

**Syracuse Regional Airport Authority  
Regular Meeting Agenda  
Friday, June 24, 2022  
11:00 a.m. – 12:30 p.m.  
Syracuse Hancock International Airport  
SRAA Board Room**

1. Roll Call (2 Minutes)
2. **Approval of Minutes from the May 20, 2022 Regular Board Meeting (5 Minutes)**
3. Executive Team Report (30 Minutes)
4. **Committee Reports**
  - **Finance Committee**
  - Audit Committee
  - **HR Committee**
  - Governance Committee
5. **Executive Session (30 minutes)**
6. **New Business/Discussion (15 minutes)**
  - **Resolution Adopting the 2022/23 Syracuse Regional Airport Authority Operating Budget**
  - **Resolution Adopting the 2022/23 Syracuse Regional Airport Authority Capital Budget**
  - **Resolution creating position of Airport Police Chief (SRAA)**
  - **Resolution Approving Executive Director's Annual Employee Evaluation for 2021**
7. Adjournment

\* **Bolded items = materials available**

## Minutes of the Regular Meeting of the Syracuse Regional Airport Authority

Friday, May 20, 2022

Pursuant to the notice duly given and posted, the regular board meeting of the Syracuse Regional Airport Authority was called to order on Friday, May 20, 2022, in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport by Vice-Chair Mr. William Fisher.

### Members Present:

Mr. William Fisher – Vice-Chair  
Ms. Latoya Allen  
Dr. Donna DeSiato (arrived at 11:16)  
Mr. Michael Frame (arrived at 11:08)  
Mr. Kenneth Kinsey  
Mr. Michael Lazar  
Mr. Nick Paro

### Also Present

Mr. H. Jason Terreri  
Ms. Robin Watkins  
Mr. John Carni  
Mr. John Clark  
Ms. Joanne Clancy  
Mr. Jason Mehl  
Ms. Cheryl Herzog  
Mr. Dan Zenk

Matt Szejwbka  
Elana Essig  
Mr. Al Overend

### Members Absent:

Ms. Jo Anne Gagliano – Chair  
Dr. Shiu-Kai Chin  
Mr. Robert Simpson

Vice-Chair Fisher started the SRAA Board meeting at 11:05 a.m.

### Roll Call

As noted above all members were present, except Ms. Jo Anne Gagliano, Dr. Shiu-Kai Chin, and Mr. Robert Simpson.

## **Executive Team Report**

Director Terreri explained that he has altered the Executive Team report given all of the recent news about flight cancellations and pilot shortages to address how this is affecting the SYR airport. Director Terreri presented the scorecard of SYR enplanements ending April 2022 compared to 2019. SYR is up two additional carriers and has added five new nonstop destinations. The enplanements are above 2019 figures. The airport shows an increase of mainline aircrafts, which are approximately 10% larger aircraft. From an enplanement perspective, SYR is 8.3% above 2019 levels, which was the three-decade record. Director Terreri introduced Elana Essig, Research Analyst, who has been helping lead the Air Service Development Team and has conducted in-depth data research to help explain current trends. The SYR airport is remaining stable with the only market SYR has lost is Orlando until September on JetBlue.

Mr. Frame inquired about utilizing land transportation from airports to a larger hub. Director Terreri stated there is a service called “Landline”, currently being utilized in some airports and that SYR is currently researching information about this service. The airport wants to make sure connectivity for the region is provided.

Director Terreri announced the retirement of John Carni, Chief Operations Officer, who has been with the airport for 32 years in various capacities. John’s last day will be at our next board meeting on June 24<sup>th</sup>. Mr. Carni was thanked for all he has done for the airport over the years. Vice-Chair Fisher spoke about Mr. Carni holding the role of Interim Executive Director prior to Director Terreri’s arrival and how John held everything together for the Authority. Director Terreri updated the board on the transition of this position. Dan Zenk was introduced and will be promoted as of June 24<sup>th</sup> to the COO role. The current organization for this plan is that Mr. Zenk will be taking over terminal services and trades, and Director Terreri will be taking over public safety. Mr. Zenk has been meeting with Mr. Carni and the teams to ensure a smooth transition.

CFO Watkins provided the Finance update and discussed the landing weights which are above budget monthly and annually. Enplanements showed full recovery and continue in an upward trend. Financial statements showed the SRAA is doing well due for passenger traffic and landing weights. Expenses are on track. There will be some larger items closing in May and June as the March project wraps up. In non-operating revenue, there are some changes that are due to the bonds and the lease expense to the City of Syracuse which was previously paid off and refinanced on the SRAA’s books. The SRAA is in a good financial position this year. The Cost Per Enplaned Passenger (CPE) continues to trend downward as planned. Vice-Chair Fisher inquired about the 2022-2023 City’s budget that shows an Aviation department personnel services line, but they also had debt. CFO Watkins explained that everything will be paid off in June. There will be an airline meeting in the third quarter to review the financials. There will be a thorough budget presentation to the SRAA board at the June 24<sup>th</sup> board meeting. The Common Use installation at the SRAA gates is complete. The Flight Information Display (FID) system and the implementation of AODB and RMS an Airline Operating Database are next on the list.

