

**Syracuse Regional Airport Authority
Regular Meeting Agenda
Friday, September 8, 2017, 11:30 a.m. – 1:00 p.m.
Syracuse Hancock International Airport
Board Room**

1. Roll Call (2 Minutes)
2. Reading and Approval of Minutes from the June 9, 2017 Regular Meeting (2 Min)
3. Old Business (15 Minutes)
 - Terminal Improvement Project Update
 - Executive Session
4. New Business (10 Minutes)
 - Resolution Authorizing the Creation of the Position of Airport Operations Worker for the Syracuse Regional Airport Authority
 - Resolution Authorizing the Creation of the Position of Director of Business Development for the Syracuse Regional Airport Authority
 - Resolution Authorizing the Hosting of 2019 Airshow at the Syracuse Hancock International Airport
 - Resolution Authorizing Approval of New Air Service Agreement with Jet Blue Airways
5. Management Report (15 Minutes)
 - Present Logo Options
6. Committee Reports (10 Minutes)
 - HR Committee
7. Adjournment

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

Minutes of the Regular Meeting of the Syracuse Regional Airport Authority

June 9, 2017

Pursuant to notice duly given and posted, the regular meeting of the Syracuse Regional Airport Authority was called to order on Friday, June 9, 2017 at 11:02 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
Dr. Donna DeSiato (arrived at 11:08)
Mr. John B. Johnson Jr.
Mr. Michael Lazar
Ms. Beth Rougeux
Mr. Bill Simmons (arrived at 11:20)

Members Absent:

Mr. Khalid Bey
Mr. Bill Fisher
Mr. Michael Quill
Mr. Mark Vanesky

Also Present:

Ms. Christina Callahan
Mr. Trent Amond
Mr. Brian Dorman
Ms. Cheryl Herzog
Ms. Linda Ryan
Mr. R. John Clark
Mr. Tim Frateschi
Hon. Morris Sorbello

Roll Call

As noted, all Board members were present, except for Mr. Khalid Bey, Mr. Bill Fisher, Mr. Michael Quill and Mr. Mark Venesky

Reading and Approval of the Minutes

A motion was made by Dr. Chin and seconded by Ms. Rougeux and was unanimously approved to accept the minutes from the May 12, 2017 meeting.

The motion was approved 5 ayes, 0 nays.

Presentation: Tony Basile, Director of Operations, NUAIR

Mr. Tony Basile gave a presentation to the Board about NUAIR and their research and testing operation for Unmanned Aircraft.

Prior to New Business

Ms. Callahan requested an opportunity to introduce a few individuals in the audience. Ms. Callahan spoke of creating a focus group of individuals from the business community to help us understand on how our airport is viewed, what the business community needs are, Air Service Development and the Terminal Improvements. Ms. Callahan informed the board that she reached out to CenterState and spoke with Mr. Rob Simpson to recommend someone from his organization. Ms. Callahan introduced Ms. Valerie Finarty, VP of Operations at Hill-Rom and Richard Marritt, Chief Marketing Officer. Ms. Valerie Finarty and Mr. Richard Marritt stated they are very interested in leading this focus group and helping the Airport.

New Business

- **Resolution Adopting the 2017-2018 Syracuse Regional Airport Authority Operating Budget** was moved by Mr. Johnson and seconded by Dr. Chin and Mr. Lazar and was unanimously approved.
The resolution was presented by Mr. Amond. Mr. Amond indicated this is the first year of the new Airline Use Agreement, the first time we are using the rates and charges methodology, which was used to prepare the budget presented today. Mr. Amond reviewed the budget with the Board.
There was no further discussion regarding the resolution
The resolution was adopted: 7 ayes, 0 nays
- **Resolution Adopting the 2017-2018 Syracuse Regional Airport Authority Capital Budget (2) Authorizing Executive Director to Apply for and Accept Grant Offers and Enter into Grant Agreements with the Federal Aviation Administration and New York State Department of Transportation for such Projects; (3) Enter into Contracts to Undertake and Complete Projects; (4) Authorizing Expenditure of Funds on Projects** was moved by Dr. Chin and seconded by Mr. Lazar and was unanimously approved.
The resolution was presented by Mr. Amond.
There was no further discussion regarding the resolution.
The resolution was adopted: 7 ayes, 0 nays
- **Resolution Authorizing a Leasehold Mortgage for MGL Airport Realty, LLC** as amended was moved by Ms. Rougeux and seconded by Mr. Simmons and was unanimously approved.

The resolution was presented by Mr. Tim Frateschi, Attorney, representing the Authority on this matter. Mr. Frateschi explained that Mohawk Global Logistics has a leasehold on the building. The leasehold was entered with the City of Syracuse in 2010. Mohawk Global Logistics is looking to take out a \$1 million dollar loan, the loan will allow them to improve their facility. M&T Bank is asking the Authority as well as the City of Syracuse to allow them to put a leasehold mortgage on the leasehold. Mr. Frateschi explained the resolution to the Board.

Mr. Frateschi indicated he had two changes that needed to be made in the resolution; (1) on page one last paragraph the date of November 25, 2013 needs to read November 15, 2010. (2) Mr. Frateschi indicated that since the Board is not meeting again until September, he would like to give Ms. Callahan the authority to sign whatever documents are required to enter into this transaction. On the second page of the resolution paragraph 5 will be changed to read;

WHEREAS, Tenant is seeking financing for leasehold improvements as set forth in the Lease Agreement and, through M&T BANK, is requesting the Authority and the City of Syracuse to execute a Non-Disturbance and Attornment agreement, substantially in the form set forth on Exhibit A *and any other documents legal counsel deems necessary to close the transaction contemplated therein*;

Mr. Frateschi would like to amend the resolution with the new language to allow this change. Mr. Frateschi stated he is working with the City of Syracuse on this and if the City of Syracuse has any objections they would let it be known to M&T Bank.

