

# SYRACUSE REGIONAL AIRPORT AUTHORITY

SYRACUSE HANCOCK INTERNATIONAL AIRPORT  
1000 COL. EILEEN COLLINS BLVD.  
SYRACUSE, NEW YORK 13212  
P: 315.454.3263  
F: 315.454.8757

**Syracuse Regional Airport Authority  
Regular Meeting Agenda  
Friday, May 11, 2018, 11:00 a.m. – 12:30 p.m.  
Syracuse Hancock International Airport  
Board Room**

1. Roll Call (2 Minutes)
2. **Reading and Approval of Minutes from the March 23, 2018 Regular Meeting (2 Min)**
3. Executive Session (15 Minutes)
4. Old Business (25 Minutes)
  - Terminal Improvement Project Update
  - Bill Goodrich, President & CEO, Le Chase Construction
  - Parking Garage Improvements Recommendation
5. **Presentation of 2018/19 Operating Budget (10 Minutes)**  
**Presentation of 2018/19 Capital Budget (10 Minutes)**
6. **Management Report (25 Minutes)**
7. New Business (25 Minutes)
  - **Resolution Authorizing approval of additional new air service agreement with Allegiant Travel Company**
  - **Resolution Authorizing approval of new air service agreement with Frontier Airlines**
  - **Resolution Approving Executive Director's 2017 Annual Employee Evaluation**
  - **Resolution Authorizing management to develop parking and rental car facilities improvement plan**
  - **Resolution Authorizing Increased Bridge Loan Financing for 2017 Terminal Improvement Project**
8. Reports (10 Minutes)
  - **Finance Committee**
9. Adjournment

**Bold = materials available**

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.

## **Minutes of the Regular Meeting of the Syracuse Regional Airport Authority March 23, 2018**

Pursuant to notice duly given and posted, the annual meeting of the Syracuse Regional Airport Authority was called to order on Friday, March 23, 2018 at 11:00 am in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport by Chair, Mr. Patrick Mannion.

### **Members Present:**

Mr. Patrick Mannion-Chair  
Mr. Khalid Bey  
Dr. Donna DeSiato  
Mr. John B. Johnson Jr.  
Mr. Kenneth Kinsey  
Mr. Michael Lazar  
Mr. Michael Quill  
Mr. Mark Nicotra  
Ms. Beth Rougeux

### **Members Absent:**

Mr. William P. Fisher  
Dr. Shiu-Kai Chin

### **Also Present:**

Ms. Christina Callahan  
Mr. Trent Amond  
Mr. John Carni  
Ms. Debi Marshall  
Ms. Jennifer Sweetland  
Mr. Brian Dorman  
Ms. Linda Ryan  
Mr. R. John Clark  
Mr. Tom Horth  
Mr. Michael LaMontagne  
Ms. Jo Anne Gagliano  
Mr. Morris Sorbello

### **Roll Call**

As noted, all Board members were present, except for Mr. William P. Fisher and Dr. Shiu-Kai Chin.

## **Mr. Patrick Mannion, Chair**

Chair Mannion started by welcoming everyone to the meeting at 11:02 a.m. Chair Mannion recognized special guest of the Chair: Jo Anne Gagliano, President of the EDR Companies of Syracuse, NY. Chair Mannion asked everyone to think about Michael Davidson, a 15 year FDNY veteran Firefighter who was on the nozzle of the fire and perished. He was a father of 4, all under the age of 7. Chair Mannion stated that there have been 14 other line of duty deaths for firefighters this year in the United States and 32 line of duty deaths for police officers to date in 2018 and asked us all to think about them and not take their service for granted.

Dr. DeSiato joined the meeting at 11:06 a.m.

## **Reading and Approval of the Minutes**

A motion was made by Mr. Nicotra and seconded by Mr. Bey and was unanimously approved to accept the minutes from the February 2, 2018 regular meeting and the February 15, 2018 special meeting of the board.

The motion was approved: 9 ayes, 0 nays, 0 abstain

## **Old Business**

## **Terminal Improvement Project Update**

Mr. Horth and Mr. LaMontagne from C&S Companies gave a presentation regarding the current status of the terminal improvement project including the interior, exterior, schedule and the budget. Tom Horth is the Program Manager for the project, Mike Horth is the Project Architect. Mr. Horth gave an update on the scope of the project and revisions to the general scope to not impact the overall design or passenger experience. South 2<sup>nd</sup> fl walk addition, ceiling and flooring relocation of egress stairs from schedule prospective is helpful and the far north and south vestibule roof are staying as they exist, some of the weathered steel was tweaked to extend and cover other areas. The new tariffs on the steel do not impact the project as our procurement and fabrication will already have taken place. Phase I concourse flooring is complete as is the utility relocation work out front to make way for the canopy demo and all the foundation work as part of the main Phase III of the project. The curtain wall is in fabrication, materials are being delivered to AJ Glass, Canandaigua, NY and getting prepped for the large sections for field installation in a panelized system to expedite construction. The elevators and escalators on the North and South are in fabrication with the North elevator sooner for scheduling purposes. Tennant relocation efforts are on-going including the expansion of the Authority offices, the move of Military Courtesy room to the 2<sup>nd</sup> floor. The majority of the projects are on ahead of or on schedule with the asbestos abatement is slightly behind.

Mr. LaMontagne first week in February, we are 7 weeks into the project. The contractor is very dedicated to meeting the schedule. The work now is all prep work for the expansion project. He discussed the asbestos abatement for the center terminal flooring that is on-going.

Ms. Callahan further discussed the schedule and the difference between 300 days – contractual is November 23<sup>rd</sup>, which is beyond the substantial completion date of October 31, 2018. Some

items have been de-scoped, but not fully realized in the schedule and we are working with LeChase to bridge the gap between the contractual date and the goal dates in many small ways that will add to the time savings. We anticipate a cost difference associated with bridging that gap in the schedule.

Mr. LaMontage then discussed the renderings, prep work, the new foundation, the new curtain wall, the new elevator pit and discussed that heating blankets and other methods are being used during the cold and snowy winter weather to assist in keeping on schedule. Further discussion ensued regarding the cracked, old asbestos flooring and how much more the cost would have been to repair vs. abate. In the June-July time frame a lot of steel is anticipated to go up, curtain wall materials will come and in and the project will take shape. A solar panel farm is currently being bid that will be installed near the cell phone lot. The Regional Aviation Museum was executed with The Onondaga Historical Society who will be partnering with a fabricator in Liverpool, NY for their exhibits and procurement and smaller electrical contracts, etc. are in process. The construction work is going on 6 days per week and 3<sup>rd</sup> shifts are being utilized to limit passenger disruptions. Further discussion ensued regarding credits for changes, change orders to close the gap between the contract date vs. the goal date and how that will change the costs. A definition of “substantial completion” was discussed by October 31, 2018 with only punch-list items allowed after that date. The Executive Director is working with the state to gain an understanding of the definition of “substantial completion” as we work our way through the schedule challenges that could impact the costs. The CEO of LeChase will be invited to the SRAA board meeting in May to discuss these issues.

Ms. Callahan thanked board member Mike Lazar stated 70-80 people are working each day and the amount of effort that LeChase is making to make up small amounts of time really add up. He also shared that he was impressed that this was being done without substantial impact to passengers and the quality of the project management and knowledge of the LeChase contractors and workers.

### **Executive Session**

Chair Mannion made a motion to go into executive session to discuss a variety of matters pertaining to: (1) proposed, pending or current litigation; (2) the financial, credit and employment history of particular persons or corporations; and (3) a proposed lease of real property by the Authority. The motion was approved by Dr. DeSiato and seconded by Ms. Rougeux. Board members went into executive session at 11:26 a.m.

The motion was approved: 9 ayes, 0 nays, 0 abstain

Executive session ended at 12:20 p.m. No action was taken.

### **New Business**

Chair Mannion directed the board’s attention to the following resolutions:

- **Resolution accepting the salary and staffing analysis report**  
After discussion, it was determined that no approval was necessary by the board, it is done by a consultant specifically for the HR Committee.



- **Resolution authorizing approval of additional new air service agreement with Allegiant Travel Company**

Ms. Callahan notified the board that this is the newest market that Allegiant will serve. Allegiant has added Sanford International Airport, near Orlando, FL and will now have direct, seasonal service from SYR and that this incentive agreement falls within the standard incentives based on the matrix previously approved by the board for eligible airlines.

There was no further discussion regarding the resolution.

A motion was made by Ms. Rougeux and seconded by Mr. Nicotra to approve this resolution.

The resolution was adopted: 9 ayes, 0 nays, 0 abstain

- **Resolution authorizing settlement of dispute with ground transportation provider**

Mr. R. John Clark gave a summary of the background and his recommendation of a proposed settlement with the previous ground service provider, Syracuse Regional Airport Taxi (SRAT), (parent company, Suburban Transportation) vs. further litigating this issue. Chair Mannion wished to go on the record to state that their behavior throughout was less than appropriate and less than productive.

There was no further discussion regarding the resolution. A motion was made by Mr. Lazar and seconded by Mr. Johnson to approve this resolution.

The resolution was adopted: 9 ayes, 0 nays, 0 abstain

## **Management Report**

Ms. Callahan brought the board through her management report presentation and updates on the terminal improvement projects and our new customer service program. Some of the highlights of the improved overall look are the high top table areas and the new seating with charger plugs in every other seat. The Executive Director spoke to current and future activities for projects; Operations; Security; ARFF; Finance; Contracting; IT; HR; Marketing-PR Events; Air Service Development. In addition, an update was provided on winter season projects and challenges including the de-icing lagoon issues, a project is underway to replace that system. The Executive Director provided updates on training and security including that the uniformed security has moved to the Emergency Operations Center during the construction project. A Stop the Bleed campaign has been put into place with airport employee training and kits in key locations throughout the airport. We are also working with TSA on corrective action regarding an audit of the SIDA area, updating the SIDA application, badges, continued training.

A discussion ensued regarding the purpose and requirements of the Real ID Act, which was passed by Congress in 2005, and was enacted to implement the 9/11 commission's recommendation that the federal government establish "minimum security standards for the state-issued driver's licenses and identification cards from states that do not meet these standards". The REAL ID Act will be fully implemented October 1, 2010.

On the financial side, current total passenger traffic has increased 3.0%, aircraft operations has increased 6.5%, concession sales have increased 0.8%, parking revenue has increased 0.9%, car rental revenue increased by 1.7%,

### **Committee Reports**

Chair's Report on Board Survey was provided by Chair Mannion.

### **Adjournment**

A motion was made by Mr. Johnson and seconded by Mr. Bey to adjourn the meeting.

The motion was approved: 9 ayes, 0 nays, 0 abstain

The meeting was adjourned at 1:04 p.m.