Mr. Carni reviewed Airport Operations. The airport had its annual FAA Part 139 certification inspection in April and there were no major findings. There will be an Annual Emergency Plan review held on May 26, 2022. The summer schedule is underway with painting, mowing, and sand clean-up. ARFF and 174<sup>th</sup> transition is on schedule and will take place on July 1<sup>st</sup>. Vice-Chair Fisher asked about the emergency review in May and if the 174<sup>th</sup> will be involved and it was clarified that the 174<sup>th</sup> will be in attendance.

Mr. Mehl, Chief Commercial Officer, reported on the Commercial division. He updated the board with the revenue per enplanement for food, beverage and retail. Dr. DeSiato mentioned her concerns with food and beverage and Mr. Mehl explained that there have been many new changes being made and the progress continues. A conversation ensued regarding the food and beverage vs. retail at the SYR Airport, all questions were clarified. Director Terreri indicated that Mr. Mehl and Ms. Linda Ryan, Director of Business Development, have been doing a phenomenal job getting Delaware North to where they are today. Pre-Security vending renderings have been completed by the R.I.T. Hyperspace students. Planned installation of Reach TV in the terminal and concourses is by the end of June. The barracks development project is moving forward with a zone change. Currently conducting a market study for the barracks that once completed will be presented to the SRAA board. The Common Use Lounge - 90% drawings are complete, site opening date planned for December 2022. TSA Office construction should commence in two to three weeks.

Director Terreri presented the HR report. Director Terreri reviewed the Organizational chart which showed the SRAA positions filled and in the process of being filled. There are two new employees, Ryan McNeil, IT Services Administrator, and Mohamed Omar, Custodial Worker I. A new initiative that is being rolled out at the SYR Airport with the leadership of Matt Szwejbka, is our SYR Hidden Disabilities Sunflower Lanyard Program. Lanyards have been distributed to the airlines where passengers can request a lanyard if they have a hidden disability and may need extra help. Mr. Szwejbka has been conducting training with staff and the airlines. If a passenger is seen with the lanyard, then airport staff know that they may need a little extra help. Ms. Allen asked if a lanyard can be requested upon checking in at the counter? Yes, they will have them available at the ticket counters and also the SRAA has them available in the office. The airport will be installing signage in front of the ticket counters making passengers aware of this new program as well as information on the airport's social media sites. The Hidden Disabilities Sunflower Lanyard Program is a global program so if they are a frequent passenger, folks will already know how this works. The SRAA has a voluntary retirement incentive program that is extended through June 3<sup>rd</sup>. The professional development slide was reviewed. Director Terreri mentioned that next month the SYR Airport will be hosting the AAAE Certified Member Course, and twenty employees are signed up to take it. Ms. Allen asked if we offer the Active Shooter Training? The Airport does offer this training, and our Director of Public Safety teaches it airport-wide. The recruitment sources were discussed regarding what is working to gain job opening applicants and what is not, the SRAA's primary source of applicants currently derives from Indeed.

### **Review and Approval of the Minutes**

Vice-Chair Fisher asked if there were comments on the Special Board Meeting minutes held on April 28, 2022 or the Regular Board Meeting minutes held on March 25, 2022. A motion was made by Mr. Paro to approve the minutes from both meetings and Mr. Kinsey seconded the motion. Motion carried by the board.

### **Committee Updates**

HR Committee – No Report

Audit Committee – No Report

Finance Committee – No Report

Governance Committee – No Report

## **New Business/Discussion**

### **FY 2022/23 Budget Update**

CFO Watkins informed the board that a draft presentation of the budget was presented to the Finance Committee at today's meeting. She will be presenting the final version with a thorough review of the budget at the SRAA Regular Board meeting on June 24<sup>th</sup>.

### **Regional Advisory Board**

Director Terreri spoke about the legislation in place for the SRAA to have a Regional Advisory Board (RAB) but it does not indicate what the role of the board should be. Michael Chapman from the Regional Advisory Board has been in contact with Director Terreri asking what the role is going to be for this board, he feels that since it is in the Enabling Legislation, that we should have clearly defined goals. Chair Gagliano had requested a discussion with the SRAA Board on how to engage the Regional Advisory Board. Vice-Chair Fisher spoke about the origination of the Regional Airport Authority and the inclusion of the statute for a Regional Advisory Board. The state legislature statute on advisory boards is silent. The SRAA appointed the Regional Advisory Board per the Enabling Legislation and to get the message out to the public that SYR is a regional airport. The SRAA wanted to get the word out about job opportunities and competitive bids so that opportunities are spread throughout our full catchment area region. In the past, one SRAA board meeting per year was held offsite at one of the RAB locations to build further relations within that community. Dr. DeSiato stated when we became the SRAA part of becoming a regional airport authority was that previously we were very siloed. She said it is important to have appointees that can come 2 or 3 times a year and that there is a RAB with an intentional agenda to gather input into our strategic planning process. This will help us understand what we need to know about being a regional airport and what we want to share with the RAB regarding future changes at the airport and other community needs. Mr. Frame asked if a RAB existed, and the answer was yes, but that board is not currently active. The RAB members are invited to all of the SRAA Board/Committee/State of the Airport meetings and other special events for the airport. Director Terreri stated that what he is hearing is the SRAA should set up informational sharing whether it is a meeting once a year at their locations or a consolidated meeting to share what we are doing. Mr. Frame indicated he is a resident of Oneida County so if we wanted to host something he would be happy to help in that area. This can also help recruit potential passengers from these areas by providing information to the RAB members. Also, there may be upcoming challenges with Interstate 81 project and it will change the traffic flow to the SYR Airport which needs to be looked at for future planning. Director Terreri will be meeting with the NYS DOT Commissioner regarding the SYR Master Plan, future growth, and some of the other initiatives the airport has, and as these decisions need to be considered for overall planning. Director Terreri discussed the catchment leakage study which shows the location of where people start and end their trips for our airport as well as where people in our catchment area are going. We will have up-to-date data by September.

