



ALBANY COUNTY AIRPORT AUTHORITY  
ALBANY INTERNATIONAL AIRPORT  
ADMINISTRATION BUILDING  
SUITE 200  
ALBANY, NEW YORK 12211-1057

TEL: 518-242-2222  
ADMIN FAX: 518-242-2641  
FINANCE FAX: 518-242-2640  
SITE: [www.albanyairport.com](http://www.albanyairport.com)

## ALBANY COUNTY AIRPORT AUTHORITY

### REGULAR MEETING

#### AGENDA

December 16, 2020

#### General:

1. **Chairman's Remarks**
2. **Approval of Minutes**  
  
**Telephone Meeting – October 1, 2020**  
**Regular Meeting – November 9, 2020**
3. **Communications and Report of Chief Executive Officer**

#### Reports:

4. **Chief Financial Officer**
5. **Project Development**
6. **Counsel**
7. **Concessions/Ambassador Program**
8. **Public Affairs**
9. **Business & Economic Development**

#### Action Items:

10. **Authorization of Contracts/Leases/Contract Negotiations/Contract Amendments**
  - 10.1 **Approval of expenditure in the amount of \$737,901 and approximately \$65,000 for insurance policy premiums and insurance broker services, respectively (\$802,901 total).**
  - 10.2 **Concessions Contract Amendments: HMS Host (Contract No. 566-CON-FB), OHM (Contract No. 910-CON-FB), Paradies (Contract No. 822-CON-RNG)**

**10.3 Contract with SUNY Upstate Medical University and Quadrant Biosciences**

**10.4 Amendment of the Signatory Airline Use and Lease Agreement (Agreement)**

**11. Authorization of Change Orders**

None

**12. Authorization of Federal and State Grants**

None

**13. Informational Only - Visual Arts Programs at Airports (ACRP Synthesis Published)**

**14. Amend Authority By-Laws - Amendment from November 9, 2020 Governance Committee Meeting**

**15. Adoption of Budget 2021 in the amount of \$65,617,498 and authorization to transfer \$240,109 from the Authority to the Albany County Airport Authority OPEB Trust.**

**16. Review and approval of the Authority's PROCUREMENT CONTRACT GUIDELINES, OPERATIVE POLICY, PETTY CASH ACCOUNTS AND INSTRUCTIONS (Procurement Guidelines) adopted December 14, 2015 and last reviewed December 9, 2019.**

**Old Business:**

**New Business:**

**Executive Session - Attorney-Client Privilege Matters:**

**ES-1 – Matter Regarding a Particular Corporation.**

**ES-2 – Proposed Lease of Real Property**

# **AGENDA ITEM NO. 1**

## **Chairman's Remarks**

## **AGENDA ITEM NO. 2**

### **Approval of Minutes**



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**Minutes of the Regular Telephonic Meeting of the Albany County Airport Authority**

**October 1, 2020**

Pursuant to notice duly given and posted, the regular telephonic meeting of the Albany County Airport Authority was called to order on Monday, October, 2020 at 11:30 a.m. via telephonic by Chairman Kenneth J. Doyle with the following present:

**MEMBERS PRESENT**

Rev. Kenneth J. Doyle  
 Lyon M. Greenberg, M.D.  
 Steven H. Heider  
 Kevin R. Hicks  
 Samuel A. Fresina  
 Sari M. O'Connor

**MEMBERS ABSENT**

Tony Gorman

**STAFF**

Philip F. Calderone, Esq.  
 Michael F. Zonsius  
 Christine C. Quinn  
 Liz Charland  
 Steve Iachetta  
 Matthew J. Cannon

**ATTENDEES**

None

**Action Items:**

**1. Authorization of Contracts/Leases/Contract Negotiations/Contract Amendments**

**1.1 Negotiations: Professional Services: Authorization to Negotiate Contract S-20-1064 with McFarland-Johnson, Inc. for Taxiway "A" Pavement Rehabilitation Design; Airport Improvement Program 3-36-0001-xx-2021**

Mr. Iachetta requested authorization to proceed with negotiations for professional engineering service Contract S-20-1064 with McFarland-Johnson, Inc. of Binghamton with local offices in Saratoga Springs as recommended by the ACAA Selection Committee. He advised five competitive Request for Qualification

responses were received on September 28, 2020. The McFarland-Johnson team with Prudent Engineering and QCQA Laboratories, Inc. had a higher point score based on team criteria evaluations. Contract award is scheduled for the November 9 Board meeting following completion of professional service scope and fee negotiations. Award will be contingent on satisfaction of Federal DBE program compliance. Prospective funding is programmed with FAA as AIP Entitlement grant #3-36-0001-xx-2021.

Dr. Greenberg moved to authorize Negotiations for Contract S-20-1064 with McFarland-Johnson, Inc. for Taxiway "A" Pavement Rehabilitation Design; Airport Improvement Program 3-36-0001-xx-2021. The motion was adopted unanimously.

There being no further business, the meeting was adjourned at 11:40 a.m.

**ALBANY COUNTY AIRPORT AUTHORITY**

**REGULAR MEETING**

**AGENDA**

**October 1, 2020**

**Action Items:**

**10. Authorization of Contracts/Leases/Contract Negotiations/Contract Amendments**

**10.1 Negotiations: Professional Services: Authorization to Negotiate Contract S-20-1064 with McFarland-Johnson, Inc. for Taxiway "A" Pavement Rehabilitation Design; Airport Improvement Program 3-36-0001-xx-2021**

**11. Authorization of Change Orders**

**11.1 Change Order #1: Authorization to award Change Order #1 Contract 930-GC Airfield Drainage Culvert Replacement to Rifenburg Contracting Corp.**

**11.2 Change Order #2: Authorization to award Change Order #2 to Contract No. 1009-PAV Long Term and Employee Parking Lot Paving to New Castle Paving**

**12. Authorization of Federal and State Grants**

**None**

**13. Informational Only**

**Old Business:**

**New Business:**

**Executive Session - Attorney-Client Privilege Matters:**

**ES-1 One Personnel Matter**



**ALBANY COUNTY AIRPORT AUTHORITY**

**Moderator: Liz Charland  
October 1, 2020  
10:28 am CT**

Woman 1: ...back -= noise.

