. SUBSEQUENT EVENTS

The Authority has evaluated subsequent events occurring after the statement of net position through the date of February 9, 2016, which is the date the financial statements were available to be issued.

**SYRACUSE REGIONAL AIRPORT AUTHORITY
 (A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
 SCHEDULE OF LOCAL GOVERNMENT CONTRIBUTIONS
 For the Year Ended June 30, 2015**

ERS Pension Plan Last Fiscal Year	
	<u>2015</u>
Contractually Required Contribution	\$ 39,337
Contributions in Relation to the Contractually Required Contribution	<u>39,337</u>
Contribution Deficiency (Excess)	<u>\$</u>
Authority's Covered-ERS Employee Payroll	\$ 645,254
Contributions as a Percentage of Covered-Employee Payroll	6.10%

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
SCHEDULE OF THE LOCAL GOVERNMENT'S PROPORTIONATE SHARE OF THE NET PENSION LIABILITY
For the Year Ended June 30, 2015

ERS Pension Plan

	2015	2014
Authority's proportion of the net pension liability	0.0008180%	0.0008180%
Authority's proportionate share of the net pension liability	\$ 27,633	\$ 36,964
Authority's covered-employee payroll	\$ 645,254	\$ 186,947
Authority's proportionate share of the net pension liability as a percentage of its covered-employee payroll	4.28%	19.77%
Plan fiduciary net position as a percentage of total pension liability	0.0%	0.0%

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SYRACUSE
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AUTHORITY

New York State
Department of
Transportation
Single Audit
Report

June 30, 2015

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Independent Auditor’s Report on Compliance and on Internal Controls over State Transportation Assistance Expended based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

Board Members
Syracuse Regional Airport Authority

Report on Compliance

We have audited the Syracuse Regional Airport Authority’s compliance with the types of compliance requirements described in the preliminary Draft Part 43 of the New York State Codification of Rules and Regulations (NYSCR) that could have a direct and material effect on the state transportation assistance programs tested for the year ended June 30, 2015. The programs tested are identified in the summary of audit results section of the accompanying schedule of findings and questioned costs.

Management’s Responsibility

The Syracuse Regional Airport Authority’s management is responsible for compliance with requirements of laws, regulations, contracts, and grants applicable to each program tested.

Auditor’s Responsibility

Our responsibility is to express an opinion on compliance for each of the Syracuse Regional Airport Authority’s state transportation assistance programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and Draft Part 43 of NYSCR. Those standards and Draft Part 43 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above, that could have a direct and material effect on the state transportation assistance programs tested, has occurred. An audit includes examining, on a test basis, evidence about the Syracuse Regional Airport Authority’s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each state transportation assistance program. However, our audit does not provide a legal determination on the Syracuse Regional Airport Authority’s compliance.

Opinion on Each Transportation Assistance Program

In our opinion, the Syracuse Regional Airport Authority complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its state transportation assistance programs tested for the year ended June 30, 2015.

Report on Internal Control Over Compliance

Management of the Syracuse Regional Airport Authority is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above.

In planning and performing our audit of compliance, we considered the Syracuse Regional Airport Authority's internal control over compliance with the types of requirements that could have a direct and material effect on state transportation assistance programs tested to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for state transportation assistance programs and to test and report on internal control over compliance in accordance with Preliminary Draft Part 43 of the NYSCRR, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Syracuse Regional Airport Authority's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a state transportation assistance program on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a state program will not be prevented, or detected and corrected, on a timely basis.

A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a state program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in the internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of Draft Part 43 of the NYSCRR. Accordingly, this report is not suitable for any other purpose.

Report on Schedule of State Transportation Assistance Expended Required by Draft Part 43

We have audited the financial statements of the business-type activities of the Syracuse Regional Airport Authority as of and for the year ended June 30, 2015 which comprise the Syracuse Regional Airport Authority's basic financial statements, and have issued our report thereon dated February 9, 2016, which contained an unmodified opinion on those financial statements that comprise the Syracuse Regional Airport Authority's basic financial statements. The Schedule of State Transportation Assistance Expended is presented for purposes of additional analysis as required by Draft Part 43 of NYSCRR, and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the financial statements as a whole.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

**SYRACUSE REGIONAL AIRPORT AUTHORITY
SCHEDULE OF STATE TRANSPORTATION ASSISTANCE EXPENDED
For the Year Ended June 30, 2015**

<u>Federal Grantor/Pass-Through Grantor/Program Title</u>	<u>NYS DOT Reference Number</u>	<u>Expenditures</u>
Matching Grants for the FAA Airport Improvement Program (030):		
Master Agreement	Various	\$ <u>237,925</u>
Total State Transportation Assistance Expended		\$ <u>237,925</u>

See Notes to Schedule of State Transportation Assistance Expended and Independent Auditor's Report.

SYRACUSE REGIONAL AIRPORT AUTHORITY
NOTES TO SCHEDULE OF STATE TRANSPORTATION ASSISTANCE EXPENDED
For the Year Ended June 30, 2015

1. GENERAL

The accompanying Schedule of State Transportation Assistance Expended presents the activity of all financial assistance programs provided by the New York State Department of Transportation and administered by the Syracuse Regional Airport Authority for year ended June 30, 2015.

2. BASIS OF ACCOUNTING

The accompanying Schedule of State Transportation Assistance Expended is presented using the accrual basis of accounting. The amounts reported as expenditures of State Assistance were obtained from the accounting records utilized to record activity for the applicable programs and periods.

3. MATCHING COSTS

Matching costs (the Syracuse Regional Airport Authority's share of certain program costs) are not included in the reported expenditures.

**SYRACUSE REGIONAL AIRPORT AUTHORITY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS FOR STATE TRANSPORTATION ASSISTANCE
EXPENDED
For the Year Ended June 30, 2015**

Summary of Audit Results:

Internal control over state transportation assistance expended:

Material weaknesses identified None Reported

Reportable condition (s) identified that are not
Considered to be material weaknesses None Reported

**Type of auditor's report issued on compliance for
programs tested:** Unmodified

Identification of State Transportation Assistance Programs Tested:

 Name

Matching Grants for the FAA Airport Improvement Program (030)

Compliance Findings and Questioned Costs:

No matters were reported

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SYRACUSE REGIONAL
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Reports Required by the
Passenger Facilities Guide
for Public Agencies

June 30, 2015

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Independent Auditor's Report on Compliance for the Passenger Facility Charge Program and on Internal Control Over Compliance and the Schedule of Expenditures of Passenger Facility Charges Required by the Passenger Facility Charge Audit Guide for Public Agencies

Board Members
Syracuse Regional Airport Authority

Report on Compliance for the Passenger Facility Charge Program

We have audited the Syracuse Regional Airport Authority (The Authority)'s compliance with the types of compliance requirements described in the Passenger Facility Charge Audit Guide for Public Agencies (the Guide), issued by the Federal Aviation Administration, that could have a direct and material effect on its passenger facility charge program for the year ended June 30, 2015.

Management's Responsibility

Management is responsible for compliance with the requirements of laws and regulations applicable to its passenger facility charge program.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for the Authority's passenger facility charge program based on our audit. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and the Guide. Those standards and the Guide require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on the passenger facility charge program occurred. An audit includes examining, on a test basis, evidence about the Authority's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance with the Guide. Our audit does not provide a legal determination on the Authority's compliance with those requirements.

Opinion on The Passenger Facility Charge Program

In our opinion, the Syracuse Regional Airport Authority complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on the passenger facility charge program for the year ended June 30, 2015.

Report on Internal Control Over Compliance

The management of the Authority is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Authority's internal control over compliance with the types of requirements that could have a direct and material effect on the passenger facility charge program in order to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance and to test and report on internal control over compliance in accordance with the Guide, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct noncompliance with a type of compliance requirement of the passenger facility charge program on a timely basis. A material weakness in internal control over compliance is a deficiency, or a combination of deficiencies in internal control over compliance such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of the passenger facility charge program will not be prevented or detected and corrected on a timely basis.

Report on Schedule of Expenditures of Passenger Facility Charges

We have audited the financial statements of the business-type activities of the Authority, as of and for the year ended June 30, 2015, and the related notes to the financial statements, which comprise the Authority's basic financial statements. We issued our report thereon dated February 9, 2016 which contained an unmodified opinion on those financial statements. Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of passenger facility charges is presented for purposes of additional analysis as required by the Passenger Facility Charge Audit Guide for Public Agencies, issued by the Federal Aviation Administration, and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of passenger facility charges is fairly stated, in all material respects, in relation to the financial statements taken as a whole.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Guide. Accordingly, this report is not suitable for any other purpose.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

SYRACUSE REGIONAL AIRPORT AUTHORITY
SCHEDULE OF EXPENDITURES OF PASSENGER FACILITY CHARGES
For the Year Ended June 30, 2015

<u>Projects</u>	<u>Application Number</u>	<u>Charge Effective Date</u>	<u>Approval Of Use Date</u>	<u>Year Ended June 30, 2015</u>	<u>Cumulative Ended June 30, 2015</u>	<u>Amount Approved For Impose and Use</u>
Passenger Terminal Security Access and Improvements	09-08-4-00-SYR	3/1/07	7/1/09	\$ 973,118	\$ 59,337,995	\$ 96,700,685

See Notes to Schedule of Expenditures of Passenger Facility Charges and Independent Auditor's Report.

