

SYRACUSE REGIONAL AIRPORT AUTHORITY

SYRACUSE HANCOCK INTERNATIONAL AIRPORT
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**Syracuse Regional Airport Authority
Regular Meeting Agenda
Friday, March 23, 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 February 2, 2018 Regular Meeting (2 Min)**
Reading and Approval of Minutes from the February 15, 2018 Special Meeting (2 Min)
3. Old Business (25 Minutes)
 - Terminal Improvement Project Update
4. **Management Report (25 Minutes)**
5. New Business (25 Minutes)
 - **Resolution accepting the salary and staffing analysis report**
 - **Resolution authorizing approval of additional new air service agreement with Allegiant Travel Company**
 - **Resolution authorizing settlement of dispute with ground transportation provider**
6. Reports (10 Minutes)
 - **Chair's Report on Board Survey**
 - **HR Committee**
 - **Audit**
 - **Finance**
7. Adjournment

BOLD = materials provided in packet

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 February 2, 2018

Pursuant to notice duly given and posted, the annual meeting of the Syracuse Regional Airport Authority was called to order on Friday, February 2, 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
Dr. Shiu-Kai Chin
Mr. Khalid Bey
Dr. Donna DeSiato
Mr. Bill Fisher
Mr. John B. Johnson Jr.
Mr. Kenneth Kinsey
Mr. Michael Lazar
Mr. Mark Nicotra
Ms. Beth Rougeux

Members Absent:

Mr. Michael Quill

Also Present:

Ms. Christina Callahan
Mr. Trent Amond
Mr. John Carni
Mr. Dennis Greco
Ms. Debi Marshall
Ms. Jennifer Sweetland
Mr. Brian Dorman
Ms. Linda Ryan
Mr. R. John Clark
Sgt. William Galvin
Councilor LaToya Allen
Ms. Joy Weatherup-Anthis
Mr. Jason Stokes
Mr. Tom Horth
Mr. Michael LaMontagne

Roll Call

As noted, all Board members were present, except for Mr. Michael Quill.

Mr. Patrick Mannion, Chair

Chair Mannion started by welcoming everyone to the meeting. Chair Mannion recognized special guests: Sgt. William Kroft, has 26 years with SPD and is currently assigned to the Community Policing Division, he is a relatively new hire for the Airport; Detective Pauline Burnett, 32 years with SPD, she is currently assigned to the Abused Persons Unit and has been working at the Airport since 1991 (26 years); and officer Caroline Carbone, who has 20 years with SPD and is currently assigned to the Community Policing Division. Caroline has been working at the Airport for 16 years, since 9/11. Chair Mannion thanked all of them for everything that they do for our airport and for assisting during a recent emergency that included conducting CPR to one of our patrons who ultimately passed away. The board wants to recognize and thank them for all that they do here at the airport. Sgt. Galvin expressed his appreciation for the recognition of his team and explained how instrumental their assistance was to the family members. Officer Carbone added her thanks to the Operations department and in particular, Antimo Pascarella for his assistance. Commissioner Carni seconded that recognition.

Reading and Approval of the Minutes

A motion was made by Dr. Chin and seconded by Dr. DeSiato was unanimously approved to accept the minutes from the December 8, 2017 meeting.
The motion was approved: 10 ayes, 0 nays, 0 abstain

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 Mr. Johnson and seconded by Mr. Nictora. Board members went into executive session at 11:14 a.m.
The motion was approved: 10 ayes, 0 nays, 0 abstain

Executive session ended at 12:25 p.m. No action was taken.

Mr. Patrick Mannion, Chair

Chair Mannion began the regular session by welcoming introducing special guest 4th District Syracuse Common Councilor, LaToya Allen.

New Business

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

- **Resolution acknowledging and approving increased cost for 2017 Terminal Improvement Project**
was moved by Mr. Fisher and seconded by Dr. DeSiato and was unanimously approved. Christina Callahan explained the reasons behind the increased total project amount cost. Mr. Mannion gave some historical information regarding the award and the quick timeline of the project. Mr. Mannion stated that there have been many meetings and

conversations conducted on this subject and stressed that we have the ability to spend the extra capital money to complete this project, not just on time, but in a way that will make us proud without sacrificing any of the other important projects coming down the pike for the airport. Those important considerations and other projects were considered by the board. Mr. Fisher commended Mr. Lazar's excellent work on the committee focused on this issue and what alternatives needed to be considered when the quote came back higher than anticipated. Mr. Fisher stated that the airport will be transformed dramatically when this is complete and the money is being well spent. Mr. Fisher also recognized the needed garage project, the hard work of CFO Trent Amond, the project committee, the Executive Director and Dr. Chin during this process, that it was vetted carefully and that he supports this. As a newly appointed director, Mr. Nicotra wanted to go on the record to note his concerns regarding the deadline being unreasonable, that the state has put us under unbearable pressure to get it done in a very short time and it is costing the taxpayers millions and millions of dollars more than it should because of that deadline. He believes we are in a bad situation here, but will support the project going forward at this point. Mr. Mannion added his thanks to Mr. Lazar for being an integral part of this project.

There was no further discussion regarding the resolution.

The resolution was adopted: 10 ayes, 0 nays, 0 abstain

- **Resolution authorizing increased bridge loan financing for 2017 Terminal Improvement Project**

was moved by Mr. Fisher and seconded by Dr. Chin and was unanimously approved. Mr. Almond explained how the line of credit will work for the increase at the same rates as we had been given previously with some collateral deposits required that will be reduced as the line of credit reduces. This is a two year agreement. There was no further discussion regarding the resolution.

The resolution was adopted: 10 ayes, 0 nays, 0 abstain

- **Resolution authorizing engagement of owners onsite representative for 2017 Terminal Improvement Project**

was moved by Mr. Lazar and seconded by Dr. Chin and was approved.

Ms. Callahan introduced JWA representatives, Ms. Joy Weatherup-Anthis and Mr. Jason Stokes and explained that JWA is a woman-owned business that would help meet our WMBE goals and explained their work on this project. Ms. Weatherup-Anthis discussed the escalation and time frame of this project and how important information sharing will be and to have someone be an additional point of contact.

There was no further discussion regarding the resolution.

The resolution was adopted: 10 ayes, 0 nays, 0 abstain

- **Resolution authorizing Rental Car Maintenance Facility Leases**

was moved by Dr. Chin and seconded by Mr. Nicotra and was approved.

Mr. Amond explained the three leases with Hertz, Avis and Enterprise rental car leases for the land on which they have on their maintenance facilities. The proposed leases are for a 10 year period with one 5-year extension possible. They increase rate per square

foot to the current rate and includes an escalation clause to ensure that those rental rates stay at market value through the life of the leases.

There was no further discussion regarding the resolution.

The resolution was adopted: 10 ayes, 0 nays, 0 abstain

- **Resolution approving Air Service Development Incentive Program**

was moved by Dr. Chin and seconded by Dr. DeSiato and was approved.

Ms. Callahan explained the incentive program matrix and parameters along with the Finance Committee recommendations and the set of criteria established to incorporate all Federal requirements as to how all incentives must be structured. There was no further discussion regarding the resolution.

The resolution was adopted: 10 ayes, 0 nays, 0 abstain

- **Resolution authorizing and approving management's submission of grant application for direct air service to Denver**

was moved by Ms. Rougeux and seconded by Mr. Nicotra and was approved.

Ms. Callahan disclosed that due to the deadline, the application has already been submitted to the US DOT under the Small Community Air Service grant. Participation in this program was prompted by a meeting with United Airlines regarding air service to Denver. Discussed during that meeting was how the ability to obtain this grant would put SYR further ahead in the queue when considering SYR. Centerstate CEO is partnering with the greater business community and with SYR airport in these efforts. Mr. Fisher questioned why Denver was chosen and Ms. Callahan offered data regarding the demand for that city and how it is a priority within the local business community, especially due to the potential increase to a vast network of routes that serve the Denver hub.

There was no further discussion regarding the resolution.

The resolution was adopted: 10 ayes, 0 nays, 0 abstain

- **Resolution authorizing management to submit grant application to New York State Upstate Revitalization Initiative program for new carriers offering new domestic and international air service**

was moved by Ms. Rougeux and seconded by Mr. Nicotra and was approved.

Ms. Callahan stated that we would like to submit an application to the URI that would provide funds to be used as a revenue guarantee in order to be considered for larger air service both domestically and internationally for direct services. Mr. Fisher discussed that Centerstate CEO is part of this important process and is working with local businesses to be part of these conversations.

There was no further discussion regarding the resolution.

The resolution was adopted: 10 ayes, 0 nays, 0 abstain

- **Resolution authorizing engagement of necessary professionals and contractors for Regional Aviation History Museum component of 2017 Terminal Improvement Project**

was moved by Mr. Lazar and seconded by Dr. DeSiato and was approved.

Ms. Callahan explained the plan to include an Aviation History Museum component and plan to engage with the Onondaga Historical Association directly to provide their professional assistance regarding procurement and content. Mr. Fisher shared with the board his support of this project and some past experiences working with the OHA and

the fantastic job that they have done with all of those projects. Mr. Mannion shared that support. A discussion ensued regarding exhibit planning and display content. There was no further discussion regarding the resolution. The resolution was adopted: 10 ayes, 0 nays, 0 abstain

Committee Reports

No further committee reports were provided.

Management Report

Ms. Callahan pointed out some photos of the interior construction and stressed how many projects are ongoing here at the airport. Discussion ensued regarding the Million Air project and the communication plan for their grand opening with the media and the public. Ms. Callahan asked the board to review the management report on their own and let her know if they have any questions. Ms. Callahan recognized Mr. LaMontagne and Mr. Horth from C&S and discussed imminent upcoming construction plans and tenant moves.

Adjournment

A motion was made by Dr. DeSiato and seconded by Mr. Nicotra to adjourn the meeting. The motion was approved: 10 ayes, 0 nays, 0 abstain
The meeting was adjourned at 1:02 p.m.

Minutes of the Special Meeting of the Syracuse Regional Airport Authority February 15, 2018

Pursuant to notice duly given and posted, the special meeting of the Syracuse Regional Airport Authority was called to order on Friday, February 15, 2018 at 2:51 p.m. in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport by Mr. Shiu-Kai Chin

Members Present:

Dr. Shiu-Kai Chin
Dr. Donna DeSiato
Mr. Kenneth Kinsey
Mr. Michael Lazar
Mr. Mark Nicotra
Mr. Michael Quill
Ms. Beth Rougeux

Members Absent:

Mr. Khalid Bey
Mr. William Fisher
Mr. John B. Johnson Jr.
Mr. Patrick Mannion

Also Present:

Ms. Christina Callahan
Mr. Trent Amond
Ms. Cheryl Herzog
Mr. Chip Clark

It was agreed with the SRAA Board in the absence of the Chair Patrick Mannion, Dr. Shiu-Kai Chin would Chair the Special Meeting of the SRAA Board.

Roll Call

As noted above, all Board Members were present, except for Mr. Khalid Bey, Mr. William Fisher, Mr. John B. Johnson Jr., Mr. Patrick Mannion

Reading and Approval of the Minutes

A motion was made by Dr. DeSiato and seconded by Mr. Nicotra and was unanimously approved to accept the minutes from the February 8, 2018 SRAA Regular Board Meeting.

The motion was approved: 7 ayes, 0 nays

New Business

Review and Approval of Audit for Fiscal Year Ending June 30, 2017

Resolution Approving the Fiscal Year End 2017 Draft Audit of the Syracuse Regional Airport Authority was moved by Dr. DeSiato and seconded by Ms. Rougeux.

The Resolution was presented by Mr. Amond and Mr. Chip Clark

Mr. Amond introduced Mr. Chip Clark from D’Arcangelo & Co., LLP which is the Authority’s Independent Audit Firm. Mr. Chip Clark reviewed the Executive Summary of the Draft Audit with the Board Members. There was no further discussion regarding the Executive Summary. Mr. Chip Clark informed the Board that this Audit was reviewed in detail with the Audit Committee.

Mr. Amond explained that this Draft Audit comes to the SRAA Board with a recommendation from the Audit Committee to accept these findings.

There was no discussion regarding the resolution

The resolution was adopted: 7 ayes, 0 nays

Adjournment

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

The motion was approved: 7 ayes, 0 nays

The meeting was adjourned at 3:00 p.m.

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

March 23, 2018



2018 Priorities



Airport Administration

This report outlines the current and future activities of the Executive Director, CFO and Authority staff