Woman 2: Oh, okay. Thank you.

Woman 1: This is - okay.

Samuel Fresina: Hey guys, it's Sam.

Operator: All participants are now in listen-only mode.

((Crosstalk))

Lyon Greenberg: ...maybe too soon. (Unintelligible). Some are very close. Some of them -  
some of the medical universities are very close. (Unintelligible)...

((Crosstalk))

Kenneth Doyle: And it sits so close to the dorms.

Lyon Greenberg: Yes. Kind of happens.

Woman 2: Who was that that just got on?

Lyon Greenberg: Steve Heider from...

Woman 2: Oh, hi Steve.

Steven Heider: I heard somebody talk about doughnuts.

Woman 2: Oh, that was Father Doyle. He was saying he wished we had doughnuts.

Lyon Greenberg: There's a number of people that are susceptible (unintelligible) but that doesn't make any difference whether it gets lower because people (unintelligible).

Woman 2: Okay. That...

Lyon Greenberg: ...(unintelligible) P&L. All of these things contribute to (unintelligible) one. You have to have lower than one (unintelligible).

Woman 1: Lower than 1%.

Lyon Greenberg: Yes...

((Crosstalk))

Woman 1: Oh.

Lyon Greenberg: ...(unintelligible).

Woman 1: Did...?

Lyon Greenberg: Absolutely (unintelligible)...

((Crosstalk))

Woman 2: So (unintelligible) that up to - were you just going to start the meeting?

Lyon Greenberg: (Unintelligible)...

((Crosstalk))

Kenneth Doyle: You said that yesterday. Yes.

Woman 2: Yes. Okay.

((Crosstalk))

Kenneth Doyle: So...

Woman 2: So Steve's doing the presenting...

((Crosstalk))

Woman 2: Steve's doing the presenting...

Kenneth Doyle: Okay.

Woman 2: ...when we have a quorum so...

((Crosstalk))

Kenneth Doyle: We got it. We got a quorum?

Woman 2: Yes. And you got a quorum.

Kenneth Doyle: Well, thank you.

Lyon Greenberg: That's how we do it (unintelligible) when you think of - think the only people that are affected by (unintelligible)...

((Crosstalk))

Kenneth Doyle: I think we can start.

Woman 1: Okay.

((Crosstalk))

Lyon Greenberg: Over to you.

Woman 1: (Unintelligible).

Kenneth Doyle: We're going to call the meeting to order and I think Steve you're the presenter here today.

Steven Heider: Thank you very much Father. Appreciate everyone's accommodation in your schedule in this fine autumn day. Hope everyone is well.

((Crosstalk))

Kevin Hicks: Sorry for being late Father. My apologies.

Woman 2: Oh, okay. Hi Kevin. I got you.

Kenneth Doyle: Hi Kevin.

Kevin Hicks: Okay, thank you.

Woman 2: Thank you.

Steven Heider: Very good. Thank you so much. So thank you for supporting the FAA's request to keep our AIP grant program in process. This is authorization to negotiate contract S-20-1064.

We've done 1064 contracts since the terminal development with McFarland-Johnson for taxiway alpha pavement rehabilitation design under Airport Improvement Program funding.

In a normal year it'd be 90% federal, 5% state, 5% airport authority. The CARES Act is covering all AIP this year and we'll see whether it's continued into the '21 cycle.

So this is to support design for the spring bidding and summer grant cycle coming up in 2021. That's why the meeting is necessary to meet FAA's strict schedule requirements.

We advertised a competitive request for qualifications following the FAA guidance for selection of consultants as normal. Nothing has changed in this process.

Every autumn we do this for the upcoming year grant cycle. Five competitive engineering firms responded and the Authority Staff Selection Committee with CEO, airport counsel, myself and airport Chief Engineer, John LaClaire, met and confidentially, independently scored a ranking selection on a 100 scale based on the normal criteria that's working the FAA circular guidance.

So McFarland came out slightly ahead of the other four teams based on recent experience. All the teams were very well-qualified. I should say this was very competitive and we are historically spreading the work.

McFarland recently completed the terminal ramp glycol collection construction. They're very well-versed for the FAA requirements airside in assuring continuous aircraft operations as were other teams but the - McFarland scored slightly higher.

So today's authorization is necessary to allow negotiation of a contract scope and fee to be brought to the November 9 scheduled meeting of this board for authorization of a contract on Monday the 9th.

So with that background I'd be very happy to entertain any questions. It's authorization to negotiate consultant agreement 20-1064 with McFarland. Then it will come back to the board November 9.

Kenneth Doyle: It - this is Father Doyle. So there's no financial impact right now. It's just the permission to negotiate and we'll get another chance at approving a contract. Is that right?

Steven Heider: Correct. (Unintelligible). I'd be happy to answer any questions on this authorization to negotiate a firm selected by the Authority Staff Selection Committee following our normal...

Kenneth Doyle: And McFarland's in Binghamton but they have a local office here, right? I - so it's already...

Steven Heider: They have over 20 staff at the Saratoga Springs...

Kenneth Doyle: Okay.

Steven Heider: ...(Broadway) office so they are in residence. They've recently completed other similar airside work here at the airport. All the teams were well-qualified. It was very competitive but they had the slightly higher numerical point score.

Lyon Greenberg: Have they done work for us before?