Mr. Frame stated that the Interstate 81 project provides another opportunity for the previous discussion about the RAB which makes a nice tie in context for the airport, but we will get information from other counties who may be impacted as well by the changes to Rt. 81.

### **Executive Session**

Vice-Chair Fisher invited a motion to go into Executive Session to discuss matters pertaining to potential litigation and collective negotiations pursuant to article 14 of the civil service law.

Mr. Frame made the motion and Dr. DeSiato seconded the motion. The executive session began at 12:10 p.m. The executive session ended at 12:39 p.m. No action was taken.

### **Adjournment**

A motion was made by Vice-Chair Fisher and seconded by Mr. Simpson to adjourn the meeting. The meeting was adjourned at 12:41 p.m.

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**Finance Committee Meeting Minutes  
Friday, May 20, 2022**

Pursuant to the notice duly given and posted, the Finance Committee meeting of the Syracuse Regional Airport Authority was called to order on Friday, May 20, 2022, in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport by Mr. Michael Lazar.

The meeting was called to order by Mr. Lazar at 9:30 a.m.

**Members Present**

Mr. Michael Lazar  
Mr. William Fisher  
Mr. Michael Frame (arrived at 9:37 am)  
Mr. Nick Paro

**Members Absent:**

Dr. Shiu-Kai Chin  
Ms. Jo Anne Gagliano  
Mr. Rob Simpson

**Also Present:**

Mr. Jason Terreri  
Ms. Robin Watkins  
Mr. Jason Mehl  
Ms. Cheryl Herzog

**Roll Call**

As noted above all members were present, except Dr. Shiu-Kai Chin, Ms. Jo Anne Gagliano and Mr. Robert Simpson.

**Committee Business**

**CFO Report**

CFO Watkins updated April's financial status. Landing weights stayed on budget. Enplanements continue an upward trend which is expected to continue through the month of May. SYR is slightly over 2019 record-levels. CFO Watkins reviewed the financial statements. Revenues are above budget for landing and parking fees. Year to date totals are above budget for airline terminal fees due to the increases in passenger traffic. Mr. Mehl, Chief Commercial Officer, and his team have been diligently managing the concessionaires which has resulted in a higher level of activity. Expenses have been managed quite effectively this year. The airport is slightly below the current budget, which is a very good position to be in. At the end of April, there will be some significant expenses due to deferred maintenance items which had to be addressed and will come to a closure. The airport continues to

complete repairs within the garage. The planned Common Use layout is complete with five SRAA Common Use gates. CFO Watkins stated overall that the airport is in a good position.

Mr. Fisher inquired about how the decision is made that determines what gets capitalized and what comes into operating expenses. CFO Watkins explained that the airport capitalizes any asset or any item that is over \$5K, that will have a useful life greater than one year or has to exceed 20% of the value of the item.

CFO Watkins discussed the financial statements and operating incomes which are currently much better than projected due to the increase in passenger traffic and landing weights. On the non-operating revenue side, there are some large items in terms of lease expenditures to the City of Syracuse related to the recent bond refinancing. The airport continues to make positive progress with the Cost Per Enplaned Passenger (CPE) in reaching the lower rate goals for the airlines.

Mr. Fisher inquired about the payments to the city for the Aviation Department. CFO Watkins stated that the Authority only pays the City of Syracuse based on actual expenses incurred. A conversation ensued regarding expenses to the City and Director Terreri indicated this topic should be deferred to a later time when we can include the Authority's General Counsel.

## **New Business**

### **FY 2022/2023 Draft Budget Review**

CFO Watkins explained the budget is based on metrics, as are the financial statements. The Authority forecasts what landing weights are predicted along with the passenger traffic and that is calculated through a series of activities. Additionally, Elana Essig, Research Analyst gathers information for projections based on current data. A larger landing weight is projected than in 2019 due to both Southwest and Breeze Airlines having been here for a full year by that point. The passenger projections were reviewed based on the 2022 and 2019 numbers. 2020 and 2021 are not being used due to the COVID pandemic impact. Passenger traffic is exceeding planned 2019 levels when factoring in Southwest and Breeze Airlines along with new air service and activity related to the other airlines here at SYR.

Mr. Lazar asked about recent news stating that there are a lot of canceled flights and is there talk with the airlines since this could have a dramatic effect at the airport. Director Terreri said there had been conversations with the airlines and the only impact is that SYR lost JetBlue's non-stop flight to Orlando through September. CFO Watkins stated when we do the final budget review all the projected numbers will be updated. Airline revenue is budgeted at the target rates and charges, and this is a commitment that we have provided to the airlines. There is a five-year projection with this year being year one, to where we want to be on our rates and charges.