Projects

Operations

Security

ARFF

Finance

Contracting

IT

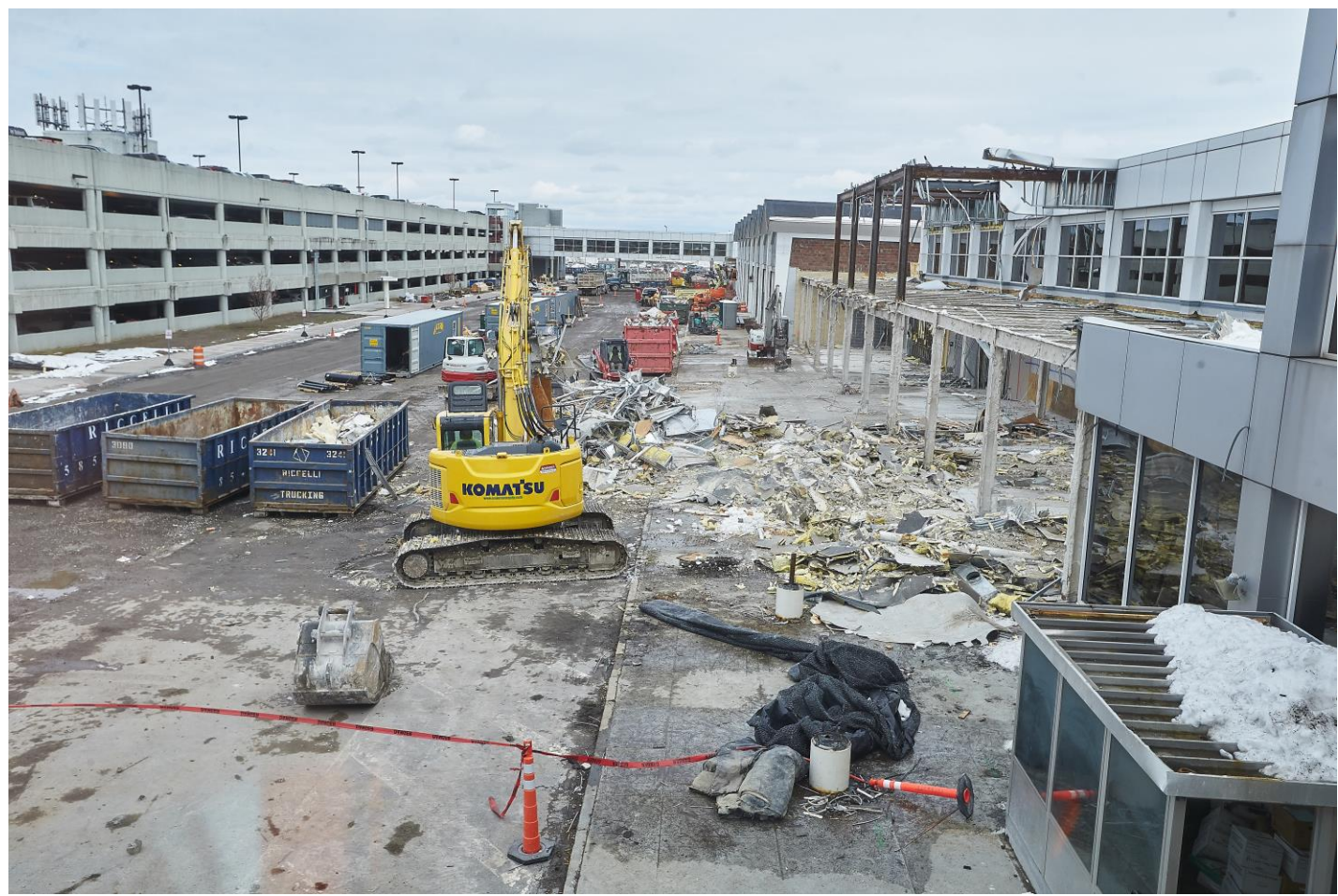
HR

Marketing / PR / Events

Air Service Development

✈️ Projects

✈️ 2018 Terminal Improvement Project



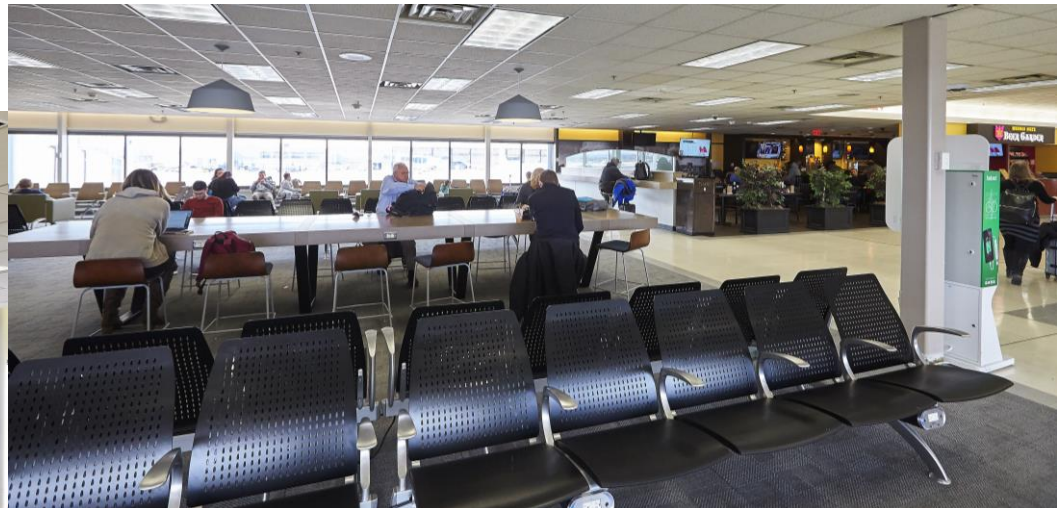
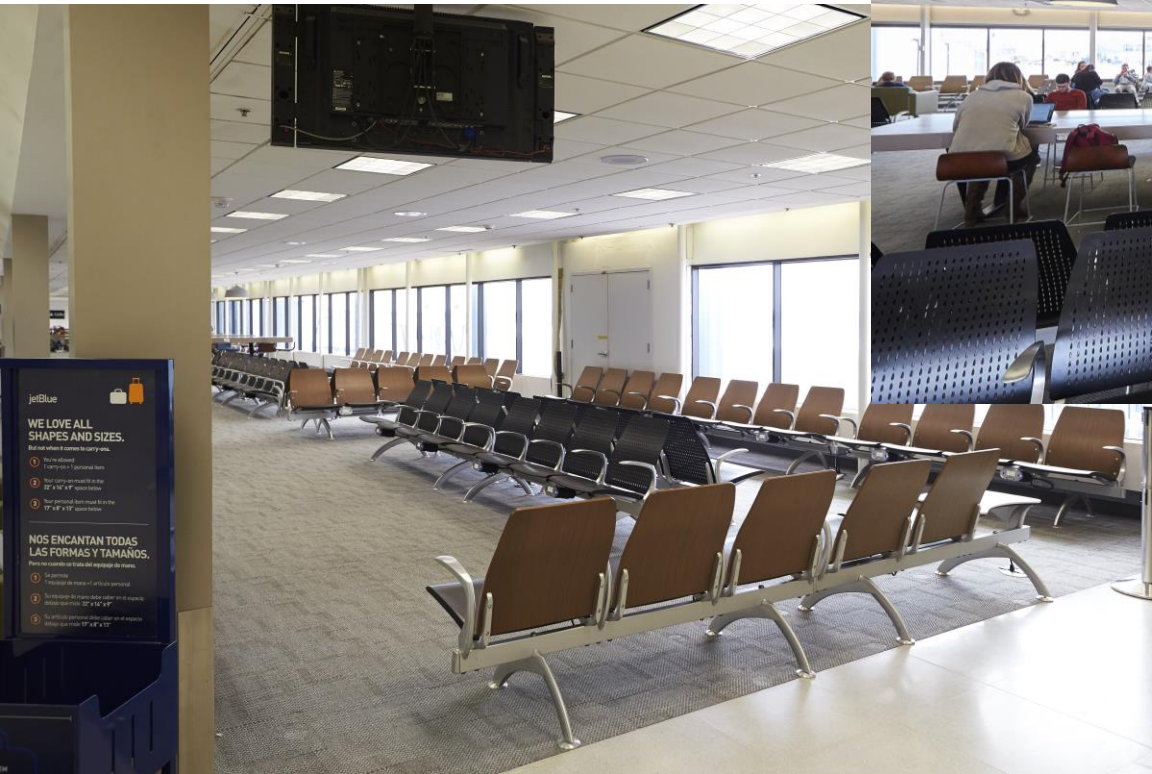
✈️ Projects

✈️ 2018 Terminal Improvement Project

✈️ Flooring



✈️ Projects – Flooring and seating



✈ Projects — Restrooms





Gates 6 thru 8 ↑
↑ Gates 9 and 10
← Gate 11
Gate 5 →



Operations



Winter Season

Airfield

- Operations escorted surveyors for the (Hot Spot) project and attending meetings for changes for temporary taxiway rerouting for cargo and GA aviation
- Coordinated runway closures for pavement and soil samples
- Daily routine wildlife management /lighting checks/ field condition reports
- Operations has issued crane NOTAMS for the terminal project as needed

Lagoons

- We are currently discharging lagoon one at 35 gallons per minute, we did have some issues with the pump and piping, our plumber was able repair it.
- We had our county annual inspection early this year with Robert Burke and Tim O'Dell and Matt Walker from C&S.

Drivers training

The drivers program is doing well, this year we will be making changes to the B2 program for the signature staff on towing aircraft's in November and hotel taxiways with the help of Ops employee, Oliver Cabiles

Security



Highlights

The Security Division temporarily moved to the EOC for the duration of the reconstruction project.

SRAA staff and other agencies such as TSA, CBP, County Health Department and Emergency Management, as well as North Area Ambulance Volunteer Ambulance Corp participated in a National Table Top exercise (TTX) led by FEMA. This TTX tested SRAA's contingency plan on an international diversion involving a potential pandemic disease.

The Security Division rolled out a "Stop the Bleed Campaign", taught by the LEO supervisor and the ARFF commander. "Stop the Bleed Campaign" is a nationally driven campaign. The intent of the campaign is to train staff working in the airport on providing basic assistance to those suffering severe open wounds that bleed profusely. 26 people have completed the course thus far. 5 kits will soon be installed at key locations within the terminal.



SAVE A LIFE

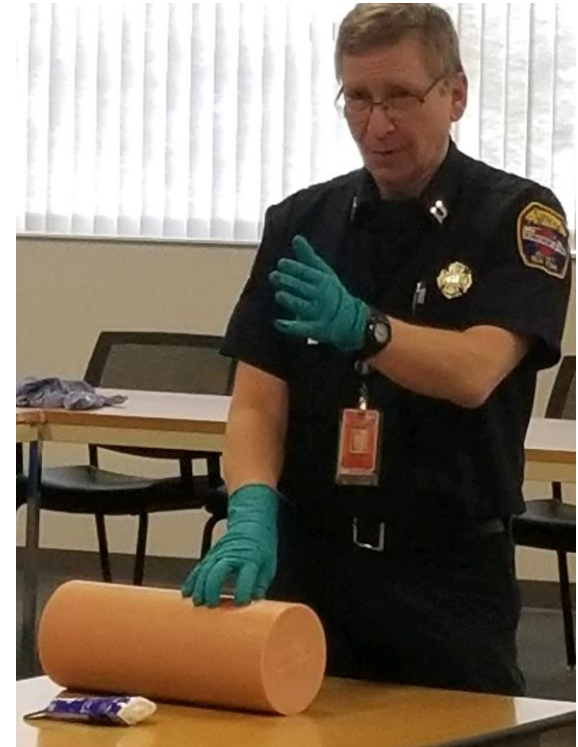
Security



Highlights

Continue working on the agreed upon TSA Resolution Corrective Action Program based on a previous inspection conducted by TSA in 2017:

- Updated signs to the SIDA areas of the airport
- Updated the SIDA application
- Created new files for all SIDA badge holders
- Trained all signatories on their duties and responsibilities
- Updating amendments to the ASP



Security - Real ID Act



Passed by Congress in 2005, The Real ID act was enacted to implement the 9/11 commission's recommendation that the federal government establish "minimum security standards for the state-issued driver's license and identification cards" The act also **prohibits** Federal agencies from accepting, **for official purposes**, licenses and identification cards from states that do not meet these standards"

In order for states to issue Real ID's they must require applicants to present either a photo ID or an ID that includes a full name and date of birth; proof of birthdate, proof of resident status, proof of address and social security status. The Real ID must include the holders' signature, gender, a unique identifying number and certain anti-tampering or counterfeiting measures

REAL ID



Where Is Real ID Required?



This applies to:

- Federal Facilities that require photo ID for entrance, Including military bases
- Nuclear Power Plants
- Boarding Federally Regulated Commercial Aircrafts (**both foreign and domestic flights**)

This does **NOT** apply to:

- Entering federal facilities that does **NOT** require ID
- Voting or registering to vote
- Applying for or receiving federal benefits
- Being license in the state to drive
- Access to health services
- law-enforcement (including participation in law-enforcement proceedings)
- Participating in constitutional protected activities

Who are the flyers that are impacted by Real ID?



Those who are 18 or older and flying **domestic and/or foreign flights**

TSA **does not** require children under 18 to provide identification when traveling with a companion within the United States. The companion will need acceptable identification.



State Compliance



55 out of 56 U.S states and territories are currently compliant with REAL ID

Or

Were granted an extension by the Department of Homeland Security

New York State Is Compliant

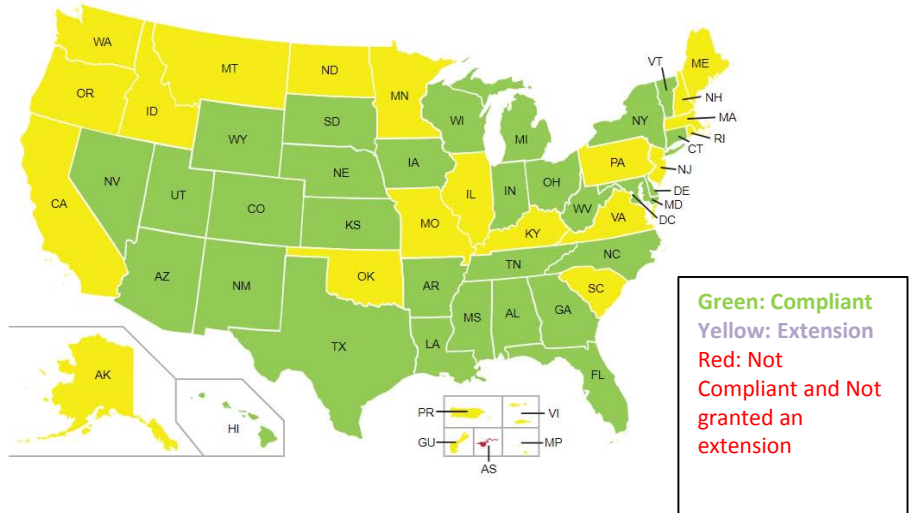
** 2/5/18 – Residents of American Samoa were not compliant with Real ID and were not granted an Extension. They will no longer be allowed to use driver's license and ID card for official purposes (boarding federally regulated commercial flights)

Current Status of States/Territories

The Department of Homeland Security (DHS) announced on December 20, 2013 a phased enforcement plan for the REAL ID Act (the Act), as passed by Congress, that will implement the Act in a measured, fair, and responsible way. The following is a list of the current status of each state/territory.

Current Status of States / Territories

Please select a state/territory for current status.



When Will This be Enacted?



New York State is Compliant with the REAL ID Act

October 1, 2020 – Every state and territory resident will need to present a REAL ID compliant license/ID, or another acceptable form of identification, for accessing Federal facilities, entering nuclear power plants, and **boarding commercial aircraft (both Foreign and Domestic)**.

October 10, 2018 – States that were granted an Extension **MUST** be compliant with the Real ID Act.

- When a state's extension expires, the state is subject to the statutory prohibition against Federal acceptance for Federal purposes of the state's driver's licenses and identification cards.
- However, the Secretary may grant these states with an expired extension a short “grace period” before Federal agencies begin REAL ID enforcement actions



NYS ID Options for Boarding



Option 1: Standard License
(will be marked “Not for Federal Purposes”) In order to board flights you will need additional ID such as passport, (Still need clarification from TSA for other ID’s such as military, DHS trusted traveler cards, etc.



Option 2: Real ID (no extra cost) **You must go to the DMV** and must provide proof of Identity, NY State Residency, social security status, U.S. Citizenship, Date of Birth.



Option 3: Enhanced License
(\$30 more than standard or Real ID) **You must go to the DMV** and provide proof of the following: Identity, NY State Residency, social security status, U.S. Citizenship, Date of Birth.



ARFF

Highlights



- Conducted terminal building inspections
- Coordination with construction updates
- FEMA Drills in the EOC
- Snow removal for fire hydrants
- Conducted 4 Stop the Bleed classes

Annual FAA Live Fire Training:

August 14 – 17, 2018



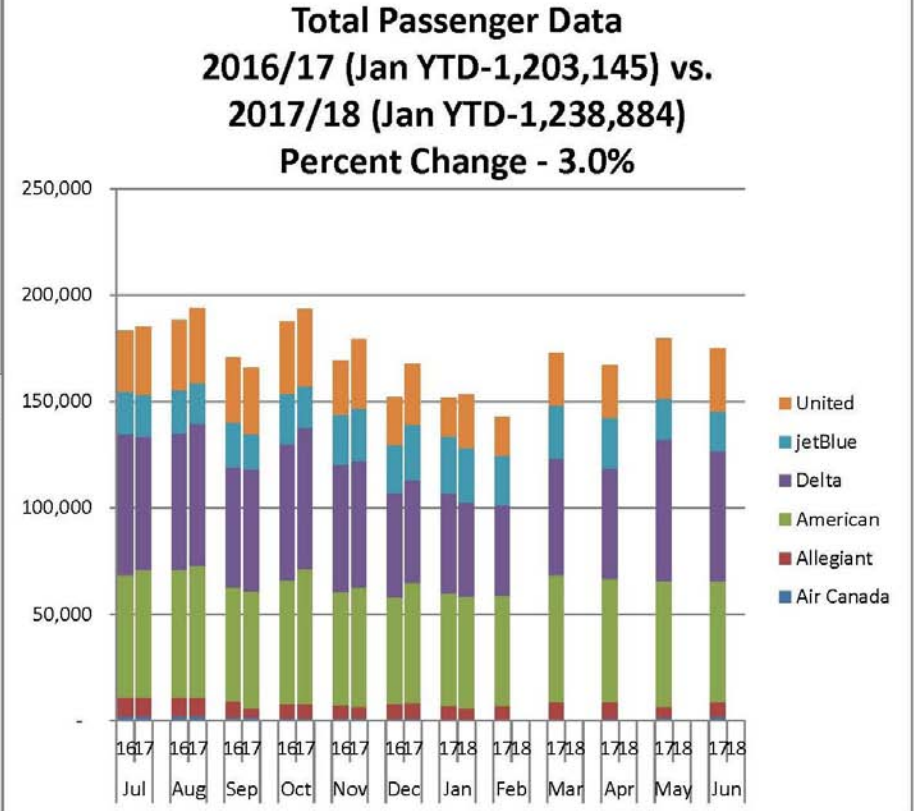
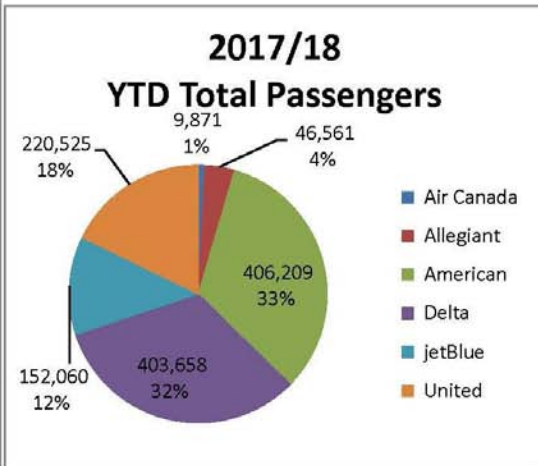
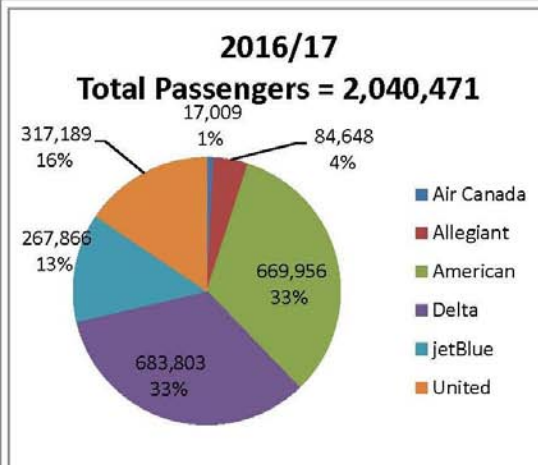
ARFF