DRAFT

Syracuse Regional Airport Authority  
Operating Budget Summary

5/8/2018, 1:34 PM

	2016/17 <u>Act</u>	2017/18 <u>Bdgt</u>	2017/18 <u>YTD-01/18</u>	2017/18 <u>Pri.</u>	\$ Var. - Prj. <u>From Budget</u>	\$ Var. - Prj. <u>From YTD</u>	Proposed 2018/19 <u>Budget</u>	\$ Variance <u>17/18 Bdgt</u>	% Var <u>17/18 Bdgt</u>	\$ Variance <u>01/18 Pri.</u>	% Var <u>01/18 Pri.</u>
<b>REVENUE</b>											
Aviation 075A, 080A	14,237,000	14,395,700	8,996,800	14,485,700	90,000	5,488,900	14,381,100	(14,600)	-0.1%	(104,600)	-0.7%
Services Revenue 090A, 091A	13,254,900	12,483,000	7,426,600	12,573,000	90,000	5,146,400	12,776,400	293,400	2.4%	203,400	1.6%
Other Revenue 092A	<u>4,099,300</u>	<u>4,040,300</u>	<u>2,553,900</u>	<u>4,206,300</u>	<u>166,000</u>	<u>1,652,400</u>	<u>4,268,800</u>	<u>228,500</u>	5.7%	<u>62,500</u>	1.5%
<b>TOTAL REVENUE</b>	<b>31,591,200</b>	<b>30,919,000</b>	<b>18,977,300</b>	<b>31,265,000</b>	<b>346,000</b>	<b>12,287,700</b>	<b>31,426,300</b>	<b>507,300</b>	<b>1.6%</b>	<b>161,300</b>	<b>0.5%</b>
<b>EXPENSE</b>											
Airfield Ops & Maint 070, 075B	5,562,500	5,640,400	2,552,300	5,746,600	106,200	3,194,300	6,003,800	363,400	6.4%	257,200	4.5%
Terminal 080B, 085	6,732,900	7,267,600	2,894,000	7,267,600	-	4,373,600	7,321,900	54,300	0.7%	54,300	0.7%
Support 005 - 060	10,287,400	11,988,900	8,099,900	12,019,900	31,000	3,920,000	12,209,800	220,900	1.8%	189,900	1.6%
Services Expense 090B, 091B	4,712,900	5,271,900	1,404,900	5,271,900	-	3,867,000	5,444,700	172,800	3.3%	172,800	3.3%
Other Expense 092B	63,200	95,000	-	95,000	-	95,000	95,000	-	0.0%	-	0.0%
Non-Operating 065	<u>2,524,300</u>	<u>655,000</u>	<u>24,300</u>	<u>655,000</u>	<u>-</u>	<u>630,700</u>	<u>351,000</u>	<u>(304,000)</u>	-46.4%	<u>(304,000)</u>	-46.4%
<b>TOTAL EXPENSE</b>	<b>29,883,200</b>	<b>30,918,800</b>	<b>14,975,400</b>	<b>31,056,000</b>	<b>137,200</b>	<b>16,080,600</b>	<b>31,426,200</b>	<b>507,400</b>	<b>1.6%</b>	<b>370,200</b>	<b>1.2%</b>
<i>Surplus/(Deficit)</i>	<i>1,708,000</i>	<i>200</i>	<i>4,001,900</i>	<i>209,000</i>	<i>208,800</i>	<i>(3,792,900)</i>	<i>100</i>	<i>(100)</i>		<i>(208,900)</i>	<i>(0)</i>

## Signatory Rates

Based on 2016/17 AUA

Premium	0%			Approved		Draft	
	<u>Budget</u>	<u>Actual</u>	<u>% Δ</u>	<u>Budget, v5</u>	<u>% Δ</u>	<u>Budget, v3</u>	<u>% Δ</u>
	<u>2016/17</u>	<u>2016/17</u>		<u>2017/18</u>	<u>LY Bdgt</u>	<u>2018/19</u>	<u>LY Bdgt</u>
<b>Airfield</b>							
Landing Fee per 1,000 lbs	4.42	4.42	0.0%	4.65	5.2%	4.83	3.9%
RON Fee per night	100	100	0.0%	100	0.0%	105	5.0%
<b>Terminal</b>							
Gate/Door Fee (Annual)							
Jet Bridge	69,249	64,313	-7.1%	73,936	6.8%	73,738	-0.3%
Split	51,937	48,235	-7.1%	55,452	6.8%	55,303	-0.3%
Ground	34,625	32,157	-7.1%	36,968	6.8%	36,869	-0.3%
Gate/Door Fee (Per Turn)							
Jet Bridge	63.24	58.73	-7.1%	67.52	6.8%	67.34	-0.3%
Split	47.43	44.05	-7.1%	50.64	6.8%	50.51	-0.3%
Ground	31.62	29.37	-7.1%	33.76	6.8%	33.67	-0.3%
Fixed Fee (Annual)	103,874	96,470	-7.1%	110,904	6.8%	94,806	-14.5%
Passenger Fee (Total pax)	2.18	1.99	-8.7%	2.30	5.5%	2.12	-7.8%
<b>Ancillary Space</b>							
Ancillary Space ( Annual per sq. ft.)	22.44	20.93	-6.7%	24.90	11.0%	24.55	-1.4%

## Non-Signatory Rates

Based on 2016/17 AUA

Premium	15%			Approved		Draft	
	<u>Budget</u>	<u>Actual</u>	<u>% Δ</u>	<u>Budget, v5</u>	<u>% Δ</u>	<u>Budget, v3</u>	<u>% Δ</u>
	<u>2016/17</u>	<u>2016/17</u>		<u>2017/18</u>	<u>LY Bdgt</u>	<u>2018/19</u>	<u>LY Bdgt</u>
<b>Airfield</b>							
Landing Fee per 1,000 lbs	5.08	5.08	-0.1%	5.35	5.3%	5.55	3.7%
RON Fee per night	115	115	0.0%	115	0.0%	121	5.2%
<b>Terminal</b>							
Gate/Door Fee (Annual)							
Jet Bridge	79,636	73,960	-7.1%	85,026	6.8%	84,798	-0.3%
Split	59,728	55,470	-7.1%	63,770	6.8%	63,599	-0.3%
Ground	39,819	36,980	-7.1%	42,513	6.8%	42,399	-0.3%
Gate/Door Fee (Per Turn)							
Jet Bridge	72.73	67.54	-7.1%	77.65	6.8%	77.44	-0.3%
Split	54.55	50.66	-7.1%	58.24	6.8%	58.08	-0.3%
Ground	36.36	33.77	-7.1%	38.82	6.8%	38.72	-0.3%
Fixed Fee (Annual)	119,455	110,940	-7.1%	127,539	6.8%	109,026	-14.5%
Passenger Fee (Total pax)	2.50	2.28	-8.7%	2.65	6.1%	2.43	-8.3%
<b>Ancillary Space</b>							
Ancillary Space ( Annual per sq. ft.)	25.80	24.07	-6.7%	28.63	11.0%	28.23	-1.4%

		Series 2013B - 2017/18		Series 2013B - 2022/23				Series 2011A - 2036/37				
		AMT		AMT				AMT	PFC			
June 30		NonCallable		NonCallable		Total Non-PFC		NonCallable		Grand Total		Total Debt
FY	Project	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Service
2018	Constellation Rd/Cargo R	120,000	7,200			120,000	7,200			120,000	7,200	127,200
	Parking Garage Struct Repairs			250,000	45,000	250,000	45,000			250,000	45,000	295,000
	PFC Project/Terminal Security							1,220,000	1,830,150	1,220,000	1,830,150	3,050,150
2017/18		120,000	3,600	250,000	45,000	370,000	48,600	1,265,000	1,780,450	1,635,000	1,829,050	3,464,050
2018/19				250,000	37,500	250,000	37,500	1,320,000	1,728,750	1,570,000	1,766,250	3,336,250
2019/20				250,000	30,000	250,000	30,000	1,380,000	1,667,850	1,630,000	1,697,850	3,327,850
2020/21				250,000	22,500	250,000	22,500	1,440,000	1,608,150	1,690,000	1,630,650	3,320,650
2022				250,000	15,000	250,000	15,000	1,495,000	1,554,919	1,745,000	1,569,919	3,314,919
2023				250,000	7,500	250,000	7,500	1,550,000	1,495,888	1,800,000	1,503,388	3,303,388
2024								1,615,000	1,432,588	1,615,000	1,432,588	3,047,588
2025								1,680,000	1,365,638	1,680,000	1,365,638	3,045,638
2026								1,755,000	1,293,694	1,755,000	1,293,694	3,048,694
2027								1,830,000	1,216,369	1,830,000	1,216,369	3,046,369
2028								1,915,000	1,130,856	1,915,000	1,130,856	3,045,856
2029								2,010,000	1,037,638	2,010,000	1,037,638	3,047,638
2030								2,110,000	939,788	2,110,000	939,788	3,049,788
2031								2,210,000	837,188	2,210,000	837,188	3,047,188
2032								2,320,000	729,600	2,320,000	729,600	3,049,600
2033								2,435,000	613,625	2,435,000	613,625	3,048,625
2034								2,560,000	488,750	2,560,000	488,750	3,048,750
2035								2,690,000	357,500	2,690,000	357,500	3,047,500
2036								2,830,000	219,500	2,830,000	219,500	3,049,500
2037								2,975,000	74,375	2,975,000	74,375	3,049,375

Proposed Capital Budget										
Status as of:		Draft - For Budget v3.0								
ACIP Funded Projects										
90% 5%										
2018/19	Cost	Owner	Project Description	Total Cost*	AIP Share	NYS Share	Local PRRSM	Share Discretionary	Grant/ Restricted	Status
	Airfield	BD	Rehabilitate Runway 10-28 (Design)	1,100,000	990,000	55,000	55,000			
	Airfield	BD	Reconfigure Exit Taxiways (Construct)	6,000,000	5,400,000	300,000	300,000			
	Airfield	BD	Rehab Deicing Fluid Collection Facility (Const)	5,100,000	4,590,000	255,000	255,000			
<b>Sub-total ACIP</b>				12,200,000	10,980,000	610,000	610,000	-	-	
Local Projects										
90% 5%										
2018/19	Cost	Owner	Project Description	Total Cost	AIP Share	NYS Share	Local Funding Source		Grant/ Restricted	Status
	Terminal		Pre-Security Furnishings	375,000			PRRSM	Discretionary		
	Terminal		Floor Equip. - Scrubber	20,000			20,000			
	Terminal		Floor Equip. - Buffer	20,000				20,000		
	SRAA	JS	Terminal Advertising Hardward	200,000				200,000		
	SRAA	BD	Parking Garage - Required Repairs	500,000			500,000			
<b>Sub-total Local</b>				1,115,000	-	-	895,000	220,000	-	
Additional Projects										
90% 5%										
2018/19	Cost	Owner	Project Description	Total Cost	AIP Share	NYS Share	Local Funding Source		Grant/ Restricted	Status
	SRAA	TA	Debt Service	287,500			PRRSM	Discretionary		
	SRAA	TA	Discretionary Airfield Stabilization	265,000				265,000		
	SRAA	TA	ASD Incentives	555,251				555,251		
<b>Sub-total Additional</b>				1,107,751	-	-	287,500	820,251	-	
<b>GRAND TOTAL</b>				14,422,751	10,980,000	610,000	1,792,500	1,040,251	-	
* To be approved plus 20% to "accommodate change orders and other routine construction and contract administration matters."										
							Airfield	610,000		
							Terminal	395,000	20,000	
							SRAA	787,500	1,020,251	
							Total	1,792,500	1,040,251	

**Actual 2016/2017****PRRSM**

	<b>Airfield Ops/Maintenance</b>	<b>Terminal</b>	<b>SRAA</b>	<b>Total</b>
Opening Balance	\$ -	\$ -	\$ -	\$ -
Deposits	\$ 263,100	\$ 1,576,600	\$ 2,324,800	\$ 4,164,500
Expenditures	\$ (157,583)	\$ (537,647)	\$ (2,707,764)	\$ (3,402,994)
Ending Balance	\$ 105,517	\$ 1,038,953	\$ (382,964)	\$ 761,506

**Budget 2017/2018****PRRSM**

	<b>Airfield Ops/Maintenance</b>	<b>Terminal</b>	<b>SRAA</b>	<b>Total</b>
Opening Balance	\$ 105,517	\$ 1,038,953	\$ (382,964)	\$ 761,506
Projected Deposits	\$ 327,238	\$ 1,260,034	\$ 2,652,101	\$ 4,239,373
Projected Expenditures	\$ (878,679)	\$ (3,039,853)	\$ (1,196,500)	\$ (5,115,032)
Ending Balance	\$ (445,924)	\$ (740,866)	\$ 1,072,637	\$ (114,153)

