

SYRACUSE REGIONAL AIRPORT AUTHORITY

SYRACUSE HANCOCK INTERNATIONAL AIRPORT
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**Syracuse Regional Airport Authority
Regular Meeting Agenda
Friday, February 1, 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 December 7, 2018 Regular Meeting & the Special Meeting of the Syracuse Regional Airport Authority January 11, 2019 (4 Min)
3. Executive Session (20 Minutes)
4. Management Report (25 Minutes)
5. New Business (25 Minutes)
 - Resolution electing William P. Fisher as Vice-Chair of the Board of the Syracuse Regional Airport Authority
 - Resolution amending public access to Records Policy to appoint Chief Financial Officer as the FOIL Appeals Officer
 - Resolution Designating the Chief Financial Officer as the Secretary of the Board of the Syracuse Regional Airport Authority
 - Resolution authorizing the engagement of search firm to fill Executive Director position
 - Resolution approving the 2019 slate of members of the standing committees of the Syracuse Regional Airport Authority
6. Committee Reports and other updates (10 Minutes)
 - Board Development Committee
 - Finance 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

December 7, 2018

Pursuant to notice duly given and posted, the regular board meeting of the Syracuse Regional Airport Authority was called to order on Friday, December 7, 2018 at 11:10 a.m. in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport by Chair, Mr. Patrick Mannion.

Members Present:

Mr. Patrick Mannion-Chair
Mr. Khalid Bey
Dr. Shiu-Kai Chin (departed at 12:05p.m.)
Dr. Donna DeSiato
Mr. Bill Fisher
Ms. Jo Anne Gagliano
Mr. Ken Kinsey
Mr. Michael Lazar
Mr. Mark Nicotra
Mr. Michael Quill

Members Absent:

Mr. John B. Johnson, Jr.

Also Present:

Ms. Christina Callahan
Mr. Trent Amond
Mr. John Carni
Ms. Joanne Clancy
Ms. Debi Marshall
Ms. Cheryl Herzog
Ms. Linda Ryan
Ms. Jennifer Sweetland
Mr. John Herne
Mr. R. John Clark
Mr. Mark Venesky
Mr. Damian Ulatowski
Mr. Morris Sorbello

Roll Call

As noted, all Board members were present, except Mr. John B. Johnson.

Mr. Patrick Mannion, Chair

Chair Mannion started by welcoming everyone to the regular scheduled Regular Meeting of the Board at 11:10 a.m.

Reading and Approval of the Minutes

Having no objections or additions to the minutes, a motion was made by Mr. Nicotra and seconded by Mr. Quill and was unanimously approved to accept the minutes from the November 9, 2018 Regular board meeting.

The motion was approved: 11 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 Dr. DeSiato and seconded by Dr. Chin. Board members went into executive session at 11:11 a.m.

The motion was approved: 10 ayes, 0 nays, 0 abstain

Executive session ended at 12:05 p.m. No action was taken.

New Business

Resolution authorizing long term lease of the Fixed Base Operations facility with Signature Flight Support

Chair Mannion noted that more information is being gathered and will be returned to the agenda for the February, 2019 meeting.

Resolution establishing standard workdays as required by the NYS Retirement System

Executive Director Callahan and Ms. Debi Marshall, Human Resources Manager explained the requirement by New York State Retirement System to state the number of hours for each job title and report it including going forward for each new position.

There was no further discussion regarding the resolution.

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

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

Committee Reports

Mr. Fischer noted that the Finance Committee meeting report minutes from November 9, 2018 were in the packet and representative of the meeting. No other committee reports were given.

Chair Mannion

Discussing his departure from his term on the board, Chair Mannion relayed his history with the Authority, the hiring process of the Executive Director and the period of time that the Chair has spent with Mr. Fischer and the other past and present board members that have become good friends and mentors to him. Chair Mannion noted major successes in the past eight years which have been significant for safety, security, snow removal and service. He thanked all that have helped in these accomplishments that have brought the number of non-stop cities that SYR services from 14 to a record number of 24. SYR will end 2018 within 100,000 of the highest enplanement numbers ever during a year of major construction and the concession numbers are higher than they have ever been. The ground transportation program has been transformed with the additions of the taxi licensing program, Uber and Lyft and all are providing the best service that has ever been available as options for the passengers. Chair Mannion went on to thank Mayor Minor for pressing the legislation to create this airport authority, and the County Executive for Mr. Fischer's appointment and his and the board members dedication and support. He also thanked Executive Director Callahan and the SRAA staff and welcomes and congratulates Jo Anne Gagliano, the new Chair of the Board.

Adjournment

Having no other topics brought to the board, a motion was made by Mr. Nicotra and seconded by Dr. DeSiato to adjourn the meeting.

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

The meeting was adjourned at 12:15 p.m.

Minutes of the Special Meeting of the Syracuse Regional Airport Authority

January 11, 2019

Pursuant to notice duly given and posted, the special board meeting of the Syracuse Regional Airport Authority was called to order on Friday, January 11, 2019 at 12:16 p.m. in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport by Chair, Ms. Jo Anne Gagliano.

Members Present:

Ms. Jo Anne Gagliano – Chair
Mr. Bill Fisher
Dr. Donna DeSiato
Mr. John B. Johnson, Jr.
Mr. Kenneth Kinsey
Mr. Michael Lazar
Mr. Michael Quill
Mr. Robert Simpson
Mr. Damian Ulatowski

Members Absent:

Dr. Shiu-Kai Chin

Also Present:

Ms. Christina Callahan
Mr. Trent Amond
Mr. John Carni
Ms. Joanne Clancy
Ms. Jennifer Sweetland
Mr. R. John Clark
Mr. John McCann

Roll Call

As noted, all Board members were present, except Dr. Shiu-Kai Chin and the current, city-appointed, vacant seat on the SRAA board.

Ms. Jo Anne Gagliano, Chair

Chair Gagliano started by welcoming everyone to the regular scheduled Regular Meeting of the Board at 12:16 p.m.

Reading and Approval of the Minutes

Having no objections or additions to the minutes, a motion was made by Mr. Lazar and seconded by Dr. DeSiato and was unanimously approved to accept the minutes from the December 7, 2018 Regular board meeting.

The motion was approved: 8 ayes, 0 nays, 1 abstain (Mr. Ulatowski stated that he was not on the board at the time of the December 7, 2018 board meeting)

Executive Session

Chair Gagliano 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. Lazar and seconded by Dr. DeSiato. Board members went into executive session at 12:16 p.m.

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

Executive session ended at 1:30 p.m. No action was taken.

New Business

Resolution regarding the resignation of Executive Director Christina Callahan pursuant to the terms of her employment agreement with the authority

Mr. Fisher explained the terms of the contract and notice. There was no further discussion regarding the resolution.

A motion was made by Mr. Johnson and seconded by Mr. Simpson to approve this resolution.

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

Resolution conditionally appointing Interim Executive Director pending completion of executive search process and filling of position

Mr. Fisher stated that he has known John Carni for many years, that John is an outstanding individual, and that John has his and the board's full confidence in the Interim Executive Director role.

There was no further discussion regarding the resolution.

A motion was made by Mr. Fisher and seconded by Mr. Ulatowski to approve this resolution.

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

Resolution authorizing engagement of Steve Baldwin Associates to conduct search for candidates to fill Executive Director position

Chair Gagliano stated that this resolution was being withdrawn in order to look at all available opportunities. Mr. Fisher stated that he wanted the minutes to reflect that in executive session, it was discussed with management that the board would like an expedited process to be conducted to solicit quotes under our procurement policy from a number of qualified firms so that at the February 1, 2019 regular board meeting action can be taken on a specific contract with an executive search firm to assist the special Search Committee. Mr. Fisher stated that a new resolution (which follows below in these minutes) will be made and he verbally stated the contents of that resolution, which was written up by counsel post-meeting and sent to the board for the record, establishing a special search committee.

Resolution forming and appointing members of special Ad Hoc Executive Director Search Committee

Mr. Fisher verbally stated the contents of this resolution to the board. There was no further discussion regarding the resolution.

A motion was made by Mr. Fisher and seconded by Mr. Lazar to approve this resolution.

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

Committee Reports

No committee reports were given.

Adjournment

Having no other topics brought to the board, a motion was made by Mr. Lazar and seconded by Dr. DeSiato to adjourn the meeting.

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

The meeting was adjourned at 1:43 p.m.

Resolution No. __

2019

**RESOLUTION ELECTING WILLIAM FISHER
AS VICE-CHAIR OF THE BOARD OF THE SYRACUSE REGIONAL
AIRPORT AUTHORITY**

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

WHEREAS, by Resolution No. 28 of 2018 at its September 7, 2018 regular meeting the Board of the Authority appointed Jo Anne Gagliano as Vice-Chair of the Board to fill the Vice-Chair vacancy created by William Fishers resignation as Vice-Chair of the Board as of such meeting;

WHEREAS, by letter dated December 31, 2018 and pursuant to the Authority’s enabling legislation, Mayor Ben Walsh of the City of Syracuse appointed Jo Anne Gagliano as Chair of the Board for a term commencing January 1, 2019 and ending December 31, 2020 (the “Chair Appointment”);

WHEREAS, the Board wishes to fill the vacancy in the Vice-Chair position on the Board created by the Chair Appointment and Section 4.4 of the Organizational By-Laws of the Authority grants the Authority Board the power to elect by ballot, the Vice-Chair of the Authority;

WHEREAS, the members of the Board Development Committee conferred on January 17, 2019 and have recommended to the Board that Board member William Fisher be elected to fill the Vice-Chair position;

WHEREAS, at its February 1, 2019 regular meeting an election (ballot requirement waived upon consent of all members present) to fill the Vice-Chair position was conducted by the members of the Board.

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

BE IT RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby elects Board Member William Fisher as Vice-Chair of the Authority, effective as of February 1, 2019.

Vote: Ayes ___ Nays: ___ Abstentions: ___.

Signed: _____.
Secretary

Resolution Adopted Date: February 1, 2019

Resolution No. ____ 2019

RESOLUTION AMENDING PUBLIC RECORDS ACCESS POLICY TO DESIGNATE CHIEF FINANCIAL OFFICER AS FOIL APPEALS OFFICER

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, by written notice to the Chair of the Board dated December 31, 2018 (the "Notice") the Authority's current Executive Director has advised that she has accepted an offer of employment with the Port Authority of New York & New Jersey and that she will be leaving the Authority no later than March 31, 2019; and

WHEREAS, by Resolution No. 1 of 2019 the Board granted the Executive Directors request to have February 15, 2019 be her last day of employment with the Authority; and

WHEREAS, the Board wishes to reallocate on a permanent basis certain duties and responsibilities previously assigned to the office of the Executive Director; and

WHEREAS, by Resolution 2 of 2016 the Board previously adopted a policy and procedure for public access to records of the Authority (the "FOIL Policy") which designated the office of Executive Director as the person to determine appeals regarding denial of access to records under the Freedom of Information Law.