SYRACUSE REGIONAL AIRPORT AUTHORITY
NOTES TO SCHEDULE OF EXPENDITURES OF PASSENGER FACILITY CHARGES
For the Year Ended June 30, 2015

1. GENERAL

The Aviation Safety and Capacity Expansion Act of 1990 (Public Law 101-508, Title II, Subtitle B) authorized the imposition of local Passenger Facility Charges (PFC) and use of resulting PFC revenues for Federal Aviation Administration (FAA) approved projects. In August 1993, the FAA approved a \$3.00 Passenger Facility Charge collection at the Syracuse Hancock International Airport beginning November 1, 1993. Effective September 1, 2002, the FAA increased the PFC level to \$4.50.

2. BASIS OF PRESENTATION

The accompanying Schedule of Expenditures of Passenger Facility Charges presents the activity of passenger facility charge projects administered by the Authority located at the Syracuse Hancock International Airport.

3. EXPENDITURES OF PASSENGER FACILITY CHARGES

The amounts reported as expenditures are those of passenger facility charge projects obtained from the PFC Quarterly Reports and the accounting records utilized to record activity for the applicable projects and period. The expenditures of passenger facility charges are recorded on the cash basis.

Required Communication with Governance

Board Members

Syracuse Regional Airport Authority

We have audited the financial statements of the business-type activities of the Syracuse Regional Airport Authority (the Authority) for the year ended June 30, 2015. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards* and OMB Circular A-133, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 28, 2015. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practice

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Authority are described in Note 2 to the financial statements.

We noted no transactions entered into by the Authority during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

1. Estimates involving depreciable lives of the Authority's capital assets and the related depreciation.
2. The Authority, in accordance with GASB No. 68, *Accounting and Financial Reporting for Pensions* (as amended by GASB Statement 71), requires significant actuarial estimates to calculate the net pension liabilities, deferred inflows and outflows of resources – pensions, and pension expense.

We evaluated the key factors and assumptions used by management in determining that the accounting estimates were reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements.

In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated February 9, 2016.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Authority's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as Authority's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to the management's discussion and analysis, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

Restriction on Use

This information is intended solely for the use of the Board Members and management of the Syracuse Regional Airport Authority, Federal and New York State regulatory agencies, and is not intended to be, and should not be, used by anyone other than these specified parties.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

Required Communication of Areas in Need of Improvement

Board Members
Syracuse Regional Airport Authority

In planning and performing our audit of the financial statements of the business-type activities of the Syracuse Regional Airport Authority (the Authority) as of and for the year ended June 30, 2015, in accordance with auditing standards generally accepted in the United States of America, we considered the Authority's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified certain deficiencies in internal control that we consider to be significant deficiencies.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. We did not identify any deficiencies in internal control that we consider to be material weaknesses.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. The significant deficiency that was identified during our audit is described below.

This communication is intended solely for the information and use of management, Board Members, and others within the Authority, and is not intended to be and should not be used by anyone other than these specified parties.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

SYRACUSE REGIONAL AIRPORT AUTHORITY
(A DISCRETELY PRESENTED COMPONENT UNIT OF THE CITY OF SYRACUSE, NEW YORK)
SCHEDULE OF AUDIT FINDINGS AND RECOMMENDATIONS
For the Year Ended June 30, 2015

DRAFT

A. Material Weakness

None

B. Significant Deficiency

Year End Closing Procedures

Condition: During our audit we noted that various client journal entries were identified and recorded after our year-end audit procedures commenced.

Cause: Delays in communication of information have resulted in the identification of various client journal entries recorded by management.

Criteria: An effective and efficient audit requires management to obtain information to reconcile the accounting records on a timely basis.

Effect: Information that is not obtained on a timely basis results in delays in information that may be critical in making management decisions.

Recommendation: We recommend that policies and procedures be implemented to address those factors that prevent the timeliness of information to adjust the final accounting records.

I. Other Matters

None

DRAFT

SYRACUSE
REGIONAL AIRPORT
AUTHORITY

Reports Required by
the Single Audit Act
And Government
Auditing Standards

June 30, 2015

SYRACUSE REGIONAL AIRPORT AUTHORITY

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D'Arcangelo & Co., LLP
Certified Public Accountants & Consultants

329 North Salina St., Suite 400, Syracuse, N.Y. 13203
315-475-7213 Fax: 315-475-7206

Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards

Board Members

Syracuse Regional Airport Authority

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of the business type activities of the Syracuse Regional Airport Authority, as of and for the year ended June 30, 2015, and the related notes to the financial statements, which collectively comprise the Syracuse Regional Airport Authority's basic financial statements, and have issued our report thereon dated February 9, 2016.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Syracuse Regional Airport Authority's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Syracuse Regional Airport Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Syracuse Regional Airport Authority's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Syracuse Regional Airport Authority's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify a deficiency in internal control, described in the accompanying schedule of findings and questioned costs that we consider to be a significant deficiency [2015-001].

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Syracuse Regional Airport Authority's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Syracuse Regional Airport Authority's internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Syracuse Regional Airport Authority's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

D'Arcangelo & Co., LLP
Certified Public Accountants & Consultants

329 North Salina St., Suite 400, Syracuse, N.Y. 13203
315-475-7213 Fax: 315-475-7206

**Independent Auditor's Report on Compliance For Each Major Program and on Internal Control Over Compliance
Required by OMB Circular A-133**

Board Members

Syracuse Regional Airport Authority

Report on Compliance for Each Major Federal Program

We have audited the Syracuse Regional Airport Authority's compliance with the types of compliance requirements described in the OMB Circular A-133 Compliance Supplement that could have a direct and material effect on its major Federal program for the year ended June 30, 2015. The Syracuse Regional Airport Authority's major Federal program is identified in the summary of auditor's results section of the accompanying Schedule of Findings and Questioned Costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its Federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for the Syracuse Regional Airport Authority's major Federal program based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major Federal program occurred. An audit includes examining, on a test basis, evidence about the Syracuse Regional Airport Authority's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for its major Federal program. However, our audit does not provide a legal determination of the Syracuse Regional Airport Authority's compliance.

Opinion on Each Major Federal Program

In our opinion, the Syracuse Regional Airport Authority complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major Federal program for the year ended June 30, 2015.

Report on Schedule of Expenditures of Federal Awards Required by OMB Circular A-133

We have audited the accompanying financial statements of the business type activities of the Syracuse Regional Airport Authority (the Authority), a public benefit corporation of the State of New York and a discretely presented component unit of the City of Syracuse, New York, as of and for the year ended June 30, 2015, and the related notes to the financial statements, which collectively comprise the basic financial statements. We issued our report thereon date February 9, 2016, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying Schedule of Expenditures of Federal Awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations, and is also not a required part of the financial statements.

The Schedule of Expenditures of Federal Awards and other supplementary information are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements as a whole.

Report on Internal Control Over Compliance

Management of the Syracuse Regional Airport Authority is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Syracuse Regional Airport Authority's internal control over compliance with the types of requirements that could have a direct and material effect on its major Federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for its major Federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Syracuse Regional Airport Authority's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a Federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a Federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance with a type of compliance requirement of a Federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

D'Arcangelo + Co., LLP

February 9, 2016

Syracuse, New York

SYRACUSE REGIONAL AIRPORT AUTHORITY
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
For the Year Ended June 30, 2015

<u>Federal Grantor/Pass-Through Grantor/Program Title</u>	<u>Federal CFDA Number</u>	<u>Identifying Numbers</u>	<u>Current Year Expenditures</u>
<u>U.S. Department of Transportation-Direct</u>			
Airport Improvement Program:			
Construction of R/W 10-28 & R/W 15-33 On & Off Airport Obstr. Removal	20.106	119-11	\$ 64,655
Entrance Road Signage Improvements	20.106	125-12	106,997
Acquire Safety Equipment and/or Fencing, Snow Removal	20.106	128-13	336,397
Construct Remain-Over-Night (RON) Apron (Design & Construction); Construct Access Taxiway (Design & Construction)	20.106	129-13	2,580,130
VALE Infrastructure (Install Electrification and Preconditioned Air Units to Reduce Criteria Pollutants (VALE))	20.106	130-13	75,972
Snow Removal Equipment Storage Building	20.106	131-14	444,634
Sand and Chemical Storage Dome Construction	20.106	134-14	658,269
RW 15/33 Obstruction Removal	20.106	135-15	32,830
Culvert Replacement	20.106	138-15	<u>15,090</u>
Total U.S. Department of Transportation			<u>4,314,974</u>
Total Federal Financial Assistance			<u>\$ 4,314,974</u>

See Notes to Schedule of Expenditures of Federal Awards and Independent Auditor's Report.

SYRACUSE REGIONAL AIRPORT AUTHORITY
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
For the Year Ended June 30, 2015

1. SIGNIFICANT ACCOUNTING POLICIES

Organization

The accompanying Schedule of Expenditures of Federal Awards represents all Federal awards administered by the Syracuse Regional Airport Authority. The Syracuse Regional Airport Authority's organization is defined in Note 1 to the basic financial statements.

Basis Of Accounting

The expenditures in the accompanying schedule are presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the basic financial statements.