Kenneth Doyle: Yes, and they've had the most experience here and doing this kind of work. Any other questions? Steve or Kevin or Sari?

((Crosstalk))

Kenneth Doyle: A motion to approve the start of negotiations with this McFarland firm.

((Crosstalk))

Kenneth Doyle: Dr. Greenberg?

Lyon Greenberg: Second.

Kevin Hicks: So moved.

((Crosstalk))

Kevin Hicks: Kevin.

Kenneth Doyle: Kevin Hicks seconds. All those in favor?

Lyon Greenberg: Aye.

Kevin Hicks: Aye.

Kenneth Doyle: Thank you. Is it - is that our total agenda?

Lyon Greenberg: That's our total agenda. Any questions? Any other topics anyone would like to talk about?

Kenneth Doyle: I'd like to make a note that the doughnuts were very good and I ate them on behalf of the distant board members.

Kevin Hicks: Oh, good. Good. Good job.

Kenneth Doyle: I'd like to just make a request -- this is Father -- and lead us in a brief prayer for a stimulus relief package that I think is moving forward. I think there is encouraging news out of Washington that the Speaker and the White House are talking about a stimulus package that would include funding for airlines and airports.



A few days ago when we heard that the bill included relief for airlines only, as soon as that word got out we reached out to our contacts at (NIEMA) and we also reached out to AAAE.

Letters were sent to our congressional delegation. (Matt) and I contacted Senator Schumer and senator - and Congressman Tonko's office directly and literally by the end of that day - and I'm not taking full credit but literally by the end of the day airports were included in the stimulus package for \$13.5 billion in...

((Crosstalk))

Kevin Hicks: Oh, that's great.

Kenneth Doyle: That's great. That's terrific.

Lyon Greenberg: If we were to get significant funds from there we probably will not dig into reserves at all, right? We would...

((Crosstalk))

Kevin Hicks: That's the...

((Crosstalk))

Kevin Hicks: That's in addition to the CARES Act, right?

Kenneth Doyle: That is in addition to the CARES Act.

((Crosstalk))

Kenneth Doyle: As you call it - \$50 million out of the CARES Act. We're being prudent and judicious in using it. It'll get us through next March or April of 2021 and so hopefully if we get another round of funding as Doc Greenberg said we'll be in good shape for next year 2021.

Lyon Greenberg: That's great.

Kevin Hicks: All right.

Kenneth Doyle: Okay, thanks everyone.

Steven Heider: And thank you everyone.

((Crosstalk))

Kevin Hicks: Yes. Yes it's...

Kenneth Doyle: ...good day.

Kevin Hicks: We'll see you Monday.

Kenneth Doyle: Right. Right.

((Crosstalk))

Lyon Greenberg: Move to adjourn.

Kenneth Doyle: A motion to adjourn. Dr. Greenberg?

((Crosstalk))

Steven Heider: We're all in favor.

Lyon Greenberg: All right. Sure is...

Kenneth Doyle: Thank you.

Lyon Greenberg: ...(unintelligible). Thank you Father. (Unintelligible).

Operator: We're sorry. Your conference is ending now. Please hang up.

END



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## **Minutes of the Regular Telephonic Meeting of the Albany County Airport Authority**

**November 9, 2020**

Pursuant to notice duly given and posted, the regular telephonic meeting of the Albany County Airport Authority was called to order on Monday, November 9, 2020 at 11:30 a.m. via telephonic by Chairman Kenneth J. Doyle with the following present:

### **MEMBERS PRESENT**

Rev. Kenneth J. Doyle  
Tony Gorman (via telephonic)  
Lyon M. Greenberg, M.D.  
Steven H. Heider  
Kevin R. Hicks  
Samuel A. Fresina  
Sari M. O'Connor

### **MEMBERS ABSENT**

### **STAFF**

Philip F. Calderone, Esq.  
Christine Quinn  
Michael F. Zonsius  
Doug Myers  
Liz Charland  
Steve Iachetta  
John LaClair  
Matthew J. Cannon  
Helen Chadderdon  
Kathy Greenwood  
Margaret Herrmann

### **ATTENDEES**

Fred Acunto, Airport Manager, AvPorts (via telephone)  
John DelBalso, Assistant Airport Manager, AvPorts (via telephone)  
Dennis Feeney, Majority Leader (via telephone)  
Eric Anderson, Times Union (via telephone)  
Ray Casey, Airport Consultant (via telephone)  
George Penn, Albany County Director of Operations (via telephone)

**General:**

**1. Chairman's Remarks**

**2. Approval of Minutes**

Mr. Fresina moved to approve the minutes of the September 14, 2020 regular meeting.

The motion was adopted unanimously.

**3. Communications and Report of Chief Executive Officer**

Mr. Calderone presented the Communications and Report of the Chief Executive Officer for the month of November 2020

**Management Reports:**

**4. Chief Financial Officer**

Mr. Zonsius presented the Financial Report for the month of November and gave an overview of the 2021 budget.

**5. Project Development**

Mr. LaClair presented the Project Development Report for the month of November 2020.

**6. Counsel**

Ms. Quinn presented Counsel's report for the month of November 2020.

**7. Concessions/Ambassador Program**

Ms. Chadderdon presented the Concessions/Ambassador Program Report of the month of November 2020.

**8. Public Affairs Month**

Mr. Myers presented the Public Affairs Report for the month of November 2020

**9. Business & Economic Development**

Mr. Cannon presented the Business & Economic Development Report for the month of November 2020

**Action Items:**

**10. Authorization of Contracts/Leases/Contract Negotiations/Contract Amendments**

**10.1 Service Contract: Authorization to Award Service Contract No. – SC-20-1062: Overhead Doors, Baggage Belts and Baggage Carousel Maintenance**

Mr. Zonsius requested authorization to award Service Contract SC-20-1062 Overhead Doors, Baggage Belts and Baggage Carousel Maintenance with All Type Professional Door Service, Inc. in an estimated amount of \$255,000 (cost for initial bii a service contract to All Type Professional Door Service, Inc. The contract term is one year with two one-year options subject to the approval of the Chief Executive Officer. This contract is 100% Airport funded.