Chair Mannion asked about the last paragraph of the resolution “The Authority waives any conflict the Authority’s Counsel has by representing M&T Bank in this matter.” Mr. Frateschi explained this was included since the Authority’s Attorney has a conflict to represent one of the parties. Mr. John Clark clarified that his firm has a conflict. It was requested by the Board that the language be changed from the word “waives” to the word “acknowledges”. All Board members were in agreement.

Management Report

Terminal Project Update

Ms. Callahan informed the Board that she wanted to provide an update on the Terminal Improvement Project because of the compressed timeframe. Ms. Callahan explained there has been a couple of meetings since the Board last met. Mr. Lazar has been representing the Ad Hoc Committee. C&S Engineers and Gensler presented the update to the Board.

Committee Reports

- HR Committee – The HR Committee Report was given by Ms. Beth Rougeux. (Minutes included in packet) Ms. Callahan updated the Board of two Town Hall Meetings scheduled for next Wednesday, June 14th at 7:00 and 3:00, the notice has been sent out.

Old Business

- **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 Mr. Simmons. Board members, Ms. Callahan, Mr. Amond and Mr. R. John Clark went into executive session at 12:29 a.m.

Executive session ended at 1:20 p.m.

Mr. Simmons left the meeting.

The Board adjourned from Executive Session with a **Resolution to Authorize the Executive Director to Complete the Modifications to the Syracuse Jet Management, LLC and Freeman Holdings Group, LLC on their Mortgage Leasehold Arrangement, in Accordance with what the Board had reviewed in Executive Session and to Authorize the Executive Director to approve it.** Mr. Mannion did request that Mr. Fisher and Mr. Mannion have an opportunity to review the document before it is signed, and if there is something that is substantially different it will be brought back to the Board in September.

- The Resolution was moved by Dr. DeSiato and seconded by Mr. Johnson and was unanimously approved

The motion was approved: 6 ayes, 0 nays

Mr. John Clark stated once the Resolution is prepared, Ms. Callahan can distribute to the Board. Chair Mannion clarified that the Board cannot vote electronically, so that is why it is being authorized in advance.

Adjournment

A motion was made by Chair Mannion and seconded by Dr. Chin to adjourn the meeting.

The motion was approved: 6 ayes, 0 nays

The meeting was adjourned at 1:29 p.m.

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**RESOLUTION AUTHORIZING THE CREATION OF THE POSITION
OF AIRPORT OPERATIONS WORKER
FOR THE SYRACUSE REGIONAL AIRPORT AUTHORITY**

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

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

WHEREAS, the Authority desires to create the position of Airport Operations Worker, which position the Authority believes is necessary to assist the Authority in performing its obligations and duties under the Enabling Act, and its responsibilities to keep, maintain and operate the Syracuse Hancock International Airport; and

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

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

RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby creates the position of Airport Operations Worker, and it is further

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

RESOLUTION ADOPTED DATE: September ____, 2017

VOTE: Ayes ____ Nays ____ Abstentions ____

SIGNED: _____
Secretary

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AIRPORT OPERATIONS WORKER (Civil Service Title)

AIRPORT OPERATIONS SPECIALIST (Internal SRAA title)

(Competitive)

DISTINGUISHING FEATURES OF THE CLASS

The work involves responsibility for performing a variety of tasks associated with the efficient and effective operations of Hancock International Airport during an assigned shift. Assignments consists of working the operations desk and being stationed within the airport complex inspecting the grounds for security, safety, lighting deficiencies and surface conditions. Employees in this class must exercise independent judgement based upon the situations encountered and their knowledge of a variety of operations manuals and procedures. Assignments are received from the Airport Operations Officer or a designee in both oral and written form. Work performance is evaluated through supervisory observation, comments/complaints received from the public, carriers and other concerned persons and stakeholders. Supervision is not exercised by this class. Does related work as required.

TYPICAL WORK ACTIVITIES

Conducts inspection of airport operating area surfaces for compliance with Federal Aviation Regulations Part 139.

Conducts inspections within the Airport complex, runways and properties to identify hazardous conditions and/or foreign objects

Cleans all movement area signage and lighting

Escorts construction vehicles on airport surface; inspects construction sites to insure compliance with Departmental and FAA requirements.

Assist maintenance by operating a snowplow or other vehicle in the removal of snow and ice from the runways and adjoining holding/staging areas as needed

Operates, under direction, the diversion structures to change between collection and storm drain modes, monitors daily use of deicing pads, assists in the placement of aerators in lagoons, collects samples of collected fluid during treatment for laboratory analysis, assists in the setup and monitors release of treated fluids.

Assist maintenance by doing routine grounds-keeping such as cutting grass, raking, weeding and trimming shrubbery of the designated safety areas on the airfield, to ensure full oversight of safety areas.

Assists in the implementation of wildlife mitigation as permitted/required by local, state and Federal law for the safety and overall operations of the airport

Receives telephone calls requesting services from airport tenants and other units within the Department; makes initial evaluation and dispatches personnel and/or equipment to remedy the service requested.

Maintains internal records system (either manually or on a PC) directed towards service requests, status of request, completion of requests and related data directed toward the efficient/effective operation of the unit.

Maintains internal control of all files of airport inspections; current status and follow up inspections.