Training on new fire nozzle

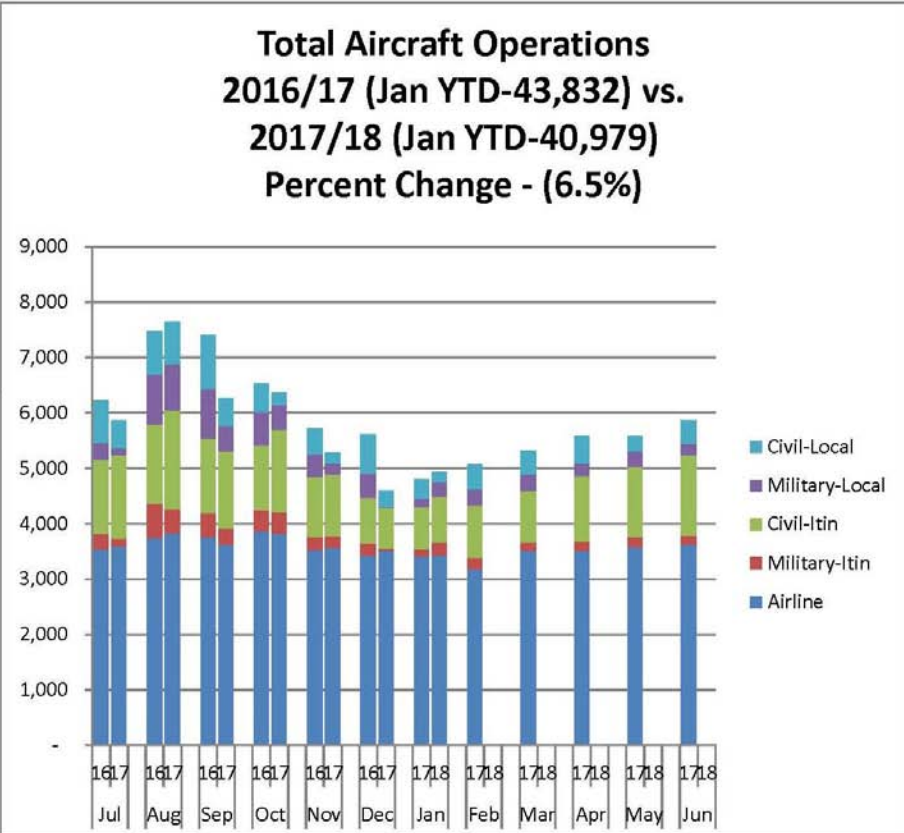
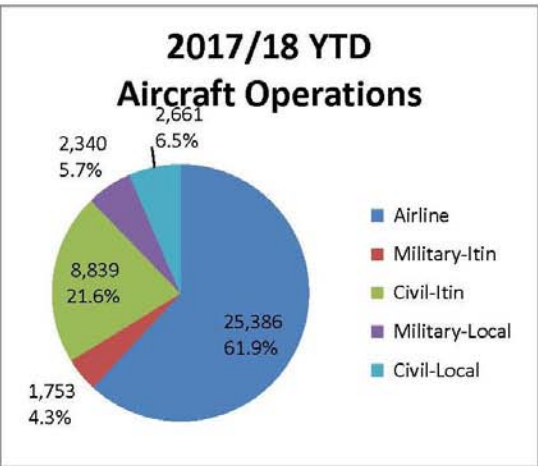
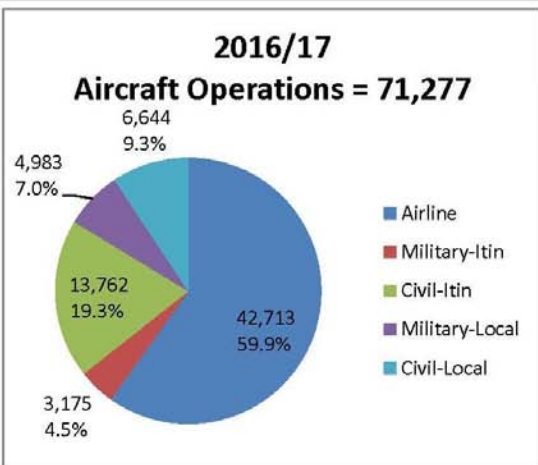


✈ Passenger Traffic



(As of 02/13/18)

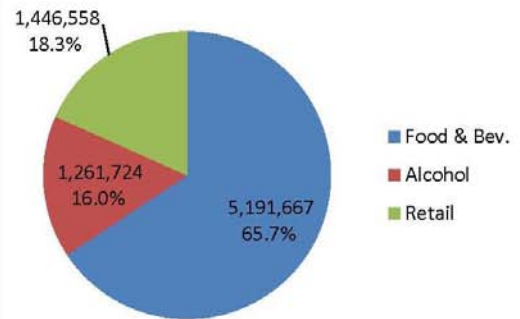
✈ Aircraft Operations



(As of 02/13/18)

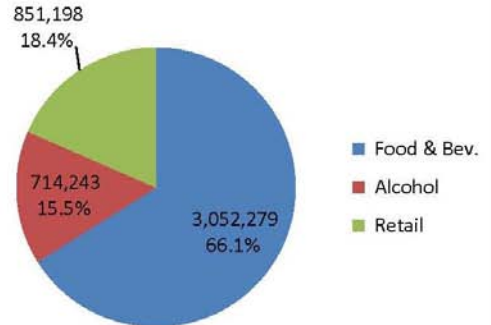
✈️ Concession Sales

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



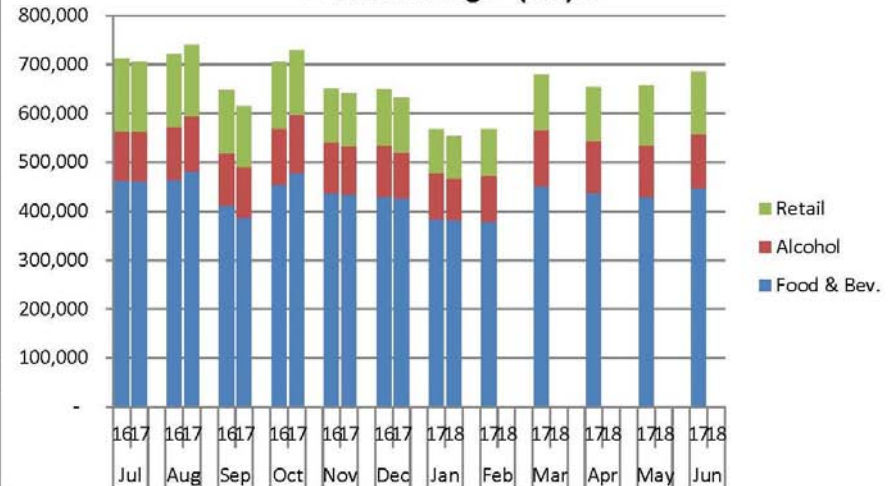
Sales per Enplaned Passenger = \$7.76

2017/18
YTD Total Sales

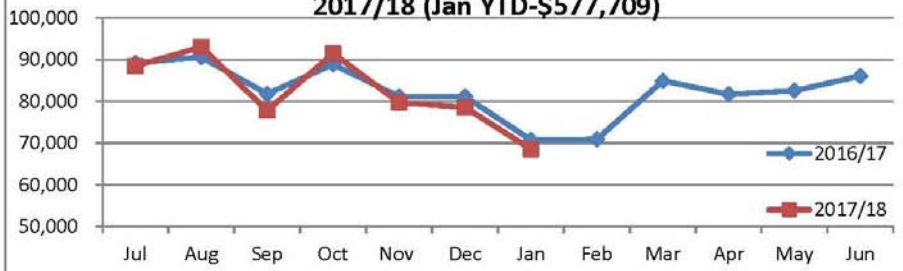


YTD Sales per Enplaned Passenger = \$7.43

Concession Sales
2016/17 (Jan YTD-\$4,654,756) vs.
2017/18 (Jan YTD-\$4,617,720)
Percent Change - (0.8)%



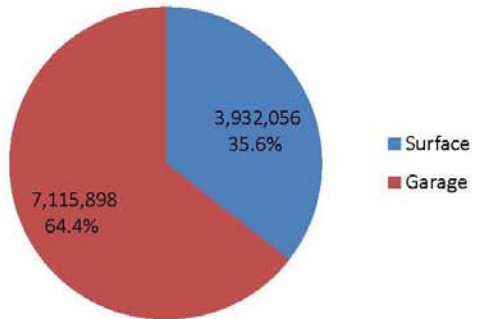
Concession Revenue
2016/17 (Jan YTD-\$583,664) vs.
2017/18 (Jan YTD-\$577,709)



(As of 03/08/18)

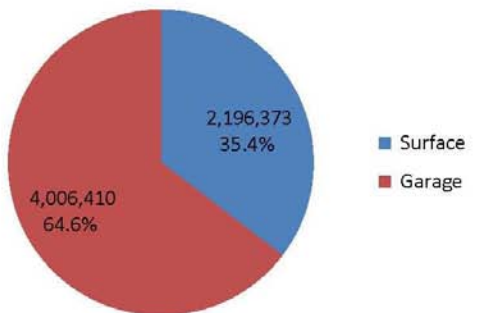
✈ Parking Revenue

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



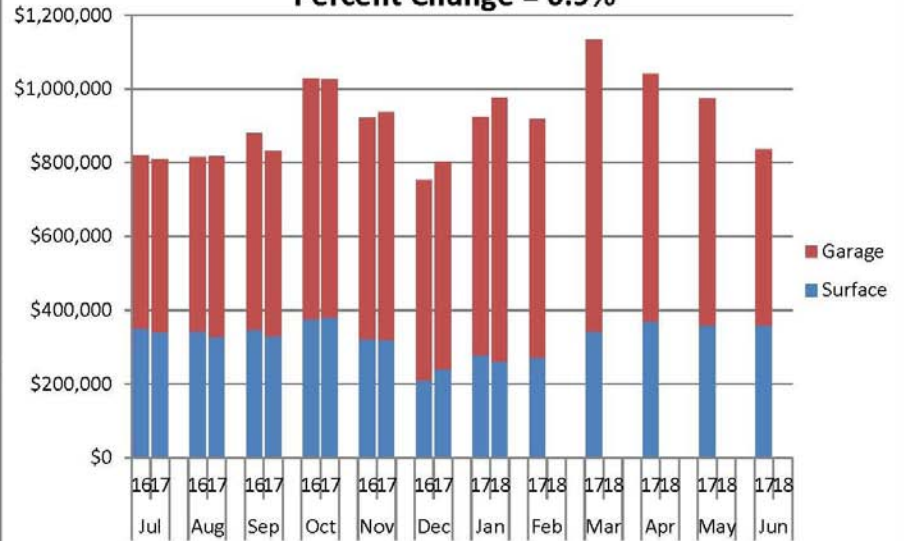
Revenue per Enplaned Passenger = \$10.86

2017/18
YTD Revenue

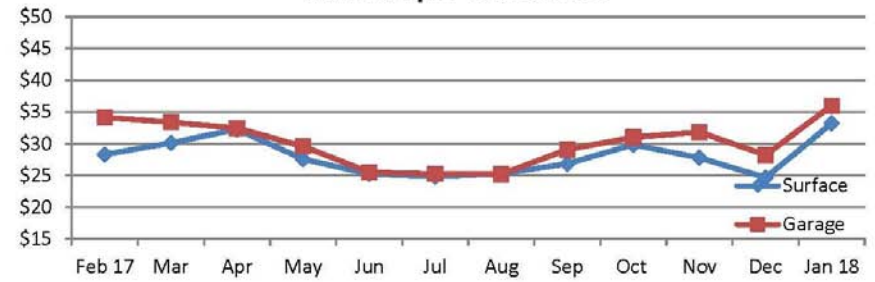


YTD Revenue per Enplaned Passenger = \$9.98

Parking Revenue
2016/17 (Jan YTD-\$6,144,958) vs.
2017/18 (Jan YTD-\$6,202,783)
Percent Change = 0.9%

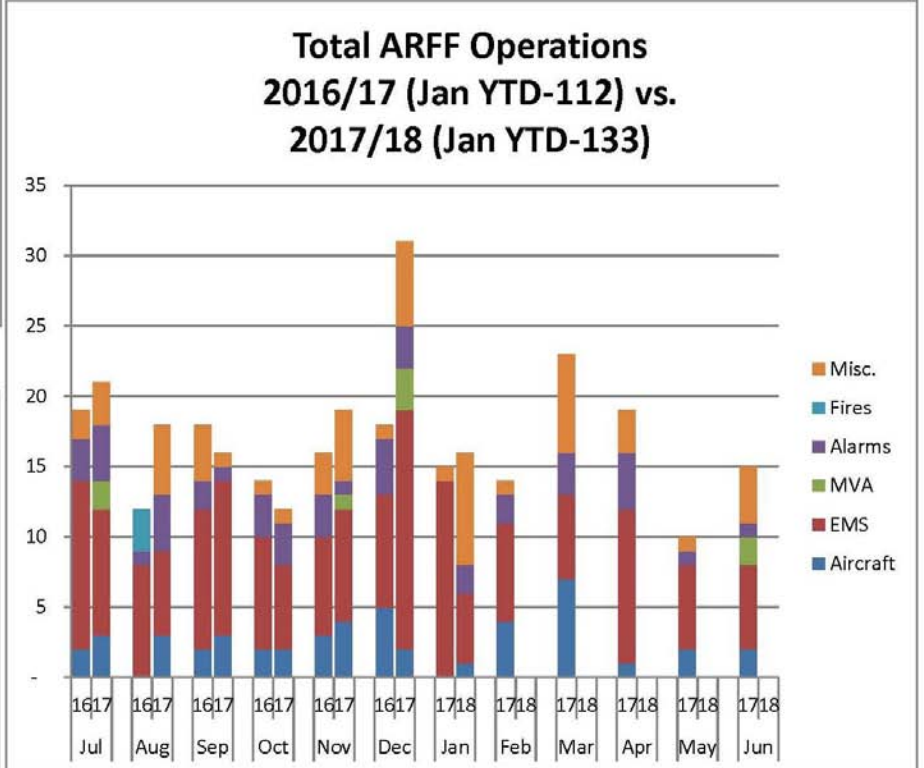
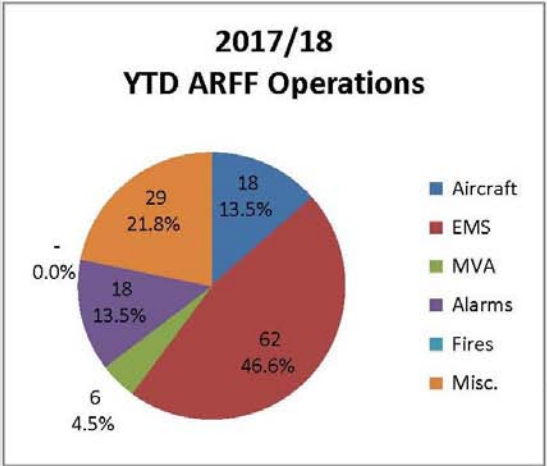
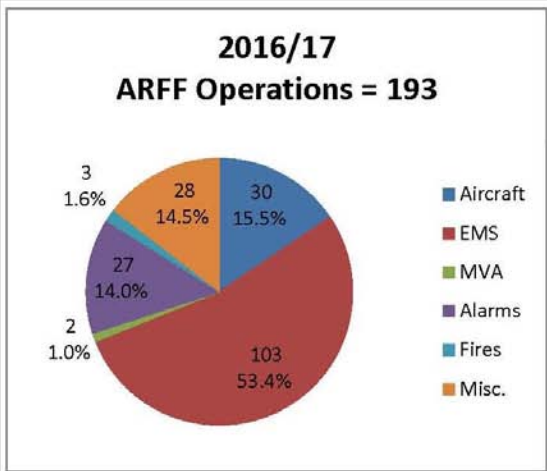