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

Resolution No. ____ 2019

RESOLVED, by the Board of the Syracuse Regional Airport Authority that the Board hereby designates the Chief Financial Officer of the Authority as the person to determine appeals regarding denial of access to records under the Freedom of Information Law; and it is further

RESOLVED, that this change shall take effect immediately and that the text of the FOIL Policy be amended forthwith to reflect such change.

Resolution Adopted Date: February __, 2019.

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

Resolution No. ____ 2019

RESOLUTION DESIGNATING CHIEF FINANCIAL OFFICER AS SECRETARY TO THE BOARD OF THE SYRACUSE REGIONAL AIRPORT AUTHORITY

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

WHEREAS, Section 2799-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, by written notice to the Chair of the Board dated December 31, 2018 (the "Notice") the Authority's current Executive Director has advised that she has accepted an offer of employment with the Port Authority of New York & New Jersey and that she will be leaving the Authority no later than March 31, 2019; and

WHEREAS, by Resolution No. 1 of 2019 the Board granted the Executive Directors request to have February 15, 2019 be her last day of employment with the Authority; and

WHEREAS, by Resolution No. 7 of 2011 the Board previously designated the current Executive Director as Secretary to the Board and the Board wishes to designate a replacement Secretary to the Board to fulfill those duties.

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 designates the Chief Financial Officer of the Authority as the Secretary to the Board and that this change shall take effect immediately.

Resolution No. ____ 2019

Resolution Adopted Date: February __, 2019.

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

Resolution No. ____ 2019

**RESOLUTION AUTHORIZING ENGAGEMENT OF RECRUITING FIRM TO
CONDUCT SEARCH FOR CANDIDATES TO FILL EXECUTIVE DIRECTOR
POSITION**

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, by written notice to the Chair of the Board dated December 31, 2018 (the "Notice") the Authority's Executive Director has advised that she has accepted an offer of employment with the Port Authority of New York & New Jersey and that she will be leaving the Authority no later than March 31, 2019; and

WHEREAS, as a result of the Notice, the Chair of the Authority Board called a special meeting of the Board for January 11, 2019 to discuss the process and next steps for filling the Executive Director position and at such meeting adopted Resolution No. 3 of 2019 creating a special ad hoc committee to identify and solicit proposals from qualified consulting and/or recruiting firms to conduct a search to identify candidates for the Executive Director position (the "Search Committee"); and

WHEREAS, the Search Committee has advised the Board that it identified three (3) aviation executive recruitment firms and solicited proposals from each to conduct the Executive Director

Resolution No. ____ 2019

position search, to wit: ADK Consulting and Executive Search (“ADK”); Steve Baldwin & Associates (“SBA”); and Aviation Career Services (“ACS”); and

WHEREAS, based upon the proposals submitted, deliberations held and scores submitted, the Search Committee has advised the Board that SBA scored the best based upon the selection criteria to conduct the search for qualified candidates to fill the Executive Director position and has recommended to the Board that SBA be engaged to conduct the Executive Director search; and

WHEREAS, the Search Committee has further advised the Board of the selection criteria utilized, experience and reputation of ADK, SBA and ACS; the nature of the services to be provided; the maximum cost of such services and answered those questions posed by members of the Board regarding the Search Committee process and recommendation.

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 authorizes the engagement of Steve Baldwin & Associates pursuant to the terms of its proposal submitted to the Search Committee, to conduct a comprehensive search to identify the best qualified candidates for the Board to consider for the position of Executive Director of the Authority.

Resolution Adopted Date: February __, 2019.

Vote: Ayes ____ Nays: ____ Abstentions: ____.

Signed: _____.
Secretary

Executive Summary

ADK Consulting & Executive Search (ADK) is pleased to offer its full-service executive search and consulting services to the Syracuse Regional Airport Authority (SRAA) and its Syracuse Hancock International Airport (SYR) in the recruitment of a new Executive Director.

ADK incorporated in 2003 in Jacksonville, Florida with a focus on providing executive recruitment services to the airport industry. Today, the ADK Team of 18 dedicated professionals is considered to be the largest search firm in the airport industry based on the total number of searches performed annually for airports.

Experience

The ADK Team performs executive searches exclusively for the airport industry from Large Hub commercial service airports to General Aviation airports and those industries that support them. In addition to our renowned reputation for executive recruitment in the airport industry, our team has decades of industry experience in executive recruitment, airport management, board experience, organizational development, and compensation studies, just to name a few.

For sixteen years, ADK Consulting has been the only executive search firm in the U.S. that specialized in providing executive search services for the airport industry exclusively. And no one has performed more senior management and executive level executive searches for the airport industry in that time frame than ADK. We are proud of the reputation we have earned during this time and offer you the same over-the-top service that has created that reputation.

Similar Recruitments / References

While trying hard not to state the obvious...this is what we do! Our entire ADK existence has been performing executive searches for airports from the C-1 executive level to other senior level management and executive suite recruitments. We overwhelmingly meet your requirements for a seasoned and experienced recruiting organization with years of primary experience providing executive recruitment services to the airport industry.

To underscore what our airport executive search workload has entailed, Page 2 reflects our assignments for Small Hub and Medium Hub airports for the C-1 executive level. Also included is contact information for selected references. These assignments would be classified as similar recruitments comparable to the Authority's. Further information on the clients we have served can be found at: <https://adkexecutivesearch.com/ADK-clients>

Personnel

A successful team requires the right talent and the synergy of a collaborative approach. ADK has both. Our team is a group of experienced and creative professionals who enjoy the challenges and the successes that we can share with our Clients. We work across functional disciplines, with collaboration across the entire team. Our tailored process is designed to accommodate the specific needs of each of our clients and candidates alike. We represent our clients with excellent communication, professionalism and a seamless process. We invite you to visit our team bios on our website at: <https://adkexecutivesearch.com/about-us/our-team>

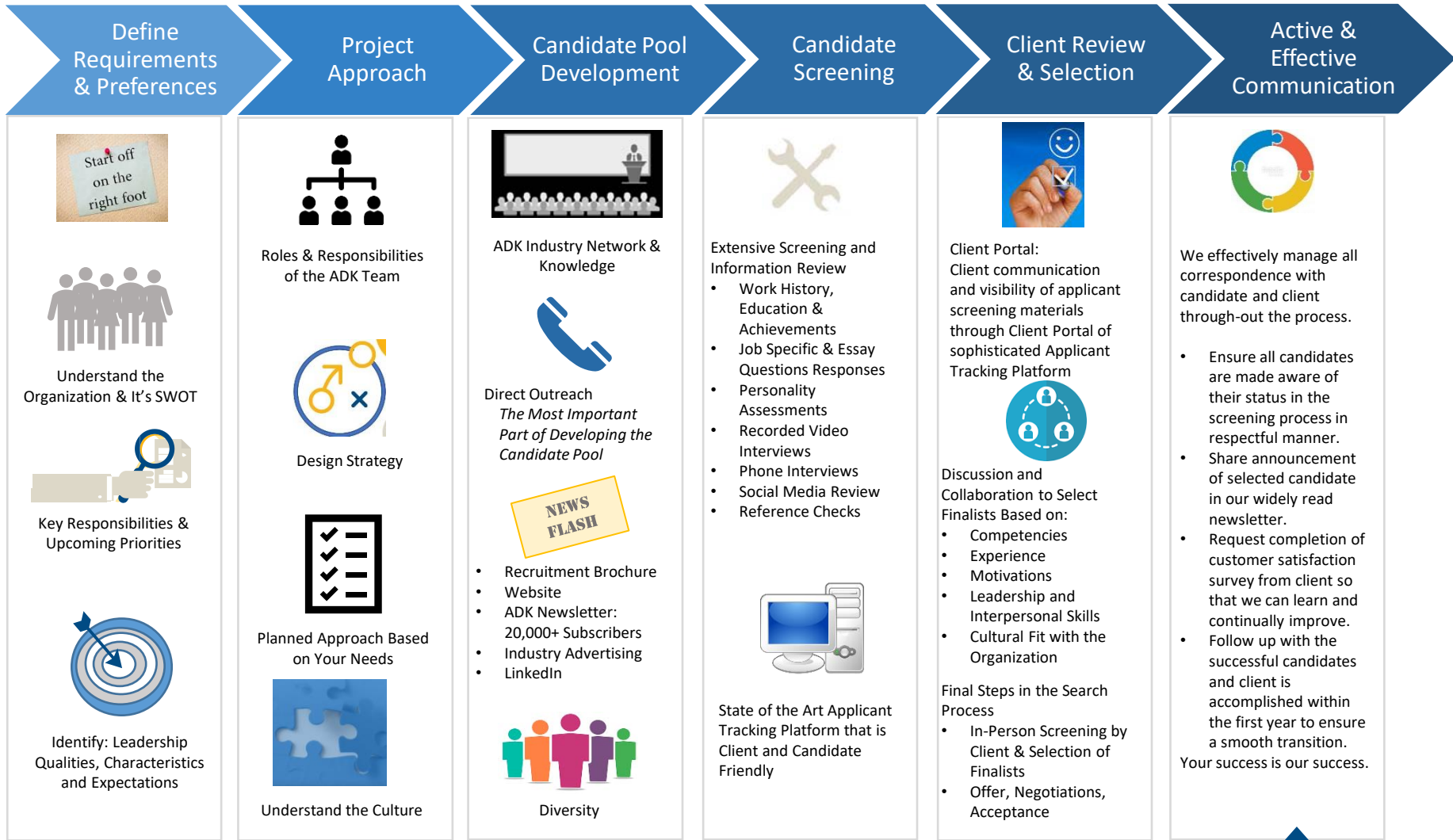
**ADK Airport Recruitments for Number 1 Position
Small and Medium Hubs Ranked by Enplanement Size**