Makes telephone contact requesting overtime work in the maintenance and custodial units, keeping manual/PC logs on calls and responses.

Composes Notice to Airmen (NOTAMS) concerning airport operating conditions.

Assists Airport Operations Officer by performing work as required.

Assist GIS maintaining FIDS (Flight Information Display System) as needed through updating flight status and reporting technical/operations issues.

Publish emergency notifications to all necessary parties

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS

Working knowledge of a two way communication system.

Some knowledge of the operations and activities associated with the operation of an international airport.

Some knowledge of the workings and operations of a personal computer.

Ability to establish and maintain a harmonious working relationship with Federal Aviation, Administration officials, employees of the organization and department, the carriers and general public.

Ability to analyze situations, make correct judgements and follow through to successful conclusion.

Ability to deal in an effective manner under stressful and in emergency situations.

Ability to communicate in English with a clear and distinct voice.

Ability to read and write in the English language.

Physical condition commensurate with the demands of the position, including shoveling snow in areas in which the operations department is responsible. This position requires standing, walking, and sitting for long periods of time. Must be able to work outside in all weather conditions, including inclement weather.

MINIMUM QUALIFICATIONS

One (1) year of work experience, or its part time equivalent, working at a commercial airport or military airbase in one of the following areas:

(a) Airport Field Maintenance; or

(b) Fixed Base Operations which must have included one (1) or more of the following activities: towing aircraft on ramps and taxiways, fueling aircraft, marshaling aircraft to parking positions, de-icing; or

(c) Ground support of aircraft; or

(d) Airport Operations Area (AOA)

NOTE: Thirty (30) semester credit hours of college coursework in an Aviation program from a regionally accredited college or university or one accredited by the New York State Board of Regents to grant degrees can be substituted for the one (1) year of experience described above.

SPECIAL NECESSARY REQUIREMENT

When required to operate a motor vehicle, possession of a valid New York State Non-CDL or CDL, including any special endorsements, as required for the type of vehicle being operated.

Date Revised 8/2017

DRAFT



August 29, 2017

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

RE: Opinion Regarding Salary Range for SYR Airport Operations Workers

Dear Ms. Callahan:

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

Executive Summary

The specific category of worker that we have been asked to review is termed "Airport Operations Worker" at SYR. The ACI data does not collect salary information for a position with that exact title. Instead, the ACI collects data for similar categories titled "Airport Operations Duty Agent" (AODA), defined as an entry-level position, and "Airport Operations Specialist" (AOS), which is a more experienced position while remaining in a non-supervisory capacity (see definitions below).

Since the SYR position is most reflective of the Airport Operations Specialist position, and requires at least one year experience and is therefore not entry level, we recommend the SRAA consider only the AOS position for comparison and benchmarking when determining an adjusted rate for the Airport Operations Worker position (which, notably, is slated to be redefined as "Airport Operations Specialist").

We reviewed ACI salary data for the AOS position to determine minimum and maximum ranges for 1.) the unweighted average of all 79 airports reporting on this position, and 2.) the minimum and maximum ranges for 43 airports with characteristics most similar to SYR (see details below). As a result, we find that the SYR current range for Airport Operations Worker is below the average of all 79 airports reporting, as well as below the range of the airports with similar characteristics to SYR. We suggest that the SRAA consider an adjusted salary level for the Airport Operations Worker based on airports with characteristics similar to SYR, excluding geographic area, which falls between a range of \$19.65/hr to \$36.66.

Below is a summary of the analysis of how we came to that determination.

Determination of Our Opinion on the Salary Range

In order to appropriately mine the ACI data, we had to first establish which position or positions most closely matched to the category we were asked to review. Since there was no exact match to “Airport Operations Worker,” we reviewed definitions of the most similar positions, which were the AODA position and the AOS position.

ACI defines the duties and responsibilities for each title/position as follows:

- **Airport Operations Duty Agent (AODA).** (Survey Job Code 060-002) As an entry level position, performs airfield, perimeter, terminal, and grounds inspections, typically on shift, to help enforce compliance with Federal safety regulations and airport/airport system rules, policies, procedures, and leases and agreements. Responds to any emergency on airfield. Gives directions to air carriers, tenants, concessionaires, contractors, travelers, and others to obtain compliance or provides assistance with their wants/needs. Provides customer service to airport users. May also coordinate after-hours maintenance or monitor emergency repairs to critical equipment. Typically reports to an Airport Operations Duty Manager (Survey Job Code 060-020), or another higher level job in the airport operations domain.
- **Airport Operations Specialist (AOS).** (Survey Job Code 060-003) Assists Airport Operations Duty Manager in the oversight of the operation of the airfield to provide for the safety of the traveling public and efficient operation of the airport personnel and efficient operation of the airport. May also have responsibility for terminal, concourses, and other airport facilities. Serves as senior or full performance level **non-supervisory** employee on shift who, as an individual contributor, represents airport management in overseeing daily operations of the airport, with airside emphasis (even when terminal/landside responsibility is included), by performing most or all of the following functions: monitors airfield safety and security to ensure compliance with Federal regulations and airport/airport system rules, policies and procedures; monitors weather, wildlife activity and movement of aircraft; opens/closes airport movement areas as conditions warrant; issues Notices to Airmen (NOTAMs); controls/commands snow removal and emergency responses until relieved; and performs related functions. Typically reports to Airport Operations Duty Manager (Survey Job Code 060- 020), Manager Airport Operations (Survey Job Code 060-022), or middle or senior management. If airside responsibility regularly rotates among positions in the same job class where some positions have terminal or landside responsibility, you may match all of these positions to this survey job. If your position supervises or leads a team on shift, consider matching it to Airport Operations Duty Manager (Survey Job Code 060-020).