Revenue per Transaction



(As of 02/13/18)

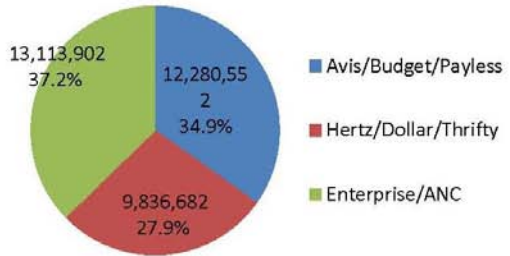
ARFF Operations



(As of 03/13/18)

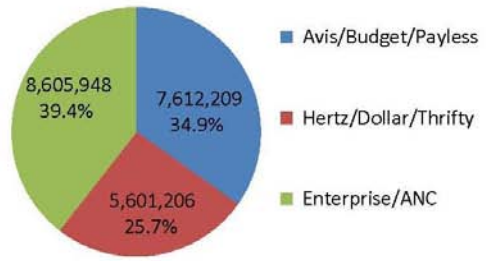
Car Rental Revenue

2016/17
Total Revenue = \$35,231,136



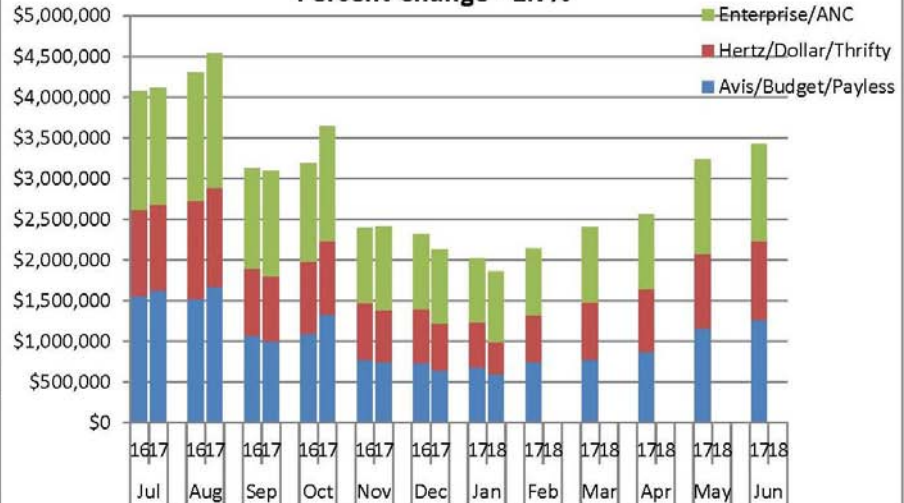
Revenue per Enplaned Passenger = \$34.62

2017/18
YTD Revenue

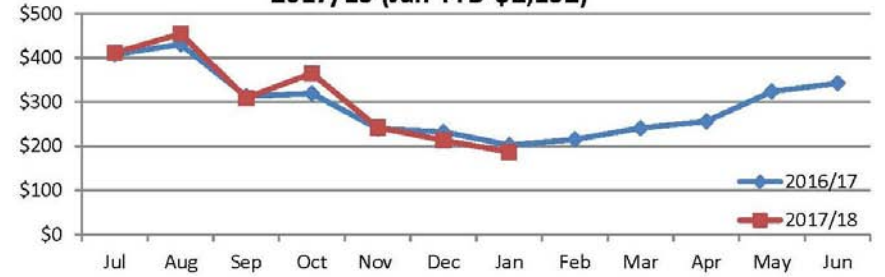


YTD Revenue per Enplaned Passenger = \$35.11

Car Rental Revenue
2016/17 (Jan YTD-\$21,449,712) vs.
2017/18 (Jan YTD-\$21,819,364)
Percent Change - 1.7%

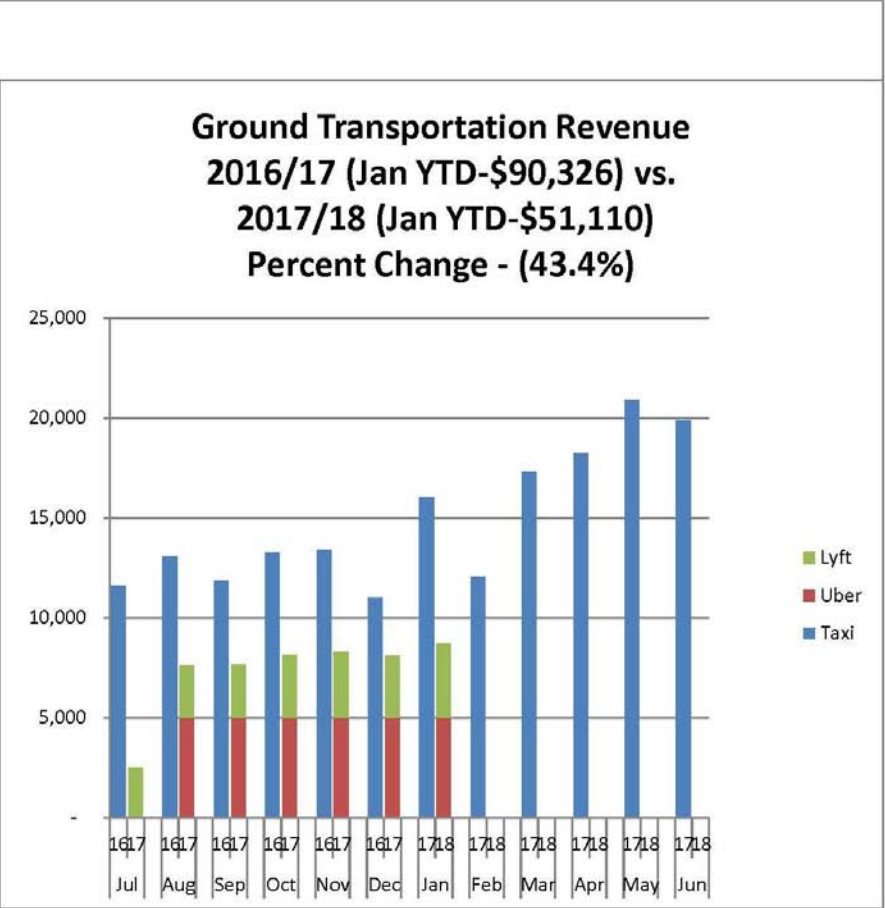
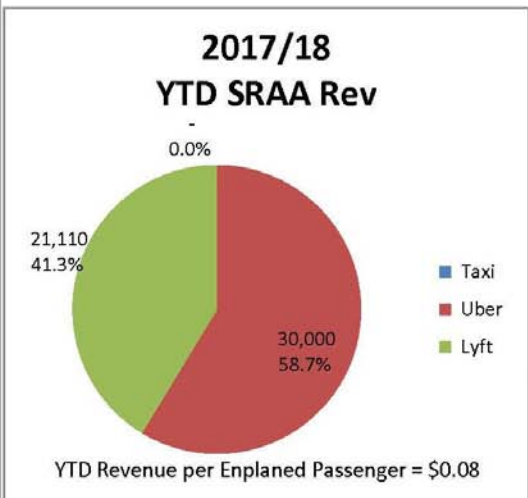
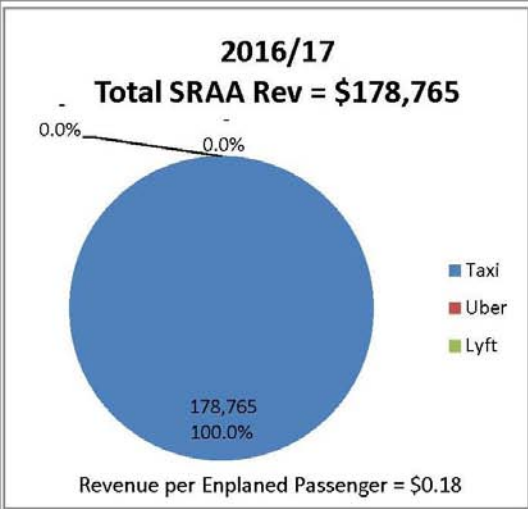


SRAA Revenue (\$000)
2016/17 (Jan YTD-\$2,145) vs.
2017/18 (Jan YTD-\$2,182)



(As of 03/13/18)

✈ Ground Transportation



(As of 03/08/18)

Contracting



Highlights

Work Orders:

- Working on 4 GAC Work Order with C&S and Arcadis for CA/CO services and Design Bidding
- Requested an IFE for Renovation of Runway 10-28 from Prudent

ACDBE:

- Helped create easy to use ACDBE Forms with a checklist
- Gathering ACDBE information from all concessions broken out by Non-Car Rentals and Car Rentals.
- Gathering information for ACDBE Master Plan.

Contracts:

- MA Polce Renewal
- Intervistas Renewal
- Sent out Car Rental Maintenance Facility Contracts
- Sending out Rental Car Contracts in March
- Continuing work with GSA on renewal, looking for new space for TSA
- OMNI Renewal

Contracting



Highlights

MWBE:

- Meetings regarding MWBE goals, forms, projects
- Attended Monthly Agency/Authority Meeting in Albany

Miscellaneous:

- Ordered 3 Security Vehicles, 2 are on site and 1 is on the way
- Worked with Key Bank to Bring a Temporary ATM to be used Pre-Security
- Ordered new parking signs for the SRAA parking spots in the garage
- Ordered Hang tags for Taxi Drivers
- New H/C signage for the garage being installed
- EOC Training





Highlights

- Continue to work with Spectrum on Wi-Fi Issues
- Attended EOC Training with Director of Airport Security
- Completed the last tablet installation in Operation's Department Vehicle
- Ordered equipment and set up work stations, emails etc., for new staff
- Established plan and schedule with MA Polce and Ronco for Security move to EOC which took place on 2/7. The move was successfully completed with little down time.
- Met with MA Polce regarding Video Teleconferencing, we now have a demo model in the EOC, DOA Conference Room and the SRAA Board Room.
- Had PCC in to troubleshoot issues with equipment in the EOC.
- Had synchronized clocks and countdown clock installed in the EOC.
- Worked with MA Polce on 124 trouble tickets that were opened and completed
- Attended the ACI-NA/AAAE Airport Customer Experience Symposium in Dallas, TX



Highlights - Recruitment

Policies/Processes/Procedures

NYS Paid Family Leave Policy - was implemented as of January 1, 2018. Payroll deductions begin first paycheck in February. Answer to questions from information session was sent out to all SRAA employees.

Drug Testing Policy - Approved by HR Committee. Final policy being distributed to employee by March 1st for April 1st implementation. Will be included in next version of EE handbook. (July 2018)

Military Leave Policy - HR Committee tabled until next meeting, scheduled for May 17, 2018.

Recruitment

Management Assistant – Elana Sukert started on 03/07/18.



Highlights

Staffing/Salary Analysis

PowerPoint presentation to be presented at regular board meeting (March 23).

SYR Fly Guide Program

Meeting bi-weekly with Marketing Coordinator to develop Volunteer Ambassador Program.

Code of Conduct is complete

Working on application and other necessary forms, as well as logo and uniform options.

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

Internship Program

Engineering intern and Marketing intern - Intern (Marketing/Engineering) Applications were reviewed, final candidates were chosen. Interviews will be conducted second and third week in March.

Enterprise Risk Management

Working Group Meeting – initial meeting held March 1st.

Advise Board - of plans for Working Group at next meeting (March 23)

Customer Service Helpers

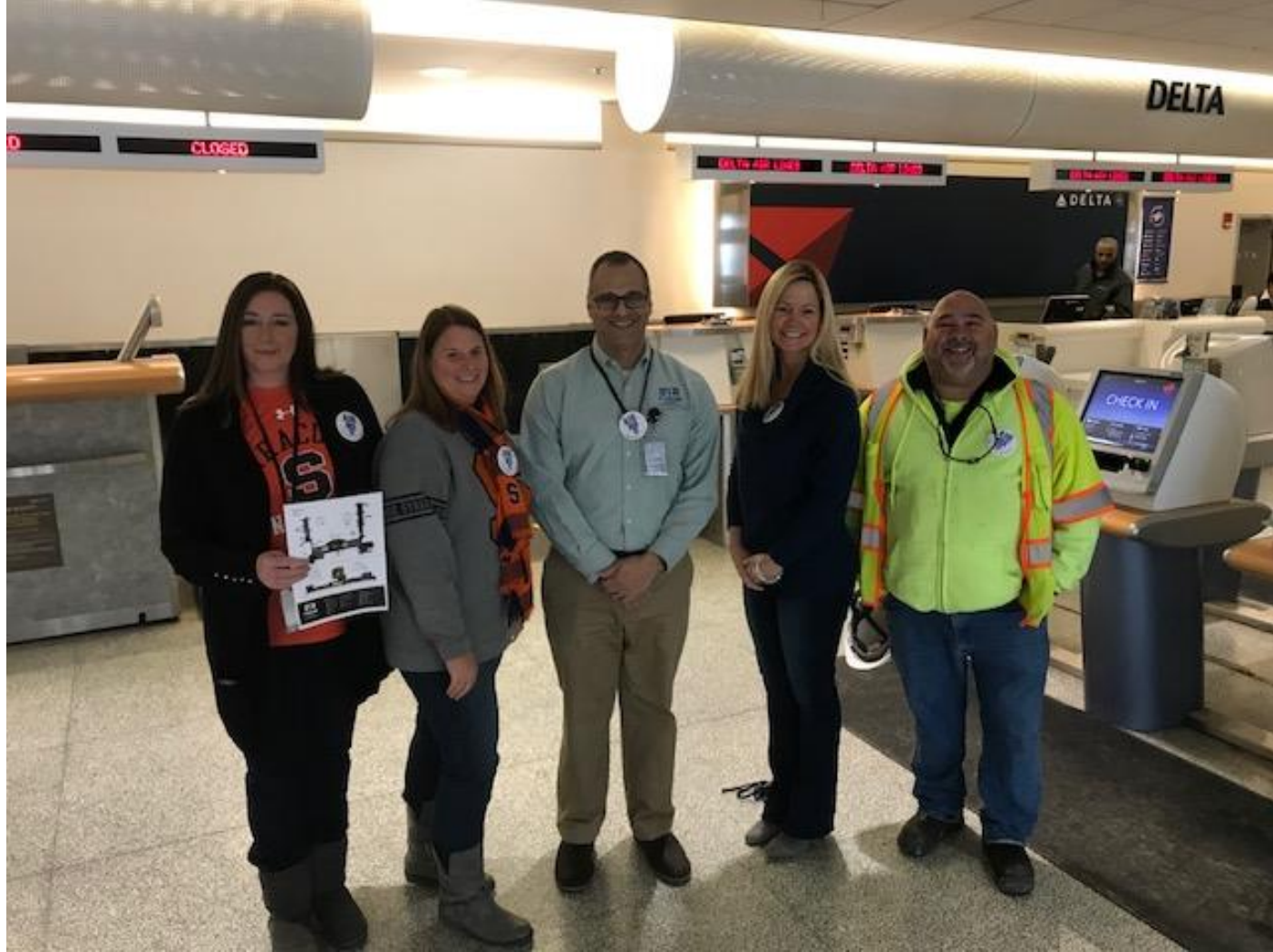


Highlights

Customer Service Helpers

Staff Training was conducted the week of 5 March
Program and schedule implemented week of
12 March







Marketing



Highlights

SYR Ambassador Program

Continuing work to develop the airport's ambassador program

SYR Terminal Advertising Program:

Compiling the below information:

- Existing contracts
- Replacement costs
- Updated equipment costs
- Prior year earnings

AAAE ACI-NA Customer Experience Symposium

- Dallas, TX



Marketing



Highlights

PIO Responsibilities

- Issued the following Press Releases:
- 02/10/18 – Center Terminal Closes for Construction
- 02/15/18 – Winter Recess
- 03/10/18 – New SYR-SFB Service to begin in May
- 03/19/18 – SYR options for fans flying to support the Orange in the Sweet 16

Website Maintenance

- 2,340 total Twitter followers at end of February. 26 new followers
- Facebook – 71 new likes and 2,074 page views for February.