**SYRACUSE REGIONAL AIRPORT AUTHORITY
 SCHEDULE OF FINDINGS AND QUESTIONED COSTS – FEDERAL
 COMPLIANCE REQUIREMENTS
 For the Year Ended June 30, 2015**

Summary of Auditor's Results

(d)(1)(i)	Type of Financial Statement Opinion	Unmodified
(d)(1)(ii)	Were there any material control weakness conditions reported at the financial statement level (GAGAS)?	No
(d)(1)(ii)	Were there any other significant deficiencies reported at the financial statement level (GAGAS)?	Yes
(d)(1)(iii)	Was there any reported material noncompliance at the financial statement level (GAGAS)?	No
(d)(1)(iv)	Were there any material internal control weakness conditions reported for major Federal programs?	No
(d)(1)(iv)	Were there any other significant deficiencies reported for major Federal programs?	No
(d)(1)(v)	Type of Major Programs' Compliance Opinion	Unmodified
(d)(1)(vi)	Are there any reportable findings under § .510?	No
(d)(1)(vii)	Major Programs (list):	U.S. Department of Transportation CFDA# 20.106 Airport Improvement Program
	Dollar Threshold: Type A\B Programs	Type A: > \$ 300,000 Type B: all others
(d)(1)(ix)	Low Risk Auditee?	Yes

Findings – Financial Statement Audit

Significant Deficiency

2015-001 Year End Closing Procedures

Condition: During our audit we noted that various client journal entries were identified and recorded after our year-end audit procedures commenced.

Cause: Delays in communication of information have resulted in the identification of various client journal entries recorded by management.

Criteria: An effective and efficient audit requires management to obtain information to reconcile the accounting records on a timely basis.

Effect: Information that is not obtained on a timely basis results in delays in information that may be critical in making management decisions.

Recommendation: We recommend that policies and procedures be implemented to address those factors that prevent the timeliness of information to adjust the final accounting records.

Findings and Questioned Costs – Major Federal Award Program Audit

None noted.

Return to Agenda

Resolution

2016

**RESOLUTION AMENDING THE
GOVERNANCE COMMITTEE
CHARTER**

**RESOLUTION AMENDING SYRACUSE REGIONAL AIRPORT
AUTHORITY GOVERNANCE COMMITTEE CHARTER**

WHEREAS, the Syracuse Regional Airport Authority (the “**Authority**”) is a public benefit corporation, formed and operating pursuant to Article 8, Title 34 of the New York Public Authorities Law, as amended; and

WHEREAS, pursuant to Section 2799-ggg(4) of New York Public Authorities Law, as amended, the Authority adopted Organizational By-Laws for the organization and management of the Authority; and

WHEREAS, Section 6.3 of the Organizational By-Laws of the Authority requires the Authority to adopt a charter for each of its standing committees and at its regular meeting on January 15, 2016 the Board approved and adopted a charter for its Board Development Committee and subsequent thereto determined that there existed some overlap between the provisions of the Board Development Committee Charter and the previously adopted Governance Committee Charter provisions; and

WHEREAS, a draft amended Governance Committee Charter alleviating the overlap with the Board Development Committee Charter has been prepared, considered and revised by the Boards Governance Committee which in turn has furnished such draft amended Governance Committee Charter to the full Board and recommended its approval by the Board for adoption by the Authority.

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

RESOLVED, that the Board hereby approves the amendments to the Governance Committee Charter as attached to and made a part of this Resolution, and hereby adopts said amended Charter on behalf of the Authority; and

BE IT FURTHER RESOLVED, that this Resolution and Governance Committee Charter, as amended, shall take effect immediately.

Resolution Adopted Date: March __, 2016

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

GOVERNANCE COMMITTEE CHARTER

This Governance Committee Charter was adopted by the **Syracuse Regional Airport Authority** (the “Authority”), a public benefit corporation established under the laws of the State of New York, on this 9th day of September, 2011.

ARTICLE I PURPOSE

Section 1.1 Pursuant to Article VI, Section 6.3.2 of the Authority’s By-Laws, the purpose of the Governance Committee is to assist the Authority by:

1. Keeping the Authority informed of current best practices in corporate governance;
2. Reviewing corporate governance trends for their applicability to the Authority;
3. Updating the Authority’s corporate governance principles and governance practices;
4. Advising ~~the Board Development Committee regarding those responsible for appointing members to the Authority on~~ the skills, qualities and professional or educational experiences necessary to be effective Authority Board members; and
5. Any other tasks assigned to it by this Charter or Section 2824(7) of New York Public Authorities Law, as amended.

ARTICLE II ORGANIZATION OF THE COMMITTEE

Section 2.1 Composition of Committee; Appointment of Members.

The Governance Committee shall be established as set forth in and pursuant to Article VI, Section 6.3.2 of the Authority’s By-Laws. The Governance Committee shall consist of at least three (3) members of the Authority who are independent members, as defined in Section 2825(2) of New York Public Authorities Law, as amended. The Authority will appoint the Governance Committee members and the Chair of the Authority will designate the Governance Committee Chair.

Section 2.2 Qualifications of Committee Members.

Governance Committee members shall be prohibited from being an employee of the Authority or an immediate family member of an employee of the Authority. In addition, Governance Committee members shall not engage in any private business transactions with the Authority or receive compensation from any private entity that has material business relationships with the Authority, or be an immediate family member of an individual that engages in private business transactions with the Authority or receives compensation from an entity that has material business relationships with the Authority.

Ideally, all members on the Governance Committee shall be knowledgeable or become knowledgeable in matters pertaining to governance.

ARTICLE III DUTIES AND RESPONSIBILITIES OF THE GOVERNANCE COMMITTEE

Section 3.1 Responsibilities.

To accomplish the objectives of good governance and accountability, the Governance Committee has responsibilities related to: (a) the Authority's corporate governance principles and practices; (b) evaluation of the Authority's policies; and (c) other miscellaneous issues.

Section 3.2 Duties.

The Authority has delegated to the Governance Committee the power and authority necessary to discharge its duties, including the right to:

1. Meet with and obtain any information it may require from Authority staff.
2. Obtain advice and assistance from in-house or outside counsel, accounting and other advisors as the Committee deems necessary.
3. Solicit at the Authority's expense, persons having special competencies, including legal, accounting or other consultants as the Committee deems necessary to fulfill its responsibilities. The Governance Committee shall have the authority to negotiate the terms and conditions of any contractual relationship subject to the Authority's adopted procurement guidelines per Section 2879 of New York Public Authorities Law, as amended, and to present such contracts to the Authority for its approval.

Section 3.3 Corporate Governance Principles and Practices.

The Governance Committee shall:

1. Develop and recommend Corporate Governance Principles for adoption by the Authority.
2. After the Authority's adopts Corporate Governance Principles, develop the Authority's governance practices based upon the adopted Authority Corporate Governance Principles. These practices should address transparency, independence, accountability, fiduciary responsibilities and management oversight.
3. Develop and recommend to the Authority the number and structure of committees to be created by the Authority.

Section 3.4 Member Training and Self-Evaluations.

The Governance Committee shall:

1. Develop and provide recommendations to the ~~Board Development Committee~~ Authority regarding Board member education, including new member orientation and regularly scheduled member training to be obtained from state-approved trainers.
2. Develop and provide recommendations to the Authority on member performance evaluations, including coordination and oversight of such evaluations and self-evaluations of members, the Authority, Authority senior management and the Authority's committees in the Authority's overall governance process.
3. Develop the competencies and personal attributes required of members to assist those authorized to appoint members to the Authority in identifying qualified individuals.

Section 3.5 Evaluation of the Authority's Policies.

The Governance Committee shall:

1. Review on a regular basis, and recommend to the Authority and the City of Syracuse updates as necessary to the City of Syracuse code of ethics, which is applicable to the Authority per the Authority's enabling statute and addresses conflicts of interest.
2. Develop and recommend to the Authority any required revisions to the Authority's written policies regarding the protection of whistleblowers from retaliation.
3. Develop and recommend to the Authority any required revisions to the Authority's equal opportunity and affirmative action policies.
4. Develop and recommend to the Authority any required updates on the Authority's written policies regarding procurement of goods and services, including policies relating to the disclosure of persons who attempt to influence the Authority's procurement process.
5. Develop and recommend to the Authority any required updates on the Authority's written policies regarding the disposition of real and personal property.
6. Develop and recommend to the Authority any other policies or documents relating to the governance of the Authority, including rules and procedures for conducting the business of the Authority, such as the Authority's By-Laws. The Governance Committee will oversee the implementation and effectiveness of the By-Laws and other governance documents and recommend modifications as needed.

Section 3.6 Other Duties and Responsibilities of the Governance Committee.

The Governance Committee shall:

1. Present annually to the Authority a written report of how it has discharged its duties and met its responsibilities as outlined in this Charter.
2. Obtain any information and training needed to enhance the Governance Committee members' understanding of the current best practices in corporate governance and corporate governance trends.
3. Review the Governance Committee's Charter annually, reassess its adequacy, and recommend any proposed changes to the Authority. The Governance Committee Charter will be updated as applicable laws, regulations and corporate governance standards change.
4. Annually review, assess and make necessary changes to the Corporate Governance Principles and governance practices.
5. Conduct an annual self-evaluation of its performance, including its effectiveness and compliance with the Charter.