Given the above ACI definitions, we believe SRAA’s category—based on the draft description supplied from the SYR HR department (and attached herein)—is most reflective of and more closely aligns with the AOS position; therefore, we recommend using that position as a benchmark for setting the salary level for SYR’s Airport Operations Worker (current title) or Airport Operations Specialist (proposed title).

The SYR wages for an Airport Operations Worker are currently as follows:

SYR Current Salary Ranges for Position		
	Contract Minimum	Contract Maximum
Yearly	\$35,089	\$36,858
Hourly Based on a 40 hr week	\$16.87	\$17.72

Currently, all SYR Airport Operations Workers are compensated at the contract maximum, and are therefore earning \$17.72 per hour.

Comparison By Unweighted Average

In the 2017 ACI survey, 79 airports reported data for the AOS position. For an overall summary of the salary data, the ACI presents a weighted average of all responding airports as well as an unweighted average. We chose to use the unweighted average for our general comparison because the raw data for the weighted average is not provided and therefore it is not possible to determine how the data is weighted.

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

Table 1. Average of Airport Operations Specialist Salary from All Airports Reporting Data

Established Ranges			Average Annual Rates				Sample Size	
Range Min.	Midpoint	Range Max.	Annual Base Pay	Cash for Performance	Profit Sharing	Total Cash (yearly)	No. of Staff	No. of Airports Reporting
\$47,064	\$58,323	\$69,577	\$55,277	\$1,915	N/R	\$55,476	567	79

Compared to the above, the current SYR minimum and maximum are as follows:

Comparison of SYR to ACI Unweighted Average				
	Range Minimum		Range Maximum	
	Yearly	Hourly	Yearly	Hourly
SYR	\$35,089	\$16.87	\$36,858	\$17.72
ACI	\$47,064	\$22.63	\$69,577	\$33.45

Further assessing the ACI data, we note that the range of the ACI minimum and maximum is, by definition, a condensed version of the full range of reported numbers from lowest to highest. When looking at the array of data between different percentiles, we see that the Range Minimum at the 10th Percentile is \$36,620 and the Range Maximum at the 90th Percentile is \$119,300. (NOTE: A percentile is a number at which the data fall in an array. For example, the 10th Percentile data point of \$36,620 means that 10% of reported salaries fall below that number and 90% of reported salaries rise above it.)

Currently, the SYR contract minimum is below the 10th Percentile minimum number of \$36,620/yr and the SYR contract maximum is below the 10th Percentile maximum number of \$52,248/yr. Therefore, compared to the 79 airports reporting in this category, 90% of all airports report a Range Minimum and Maximum above the SYR range.

Comparison By Characteristics Similar to SYR

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

Table 2. Salary Data for Airport Operations Specialist by Characteristics Similar to SYR

Categories		Established Ranges			Average Salary		Sample Size	
ACI Category	SYR #s	Range Min.	Midpoint	Range Max.	Annual Base Pay	Hourly Rate	No. of Staff	No. of Airports Reporting
Geo. Area (NE)	NY	\$57,502	\$71,035	\$84,204	\$70,651	\$33.97	45	7
Revenue (under \$50M)	\$25.6M	\$40,863	\$51,063	\$60,602	\$47,493	\$22.83	164	43
Budget (under \$50M)	\$25.6M	\$41,143	\$51,487	\$61,148	\$47,886	\$23.02	155	40
Staff #s (5 - 250)	120	\$47,398	\$59,066	\$70,509	\$55,324	\$26.60	108	25
Total Pax (1-5M)	Approx. 2M	\$43,089	\$54,948	\$66,280	\$50,031	\$24.05	74	16
Cargo (in tons) (Under 25K)	18,550	\$43,260	\$52,656	\$61,846	\$52,091	\$25.04	84	26
Govern. Model (Authority)	Authority	\$51,507	\$63,742	\$76,244	\$58,605	\$28.18	153	28
Hub Size (Small-A)	Small-A	\$43,411	\$55,634	\$67,737	\$49,791	\$23.94	67	15
RANGE (low & high)		\$40,863 - \$57,502		\$60,602 - \$84,204	\$47,493 - \$70,651	\$22.83 - \$33.97		

A comparison between SYR's Range Minimum and Maximum with the lowest and highest numbers in the Range Minimum and Maximum for similar characteristics are as follows:

Established Ranges Minimum and Maximum (with 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)	\$57,502	\$27.65	\$84,204	\$40.48

Thus, the range for the ACI pay from airports most similar in characteristics to SYR extends from a Range Minimum low of \$19.65/hr to a Range Maximum high of \$40.48/hr.

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

Annual Base Pay				
	Range Minimum		Range Maximum	
	Yearly	Hourly	Yearly	Hourly
SYR	\$35,089	\$16.87	\$36,858	\$17.72
ACI	\$47,493	\$22.83	\$70,651	\$33.97

However, we note that for these comparisons the geographic category that SYR falls into is the Northeast, which includes the states of New York and Massachusetts. The data suggests that this range is influenced strongly by the geographic area, where the metro New York City and Boston airports command higher salaries.

Removing the NE category from the high and low data points results in the following new comparison:

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

Thus, we suggest the SRAA consider an adjusted salary range for the Airport Operations Specialist based on airports with characteristics similar to SYR, excluding the geographic area category, which falls between \$19.65/hr to \$36.66/hr.