### **DISCUSSION ATTACHED**

Mr. Fresina moved to authorize Service Contract SC-20-1062: Overhead Doors, Baggage Belts and Baggage Carousel Maintenance with All Type Professional Door Service, Inc. in the estimated amount of \$255,000 (cost for initial term and option years – there is no fixed total contract amount). The motion was adopted unanimously.

#### **10.2 Professional Services: Authorization to Award Contract S-1064 Design Services for Taxiway A Pavement Rehabilitation with McFarland Johnson.**

Mr. LaClair requested authorization to award Professional Service contract S-1064 Design Services for Taxiway A Pavement Rehabilitation to McFarland Johnson in the amount of \$359,394. Authorization to negotiate with McFarland Johnson was authorized at the October 1, 2020 ACAA Board Meeting.

This contract will be funded from CPN account number 2214 and will be 90% Federally funded and 5% State and 5% Airport funded.

Mr. Hicks moved to authorize Contract S-1064 with McFarland Johnson for Design Services for Taxiway A Pavement Rehabilitation in the amount of \$359,394 contingent on FAA concurrence. The motion was adopted unanimously.

#### **11.1 Change Order No. 1: Authorization to award Change Order No. 1 to Contract No. 930-GC Airfield Drainage Culvert Replacement to Rifenburg Contracting Corp.**

Mr. LaClair recommended authorization of Change Order No. 1 for Contract No. 930-GC for Airfield Drainage Culvert replacement to Rifenburg Contracting Corp. in the amount of \$170,866.00. He advised the contractor encountered several unforeseen conditions, including an existing sanitary sewer forcemain crossing at a planned headwall location, existing glycol collection trenches that collapsed when cleaned and the need to install an additional drain along the fence in the SE quadrant to ensure proper drainage. Additionally, the contractor was required to install additional outlet protection and grout to satisfy the Town of Colonie concerns after the pipe crossing was completed. Award of this Change Order is contingent on FAA concurrence.

This contract will be funded from CPN account number 2218 and will be 90% Federally funded and 5% State and 5% Airport funded.

Dr. Greenberg moved to authorize Change Order No. 1 for Contract No. 930-GC for Airfield Drainage Culvert Replacement to Rifenburg Contracting Corp. in the amount of \$170,866. Contingent on FAA concurrence. The motion was adopted unanimously.

**11.2 Change Order #2: Authorization to award Change Order No, 2 to Contract #1009-PAV Long Term and Employee Parking Lot Paving to New Castle Paving**

Mr. LaClair recommended authorization of Change Order No. 2 for Contract 1009-PAV for Long Term and Employee Lot Paving to New Castle Paving of Troy, N.Y. in the amount of \$129,653.00 for the paving of an additional long term parking lot and unforeseen conditions encountered by the contractor during construction which include rebuilding a drainage structure, full depth pavement area and replacement of box beam guiderail. This Change Order No. 2 will be funded from account number 53030.30.0000 and will be 100% Airport funded.

DISCUSSION ATTACHED.

Ms. O'Connor moved to authorize Change Order No. 2 for Contract No. 1009 PAV Long term and Employee Parking Lot Paving to New Castle Paving in the amount of \$129,653. The motion was adopted unanimously

**12. Authorization of Federal and State Grants**

None

**Old Business:** None

**New Business:** None

**Executive Session: Attorney-Client Privilege Matters:**

Father Doyle made a motion to go into Executive Session to discuss one matter of Attorney-Client Privilege:

ES-1 – One Personnel Matter

Dr. Greenberg moved to go out of Executive Session. The motion was adopted unanimously.

There was no action taken on the Executive Session item.

There being no further business, the meeting was adjourned at 12:45 p.m.

**ALBANY COUNTY AIRPORT AUTHORITY**

**REGULAR MEETING**

**AGENDA**

**November 9, 2020**

**General:**

**1. Chairman's Remarks**

**2. Approval of Minutes**

**Regular Meeting – September 14, 2020**

**3. Communications and Report of Chief Executive Officer**

**Reports:**

**4. Chief Financial Officer**

**5. Project Development**

**6. Counsel**

**7. Concessions/Ambassador Program**

**8. Public Affairs**

**9. Business & Economic Development**

**Action Items:**

**10. Authorization of Contracts/Leases/Contract Negotiations/Contract Amendments**

**10.1 Service Contract: Service Contract No. – SC-20-1062: Overhead Doors, Baggage Belts and Baggage Carousel Maintenance**

**10.2 Professional Services Contract: S-1064 Design Services for Taxiway A Pavement Rehabilitation with McFarland Johnson.**



**11. Authorization of Change Orders**

**11.1 Change Order #1: Authorization to award Change Order #1 Contract 930-GC Airfield Drainage Culvert Replacement to Rifenburg Contracting Corp.**

**11.2 Change Order #2: Authorization to award Change Order #2 to Contract No. 1009-PAV Long Term and Employee Parking Lot Paving to New Castle Paving**

**12. Authorization of Federal and State Grants**

**None**

**13. Informational Only**

**Old Business:**

**New Business:**

**Executive Session - Attorney-Client Privilege Matters:**

**ES-1 One Personnel Matter**

**ALBANY COUNTY AIRPORT AUTHORITY**

**Moderator: Elizabeth M. Charland  
November 9, 2020  
10:07 am CT**

Father Doyle: Here we go. We'll call the Governance Committee to order and (Kevin Hicks) is the chair of that.