Section 3.7 Reports

The Governance Committee shall:

1. Report its actions and recommendations to the Authority at regular meetings of the Authority.
2. Report to the Authority, at least annually, regarding any proposed changes to the Governance Committee Charter, Corporate Governance Principles and governance practices.
3. Provide a self-evaluation of the Governance Committee's duties and responsibilities on an annual basis.

Section 3.8 Resources.

The Authority will ensure that the Governance Committee has sufficient resources to carry out its duties and responsibilities.

ARTICLE IV MEETINGS

Section 4.1 Number.

The Governance Committee will meet a minimum of twice a year, with the expectation that additional meetings may be required to adequately fulfill all the duties and responsibilities outlined in the Charter.

Section 4.2 Attendance.

Members of the Governance Committee are expected to attend each committee meeting, in person or via videoconference. The Audit Committee may invite other individuals, such as members of management, in-house or outside counsel and technical experts to attend meetings and provide pertinent information, as necessary.

Section 4.3 Meeting Agendas.

Meeting agendas will be prepared for every meeting and provided to the Governance Committee members along with briefing materials five (5) business days before the scheduled Governance Committee meeting. The Governance Committee will act only on the affirmative vote of a majority of the members at a meeting or by unanimous consent. Minutes of these meetings will be recorded.

Section 4.4 Rules of Procedure.

All meetings of the Governance Committee shall be conducted in accordance with Roberts Rules of Order, current edition.

Section 4.5 Open Meetings Law.

Meetings of the Governance Committee are subject to the provisions of the Open Meetings Law of the State of New York and shall be conducted in compliance therewith.

Adopted by Resolution No. 3 of 2011, September 11, 2011

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Resolution

2016

**RESOLUTION AMENDING THE
BOARD DEVELOPMENT
COMMITTEE CHARTER**

Resolution No. __

2016

**RESOLUTION AMENDING SYRACUSE REGIONAL AIRPORT
AUTHORITY BOARD DEVELOPMENT COMMITTEE
CHARTER**

WHEREAS, the Syracuse Regional Airport Authority (the “**Authority**”) is a public benefit corporation, formed and operating pursuant to Article 8, Title 34 of the New York Public Authorities Law, as amended; and

WHEREAS, pursuant to Section 2799-ggg(4) of New York Public Authorities Law, as amended, the Authority adopted Organizational By-Laws for the organization and management of the Authority; and

WHEREAS, Section 6.3 of the Organizational By-Laws of the Authority requires the Authority to adopt a charter for each of its standing committees and at its regular meeting on January 15, 2016 the Board approved and adopted a charter for its Board Development Committee and subsequent thereto determined that there existed some overlap between the provisions of the Board Development Committee Charter and the Governance Committee Charter provisions; and

WHEREAS, a draft amended Board Development Committee Charter alleviating the overlap with the Governance Committee Charter has been prepared, considered and revised by the Boards Governance Committee which in turn has furnished such draft amended Board Development Committee Charter to the full Board and recommended its approval by the Board for adoption by the Authority.

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

RESOLVED, that the Board hereby approves the amendments to the Board Development Committee Charter as attached to and made a part of this Resolution, and hereby adopts said Charter on behalf of the Authority; and

BE IT FURTHER RESOLVED, that this Resolution and Board Development Committee Charter, as amended, shall take effect immediately.

Resolution Adopted Date: March __, 2016

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

BOARD DEVELOPMENT COMMITTEE CHARTER

ARTICLE I **PURPOSE**

Section 1.1 - Pursuant to Article VI, Section 6.3.5 of the Authority's By-Laws, the purpose of the Board Development Committee is to assist the Authority by:

1. Overseeing the development, education and training of members of the Board of the Authority and its various committees;
2. Keeping the Board informed of current best practices in Board member development, administration and management;
3. Reviewing on an annual basis various Board committee needs and composition;
4. On an annual basis recommending to the Board any changes to committee responsibilities or committee membership;
5. Soliciting information, input and recommendations from Board members and other appropriate sources regarding recommendations to the Mayor of the City of Syracuse concerning such public officers appointment of the chair of the Board and successor chairs of the Board as provided for in the Authority's enabling legislation (the "Enabling Act"); and
6. Perform any other tasks assigned to it by this Charter.

ARTICLE II **ORGANIZATION OF THE COMMITTEE**

Section 2.1 - **Composition of Committee; Appointment of Members.**

The Board Development Committee shall be established as set forth in and pursuant to Article VI, Section 6.3.5 of the Authority's By-Laws. The Board Development Committee shall consist of the ~~four (4) officers of the Authority, to wit: the~~ Chair, Vice-Chair, Secretary and one other Board member to be appointed by the Board Finance Officer. The Board will designate the Board Development Committee Chair.

Section 2.2 - **Qualifications of Committee Members.**

With the exception of the Secretary, Board Development Committee members shall be prohibited from being an employee of the Authority or an immediate family member of an employee of the Authority. In addition, Board Development Committee members shall not engage in any private business transactions with the Authority or receive compensation from any private entity that has material business relationships with the Authority, or be an immediate

family member of an individual that engages in private business transactions with the Authority or receives compensation from an entity that has material business relationships with the Authority.

All members on the Board Development Committee shall be knowledgeable or become knowledgeable in matters pertaining to Board member development, administration and management.

ARTICLE III
DUTIES & RESPONSIBILITIES OF THE BOARD DEVELOPMENT COMMITTEE

Section 3.1 - Responsibilities.

To accomplish the objectives of good Board member development, administration and management, the Board Development Committee has responsibilities related to: (a) Board member development and management principles and practices; (b) evaluation of the Authority's Board member development and management policies; (c) overseeing all Board member development matters for the Authority; and (d) developing and conveying recommendations to the Mayor of the City of Syracuse regarding such public officers appointment of the chair of the Board and successor Board chairs as provided for in the Enabling Act.

Section 3.2 - Duties.

The Board has delegated to the Board Development Committee the power and authority necessary to discharge its duties, including the right to:

1. Meet with and obtain any information it may require from Board members, other committees and Authority staff.
2. Obtain advice and assistance from in-house or outside counsel, accounting and other advisors as the Committee deems necessary.
3. Solicit information, input and recommendations from Board members and other appropriate sources regarding recommendations to the Mayor of the City of Syracuse concerning such public officers appointment of the chair of the Board and successor chairs of the Board as provided for in the Enabling Act. In connection therewith, the Committee shall timely solicit such information and recommendations in order that it may confer with the Board concerning the Committees recommendation and convey such chair recommendation(s) as are approved by the Board to the Mayor of the City of Syracuse at least six (6) months prior to the expiration the term of a sitting Board chair, or in the case of an actual or anticipated premature vacancy of the position of Board chair, as soon as is practically possible under the circumstances.

Section 3.3 - Board Development Principles & Practices.

The Board Development Committee shall:

1. Develop and recommend Board member development, training, education, administration and management principles and practices for adoption by the Authority.
2. Based upon the Board member development, training, education, administration and management principles and practices, draft and recommend any proposed revisions to this Charter.

Section 3.4 - Evaluation of the Authority's Board Development Policies.

The Board Development Committee shall:

1. Review on a regular basis, and recommend to the Board updates as necessary to the Authority's Board member development principles, practices and policies.
2. Develop and recommend to the Authority any required revisions to the Authority's written policies as they pertain to Board member development principles and practices.

Section 3.5 - Other Duties & Responsibilities of the Board Development Committee.

The Board Development Committee shall:

1. Present annually to the Authority a written report of how it has discharged its duties and met its responsibilities as outlined in this Charter.
2. Obtain any information and training needed to enhance the Board Development Committee members' understanding of the current best practices in Board member development, administration and management trends.
3. Review the Board Development Committee's Charter annually, reassess its adequacy, and recommend any proposed changes to the Authority Board. The Board Development Committee Charter will be updated as applicable laws, regulations and Board member development, administration and management standards change.
4. Annually review, assess and make necessary changes to Board member development, administration and management principles and practices.
5. Conduct an annual self-evaluation of its performance, including its effectiveness and compliance with the Charter.

Section 3.6 - Reports

The Board Development Committee shall:

1. Report its actions and recommendations to the Board at its regular meetings.
2. Report to the Board, at least annually, regarding any proposed changes to the Board Development Committee Charter and/or Board member development principles and practices.
3. Provide a self-evaluation of the Board Development Committee's performance of its duties and responsibilities on an annual basis.

Section 3.7 - Resources.

The Board will ensure that the Board Development Committee has sufficient resources to carry out its duties and responsibilities.

ARTICLE IV **MEETINGS**

Section 4.1 - Number.

The Board Development Committee will meet a minimum of twice a year, with the expectation that additional meetings may be required to adequately fulfill all the duties and responsibilities outlined in the Charter.

Section 4.2 - Attendance.

Members of the Board Development Committee are expected to attend each committee meeting, in person or via video conference. The Board Development Committee may invite other individuals, such as members of management, in-house or outside counsel and technical experts to attend meetings and provide pertinent information, as necessary.

Section 4.3 - Meeting Agendas.

Meeting agendas will be prepared for every meeting and provided to the Board Development Committee members along with briefing materials five (5) business days before the scheduled Board Development Committee meeting. The Board Development Committee will act only on the affirmative vote of a majority of the members at a meeting or by unanimous written consent in lieu of a meeting. Minutes of meetings will be recorded.