*2017 Enplanements		Code	City	ST	Position	Status
Rank	Hub Size					
33	M	BNA	Nashville	TN	President / CEO	Completed
37	M	SJC	San José	CA	Director of Aviation	Completed
38	M	MSY	New Orleans	LA	Director of Aviation	Completed
39	M	RDU	Raleigh-Durham	NC	President / CEO	Completed
41	M	SMF	Sacramento	CA	Director of Airports	Completed
42	M	SNA	Orange County	CA	Airport Director	Completed
45	M	RSW	Fort Myers	FL	Executive Director	Completed
55	M	JAX	Jacksonville	FL	Chief Executive Officer	Completed
58	M	BUR	Burbank	CA	Executive Director	Completed
63	S	RNO	Reno	NV	President / CEO	Completed
65	S	PVD	Providence	RI	President / CEO	Completed
67	S	LGB	Long Beach	CA	Airport Director	Underway
69	S	BOI	Boise	ID	Airport Director	Completed
71	S	GEG	Spokane	WA	President / CEO	Completed
72	S	ORF	Norfolk	VA	Executive Director	Completed
73	S	SDF	Louisville	KY	Executive Director	Completed
77	S	SFB	Sanford	FL	President / CEO	Completed
80	S	TUL	Tulsa	OK	Airports Director	Completed
82	S	BHM	Birmingham	AL	President / CEO	Underway
86	S	MRY	Myrtle Beach	SC	Airport Director	Completed
90	S	SYR	Syracuse	NY	Executive Director	Proposed
91	S	LIT	Little Rock	AR	Executive Director	Completed
92	S	MHT	Manchester	NH	Airport Director	Completed
93	S	TYS	Knoxville	TN	President	Completed
94	S	MSN	Madison	WI	Airport Director	Completed
99	S	COS	Colorado Springs	CO	Director of Aviation	Completed
103	S	IWA	Phoenix-Mesa	AZ	Executive Director	Completed
110	S	CAK	Akron	OH	President / CEO	Completed
115	S	CID	Cedar Rapids	IA	Airport Director	Completed
123	S	CAE	Columbia	SC	Executive Director	Completed
128	S	JAN	Jackson	MS	President / CEO	Completed

*from FAA latest available information

Selected Contacts	Code	Contact Info	Title
Larry Krauter	GEG	(509) 455-6455 larry_krauter@spokaneairports.net	President / CEO
Mark VanLoh	JAX	(904) 741-2069 mark.vanloh@flyjacksonville.com	President / CEO
Dan Mann	SDF	(502) 368-6524 dan.mann@flylouisville.com	Executive Director
Jeff Mulder	RSW	(239) 590-4401 jamulder@flylcpa.com	Executive Director
Ron Mathieu	LIT	(501) 537-7396 mathieu@clintonairport.com	Executive Director

ADK Search Process Overview



ADK Sample Timeline for Full Service Search



*Timelines Are Tailored to Each Client and Each Search



Compensation

The professional fee for a full-service search is \$36,900.00. Travel related expenses are estimated to be \$3500.00 to be billed at cost resulting in a not to exceed fee for this search of \$40,100.00.

Any additional staff placements by Client that occurs within 12 months of this placement whereby the candidate was identified in this specific recruitment shall incur a referral fee of \$10,000.00 each. Additional work requested by the Client can either be bid or alternately billed at a rate of \$150.00 per hour.

Installments for executive searches will be as follows:

Installment 1: One-third due upon recruitment brochure posting.

Installment 2: One-third due 30 days after recruitment brochure posting.

Installment 3: One-third due after contract completion.

- We do not add *any* overhead fees to the fees described above.
- ADK's fees are non-contingent and consistent with the standards of the retained search profession.
- In addition to the above fee, Out-of-pocket expenses, as approved and requested by Client, for ADK travel, lodging, and search committee meeting expenses are billed separately at cost.
- There is no charge for video recordings.
- We do not charge an additional fee for administrative and clerical support, teleconferencing, office copies, and computer/telephone usage.
- We do charge, at cost, for reproduction, binding, and courier services if requested by Client. All deliverables are provided to Client at no cost electronically.
- Reimbursement of candidate travel expenses is the responsibility of Client.

Contract Completion

For purposes of this Proposal, contract completion means a job offer has been communicated to and accepted by the selected finalist for executive searches.

Placement Guarantee

We always stand behind our full-service searches with a powerful, but remarkably simple, guarantee. Should a candidate leave or be terminated for cause within the first year after they begin their new position (excluding health related issues), we will conduct another search to replace the individual at:

- No charge if departure is within the first 4 months;
- 25% of the professional fee paid for the initial search within 5-8 months of start date; or
- 50% of the professional fee paid for the initial search within 9-12 months of start date.
- Any travel related expenses approved by Client under the guarantee would be additional.

Contact Information

Douglas Kuelpman - President/CEO

Phone: (904) 536-8102

Email: doug@adkexecutivesearch.com

ADK Website: www.adkexecutivesearch.com



Company & Team

Prepared for:

Syracuse Regional Airport Authority

Prepared by:

ACS Firm, LLC DBA Aviation Career Services (ACS)

Company Background

Established in 2010, Aviation Career Services (ACS) is a minority-owned full-service talent management and development firm comprised of diverse and seasoned municipal, state government, airport, aviation and other industry executives. Our team is equipped with extensive recruitment, human resources, employee engagement/development, strategy and airport management consulting expertise amounting to over 200 years of hands-on experience. This experience has ranged from state government to management of divisions and airports from general aviation up through large hub airport administration including many large private sector businesses.

With years of practical experience in the recruiting, employee development and human resources realm, our quality expertise is unsurpassed. We have perfected the recruiting techniques necessary to source "today's" executive and have honed the ability to develop diverse and dynamic teams at different levels within organizations. With a focus on the diversity and inclusion, ACS strives and succeeds to engage our clients and the national industry workforce to achieve the most diverse teams the industry can offer. Our outreach and engagement has a strong focus on diverse candidate pools. Our current rate of final candidate pools includes over 60% of the candidates identifying as woman, minority or both; a drastic difference from other recruitment firm results.

Through our leadership and talent development services, we have assisted in the professional development of municipal, airport and aviation professionals. We've trained, developed and coached them through our industry-focused training curriculum while providing them the tools to showcase their unique skill sets that comprise today's successful airport and aviation executive.

Furthermore, based on our experience of managing airports throughout the industry, we offer airport management consulting services ranging from operational, organizational development, departmental and staffing evaluations, audits and interim and permanent management. Furthermore, our past careers in airport management allow us to assist the industry with specific project based consulting creating high-performing organizations.

Through this submittal, we offer you an unprecedented level of professional consultant services from the broad experience of our staff in this area. You will have our commitment to provide services that will enhance the airport's position of developing a high performing organization.

No firm is better positioned to work "shoulder to shoulder" with you than ACS. As this proposal will clearly attest, we bring significant experience from our team of airport and human capital experts that allows us to directly achieve your goals. Our depth of background, experience, knowledge of the airport and airline industries, our knowledge of your organization and our commitment to customer satisfaction all will combine to produce the desired outcome for you and your team.

We are first and foremost airport people.

ACS is owned, operated and staffed by former airport executives, HR professionals, recruiters and other industry leaders that have had intimate involvement with the industry and the staff selection and development process. We have over 200 years of direct airport and human resources experience. This expertise provides unique insights in airport management, executive recruiting and talent development for our clients. Based on our practical experience, we understand what it takes for today's airport executive to be successful operating a modern aviation facility in this ever-changing environment.

Our proposal responds directly to the scope of work.

ACS has carefully prepared this proposal in direct response to your request and needs. In every respect, we meet or exceed the specifications and expectations, requested. Our commitment to meeting your needs is paramount. This request for services is specific to several of ACS' Core Business Services – Executive Recruiting and Talent Management & Development.

Our team offers you world-class experience.

The team we are proposing is made up of former airport executives and other industry professionals, all of whom have significant experience in management, human resources, recruitment, talent development and are familiar with your organization and its importance.

Our team is focused and broadly supported.

Beyond the team we are proposing to work directly on your project, we have other staff to assist as needed, including administrative support and other subject matter experts. We have the expertise to provide you a high-quality service.

Full service at a fair price.

Our fees represent the consolidation of all costs expected to provide you a high-quality service. We expect to provide the services stated in this proposal within the estimated time frame and to fully meet your expectations.

Final Remarks.

Our commitment to you is simple. To provide you exceptional results, high quality service and excellent customer service at a fair price. We have the experience to help you find diverse and quality candidates that will assist in supporting your organization.

Connection to the Industry

Our firm not only has practical experience in the airport industry, we're connected to a network of the largest associations in the industry. Included in our connections and associations are the American Association of Airport Executives (AAAE), Airport Council International – North America (ACI-NA), Airport Minority Advisory Council (AMAC),

Aircraft Owners & Pilots Association (AOPA), Southwest Chapter of AAAE, Northwest Chapter of AAAE, Great Lakes Chapter of AAAE, Southeast Chapter of AAAE and the Florida Airports Council (FAC). Our experiences with these organizations include being members, special committee members, panelists and expert topic speakers. Our firm's background, local and national experiences, paired with our practical experience and connections gives us the ability to make the inroads to support this project.

Over the last several years, the ACS Team has been invited to speak as experts on industry-related topics at association conferences and meetings. Below highlights some of our presentation speaking engagements:

→ **ACI-NA**

- Diversity & Talent Management in the Aviation Industry
- Board Member Succession Planning Strategies

→ **AAAE**

- Succession Planning: Developing the Airport Director of the Future
- Where to Find & Recruit Future Leaders of Tomorrow
- Organizing and Staffing for Success
- How to Position Yourself for the Next Career Opportunity
- Innovative Technology Solutions for Airports
- Best Practices in Social Media Usage at Airports
- Hub Winter Operations & Deicing Conference

→ **AMAC**

- Creating & Sustaining a Diverse Workforce
- Engaging Employees for Organizational Success
- Young Professionals Forum: Industry Career Discussion

→ **Florida Airports Council**

- The Millennial Age: The Next Generation of Aviation Employees

→ **The Terminal Podcast**

- Hiring the Right People
- Best Practices for Getting that Next Job

→ **Domestic & International Engagements on Winter Operations**

- United States – Annual Hub Winter Operations & Deicing Conference
- London, UK – Heathrow Airport
- Saanen, Switzerland
- Lycksele, Sweden

Aviation Career Services is represented throughout the United States with main offices in Chicago, IL and Los Angeles, CA. Our regional representation spans the entire United States.

Special Note: ACS is currently in the process of completing our DBE/MBE Certification so that our clients can receive credit as appropriate. That process should be completed in the next 60-90 days.

Recruitment Team

The ACS team that will work hand-in-hand with your staff include:

Eric L. Mercado, C.M., ACE

Project Manager

Eric founded ACS with the vision of offering a fresh recruiting, leadership development and consulting experience to the airport and aviation industry. His experience spans general aviation, Part 139 commercial service, and shared-use airport management ranging from non-hub to large hub airports. He has managed airports and their operations and maintenance departments as a supervisor and manager while recruiting and developing their respective staff.