**Budget 2018/2019****PRRSM**

	<b>Airfield Ops/Maintenance</b>	<b>Terminal</b>	<b>SRAA</b>	<b>Total</b>
Opening Balance	\$ (445,924)	\$ (740,866)	\$ 1,072,637	\$ (114,153)
Budgeted Deposits	\$ 333,917	\$ 1,323,249	\$ 2,706,226	\$ 4,363,392
Budgeted Expenditures	\$ (610,000)	\$ (7,638,350)	\$ (787,500)	\$ (9,035,850)
Ending Balance	\$ (722,007)	\$ (7,055,967)	\$ 2,991,363	\$ (4,786,611)



**Actual 2016/2017** Discretionary Beginning Balance **\$ 11,414,692.09**

	Airfield Ops/Maintenance	Terminal	SRAA	Total
Expenditures			\$ (3,085,455)	\$ (3,085,455)
Deposit				\$ 1,787,567
<b>Ending Balance</b>				<b>\$ 10,116,804</b>

**Budget 2017/2018** Discretionary **\$ 10,116,804**

	Airfield Ops/Maintenance	Terminal	SRAA	Total
Projected Expenditures	\$ (59,356)	\$ (250,000)	\$ (690,000)	\$ (999,356)
Projected Deposit				\$ 655,042
<b>Ending Balance</b>				<b>\$ 9,772,490</b>

**Budget 2018/2019** Discretionary **\$ 9,772,490**

	Airfield Ops/Maintenance	Terminal	SRAA	Total
Budgeted Expenditures		\$ (20,000)	\$ (1,970,914)	\$ (1,990,914)
Budgeted Deposit				
<b>Ending Balance</b>				<b>\$ 7,781,576</b>

**Budget 2019/2020** Discretionary **\$ 7,781,576**

The logo consists of the letters 'SYR' in a bold, white, sans-serif font. A small blue airplane icon is positioned above the 'Y'.

**SYRACUSE**  
— HANCOCK —  
INTERNATIONAL AIRPORT

# MANAGEMENT REPORT

May 11, 2018



# May Update





Projects

Operations

Security

ARFF

Finance

IT

Contracts

HR

Marketing / PR / Events

Air Service Development



# ✈️ Projects

## ✈️ 2018 Terminal Improvement Project



# ✈️ Projects

## ✈️ 2018 Terminal Improvement Project

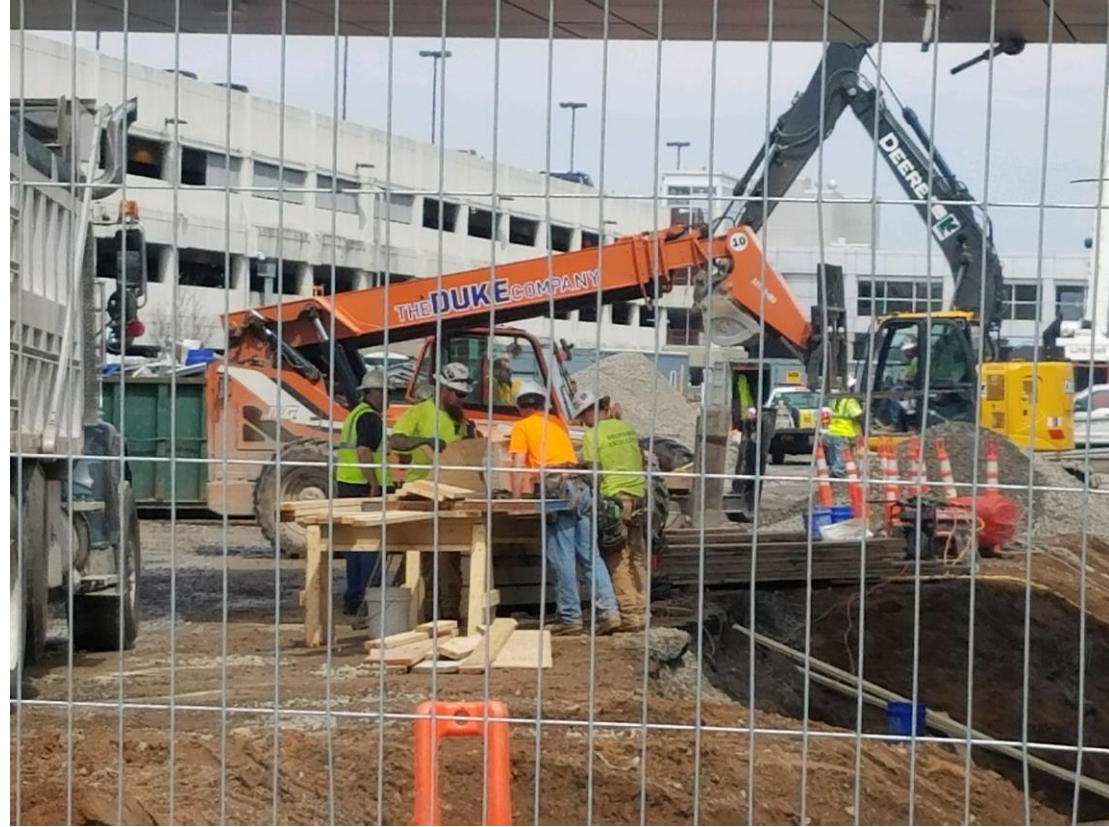




# ✈️ Projects

## ✈️ 2018 Terminal Improvement Project







# Operations



## Spring Season

### Airfield

- Operations had multiple escorts due to the terminal construction and Million Air/RPN apron manhole relocation, completed HOTSPOT project surveying.
- Daily routine wildlife management /lighting checks/ field condition reports – Working on removing wildlife (Fox) from Runway 10 safety area.

### Lagoons

- Lagoon one is discharging at 25 gallons GPN started on 04/17/2018.

### Drivers training

- The drivers training program is being done bi-weekly.

### Meetings

- Coordinated and issued NOTAMs for two (cranes) for terminal project.
- Public Safety and STIP progress meetings weekly.

# Operations – Balchen Post Award Winner

## April 19, 2018



For – Outstanding Achievement in Airport Snow & Ice Control

### Degree of preparedness, including:

Snow and ice control plan	Equipment readiness
Personnel training	Overall safety awareness

### Effectiveness of snow and ice control program on:

Runways	Taxiways
Aprons	Ramps
Runway/taxiway lighting	Signs

### Timeliness and accuracy of communications during the snow and ice control effort with:

The airlines	General aviation
The public	The FAA
Other airport users	Post-storm activity, including clean-up and critique





# Security



## Highlights

The Security office continues to work through the RCAP Submitted to TSA to date on the following:

- Updated Terminal and AOA maps depicting current perimeter/SIDA access
- Updated current Access Points data sheets
- Amended the ASP adding Million Air as part of the AOA
- Amended the ASP describing the use of FOB keys and remotes
- Added Dennis Greco as an ASC to the ASP
- Updated access points and controls at Fed Ex, UPS, and National Grid to the ASP
- Posted the updated signage through the terminal as well as GA and Cargo areas
- Continue to print and issue the new SIDA badge to all current badged employees:
  - ✓ 800/1370 printed
  - ✓ 692/1370 issued

At this rate, we will meet the 18 May, 2018 deadline to have all 1370 printed and issued.

### **Ground Transportation program –**

- ✓ April - Information sessions were held
- ✓ May 1<sup>st</sup> – applications began being accepted
- ✓ 25 applications have been received to date
- ✓ Still on schedule for a 1 June roll-out



# Security



## Highlights

Fingerprinted and trained new employees, to include construction workers for all ongoing renovation projects. Tallies for the month are as follows:

- ✓ Fingerprints – 136
- ✓ STA's – 116
- ✓ New Badges – 120
- ✓ Rap Back Enrollment to date – 206



- Monthly knife audit was conducted with Creative Food; no issues noted.
- Coordinated 2 monthly driving courses with the Operations Division.
- Implemented a recording procedure, via spreadsheet, to monitor all scheduled portal maintenance, portal tests, dates and times when portals are out of service.
- Submitted a Change of Condition to TSA for Media Event announcing Frontier Airlines.
- Continue to plan and train for the Triennial exercise August 18th.
- Attended weekly Safety and Security meetings.



## Highlights

- Conducted terminal building inspections
- Coordination and meetings with construction updates
- FEMA Drills in the EOC
- Snow removal for fire hydrants
- Conducted an aircraft accident and familiarization class for the Weedsport Fire Department
  - Thank you letter received

### Triennial Drill:

**August 18, 2018**





# ARFF



## Training and testing of hoses and fire nozzles



# ARFF



## Training and testing of hoses and fire nozzles





# Finance



## Highlights

### Ongoing:

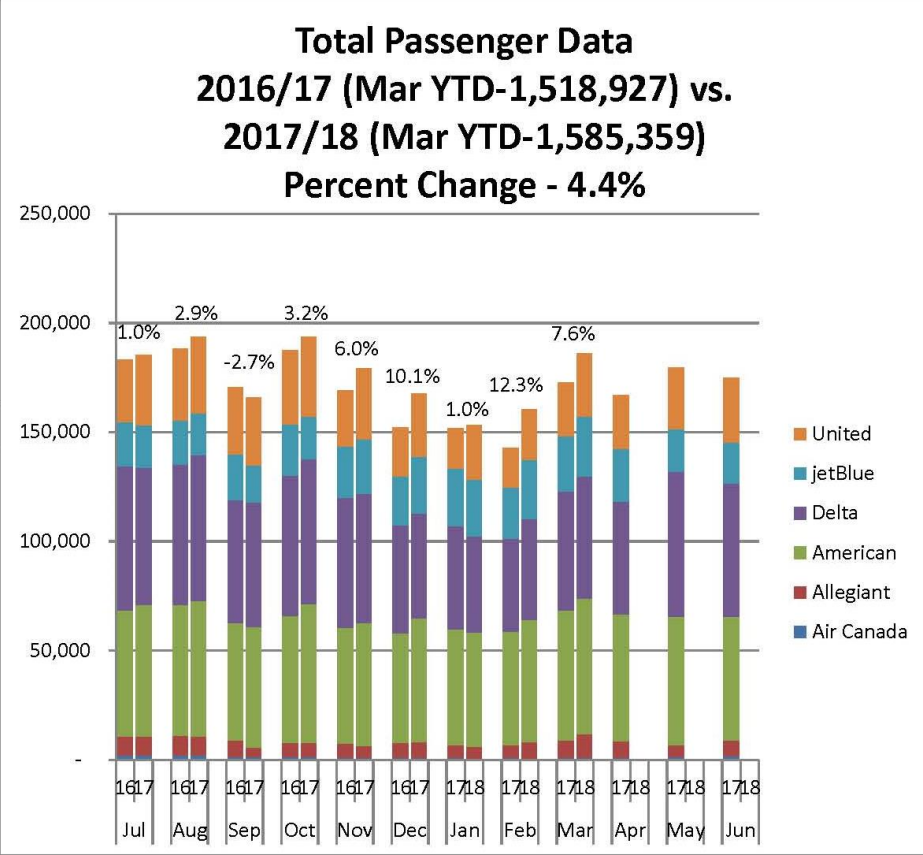
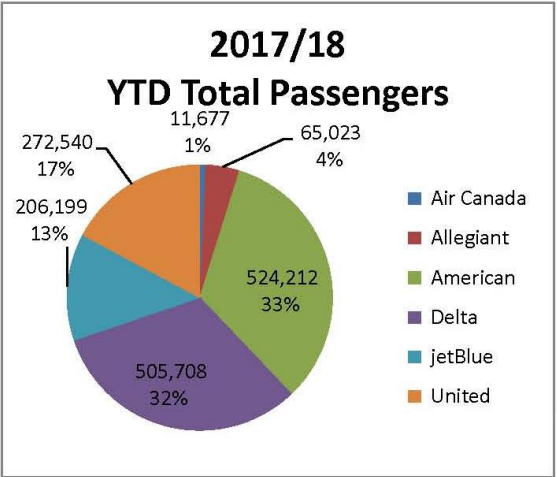
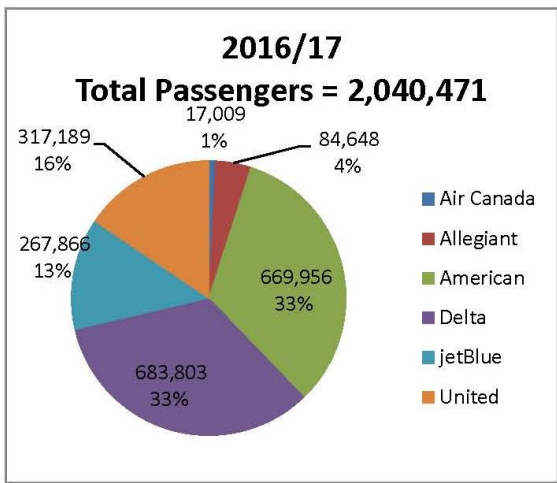
- Requisitions for commodities and services submitted (to County)
- Purchase orders issued (by Authority)
- Invoices mailed/revenues recorded
- Audits of tenants
- Compiled data for Monthly reporting (NYS, MWBE, SRAA)