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

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

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

Sincerely,

STEVEN BALDWIN ASSOCIATES, LLC

A handwritten signature in blue ink that reads "Steven T. Baldwin". The signature is fluid and cursive, with the first name "Steven" and last name "Baldwin" clearly legible.

Steven T. Baldwin
President/CEO

enclosures

cc: D. Marshall
P. Perkins

Security/Safety/Operations

Job Code	Title	Typical Duties & Responsibilities	Other Common Titles
060-002	<u>Airport Operations Duty Agent</u>	As an <u>entry level position</u> performs airfield, perimeter, terminal and grounds inspections, <u>typically on shift</u> , to help enforce compliance with Federal safety regulations and airport/airport system rules, policies, procedures, leases and agreements. Responds to any emergency on airfield. Gives directions to air carriers, tenants, concessionaires, contractors, travelers and others to obtain compliance or provides assistance with their wants/needs. Provides customer service to airport users. May also coordinate after-hours maintenance or monitor emergency repairs to critical equipment. Typically reports to an Airport Operations Duty Manager (survey job no. 060-020), or another higher level job in the airport operations domain.	Airfield Operations Agent, Aviation Operations Agent
060-003	<u>Airport Operations Specialist</u>	Assists Airport Operations Duty Manager in the oversight of the operation of the airfield to provide for the safety of the traveling public and efficient operation of the airport personnel and efficient operation of the airport. May also have responsibility for terminal, concourses, and other airport facilities. Serves as senior or full performance level non-supervisory employee <u>on shift</u> who, as an individual contributor, represents airport management in overseeing daily operations of the airport, with airside emphasis (even when terminal/landside responsibility is included), by performing most or all of the following functions: monitors airfield safety and security to ensure compliance with Federal regulations and airport/airport system rules, policies and procedures; monitors weather, wildlife activity and movement of aircraft; opens/closes airport movement areas as conditions warrant; issues Notices to Airmen (NOTAMs); controls/commands snow removal and emergency responses until relieved; and performs related functions. Typically reports to Airport Operations Duty Manager (survey job. no 060-020), Manager Airport Operations (survey job no. 060-022), middle or senior management. If airside responsibility regularly rotates among positions in the same job class where some positions have terminal or landside responsibility, you may match all of these positions to this survey job. If your position supervises or leads a team on shift, consider matching it to Airport Operations Duty Manager (survey job no. 060-020).	Airfield Operations Officer; Aviation Operations Representative; Aviation Services Specialist



2017 DETAIL REPORT

REPORT ID = All U.S. Participants Included

2/2/2017 11:22:50 AM

060-003 Airport Operations Specialist

Assists Airport Operations Duty Manager in the oversight of the operation of the airfield to provide for the safety of the traveling public and efficient operation of the airport personnel and efficient operation of the airport. May also have responsibility for terminal, concourses, and other airport facilities. Serves as senior or full performance level non-supervisory employee on shift who, as an individual contributor, represents airport management in overseeing daily operations of the airport, with airside emphasis (even when terminal/landside responsibility is included), by performing most or all of the following functions: monitors airfield safety and security to ensure compliance with Federal regulations and airport/airport system rules, policies and procedures; monitors weather, wildlife activity and movement of aircraft; opens/closes airport movement areas as conditions warrant; issues Notices to Airmen (NOTAMS); controls/commands snow removal and emergency responses until relieved; and performs related functions. Typically reports to Airport Operations Duty Manager (survey job. no 060-020), Manager Airport Operations (survey job no. 060-022), middle or senior management. If airside responsibility regularly rotates among positions in the same job class where some positions have terminal or landside responsibility, you may match all of these positions to this survey job. If your position supervises or leads a team on shift, consider matching it to Airport Operations Duty Manager (survey job no. 060-020).

PAY TYPE DISPLAYED: Annual Rate

	Established Ranges			Annual Current Paid Rates				
	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	
Employee Weighted Average	\$54,760	\$66,873	\$80,092	\$67,092	\$2,273		\$67,296	
Simple/Unweighted Average	\$47,064	\$58,323	\$69,577	\$55,277	\$1,915		\$55,476	
10th Percentile	\$36,620	\$47,216	\$52,248	\$41,212	\$300		\$41,212	
25th Percentile	\$41,579	\$52,506	\$62,005	\$49,755	\$600		\$49,942	
50th Percentile	\$50,378	\$64,068	\$76,459	\$57,316	\$1,312		\$57,316	
75th Percentile	\$68,800	\$83,200	\$95,028	\$86,348	\$4,126		\$87,905	
90th Percentile	\$81,600	\$98,700	\$119,300	\$109,900	\$4,851		\$109,900	
Number Of Organizations	73	75	73	79	10		79	
Number Of Employees	543	562	543	567	51		567	
Earning Mix (Only For Those Receiving Variable Cash)				96.2 %	3.8 %		100%	
Percentage of Total Employees Eligible For Variable Cash					12.4 %	1.8 %		
Percentage of Organizations With Variable Cash Eligible Employees					15.2 %	2.5 %		
Percentage of Eligible Employees Who Receive Payment					72.9 %			
Percentage of Total Employees Receiving Variable Cash					9.0 %			
Variable Cash/Base Pay - All Employees					0.3 %			
Variable Cash/Base Pay - Only Employees Receiving					4.0 %			
Salary Range Spread		Weighted Average	47.5 %		Simple Average	49.2 %		
FLSA Treatment		Exempt	19.9 %		Nonexempt	80.1 %		
Bargaining Unit Representation Level		Yes	49.4 %		No	50.6 %		
Job Match	Lighter Match (L)	1.4 %	Equal Match (E)	90.3 %	Heavier Match (H)	8.3 %		
Car Practices	Car Provided	0.2 %	Allowance Only	0.0 %	Expenses Only	9.7 %		
Housing	Housing Provided	0.0 %	Allowance Only	0.0 %	Expenses Only	0.0 %		
Airport Size	Smallest	18.0 %	Small	11.8 %	Medium	22.4 %	Large	47.4 %

Empty Cell = No data or insufficient data for analysis.