(Kevin Hicks): Yes. Obviously, there was a redo of I think it was two words or three words in the Section A, Article V, Duties of Officers. And second paragraph the chair, CEO or his or her designee which I believe we've been doing any -- since inception. I think it's a good idea that we put it, immortalize it, within the body of the (finalists). So, we probably need a motion to do that Father or do we.

Father Doyle: Yes. Sorry. (Sam's) second. All those in favor?

(Group): Aye.

((Crosstalk))

Man: What a record.

Man: What a record.

((Crosstalk))

((Crosstalk))

Tony Gorman: Tony Gorman.

Recording: Has joined the conference.

Tony Gorman: Hi.

(Group): Good morning.

Father Doyle: Shall we start? We've got everybody. Okay, I've called the meeting to order and the first item is the approval of the minutes from our last meeting, which seems so long ago was back in September. Any changes to the minutes?

(Dennis Feeney): (Dennis Feeney).

Recording: Has joined the conference.

Father Doyle: Motion to approve the minutes. (Sari), second (Sam). All of those in favor.  
Phil Calderone.

Phil Calderone: Good morning everyone. I think it's important with the coronavirus surging throughout the country and now even spiking in our own state that we continue to give a report on how we as an airport authority are dealing with the challenges presented here at Albany International.

In addition to the primary concern that we have, always for the safety of our travelers, we have made dealing with coronavirus, our priority here at the airport and we began doing that with the help of our coronavirus task force participants.

Recording: A participant has joined the conference.

Phil Calderone: We're very fortunate to have a brilliant group of folks on that task force working with us and we started working in early February. We continue to meet regularly to review our policies, procedures, plans to make sure that we're doing everything possible to mitigate the impact of the virus here at our airports, so that we give our passengers, our visitors, and our employees...

(George Penn): (George Penn).

Phil Calderone: ...a sense of comfort and calm of knowing...

Recording: A participant has joined the conference.

Phil Calderone: ...that we have taken every step possible to protect their safety, health, and welfare. So, some of the -- to review the risk mitigation steps that we've taken.

Again, back at the end of February, the beginning of March, we were one of the first if not the first airport in the country to make mandatory mask wearing a requirement at our -- in our terminal. Social distancing. You'll see throughout the terminal social distancing markers, on floors, and on feeding surfaces to remind folks to maintain social distancing.

Our PA system, you've probably heard it walking through the terminal, even today continues routinely to remind folks about the necessity for mask wearing, social distancing, and hand washing.

(John DelBalso): (John DelBalso).

Recording: Has joined the conference.

Phil Calderone: So, we have hand sanitizing stations throughout the terminal. We also dispense small bottles of hand sanitizers for folks, our ambassadors are great, and dispense them to folks who need them who are traveling.

We have plexiglass shields and barriers.

(Brian Attatondum): (Brian Attatondum).

Recording: Has joined the conference.

Phil Calderone: We've installed UV lighting on escalators and elevators. We have self-sanitizing antimicrobial shields on doors and door surfaces. We have MERV 15 air filters in the house filtration system here within the terminal and we've increased airflow so that we have a healthy airflow going through the terminal at all times.

We've installed electrostatic cleaning devices and antimicrobial fogging machines in the terminal, so that our employees that we've repurposed from having been working out in remote locations in airport parking lots that we've shut down routinely go through and sanitize all areas of the terminal and touch points.

We have touchless bathroom fixtures that we installed when we were going through the remodeling process here back in – I believe that we completed at the end of March and just to validate everything that we've been doing, we applied for and have made substantial progress in obtaining Global Bio Risk Advisory Council accreditation to validate the steps that we've taken to prepare and respond to the coronavirus. In fact, we were the first...

(Eric Anderson): (Eric Anderson), Times Union.

Recording: Has joined the conference.

Phil Calderone: ...to apply for GBAC star facility accreditation and in addition to the GBAC star accreditation, we've also applied for Airport Council International's New Airport Health Accreditation. It is a consortium of health and airline safety organizations that have set industry standards for best practices and were well along in achieving accreditation from ACI international as well.

On the 12th of this month, just in a few days, we'll be making an exciting announcement with along with GE Research and GE Aviation and we hope that you'll all be there and that will be another step in what we're trying to achieve in assuring passengers who come to Albany International from the moment they enter the terminal till the moment they board their airplane, that we have done everything possible and to protect them.

And again, like, thanks to the members of that task force. The county's executive staff, including Dr. Whalen, the Health Commissioner, Dr. Greenberg, Dr. Dailey from Albany Medical Center, representatives from GE Research, scientists and technicians from GE Aviation as well who have worked with us on the task force from our own staff.

Chief Cook, the sheriff's representatives, TSA personnel, Homeland Security, it's an extensive task force and we wouldn't have achieved I think the milestones that we've achieved or gotten this far in the accreditation process without their invaluable input.

Just last month, Dr. Greenberg's recommendation. all of our staff now I've been provided with N95 masks and have been advised to wear them. And thank God, knock on wood, we've had so far remarkable success in keeping our staff as safe as possible, so, we're very grateful to Dr. Greenberg for your continued advice.

In fact, last month, I had the honor of hosting here at the airport Darby LaJoye. Mr. LaJoye is the Executive Assistant Administrator for the National Transportation Safety Advisory Board.

He was incredibly complimentary of the steps that the authority has taken to work with Homeland Security and the TSA staff here as good partners, applauded the efforts we've taken to work with them in making their experience here at the airport, a safe one and a collaborative one, and has applauded our efforts in pushing for national testing standards.

And we continue to hear more from Matt Cannon, who -- while the efforts we've made and working with Senator Schumer's office and our other federal representatives to get national testing standards in place. We are extremely grateful to the governor for having lifted the state quarantine ban and replacing it with testing protocols.