Air Service Development



Update

- New Service
 - Direct Service to Orlando/Sanford – Allegiant begins non-stop service in May
- Ongoing Efforts
 - Direct Service to Denver (United)
 - Direct Service to DFW (American)
 - Southwest
- International
 - Direct Service to Ireland (Dublin, Shannon, Belfast)
 - Follow-up Meeting with Norwegian
 - Revenue Guarantee
- Air Service Incentive Program
 - Updated Matrix
 - SCASD Application (Denver)
 - URI Application (New Entrant and International)



New nonstop flights from

Syracuse 
Orlando/Sanford

Only at  **allegiant**.com



SYRious

NONSTOP SUNSHINE

SYRACUSE HANCOCK INTERNATIONAL AIRPORT
NONSTOP TO

ATL • Atlanta

CLT • Charlotte

FLL • Ft. Lauderdale

MYR • Myrtle Beach

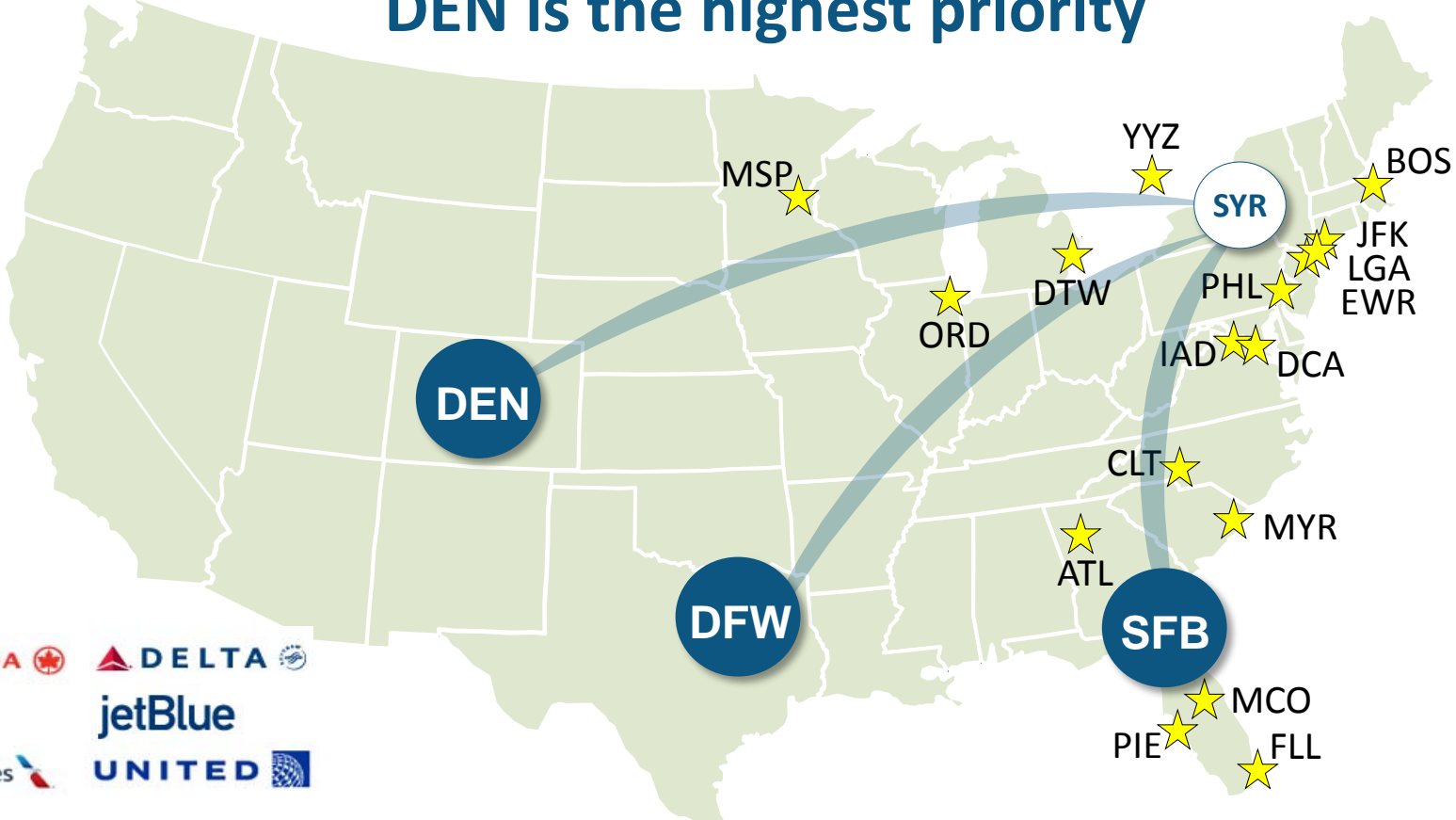
MCO • Orlando

PIE • Tampa Area


SYR



SYR currently has 17 non-stop destinations; DEN is the highest priority



Other airlines that operate at the airport include Comair, CommutAir, Allegheny, Mesa, Trans States, Colgan Air, Piedmont, Chautauqua, and Shuttle America.

 Current markets served

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

SYRACUSE
— HANCOCK —
INTERNATIONAL AIRPORT

Customer Service Training

Thursday, March 8, 2018

Emergency Operations Center, Town Hall



Terminal Maps

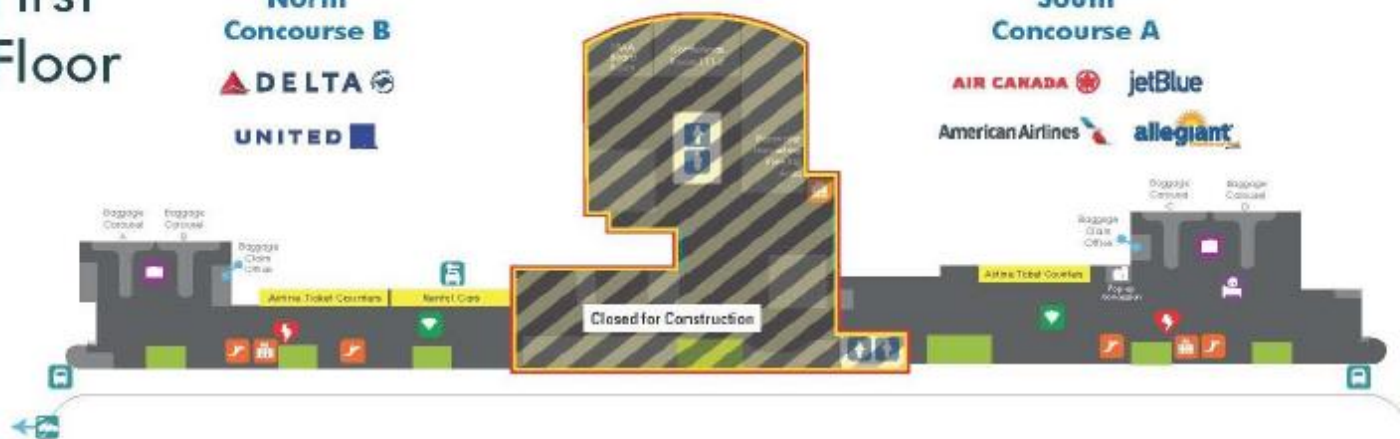
First Floor

First Floor

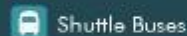
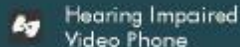
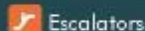
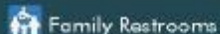
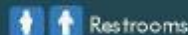
North Concourse B



South Concourse A



SYRACUSE
— HANCOCK —
INTERNATIONAL AIRPORT



Terminal Maps Second Floor



Second Floor





Restrooms	Hearing Impaired Video Phone	Information
Family Restrooms	Wireless Hotspot	Automated External Defibrillator
Baby Care Room	ATM	Rental Car
Pet Relief Room	Baggage Claim	Shuttle Buses
Escalators	Elevators	Ride-sharing Pickup

- Baggage Claim**
- Ride Share**
- Taxi**
- Luggage Carts**
- Lost Baggage**
- TSA Security**
- TSA Pre-Check**
- ATM**
- Rental Car**

Phone Numbers : Emergency & Non-Emergency



Emergency Phone Numbers

911 from any phone, including ADS

Non- Emergency Phone Numbers

C. Callahan 315.436.6849

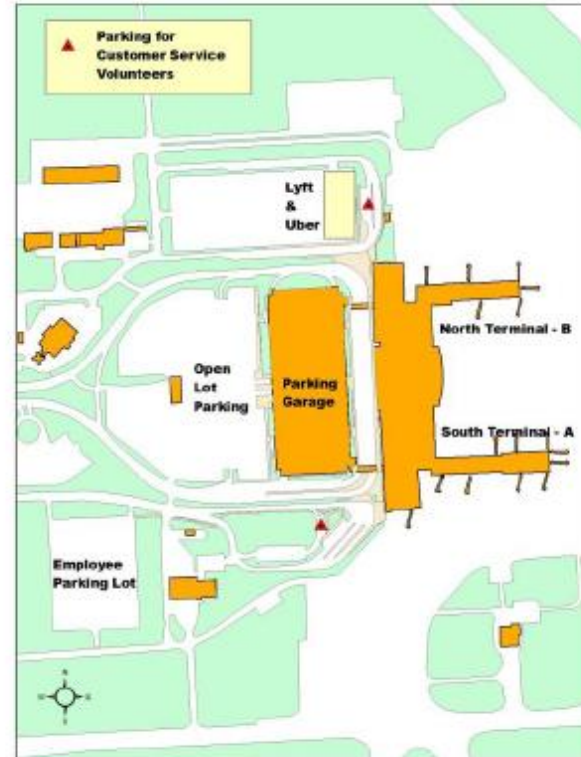
Operations 3666 or 315.374.4405 or 4403

Security Office 3675 or 315.455.3675

Employee Parking: Early Morning, Night and Weekends



- South Terminal – Park in Commissioner's lot
- North Terminal – Park in Limo Parking Area



➔ First Floor Both Terminals

➔ Second Floor both Exit Portals

Second Floor



First Floor



SYR
SYRACUSE
HANCOCK
INTERNATIONAL AIRPORT

- Restrooms
- Family Restrooms
- Baby Care Room
- Pet Relief Room
- Entertainment
- Elevators
- Hearing Impaired Video Phone
- Wireless Hotspot
- ATM
- Baggage Claim
- Information
- Automobile External Drive/Enter
- Rental Cars
- Shuttle Buses
- Bidschoring Pickup

SYR



Syracuse Hancock International Airport

2017 TNC ACTIVITY YEAR-IN-REVIEW: Syracuse Hancock International Airport (SYR)



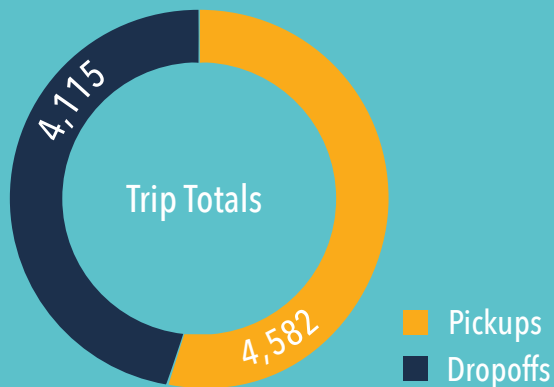
BY THE NUMBERS

All numbers are July - December 2017 and for Lyft only

ABT Member
Since

**July
2017**

Geo-Fence

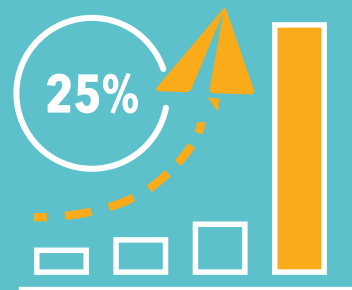


Total Trips
8,697



Total Fees
17,394

Increase in Traffic
July - Dec 2017



Average trips per month in 2017

1,450

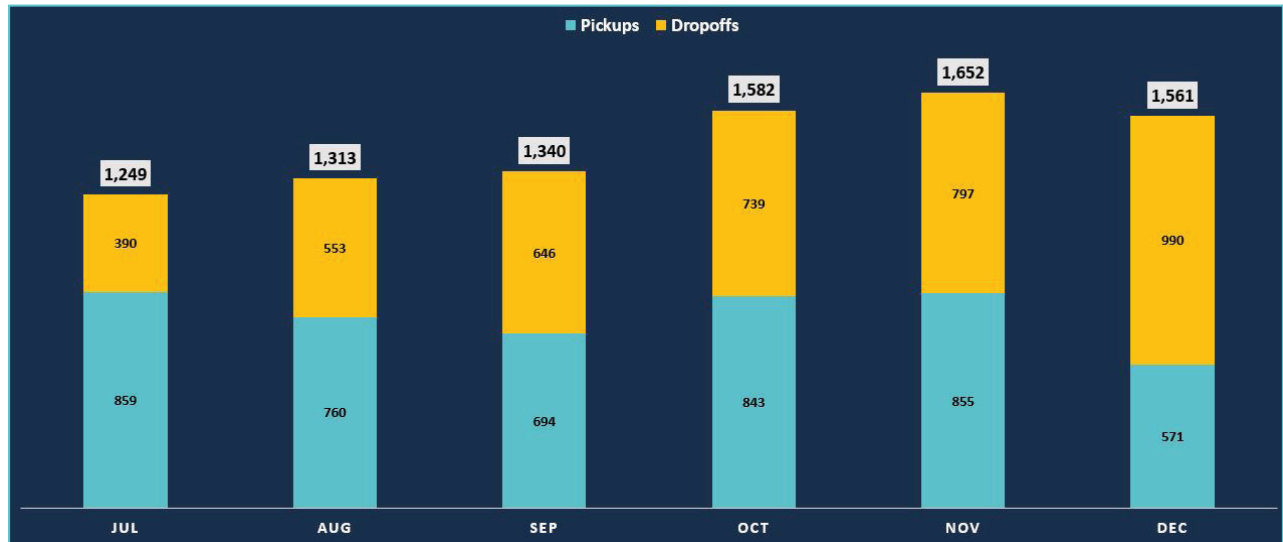


Highest traffic month (November)

1,652



2017 ALL TNC TRAFFIC



A snapshot of the month-by-month traffic.

TRAFFIC BY DAY OF WEEK



A look at the total traffic from all of 2017 by day of the week.

Daily Traffic by Hour

The charts below provide an hour-by-hour view of TNC traffic by each day of the week, broken out by pickups and drop-offs. At the end are charts that compile pickups and drop-offs into one chart each for all seven days.