### Projects:

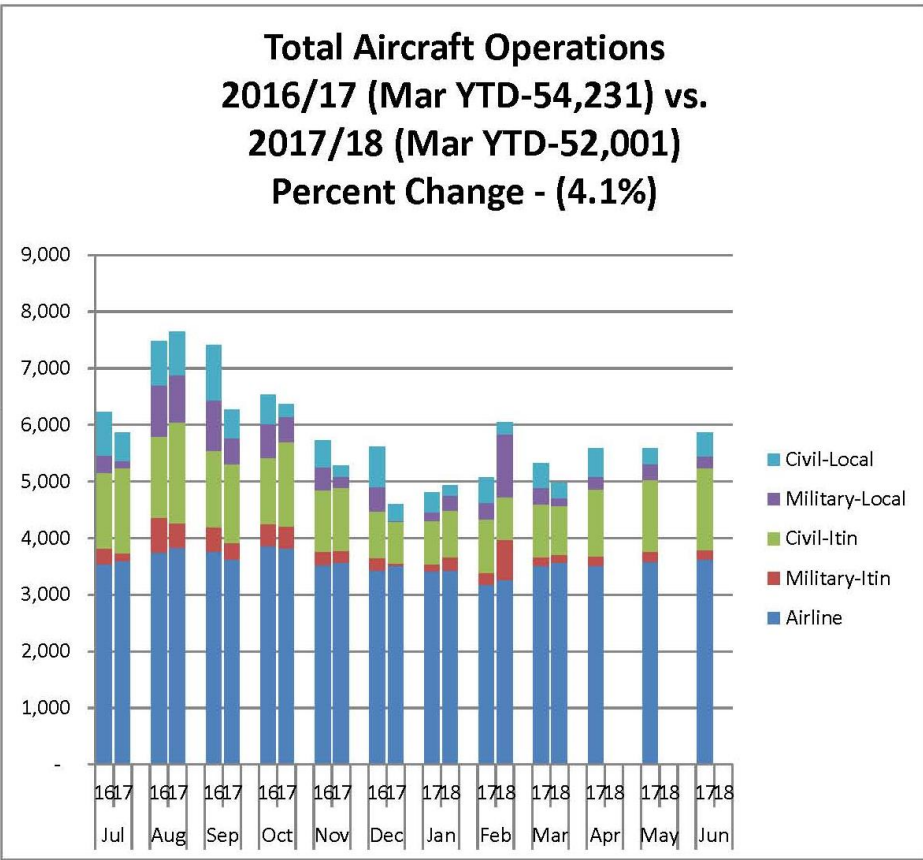
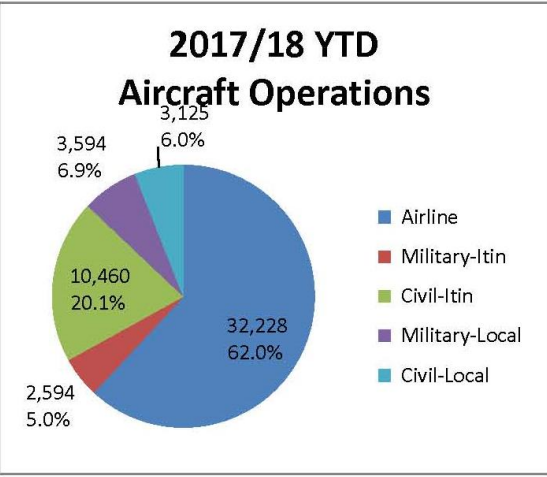
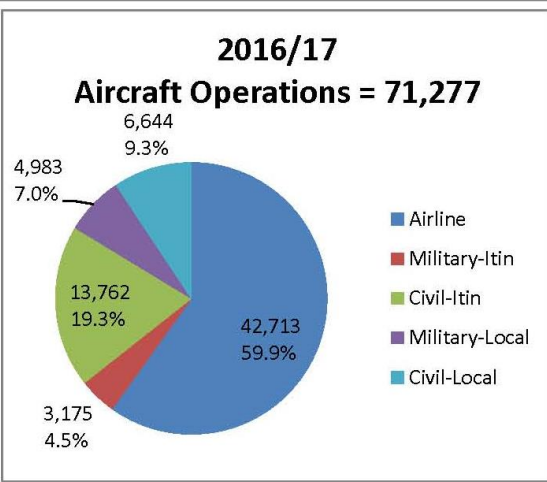
- Cost allocation study for 2015-16 commenced on 03/15/2018 with Maximus. Study is used to establish the basis of indirect costs as provided for by the FAA's advisory circular concerning the use of Airport revenue.

# ✈ Passenger Traffic



(As of 05/09/18)

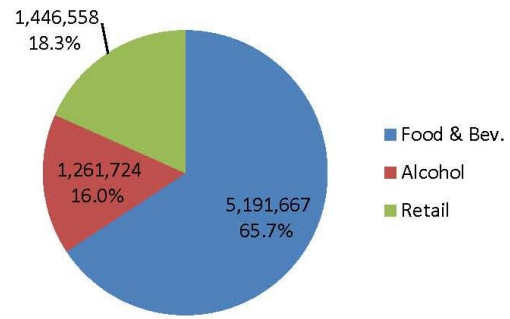
# ✈ Aircraft Operations



(As of 04/24/18)

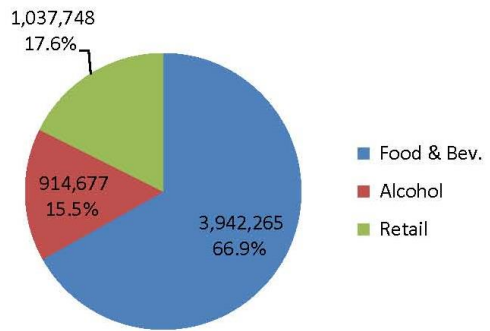
# ✈️ Concession Sales

**2016/17**  
**Total Sales = \$7,899,949**



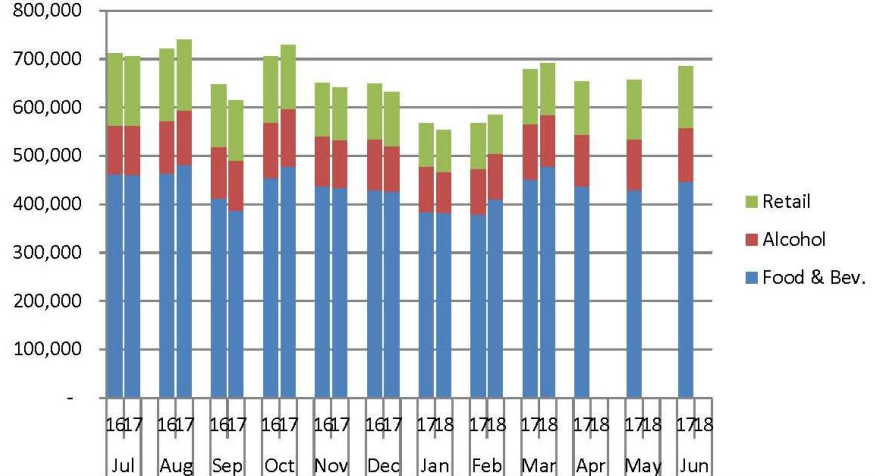
Sales per Enplaned Passenger = \$7.76

**2017/18**  
**YTD Total Sales**



YTD Sales per Enplaned Passenger = \$7.42

**Concession Sales**  
**2016/17 (Mar YTD-\$5,901,807) vs.**  
**2017/18 (Mar YTD-\$5,894,690)**  
**Percent Change - (0.1%)**



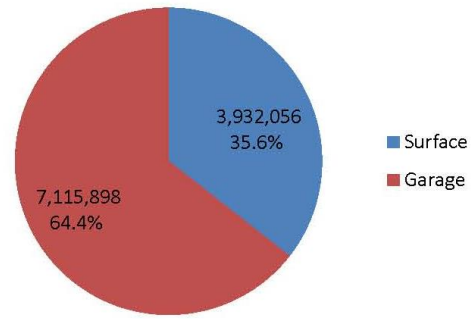
**Concession Revenue**  
**2016/17 (Mar YTD-\$739,534) vs.**  
**2017/18 (Mar YTD-\$735,660)**



*(As of 04/25/18)*

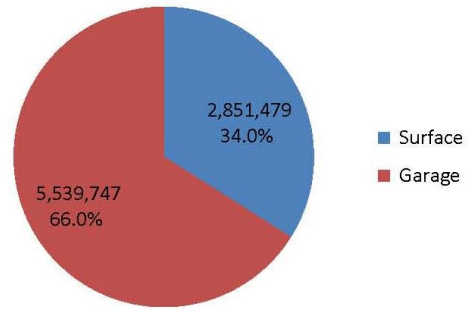
# ✈ Parking Revenue

**2016/17**  
**Total Revenue = \$11,047,954**



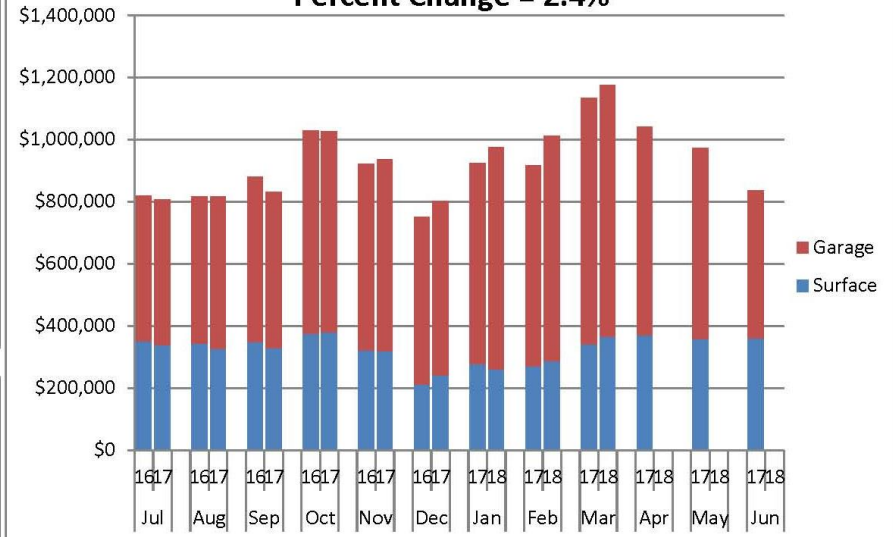
Revenue per Enplaned Passenger = \$10.86