Section 4.4 - Rules of Procedure.

All meetings of the Board Development Committee shall be conducted in accordance with Roberts Rules of Order, current edition.

Section 4.5 - Open Meetings Law.

Meetings of the Board Development Committee are subject to the provisions of the Open Meetings Law of the State of New York and shall be conducted in compliance therewith. Where matters are ones that are authorized to be taken up in executive session, the Board Development Committee shall meet in executive session in accordance with the provisions of the Open Meetings Law of the State of New York and any other applicable laws and regulations.

Adopted by Resolution No. __ of 2016, January __, 2016

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RESOLUTION

2016

**Resolution Appointing Chair
and Members to Finance
Committee**

Resolution No. __: March __, 2016

**RESOLUTION APPOINTING MEMBERS AND CHAIR OF THE
FINANCE COMMITTEE FOR THE SYRACUSE REGIONAL AIRPORT
AUTHORITY**

WHEREAS, the Syracuse Regional Airport Authority (the “**Authority**”) is a public benefit corporation, formed and operating pursuant to Article 8, Title 34 of the New York Public Authorities Law, as amended; and

WHEREAS, pursuant to Section 2799-ggg(4) of New York Public Authorities Law, as amended, the Authority adopted Organizational By-Laws for the organization and management of the Authority; and

WHEREAS, the By-Laws establish various standing committees of the Board of the Authority and the Board wishes to adopt a policy whereby henceforth and in or about January of each year, the Board shall review all committee and chair appointments in order to ensure that all committees are fully staffed and effective; and

WHEREAS, Section 2824(8) of New York Public Authorities Law, as amended, requires the Authority to establish an Finance Committee; and

WHEREAS, Sections 6.3 and 6.3.2 of the Organizational By-Laws of the Authority establishes a Finance Committee as one of the Authority’s standing committees and requires the Board to appoint such members of the Board to the Finance Committee as it sees fit and designate a Chair for such Committee.

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

RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby appoints the following members of the Board to the Finance Committee and pursuant to Section 6.3 of the By-Laws of the Authority designates the Chair of said Committee as follows:

Mr. Shiu-Kai Chin – Chair
Mr. William Fisher
Mr. John Johnson
Ms. Beth Rougeux
Mr. Michael Shusda

; and it is further

RESOLVED, that the terms of such appointee's and Chair designee shall run until further action by the Board; and it is further

RESOLVED, that this Resolution shall take effect immediately.

RESOLUTION ADOPTED

DATE: **March** _____, **2016**

VOTE: *Ayes* _____ *Nays* _____ *Abstentions* _____

SIGNED: _____
Secretary

Return to Agenda

RESOLUTION

2016

**Resolution Appointing Chair
and Members to Audit
Committee**

Resolution No. __: March __, 2016

**RESOLUTION APPOINTING MEMBERS AND CHAIR OF THE AUDIT
COMMITTEE FOR THE SYRACUSE REGIONAL AIRPORT
AUTHORITY**

WHEREAS, the Syracuse Regional Airport Authority (the “**Authority**”) is a public benefit corporation, formed and operating pursuant to Article 8, Title 34 of the New York Public Authorities Law, as amended; and

WHEREAS, pursuant to Section 2799-ggg(4) of New York Public Authorities Law, as amended, the Authority adopted Organizational By-Laws for the organization and management of the Authority; and

WHEREAS, the By-Laws establish various standing committees of the Board of the Authority and the Board wishes to adopt a policy whereby henceforth and in or about January of each year, the Board shall review all committee and chair appointments in order to ensure that all committees are fully staffed and effective; and

WHEREAS, Section 2824(4) of New York Public Authorities Law, as amended, requires the Authority to establish an Audit Committee; and

WHEREAS, Sections 6.3 and 6.3.2 of the Organizational By-Laws of the Authority establishes an Audit Committee as one of the Authority’s standing committees and requires the Board to appoint such members of the Board to the Audit Committee as it sees fit and designate a Chair for such Committee.

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

RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby appoints the following members of the Board to the Audit Committee and pursuant to Section 6.3 of the By-Laws of the Authority designates the Chair of said Committee as follows:

**Ms. Donna DeSiato – Chair
Mr. William Fisher
Mr. Patrick Mannion
Mr. Michael Shusda**

; and it is further

RESOLVED, that the terms of such appointee's and Chair designee shall run until further action by the Board; and it is further

RESOLVED, that this Resolution shall take effect immediately.

RESOLUTION ADOPTED

DATE: **March** _____, **2016**

VOTE: **Ayes** _____ **Nays** _____ **Abstentions** _____

SIGNED: _____
Secretary

Return to Agenda

RESOLUTION

2016

**Resolution Appointing Chair
and Members to Governance
Committee**

Resolution No. __: March __, 2016

**RESOLUTION APPOINTING MEMBERS AND CHAIR OF THE
GOVERNANCE COMMITTEE FOR THE SYRACUSE REGIONAL
AIRPORT AUTHORITY**

WHEREAS, the Syracuse Regional Airport Authority (the “**Authority**”) is a public benefit corporation, formed and operating pursuant to Article 8, Title 34 of the New York Public Authorities Law, as amended; and

WHEREAS, pursuant to Section 2799-ggg(4) of New York Public Authorities Law, as amended, the Authority adopted Organizational By-Laws for the organization and management of the Authority; and

WHEREAS, the By-Laws establish various standing committees of the Board of the Authority and the Board wishes to adopt a policy whereby henceforth and in or about January of each year, the Board shall review all committee and chair appointments in order to ensure that all committees are fully staffed and effective; and

WHEREAS, Section 2824(7) of New York Public Authorities Law, as amended, requires the Authority to establish an Governance Committee; and

WHEREAS, Sections 6.3 and 6.3.2 of the Organizational By-Laws of the Authority establishes a Governance Committee as one of the Authority’s standing committees and requires the Board to appoint such members of the Board to the Governance Committee as it sees fit and designate a Chair for such Committee.

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

RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby appoints the following members of the Board to the Governance Committee and pursuant to Section 6.3 of the By-Laws of the Authority designates the Chair of said Committee as follows:

Ms. Irene Scruton – Chair
Mr. William Fisher
Mr. Khalid Bey
Ms. Beth Rougeux
Mr. Shiu-Kai Chin
Mr. Michael Quill

; and it is further

RESOLVED, that the terms of such appointee's and Chair designee shall run until further action by the Board; and it is further

RESOLVED, that this Resolution shall take effect immediately.

RESOLUTION ADOPTED

DATE: **March _____, 2016**

VOTE: *Ayes* _____ *Nays* _____ *Abstentions* _____

SIGNED: _____
Secretary

Return to Agenda

RESOLUTION

2016

**Resolution Appointing Chair
& Members to SRAA Human
Resources Committee**

Resolution No. __: March __, 2016

**RESOLUTION APPOINTING MEMBERS AND CHAIR OF THE HUMAN
RESOURCES COMMITTEE FOR THE SYRACUSE REGIONAL
AIRPORT AUTHORITY**

WHEREAS, the Syracuse Regional Airport Authority (the “**Authority**”) is a public benefit corporation, formed and operating pursuant to Article 8, Title 34 of the New York Public Authorities Law, as amended; and

WHEREAS, pursuant to Section 2799-ggg(4) of New York Public Authorities Law, as amended, the Authority adopted Organizational By-Laws for the organization and management of the Authority; and

WHEREAS, the By-Laws establish various standing committees of the Board of the Authority and the Board wishes to adopt a policy whereby henceforth and in or about January of each year, the Board shall review all committee and chair appointments in order to ensure that all committees are fully staffed and effective; and

WHEREAS, Sections 6.3 and 6.3.2 of the Organizational By-Laws of the Authority establishes a Human Resources Committee as one of the Authority’s standing committees and requires the Board to appoint such members of the Board to the Human Resources Committee as it sees fit and designate a Chair for such Committee.

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

RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby appoints the following members of the Board to the Human Resources Committee and pursuant to Section 6.3 of the By-Laws of the Authority designates the Chair of said Committee as follows:

Ms. Beth Rougeux – Chair
Mr. William Fisher
Mr. Shiu-Kai Chin
Mr. Michael Quill

Mr. William Simmons

; and it is further

RESOLVED, that the terms of such appointee's and Chair designee shall run until further action by the Board; and it is further

RESOLVED, that this Resolution shall take effect immediately.