2017 SUNDAY TRAFFIC



2017 MONDAY TRAFFIC



Daily Traffic by Hour

2017 TUESDAY TRAFFIC



2017 WEDNESDAY TRAFFIC



2017 THURSDAY TRAFFIC



Daily Traffic by Hour

2017 FRIDAY TRAFFIC

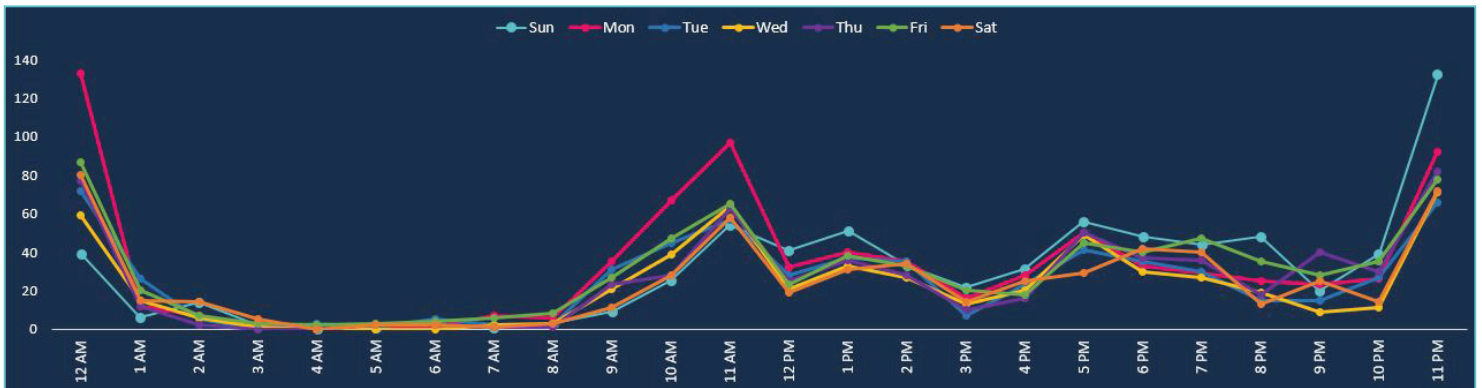


2017 SATURDAY TRAFFIC

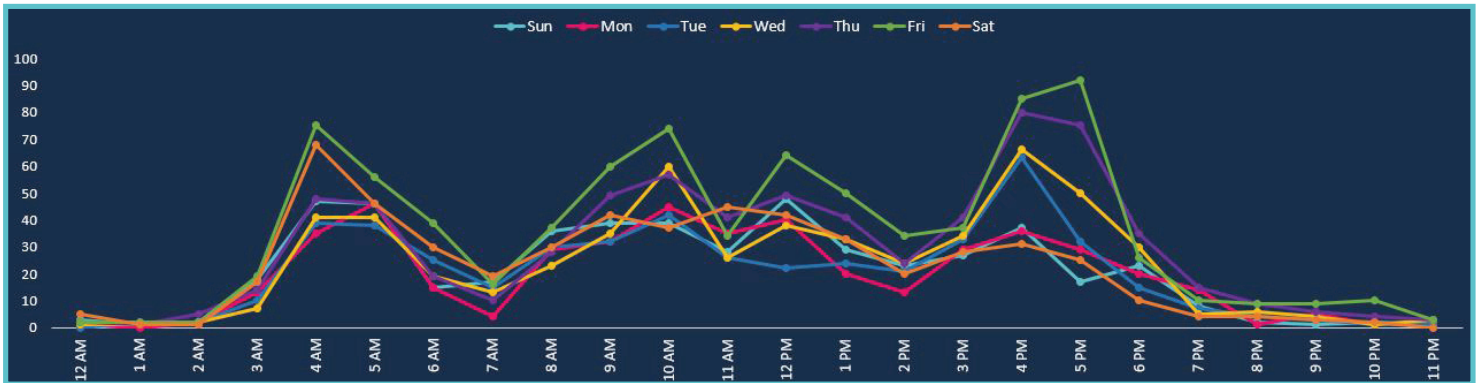


Daily Traffic by Hour

2017 PICKUPS BY HOUR



2017 DROPOFFS BY HOUR





New Business

RESOLUTION ACCEPTING SALARY AND STAFFING ANALYSIS REPORT

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 (12) & (14) 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 to make plans, surveys, and studies necessary, convenient or desirable to the effectuation of the purposes and powers of the Authority and to prepare recommendations in regard thereto; and

WHEREAS, at the direction of the Human Resources Committee of the Board, management previously engaged Steven Baldwin Associates ("SBA") to do an analysis of employee staffing and salaries for operators of airports comparable to Syracuse Hancock International Airport (the "Airport") in order to determine whether staffing levels and salaries of Authority employees are appropriate in order to ensure that the Authority is able to hire and employ qualified individuals for the safe and proper operation of the Airport; and

WHEREAS, SBA undertook and completed its analysis and presented it's preliminary and final report (the "Salary and Staffing Analysis Report") to the Human Resources Committee and the Human Resources Committee has recommend to the Board that the Board adopt the Salary and Staffing Analysis Report.

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

RESOLVED, by the Board of the Syracuse Regional Airport Authority that the Board hereby accepts the Salary and Staffing Analysis Report.

Resolution Adopted Date: March __, 2018.

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

The Syracuse Hancock International Airport The Syracuse Regional Airport Authority

Organizational Staffing and Salary Comparative Analysis: Executive Summary

Introduction

Steven Baldwin Associates (SBA) was engaged to conduct an Organizational Staffing and Salary Comparative Analysis for the Syracuse Hancock International Airport (SYR or Airport) on behalf of the Syracuse Regional Airport Authority (SRAA or Authority).

Highlights of Analysis

- **Survey.** SBA surveyed seven airports to compare organizational structures, salary and benefits, and payroll/HRIS systems. SBA also provided additional research on industry-wide comparable data for two positions (see Addendum A).
- **Salaries.** Regarding salaries, overall, SYR salaries tended to compare at the low end of a majority (56%) of the 39 positions surveyed. Specifically:
 - SYR registered the lowest salary in 17 positions (44%), including the CEO salary; moreover, SYR salaries registered in the bottom half for five additional positions. SYR had the highest salary in five positions (representing 13%).
- **Benefits.** None of the airports reported a specifically calculated “benefits ratio,” though we estimate it falls between 25% - 40%, if not higher. Most airports offered a robust complement of benefit categories including paid time-off, health and medical, retirement/pension, statutory benefits, and a wide variety of additional benefits from wellness incentives to domestic partner benefits to tuition reimbursement, etc. SYR benefits compared well to other participants, and were among the most robust offered.
- **Structure.** Airports showed a wide variety of departmental configurations and reporting lines in their structure, including configurations unique to particular organizational needs and situations. Many of these structures were legacy systems and had not been reviewed for efficiencies recently, and sometimes not for many years. Overall, most airports had recognizable departments for executive teams, finance and administration, operations and maintenance, security/police and ARFF, and marketing and revenue.
 - SYR was the only airport not to have a formal COO position, although the current dual titled Deputy Commissioner/Director of Airport Operations position most closely resembles this function for operations.
- **Payroll/HRIS Systems.** Six of the seven airports reported data for payroll/HRIS systems. Systems used varied widely, as did their annual costs. Comparisons were made between pricing, functionality, efficiencies, and ROI. We also researched data on additional systems. From the results received through the survey, interviews, and industry research, ADP was determined to be the best overall low-cost solution with the greatest functionality in a dual payroll and HRIS system.

Background & Scope of Work

After a governance transfer from the City of Syracuse, the SRAA assumed control of the Airport in March of 2014, providing services related to the day-to-day operations of the Airport. These services include evaluating, hiring, training, promoting, and dismissing staff, as well as allocating the proper number of staff in the proper positions to run the Airport safely, effectively, and efficiently. Additionally, the SRAA sets the salaries, compensation, wages, and benefits of staff according to the staff member's position, merit, and seniority.

Currently, the SRAA desires to formalize a permanent, sustainable, long-term solution to discharging its duties as the Airport operator, particularly regarding staffing and salaries. To this end, SRAA requested an inventory and analysis of its current staffing and salary conditions as compared to other airport facilities with similar operating criteria in order to gage and benchmark its own progress in these areas.

Scope of Work

The scope of work for this project includes the following:

- Identify list of comparable airports
 - Identify criteria to vet airports for list
- Identify specific items to benchmark
- Research, collect and organize data, and analyze findings
- Create data visualization and presentation of findings
- Draft results/findings, receive feedback, and produce final report and recommendations

Identify Comparable Airports

The first task was to identify the list of comparable airports to use in the comparison/analysis. To do this, we first determined a set of criteria used to choose and vet airport candidates. Criteria used included: geographic region, hub size, enplanements, winter operations, similar seasonality, and governing body model, among others. SBA surveyed a pool of approximately 20 airports and after performing initial research into them, presented SRAA with a final list of seven. One of the airports on the list declined to participate, as did its replacement, and a suitable airport was subsequently identified for inclusion.

The final list of participating airports for the data collection and research included the following seven airports: **Tulsa International Airport** (TUL) in Tulsa, OK; the **Gerald R. Ford International Airport** (GRR) in Grand Rapids, MI; **Des Moines International Airport** (DSM) in Des Moines, IA; **Dayton International Airport** (DAY) in Dayton, OH; **Dane County Regional Airport** (MSN) in Madison/Dane County, WI; **Portland International Jetport** (PWM) in Portland, ME; and **Akron-Canton Airport** (CAK) in Akron, OH. See Table 1. below for details.

Table 1. Final List of Airports for Comparison

FAA 2016 Rank	Airport Code	City	State	Hub Size	FAA 2016 Enplanements Only	Winter Ops (High, Low)	Average Annual Days of Snow	Governing Body
79	TUL	Tulsa	OK	S	1,339,789	Low	6	Authority
80	GRR	Grand Rapids	MI	S	1,334,633	High	52.1	Authority
83	DSM	Des Moines	IA	S	1,214,307	High	24.8	Authority
86	DAY	Dayton	OH	S	1,017,941	High	21.3	Municipal
90	SYR	Syracuse	NY	S	985,549	High	66.4	Authority
94	MSN	Madison	WI	S	903,006	High	38.7	County
96	PWM	Portland	ME	S	876,965	High	27.7	Municipal
104	CAK	Akron	OH	S	685,269	High	47.5	Authority

- NOTE: Regarding the final list of airports, we had originally identified a list of seven which include **Albany International Airport** (ALB) in Albany, NY (in addition to TUL, GRR, DSM, DAY, MSN, and CAK). The management of ALB declined to participate, citing privacy concerns regarding contracted/private employees which made up a significant part of its workforce. In consultation with SRAA, we chose a replacement of the **Greater Rochester International Airport** (ROC) in Rochester, NY. However, the management of ROC also declined to participate because, at that time, the airport was experiencing an executive management transition. In consultation with SRAA, we identified a second replacement airport — the **Portland International Jetport** (PWM) in Portland, ME — which agreed to participate. The two airports declining to participate and the search for an acceptable replacement pushed the data collection tasks into late December 2017.

Identify Specific Items to Benchmark

Once the list of airports was finalized, SBA generated a list of indices, in conjunction with SRAA, to be used in comparing the chosen airports with SYR. These items included:

- Researching **organizational structures** of each airport
- Researching and collecting data on **salary and benefits** for all SYR staff positions, both City employees and Authority employees
- Researching and collecting data on **payroll/HRIS systems** to compare and contrast for the system best suited for the SRAA’s needs

Research, Data Collection and Organization, and Analysis

Based on the items to be benchmarked, and in conjunction with SRAA, SBA developed two surveys for research and data collection purposes, 1) one for data regarding organizational structure and salary/benefits information and 2) one for payroll/HRIS information.

We contacted each airport to participate in the research and secured approval from the CEO of each facility. From there, we conducted interviews with CEO designees for the study, typically Human Resource managers and specialists, or Finance and Administration personnel when there was no HR contact. With the interviews and the two surveys, we collected as much data as the individual institutions would provide regarding organizational structure, salary and benefits (including job descriptions) and payroll/HRIS systems. Once all data was researched and gathered, we then collated, organized, compared, and analyzed data for reporting purposes and for comprehensible data

visualization for each of the seven airports. Subsequently, we compared results to the SYR list of 39 employee categories (note: some categories contained multiple positions such as Accountant I and II, for instance), resulting in hundreds of comparative data points.

Notes on Data

Not all airports surveyed had equivalents to SYR positions. Conversely, some airports had positions that SYR did not have. Also, some airports that did have equivalents to SYR positions were contract employees and the salary data for those positions were not provided. When considering which position was the best match for the SYR position, we used organizational chart structure and participant input to make final comparative decisions.

Some airports provided salary data for the person currently holding the position. Some airports provided the range of salary for positions. Some airports provided both current salaries and the range salary (except where positions were vacant).

As part of the data collection, we requested and received organizational charts from the surveyed airports; however, some charts had not been updated to accurately reflect current configurations. As a result, positions indicated on the organizational charts were not always correlated to the salary data we received. That is, some positions listed on the organizational charts were not included in the salary data provided, and likewise some positions provided with salary data were not reflected on organizational charts.

Findings

Salaries

Overall, we surveyed seven airports on 39 job categories, receiving current salaries and ranges of salaries, for a total of hundreds of separate data points for the compensation portion of the study alone. Given the complexity and volume of the data set, we employed data visualization methods to create two separate data charts to provide, at a glance, an overall sense of how SYR compares to the other comparable airports in the study. (See Addendums B and C for thumbnail images of these charts.)

What these charts indicate is that overall, SYR salaries tended to compare at the low end of a majority (56%) of positions. Specifically: SYR registered the lowest salary in 17 positions (or 44% of all 39 positions surveyed), including the CEO salary; moreover, SYR salaries registered in the bottom half for five additional positions. SYR had the highest salary in five positions (representing 13%). Low/lowest salaries greatly outnumbered higher/highest salaries, meaning that SYR consistently has salaries in the lower end of the range compared to all peers surveyed.

The 17 position categories for which SYR reported the lowest salary include:

- CEO (*Authority*)
- Aviation Project Officer (*Authority*)
- Deputy Commissioners (*City*) / Director of Airport Operations (*Authority*)
- Marketing Coordinator (*Authority*)
- Director T/L Ops (*Authority*)
- Assist. Director Terminal/Landside Operations (*Authority*)
- Aviation Contracting Officer (*Authority*)

- Accountant I (*City*)
- Airfield Maintenance Supervisor (*City*) / Director of Airfield Maintenance (*Authority*)
- GIS Specialist (*City*)
- Maintenance Crew Leader (*City*)
- Purchasing Contract Clerk (*City*)
- Custodial Crew Leader (*City*)
- HEM I & II (*City*)
- Storekeeper (*City*)
- Maintenance Worker I & II (*City*)
- Maintenance Crew Leader (*City*)

The five position categories for which SYR reported the highest salaries include:

- Fiscal Officer (*Authority*)
- Executive Assistant (*Authority*)
- Plumber (*City*)
- Personnel Administrator (*Authority*)
- Administrative Assistant (*City*)

Benefits

In addition to our research into the salaries of positions similar to SYR's, we also gathered data on benefits, which often make up a significant percentage of an employee's overall compensation package. Although none of the airports surveyed reported a specifically calculated "benefits ratio," we estimate it falls between 25% - 40% of overall employee compensation in this data set, if not more.

Most airports offered a robust complement of benefit categories including paid time-off, health and medical, retirement/pension, statutory benefits, and a wide variety of additional benefits from wellness incentives to domestic partner benefits to tuition reimbursement, etc.

Specific benefits offered in all categories included:

- **Paid time-off** included benefits such as leave for vacation, holidays, sickness, funeral/bereavement, jury duty, military duty, voting, and medical appointments.
- **Health benefits** included health and medical insurance, dental insurance, vision insurance, HCSP/FSA options (health care savings plans and flexible savings plans), and life insurance.
- **Retirement benefits** included retirement and pension options as well as deferred compensation.
- **Statutory benefits** included disability (long and short term), workers comp, and FMLA (family medical leave).
- **Other benefits** included wellness plans and incentives, accident insurance, pet insurance, identity theft insurance, tuition assistance and reduction, longevity pay, professional development and training, EAP (employee assistance programs), domestic partner benefits, and income protection, among others.

Overall, SYR benefits compared well to other participants, and were among the most robust offered to employees. See Table 2. below for details.