**2017/18**  
**YTD Revenue**

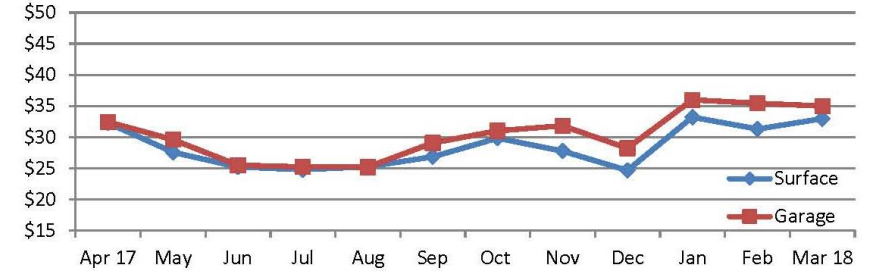


YTD Revenue per Enplaned Passenger = \$10.56

**Parking Revenue**  
**2016/17 (Mar YTD-\$8,196,571) vs.**  
**2017/18 (Mar YTD-\$8,391,226)**  
**Percent Change = 2.4%**

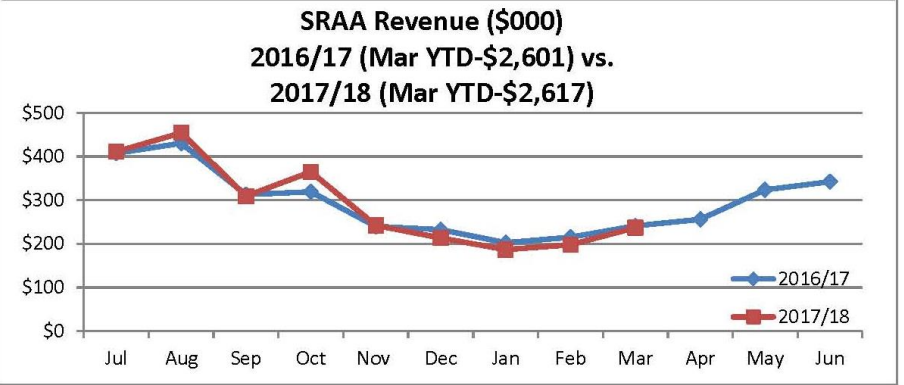
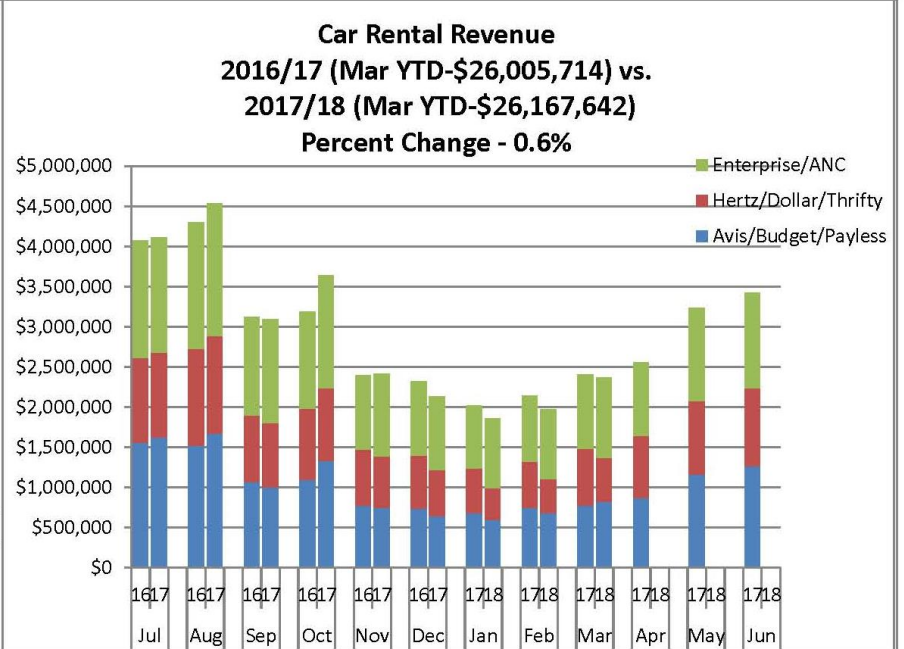
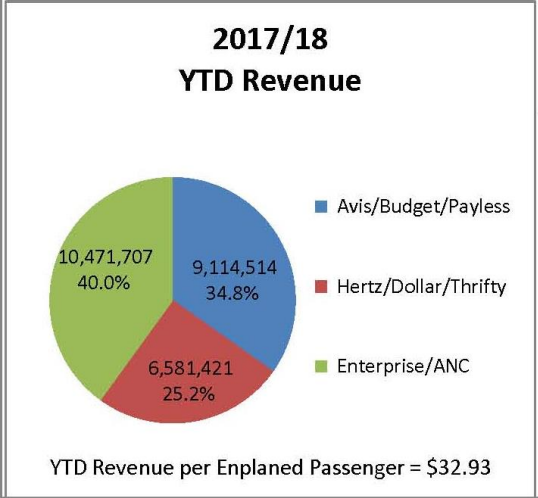
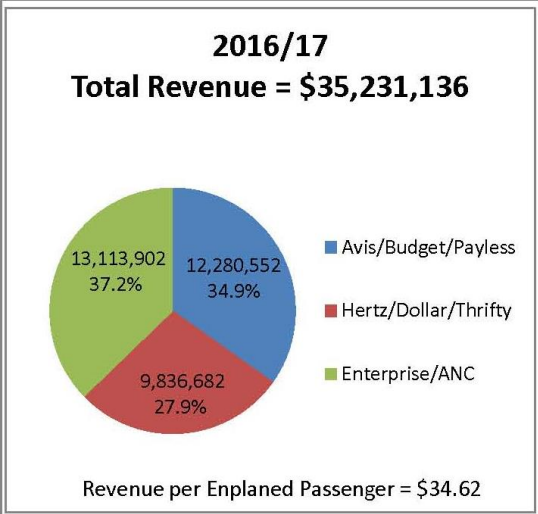


**Revenue per Transaction**



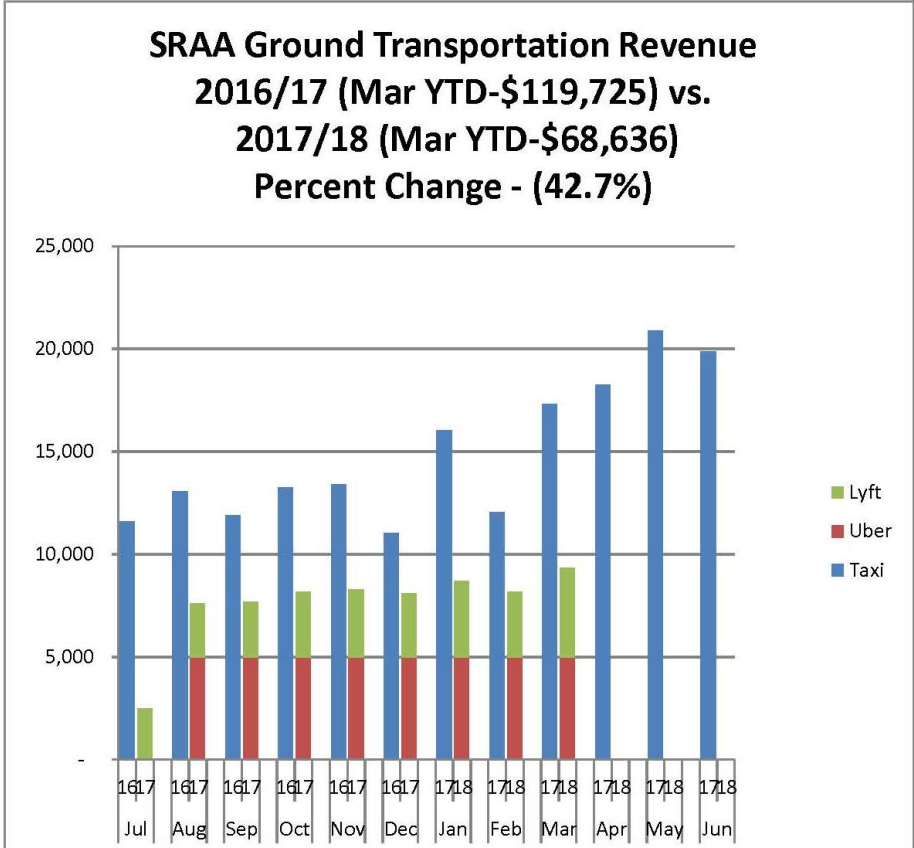
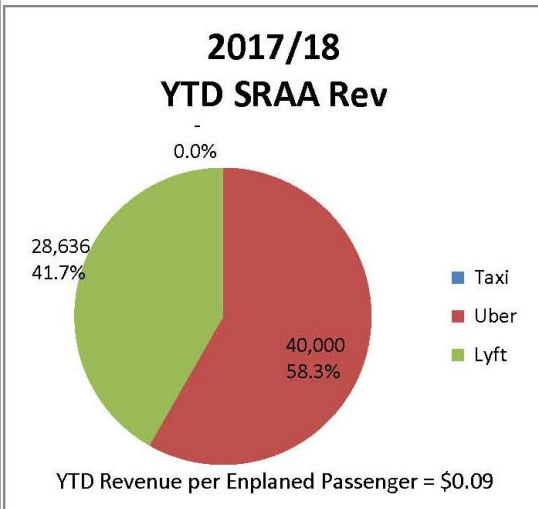
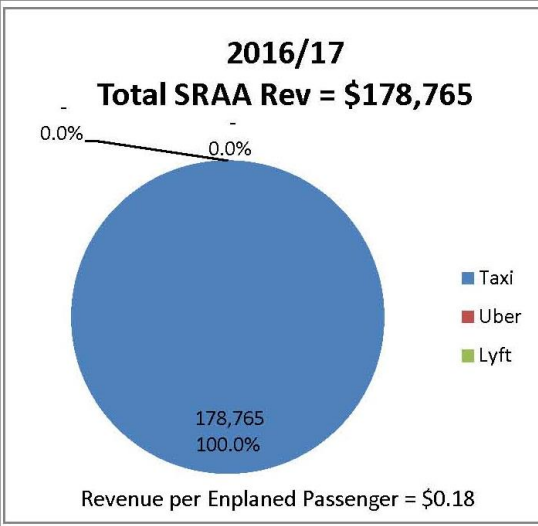
*(As of 04/25/18)*

# Car Rental Revenue



(As of 04/25/18)

# ✈ Ground Transportation

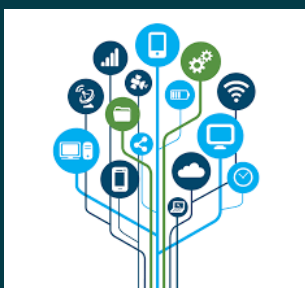


(As of 04/25/18)



# IT

## Highlights



- Maintaining Wi-Fi during construction.
- Worked with new Engineer for MA Polce getting him familiar to the Airport environment.
- Ordered desktops, monitors and set-up emails for two new interns.
- Completed synchronized and countdown clocks in the EOC.
- Five new time clocks installed and are online.
- Working with Spectrum and Web Designer to add additional features to our Wi-Fi login.
- Worked with MA Polce on an outage in Data room due to a burned up power cord on a UPS which disconnected power in the rack. Devices were quickly powered up by an extension cord. UPS and receptacle were replaced due to damage.
- 51 trouble tickets that were opened and completed
- New printers installed for staff, Maintenance, and Operations
- Completed mailing and attended meetings for planned tabletop exercise - May 22, 2018



# Contracts



## Highlights

### Work Orders

- Working on 7 GAC Work Orders for Arcadis and C&S Engineers for various Airport Projects.
  - IFE in process for the Construction Phase for Rehabilitation of Deicing Lagoons - Passero came back within range.