Eric is a Certified Member, Airport Certified Employee (ACE) – Operations, and ACE – Security, through the American Association of Airport Executives. He holds a Bachelor's Degree in Aviation Management and Minors in Airport Management & Planning and Spanish from Southern Illinois University Carbondale (SIUC). He also earned his Private Pilot Certificate through the SIUC's Part 141 Aviation Flight Program. Eric is currently working toward a Master of Business Administration in Human Resource Management from Fitchburg State University. He has also completed several courses in talent acquisition from the University of California Los Angeles (UCLA). Eric is also involved in various organizations including Airport Minority Advisory Council (AMAC), Conference of Minority Transportation Officials (COMTO), ACI-NA, AAAE, National Association of State Aviation Officials (NASAO) and others where he lends his expertise to committees and is a regular speaker on a variety of human capital topics.

As the Chief Executive Officer of Aviation Career Services, Eric has led the day-to-day operations, administration and consulting assignments for the firm from its inception.

Bill McKeown, MBA, GPHR, SPHR, SHRM – SCP

Lead Project Associate

Bill McKeown has over 25 years of experience in human resources. His experience spans both public and private sector industries. He has worked domestic and international operations for an India-based pharmaceutical company that provides healthcare products and services to global markets across India, USA, Europe, Asia and the Middle East. He also served as the Assistant Commissioner of Human Resources for the City of Chicago, Department of Aviation where he

oversaw all human resources functions for an extended staff of approximately 2,000 employees who maintain the daily operations of the Chicago O'Hare and Midway International Airports. Aside from his work in Human Resources, Bill is an Adjunct Lecturer at Lewis University in Romeoville, Illinois where he teaches "Introduction to Strategic Management" for the College of Business and "Human Resource Management" and "Labor Relations in the Aviation and Transportation Industries" for the College of Arts and Sciences.

Bill received his MBA from the Keller Graduate School of Management and his Bachelor of Science Degree from the University of Illinois. He also earned his Commercial Pilot Certificate through the University of Illinois – Institute of Aviation Part 141 Aviation Flight Program. He is one of only 1,500 Human Resources Professionals to hold both the Global Professional in Human Resources (GPHR®) and Senior Professional in Human Resources (SPHR®) certifications.

As part of ACS, Bill adds a great deal of expertise in the areas of public, private and international sectors of human resources, executive-level recruitment and organizational development to the ACS team and its clients.

Charlie Bishop, PhD

Industrial Psychologist Associate

Charlie Bishop, PhD has decades of talent management expertise for public, private and non-profit organizations. Charlie's career began at the University of Georgia Medical College, Department of Psychiatry and later progressed to the Department of Rehabilitation Psychology. As his career progressed, he served in various senior leadership capacities with recognized Fortune 100 firms where he led significant change within the organizations. The firms included Federal Express, Baxter International, Nations Bank, Quaker/Gatorade and ADT Security Services.

Charlie Bishop earned a Bachelor's and a Master's degrees in Rehabilitation Psychology from West Virginia University; and earned a PhD in Psychology from the University of Georgia (1973). Following his doctoral work, he was awarded a fellowship in mental health with Harvard University.

Charlie's education and expertise in talent management and development led to his authoring a book based on his proven succession planning and executive assessment program. The book, titled [Making Change Happen One Person at a Time](#), published by AMACOM in September 2000 has earned notoriety in the field of change management. His book was cited by the University of Michigan as one of the ten best books on change in the past forty years. His thoughts have been written and published in articles in the US and abroad on a variety of talent management topics.

As a strategic partner with ACS, Charlie and Coral Bridge Partners, add key education and practical experience in the areas of industrial psychology, executive assessments and succession planning for public and private entities. Each of these areas are key to success for our clients' leadership throughout the industry.

Greg S. Chenoweth, A.A.E., C.A.E.

Project Associate

Greg brings nearly 30 years of direct airport management experience with almost 20 of those years as an Airport Manager in Arizona to the ACS team. His background includes the management, staff selection, and development of both general aviation and FAR Part 139 certificated airports.

He has a Bachelor of Arts degree in Social Sciences from Wichita State University and has completed numerous graduate level courses specializing in aviation management. He is a licensed private pilot and is certified as both an Accredited Airport Executive (A.A.E.) and a Certified Airport Executive (C.A.E.).

Greg's experience as an airport executive of several facilities coupled with education add tremendous value to his role with ACS. He assists our clients by applying his rich and practical experience, knowledge and understanding of airports and airlines to the varied needs of our clients and professionals.

Desiree Perez, M.S.

Project Associate

Desiree brings nearly two decades of in-depth Aviation experience to the team. Desiree served as a senior leader in the aviation industry on a global level, leading multicultural customer excellence teams for some of the most recognized airlines, airports, and service providers.

After finalizing her Master of Science in Leadership & Strategic Management and a Professional Coach Certification, Desiree decided to focus on Human Capital development in the Aviation Industry.

Desiree's experience and knowledge of Human Capital development coupled with her Aviation expertise add tremendous value to the ACS Team.

Mareco Edwards, Esq.

Compliance & Legal Associate

Mareco Edwards currently serves as General Counsel to American Minority Contractors and Business Association where he represents the interests of small, minority, and women business enterprise. Additionally, he serves as outside General Counsel to Airport Minority Advisory Council where he represents the interests of the Association and its membership base on operational matters and matters

pertaining to 49 CFR 23 (DBE Airport Concessions). As well, Mr. Edwards is leading a 100% MBE/DBE team as Risk and Insurance Professional for the 2016 Democratic National Convention.

Prior to this, Mr. Edwards has more than 20 years of experience as an attorney and enterprise risk manager with a strong focus in the area of analytical underwriting and investigations, surety bonding and developing and managing affirmative action programs.

Through his extensive experience, Mr. Edwards serves as the Compliance & Legal Associate for ACS ensuring contract compliance, review the sourcing process and candidate vetting.



Proposal
for
Executive Search Services
for an
Airport Director

Prepared for:

Syracuse Regional Airport Authority (SRAA)

Prepared by:

ACS Firm, LLC DBA Aviation Career Services (ACS)

January 22, 2019

Ms. Debi Marshall
Human Resources Manager
Syracuse Regional Airport

Dear Ms. Marshall:

Aviation Career Services (ACS) is pleased to submit this information detailing how our firm is ready and able to assist the City of Long Beach in its efforts to recruit and screen candidates for your Airport Director position. Having previously worked with LGB since 2014, we're excited at the opportunity to embark on this journey with you.

Given the urgency with this position, we can begin this search for you as early as Monday, February 4, 2019.

It's important to note that ACS is unique in many ways, but some very important distinctions are as follows:

- 1) Our focus is on developing high-quality and diverse candidate pools for our clients.
- 2) Our team collectively has over 200 years of direct airport management experience and over 100 years of direct human capital management experience.
- 3) We maintain a 100% success rate with all of our placements; we have never had to exercise our guarantee for our clients.
- 4) We have never been terminated from a contract/client project.
- 5) We maintain the upmost ethical standards throughout our process.

Enclosed is information outlining the following:

- Project Understanding
- Project Plan & Approach
- Schedule
- Fees
- Guarantee

We look forward to collaborating with you on this very important assignment.

Sincerely,



Eric L. Mercado, C.M., ACE
CEO

Aviation Career Services
424.218.9950 (Office)
Eric@ACSFirm.com

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Project Understanding

ACS will partner with the Selection Committee to recruit diverse and world-class candidates with public and/or private sector experience. Working closely with the Selection Committee, ACS will gain an intimate understanding of your culture, strategic direction and priorities. Utilizing this information, ACS will develop a comprehensive recruitment plan that includes candidate requirements and qualities, goals, action items, timelines, assignments, and metrics. The particulars incorporated into the plan will be used during the candidate sourcing phase to field candidates that would fit with the position and the organizational criteria defined by the Selection Committee.

While conventional advertisements in professional journals and on websites may be helpful, many of the best candidates must be actively pursued and their interest in a position encouraged. Our experience in and our understanding of the airport industry coupled with our team's experience and knowledge of high-performing industry sectors provides us insight into potential candidates and sources. Additionally, our relationships with professional organizations and professionals in and out of the industry make us uniquely qualified to develop a strong list of candidates. The following points explain in detail how the ACS team proposes to work with the Selection Committee to meet the goals throughout the entire recruitment process. If requested by the Selection Committee, this plan can be adjusted to better suit your needs.

Project Plan & Approach

Communication & Support

1. **Kick-Off Meeting & Expectations:** At the start of the recruitment, ACS will meet with the Selection Committee in-person (unless otherwise requested) to understand the culture, position priorities and strategic direction of the recruitment. We'll also clarify communication needs, expectations and frequency of communication.
2. **Development of Competency Profile:** During our "kick-off" meeting, our team will gather information from you that will be partially utilized to develop a competency profile with a high-level view of the expectations of the position. The profile will include sub-skills required to perform each skill and the supporting knowledge and abilities required to perform each skill. The Competency Profile will lay out exactly what the person must be able to do to successfully perform in the job and can be utilized as a basis for evaluating potential candidates.
3. **Unlimited Communication:** We're able to provide you unlimited communication via teleconference, video conference and/or e-mail.

4. **Face-to-Face Meetings:** Up to two (2) face-to-face meetings with the Selection Committee in Syracuse, NY. Should additional meetings be requested, we can certainly accommodate the request and would notify you in advance if additional costs would be incurred.
5. **Candidate Communication:** Provide an e-mail so candidates can communicate with us.
6. **Report(s):** At the conclusion of the process, our team will develop a Final Recommended Candidate Report detailing the recruitment process, our efforts and details on the final recommended candidates. Should you require written progress reports through the recruitment, we can certainly accommodate and would work with you on the frequency of those reports.
7. **Salary Survey, Job Description, & Benefit Advisement:** Included in the professional fee, ACS proposes to conduct a salary survey of the position to obtain a competitive salary for the longevity of the position. We highly suggest this due to what we have witnessed in the industry by way of salaries for similar roles throughout the industry increasing to remain competitive. Furthermore, we'll assist in rewriting the job description and provide other advice regarding fringe benefits, relocation trends and other elements of the employment package.
8. **Candidate Hotel & Reimbursement of Expenses:** Should there be a need, ACS is able to coordinate hotels and reimbursement of candidate expenses on your behalf. The cost for administration and reimbursement for this service would be in addition to the price in this proposal (additional fee is noted at the end under the Fee section).
9. **Candidate Notification:** Notification to candidates of their status in the recruitment process.