CFO Watkins reviewed the budget in reference to staff for the Authority and the utility rates. Mr. Fisher indicated that there is a way to forward energy especially when rates are low. He does not recommend it currently since prices are so high, but it is something the board should at least think about if our energy costs are a significant budget item. CFO Watkins spoke about positions that need to be filled within the Authority, such as Network Engineer, Airport Risk Manager, and Project Manager.

Mr. Lazar asked about the transportation ratio with Uber. It was explained that it is about the same amount of individuals using Uber as well as parking at the airport. CFO Watkins explained the parking garage expenses. There will be garage repairs that will go on next year's budget, because SYR needs to start developing new parking areas in preparation for future garage construction. Other upgrades are required for the telephone system along with the Flight Information Display system (FID). The Authority will also be adding an Airport Operations Database system (AODB) which will include allowing the airport to better manage traffic between the gates and baggage handling. Current ARFF staffing will transition to the 174<sup>th</sup> ATKW as of July 1<sup>st</sup> as is on plan. AIP funding and projects were reviewed. There will also be a replacement of five podiums in the terminal. Discussed were the landslide drawings which must be 25% funded by Authority funds and the RFP for large project plans. These items are being discussed with a municipal advisor. There is a need for a utility upgrade. The HVAC systems needs replacement as they are old and the systems no longer work for the facility. As an example, it was mentioned that there is no way to cool off certain areas when temperatures spike, that some windows are leaking, some outside siding has holes from normal wear and tear, and some required roof replacement needed. An engineering study was conducted last year and it explained these issues. The Authority has applied for FAA assistance for these projects, however, the Authority has a match percentage requirement that needs to be accounted for next year in terms of cash outlay impacts.

There is money in the budget for a SRAA Police Department. The hope is to have that legislation passed this year to create our own police force. The SRAA will have an initial investment which relates to outfitting the police with vests, ammunition, lockers, etc. The Authority also needs to develop a centralized communication center. An application has been submitted to Senator Gillibrand, Senator Schumer, and Congressman Katko to request earmark funding to assist with this endeavor.

Mr. Frame commented on the possibility that the funding will come through in an election year. Director Terreri stated it is Senator Gillibrand and Senator Schumer's top ask so we are hopeful this will come through. He explained these projects must be done so if we are able to get funding that will benefit us.

CFO Watkins explained the vehicle fleet process at the airport. The SRAA is continuing to replace snow equipment and an application with FMCSA has been submitted. Authority vehicles are in need of repair and replacement. These items are all part of next year's budget which is currently in draft form at this point, due to pending items which will make a significant impact on the bottom line. The Authority is working through an overtime reduction plan, changing some of the staffing structure, and reorganizing when there are vacancies. The airport is waiting on PFC application number ten approval from the FAA. This request was submitted to the state under the Airport Improvement Program last September and is still pending. In the month of June, more information will be available regarding the budget. A conversation ensued regarding the costs of materials going up and labor cost increases.

Mr. Frame asked if another pandemic or something else hit how quickly could the airport recover? What were lessons learned with the 2020 pandemic? CFO Watkins stated we have a lot more visibility and would know where we have critical operations vs. non-critical. Director Terreri said we have some things in place now that we did not have previously which make the airport more flexible. If we had Common Use in 2020, we may have shut half the terminal down and ran everything off of six gates for

example. The SRAA needs to ensure additional revenue streams are in place by building out the Barracks and diversifying the landside revenue. We do not want to solely rely on passenger traffic to sustain a budget.

Mr. Fisher requested to see a future multi-year Capital Improvement Plan be part of what happens as part of the budgeting process. He would like two major components - one would be a list of all the capital assets and information about what category, purchase price, the expected useful life, anticipated useful life and the second other multi-year plan projects. What projects are we dreaming of, closer in projects, projects for next year, financial forecasts, current debt service based on the bonds that are in place, acquisitions of the capital assets, borrowing/schedule and future industry trends. The planning process ideally involves the finance committee and the board to look at things over a 10-year planning horizon. Mr. Lazar requested seeing the debt reduction, just the format, because that is something easy that can be put in the presentation. CFO Watkins spoke about a new work order and asset management system the airport is looking into that will assist with all assets in the airport for replacement planning. Mr. Fisher stated there is an organization called Government Finance Officers Association the airport may want to join as they recommend best practices in areas like capital asset management. Mr. Fisher also requested that management examine the specific language of Article 7 of the lease and services agreement with the City of Syracuse. Director Terreri agrees but would like the General Counsel to be part of the conversation.

### **Review and Approval of the Minutes**

Mr. Lazar asked if there were comments on the minutes. There were none. A motion was made by Mr. Fisher to approve the minutes from the previous meeting on February 10, 2022, Mr. Paro seconded the motion. Motion carried by the committee.

### **Executive Session:**

Mr. Fisher invited a motion to go into executive session to discuss matters pertaining to potential litigation and collective negotiations pursuant to Article 14 of the civil service law.