### Bids

- ✓ Advertised Bid for Rehabilitation of Deicing Storage Facilities in 7 SRAA designated newspapers, AAAE, and our Website.
- ✓ Held a Pre-Proposal Bid Meeting for Rehabilitation Deicing Storage Facilities.
- ✓ Bid Opening for TIP Phase 6 Photovoltaic Panel System.
  - ✓ 3 bids received; Ridley Electric, O'Connell Electric and Solar Liberty Energy Systems. We are working on an Award now.

# Contracts



## Pre-Proposal Bid Meeting – Rehabilitation Deicing Storage Facilities



# Contracts



## Highlights

### ACDBE

- ✓ Prepared for and hosted the DBE/ACDBE FY-2018 FAA Mini Compliance Review.
- ✓ Conducted meetings with LeChase regarding their DBE Plan.

### Miscellaneous

- ➔ Attended Advocacy Day March 20 – 21, 2018
- ➔ Received - All 3 Security Vehicles and are working on getting them outfitted. This includes painting of the doors, lighting, equipment, and logos.
- ➔ Key Bank Temporary ATM was delivered and installed.
- ➔ Working with Creative Food Groups on possible new Kiosk on first floor and a Bar next to the American Airlines Gates.
- ➔ Attended an E-Builder Software Webinar.
- ➔ Met with Rental Car Companies to discuss Ready/Return Spaces.

# Contracts



## Highlights

### Miscellaneous (cont.)

- ✓ Conference Calls with GSA regarding TSA's space.
- ✓ Worked with Brophy on a quote to strip, wax and seal our new floors.
- ✓ Spoke with all awardees of bids on the TIP project who had DBE goals and informed them all that we needed to collect NYSDOT MWBE forms as well. Worked with C&S to prepare and process this information.
- ✓ Advertised Million Air Environmental Assessment Review as well as the Notice of Availability of Final EA and Notice of Finding of No Significant Impact (FONSI).

### FOILS

- James T. Snyder Law regarding ADA plans - Terminal Improvement Project.



## Highlights - Recruitment

### Policies/Processes/Procedures

**Drug Testing Policy** – Was approved by the board and will be implemented May 1<sup>st</sup> through Five Star Urgent Care.

**DOT Supervisor Training** – Have identified supervisors who should be trained in reasonable suspicion, and have provided them with the training resources needed to be in compliance with DOT regulations.

### Staffing/Salary Analysis

Anticipating final full report from Steven Baldwin and Associates shortly.





## Highlights

### SYR Fly Guide Program

- ✓ Meeting bi-weekly with Marketing Coordinator to develop Volunteer Ambassador Program.
- ✓ Code of Conduct is complete.
- ✓ Application is complete.
- ✓ Uniform choices/forms are completed.
- ✓ Elana, Mgt. Asst, helping develop resources on Ipads, and training presentations.

**Goal** Training scheduled for August 2018 with soft-launch in September, and full launch in October. May do full launch November 1<sup>st</sup> if necessary to provide additional time for training with new terminal.

### Internship Program

- ✓ **Intern (Marketing/Engineering)** Begin mid-May.

### Enterprise Risk Management

**Working Group Meeting** – Next meeting May 10<sup>th</sup>.



## Highlights

### Benefits

- ✓ AFLAC – Supplemental insurance started for employees April 1<sup>st</sup>.

### Union/Labor Relations

- Negotiations with 1773 are ongoing.

### Training/Staff Development

- **Sexual Harassment, Harassment, Bullying Prevention training** - Need to schedule one makeup session in June/July for few who couldn't attend in March and any new hires.



# Marketing



## Highlights

### Air Service

#### → Allegiant Airlines

- Coordinating inaugural flight to SFB  
(announced BNA service!)

#### → Frontier Airlines

- Social media campaign teasing announcement
- Coordinated press event on April 4, 2018

#### → Southwest

- Attended meeting at headquarters on April 12, 2018





# Marketing



## Highlights

### Marketing

Worked with our graphic designer to create:

- Destination creative for all of our nonstop markets
- Billboard design
- Frontier event program
- Updated nonstop destination map
- Logo for Fly Guide program
- Identifying billboard locations in surrounding locations (ART, BGM, ELM, ITH) Installed additional renderings throughout terminal

### SYR Fly Guide Program

Continuing work to develop the airport's ambassador program

# Marketing



## Highlights

### SYR Terminal Advertising Program

Working to identify the below:

- Updated equipment and replacement costs
- Current and new locations
- Sponsor/naming right locations
- Potential new clients
- Advertising options (digital, static, display, sponsor, indoor, outdoor)
- Pricing

### PIO Responsibilities

Issued the following Press Releases:

- ✓ 4/4/18 - Frontier Airlines Announces New Service
- ✓ 4/17/18 - SYR Announces Taxi Service Program
- ✓ 4/19/18 - SYR Awarded Balchen/Post Award Winner





# Marketing



## Highlights

### Website Maintenance

- ✓ 2,526 total **Twitter** followers at the end of April. 98 new followers up 70% 
  - ✓ 186 new followers during the Frontier tease and announcement - **Impressions** more than doubled and **Mentions** more than tripled!
- ✓ **Facebook** - 145 new likes (up 54%) and 3,532 page views (up 39%) for April. 
  - ✓ **Actions** on page are up 123%.
- ✓ **Total reach** is up 468% during the Allegiant BNA and Frontier tease and announcement.
- ✓ **TSA Precheck** – 558 enrollments processed in April, 2018. Bringing the total processed from November 9, 2015 to April 30, 2018 to 17,938.



Transportation  
Security  
Administration

SYR

# Advocacy Day

March 20-21, 2018





Nearly 400,000 jobs are directly or indirectly linked to New York State's airports and the aviation industry. These jobs pay \$18 billion annually.



**NYAMA** @NYSaviation · Mar 12

@NYSaviation would like to thank @Jeremy\_Martelle of @CHAccompanies, a well respected @NYSaviation Board Member, and Chair of #NYMAAdvocacyDay18 for all of his hard work! Thank you Jeremy for all you do!





# Air Service Development



## Highlights

**NEW ROUTES**

**Syracuse**   
**Nashville**

Only at  **allegiant.com**



**SYR**

SOMETHING  
**Big**  
IS COMING

**SY**<sup>✈</sup>Riously

[flysy/racuse.com](http://flysy/racuse.com)



BIG ENOUGH  
TO PUSH US TO

**New**  
HEIGHTS

**SY**<sup>✈</sup>Riously

[flysy/racuse.com](http://flysy/racuse.com)



SYR

THE  
**Big**  
DAY

**April 4<sup>th</sup>**

WILL BE THE HEIGHT OF YOUR WEEK.

flysyracuse.com



SYRiously  
ELEVATED

OUR NEW  
**FRONTIER**

SYR

flysyracuse.com





Billboard will go live on June 1<sup>st</sup> - BGM



**21**

**SYRious**  
NONSTOP DESTINATIONS

 [flsyracuse.com](http://flsyracuse.com) **SYR**

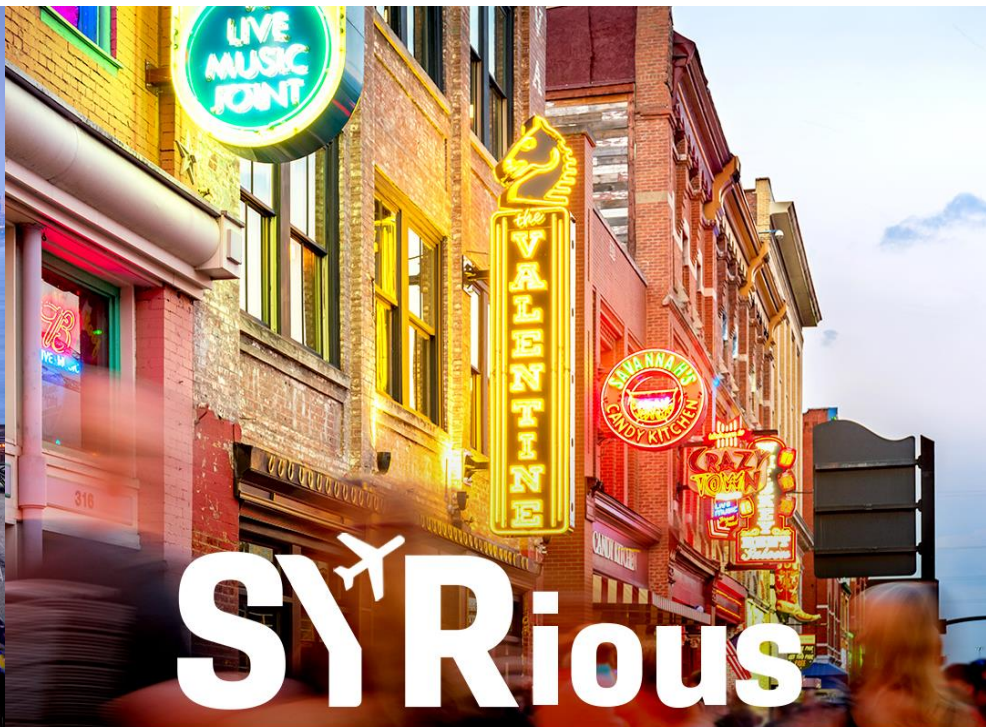




**SYRious**

**NONSTOP TO MYR**  
MYRTLE BEACH

**SYR**



**SYRious**

**NONSTOP TO BNA**  
NASHVILLE

**SYR**













# Air Service Development progress - SYR



# Upcoming Dates:



## May

- HR Committee Meeting - Thursday, May 17<sup>th</sup> – 11:00 a.m.
- Governance Committee Meeting – Thursday, May 17<sup>th</sup> – 12:00 p.m.
- Airport Emergency Plan (AEP) Table Top Presentation – Offsite – N. Syracuse – Tuesday, May 22<sup>nd</sup> – 8:30 a.m.
- Allegiant Inaugural flight – SYR – SFD – Wednesday, May 30<sup>th</sup>

## June

- Allegiant Inaugural flight – SYR – BNA – Thursday, June 14<sup>th</sup>
- Board Meeting – Offsite – Auburn – Friday, June 15<sup>th</sup> - 11:00 a.m.

# Upcoming Dates:



## July

- Frontier – Inaugural flight – SYR – RDU – Monday, July 2<sup>nd</sup>
- Frontier – Inaugural flight – SYR – DEN – Monday, July 2<sup>nd</sup>
- HR Committee Meeting - Thursday, July 26<sup>th</sup> – 11:00 a.m.
- Governance Committee Meeting - Thursday, July 26<sup>th</sup> – 11:00 a.m.

## August

- Frontier – Inaugural flight – SYR – ORD – Sunday, August 12<sup>th</sup>
- Frontier – Inaugural flight – SYR – MCO – Wednesday, August 15<sup>th</sup>

## September

- Annual Meeting – Friday, September 7<sup>th</sup> - 11:00 a.m.
- Board Meeting – Friday, September 7<sup>th</sup> - 11:30 a.m.



# STAY CONNECTED TO SYR

## QUESTIONS

**SYR SYRACUSE HANCOCK INTERNATIONAL AIRPORT**

GET THERE FROM SYR | SYR RUNS ON DUNKIN'

Terminal Construction Alerts!