For those of you who aren't aware, I think it's important to talk about just a minute quickly what those protocols -- the new protocol is. You may have seen the National Guard, along with state troopers and representatives from

the state health department who are here at their pre-TSA checkpoint area greeting passengers as they arrive to make sure that there's compliance with the governor's executive order.

For travelers who were in another state for more than 24 hours, the traveler must obtain a test within three days of departure from that state. Then upon arrival in New York, the traveler must quarantine for three days. On the fourth day of quarantine, the traveler must obtain another COVID test. If both tests come back, negative then the traveler may exit quarantine.

For travelers who were in another state less than 24 hours, the traveler does not need to test prior to departure from another state or quarantine upon arrival in New York State, but the traveler must fill out the New York State Health Traveler form, that's the form being distributed by the National Guard personnel that are here and upon entry into New York, take a COVID diagnostic test within four days after arrival here.

Local health departments will then validate the test if necessary, issue isolation orders and do contact tracing. We hope that this will, this new protocol will encourage more folks to begin traveling.

And towards that end, we're exploring a pilot testing program here at the airport that we hope to work with county executive McCoy and Commissioner Whalen on to have a testing site, a local testing site here at the airport just for the convenience of travelers as another location in the area to get tested. So, we're excited about that. Sure.

So, most of the tests will be covered by insurance and those that aren't they'll be a charge.



Man 2: They'll be a what?

Phil Calderone: A charge.

Man 2: Do you know how much they charge?

Father Doyle: I believe that ranges between \$90 and \$125.

Phil Calderone: But we haven't negotiated it yet. We're just working on it.

Man 2: You know what changes they've made for people that are traveling from counties that may not have COVID tests?

Phil Calderone: There are no exceptions. So, that'd be being said. I'm now going to turn now to the master planning process.

As you know, we're working on a master plan. Letters have gone out to members of the regional Advisory Committee, inviting them to join the master planning process to continue to meet with (Soft) Harbor and Cliff Harbor's consultants. As you recall, Cliff Harbor has put together a team of consulting firms including Gensler and another -- a number of other national firms to work with us on the development of the master plan.

We hope to kick off the master planning process and the first meeting of the regional Advisory Committee sometime after the beginning of 2021. A reminder again, there will be approximately four meetings of the regional Advisory Committee over the course of the two-year period.

We'll also have a technical advisory committee making recommendations on the master plan as well. So, we're excited about that. And (Steve Alkeda) has been working with Cliff Harbor. Steve is there anything you'd like to add?

(Steve Iachetta): Thank you Phil, sure. The Clough team, we've taken some manuals and Gensler is full loaded and are very actively advancing. We're about 15% of the project management is the administration, is the overall airport inventory as well as the way we'll be working on getting further details specific on tenants and other aspects.

(Unintelligible) report that in the coming weeks we'll have a draft website. The website should be ready in advance for the holidays if executive management is happy with the club product. We are told we will have a draft to see next week.

And the regional advisory board supplemented by Technical Advisory Board will be ready early 2021 as Phil mentioned. To begin our series of meetings over the 2021, 2022. And I'll just close by saying this is with full Federal Aviation Administration concurrence and 100% funding under (Grant). Any questions on the master plan, very happy and excited about the support initiative.

Phil Calderone: And the first time we've done one in 25 years and essentials are getting future federal funding, so that it's an exciting opportunity and we're looking forward to it.

In addition to Jacobson Daniels and Gensler, DKMG will be working with us and (Michael) in particular on financial planning and quantum spatial working with (Steve) on GIF planning. So, it's an impressive team of firms working with us.

So, we're really excited to have that level of commitment. And then just to conclude my comments this morning. So, a couple of our board members terms are ending at the end of this year. There will be new board members that will be coming on board to replace them. Father Doyle and Tony Gorman will be leaving the board at the end of December.

I have been here at the Authority, short of a year now and I can't imagine how I would have gotten through this period, the worst period in the history of aviation. It has been an incredibly trying and challenging time.

Father, and Tony have been invaluable board members to me, but more importantly to this authority. They've each given over a decade of service to the growth and development of this authority. This authority and this airport, this region has benefited tremendously from their devotion, from their intelligence from their involvement as board members and I know, we wish them well.

And we are going to find ways to keep them involved, and make sure that they continue to be a resource for us. But I wanted to take this opportunity this morning to thank them for their service.

Father Doyle: Thank you. I was saying to Phil the other day, I don't know who's whose appointee, any of the board members are, or what their political affiliation is. And to me, that's a great thing, because it shows that in any discussions or decisions that the board has had or made, that was never relevant.

The only thing that mattered was success for the for the airport and so I think it's been a wonderful board to work with. So, thank you.

Phil Calderone: Thank you.

Tony Gorman: I concur with Father Doyle, while I'll also miss everybody, but as Phil says, hopefully tangentially to still be involved. So, it's been a great honor to serve the community this way. Thanks, Phil. Any questions for Phil? We have our financial report, (Michael Zonsius).

(Michael Zonsius): I'm starting with (deployments). There's really no decrease or increase from October or September or August. We're still on 1,000 payments per day, 7000 per week roughly, 30,000, 31,000 per month. This did increase a little bit in October, maybe up to about 1,100 plus of that material.

We do hope that with the new quarantine change, perhaps that this will help the (attainments) go on. But we just have to wait and see if – that was only started on September 4th. I'm on page 2 now. You know, we're looking for, you know to continue in the 1,000 payments per day \$90,000 from October, November, you can separate that out 520,000 for the year, which is just, you know, really low.

Generally, we're about 1.5 million in places. Hoping with the vaccine in 2021, that we can project (940,000) which is what we base the budget on.