Table 2. Summary of Benefits Offered by Airports in the Study

Airports	Paid Time-off	BENEFITS										Other Benefits
		Health					Retirement/Pension		Statutory			
		Health/Medical Ins.	Dental Ins.	Vision	H CSP/ FSA	Life Ins.	Retirement/Pension	Deferred Comp	Disability	Workers Comp	FMLA	
TUL/Tulsa	Vacation, Holiday, Sick, Funeral, Jury Duty, Military, Voting	Yes	Yes	Yes	Yes	Yes; life, dependent and AD&D	Yes – NYS and local retirement	Yes	Yes, LTD and short term	Yes	Yes	Wellness Plan; Accident ins.; Pet ins.; Identity theft ins.; accident ins.
GRR/Grand Rapids	Vacation, Holiday, PTO	Yes	Option	Option	Yes (HCSP and FSA)	Yes – basic and optional	Yes - MERS	Yes				Wellness, Tuition assist.
DSM/Des Moines	Holiday, Vacation, Sick, Leaves (Military, Jury, etc.)	Yes	Yes		Yes - FSA	Yes - term	Yes	Yes	Yes - LTD		Yes	Tuition assist.; Longevity pay; Prof. development
DAY/Dayton	Vacation, Sick	Yes	Yes			Basic life and AD&D; Optional life	Yes – OH state plan	Yes	Yes – LTD		Yes – family & personal (3 days per yr.)	Longevity pay
MSN/Madison	Vacation, Holiday, Sick	Yes	Yes	Option	Yes - FSA	Option	Yes – WI state plan	Yes	LTC option			
PWM/Portland	Holiday, Sick, Vacation	Yes	Yes		Yes (FSA for Health and/or dependent care)	Group	MainePERS pension; Roth IRA option	Yes				EAP; Domestic partner benefits; Tuition reduction; Wellness incentive; income protection
CAK/Akron	Vacation, Sick	Yes	Yes	Yes	Yes - FSA	Basic life and AD&D; Optional life & AD&D	Yes – OH state plan	Yes	Option	Yes	Yes	Domestic partner benefits
SYR/Syracuse	Vacation, Sick, Personal, Holiday, Bereavement, Military, Jury Duty, Medical	Yes; plus behavioral health	Yes	Yes	Yes – FSA for medical, dependent care, parking		Yes - NYS and local retirement system	Yes	Yes – NYS	Yes	Yes	Professional development

Structure

Regarding structure, airports showed a wide variety of departmental configurations and reporting lines, including configurations unique to particular organizational needs and situations. Many of these structures were legacy systems and had not been reviewed for efficiencies recently, and sometimes not for many years.

While there is no “typical” structure, there are discernable patterns and department/functions in common to all/most airports, including those surveyed, namely: Executive, Finance & Administration, Operations & Management (including Engineering/Planning/Development, Facilities/Maintenance, Security/ARFF/Police), Marketing, HR, IT, Legal.

In general, CEOs oversee an executive team managing finance & administration, operations & management, communications & HR, IT and legal/general counsel. Additionally, there is generally a deputy director/assistant director/COO position that oversees operations of terminal/landside operations.

NOTE: SYR was the only airport not to have a formal COO position, although the current dual titled Deputy Commissioner/Director of Airport Operations position most closely resembles this function for operations.

Payroll/HRIS Systems

Of the seven airports surveyed, six reported data for payroll/HRIS systems. The remaining airport, MSN/Madison, is processed by an in-house county system.

In general, selection of an HRIS and Payroll System is an expensive and time-intensive commitment for any organization. Many choices are available in the market today at varying price points and with different levels of functionality. Given the importance of the choice to be made, the selected system should 1) meet an airport's current needs and 2) have the capacity to expand with the organization into the foreseeable future. Compatibility with current systems such as financial management software should also be at the forefront of the decision-making process. Moreover, taking strategic plans into consideration from the beginning will help ensure the system selected will be the right choice beyond the short-term.

Comparisons were made between pricing, functionality, efficiencies and ROI. To further support the responses received from surveyed airports, additional data was gathered from industry sources on the following systems: Paychex, Sage Group, Paylocity, and Intuit.

From the results received through the survey and industry sources, ADP was determined to be the low-cost solution with the greatest functionality in a dual payroll & HRIS system. ADP also has the ability to integrate with several financial systems which users found beneficial. Additionally, ADP dedicates a team of Implementation Specialists to guide users from set-up to final processing and beyond. Having one system that tracks employees from recruitment to termination including performance management, ACA reporting, and training was essential to users (e.g., the Gerald R. Ford International Airport in Grand Rapids depends on ADP efficiencies as they only have three HR staff supporting 115 FTEs).

Observations and Recommendations

As a result of the research, data collection, and analysis of the findings, we offer some overall observations and recommendations moving forward.

Structure

Regarding structure, we recommend migrating all employees to function under the Authority structure as the bifurcated structure of City/Authority employment creates complexity, and efficiencies and clarity will be gained once all employees are under the same organizational roof. For example, currently there are positions that have dual titles, one for City employment and one for Authority employment, and accordingly have different pay scales.

We also recommend organizing departments and reporting lines to best support the strategic goals of the SRAA, while noting that there is no one-size-fits-all structure for airports; each entity is unique, as are the organizational structures that they create in response to their particular needs and

circumstances. In general, all airports surveyed would benefit from creating logical department structures with clear reporting lines. For SYR, specifically, we suggest the consideration of adding a COO position as the point person on operations and to consolidate direct reports to the CEO. Additionally, position titles and duties should be standardized with industry norms to better reflect employee duties and responsibilities. In general, the following chain of command and titles are typical: Executive Team (C-Suite, SVP, VP) > Director > Manager > Supervisor > Specialist/Generalist/Worker.

Salaries

We recommend increasing salaries to market standards, both in terms of the aviation industry and the regional economy, for all staff not currently within the range of industry norms. As noted above, SYR was consistently the lowest salary, or at the lower end, for a majority of positions (almost 60%).

As the CEO was the lowest paid of all airports surveyed, we suggest creating a plan for moving toward industry standard compensation for executive management and consider engaging outside experts to review, draft, and negotiate a new contract.

For the remaining staff with salaries warranting adjustment, there are many options to undertake a systematic approach to adjusting salaries to align with industry standards where needed and justified. There are several methods available as options to adjusting salaries, but we see organizations most commonly employing a combination of a triage approach (i.e., first addressing the positions where salaries are most out of line with industry standards) and a step approach (i.e., making adjustment to all below-industry salaries incrementally over several budget cycles).

Addendum A:

Additional Scope of Work

Additional Scope of Work

In addition to the above, before the data collection began SRAA also requested preliminary opinions, based on ACI industry standard data, on two positions:

- Airport Operations Worker
- Director of Business Development

For the **Airport Operations Worker**, we analyzed the ACI data, comparing compensation in categories similar to SYR which included:

- Airports in the Northeast geographic area
- Airports with revenue under \$50M
- Airports with budgets under \$50M
- Airports with staff size under 250
- Airports with total annual passenger numbers between 1-5M
- Airports with cargo operations of under 25K tons
- Airports with authority governance models
- Airports within the Small-A hub size

After researching the data in these categories, we found that the SYR range of salary was below the ACI data, and significantly so at the highest ends of the range. We suggested that SRAA consider an adjusted salary range for the Airport Operations Worker between \$19.65/hr. to \$36.66/hr. based on the ACI data in similar categories. See Table 3. below.

Table 3. Airport Operations Worker Comparison of ACI Salary Ranges

Established Ranges Minimum and Maximum (excluding NE category)				
	Range Minimum		Range Maximum	
	Yearly	Hourly	Yearly	Hourly
SYR	\$35,089	\$16.87	\$36,858	\$17.72
ACI (lowest range)	\$40,863	\$19.65	\$60,602	\$29.14
ACI (highest range)	\$51,507	\$24.76	\$76,244	\$36.66

For the **Director of Business Development**, we analyzed the ACI data, comparing compensation in the same categories as used for the Airport Operations Worker, and issued two findings:

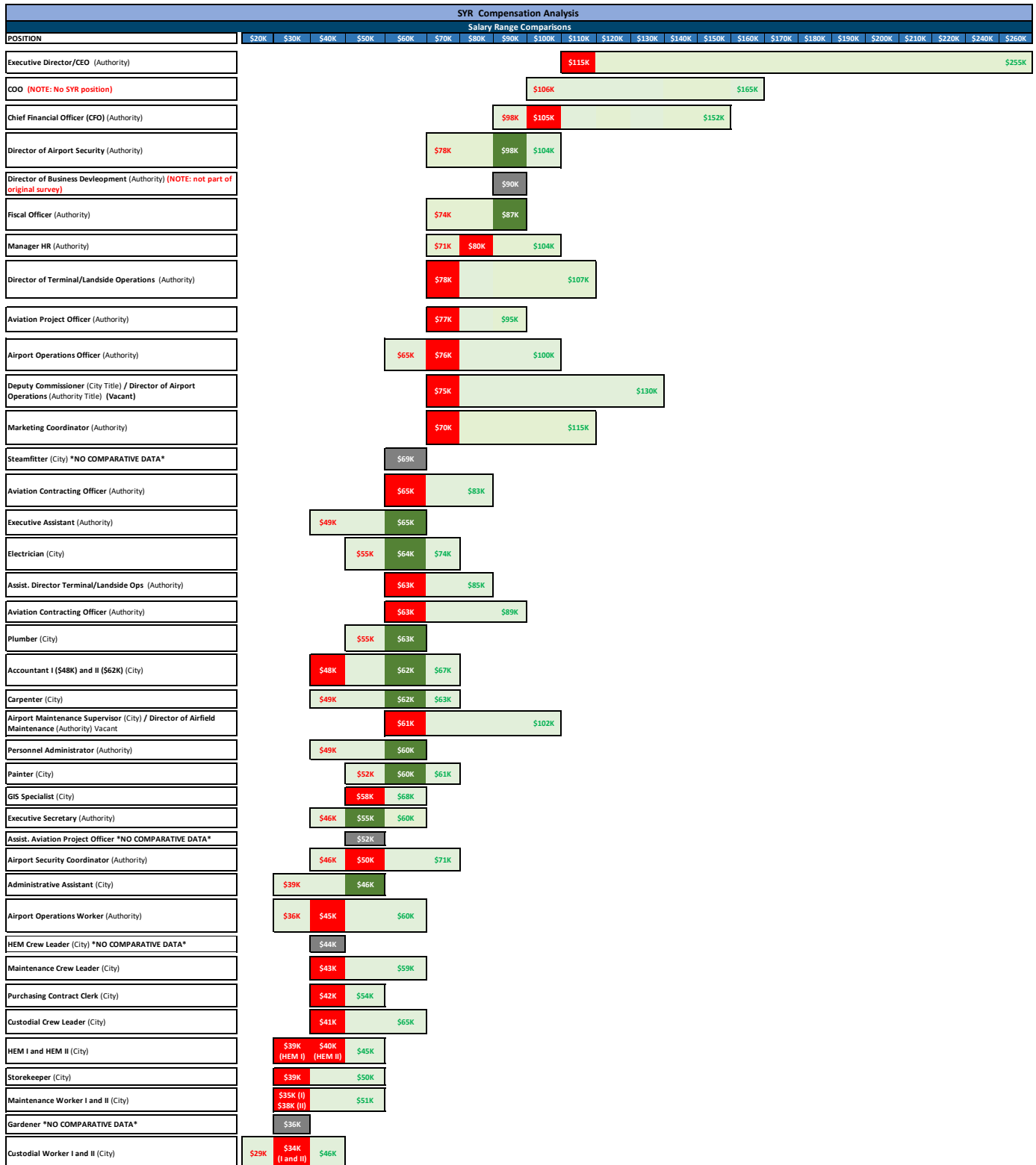
- The proposed SYR job description of the position comports with industry standards
- The proposed salary range was found to be marginally within industry norms. The range existed somewhat below industry ranges minimums and maximums, especially at the maximum figure.

For details of salary findings, see Table 4. below.

Table 4. Director of Business Development Comparison of ACI Salary Ranges

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

Addendum B: At-a-Glance Data Visualization: High-Low Range



Addendum C: At-a-Glance Data Visualization: Current Salaries

SYR Compensation Analysis																								
Current Salary Comparisons																								
POSITION	\$20K	\$30K	\$40K	\$50K	\$60K	\$70K	\$80K	\$90K	\$100K	\$110K	\$120K	\$130K	\$140K	\$150K	\$160K	\$170K	\$180K	\$190K	\$200K	\$210K	\$220K	\$240K	\$260K	
Executive Director/CEO (Authority)										\$115K	\$119K \$125K		\$146K					\$189K	\$198K \$205K				\$255K	
COO (NOTE: No SYR position)										\$106K	\$116K	\$120K	\$130K	\$143K		\$160K \$165K								
Chief Financial Officer (CFO) (Authority)								\$98K	\$105K	\$116K	\$128K \$134K			\$152K										
Director of Airport Security (Authority)						\$78K (2)	\$86K	\$98K	\$102K \$103K \$104K															
Director of Business Development (Authority) (NOTE: not part of original survey)								\$90K																
Fiscal Officer (Authority)						\$74K \$78K	\$80K \$83K \$85K	\$87K																
Manager HR (Authority)								\$71K	\$80K	\$104K														
Director of Terminal/Landside Operations (Authority)						\$78K	\$87K	\$94K \$97K	\$90K \$100K \$107K															
Aviation Project Officer (Authority)						\$77K	\$81K	\$89K \$95K																
Airport Operations Officer (Authority)					\$65K (2)	\$76K	\$78K \$81K \$84K	\$89K	\$100K															
Deputy Commissioner (City Title) / Director of Airport Operations (Authority Title) (Vacant)						\$75K	\$87K	\$90K	\$104K	\$116K \$118K		\$130K												
Marketing Coordinator (Authority)						\$70K	\$71K \$73K \$81K	\$91K \$95K	\$115K															
Steamfitter (City) *NO COMPARATIVE DATA*						\$69K																		
Aviation Contracting Officer (Authority)						\$65K	\$69K \$76K \$78K	\$83K																
Executive Assistant (Authority)	\$49K	\$52K (2)	\$55K	\$65K																				
Electrician (City)		\$55K (2)	\$60K \$63K	\$64K	\$67K \$74K																			
Assist. Director Terminal/Landside Ops (Authority)						\$63K	\$76K \$78K	\$81K \$84K \$85K																
Aviation Contracting Officer (Authority)						\$63K	\$83K	\$89K																
Plumber (City)					\$55K	\$63K																		
Accountant I (\$48K) and II (\$62K) (City)			\$48K	\$51K \$52K \$54K \$56K	\$62K	\$67K																		
Carpenter (City)	\$49K	\$58K	\$62K	\$63K																				
Airport Maintenance Supervisor (City) / Director of Airfield Maintenance (Authority) Vacant						\$61K	\$73K	\$89K	\$94K	\$100K \$102K														
Personnel Administrator (Authority)	\$49K	\$55K	\$60K																					
Painter (City)		\$52K	\$60K	\$61K																				
GIS Specialist (City)			\$58K	\$68K																				
Executive Secretary (Authority)	\$46K	\$55K	\$60K																					
Assist. Aviation Project Officer *NO COMPARATIVE DATA*						\$52K																		
Airport Security Coordinator (Authority)	\$46K \$47K	\$50K	\$52K (2)	\$65K	\$71K																			
Administrative Assistant (City)	\$39K \$41K	\$45 (2)	\$46K (2)																					
Airport Operations Worker (Authority)	\$36K	\$45K	\$48K \$51K (2) \$52K	\$60K																				
HEM Crew Leader (City) *NO COMPARATIVE DATA*			\$44K																					
Maintenance Crew Leader (City)			\$43K	\$46K \$50K	\$57K	\$59K																		
Purchasing Contract Clerk (City)			\$42K	\$43K \$49K \$51K \$54K																				
Custodial Crew Leader (City)			\$41K	\$57K	\$62K	\$65K																		
HEM I and HEM II (City)		\$39K (HEM I)	\$40K (HEM II)	\$45K																				
Storekeeper (City)		\$39K	\$50K																					
Maintenance Worker I and II (City)		\$35K (I) \$38K (II)	\$44K (2)	\$49K \$51K																				
Gardener *NO COMPARATIVE DATA*			\$36K																					
Custodial Worker I and II (City)	\$29K	\$34K (I and II)	\$41K \$46K																					

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 Sanford International Airport consisting of two (2) weekly flights from Sanford to Syracuse and two (2) weekly flight from Syracuse to Sanford utilizing jet aircraft (the “Sanford Service”) which such service is tentatively scheduled to commence on or about May 30, 2018; and

WHEREAS, a formal written agreement regarding the Sanford 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 Sanford 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 Sanford Service; and

WHEREAS, providing the Sanford 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 Sanford Service, and pending such successful negotiation and with the advice of counsel, to execute a formal agreement for the Sanford Service with Allegiant; and be it further

RESOLVED, that subject to the execution of such formal agreement for the Sanford Service, the Executive Director is authorized to expend up to the maximum sum of \$12,000.00 from the Authority's Aviation Enterprise Fund for marketing and promotional assistance in connection with the Sanford Service.