Wheelchair or other special assistance

Parking, pickup, and dropoff help

Flight	Carrier	Origin	Scheduled	Actual	Status
AA 4953	American	INDIANAPOLIS	12:17 pm	12:17 pm	On Time
DL 2382	Delta	NEW YORK-LGA	12:22 pm	12:19 pm	On Time
AA 5124	American	CHARLOTTE-NC	1:30 pm	1:31 pm	On Time
DL 2629	Delta	DETROIT	1:40 pm	1:28 pm	On Time
UA 4929	United	INDIANAPOLIS-IND	1:44 pm	1:44 pm	On Time
AA 4244	American	PHILADELPHIA	2:24 pm	2:24 pm	On Time
AA 3783	American	CHICAGO-MIDW	2:38 pm	2:38 pm	On Time
UA 4811	United	NEWARK	2:58 pm	2:58 pm	On Time
DL 2388	Delta	NEW YORK-LGA	4:47 pm	4:47 pm	On Time
UA 4882	United	CHICAGO-MIDW	4:54 pm	4:54 pm	On Time
DL 2314	Delta	DETROIT	4:58 pm	4:58 pm	On Time

[flysyracuse.com](http://flysyracuse.com)

**NONSTOP TO**

ATL - Atlanta  
CLT - Charlotte  
FLL - Ft. Lauderdale

MIA - Myrtle Beach  
MCO - Orlando  
PBI - Tampa Area

SYR

Twitter

[twitter](https://twitter.com/SyracuseAirport)

**NONSTOP TO**

ATL - Atlanta  
CLT - Charlotte  
FLL - Ft. Lauderdale

MIA - Myrtle Beach  
MCO - Orlando  
PBI - Tampa Area

SYR

Facebook

[Facebook](https://www.facebook.com/SyracuseAirport)

# THANK YOU

**RESOLUTION AUTHORIZING APPROVAL OF ADDITIONAL NEW AIR SERVICE AGREEMENT WITH ALLEGIANT TRAVEL COMPANY**

**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**, the Authority is the operator of the Syracuse Hancock International Airport (“Airport”); and

**WHEREAS**, pursuant to Section 2799-bbb of the Enabling Act the stated purposes of the Authority include forming an integral part of a safe and effective nationwide system of airports to meet the present and future needs of civil aeronautics and national defense and to assure the inclusion of the Authority’s facilities in state, national and international programs for air transportation; and

**WHEREAS**, Allegiant Travel Company is an air carrier at the Airport and has offered to provide new air passenger service between the Airport and Nashville International Airport consisting of three (3) weekly flights from Nashville to Syracuse and three (3) weekly flights from Syracuse to Nashville utilizing jet aircraft (the “Nashville Service”) which such service is tentatively scheduled to commence on or about June 14, 2018; and

**WHEREAS**, a formal written agreement regarding the Nashville Service between the Authority and Allegiant will be have to be negotiated and signed in order for such new air service to occur; and

**WHEREAS**, in order to assist in negotiations and induce Allegiant to enter into a formal agreement with the Authority for the Nashville Service, management has advised that it would be beneficial to offer Allegiant marketing and promotional assistance through the Authority's Aviation Enterprise Fund in connection with the Nashville Service; and

**WHEREAS**, providing the Nashville Service is consistent with and in furtherance of the Authority's purposes under the Enabling Act.

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

**RESOLVED**, by the Board of the Syracuse Regional Airport Authority, that the Executive Director is authorized, with the advice of counsel to the Authority, to enter into negotiations for a formal written agreement with Allegiant regarding the Nashville Service, and pending such successful negotiation and with the advice of counsel, to execute a formal agreement for the Nashville Service with Allegiant; and be it further

**RESOLVED**, that subject to the execution of such formal agreement for the Nashville Service, the Executive Director is authorized to expend up to the maximum sum of \$3,000.00 from the Authority's Aviation Enterprise Fund for marketing and promotional assistance in connection with the Nashville Service.

**Resolution Adopted Date: May \_\_, 2018.**

**Vote: Ayes \_\_\_\_ Nays: \_\_\_\_ Abstentions: \_\_\_\_.**

**Signed: \_\_\_\_\_.**  
**Secretary**

**RESOLUTION AUTHORIZING APPROVAL OF NEW AIR SERVICE AGREEMENT  
WITH FRONTIER AIRLINES**

**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**, the Authority is the operator of the Syracuse Hancock International Airport (“Airport”); and

**WHEREAS**, pursuant to Section 2799-bbb of the Enabling Act the stated purposes of the Authority include forming an integral part of a safe and effective nationwide system of airports to meet the present and future needs of civil aeronautics and national defense and to assure the inclusion of the Authority’s facilities in state, national and international programs for air transportation; and

**WHEREAS**, Frontier Airlines is a nationally recognized air carrier not currently serving the Airport and has offered to provide new seasonal air passenger service between the Airport and Denver, Colorado (DEN) and Raleigh/Durham, North Carolina (RDU) consisting of two (2) weekly flights from DEN and RDU to Syracuse and two (2) weekly flights from Syracuse to DEN and RDU utilizing jet aircraft (the “Denver/Raleigh Durham Service”) which such service is tentatively scheduled to commence on or about July 2, 2018; and

**WHEREAS**, Frontier has also offered to provide seasonal new air passenger service between the Airport and Chicago O’Hare (ORD) and year round air passenger service to Orlando, Florida (MCO) consisting of three (3) weekly flights from ORD to Syracuse and three

(3) weekly flights from Syracuse to ORD commencing on or about August 12, 2018 and two (2) weekly flights from MCO to Syracuse and two weekly flights from Syracuse to MCO utilizing jet aircraft (the “Chicago/Orlando Service”) which such service is tentatively scheduled to commence on or about August 15, 2018; and

**WHEREAS**, formal written agreements regarding the Denver/Raleigh Durham Service and the Chicago/Orlando Service (collectively the “Frontier Service”) between the Authority and Frontier will be have to be negotiated and signed in order for such new air service to occur; and

**WHEREAS**, in order to assist in negotiations and induce Frontier to enter into a formal agreement with the Authority for the Frontier Service, management has advised that it would be beneficial to offer Frontier marketing and promotional assistance through the Authority’s Aviation Enterprise Fund in connection with the Frontier Service; and

**WHEREAS**, providing the Frontier Service is consistent with and in furtherance of the Authority’s purposes under the Enabling Act.

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

**RESOLVED**, by the Board of the Syracuse Regional Airport Authority, that the Executive Director is authorized, with the advice of counsel to the Authority, to enter into negotiations for a formal written agreements with Frontier regarding the Frontier Service, and pending such successful negotiation and with the advice of counsel, to execute formal agreements for the Frontier Service with Frontier; and be it further

**RESOLVED**, that subject to the execution of such formal agreement for the Frontier Service, the Executive Director is authorized to expend up to the maximum sum of \$ 25,000.00 from the Authority’s Aviation Enterprise Fund for marketing and promotional assistance in connection with the Frontier Service.

**Resolution Adopted Date: May \_\_, 2018.**

**Vote: Ayes \_\_\_\_ Nays: \_\_\_\_ Abstentions: \_\_\_\_.**

**Signed: \_\_\_\_\_.**  
**Secretary**



**Resolution No. \_\_**

**2018**

**RESOLUTION APPROVING EXECUTIVE DIRECTOR'S 2017 ANNUAL EMPLOYEE EVALUATION**

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

**WHEREAS**, by Resolution No. 20 of 2013 the Authority created the position of Executive Director of the Authority and by Resolution No. 43 of 2013 the Authority approved and entered into a five (5) year employment agreement with Christina R. Callahan effective January 1, 2014 to fill the position of Executive Director of the Authority; and

**WHEREAS**, a new five (5) year employment agreement with the Executive Director was approved by the Authority Board by Resolution No. 25 of December 8, 2017; and

**WHEREAS**, during calendar year 2017 Ms. Callahan has filled the position of Executive Director of the Authority and during calendar year 2017, and under the direction of the Board of the Authority, has successfully administered Airport operations during the Authority's fourth year since receiving its Part 139 Operating Certificate from the FAA; successfully guided the Authority through the annual FAA Part 139 audit and TSA security inspections; continued efforts to transfer employees from the City of Syracuse to the employ of the Authority; joined and actively participated in the activities of a number of community and professional

organizations including the Upstate Revitalization Initiative, all of which have improved and enhanced the Authority and the Airports visibility and stature in the region; and

**WHEREAS**, the Human Resources subcommittee of the Board of the Authority has reviewed the Executive Directors Self-Assessment form and the HR Committee has reviewed Employee Evaluation Forms prepared by its members and reviewed the results of such Employee Evaluation Forms with the Executive Director at its October 19, 2017 meeting and sought input from the Board regarding the Executive Directors performance evaluation; and

**WHEREAS**, the Human Resources subcommittee has recommended to the Board that the Executive Director receive an increase to her base salary for calendar year 2018 in the amount of \$10,000.00 to the sum of \$125,000.00 effective as of January 1, 2018.

**NOW, THEREFORE, BE IT RESOLVED**, that the Executive Directors base salary shall be increased by the sum of \$10,000.00 for calendar year 2018 to the annual sum of \$125,000.00, and that such salary increase is to be paid and take effect commencing as of January 1, 2018.

**Resolution Adopted Date:** \_\_\_\_\_.

**Vote:** Ayes \_\_\_\_ Nays: \_\_\_\_ Abstentions: \_\_\_\_.

**Signed:** \_\_\_\_\_.  
Secretary

**RESOLUTION AUTHORIZING MANAGEMENT TO DEVELOP PARKING  
AND RENTAL CAR FACILITIES IMPROVEMENT PLAN**

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-ggg (11) of the Enabling Act authorizes the Authority to enter into contracts, agreements and leases with the federal government, the state, the county, the city, any person or other public corporation and to execute all instruments necessary or convenient to accomplishing its corporate purposes which include the development, expansion, maintenance and operation of aviation facilities in Central New York in general and the Syracuse Hancock International Airport ("Airport") in particular; and

WHEREAS, modern public parking and rental car facilities are essential to the efficient operation of aviation facilities in general and at the Airport in particular; and

WHEREAS, the public parking and rental car facilities currently available at the Airport have been in place and essentially unchanged for 35 years and are in need of significant upgrading and/or renovation in order for the Authority to fulfill its purposes under the Enabling Act; and

WHEREAS, Authority management has undertaken initial investigations of potential options for renovation, relocation and/or replacement of current public parking facilities and the potential construction of a dedicated consolidated rental car facility at the Airport, and has requested that the Board authorize it to issue requests for qualifications ("RFQ's") in order to identify the

necessary consultants and other professionals needed to further investigate Authority options for modernization of public parking and rental car facilities at the Airport.

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

RESOLVED, by the Board of the Syracuse Regional Airport Authority, that Authority management is authorized to issue RFQ's in order to identify the necessary consultants and other professionals needed to develop a plan for the modernization of the public parking and rental car facilities at the Airport.

**Resolution Adopted Date: May \_\_, 2018.**

**Vote: Ayes \_\_\_\_ Nays: \_\_\_\_ Abstentions: \_\_\_\_.**

**Signed: \_\_\_\_\_.**  
**Secretary**

**RESOLUTION AUTHORIZING INCREASED BRIDGE LOAN FINANCING  
FOR 2017 TERMINAL IMPROVEMENT PROJECT**

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-ggg (11) of the Enabling Act authorizes the Authority to enter into contracts, agreements and leases with the federal government, the state, the county, the city, any person or other public corporation and to execute all instruments necessary or convenient to accomplishing its corporate purposes which include the development, expansion, maintenance and operation of aviation facilities in Central New York in general and the Syracuse Hancock International Airport ("Airport") in particular; and

WHEREAS, the Authority Board, by Resolution 28 of 2017 previously authorized the Executive Director, on behalf of the Authority and with the advice of counsel to the Authority, to negotiate and enter into a commitment letter and such other and necessary loan documents as may be required in order to obtain an approximately \$16,000,000.00 Line of Credit from KeyBank National Association ("KeyBank") in order to obtain the necessary bridge loan funding to ensure the timely and cost effective completion of the 2017 Terminal Improvement Project ("Project").