The first page is the comparison with how we are doing with the national average on the AACI's the American Airports Council International put out you know, the benchmark for what is happening on a national basis. It is shown on a monthly basis for the month of August the national average was down 66% we're at 97.6%.

To date, the national average was 57% in an hour 62%. And over the 12-month (unintelligible) basis, which is July to August, we had minus 37%

nationally and we're down 47%. So somewhat being in the area of the national averages.

On the next page is the cargo which is also a percentage shown. In the cargo category we do above average than the national average which is (unintelligible). Page 5, I just showed you the operating expenses, operating (unintelligible) and expenses pretty much came out pretty even for the month of September. I think there was a gain of approximately \$100,000 and that included both the SPO and the airports.

Going forward to the next three months, I project that we will have slightly higher expenses, that we will have the revenue. However, we have that – shared that really helps solve a lot of cash flow problems that we wouldn't have, had we not had that.

The next page is operating revenue to date. It is shown the revenues are \$2.3 million. We do not expect that really to change in the next three months. Perhaps in December it may go up with the holidays, but just on a conservative basis, I got it tracking (unintelligible).

The next one is operating expenses, and we went up \$2.3 million worth, not that (unintelligible) revenues. That will go up towards the end of November and December, but that's because we have winter issues with deicing that we do overtime with clearing the snow, so, I do expect those to increase over the next two months.

Next page is unrestricted and restricted. Not really good, you're probably questioning well, how we can be so low on revenue, yet we have good operating cash flow. Again, it's the shares at \$15.2 million of that \$10 million is going to be used this year.

The thing is that we do not have that share deck. It's operating revenue. It's a non-operating revenue because it is not according to the – so that's why we you know, grew it very good operating with cash flow.

Cash and cash equivalents, we continue cash and cash equivalents operating we're doing fine, and we think that's \$20 million. The next page is the capital and capital projects. We have \$2.8 million indebted for our capital projects and now that we have the garage done, we do not have any huge cash outflow.

It's just (unintelligible) will have some big projects going on and those projects are budgeted, they need a capital budget in this next year for 2021. This is scheduled passenger service. I just show this slide, on a monthly basis and our non-stops destinations they dropped by one and this is for the scheduled flights. This is what's happened, this is the scheduled flights and that was down.

That one destination is (unintelligible). And thank you. However, I have one more thing. This is a (course chair). This (course chair) is at our Airport. This is only one of eight door passages. Why is it supposed to work, but it doesn't. On the wide regent page, you can see it, but it's beautiful interplay; eight flies. It has a gas tank for fuel — oil tank of 25 gallons. It burns a gallon an hour and just beautiful airplane. And it's right there. Thank you very much.

Father Doyle: Just one thing I'll add to (Michael)'s report. Thank you, (Michael). It's a great report.

On the capital projects, we deferred a number of capital projects. And we could have used CARES Act funding for capital projects, but we have saved a

substantial chunk of CARES Act funding to carry over to get us through early 2021.

And I think that's important to highlight that because we have been cutting back on expenses, and you know, being conservative, that we're able to do that. And I just want to thank everyone — (Michael) and John and Steve and everyone for pitching in in that effort. Thank you.

Any questions for (Michael)? Thank you, (Michael).

John La Clair, project development?

John La Clair Thank you, by the way. We'll set that over there.

Okay, so we've looked at his plane. Dave first said that – Dave first said, he set it up for him. Took the wings off the (dazzle). A lot of fun playing flight boy get to watch that. But with all the project development, there we go.

So, as we're waiting, first item is the runway tents made and tech internal headway. Our project is basically complete. The lights are up. If you go by at night, you'll see them.

The business is with the LEDs and the incandescents, if you look at the LED lights, they're very colorful. The blue is blue; the red is red. And the other item is they're very low on energy consumption. So, our energy footprint has dropped dramatically now that we have full ground lights, and all the taxiways, so.

That's a big win for us. Big cost savings. The next one is the Taxiway 8 pavement plan, and the red arrows denote that whole taxiway, especially on

that end, that's the south end. That's some buried down there, there's some drainage issues.

So, one of the action items later in this Board meeting is to approve the McFarland Johnson as the design engineer for this. They've actually done some preliminary – they're out doing preliminary survey right now just so they get it done by late Tuesday. We want to get the plans. It's that we make the FAA deadline for funding for this for next year to get this done.

It's a little over a quarter million dollars. Prior to (some), we got them to resurface the whole taxiway including the subs, and there's a lot of drainage work from where that red arrow is coming forward and made that whole level be revisited as far as drainage.

What happens is the pavement because of water underneath fails and its followed, so that that's going to be a big project. It's one we're looking forward to getting done. As we've had issues, we've done patches, so I mean we'd like to get that fixed permanently.

Okay. So, the next one down the list is the replacement of boarding bridges. That's on schedule. I actually obtained the (CHOP) drawings. They're going back and forth between the designers, and here you see that's engineering.

And my understanding is the order for those will go in the end of next week. So, there's no dramatic change that I haven't seen anything for this Board anything. So, the order for the bids, so we're on the schedule to fit those in next year. That's four brand new bridges. They'll probably be (tendency) one. So, that's moving right along.



Parking revenue, we continue to work with that. ATI and the model again is the (so fire) equipment. They just made a software upgrade on that equipment. For a while, we'd noticed it because we couldn't read the license plates, so you guys might know that, but in fact, it's back up.

They were tweaking the system and they did a lot of different upgrades to allow the Finance Department to have more (further) reports, better reports of the last one.

That's an ongoing process, and they're still – they can't even dry it; the approving programs just found out priors in their program. They need it – they need about 90% accuracy. So, it's an ongoing process, but it's 14 and they're moving forward.

The (gratis gratis) business is basically on time. We're just utilizing — we've got a few process. We did finally get the outside lights, the (TAYCO) lights working, so now we have a bunch of people in Authority and the Airport trained on how to switch the colored lights as events change, and that's gateway times. So, that's an ongoing thing.