Mr. Lazar made the motion and Mr. Frame seconded the motion. Executive session began at 10:42 a.m. Executive session ended at 10:56 a.m. No action was taken.

### **Adjournment:**

Having no other topics brought to the committee, a motion was made by Mr. Lazar to adjourn the meeting. Motion was approved by Mr. Fisher and seconded by Mr. Frame. The meeting adjourned at 10:56 a.m.



## **Human Resources Committee Meeting Minutes**

**Thursday, June 9, 2022**

Pursuant to the notice duly given and posted, the Human Resources Committee meeting of the Syracuse Regional Airport Authority was called to order on Thursday, June 9, 2022, in the Syracuse Regional Airport Authority Board Room located in the Syracuse Hancock International Airport by the committee Chair, Mr. Michael Lazar.

The meeting was called to order at 11:03 a.m. by Chair Michael Lazar.

### **Roll Call**

#### **In Attendance:**

Chair Michael Lazar  
Ms. Latoya Allen  
Dr. Shiu-Kai Chin  
Ms. Jo Anne Gagliano

#### **Absent:**

Mr. William Fisher

#### **Staff/Other:**

Mr. Jason Terreri  
Mr. John Clark  
Ms. Kristine Carson  
Ms. Cheryl Herzog

### **Approval of Minutes from Previous Meetings**

Chair Lazar made a motion to approve the minutes from the previous meeting on March 10, 2022. Ms. Gagliano approved the motion, and it was seconded by Dr. Chin. The motion was carried unopposed.

### **Old Business**

#### **Human Resources Goals 2021/22**

Director Terreri mentioned that Debi Marshall, Director of Human Resources, is traveling and will not be with the committee today. Ms. Marshall has been appointed to the Diversity, Equity, and Inclusion (DEI) Committee for Airports Council International and noted that it is great for Ms. Marshall to be driving this policy for the airport industry.

Human Resources is still working on the comprehensive onboarding process. Ms. Carson has been actively involved which includes security, knowing the policies, and making the process more involved than just sending new hires out to work. Updates regarding succession planning were discussed. The SRAA is working on Enabling Legislation modifications such as civil service regulation alterations which would give the SRAA additional flexibility to fulfill staffing

needs. The SRAA was not successful in getting this portion of the enabling legislation modified. The legislative leader has directed Civil Service to do a study of all aviation positions to see if there is a way to get some relief exemption or solve the issues. New York Aviation Management Association (NYAMA) will be adding this issue as a priority for the next legislative session as the SYR airport is not the only airport struggling with these issues. The Executive team completed Diversity, Equity and Inclusion workshops with CenterState CEO.

Healthcare initiatives were completed, and the SRAA will continue with the current providers. The employee recognition program and current newsletter will be introduced at the next Town Hall on June 27<sup>th</sup>.

Matt Szwejbka, Marketing and Communications Specialist, recently received his final accreditation interview to receive his A.A.E. designation through the American Association of Airport Executives. Mr. Szwejbka worked diligently, and we are very proud of his achievement. Director Terreri mentioned that the pre-cursor to the A.A.E. designation is the AAAE Certified Member (C.M.) program. This training will be hosted at the SYR airport with multiple SRAA staff enrolled. These certificate programs are offered to staff as part of the goals and objectives of the HR employee development programs.

### **Civil Service**

Director Terreri stated that from the New York Aviation Management Association (NYAMA) perspective, since he is a member of that board, he will be leading this issue with them by working with the legislature to get a comprehensive understanding of the negative impacts for all airports in New York. The Authority's goal is to put forth something in the next legislative cycle. There are a significant number of approval requests pending with Civil Service. Currently, the SRAA has staff who are currently in provisional positions for years before they can even take a test, if one is given, and then they must score in the top three or be removed from their positions. Now with other airports getting involved, the SRAA is hoping for some relief.

### **Management Confidential**

Requests to have a position title changed to management confidential is considered on a position-by-position basis. The request goes to the same Civil Service office and there are additional issues with getting these requests advanced.

### **New Business**

#### **Review HR Committee Charter**

The SRAA HR Committee charter was reviewed as required on a yearly basis. A previous point of discussion was to allow the HR committee some level of authority on basic approvals, such as jobs on the organizational chart instead of waiting for the SRAA Board to approve. General Counsel Clark clarified that the Authority can only act through its board and officers, and can only act through the majority of the board. Therefore, the board is unable to delegate authority binding activity to a committee. The board has to give the final say, the committee can take action, and make recommendations but will be subject to the board's approval which can be done fairly easily via a consent agenda in SRAA Board packets. Ms. Allen agreed and stated that she thinks all board members would want to be included in decisions on job creation or other matters.

## **SRAA Employee Handbook Updates**

Director Terreri reviewed the employee handbook changes with the committee. The SRAA is formally adding the four-day work week to the handbook as an option for a flexible work schedule. This is allowed with supervisor's approval and reviewed every six months. This has been working well for the authority. Ms. Allen asked how supervisors are informed of these changes in the handbook. It was explained that it is digital, and staff has to sign for it through our payroll system. The Authority also implemented "Read Books" which require employees outside of the email system to sign acknowledgements that they have read these updates as they come out. The Authority has regular Town Hall and supervisor meetings to discuss specific topics or any big changes with all employees. Ms. Carson also stated that most people go to Ms. Marshall if they have any questions about the handbook that need clarification. Mr. Lazar asked about the travel policy, and it was determined that the topic was previously discussed fully.