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2017 BREAKOUT REPORT

REPORT ID = All U.S. Participants Included

2/2/2017 11:24:25 AM

REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

060-003 Airport Operations Specialist

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	No. of Employees	No. of Organizations	Total Cash Relative Index
Geographic Area										
MA - Mid-Atlantic: DC, DE, MD, NC, SC, VA, WV	\$59,875	\$74,778	\$90,818	\$71,107			\$71,107	50	6	105.7 %
MT - Mountain: CO, MT, UT, WY	\$47,952	\$60,913	\$73,519	\$56,755			\$56,827	53	6	84.4 %
MW - Midwest: IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH, SD, WI	\$46,382	\$55,447	\$64,721	\$52,002			\$52,002	92	14	77.3 %
NE - Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT	\$57,502	\$71,035	\$84,204	\$70,651			\$70,698	45	7	105.1 %
NW - Northwest: ID, OR, WA	\$44,418	\$55,229	\$63,318	\$55,635			\$56,969	58	9	84.7 %
PA - California/Nevada: CA, NV	\$71,534	\$84,306	\$98,883	\$96,111			\$96,252	148	10	143.0 %
SE - Southeast: AL, AR, FL, GA, LA, MS, TN	\$42,792	\$55,002	\$67,132	\$49,233			\$49,309	76	16	73.3 %
SW - Southwest: AZ, NM, OK, TX	\$42,080	\$55,160	\$68,395	\$47,627			\$47,780	38	9	71.0 %
Annual Airport Authority Revenue										
Under \$50 Million	\$40,863	\$51,063	\$60,602	\$47,493			\$47,594	164	43	70.7 %
\$50 to \$99 Million	\$49,861	\$60,203	\$70,966	\$56,656			\$56,701	49	9	84.3 %
\$100 to \$499 Million	\$53,901	\$66,005	\$78,276	\$65,130			\$65,526	189	17	97.4 %

(Light Grey) = Insufficient data for analysis

(Empty Cell) = No data

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

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



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REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

060-003 Airport Operations Specialist

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	No. of Employees	No. of Organizations	Total Cash Relative Index
Over \$500 Million	\$71,598	\$87,560	\$105,246	\$95,165			\$95,314	150	7	141.6 %
Annual Airport Authority Budget										
Under \$50 Million	\$41,143	\$51,487	\$61,148	\$47,886			\$47,994	155	40	71.3 %
\$50 to \$99 Million	\$47,540	\$59,018	\$71,132	\$55,761			\$55,810	87	14	82.9 %
\$100 to \$499 Million	\$57,270	\$70,058	\$83,307	\$68,286			\$68,711	215	17	102.1 %
Total Airport Authority Headcount										
Under 50	\$39,569	\$48,535	\$55,298	\$46,876			\$46,924	81	24	69.7 %
50 to 250	\$47,398	\$59,066	\$70,509	\$55,324			\$55,442	108	25	82.4 %
250 to 500	\$48,209	\$58,494	\$69,207	\$57,478			\$57,520	103	13	85.5 %
500 to 1000	\$53,853	\$67,704	\$81,741	\$64,967			\$65,588	117	10	97.5 %
Over 1000	\$71,850	\$85,877	\$103,924	\$93,341			\$93,482	158	7	138.9 %
Total Passengers										
Under 100 Thousand	\$38,868	\$48,111	\$56,772	\$44,474			\$44,944	13	9	66.8 %
100 to 500 Thousand	\$37,934	\$48,612	\$54,474	\$45,702			\$45,702	39	9	67.9 %

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REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

060-003 Airport Operations Specialist

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	No. of Employees	No. of Organizations	Total Cash Relative Index
500 Thousand to 1 Million	\$39,728	\$47,829	\$56,259	\$46,222			\$46,222	44	11	68.7 %
1 to 5 Million	\$43,089	\$54,948	\$66,280	\$50,031			\$50,173	74	16	74.6 %
5 to 10 Million	\$51,796	\$60,605	\$69,526	\$59,466			\$59,524	74	10	88.5 %
10 to 25 Million	\$55,549	\$68,973	\$82,960	\$69,626			\$70,636	72	9	105.0 %
Over 25 Million	\$64,261	\$78,534	\$94,829	\$81,936			\$82,025	250	14	121.9 %
Total Cargo										
Under 25 Thousand	\$43,260	\$52,656	\$61,846	\$52,091			\$52,160	84	26	77.5 %
50 to 100 Thousand	\$42,147	\$55,679	\$69,150	\$47,169			\$47,169	55	11	70.1 %
100 to 500 Thousand	\$53,137	\$65,198	\$77,372	\$61,680			\$61,840	216	25	91.9 %
500 Thousand to 1 Million	\$58,634	\$70,708	\$83,988	\$72,284			\$73,017	93	6	108.5 %
1 to 5 Million	\$72,080	\$86,817	\$104,350	\$100,668			\$100,704	100	5	149.6 %
Governance Type										
City-operated	\$55,532	\$67,882	\$81,625	\$74,053			\$74,114	188	23	110.1 %
County-operated	\$52,086	\$61,044	\$69,924	\$59,950			\$60,178	82	9	89.4 %