RESOLUTION ADOPTED

DATE: **March ____**, 2016

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

SIGNED: _____
Secretary

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CREATIVE FOOD UPDATE



2015 ANNUAL REPORT

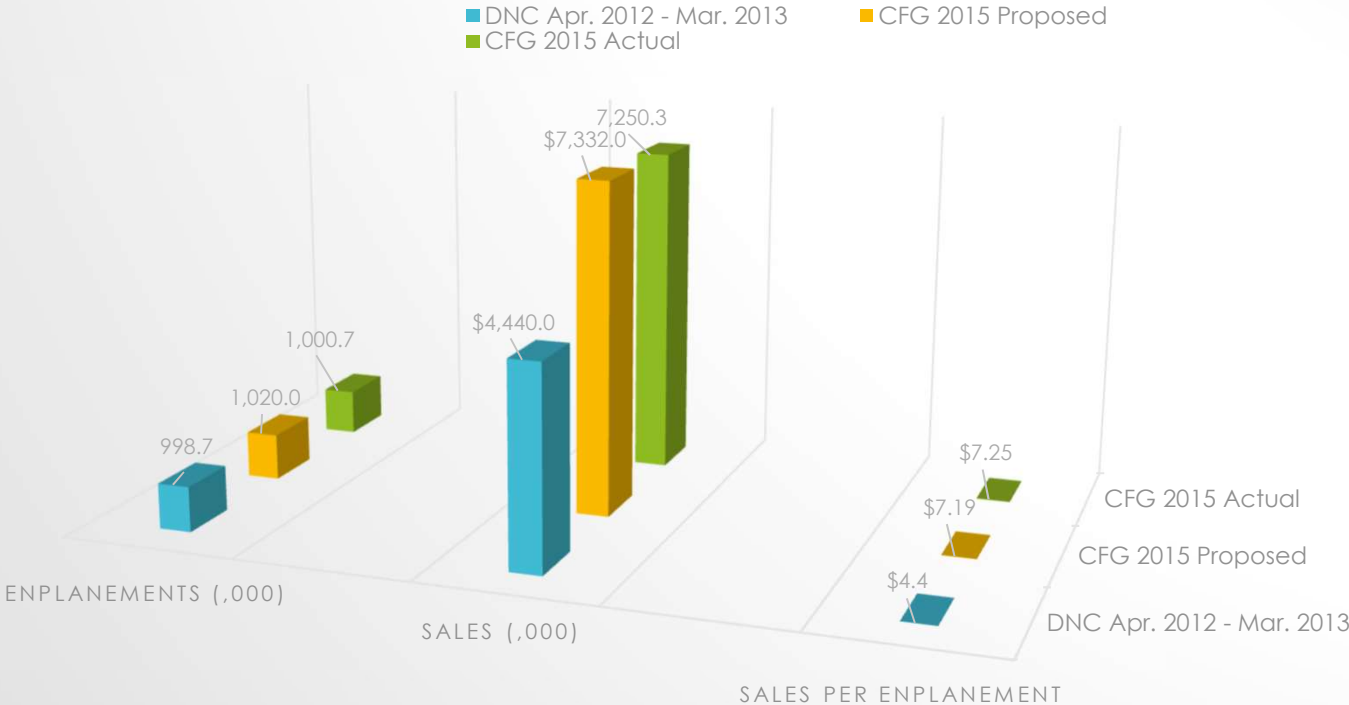
Building the best concessions program for
Syracuse Hancock International Airport

SYR CONCESSIONS PROGRAM - 2015

- Sales per Enplaned Passenger
- Capital Investment
- Recommendations to go from Good to Great
 - Convert Market Express locations to Express Lounge
 - Introduce AirGrub
 - Add new bar and grab & go to end of South Concourse
 - Update Johnny Rockets to their new express style

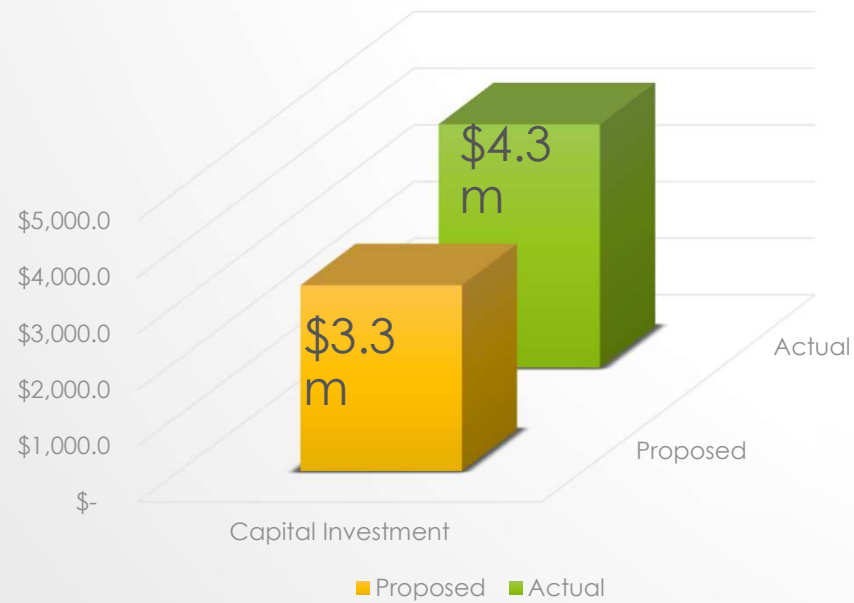
SALES PER ENPLANED PASSENGER

- DNC v. CFG – Sales increased 63.3%



CAPITAL INVESTMENT

- Invested 30% more than proposed



FROM GOOD TO GREAT

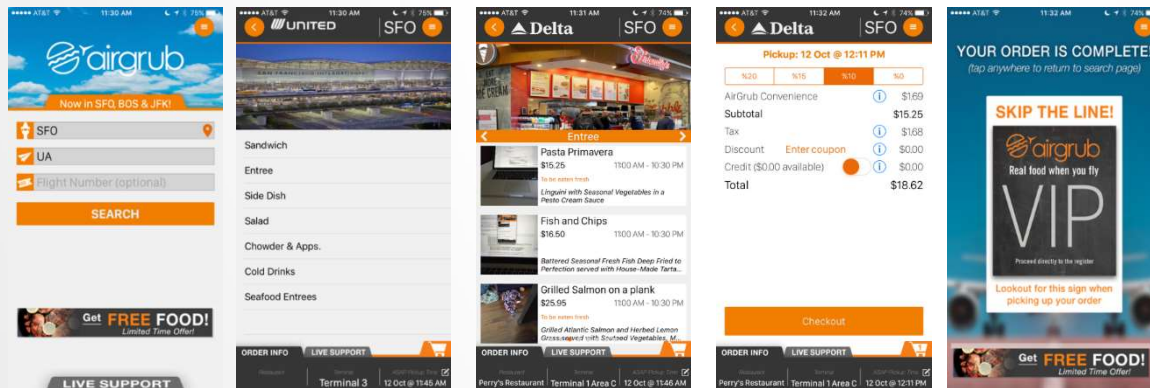
- Convert **Market Express** stores to **Express Lounges**
 - Add lounge furniture and televisions for greeters to wait in comfort
 - Add marketing graphics to promote Middle Ages and Johnny Rockets
- Implement **AirGrub**
 - Easy ordering system to order meals from Johnny Rockets or Middle Ages and their meals will be delivered to them at the new **Express Lounges**
 - Allows passengers to pre-order their food and it will be ready when they arrive to **Johnny Rockets** or **Middle Ages**
- Add **PAX Bar & Eatery** to end of South Concourse
 - Utilize temporary bar to evaluate sales potential and impact to Middle Ages
 - Small space, efficient, allows for 10 to 12 bar stools, and offers grab and go menu items
- Convert **Johnny Rockets** from full-service to quick-casual
 - Offers same exciting atmosphere, yet will improve efficiency and speed of service

EXPRESS LOUNGE

- The Market Express stores were proposed as required by the RFP
- Although CFG expected to generate enough sales to breakeven, CFG is losing \$10,000 per month
- As an alternative to the Market Express, CFG is proposing to convert the stores to Express Lounge
- The Express Lounge will offer comfortable seating, televisions and available items from Johnny Rockets and Middle Ages through the AirGrub app



AIRGRUB APP



- Easy to use iPhone & Android app
- Diet needs via food filters
- Convenient restaurants auto discovered close to departure gates
- Stress free pre-order for future or ASAP pick-up time
- Fresh food guaranteed at pick-up time
- Hassle free payment via the app
- Reminder for pick-up on travel day
- 24/7 Live support for issue resolution

PASSENGER SERVICE MODEL

- Places order from Lounge, pre-security, home, in the taxi, while in security, in the terminal
- Two options:
 - CFG personnel deliver to Lounge
 - Passenger walks up the AirGrub sign, picks up freshly made food
- Use geolocation to determine location of passenger
- No payments at pick up, all handled in the app
- Provide feedback in app itself

OPERATIONAL MODEL

- AirGrub monitors for freshness
 - We have the prep time for every item
- Handles delays, expedites, issues via chat, text, email or phone
- Experienced customer service team in place
 - Background from Yelp and EAT24
- Can handle flight delays, changes, service issues
- 2AM – 11PM Pacific phone coverage every day, can easily go 7x24

MARKETING IN THE LOUNGE

R U HUNGRY?

Just download the



App to your smart phone!