Advertising & Outreach

10. **Recruitment Profile:** Development of full-color recruitment profile announcing the recruitment, description of candidate requirements including qualifications, attributes, experience and personal characteristics along with key criteria for success in the role and information about the airport(s) and the area.
11. **Advertising (Position Announcement):** We are able to source candidates from our internal database of airport and "other" industry professionals as well as our connections within and outside the aviation industry. Should the Selection Committee request, we can conduct a successful and broad nation-wide advertising campaign to include advertisements, placement of recruitment profile on our website, direct contact and announcements in airport/aviation related specific trade and professional association websites and periodicals, discipline specific media, social media, and targeted outreach via phone, e-mails and conferences.
12. **Targeted Outreach:** We have a comprehensive database of aviation and non-aviation professionals which we intend to reach out to on behalf of this recruitment. Our personal outreach to targeted professionals (typically the passive candidates) using our database of over 9,000 contacts produces highly qualified and diverse candidates for our clients.

- 13. Candidate Engagement:** *One of our key differences* is our focus on candidate engagement. Engaging with the potential candidates in various ways is key to understanding the true person/professional. The more we engage with them, the better we get to know and understand them. That said, we work to engage candidates via email, text, phone, video conference and in-person as we are able. Our interviews are a key engagement point where two to three (2-3) ACS team members communicate and evaluate the candidates for an extended period of time. Utilizing the feedback from each engagement allows us to better understand their ability to be the “right fit” for your organization.

Candidate Screening & Preliminary Interviews

- 14. Application Intake and Screening:** With our use of technology, candidates are able to apply via our website applicant tracking system in one easy-to-use format. They are able to complete our online application and submit their cover letter, resume and other supplemental documents on our site. The added benefit to this technological use is the candidate submits all their materials in one location and they are dated, and time stamped in our system. Should the Selection Committee discover candidates and/or receive applications, they are asked to forward all candidates and materials to ACS for processing. Further any internal candidates should be processed in the same manner as externally developed candidates.
- 15. Supplemental Questions:** ACS will develop supplemental questions for select candidates to complete. This will allow us to gain a greater understanding of their writing skills and experience in key areas and potential challenges of the position.
- 16. Preliminary Interviews:** ACS will conduct telephone and/or video conference (preferred method) screening with preliminary candidates.

Assessments, Background Checks, Final Candidate Report and Presentation

- 17. Assessment Testing:** In order to gain a greater understanding of the final candidates that will proceed to the next level in the process, ACS uses an experienced psychologist, Dr. Bishop to administer an appropriate battery of leadership assessment tests. The most common tool we use is the Hogan Assessment Series which provides in-depth information and insights into how the professional is expected to leader on a day basis, what they might do under stress and what are the key drivers of their personality.
- 18. Background Checks:** ACS will conduct preliminary background investigations on the shortlisted candidates (typically up to 5 per position). Investigations may include education verification, media, driving, residential, motor vehicle report, social security number verification, civil suit checks, credit checks and preliminary reference checks as appropriate.
- 19. Introductory Videos:** As part of the Final Recommended Candidate Report, our team records the final recommended candidates during a one-sided interview process. During this process, the respective candidate is displayed on the screen alone while an ACS team member asks the candidate a series of questions to provide the viewer a holistic introduction into individual and their career path. This video introduction is approximately ten (10) minutes of video time where

each of finalist are asked the same series of questions under similar conditions. It allows you as the client an opportunity evaluate the candidate by viewing and listening to them present on various topics

20. **Final Recommended Candidate Report:** The report will provide an overview of the process with information such as the locations advertised, the efforts placed on targeted outreach, the total number of applications received and a complete picture of the top three to five (3-5) candidates most qualified to proceed to the next phase of the recruitment process with the Selection Committee. The final candidate portion of the report would include in-depth information and insights as well as qualitative data gathered during the screening process. This information includes, the initial application materials, resumes, supplemental questions and other critical information gathered during the screening process. We also provide our clients with links to introductory videos for each of the shortlisted candidates. During the approximate ten (10) minute video clip, you'll be able to place the person with the information you read about them. Lastly, should you request assessment testing, we provide an Integrated Leadership Assessment Report as part of the Final Recommended Candidate Report. This report is an individual representation of the candidate as measured against the items noted above in the previous section "Assessment Testing." In essence, the assessment report provides you with insights and predictions of how the individual can be viewed in the role. Should you desire, we can have the psychologist on-site to facilitate a discussion around the candidates amongst the Selection Committee. Collectively, the information in the complete Final Recommended Candidate Report will describe the process we used to provide the Selection Committee the detailed profile of the final recommended candidates for further review and interviewing.
21. **Client Presentations of Final Recommended Candidates:** During this process, our team is on-site to deliver in-person presentation and feedback regarding the Final Recommended Candidate Report, the Assessments (psychologist would be available by phone or video conference) and the overall process. Our goal would be to provide you a high-level review of the process and answer any questions to assist you in making a selection of final candidates to invite for an in-person interview.

Final Interview Coordination & Guidance

22. **Final Interviews:** Assist the Selection Committee as specifically requested through interview logistics, question development, evaluation forms, exercises (as requested), final interviews (in a one-two day format for the position), participation and/or facilitation in the interviews, panel outreach and selection, scheduling, negotiations and final placement.
23. **Candidate Evaluation Guidance:** Provide the Selection Committee guidance, evaluation and measurements of candidate qualifications as requested.
24. **Employment Verification:** ACS will complete employment verification and reference checks on the final candidate chosen by the Selection Committee.

25. **Press Release:** Upon notice from the Selection Committee, ACS will develop a press release introducing the selected candidate for dissemination as requested by the Selection Committee.

Selected Candidate On-Boarding & Team Building

26. **On-Boarding & Team Building Assistance:** Due to the nature of new leadership in an organization, we highly recommend the Selection Committee utilize our on-boarding and team building assistance for the selected candidate, leadership and their team. Through this service, we would be able to ensure a smooth introduction with the selected candidate to the Leadership as well as the teams this person will lead. This service assists the organization, the selected candidate and the existing team in knowing and understanding one another right away; ultimately achieving rapid organizational success, cohesive work environment and longevity in the role (additional fee is explained at the end under the Fee section).

Recap of ACS Deliverables & Benefits

27. **Recruitment Profile:** Development of full-color recruitment profile announcing the recruitment, description of candidate requirements including qualifications, attributes, experience and personal characteristics along with key criteria for success in the role and information about the airport(s) and the area.
28. **Unlimited Communication:** We're able to provide you unlimited communication via teleconference, video conference and/or e-mail.
29. **Face-to-Face Meetings:** Up to two (2) face-to-face meetings with the Selection Committee in Syracuse, NY. Should additional meetings be requested, we can certainly accommodate the request and would notify you in advance if additional costs would be incurred.
30. **Salary Study, Job Description & Benefits Results:** ACS will present the findings of the salary survey for the position as described in Item #7. Furthermore, we'll work with you to ensure your position is competitive and representative of the candidates you seek to attract.
31. **Candidate Communication:** Provide an e-mail so candidates can communicate with us.
32. **Report(s) & Presentation:** Our team will present you with the Final Recommended Candidate Report as well as any other Progress Reports agreed upon throughout the recruitment. We will also provide an on-site (unless otherwise requested) presentation of final recommended candidates to the selection committee and provide any assistance as you narrow your shortlisted candidates to those you choose to invite for an in-person interview.
33. **Candidate Notification:** Notification to candidates of their status in the recruitment process.
34. **Press Release:** Upon notice from the Selection Committee, ACS will develop a press release introducing the selected candidate for dissemination as requested by the Selection Committee.

Schedule

We offer a schedule for conducting a thorough recruitment based on professional and cultural criteria to meet organizational needs. Our typical plan for a recruitment is to provide you with a **shortlist of three to five (3-5) candidates in approximately ten to twelve (10 - 12) weeks**. Should holidays occur throughout the recruitment, the timeline may be adjusted as appropriate. The finalized timeline will be specifically tailored to suit the Selection Committee's needs after discussion with you. Should a more expedited recruitment be requested, we are able to accommodate those needs as well.

Experience & References

Below is a **shortlist** of some of ACS' team leadership of various recruitment processes:

→ President & CEO

- *Richmond Int'l Airport (Commercial Service)*
- **Currently underway:** Our recruitment efforts began from kick-off meeting, position description, salary study and will continue through candidate presentation and final interviews. This includes development of collateral materials, sourcing, pre-screening, interviewing and conducting assessments and background checks to verify credentials for each position, interview scheduling, interview panel participation, question development for interviews and facilitation of final interviews.
- **ACS Project Manager:** Eric Mercado, Bill McKeown, Charlie Bishop, PhD
- **Point of Contact:** Jon Mathiasen – CEO
- **Phone:** 804.226.3001

→ Airport Manager

- *Pearson Field Airport (General Aviation)*
- **Currently underway:** Our recruitment efforts began from position description, salary study and advertisement and will continue through candidate presentation and final interviews. This includes development of collateral materials, sourcing, pre-screening, interviewing and conducting assessments and background checks to verify credentials for each position, interview scheduling,

interview panel participation, question development for interviews and facilitation of final interviews.

- **ACS Project Manager:** Eric Mercado, Greg Chenoweth & Desiree Perez
- **Point of Contact:**

→ **Airport Manager**

- *Kingman Municipal Airport (General Aviation)*
- Our recruitment efforts began from position advertisement through candidate presentation and final interviews. This included development of collateral materials, sourcing, pre-screening, interviewing and conducting assessments and background checks to verify credentials for each position, scheduling interview, interview panel participation, question development for interviews and facilitation of final interviews.
- **ACS Project Manager:** Eric Mercado, Greg Chenoweth & Desiree Perez
- **Point of Contact:** Krista Toschlog – Human Resources Administrator
- (928) 753-8119

→ **Chief Executive Officer**

- *Birmingham-Shuttlesworth International Airport (Commercial Service)*
- Our recruitment efforts began with Board Member counsel, salary analysis and recommendations. It continued through position advertisement, candidate presentation and final interviews. This includes development of collateral materials, sourcing, pre-screening, interviewing and conducting assessments and background checks to verify credentials for each position, interview panel selection, scheduling, question development for interviews and facilitation of final interviews.
- **ACS Project Manager:** Eric Mercado & Bill McKeown
- **Point of Contact:** Jamey McMahon – Board Member
- (205) 907-8043
- 2017 - 2018

→ **Airport Director (2014 and 2016)**

- *Long Beach Airport (Commercial Service)*
- Our recruitment efforts began from position advertisement through candidate presentation and final interviews. This included development of collateral materials, sourcing, pre-screening, interviewing and conducting assessments and background checks to verify credentials for each position, interview panel selection, scheduling, question development for interviews and facilitation of final interviews.
- **ACS Project Manager:** Eric Mercado
- **Point of Contact:** Alex Basquez – Director of Human Resources
- (562) 570-6140