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060-003 Airport Operations Specialist

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	No. of Employees	No. of Organizations	Total Cash Relative Index
Airport Authority	\$51,507	\$63,742	\$76,244	\$58,605	\$1,002		\$58,696	153	28	87.2 %
Other	\$58,610	\$67,592	\$81,640	\$67,166			\$67,210	83	12	99.9 %
Airport Size										
Large	\$62,659	\$77,014	\$93,150	\$79,995			\$80,095	269	16	119.0 %
Medium	\$55,350	\$65,888	\$76,807	\$65,975			\$66,546	127	17	98.9 %
Small-A	\$43,411	\$55,634	\$67,737	\$49,791			\$49,948	67	15	74.2 %
Small-B	\$39,310	\$48,361	\$55,693	\$46,326			\$46,386	102	29	68.9 %
Job Match										
Equal	\$55,096	\$67,057	\$80,306	\$67,791	\$2,321		\$68,008	512	67	101.1 %
Heavy	\$53,568	\$67,178	\$80,578	\$62,497			\$62,497	47	10	92.9 %
Total Job										
Total Job	\$54,760	\$66,873	\$80,092	\$67,092	\$2,273		\$67,296	567	79	100.0 %

(Light Grey) = Insufficient data for analysis

(Empty Cell) = No data

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

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

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

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

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

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

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

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

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

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

RESOLUTION ADOPTED

DATE: September __, 2017

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

SIGNED: _____
Secretary

**DIRECTOR OF BUSINESS DEVELOPMENT
(Syracuse Regional Airport Authority)**

DISTINGUISHING FEATURES OF THE CLASS

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

TYPICAL WORK ACTIVITIES

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

FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS

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

DIRECTOR OF BUSINESS DEVELOPMENT
(Syracuse Regional Airport Authority)

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

MINIMUM QUALIFICATIONS

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

- or -

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



August 29, 2017

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

RE: Opinion Regarding Director of Business Development Position/Ad

Dear Ms. Callahan:

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

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

Executive Summary

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

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

Specifically:

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

Below is a summary of our analysis.

Determination of Our Opinion Regarding the Job Description and Salary Range

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

Professional Opinion: Yes

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

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

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

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

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

Comparison By Unweighted Average

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

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

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

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

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

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

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

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

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

Comparison By Characteristics Similar to SYR

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

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

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

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

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

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

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

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

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

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

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

Sincerely,

STEVEN BALDWIN ASSOCIATES, LLC



Steven T. Baldwin
President/CEO

enclosures

cc: D. Marshall
P. Perkins

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



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

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Survey Job: 046-021 Manager Environmental Programs

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

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

Survey Job: 047-121 Manager Planning and Development

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

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

Survey Job: 048-132 Director Business Development

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

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

Survey Job: 050-012 Governmental Affairs Specialist

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

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

Survey Job: 050-021 Manager Governmental Affairs

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

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



2017 DETAIL REPORT

REPORT ID = All U.S. Participants Included

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048-132 Director Business Development

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

PAY TYPE DISPLAYED: Annual Rate

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

Empty Cell = No data or insufficient data for analysis.



Airports Council International Compensation Survey



2017 BREAKOUT REPORT

REPORT ID = All U.S. Participants Included

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REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

048-132 Director Business Development

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

(Light Grey) = Insufficient data for analysis

(Empty Cell) = No data

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

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



Airports Council International Compensation Survey



2017 BREAKOUT REPORT
REPORT ID = All U.S. Participants Included

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REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

048-132 Director Business Development

	Range Minimum	Control / Midpoint	Range Maximum	Annual Base Pay	Variable Cash for Performance	Profit Sharing	Total Cash	No. of Employees	No. of Organizations	Total Cash Relative Index
Total Passengers										
5 to 10 Million	\$95,541	\$122,149	\$148,042	\$124,319			\$124,361	7	7	90.8 %
Over 25 Million	\$113,138	\$144,577	\$175,975	\$155,131			\$157,052	8	8	114.6 %
Total Cargo										
100 to 500 Thousand	\$91,751	\$123,302	\$154,828	\$132,465			\$137,214	10	10	100.1 %
500 Thousand to 1 Million	\$112,914	\$145,844	\$178,779	\$161,521			\$163,251	8	6	119.1 %
Governance Type										
Airport Authority	\$94,334	\$122,777	\$153,310	\$125,990			\$128,910	11	11	94.1 %
Airport Size										
Large	\$108,897	\$143,144	\$177,366	\$158,640			\$160,417	10	10	117.1 %
Medium	\$94,373	\$124,216	\$153,603	\$126,292			\$127,577	11	9	93.1 %
Job Match										
Equal	\$96,190	\$126,514	\$156,511	\$133,141			\$134,072	18	16	97.8 %
Heavy	\$87,987	\$117,593	\$148,857	\$125,923			\$132,953	6	6	97.0 %

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data
Note: No breakout data is displayed where less than 5 companies are reporting to a specific breakout category.