Then place your order from



or



EXPRESS LOUNGE



- Middle Ages orders would be available from 5 AM until 10:30 AM for Breakfast
- Lunch would be from 10:30 AM until 7 PM



- Johnny Rockets' orders would be available from 10:30 AM until 7 PM

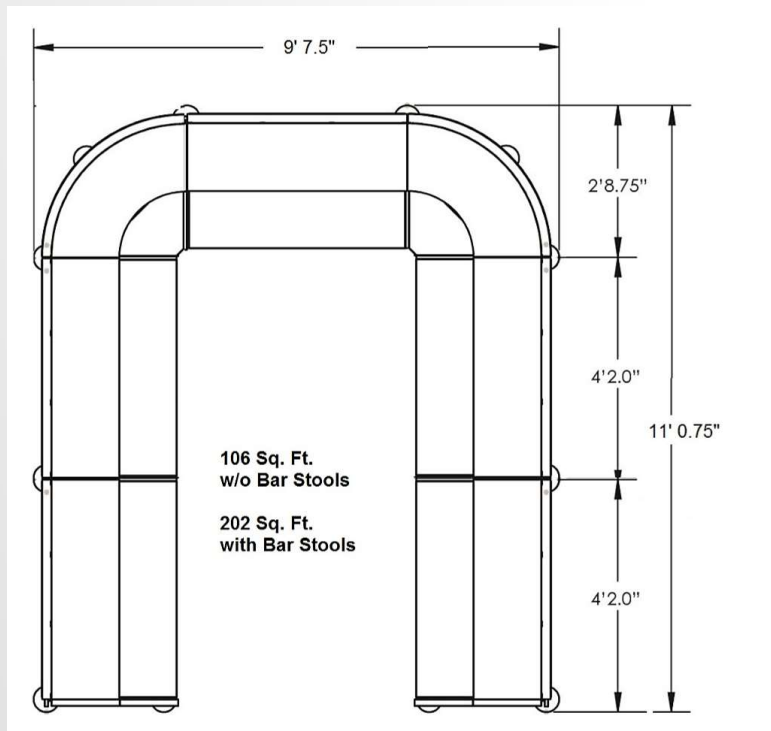
PAX BAR & EATERY



PAX | BAR & EATERY was established in 2011, to create a comfortable getaway for passengers, while offering the best in local spirits, local brews and local food.

- **A cozy upbeat bar, artfully decorated with local themes**
- **Spirited by the local community, PAX will create a unique eatery in SYR**
- **Known for its selection of local beers, local spirits and locally sourced foods**
- **Warm colors and materials will create a relaxing atmosphere, contributing to a flavorful dining experience**
- **Attracting a passenger demographic from ages 25 to 65**

PAX BAR & EATERY



PAX | BAR & EATERY will initially be a temporary bar to evaluate the sales potential of this area. With the increased traffic of Allegiant and the recent merger of American/US Airways, the South Concourse has become a very busy area without any food and beverage services. Most passengers want to be close to their gate, so revenue is being lost because of the distance between Middle Ages and the American and Allegiant gates. The bar is small and compact, yet will seat 10 to 12 guests at the bar and include a 4 to 5 foot grab and go case for passenger looking for a meal to eat on their Allegiant flight.

PAX BAR & EATERY

1st Year Pro forma

- Based on current enplanements, 10% capture and average check of \$7.50
- Assumes only incremental sales and expenses
- Hours – 10 AM until Last Flight

Enplanements/Traffic/Population	500,000	
Capture Rate	10.00%	
Captured	50,000	
Average Check	\$ 7.50	
Gross Sales	375,000	
Gross Sales	375,000	
Less Cost of Goods	120,000	32.0%
<u>Gross Profit</u>	255,000	
Expenses		
<u>Wages</u>		
Employee	64,064	17.1%
Taxes	11,532	3.1%
<u>Total wages</u>	75,596	20.2%
Utilities	7,500	2.0%
Insurance	5,625	1.5%
Repairs/Maintenance	3,750	1.0%
Proposed Rent		
%Rent	52,500	14.0%
General & Administrative	45,000	12.0%
<u>Sub-Total</u>	114,375	30.5%
Net Capital Investments	115,950	
<u>Total Expenses (B+C+E)</u>	189,971	50.7%
<u>Cash Flow (G+D)</u>	65,029	17.3%

JOHNNY ROCKETS EXPRESS

Starters & SHAREABLES

AMERICAN FRIES A crispy, tasty favorite. \$2.49

ONION RINGS Our signature hand-cut rings. \$3.99

WINGS & V. FRIES \$3.49

SWEET POTATO FRIES Naturally sweet, crispy & savory. \$4.29

CHILI BOWL Our exclusive home style, all-meat recipe. \$3.99

Young Fresh NATURAL BEER

HAMBURGERS SERVED WITH UNLIMITED FRIES OR SIDE SALAD

THE ORIGINAL This is the one that started it all in 1962, on Malibu Ave. in Los Angeles. Fresh shredded iceberg lettuce, tomato, sliced onions, relish, pickles, mustard & mayonnaise. \$6.99

ROCKET WINGS* Serve spicy breaded chicken wings, served plain or tossed in one of our wing sauces including traditional or tangy barbecue. \$5.99

THE HOUSTON Search your taste buds with this spicy hamburger! (Sausage, pepper jack cheese, iceberg lettuce, fresh tomato & our spicy sauce). \$7.99

Philly CHEESE STEAKS

PHILLY CHEESE STEAK Thinly sliced sirloin steak, grilled to perfection & topped with melted onions & choice of cheeses. Served on our authentic hoarthoiled American roll. \$9.99

CHICKEN PHILLY CHEESE STEAK Shred grilled sirloin meat chicken, topped with melted onions, slices of cheese and served on an authentic hoarthoiled American roll. \$11.99

ROCKET MELTS

PHILLY MELT Grilled onion and American & cheddar cheeses on a grilled cheese bread. \$7.99

TONGUE MELT White cheddar sauce served fresh & hot, with melted cheddar cheese, grilled on choice of bread. \$7.99

GRILLED CHEESE Our grown up version of the grilled cheese with your choice of four slices of cheddar, American, Swiss or pepper jack, on your choice of bread. \$5.29

BBQ CHICKEN BACON MELT Grilled chicken breast, cheddar cheese, smoked bacon, our crisp onion rings & tangy barbecue sauce on a grilled sweet potato bread. \$8.29

ROUTE 66 This favorite is named after the iconic, legendary, American Highway. Swiss cheese, grilled mushrooms, grilled onions & mayonnaise. \$7.75

SMOKE HOUSE SINGLE or DOUBLE An exceptional blend of flavors, this is a one-of-a-kind hamburger. Smoked sausage, crispy sweet potato onion rings, cheddar cheese & our special recipe "Smoke House" barbecue-mustard sauce. Single: \$7.75 / Double: \$9.49

ROCKET SINGLE* or ROCKET DOUBLE* Our classic cheeseburger includes cheddar cheese, iceberg lettuce, fresh tomato, white onion & special sauce. Single: \$6.99 / Double: \$8.75

STREAMLINER® (100% Soy Bean® Burger) Our award winning meat-free hamburger features a grilled onion, shredded lettuce, fresh tomato, pickles & mustard. \$8.99

BACON CHEDDAR SINGLE or DOUBLE Smoked bacon, double cheddar cheese, iceberg lettuce, fresh tomato, white onion & special sauce. Single: \$7.75 / Double: \$9.49

SUBSTITUTE ONION RINGS ADDITIONAL CHARGE

ADD TOPPING	CHEESE CHICES	PROTEIN OPTIONS
Onion	Cheddar	Vegetarian
Swiss	Pepper Jack	100% Soy Bean® Burger
Grilled Mushroom	Swiss	Double Bacon
Grilled Potato	Double Cheddar Cheese	Add potato: \$1.49
Grilled Onion		Add cheese: \$1.19 ea.
Grilled Tomato		
Add toppings below: \$1.19 ea.		
Double: \$1.99 ea.		
Triple: \$2.99 ea.		

- New menu boards to be added to side wall as you enter
- Orders to be taken at the cash register
- Guest takes a seat and the food is served to their table
- Counter guests will be served

IN CONCLUSION

After 2 years of operating at SYR, CFG now has the experience to fully evaluate the food & beverage program and recommend changes to take the program from Good to Great. CFG urges you to approve the changes that have been presented:

1. Convert Market Express stores to Express Lounges offering hot fresh meals from Johnny Rockets and Middle Ages
2. Implement AirGrub for the Express Lounges, as well as guests wanting a meal ready when they arrive
3. Add a PAX Bar & Eatery in the South Concourse to maximize revenues, which will only require identifying where we can pull electric, and
4. Convert Johnny Rockets to a quick casual concept to improve service and the guest experience

**“SYRACUSE”
SIGN UPDATE**



January 29, 2016

Linda Ryan
Aviation Contracting Officer
Syracuse Regional Airport Authority
1000 Col. Eileen Collins Boulevard
Syracuse, NY 13212
ryanl@syrairport.org
315-454-3263

Quote: Syracuse Airport-2016-001
Re: New Airport Sign

Mack Studios proposes to submit 3 concepts to replace the current neon sign.
Concepts include:

- Onsite Consultation
- Color Renderings
- Engineering Intent Drawings
- Material Boards
- Full Site Audit
- Presentation
- Fine Tuning of 1 Concept
- Final Presentation

• This quote is to consult/
engineer + design a
New sign.