→ **President & CEO**

- *AMAC (Arlington, VA) (Association)*
- Our recruitment efforts began from position advertisement and led through candidate presentation and final interviews. This included development of collateral materials, sourcing, pre-screening, interviewing and conducting assessments and background checks to verify credentials for each position, scheduling, question development for interviews and facilitation of final interviews.
- **ACS Project Manager:** Eric Mercado
- **Point of Contact:** John Clark – Board Chair
- (904) 614-0646

→ **Chief Financial Officer**

- *Jackson Municipal Airport Authority (Jackson, MS) (Commercial & General Aviation)*
- Our recruitment efforts began from position advertisement and led through candidate presentation and final interviews. This included development of collateral materials, sourcing, pre-screening, interviewing and conducting assessments and background checks to verify credentials for each position, scheduling, question development for interviews and facilitation of final interviews.
- **ACS Project Manager:** Eric Mercado
- **Point of Contact:** Evelyn Reed – Board Member (Former Chair)
- (601) 862-0723

→ **Assistant Director – Project Management Office**

- *Houston Airport System (Commercial Service)*
- Led the successful recruitment efforts from position advertisement through final interviews setup. This included development of collateral materials, sourcing, pre-screening, interviewing and conducting reference checks to verify experience and credentials.
- **ACS Project Managers:** Eric Mercado & Greg Chenoweth
- **Point of Contact:** Lance Lyttle – Former Chief Operating Officer (Now Managing Director at SEATAC)
- (206) 787-4555

→ **Airport Director**

- *Front Range Airport – Adams County Government (General Aviation)*
- Led recruitment efforts from position advertisement through candidate presentation. This included development of collateral materials, sourcing, pre-screening, interviewing, conducting assessments and background checks to verify credentials, interview question development and participation in final interviews.
- **ACS Project Managers:** Eric Mercado & Gregory Chenoweth
- **Point of Contact:** Todd Leopold – Former County Manager
- (720) 394-2375

Fees

Professional Fee:

\$29,000

Installments shall be paid as follows:

- 1) \$12,000 (1/3) is due within 15 days of contract signing
- 2) \$12,000 (1/3) is due within 45 days of contract signing
- 3) \$12,000 (1/3) is due upon contract completion (offer has been accepted by candidate and/or no later than 30 days after submission of final report.)

Special Note: Should payment date exceed the set deadlines as listed, a \$150 late fee and 1.5% interest will be applied to the amount past due. If account is 15 calendar days past due, ACS shall have the right to suspend work until account is brought current. Any suspension of work will modify the project schedule.

Estimated Expenses:

The estimated expenses noted below are based on current travel and lodging costs. Should fees expect to increase through the project, we will communicate this with the Selection Committee to discuss potential modifications as needed.

Estimate is: \$10,500

→ Payments shall be paid as invoiced.

The expenses include such items as advertising, printing, shipping and postage, telephone, travel for ACS (air fare, lodging, meals, ground transportation) sourcing, testing, administrative support services, background checks, interviewing and any other related items as listed in the proposal. Note: this amount does not include reimbursement of candidate travel and lodging to and from interviews with the Selection Committee. It is assumed these costs will be handled directly by your organization. As previously noted in the proposal (Item #8), ACS is able to assist in expediting and securing hotels and reimbursement of expenses to the candidates. This service would be covered through an administrative fee noted below.

Additional Services (Upon Request)

→ **Hotel Booking, Payment & Candidate Reimbursement Fee (as noted in Item #8):**

- **\$1,000 plus 10% of the amount paid to the hotel and/or reimbursed to the candidates.**

→ **On-Boarding & Team Building Assistance (as noted in Item #26):**

- Due to the many forms this service can take, we can discuss options for the Selection Committee to review and offer discounted pricing due to the multiple services associated with this recruitment.

→ Payments shall be paid as invoiced for each service.

Guarantee

This full-service search qualifies the client for another ACS benefit, our no-hassle guarantee. It's important to note that we do not prorate our guarantee. That said, if the candidate chosen from the ACS recommended candidates is hired (other than an internal candidate) and leaves or is terminated for cause within the first year of employment (excluding employment termination as a result of health-related issues), ACS will conduct another search to replace that individual at no additional cost to the client, other than expenses associated with the additional search.



January 22, 2019

Ms. Debi Marshall, PHR, SHRM-CP
Human Resources Manager
Syracuse Regional Airport Authority
1000 Col. Eileen Collins Blvd.
Syracuse, NY 13212

Dear Ms. Marshall:

Thank you for the opportunity to serve the Syracuse Regional Airport Authority (“SRAA”) and the Syracuse Hancock International Airport (“Airport” or “SYR”) regarding professional executive recruitment services.

This letter formalizes our submission to the Authority’s Request for Quotes to provide professional airport management support, particularly with regard to: A) conducting a national recruitment for an Executive Director, B) providing SRAA management support services during the recruitment and transition of the new Executive Director; and C) post-recruitment services to assure a smooth and orderly transition into this important position.

Given our successful history of professional services at SYR, including our role and familiarity in the creation and operation of the SRAA—as well as our superior knowledge of the aviation industry and the airport leaders within it—we are confident that our firm is the best candidate to undertake this unique and important assignment. Below we summarize the key advantages of choosing our firm:

- Our undisputed expert knowledge of the aviation industry and key players within it,
- Our exceptional knowledge and understanding of SYR, its culture, and the surrounding business community—we know the culture of the Airport and the SRAA better than any other firm, and the proposed candidate must be able to fit into the cultural fabric of the institution,
- Our distinct familiarity with the Authority Board of Directors,
- Our familiarity with the professional attributes and skillsets of the members of the Airport’s management team, and the trusted business relationship we already have with the Airport,
- Our location: we are the only firm based in New York State and, as such, we have extensive familiarity with aviation interests regarding airport authority practices throughout the State,
- Our knowledge of and personal access to the best candidates in the industry for this position,
- Our successful completion of similar management-level searches for comparable airports, and
- Our strong history of accomplishments on our other SRAA/SYR projects together.

We believe no other firm has all of these unique qualifications and understanding of your Airport’s needs.

Qualifications and Background Information

1. Past experience with similar recruitment efforts.

SBA has been offering staff support services to our clients, including executive search services, from the inception of the firm. Mr. Steven Baldwin, the firm’s President/CEO, also has extensive experience as a recruiter and hiring manager from his previous career as the founding Senior Vice President for the domestic aviation practice of a large multi-national firm, as well as managing two separate New York state airports (i.e.,

New York Stewart International and Republic Airport on Long Island). In each of these positions, Mr. Baldwin was responsible for hiring scores of high-level executives and management level positions. Moreover, Mr. Baldwin has served as the past chair of the Airports Council International–North America (ACI-NA) World Business Partners, the premier industry trade association for airport executives and leaders. ***Mr. Baldwin's long association with ACI-NA as a leader and mentor serves as a significant tool to open doors and gives our firm access to the top employment candidates in the nation—which is an advantage no other executive search firm can match within the aviation industry.***

Ongoing Recruitment and HR Advisement

Currently, SBA has several long-term clients where we consult on diverse personnel, HR, and recruitment matters in an on-going advisory manner in the context of specific task orders as well as multi-year general support services contracts. (References available upon request.) Sample specific tasks we have supported include recruitments for the top executive position and other director/executive management positions; establishing an employee health and safety committee; developing succession planning initiatives to foster organizational stability and employee professional development; and performing organizational structural reviews and recommending changes to staffing and reporting lines for alignment with strategic goals and revenue optimization. (We don't just recruit for executive positions; we also have an enterprise-wide understanding of Airport staffing needs and aviation employment structures.)

Specific Searches

Recent SBA specific executive and upper management recruitment searches include:

- **The Gerald R. Ford International Airport (GRR), Grand Rapids, MI:** We successfully conducted a national search for a CEO/President as well as the airport's first Human Resources Director, and we also provide ongoing recruitment and staffing advisement.
- **The Savannah/Hilton Head International Airport (SAV), Savannah, GA:** We conducted two successful national recruitments for SAV, specifically a Chief of Police and Properties Manager (a key senior management position at SAV). Based on these successes, SAV has now retained our firm for all of their recruiting needs at the director level and above. We provide on-going advisement in a number of areas, including personnel, recruitment, HR policy and procedures, and succession.
- **The Manchester-Boston Regional Airport (MHT), Manchester, NH:** This is another long-term client which we work with on an ongoing retainer basis. We are currently conducting a recruitment for an Assistant Airport Director position focusing on properties and contract management. As a long-term client, MHT also relies on our firm for ongoing advisement in multiple areas, including organizational structure, employee reporting lines, and HR and recruitment matters.
- **The Metropolitan Airports Commission (MAC), operator of a seven-airport system including Minneapolis-St. Paul International Airport (MSP):** This is another long-term client for which we have conducted multiple analysis, including a comprehensive organizational review which resulted in our recommendations to create and fill new positions at the executive management level. Similarly, we recently conducted a departmental review and evaluation that focused heavily on staffing structure, reporting lines, and other HR issues. Our work with the MAC, just as with the other clients named above, is continuing and ongoing.

2. Planned approach to seek highly experienced candidates, including methods of outreach.

Different from large recruitment firms that serve many industries, our firm focuses only on aviation management; moreover, we provide a custom, boutique approach to each recruitment assignment, offering proactive services tailored specifically to the Airport we are working with and the particular position for recruitment. Yes, like other firms, we cast a broad net in advertising the position to key industry outlets as well as with social media and our 2,000 plus airport member newsletter list. But we go further than that and

conduct personal, confidential “behind the scenes” outreach to our nationwide network of industry executives and professionals. We are extremely proactive in finding the right person for the assignment as opposed to a reactive, template-driven approach. Any firm can find candidates to meet the position’s minimum qualifications; however, through targeted outreach and comprehensive vetting, we go beyond the recruiting basics to ensure that all shortlisted candidates would fit into the fabric and culture of SRAA and the SYR area. Our relationships with the top potential candidates give us unmatched insight into the work ethic, energy, and personality that these candidates would bring to the position. Moreover, our firm operates on a completely confidential basis and will not bring qualified candidates to the table unless, and until, they are fully vetted and have confirmed with us that if offered the position, they will accept it. Too many times candidates use the recruitment process to ultimately better the terms of employment with their current employer, which turns out to be a waste of time for the recruiting airport. We believe it is vital to know *before* the interview occurs that when finalists are invited to an onsite interview, they will accept the offer. We have a 100% success rate on this issue. Also, please note our long-standing relationship with the previous SYR Executive Director which will allow us to be uniquely positioned to reach out to her as a resource, if needed.