### **Executive Session**

Mr. Lazar invited a motion to go into executive session to discuss matters pertaining to the financial and employment history of particular persons. Dr. Chin approved the motion with a second from Ms. Gagliano, the motion was carried unopposed.

Executive session began at 11:32 a.m. Executive session ended at 12:03 p.m. No action was taken.

### **Adjournment**

A motion to adjourn was made by Ms. Gagliano and seconded by Dr. Chin, the meeting adjourned at 12:05 p.m.

**RESOLUTION ADOPTING THE 2022-2023  
SYRACUSE REGIONAL AIRPORT AUTHORITY OPERATING BUDGET**

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

**WHEREAS**, the Enabling Act gives the Authority the responsibility to keep and maintain annual records of its revenues and expenditures; and

**WHEREAS**, the Finance Committee has reviewed the 2022-2023 Operating Budget for the Authority (the "**Operating Budget**") which is attached hereto and made part of this Resolution as Exhibit "A"; and

**WHEREAS**, the Finance Committee has met and reviewed the Operating Budget and has recommended its approval and adoption by the Authority Board.

**NOW, THEREFORE**, after due deliberation having been had there on, it is hereby **RESOLVED**, by the Board that the Syracuse Regional Airport Authority hereby adopts the 2022-2023 Operating Budget as set forth on Exhibit A" of this Resolution.

**Resolution Adopted Date:** June \_\_, 2022

**Vote:** Ayes\_\_7\_\_ Nays \_\_0\_\_ Abstentions\_\_0\_\_

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

**RESOLUTION: (1) ADOPTING THE 2022-2023 SYRACUSE REGIONAL AIRPORT AUTHORITY CAPITAL BUDGET; (2) AUTHORIZING EXECUTIVE DIRECTOR AND/OR CHIEF FINANCIAL OFFICER TO APPLY FOR AND ACCEPT GRANT OFFERS AND ENTER INTO GRANT AGREEMENTS WITH THE FEDERAL AVIATION ADMINISTRATION AND NEW YORK STATE DEPARTMENT OF TRANSPORTATION FOR SUCH PROJECTS; (3) ENTER INTO CONTRACTS TO UNDERTAKE AND COMPLETE PROJECTS; (4) AUTHORIZING EXPENDITURE OF FUNDS ON PROJECTS**

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

WHEREAS, the Enabling Act provides that the purposes of the Authority include the construction, development, improvement, maintenance and operation of aviation and related facilities within central New York; and

WHEREAS, the Enabling Act authorizes the Authority to enter into contracts with the federal government, the state, the county, the city or any other source in furtherance of its corporate purposes; and

WHEREAS, the Federal Aviation Administration ("FAA") and the New York State Department of Transportation ("NYSDOT") provide grants to airports participating in capital improvement programs ("CIP") sponsored by the FAA and/or NYSDOT; and

WHEREAS, the Authority is the operator of the Syracuse Hancock International Airport ("Airport") which is a participant in the CIP program and has a need for the grants available through the FAA and NYSDOT; and

WHEREAS, the Finance Committee has developed the 2022-2023 Capital Improvement Budget for the Authority (the "2022-2023 Projects") which is attached hereto and made part of

this Resolution as Exhibit “A”; and

WHEREAS, the Authority wishes to obtain available funding for the 2022-2023 Projects through the FAA and NYSDOT CIP program and to accept CIP program grant monies and expend such monies on the 2022-2023 Projects; and

WHEREAS, the CIP program requires that the Authority contribute a portion or in some instances all of the overall cost of the 2022-2023 Projects as further detailed in Exhibit “A”; and

WHEREAS, the Finance Committee has met and reviewed the Capital Budget and has recommended its approval and adoption by the Authority Board.

NOW, THEREFORE, after due deliberation having been had thereon, it is hereby RESOLVED, that the Board of the Syracuse Regional Airport Authority hereby: (1) adopts the 2022-2023 Capital Budget as set forth on Exhibit “A” of this Resolution; (2) authorizes the Executive Director and/or Chief Financial Officer to apply for and accept any and all FAA and NYSDOT grant monies available for the 2022-2023 Projects through the CIP program; (3) with the advice of counsel to the Authority to enter into such contracts as necessary to undertake and complete the 2022-2023 Projects; and (4) expend such grant monies and funds of the Authority for each 2022-2023 Project as shown on Exhibit “A”, plus an additional twenty percent (20%) as may be necessary in order to accommodate change orders and other routine construction and contract administration matters in order to undertake and complete the 2022-2023 Projects.