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



Airports Council International Compensation Survey

western
management
group



2017 BREAKOUT REPORT

REPORT ID = All U.S. Participants Included

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REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

048-132 Director Business Development

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

(Light Grey) = Insufficient data for analysis

(Empty Cell) = No data

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

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

RESOLUTION AUTHORIZING THE HOSTING OF 2019 AIRSHOW AT THE SYRACUSE HANCOCK INTERNATIONAL AIRPORT

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 responsible for the operation and management of the Syracuse Hancock International Airport (the “Airport”); and

WHEREAS, one of the stated purposes of the Authority under the Enabling Act is to stimulate and promote economic development, trade and tourism in the central New York area; and

WHEREAS, the Authority previously hosted a regional airshow at the Airport with nationally recognized aviation acts and performers in order to stimulate and promote economic development, trade and tourism in the central New York area in furtherance of the Authority’s purposes under the Enabling Act, and as a result Authority management and staff are experienced and well prepared to organize and host another regional airshow at the Airport; and

WHEREAS, the Airport is currently undergoing an approximately \$50 Million Terminal Improvement Project funded with State, Federal, County and Authority moneys, and in addition a new Fixed Base Operations facility is being built at the Airport; and

WHEREAS, hosting another airshow would showcase these and other improvements at the Airport which will have occurred since the previous airshow, and promote economic development, trade and tourism at the Airport and in the central New York area; and

WHEREAS, the organizational lead time to host an airshow is approximately one to two years and is dependent on an airports ability to obtain a binding commitment from a premier aeronautical military demonstration team to be the featured performer at an airshow, and to negotiate the necessary contracts and agreements with various other nationally recognized airshow performers and support and promotional professionals.

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

RESOLVED, by the Board of the Syracuse Regional Airport Authority that the Executive Director is authorized to seek to obtain a commitment from a premier aeronautical military demonstration team to be the featured performer at an airshow to be hosted by the Authority during 2019, and subject to obtaining such commitment, and with the advice of counsel to the Authority, to negotiate and enter into the necessary contracts and agreements with various other nationally recognized airshow performers and support and promotional professionals in order for the Authority to host a regional airshow during 2019.

Resolution Adopted Date: September __, 2017

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

Return to Agenda

**RESOLUTION AUTHORIZING APPROVAL OF NEW AIR SERVICE AGREEMENT
WITH JET BLUE AIRWAYS**

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, Jet Blue Airways is a signatory carrier at the Airport and has offered to provide new air passenger service between the Airport and Boston’s Logan International Airport consisting of one daily flight from Boston to Syracuse and one daily flight from Syracuse to Boston utilizing jet aircraft (the “Boston Service”) which such service is tentatively scheduled to commence on or about January 4, 2018; and

WHEREAS, a formal written agreement regarding the Boston Service between the Authority and Jet Blue 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 Jet Blue to enter into a formal agreement with the Authority for the Boston Service, management has advised that it would be

Resolution No. __ 2017

beneficial to offer Jet Blue marketing and promotional assistance through the Authority's Aviation Enterprise Fund in connection with the Boston Service; and

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

RESOLVED, that subject to the execution of such formal agreement for the Boston 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 Boston Service.

Resolution Adopted Date: September __, 2017.

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

Return to Agenda

SRAA – Air Service Incentives Program – APPENDIX A		Fly Syracuse	Syracuse Business Air Travel Program			
Type of Air Service Improvement	Basis of Credit	Maximum Value of Credits (City)	Start Up Costs Offset	Incentive Funds* Up to	Total Program Cost	Total Value of Incentives
Program Costs			Local/ *Community Share	DOT Funds	Total	Combined Totals
1. First non-stop service by new entrant carrier to any un-served market 1a. First non-stop service by new entrant carrier to any un-served market using aircraft that weighs less than 28,500 lbs for up to 2 daily flights, as described.	1.Reimbursement of Landing Fees and/or Common Use Fees for a period no less than 12 months and not to exceed 24 months 1a. Credit as described above in addition to a 6-month maximum credit for a 2 nd frequency.	\$750,000	Up to \$250,000 (in credits) *Up to \$300,000 (in cash)	Up to \$1,000,000	\$1,550,000	\$2,300,000
2. First non-stop service by incumbent carrier to any un-served market in conjunction with other service enhancements	Reimbursement of Landing Fees and/or Common Use Fees for a period no less than 12 months and not to exceed 24 months	\$575,000	Up to \$75,000	\$150,000	\$225,000	\$800,000
3. First non-stop jet service by incumbent carrier to any un-served market	Reimbursement of Landing Fees and/or Common Use Fees for a period no less than 12 months and not to exceed 24 months	\$250,000	Up to \$50,000	\$100,000	\$150,000	\$400,000
Potential additional funding by SRAA						
4. First non-stop jet service to a destination currently served by turboprop	N/A	N/A	\$25,000	0	0	\$25,000
5. New competitive non-stop jet service	N/A	N/A	\$25,000	0	0	\$25,000
6. Increase in frequency/upguage in aircraft to destination (net additional total seat capacity)	N/A	N/A	\$25,000	0	0	\$25,000

*Incentive funds as available under any active SCASD Grants.



Human Resources Committee Meeting Minutes

July 20, 2017

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

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

I. Roll Call

In attendance: Ms. Beth Rougeux, Mr. Michael Quill, Ms. Christina Callahan, Mr. Trent Amond, Mr. John McCann, Ms. Debi Marshall, Ms. Laurie Sabel
Not present: Dr. Shu-Kai Chin, Mr. William Fisher, Mr. William Simmons, Mr. Mark Venesky, Mr. Patrick Mannion

II. Executive Session

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

III. Approval of Minutes from Previous Meeting

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

IV. Old Business

A. Staffing and Salary Analysis

1. Status of Proposals

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

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

V. New Business

A. Updates to Employee Handbook

1.) Employee Classifications

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

2.) Benefits Programs

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

3.) Paid Time Off

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

4.) Vacation

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

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

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

5.) Holidays

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

6.) Conflicts of Interest

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

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

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

7.) Use of Communications Systems

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

8.) Workplace Violence Prevention Policy and Incident Reporting

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

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

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

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

Adjournment

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