3. Anticipated schedule.

Week 1: Notice to Proceed

Week 2: Kickoff Meeting & Establish Candidate Profile (i.e., Duty Description)

Week 3: Solicitation Brochure, Salary Analysis

Weeks 4 - 7: Solicitation & Recruitment, Outreach and Advertising

Weeks 7 - 9: Candidate Vetting, Screening, Ranking, and Phone Interviews

Weeks 9 - 10: Candidate Onsite Interviews, Selection, and Acceptance Negotiation

SBA will begin this project immediately upon notice to proceed. We have the resources and the in-depth knowledge of SRAA’s needs as well as industry best practices for recruitment services that allow us to “hit the ground running” for this project. We are a strong, vested business partner of the Airport’s and we understand the needs of this project.

4. Cost to perform work.

Our traditional cost for CEO recruitment services is based on a fee of 33% of the candidate’s first year compensation. However, in consideration of our long-standing professional relationship, our proposed fee for one-time direct recruitment services for this position shall be 25% of the successful candidate’s first year compensation offer, including any sign-on or similar incentive/bonus; however, the total fee is not to exceed \$35,000, plus expenses. The recruitment fee shall be paid as follows:

A.) \$10,000 upon notice of acceptance of this proposal.

B.) The remaining fee, based on the final offer, is due upon the candidate reporting to duty.

Other Items:

- **Satisfaction is guaranteed.** Satisfaction guaranteed with regard to recruiting services means: if a selected candidate leaves SRAA employment in less than one year—provided SBA has been paid in full for the initial recruitment—SBA will perform the replacement recruitment at no charge other than any out-of-pocket expenses incurred.
- **Expense reimbursement for this recruitment.** We have assumed up to four on-site meetings for this recruitment, for which the labor time is included in our proposed fee. In the event additional on-site meetings are deemed necessary or desirable, they will be billed in addition to the proposed fee and based on our current hourly rates on a time and materials basis, and with a minimum charge of four hours per day in which meetings occur.

5. Support the firm will require from SRAA during the entire process.

As detailed below in the work scope, SBA will work closely with the SRAA team (including the Board, HR Committee, and HR Manager) to recruit, vet, and present a short-list of final candidates. This includes a kickoff meeting to set the parameters of the project and develop/review the job description and duties, and then input and approval of a solicitation brochure to be distributed to the industry and targeted candidates. We will also provide progress reports to the search committee and confer with the selection committee to develop the short-list of finalists. We also work with the committee and SRAA Board to coordinate the logistics of short-list onsite interviews and meetings so that all Board members have an opportunity to meet the finalist(s) before the Board makes its final hiring decision. We will also work with the proper stakeholders to negotiate an employment agreement.

Scope of Work and Tasks

Task 1: Confirmation of Needs Assessment

Given that SBA is already familiar with the Airport's needs, we will meet with stakeholders, (e.g., Airport Management, Selection Committee, and the HR Manager) to confirm the final criteria for candidate selection, industry background, and position specifics. Also, as desired by SRAA, SBA will review and revise the current job description or, if required, prepare a new description. In addition to confirming duty requirements, we will also provide the Board guidance with regard to the future candidate's range for salary and compensation.

Task 2: Solicitation Brochure and Position Announcement Distribution

Based on the information gathered in Task 1, SBA will develop a solicitation brochure describing the position and requirements for candidates. Once approved by the Authority, SBA will distribute the brochure through various industry channels, including our newsletter list, reaching well over 2,000 industry insiders overall. SBA will also advertise the position announcement with AAAE, ACI-NA, and various airport associations such as the New York State Aviation Management Association (NYAMA), among other relevant agencies. Casting a broad net is purposely intended to generate buzz in the industry regarding this opportunity while at the same time further feeding into professional recruiting activities identified in Task 3 below.

Task 3: Identifying Candidates

In addition to the services and activities of Task 2, SBA will conduct a concurrent confidential, one-on-one search based on our firm's personal contacts, as well as conduct research on the best qualified candidates. We will directly contact potential candidates and we will interview and meet with them as needed. Sub-tasks also include reviewing applicants' social media and other internet/electronic/digital footprints, as well as gathering further data on applicants via a candidate questionnaire. *Please note, however, we traditionally do not request candidates to submit video recordings regarding questionnaire content or pre-screening interview questions.* We have found that candidate feedback to "table top" video requirements are overwhelmingly negative and many of the best executive candidates will not participate in processes that use this component. Instead, we assess and vet candidates via proven recruitment processes including one-on-one contact and a thorough vetting of references, former employers, and colleagues, as well as professional industry activities.

Task 4: Ranking Candidates

SBA will catalogue all identified viable candidates and upload their information to a confidential shared drive accessible by the Selection Committee. SBA will provide an initial ranking of applicants and make a recommendation regarding short-list interviews. We will also vet references and conduct background checks on all finalized short-list candidates.

Task 5: Interviewing Short-List Candidates

Upon concurrence with the Selection Committee, SBA will arrange on-site interviews for the short-list candidates. SBA will prepare questions to be asked of each interviewee based on their resume, background, and experience, as well as pertinent information gleaned during the vetting process.

Task 6: Evaluating Short-List Candidates

SBA will prepare a post-interview evaluation summary and conduct a meeting with the Selection Committee to review the strengths and weaknesses of each interviewed candidate. Any questions that are raised will be addressed by SBA, and if additional research is necessary, it will be performed. Our goal is to present all the useful information needed for stakeholders to make a unanimous decision on its own accord. Additionally, prior to any official meeting of the full-board, SBA will facilitate an opportunity for every member of the Board to meet the preferred candidate during informal one-on-one meetings.

Task 7: Negotiating Acceptance of Job Offer

In conjunction with the Selection Committee, SBA will craft an offer of employment letter; define the contents of the employment package; prepare, in concert with SRAA's legal counsel, an employment agreement if one will be required, and present it to the final candidate. *NOTE: SBA has an existing working relationship the SRAA counsel John T. McCann of Hancock Estabrook which dates back to the Airport's governance transfer.* Once an offer has been accepted by the successful candidate, SBA will assist with all actions necessary to employ the candidate, including negotiating final terms, salary, and benefits. Assistance regarding housing and relocation advice will be offered by SBA, as needed.

Project Team

The proposed **Project Director** for this executive search is **Mr. Steven Baldwin**. Mr. Baldwin is President/CEO of the firm and has provided airport consulting services to more than 100 airports throughout North America. Given his knowledge of the industry and its key players, his insight into the needs for the position, and his previous leadership roles on other SYR projects and similar recruitment projects at other airports, he is perfectly suited to direct the assignment.

The proposed day-to-day **Project Manager** for this project is **Ms. Penny Perkins**. Ms. Perkins, a long-time senior associate at the firm, brings more than 30 years of a diverse business career to the project. Ms. Perkins has experience with and knowledge of SYR's needs and operations, and she has assisted Mr. Baldwin in several other successful recruitment projects for SBA clients.

In conclusion, should you have any questions, please feel free to call me. On behalf of the firm, I would like to thank you for your continued confidence in our services and for considering us for this important assignment.

Sincerely,

STEVEN BALDWIN ASSOCIATES, LLC



Steven T. Baldwin
President/CEO

Approved By: _____

Date: _____

RESOLUTION APPROVING THE 2019 SLATE OF MEMBERS OF THE STANDING COMMITTEES OF THE SYRACUSE REGIONAL AIRPORT AUTHORITY

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

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

WHEREAS, Section 6.3 of the Organizational By-Laws of the Authority permits the Authority to form such standing or special committees from its members as it deems desirable to advise the Board on any matter incident to the function of the Board; and

WHEREAS, pursuant to Sections 6.3.1 through 6.3.5 of the Bylaws the Board has formed the following standing committees: Audit Committee, Governance Committee, Finance Committee, Human Resources Committee and Board Development Committee (collectively the "Standing Committees"); and

WHEREAS, the Board wishes to review the composition of the Standing Committees on a regular basis to fill any vacancies and ensure the Standing Committees are adequately staffed.

NOW, THEREFORE BE IT RESOLVED, that after due deliberation having been had thereon, the Board of the Syracuse Regional Airport Authority hereby constitutes and appoints its members to the Standing Committees as set forth on the Standing Committee schedule as annexed to this Resolution for calendar 2019, effective retroactively to January 1, 2019.

Resolution Adopted Date: February __, 2019

Vote: ____ **Nays:** ____ **Abstentions:** ____

Signed: _____
Secretary



2019 ROSTER STANDING SRAA COMMITTEES

FINANCE COMMITTEE:

Dr. Shiu-Kai Chin (Chair)
Mr. William Fisher
Mr. John Johnson, Jr.
Mr. Michael Lazar
Mr. Robert Simpson
Ms. Jo Anne Gagliano (Ex-Officio)
Mr. Trent Amond; Ms. Linda Ryan (Staff)

AUDIT COMMITTEE:

Dr. Donna DeSiato (Chair)
Mr. Kenneth Kinsey
Mr. Michael Lazar
Mr. Robert Simpson
Ms. Jo Anne Gagliano (Ex-Officio)
Mr. Trent Amond; Ms. Joanne Clancy (Staff)

GOVERNANCE COMMITTEE:

Mr. William Fisher (Chair)
Mr. Kenneth Kinsey
Mr. Michael Lazar
Hon. Michael Quill
Mr. Damian Ulatowski
Ms. Jo Anne Gagliano (Ex-Officio)
Mr. Trent Amond; Ms. Joanne Clancy (Staff)

HUMAN RESOURCE COMMITTEE:

Mr. Michael Lazar (Chair)
Dr. Shiu-Kai Chin
Mr. William Fisher
Hon. Michael Quill
Mr. Damian Ulatowski
Ms. Jo Anne Gagliano (Ex-Officio)
Ms. Debi Marshall; Mr. Trent Amond; Ms. Laurie Sabel (Staff)

BOARD DEVELOPMENT COMMITTEE:

Mr. William Fisher (Chair)
Dr. Shiu-Kai Chin
Ms. Jo Anne Gagliano
Mr. John Carni (Interim Exec Dir)
Mr. Trent Amond