Resolution Adopted Date: June \_\_, 2022

Vote: Ayes \_\_\_\_\_ Nay \_\_\_\_\_ Abstentions \_\_\_\_\_

Signed: \_\_\_\_\_  
Secretary

**RESOLUTION CREATING THE POSITION  
OF AIRPORT POLICE CHIEF (SRAA)**

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

**WHEREAS**, the Authority desires to create the position of Airport Police Chief which is a management position which is responsible for administering and directing the requirements of 49 CFR Part 1542 – Airport Security, including all law enforcement activities at Syracuse Hancock International Airport. Under the general direction of the Executive Director of the Syracuse Regional Airport Authority, or a designee, an employee in this class is responsible for performing work involving the administration and management for the development, planning, directing, coordinating, and reviewing law enforcement policies and procedures and related activities of the Syracuse Regional Airport Authority police department. An employee in this class exercises management and supervision over a number of police and civilian employees of different ranks and responsibilities. This position combines the Police Chief and Police Captain responsibilities; and

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

**WHEREAS**, the New York State and Local Employees' Retirement System requires certain specific language be included in such resolutions concerning the title of new positions being created and the standard workday for such new positions.

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

**RESOLVED**, that the Board of the Syracuse Regional Airport Authority, location code 51482, hereby creates the following position with the following as standard workdays for such position and will report days worked to the New York State and Local Employees' Retirement System based on the time keeping system or the record of activities maintained and submitted by these members to the clerk of this body:

Position Title	Standard Work (Hrs/Day)
Airport Police Chief	8.00 hours

, and it is further

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

**RESOLUTION ADOPTED**

**DATE:** June \_\_, 2022

**VOTE:** Ayes \_\_\_\_ Nays \_\_\_\_ Abstentions \_\_\_\_

**SIGNED:** \_\_\_\_\_  
*Secretary*

## AIRPORT POLICE CHIEF (SRAA)

### DISTINGUISHING FEATURES OF THE CLASS

The work involves responsibility for administering and directing the requirements of 49 CFR Part 1542 – Airport Security including all law enforcement activities of Syracuse Hancock International Airport. Under the general direction of the Executive Director of the Syracuse Regional Airport Authority, or designee, an employee in this class is responsible for performing work involving the administration and management for the development, planning, directing, coordinating, and reviewing law enforcement policies and procedures and related activities of the Syracuse Regional Airport Authority police department. An employee in this class exercises management and supervision over a number of police and civilian employees of different ranks and responsibilities. This position combines the Police Chief and Police Captain responsibilities.

Employees in this class evaluate the supervision and activities of subordinate supervisors, officers and civilians who perform line and support functions within the Syracuse Regional Airport Authority Security Department. Specialized and compartmentalized functions may or may not be performed within the agency. A full range of standard police duties including patrol, investigation, crime prevention, traffic enforcement, accident investigation, and coordination with county, state and federal law enforcement agencies is performed by the Airport police department under the direction of the police chief. An employee in this position works in close contact with the Federal agencies such as the Transportation Security Administration, Customs and Border Protection, the Federal Aviation Administration, the general public, the Authority's board and staff, and the citizenry of the community. Familiarity with airport & aviation management helpful in this position.

### TYPICAL WORK ACTIVITIES

Formulates departmental policies, establishes departmental procedures, and issues written directives to sworn and civilian personnel in the Syracuse Regional Airport Authority police department.

Plans assignments of officers and supervisors to achieve optimum police service to the Airport Authority and to ensure full compliance with 49 CFR § 1542.

Observes activities and reviews studies and reports of subordinates to determine patterns of criminal activity and other public safety problems within the Airport Authority's jurisdiction.

Monitors compliance of employees with statutes and rules and regulations of the agency and maintains current training in accepted procedures and practices of law enforcement.

Conducts complex research/investigations and creates verbal and written reports illustrating analysis and presenting findings/recommendations for management.

Investigates complaints involving personnel, procedures, or performance of the department, and initiates disciplinary or other corrective actions as necessary to reduce liability and maintain professional standards of conduct and performance.

Maintains liaison with federal, state and local law enforcement agencies and regulatory agencies to coordinate joint law enforcement activities and to exchange information pertaining to criminal incidents and investigations.

Provides oversight and direction to direct reports, to include coaching, counseling, mentoring and professional development.

Evaluates performance of police and civilian personnel according to departmental standards.

Provides moral leadership through example and mentorship.

Supervises the preparation of state, federal, and local reports on police activities and criminal activity within the jurisdiction.

Supervises the preparation of the department's budget and recommends the purchase of necessary equipment and supplies. Administers the budget approved for the department by the appropriate local government body.

Responds to all aircraft emergency situations and security related incidents and renders authoritative directives to ensure regulatory rules are followed. May be responsible for setting up incident command center.

Manages, supervises and/or participates in investigations of major crimes or incidents as required.

Assists in the professional development of airport policy regarding law enforcement and emergency procedures.

#### FULL PERFORMANCE KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS

Thorough knowledge of accepted principles and practices of law enforcement as applied to airport and aviation security practices.

Good knowledge of New York State Penal Law, Criminal Procedure Law, Vehicle and Traffic Law and other relevant state and local laws.

Good knowledge of accepted principles and practices of administration and supervision as applied to police work, including planning and implementing department budgets, hiring staff, creating schedules, professional development/training, and discipline.

Good knowledge of FAA and TSA policies, including 49 CFR Part 1542 and practices governing security at commercial airports.

Good knowledge of 14 CFR Part 139 – Certification of Airports

Good knowledge of the modern methods and techniques employed in airport safety and security.