\$7,500.00

Best Regards,

Peter S. Maciulewicz
President
CC: Dayna Behme



720 Erie Blvd West
Syracuse, NY 13204

Syracuse Airport
Tony Geruso
1000 Colonel Eileen Collins
Boulevard
Syracuse, NY 13212

PROPOSAL

DATE	ESTIMATE #
2/11/2016	10983

P.O. Number	REP
	PHH

	QTY	COST	TOTAL
<p>Furnish and install (1) approximately 45' x 6' "Syracuse" neon channel letter sign. Sign to be a replica of the existing, and to be installed in the same location, and connect to existing electric.</p> <ul style="list-style-type: none"> • This is for a brand new Neon Sign • Benefit is you keep the classic look • Downfall is the cost (expensive) • He anticipates a yearly service call for about \$500 per year • This quote includes moving the old sign inside as well 	1	52450.00	52,450.00T

315-471-2771 Phone

315-476-3756 Fax

SIGNATURE _____

Sub Total:	\$52,450.00
Plus Sales Tax (8.0%)	\$4,196.00
TOTAL	\$56646.00



720 Erie Blvd West
Syracuse, NY 13204

Syracuse Airport
Tony Geruso
1000 Colonel Eileen Collins
Boulevard
Syracuse, NY 13212

PROPOSAL

DATE	ESTIMATE #
2/4/2016	10970

P.O. Number	REP
	PHH

	QTY	COST	TOTAL
Furnish and install (1) set of orange LED illuminated "Syracuse" channel letters with translucent orange acrylic faces. Sign to be constructed in same lettering style as existing. Sign to be installed in place of existing sign using same steel structure.	1	24200.00	24,200.00T
Installation of existing sign to new location inside airport. Price is contingent on use of airport supplied lift, and a space to have confirmed strength to support sign weight.	1	3,800.00	3,800.00T
<ul style="list-style-type: none"> • This is for a brand new LED sign w/ the same lettering as the old one. • Preston recommends LED as opposed to Neon due to the upfront cost and the service calls are fewer. Wiser option. • The Power Supply has a warranty of 5 years • He anticipates a \$300 service call every 5 years • This Quote includes a new sign <u>and</u> moving the old one inside. 			

315-471-2771 Phone

315-476-3756 Fax

SIGNATURE _____

Sub Total:	\$28,000.00
Plus Sales Tax (8.0%)	\$2,240.00
TOTAL	\$30240.00



720 Erie Blvd West
Syracuse, NY 13204

Syracuse Airport
Tony Geruso
1000 Colonel Eileen Collins
Boulevard
Syracuse, NY 13212

PROPOSAL

DATE	ESTIMATE #
2/4/2016	10969

P.O. Number	REP
	PHH

	QTY	COST	TOTAL
1.) Remove "Syracuse" letters from existing steel structure			
2.) Remove and scrap all tube supports, glass housings, wiring, neon, and neon transformers.			
3.) Repair all rusted sections of sign with .063 aluminum.			
4.) Sand, prime, and paint all letters.			
5.) Install all new glass housings, tube supports, wiring, neon, and neon transformers.			
6.) Reinstall "Syracuse" letters to existing steel structure.	1	19475.00	19,475.00T
7.) Add clear acrylic faces to all existing letters.	1	4,250.00	4,250.00T
<ul style="list-style-type: none"> • This quote is to refurbish the existing sign. • The glass housing would alleviate most service call (minimize) 			

315-471-2771 Phone

315-476-3756 Fax

SIGNATURE _____

Sub Total:	\$23,725.00
Plus Sales Tax (8.0%)	\$1,898.00
TOTAL	\$25623.00

NEW BUSINESS

Board Meeting – March 11, 2016 Management Updates

- 1) Attended Routes – North America Conference
- 2) Selected consultant for Parking Conceptual Design study
- 3) Received GAC/IFE RFQ submittals
- 4) Launched negotiations with the air carriers on the new Use Agreement
- 5) Planning for the June Air Show
- 6) Working on the 2016/17 Operating and CIP budgets and will present first draft to the Finance Committee next month.

[Return to Agenda](#)

STANDING COMMITTEE REPORTS

SUPPORTING MATERIALS

CORRESPONDANCE



Department of Aviation Monthly Report
March 2016

Airfield Maintenance:

Mr. John Smorol (Airport Maintenance Supervisor-Airfield)

- Majority of time dedicated to snow removal & affiliated clean up.
- Freezing rain required multiple applications of sand on various aprons and multiple sand clean ups.
- Maintained equipment including changing of cutting edges and broom cores for sweepers
- Fixed a problem with the 4 stop signs at the RON Apron. The original signs were 7 foot tall and were consistently snapping the frangible couplings during high winds. We decided to bring the heights down to 4 foot to rectify the problem and so far we are pleased with the results.
- Fixed all the lights on 10/28 as well as 15/33.

Meetings I attended:

Weekly Staff Meetings
Meeting with vendor from United Auto Supply
City Wide Accident Review Committee Meeting
Air Show Meeting
AFSCME Local 3952 Negotiations with City of Syracuse

Aircraft Rescue and Fire Fighting (ARFF)-Station 4:

Captain Terry Krom

ARFF Status: 22/24 employees
Vehicles: 7/7

Alarms:

Aircraft Emergencies	4
Fire Alarms	4
Emergency Medical	5
Investigations	3
Assist	2
Haz-Mat	1
Total Alarms	19

Attended Samco Meeting

Traveled to Albany Airport to see their new ARFF vehicle to review specs for new one for us

G4S:

Michael Calkins (Site Supervisor)

- Challenges – 1416
- Arrests - 0
- Property Checks – 2451
- Pistol Verifications – 0
- Parking Tickets – 72
- Uniform Traffic Tickets (UTT) – 2
- Incidents – 123
- DR Reports – 9



Governance Committee Meeting Minutes

February 25, 2016

These minutes outline the activities of the Syracuse Regional Airport Authority (SRAA) Governance Committee from the meeting held on December 22, 2015 in the Department of Aviation Conference Room located at Syracuse Hancock International Airport.

The meeting was called to order at 12:05 p.m. by Ms. Scruton.

I. Roll Call

In attendance: Mr. Khalid Bey and Ms. Irene Scruton, Ms. Beth Rougeux, Mr. William Fisher, Ms. Christina Callahan, Mr. Trent Amond, Ms. Cheryl Herzog, Ms. Linda Ryan and Mr. John Clark.

Absent: Dr. Shiu-Kai Chin, Hon. Michael Quill.

II. Approval of Minutes from the Previous Meeting

A motion was made by Ms. Rougeux and seconded by Mr. Bey to accept the December 22, 2015 meeting minutes. The minutes were unanimously approved.

III. Old Business

A. Follow-up on Board Development Committee Charter/Overlap with Governance Committee Charter

Ms. Scruton noted this item stemmed from her own comments at the full board meeting when the charter was presented for approval as she felt there was some overlap and would like to make sure the language aligns to avoid overlap. She then asked for the Committee to engage in an open discussion regarding the charter and overlapping concerns. Ms. Callahan indicated that the original proposal was to create a nominating committee but the feedback from this Committee led to the Board Development Committee. The Board Development Committee is intended to focus on the individual members, versus the

Governance Committee which is focused on the board and authority as a whole. Ms. Rougeux asked Ms. Scruton to clarify where exactly she thought the overlap was. Ms. Scruton highlighted the advisement of qualities and professional education experiences necessary for our purpose, related tasks, and member training. The committee decided to review the Governance Committee Charter to examine overlap issues. After some discussion the committee agreed to change the Board Development Committee Charter language to read “Develop and recommend board member development, training, education and principles and practices.” The committee also agreed to change Governance Committee Charter section 3.4.1 to read “Develop and provide recommendations to the Authority Board Development Committee...” To address the Committee Chair’s further concerns regarding the composition of the Board Development Committee, the Committee agreed to recommend changing section 2.1 to read “The Board Development Committee shall consist of ~~the four (4) officers of the Authority, to wit: the Chair, Vice Chair, and Secretary of the Authority Board and Finance Officer~~ one additional board member.”

IV. New Business

A. Review SRAA Mission Statement/ABO Mission Statement Guidance and Performance Measurements

The committee began reviewing the existing mission statement based on Scott Fein’s recommendation at the previous board meeting. After some discussion the committee agreed to have management continue to work on refining the mission statement and provide some ideas and options to the board.

V. Adjournment

There was no other business to be discussed.

A motion was made by Ms. Rougeux and seconded by Mr. Fisher to adjourn. The meeting was adjourned at 12:59 p.m.

Respectfully submitted,

Ms. Irene Scruton



Human Resources Committee Meeting Minutes

February 25, 2016

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 February 25, 2016.

The meeting was called to order at 11:33 a.m. by Mr. William Fisher.

I. Roll Call

In attendance: Mr. William Fisher, Ms. Beth Rougeux, Ms. Christina Callahan, Mr. Trent Amond, Ms. Laurie Sabel
Not present: Dr. Shiu-Kai Chin and Mr. Michael Quill

II. Approval of Minutes from Previous Meeting

A motion to accept the minutes from the meeting of the Human Resources Committee on October 22, 2015 was made by Ms. Rougeux, seconded by Mr. Fisher, and approved.

III. Old Business

Ms. Callahan stated that there was no old business to discuss.

IV. New Business

Organizational charts for the SRAA were distributed. Mr. Fisher made a motion to go into Executive Session to discuss matters related to the hiring of specific individuals. Ms. Rougeux seconded the motion and the Committee entered Executive Session at 11:35.

Adjournment

The Committee emerged from Executive Session at 12:00, with no action taken. There being no further business, the meeting adjourned at 12:00 p.m.