SYRACUSE REGIONAL AIRPORT AUTHORITY - 2019

BOARD MEMBER	Appointing Entity / Appointed By	Term Expires
<p style="text-align: center;">Chair Ms. Jo Anne Gagliano President Landscape Architecture, Engineering & Environmental Services, D.P.C. 217 Montgomery Street, Suite 1000 Syracuse, NY 13202 Work: (315) 471-0688 Mobile: (315) 439-3580 gaglianoj@sraauthority.org jgagliano@edrdpc.com Assistant: Linda Sharp Email: lsharp@edrdpc.com 315-471-0688, Ext. 679</p>	<p style="text-align: center;">City of Syracuse Mayor</p>	<p style="text-align: center;">Dec. 31, 2020</p>
<p style="text-align: center;">Mr. William P. Fisher fisherw@sraauthority.org Mobile: (315) 256-3006 wilfis@gmail.com</p>	<p style="text-align: center;">Onondaga County County Executive</p>	<p style="text-align: center;">Dec. 31, 2022</p>
<p style="text-align: center;">Finance Officer Dr. Shiu-Kai Chin 6005 Singletree Lane Jamesville, NY 13078 Mobile: (315) 657-3539 skchin@syr.edu chins@sraauthority.org</p>	<p style="text-align: center;">City of Syracuse Mayor</p>	<p style="text-align: center;">Dec. 31, 2019</p>
<p style="text-align: center;">Dr. Donna DeSiato ESM Superintendent 407 Fremont Rd. East Syracuse, NY 13057 (315) 434-3000, #8, 7 Mobile: (315) 434-3012</p>	<p style="text-align: center;">ESM School District Board of Education Superintendent</p>	<p style="text-align: center;">Dec. 31, 2020</p>

SYRACUSE REGIONAL AIRPORT AUTHORITY - 2019

<p>d-desiato@esmschools.org desiatod@syrauthority.org Assistant: MaryBeth Vasiloff mvasiloff@esmschools.org (315) 243-3506</p>		
<p>Mr. John B. Johnson, Jr. Chair & CEO / Johnson Newspaper Corp. 260 Washington St. Watertown, NY 13601 Work: (315) 661-2387 Mobile: (315) 783-1135 JBJR@wdt.net johnsonj@syrauthority.org Assistant: Patti Schreck Email: : pschreck@wdt.net</p>	<p style="text-align: center;">City of Syracuse Mayor</p>	<p style="text-align: center;">Dec. 31, 2019</p>
<p>Mr. Kenneth Kinsey TKTD General Contracting 1200 E. Fayette Street Syracuse, NY 13207 Work: (315) 472-5297 Mobile: (315) 727-5297 kinseyk@syrauthority.org kinseycarco@gmail.com</p>	<p style="text-align: center;">City of Syracuse Mayor</p>	<p style="text-align: center;">Dec. 31, 2020</p>
<p>Mr. Michael J. Lazar PO Box 514 Jamesville, NY 13078 Mobile: (315) 447-0052 lazarmj@twcny.rr.com lazarm@syrauthority.org</p>	<p style="text-align: center;">Town of Dewitt Superintendent</p>	<p style="text-align: center;">Dec. 31, 2020</p>
<p>Mr. Robert Simpson President, Centerstate CEO 115 W. Fayette Street Syracuse, NY 13202 Office: (315) 422-8284 Mobile: (315) 289-2122 rsimpson@centerstateceo.com simpsonr@syrauthority.org</p>	<p style="text-align: center;">City of Syracuse Mayor</p>	<p style="text-align: center;">Dec. 31, 2022</p>

SYRACUSE REGIONAL AIRPORT AUTHORITY - 2019

<p>Admin: Lisa Sculley (315) 470-1800 lsculley@centerstateceo.com</p>		
<p>Mr. Damian Ulatowski Supervisor, Town of Clay 201 School Road Liverpool, NY 130884401 State Route 31, Clay, NY 13041 Office: (315) 652-3800 x114 Mobile: (315) 727-8199 supervisor@townofclay.org ulatowskid@syrauthority.org Admin: Judy Rios jrios@townofclay.org</p>	<p style="text-align: center;">Town of Salina Board</p>	<p style="text-align: center;">Dec. 31, 2019</p>
<p>Mayor Michael Quill Mayor, City of Auburn 24 South Street Auburn, NY 13021 Office: (315) 255-4104 Mobile: (315) 246-5778 mayorquill@auburnny.gov quillm@syrauthority.org Admin: Rhonda Miller (315) 255-4104 rmiller@auburnny.gov</p>	<p style="text-align: center;">City of Syracuse Mayor</p>	<p style="text-align: center;">Dec. 31, 2020</p>

2019 SRAA COMMITTEE MEETING SCHEDULE

DATE	COMMITTEE	TIME
Thursday, January 17, 2019	BOARD DEVELOPMENT COMMITTEE	11:00 A.M.
Friday, February 01, 2019	FINANCE COMMITTEE	10:00 A.M.
Friday, February 01, 2019	BOARD MEETING	11:00 A.M.
Thursday, February 21, 2019	HR COMMITTEE	10:30 A.M.
Thursday, February 21, 2019	GOVERNANCE COMMITTEE	12:00 P.M.
Thursday, February 28, 2019	AUDIT COMMITTEE	11:00 A.M.
Friday, March 15, 2019	BOARD MEETING	11:00 A.M.
Friday, April 5, 2019	FINANCE COMMITTEE	11:00 A.M.
Friday, May 10, 2019	FINANCE COMMITTEE	10:00 A.M.
Friday, May 10, 2019	BOARD MEETING	11:00 A.M.
Thursday, May 16, 2019	HR COMMITTEE	11:00 A.M.
Thursday, May 16, 2019	GOVERNANCE COMMITTEE	12:00 P.M.
Friday, June 14, 2019	BOARD MEETING (Location TBD)	11:00 A.M.
Thursday, July 25, 2019	HR COMMITTEE	11:00 A.M.
Thursday, July 25, 2019	GOVERNANCE COMMITTEE	12:00 P.M.
Friday, September 6, 2019	ANNUAL MEETING	11:00 A.M.
Friday, September 6, 2019	BOARD MEETING	11:30 A.M.
Friday, October 11, 2019	FINANCE COMMITTEE	11:00 A.M.
Thursday, October 17, 2019	HR COMMITTEE	11:00 A.M.
Thursday, October 17, 2019	GOVERNANCE COMMITTEE	12:00 P.M.
Friday, November 8, 2019	BOARD MEETING	11:00 A.M.
Friday, December 6, 2019	BOARD MEETING	11:00 A.M.

Color Coding:

BOARD MEETING	HR COMMITTEE
FINANCE COMMITTEE	GOVERNANCE COMMITTEE
AUDIT COMMITTEE	BOARD DEVELOPMENT COMMITTEE



**Finance Committee Meeting Minutes
December 7, 2018**

These minutes reflect the activities of the Syracuse Regional Airport Authority Finance Committee during the meeting held at Syracuse Hancock International Airport in the SRAA Board Room on Friday, December 7, 2018.

The Meeting was called to order by Dr. Chin at 9:37am.

I. Roll Call:

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

II. Approval of Minutes from the Previous Meeting:

Mr. Lazar made a motion to accept the minutes from the previous meeting and Mr. Fisher seconded that motion. The minutes were unanimously accepted by the Committee without any changes or modifications.

III. Old Business:

National Grid Lease: Mr. Amond explained that this property is for a single building National Grid uses for the headquarters of their aviation operation. This lease expired and as of the expiration of the lease, the title to the hanger reverted to the airport. The new lease is structured recognizing the Airport as the owner of the improvements on the property as well as the property. The lease is negotiated under the same methodology as the Million Air lease. There is a lease payment for the land but there is no payment for the square footage of the improvements, which would be the hanger in this case. We are looking for a sense from the Finance Committee to move forward with this. This is a 5 year lease with a 5 year renewal option. Mr. Fisher confirmed that the City will still be the owner of the building and Mr. Amond confirmed that they will. The Ownership transfer is a product of the previous lease. Ms. Callahan noted that our intention is to continue with Landrum and Brown to conduct a study and an analysis to look at what other airports are doing with these facilities and when the lease is up in 5 years we will have the option to change it at this point.

Signature Lease Agreement: Mr. Amond provided a hand out which provided the expiration date of all the different buildings that are leased by Signature. He categorized them by expired and current leases and how many extensions are on the current leases. Discussion ensued regarding the proposed lease presented by management. Dr. Chin summed up that there is discontent with the length of time the lease is for and that we are only charging for leasing the land and not the buildings on the property itself. Ms. Callahan mentioned that General Aviation growth has been very slow. Rochester has 1 FBO, Buffalo has one FBO, and Albany has 1 FBO that they own because the company who built it went out of business. We are the only airport on the Thruway that has 2 FBO's, so the likelihood of attracting another FBO is unlikely. Mr. Lazar believes we should hire a consultant to perform a study and thinks we need the information from the consultant before we can move forward. Dr. Chin mentioned that the sense is to move this forward to the Board for consideration although it may not be unanimous. He thinks we should have a discussion with the Board.

Cost Update on the Terminal Improvement Project: Mr. Amond mentioned that we will discuss the cost update on the Terminal Improvement Project but it is not a final cost as there are punch list items. LeChase has requested that we release a portion of their retainage and there are outstanding bills. Ms. Callahan mentioned that she did reach out to the DOT per Mr. Lazar's request and asked if there was any money left over in the \$200 million grant program. They confirmed that there is not. Mr. Fisher asked if we could reach out and ask for any leftover monies in the SAM. Ms. Callahan will investigate. Mr. Amond asked who we could reach out to at the County to help us with the requested reimbursement on our current grant. Mr. Fisher suggested Dave Knapp and Ryan McMahon.

IV. New Business:

IT Managed Services: Mr. Amond went over the IT Managed Services. There was an RFP done four years ago with a Review Committee. There were two submissions, the committee recommended MA Polce for a two (2) year agreement with two (2) one year renewal periods available. Management would like to recommend that we continue with MA Polce rather than go out to bid due to their excellent services over the past 4 years and they have an intimate knowledge of our IT environment and have done a lot to help us improve our environment. We are asking if the Committee would be open to approving a Best Interest exception for the IT Management Service Contract. Mr. Fisher mentioned that he is opposed to this. The county has MA Polce and they are great but they bid them out every 2 years and MA Polce is very competitive. He isn't opposed to an extension but he believes we should stick to our contract term. Ms. Callahan asked if MA Polce is currently at Onondaga County and they are. She would like to see if we can piggyback off of this contract. She also mentioned that we are comfortable going month to month until we can put out a competitive bid and it should be done no later than July 1.

Deicing Lagoon Project: Mr. Amond gave a heads up on the Deicing Lagoon Project. Normally on the FAA funded projects we run about 4 to 4 ½ million dollars per year from the FAA. We are able to bridge the finances from a revolving-restricted fund at about 3 million. We use it as an internal line of credit. The Deicing Lagoon Project is at 10 million. There is a chance, depending how the invoices come in to us that our revolving loan fund of 3.3 million will not be sufficient to bridge

the invoicing for this project which is 2 times the normal level. This is a heads up, what we would like to do is revisit the line of credit that we have on the Terminal Improvement Project and then look at new options for additional bridge financing, possibly 1 to 2 million.

V. Adjournment

Mr. Fisher motioned to adjourn the meeting and Mr. Lazar seconded that motion. The meeting ended at 10:57.

DRAFT