Resolution Adopted Date: March __, 2018.

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

**RESOLUTION AUTHORIZING SETTLEMENT OF DISPUTE WITH GROUND
TRANSPORTATION SERVICE PROVIDER**

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, in connection with the Authority's assumption of responsibilities for the operation of the Airport, the City assigned to the Authority and the Authority assumed an existing contract (the "Contract") with Syracuse Regional Airport Taxi ("SRAT") for the provision of ground transportation services at the Airport; and

WHEREAS, the Contract was most recently amended in June 2017 in order to: extend its term through June 30, 2018; evaluate the impact of the recent legalization of transportation network companies ("TNC's") in upstate New York and evaluate the impact of TNC's on ground transportation services in general and at the Airport in particular; and to address traffic pattern changes at the Airport required in connection with the 2017 Terminal Improvement Project which was then underway and continuing at the Airport; and

WHEREAS, in or about September 2017 and as required by the 2017 Terminal Improvement Project, traffic patterns at the Airport were further modified by the Authority, and in connection therewith SRAT terminated the Contract and alleged a breach of the Contract by the Authority; and

WHEREAS, the Authority thereafter demanded payment of the sum of \$91,000.00 by SRAT for its wrongful termination and amounts owed for percentage payment amounts under the Contract; and

WHEREAS, SRAT thereafter alleged that the Authority breached the Contract and that therefore SRAT did not owe any damages to the Authority; and

WHEREAS, counsel for both parties thereafter commenced negotiations in order to seek to potentially resolve the dispute informally, and such negotiations resulted in an agreement, subject to Board approval, whereby SRAT would pay the Authority the sum of sixty thousand dollars (\$60,000.00) and the parties would exchange mutual general releases in order to finally and fully settle the dispute; and

WHEREAS, at its last meeting the Finance Committee considered the settlement of the dispute on the terms described herein and voted to recommend such settlement to the Board.

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

RESOLVED, by the Board of the Syracuse Regional Airport Authority, that the Contract dispute with Syracuse Regional Airport Taxi be fully and finally resolved by the payment of the sum of \$60,000.00 to the Authority and the exchange of mutual general releases by the parties, and be it further

Resolution No. __

2018

RESOLVED, that the Executive Director, with the advice of counsel to the Authority, is authorized to execute such release on behalf of the Authority in exchange for payment of such amount and the receipt of a mutual general release from Syracuse Regional Airport Taxi.

Resolution Adopted Date: March __, 2018.

Vote: Ayes __ Nays: __ Abstentions: __

Signed: _____
Secretary

Reports

March 9, 2018

To: SRAA Directors

From: P. A. Mannion

Re: Director Survey

My thanks to those who took a few minutes to share with me your thoughts on our Board performance. Below is a high level summary from this informal survey. Thank you for your commitment to the Authority and always feel free to raise suggestions on how we can better serve our constituents.

- Generally, directors are satisfied with meeting and committee content, times and frequency.
- There was a suggestion the finance committee meet more often than four times per year.
- Generally, directors are satisfied with their committee assignments.
- Generally, directors are satisfied with our governance oversight.
- There was a suggestion we get additional reports from staff on development, marketing and operations.
- There was a suggestion we have an additional meeting each year to discuss and determine strategic direction.
- There was a suggestion, along with the strategic direction, the Board dictate more of an agenda rather than reacting to staff most of the time.



Human Resources Committee Meeting Minutes

February 15, 2018

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 SRAA Board Room on Thursday, February 15, 2018.

The meeting was called to order at 12:32 p.m. by Ms. Beth Rougeux.

I. Roll Call

In attendance: Ms. Beth Rougeux, Dr. Shu-Kai Chin, Hon. Mark Nicotra, Mr. Michael Quill, Ms. Christina Callahan, Mr. Trent Amond, Ms. Joanne Clancy, Ms. Debi Marshall

Absent: Mr. William Fisher, Mr. Patrick Mannion

II. Approval of Minutes from Previous Meeting

The Minutes from the HR Committee Meeting that took place on December 8, 2017 were presented for approval. A motion to approve was made by Mr. Nicotra, seconded by Dr. Chin and passed.

III. Executive Session

Ms. Rougeux invited a motion to go into Executive Session to discuss matters pertaining to proposed pending or current litigation for financial, credit, and employment history of particular persons or corporations and a proposed lease of real property by the Authority. Mr. Nicotra made the motion, and it was seconded by Dr. Chin. The Committee proceeded into Executive Session at 12:34 p.m. and emerged at 12:43 p.m.

IV. Staffing and Salary Analysis Report

Ms. Callahan presented a second draft of the Report to the Committee, which was completed by Steven Baldwin and Associates after conducting a comparison of salary and benefits among similarly sized airports. Ms. Callahan expressed the intention of going over the entire report, answering any questions from the Committee, and asking the Committee to recommend approval of the final study to the Board. After an overview of the data contained in the report, Dr. Chin requested clarification as to its purpose. Discussion ensued and it was held to be for the purpose of remaining competitive within the industry for recruitment and retention of the best qualified staff. Discrepancies between enplanements, number of staff, and titles were noted. Ms. Marshall was asked to give a summary of the payroll and HR software in use at various airports and its

capabilities and costs. She advised the goal is to use this information to conduct an RFP and have a new payroll/HRIS vendor effective no later than January 1, 2019. Ms. Callahan suggested that the Committee members review the report for an additional week, during which time they could submit additional comments and suggestions to be incorporated by SBA in their final draft. The final report will be presented to the full Board after review by the Human Resources Committee.

V. New Business

A. Drug and Alcohol Policy

Ms. Marshall recapped the need for a Drug and Alcohol Policy since the addition of Operations Workers with driving duties. She also described two different standards for this policy, specifically, D.O.T. or non D.O.T. She noted that certain defined circumstances can also result in a drug test and that specific individuals will be trained and authorized to make that decision. The HR Committee agreed that the policy should be added to the Employee Handbook. Dr. Chin made a motion to approve, Mr. Nicotra offered a second and it was unanimously approved.

B. Military Leave Policy

In the interest of time, consideration of this policy was put on hold.

C. AFLAC Supplemental Insurance

Ms. Marshall gave a brief overview of the optional supplemental insurance being offered by AFLAC. The involvement of the Authority would be limited to taking deductions from payroll to cover the premiums. It was agreed to offer this coverage to Authority employees.

VI. Adjournment

A motion was made to adjourn by Mr. Nicotra and seconded by Dr. Chin. The meeting adjourned at 1:53 p.m.



Audit Committee Meeting Minutes February 15, 2018

These minutes outline the activities of the Syracuse Regional Airport Authority (SRAA) Audit Committee from the meeting held on February 15, 2018, in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport.

The meeting was called to order at 2:12 p.m. by Dr. Donna DeSiato, Chair of the Audit Committee.

I. Roll Call

In attendance: Dr. Donna DeSiato, Mr. Kenneth Kinsey, Mr. Michael Lazar, Dr. Shiu-Kai Chin, Mr. Michael Quill, Mr. Mark Nicotra, Ms. Christina Callahan, Mr. Trent Amond, Ms. Maureen Fogarty, Ms. Cheryl Herzog, Mr. Chip Clark

Absent: Mr. Patrick Mannion

II. Approval of Minutes from the Previous Meeting

A motion was made by Mr. Kinsey and seconded by Mr. Lazar to accept the March 2, 2017 meeting minutes. The minutes were unanimously approved.

III. New Business

a. Review of Audit for Fiscal Year Ending June 30, 2017

Mr. Amond introduced Mr. Chip Clark from D'Arcangelo & Co., LLP which are the Authority's Independent Auditors. Mr. Amond turned the meeting over to Mr. Chip Clark. Mr. Chip Clark presented the committee with a draft packet of financial reports and compliance reports. Mr. Chip Clark informed the Committee that the Executive Summary Report is what will be presented to the SRAA Board for the June 30, 2017 Audit. Mr. Chip Clark informed the Committee that he will review the documents in detail with the Committee. Mr. Clark reviewed the Communications Letters with the Committee. The letters were reviewed with one issue regarding the timeliness of the closing and filing with the ABO 90 day requirement which is called a significant deficiency. Mr. Chip Clark indicated that the ABO 90 day requirement is going to be difficult to meet because of how

things are structured with the City of Syracuse. Mr. Chip Clark explained that they are required to put this in the letter since it is a compliance issue with the ABO. Mr. Chip Clark stated there is substantial improvement relative to the timing of getting the information, he does not know how much this could be reduced. Dr. DeSiato asked if having today's meeting earlier helped with this process, Mr. Chip Clark stated we are a month earlier, the closing went smoother and the overall closing timeliness has improved. Mr. Lazar asked as time goes on and there are less dealings with the City will this 90 days improve. Mr. Amond explained that since the City of Syracuse owns the property that when there are construction projects there has to be a reconciliation, where we are transferring things from the Authority's books to the City's books for what they own. Mr. Chip Clark reviewed all the Financial Packets with the Committee. Dr. DeSiato thanked Mr. Chip Clark for a great overview of the Draft Audit.

The SRAA staff left the room so the Committee could converse with Mr. Chip Clark at 2:37 p.m.

Staff returned after Committee's discussion at 2:48 p.m.

Dr. DeSiato would like to recognize Ms. Maureen Fogarty and her staff for a job well done meeting the requirements for the timely closing. Ms. Callahan stated she will pass the word along and reiterated that the Financial Team does a great job!

Dr. DeSiato asked the Committee to accept the Draft Audit and recommend it be presented to the SRAA Board for final approval. The motion was made by Mr. Lazar and seconded by Mr. Kinsey and was unanimously approved.

IV. Old Business

There was no old business to discuss.

V. Adjournment

The meeting was adjourned at 2:50 p.m.

Respectfully submitted,
Dr. Donna DeSiato, Audit Committee Chair

Finance Committee Meeting Minutes
February 2, 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. John B. Johnson, Jr., Mr. Michael Lazar, Mr. William P. Fisher, Ms. Beth Rougeux, Ms. Christina Callahan, Mr. Trent Amond, Ms. Maureen Fogarty, and Ms. Linda Ryan

II. Approval of Minutes from the Previous Meeting:

Bill Fisher submitted a change to the minutes and a motion was made by Ms. Rougeux and seconded by Bill Fisher to accept the meeting minutes with the suggested change.

The minutes were unanimously approved.

III. Old Business:

Mr. Amond discussed the Status of SRAA Agreements. We are currently working on the Rental Car Operations and there are two separate contracts; the Maintenance Facilities Rental Car Agreement and the Concessions Rental Car Agreement. Both are almost finalized and will be approved at the next Board Meeting. Ms. Rougeux had a question about the SU Contract. Ms. Callahan explained that we gave it to SU for \$1.00 to promote education. Due to the construction, we are not comfortable signing any new contracts regarding advertising as the SRAA is considering in house advertising next year. Mr. Fisher asked if we are factoring in the wiring with the new signage and Ms. Callahan explained that yes we are.

Mr. Amond reviewed the Operating Budget Status. He explained that at this point we are projecting at budget as there are only 5 months of data. There have been a couple of new positions created and the operations workers have left the city to work for the Authority.

IV. New Business:

Air Service Development: Mr. Amond explained that under the City there was a grid that the Airport was operating under that reflected incentives the Airport could offer for different types of new service. Recently, the guidelines were reviewed in light of the current Air Service Development efforts and the FAA regulations for what we could offer for Air Service Development. The SRAA created a new grid which is in the Finance Committee packet. There are different levels of incentives for potential international services vs domestic services and for new service for current airlines. These formats and limits will give us more flexibility to pursue our Air Service objectives. Ms. Callahan explained that this is being brought to the Finance Committee in hopes that they can recommend to the Board that

they approve this Grid. This way when working with the Airlines, we can negotiate service and provide the levels of incentive without bringing it to the Board before negotiating commences. The final agreement would be brought to the Board. Mr. Amond mentioned that the dollar amounts are prorated with the service. If a carrier only offers a service 2 out of the 7 days for half a year, these incentives will be prorated. Dr. Chin asked if industry wide that this is standard and Ms. Callahan mentioned it is a very common practice. Ms. Rougeux made a motion to recommend that they accept the grid as is and bring it to the full Board. John Johnson seconded this motion and the committee unanimously agreed with the motion.

Rental Car Maintenance Facility Leases: Mr. Amond explained that the leases are with Hertz, Avis and Enterprise. He explained some of the differences between the new and old contract. The new term is 10 years with one 5 year extension. The old lease was a 25 year term. The old agreement lease rate per square foot was 13 cents and went up to 25 cents per acre, the new agreement rate is 31.9 cents per acre and the escalation clause is the greater of 2 % or the CPI. Mr. Johnson made a motion to approve the Maintenance Facility Leases and Ms. Rougeux seconded the motion and the committee unanimously agreed with the motion.

Annual Review of Authority Procurement Policy: Mr. Amond explained that this was an ABO requirement and does not require action by the Finance Committee other than to include in the minutes you have reviewed it. He reported that Mr. Lazar had noted that we should include "site work" as a type of Construction Contract. For example, the way it was written before it referenced buildings and structures and left out "site work" which would not have included a parking lot that should be considered a construction project. This will be regarded as a clarification to the Authority Procurement Policy.

Settlement Agreement with Syracuse Regional Airport Taxi: Ms. Callahan is looking for a consensus from the Finance Committee. Mr. Clark discussed the new agreement with Syracuse Regional Airport Taxi that began on July 31, 2017. Once the Terminal Improvement Project began, traffic was redirected. The Airport asked Syracuse Regional Airport Taxi to only use the "active vehicles" (the ones that were picking up or dropping off) to be on the curb and to stage the other vehicles away from the curb. The Taxi Company terminated their contract with the Airport stating that this violated their contract. The Airport sent the Syracuse Regional Airport Taxi a demand letter for \$75,000 in early October and reserved rights for what was outstanding in the current agreement. SRAT countered with \$45,000 to settle. We received the information on what was outstanding from the current agreement so the total owed from SRAT was \$91,000. We countered the SRAT offer with \$75,000. SRAT said their settlement max was \$60,000. The Finance Committee concurs with the proposed settlement agreement of \$60,000 and would like to bring it to the Board in March.

Terminal Improvement Project Owner's Site Representation: It has been requested that we bring on an Owner's Site Rep to oversee the Terminal Improvement Project. Ms. Callahan recommended JWA [Joy Weatherup Anthis] Construction Management, a Women-Owned

Business. She explained that we have worked with them in the past and we have one of their Project Managers on the Concourse Renovation Project currently. The Owners Site Rep will be responsible for monitoring the project and preparing daily reports to submit to the Authority. These reports may then be made available to the NYSDOT and John Carni, who will report to the City. Dr. Chin summarized that all constituents' requirements have been met. Dr. Chin asked for a motion to recommend this to the full Board. A motion was made by John Johnson and seconded by Mr. Fisher and the Committee unanimously agreed with the motion.

Key Bank: Mr. Amond gave an update on Key Bank. The original agreement with Key Bank was going to be collateralized by the NYS Grant. With the new cost of the Terminal Improvement Project, Key Bank is now asking that they collateralize \$15M of our deposits as well. This is a 2 year agreement that will be renegotiated at the end of the agreement. Dr. Chin suggested a motion to recommend to the full Board that they approve this resolution. Mr. Lazar made the motion and Ms. Rougeux seconded it and the committee unanimously agreed with the motion.

Americar Off Airport Parking (Mr. Bill Ryan joined the meeting for this item of business): Ms. Callahan explained that Americar terminated their contract in December. Americar provides off-Airport Parking at a rate of \$7.25 per day with a shuttle ride to and from the Airport. Mr. Ryan has been working on other possibilities to replace Americar's business model. Ms. Callahan mentioned that we were looking for direction from the Committee on how they would like us to proceed and if they think it is a necessary service to our passengers. Dr. Chin suggested that we allow Mr. Ryan to research a short term lease/service and they give Mr. Ryan permission to do so and the committee unanimously agreed.

V. Adjournment:

Dr. Chin made a motion to adjourn the meeting and Mr. Johnson seconded that motion. The meeting adjourned at 10:59.