WHEREAS, Authority management has advised that due to the fact that only a single bid was received in connection with the Phase III: Landside Terminal Building Improvements portion of the Project, and which bid was significantly higher than anticipated, that the Authority will need to obtain separate bridge financing in the approximate maximum sum of Twenty

Million Dollars (\$20,000,000.00) in the form of a revolving line of credit (the “Line of Credit”) in order to fund interim payments not coinciding with the funding sources reimbursement schedule for the Project, such Line of Credit being in replacement of and not in addition to that approved in Resolution No. 28 of 2017.

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

RESOLVED, by the Board of the Syracuse Regional Airport Authority that the Executive Director, on behalf of the Authority and with the advice of counsel to the Authority, is hereby authorized to negotiate and enter such loan documents as may be required in order for the Authority to obtain an approximately \$20,000,000.00 Line of Credit from Key Bank (“Loan”) to be used as the necessary bridge loan funding to ensure the timely and cost effective completion of the Project; and it is further

RESOLVED, that the Authority is authorized to secure the Loan with a pledge, assignment and grant of security interest in and to (a) a deposit account with KeyBank, which account shall contain at least \$15,000,000 at all times during the term of the Loan, (b) all legally available revenues and fees received by the Authority from any source and all rights to receive the same and (c) all proceeds and products of any and all of the foregoing; and it is further

RESOLVED, that the Chief Financial Officer of the Authority is hereby authorized to request and/or sign any and all draw requests in connection with the Loan; and it is further



**Resolution No. \_\_ 2018**

CONFIRMED, that each person whose name appears below opposite a title/position has been duly elected or appointed to and qualified for such position at the Authority, on the date hereof such person holds such position and each signature appearing below is a true specimen of the signature of the person whose signature it purports to be.

<u>Name</u>	<u>Title/Position</u>	<u>Signature</u>
Christina R. Callahan	Executive Director	_____
Trent R. Amond	Chief Financial Officer	_____

**Resolution Adopted Date: May 11, 2018.**

**Vote: Ayes \_\_\_\_ Nays: \_\_\_\_ Abstentions: \_\_\_\_.**

**Signed: \_\_\_\_\_.**  
**Secretary**

Finance Committee Meeting Minutes  
April 6, 2018

The meeting was called to order at 10:01 a.m. by Dr. Chin.

**I. Roll Call:**

In attendance: Dr. Shiu-Kai Chin, Mr. Michael Lazar, Mr. William P. Fisher, Ms. Beth Rougeux, Ms. Christina Callahan, Mr. Trent Amond, Ms. Maureen Fogarty, Mr. Bill Ryan and Ms. Linda Ryan

**II. Approval of Minutes from the Previous Meeting:**

Ms. Rougeux made a comment that the minutes suggested that Mr. Fisher made a change to the minutes but it did not say what the change was. Moving forward please note what the change was.

The minutes from the previous meeting were approved.

**III. Old Business**

**Terminal Improvement Project Budget Summary:** Mr. Amond explained this is a tracking system that they have set up to track the actual expenses as they come in. There is about 10 million in actual expenses that have occurred so far. Ms. Callahan mentioned that we will update this summary for each Finance Committee Meeting. Mr. Amond mentioned that we have received the first reimbursement from the State. Mr. Clark updated us on the status of the closing with Key Bank. Mr. Clark has ordered searches requested by Key Bank and they should be back next week. He thinks that we will be closing in the next two to three weeks.

**Off Airport Park N Fly:** Mr. Ryan discussed how Americar is no longer with the Airport and how we would like to continue this off Airport "Park N Fly" Service for our passengers. He is currently working with the Hampton Inn as well as possibly leasing property from an area off of 7<sup>th</sup> North Street to continue this service. The "Park N Fly" does not generate much revenue but is more of a service to our passengers as people are asking for less expensive long term parking. Mr. Ryan does not have a recommendation for the Committee today but will by the next Board Meeting including whether or not it is cost effective to do so.

**IV. New Business**

**Draft FY 18/19 Operating Budget:** Mr. Amond recapped that this draft is the first pass and a broad overview and it will come back next month with the first draft of the Capital Budget. There is nothing outstanding or that reflects any vastly different condition or uncertainty.

**Financial Overview for Board Members:** Mr. Amond went over selected charts through February and passenger data is good, up 4% to date and expected to add to that with the

arrival of Frontier. Concession Sales are running flat compared to last year. The expectation of more passengers should increase this and the offset is the sales per enplaned passenger is a little behind last year. Right now we are in the process of talking to Creative Food Group about adding more concessions. Ms. Callahan mentioned that we have been approached by Creative Food Group about adding a bar in the South Concourse by the American Gates which are relatively far from Middle Ages. With the Terminal Renovation, we are also working with Creative Food Groups on bringing in a small coffee and baked goods kiosk with a local flair. We have also been approached by Taste of New York and we have put them in touch with Creative Food Group.

Mr. Amond reviewed the Parking Revenue Chart. He explained we are up 2.2 percent in parking. Uber and Lyft have been in place for about 8 months and we are still running ahead of last year. The parking went into the overflow lot twice this year.

Mr. Amond went over the Car Rental Revenue Chart. Car Rental Revenue is flat compared to last year. We are also watching the effect of Uber and Lyft on Car Rentals.

Mr. Amond reviewed the Ground Transportation Chart. We are in the process of implementing licensing by the Authority. We will be publishing notices in the newspapers and inviting operators to an information session so we can explain what the process will be.

**Financial Overview for Board Members:** Dr. Chin had mentioned to Mr. Amond that it would be useful to this committee and other Board Members if we had a Financial Overview Outline that gave more information on how our cash revenues and inflows and expenses and outflows worked. This is the first draft of the revenue section that was presented to the Committee to get feedback to see if this is what they were looking for. Dr. Chin mentioned that, as the Chair of the Committee, he is very informed and thought we should share this information with the Board. Due to the fact the Board does turn over, this Financial Overview would be a living document.

Mr. Fisher would like the Finance Committee to start thinking about Debt Service Management on a 20 year planning horizon. He would also like us to think about hiring advisors regarding borrowing money. The City made the decisions for the Airport prior to the Authority being created. He mentioned there is not much point getting a credit rating in the abstract, it's best to do when you have a specific borrowing need in mind. If we are going to borrow, we should get a credit rating. Mr. Lazar agreed that this is a good idea because we should have history knowing that we can pay back when it comes to borrowing for the garage, etc. Dr. Chin summed it up that we should build our situational awareness, and what our obligation is to the Authority. If we can benefit from outside advisors, Mr. Fisher is encouraging that the SRAA move forward with this and figure out what the procurement process is and what the Scope of Service is and bring it to the Board sooner than later. Ms. Callahan mentioned that we will come up with a plan over the next few months. Dr. Chin mentioned when we do roll it out, we would like to explain to the Board the major milestones such as what we are doing, why we are doing it and when we plan to do it.

Mr. Ryan gave us an update on the Airport Hotel. We had an appraisal done on the Airport Hotel. The owner of the Hotel reached out to Mr. Ryan and asked if the Airport would like to purchase the hotel. The Appraisal came in at 3 million dollars. The lease runs through 2032. Mr. Fisher mentioned that the hotel does not meet the Airport's needs. It doesn't have the right meeting space and it doesn't perform very well. It is on our list of non-aeronautical revenue opportunities to explore and the Hotel owners want out. Mr. Clark mentioned that there was a buyout option in the contract. Mr. Ryan mentioned he is an anxious seller and would like it to happen in 2018 as they are focusing on the casino. In order to meet the Best Western standard, they have to make a substantial investment very soon, approximately 1 million dollars. If they are forced to make the investment then they are less prone to get rid of it and we may be married to it until 2032. Ms. Callahan recommended that Mr. Clark go back to the lease and understand who owns it and what the buyout is. Once we have this information, we will revisit this and make some decisions. Our goal with the Hotel is to have a brand that people want, to have a facility that attracts business to the airport with conferences rooms for business meetings as well as something that is affordable to Canadian tourism and our Frontier passengers.

Mr. Ryan gave an update on the RFP Taft Road Parcel. The Airport has 9 properties potentially for sale that Mr. Amond looked into in 2016. There is interested in Parcel #4. Mr. Ryan is proposing a limited RFP for Engineering Services to ascertain particularly what the environmental is, to get a baseline and see what the utility is, and what it would cost to bring this to market. There is no Airport use for it. The parcel is 82.26 acres. There are manufacturing companies that have contacted Mr. Ryan for this property. He would like to continue with this RFP to bring it to market. The Roads are no longer in place for this property, it is the old Hancock Park. He has looked into the FAA guidelines for leasing this property. Mr. Fisher asked if we informed the Town of Cicero that we are considering putting this property on the market. Ms. Callahan said we would do that. Dr. Chin asked if everyone was on board to continue with the RFP and everyone agreed it is OK to continue this process. Mr. Lazar asked if he could review it before it goes out.

**FY 15/16 Airline Reconciliation:** Mr. Amond explained the Airline Rates and charges came down about 7% and that was good news for the airlines. The Reconciliation also shows what the amount credited to the Airlines was.

**FY 15/16 Cost Allocation:** Ms. Fogarty explained the Board approved a "Best Interest" to continue to use Maximus for cost allocations. We are engaged with them now and they are looking at the 15/16 year. We are going back to the City and having them report to Maximus their overall expenses and then a certain portion is prorated back to the Airport as an indirect cost. It is acquired as one of our 3 agreements between the SRAA and the City. It is a legal process that is approved by the FAA to avoid any revenue diversions. Maximus is about 4 weeks into the process. This information will go Mr. Amond and Ms. Callahan to review and they it will be brought to the Board.

**MWBE Report:** Ms. Ryan discussed the MWBE/SDVOB/DBE Outreach that the Airport has conducted. The SRAA started with Staff training first. We explained what these Acronyms meant and why they were important. She discussed the 30% MWBE goal, the 6% SDVOB goal, and the 6.7% DBE goal and the importance of each. Once the staff understood the

goals and Article 15A and 17B, a mixer was held between the Staff and these organizations. The event proved to be very successful as the Staff started to work with new companies and purchase goods and services from these vendors. Ms. Ryan mentioned she attended Vetcon (Veterans in Economic Transition Conference) for the past 2 years. Each year she met with over 50 vendors to discuss the upcoming projects at the Airport and showed them our website where they could find the upcoming bids and proposals. Ms. Ryan attends the local and regional MWBE Outreach programs and attends the Monthly Agency/Authority meetings held by Empire State Development. Ms. Ryan explained that our numbers went from 3.1% MWBE utilization in the 2<sup>nd</sup> quarter of fiscal year 15/16 and now we are at 31.98% in the 2<sup>nd</sup> quarter of fiscal year 2017/18 which is exceeding our goal. Ms. Callahan and Ms. Fogarty mentioned that the staff has done a great job helping to meet this goal. Mr. Lazar asked if OMNI is still necessary and we explained that OMNI is also an MWBE and is in charge of all of our reporting and is a necessary consultant.

**In Closing:** Dr. Chin mentioned Mr. Clark is investigating the hotel lease, Ms. Callahan and Mr. Amond will look into the debt service and bring it to Dr. Chin first and then the Finance Committee. Mr. Amond is going to add the one suggested addition to the Finance Overview and continue to work on the expense side.

- V. **Adjournment:** The meeting was adjourned at 10:47a.m.