Proficient in use of a personal computer, and Microsoft Office Suite products, including Word, Excel and Outlook.

Proficient in use of radio communications technology.

Ability to supervise and effectively command others in emergencies.

Ability to communicate effectively both orally and in writing in English.

Ability to maintain positive professional relationships with a diverse staff, including management, employees, tenants, vendors, regulatory agents, and other law enforcement and emergency management agencies.

Ability to exercise good judgment and make effective decisions in alignment with the mission and values of Syracuse Regional Airport Authority.

Ability to work independently or as a team in a high stress and life-threatening situation.

Ability to deal firmly, persuasively and effectively with the general public, municipal officials, the media, and others in a manner conducive to cooperative relationships.

Able to work primarily in doors in office setting and occasionally outdoors on foot or in vehicle in all weather conditions.

Must be able to work on call 24-hours as required.

Ability to perform lifesaving procedures.

Must meet the physical, mental, and certification requirements of New York State statutes for law enforcement, including hand and arm steadiness, ability to use a keyboard and telephone, occasional lifting/pushing/pulling up to 50 lbs., walking, standing, balancing, kneeling, bending, feeling, climbing, smelling, twisting, sufficient hand-eye coordination and position mobility in ankles, knees, hips, and back, vision, speech, and hearing necessary to perform the essential tasks and maintain proficiency standards and positions for the "gun" and "non-gun" hand. Must have physical stamina to chase and subdue fleeing persons and arrest suspects and rescue victims.

#### MINIMUM QUALIFICATIONS

##### Open Competitive:

1. Eight (8) years of work experience, or its part time equivalent, as a Police Officer, four (4) years of which must have been in a combination of one or more supervisory titles; and
2. Five (5) years of experience working at an airport in a law enforcement function at a commercial service airport;
3. At least two (2) years of experience working in a management capacity at an airport in a law enforcement function at a commercial service airport; and
4. Previous experience with the execution of an Airport Security Plan as defined in 49 CFR § 154

#### SPECIAL NECESSARY REQUIREMENTS

1. In accordance with Section 58.1.b of Civil Service Law ". no person shall be eligible for appointment nor shall he or she be appointed to any rank above the rank of Police Officer unless he or she has been appointed a Police Officer from an eligible list established according to merit and fitness as provided by section six of article five of the Constitution of the State of New York or has previously served as a member of the New York State Police."
2. At time of appointment, possession of a valid New York State Class CDL including any special endorsements, as required by the New York State Department of Motor Vehicles for the class of vehicle being operated. Eligibility for and continued possession of the license is required for employment.
3. Subject to Syracuse Regional Airport Authority drug and alcohol testing policy for safety-sensitive positions.

**RESOLUTION APPROVING EXECUTIVE DIRECTOR’S 2021-2022 ANNUAL  
EMPLOYEE EVALUATION AND APPROVING ANNUAL SALARY AND  
PERFORMANCE BONUS FOR 2022-2023**

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

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

**WHEREAS**, by Resolution No. 12 of 2019 the Authority approved and entered into a five (5) year employment agreement with H. Jason Terreri effective May 13, 2019 to fill the position of Executive Director of the Authority (the “Employment Agreement”); and

**WHEREAS**, the Employment Agreement provides that adjustments to base salary shall be based upon the annual performance evaluation conducted by the Human Resources Committee and shall be effective as of the first regular pay period in the month of June then following the annual performance evaluation; and

**WHEREAS**, during the third year of the Employment Agreement Mr. Terreri has successfully filled the position of Executive Director of the Authority and under the direction of the Board of the Authority, has successfully administered and advanced airport operations during this period which has included the disruption of the national and worldwide aviation systems due to the COVID 19 pandemic; ensured future operational continuity and planning by initiating a new FAA funded Airport Master Plan Update and submitting a new PFC application for equipment renewal and replacement; successfully guided the Authority through the annual administrative portion of the FAA Part 139 audit and TSA security inspections; completed the transfer of employees from the City of Syracuse to Authority; joined and actively participated in the activities of a number of community

and professional organizations, all of which have improved and enhanced the Authority and the Airports visibility and stature in the region; and

**WHEREAS**, the Human Resources subcommittee of the Board of the Authority has reviewed the Executive Directors Self-Assessment form and the HR Committee has reviewed the Employee Performance Evaluation forms prepared by its members and reviewed the results of such Employee Evaluation Forms and sought input from the Board regarding the Executive Directors performance evaluation for the period 2021-2022; and

**WHEREAS**, the Human Resources subcommittee has recommended to the Board that the Executive Directors Employee Performance Evaluation for the period 2021-2022 be approved and that his salary and annual performance bonus for the 2022-2023 period be set in accordance therewith.

**NOW, THEREFORE, BE IT RESOLVED**, after due deliberation having been had thereon, that the Executive Directors Employee Performance Evaluation for the 2021-2022 period is hereby approved and that his salary and annual performance bonus for the 2022-2023 period be set in accordance therewith; and

**BE IT FURTHER RESOLVED**, that such salary adjustment shall begin effective as of the first regular pay period in the month of June 2022, and that the annual performance bonus be paid at such time as the Executive Director shall elect.

**Resolution Adopted Date: June 24, 2022**

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

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