The Terminal Main, we're just folding them out. We've – the work is basically done. There's a few little tasks. We had a (testing thing) and fixed the (trial floors). If you walk in the terminal now and look at the trial floors, it's the way trial floor is supposed to look. They actually sparkle. The floor is shined. It's the way it should be.

I mean, it came through really nice. All the way finding signs are done. We actually had two monitors that were broken. We had them replaced, and so we're going 100% with that. That's good news.

Okay, so the long-term employee parking, we paved those quite a while, (Nolon) paved those. There's an action item on the Board Agenda's today for a chain order for Newcastle. Because of the COVID and the reduced parking, we were able to not only get the long-term parking upper level done and the employee lot, but for the same unit price, we were allowed to get the lot behind the parking garage done, and so now all our parking lots are done.

And we actually came in quite a bit lower than I originally had estimated just for two; got all three done for quite a bit cheaper. So, that's — I'll go into that more when I present that item.

The aircraft (in Gold), unfortunately they're still on lockdown, but the FAA has full control of access to that building. So, the only thing we've been able to do is they have some old prior launch systems that kept going off. We kept getting false alarms for fire; fire high-key goals, so Steve worked with the Fire Department and their contractor to get in and replace about 5 of those 20 — I think it was 5 of 20 fire alarms that were going off.

So, at least we don't have the false alarms until we can get back in there and finish the elevators, the roof and a few other items that we had in there.

The NDF Room, fire protection for NDF room — that's going forward. I walked in with the contractors that they're submitting their chapter items. We're ordering up equipment to get that all in place. I hope to have that done by the end of the year, and I don't see any reason why not unless we have an issue with in long term. I believe that information, anybody knows it's COVID.

It all depends who your vendor is. But I've expressed to the contractor peoples that we want to get this stuff by the end of the year. It's a hot potato. We don't

ever want the water to go off and ruin all our — just our things, all our data communications through the Airport.

And then, we have the new position that's a (taken) inside of what it looks like right now, and in the (burying) of this, just been no activity. I talked to Sam Greco. He's heard nothing from HMS. Obviously, they're on hold. They have no revenue stream and it's extremely likely now that that's one of the things that's still on hold. And we don't have a definite start date for that.

One item I have that's not on the list, but everybody came up here obviously noted that we're closing work down, just down the hall down here. That's the relocate of the AGA offices. We're moving in, but I guess the contractor in there right now getting his layout worked on.

They're doing some – they're moving some boards. I just got the final plans from Architecture Plus for the long loop of new offices, so that will be an ongoing thing. And I promised Bill by the end of this Board meeting, he'd be able to move into his office, so (I think it looks pretty good).

((Crosstalk))

John La Clair      It will go quick, and by next Board meeting, I expect to have some of the Authority already moved up here, so, I will happily take any questions.

Father Doyle:      Questions for John? Thank you, John.

Chris Quinn, Counsel's report?

Chris Quinn:      Thank you, Father.

Quickly, this is an update on the new fleet, Sabrina, with the signatory airlines per the agreement that governs investment to some conditions for the airlines use of, and for the airfield and the terminal facilities.

The agreement actually expires at the end of this year, and it provides for one – currently provides for one five-year renewal term. As you can imagine, the airlines are very reluctant to take that step for a five-year term, but they've been great partners, and built credit, and working with (Michael) and Matt, we've come to a meeting of the minds on how we can resolve that issue and we'd be (unintelligible).

So, instead of one five-year renewal term, there will be three one-year terms and a final two-year term, going after the, you know, total five years. And we hope to have that safely in your lap.

Father Doyle: And they're accepting of that, the airlines are good with that?

Man: Yes.

Father Doyle: Good. Questions for Chris? Thanks, Chris.

Helen Chadderdon.

Helen Chadderdon: Thanks, Father.

Chick-fil-A and the (Paradies) Shop continue to employ the most people. OHN has 83% (unintelligible) of the station. And the (Paradies) shop at 50%. Most of the locations continue to be closed, but (Schultz) is open, Duncan is open, and Chick-fil-A.

On the Ambassador side of things, of course we're not doing tours yet. The hours after volunteering have increased. The numbers of Ambassadors that are coming back has increased. And the number of guest groups has increased. So, we're on a positive trend and we hope that it continues. If there's anything I can mention, I'm happy to.

Father Doyle: Thanks, Helen. Any questions? Thanks you.

Doug Myers. Public Affairs?

((Crosstalk))

Doug Myers: Well, the media continues to cover the COVID crisis here. They've been out several times here for the checkpoint areas, often with people from the Health Department, taking photographs in the garden. You could isolate in the country about records around here. in Albany.

Due in part to COVID, the airlines are attempting to bring more people back into the air and to lower the fares. Most of the part of that was the fact that we brought our volunteer at digital (levels) here. Volunteers to help us once again to bring some competition here with these fares.

We talked about the B-25 crash. It's last press month. It was our Dave Prescott's plane that crashed at Stockton, and it was taking part in a World War II ceremony in Hawaii.

Dave called to let us know that there was no mechanical problem on that aircraft. It was simply it ran out of fuel and that (unintelligible) to the fuel. He hopes to have it repaired, but he said it's going to (imperative a million dollars). He'll have to wait and see how long it's going to take.

We hope to have Airport tours with VIPs eventually. Once we get everything in place with COVID, and we want to show the VIPs in the area exactly what we've been doing here, first-hand, rather than have them read it in the newspaper.

World Series memorabilia, each year they come back from the last game and they set up a little table in Baggage Claim. This year they cancelled it due to COVID. On TV, I think one of the players was tested positive, went out on the field, so the World Series folks from the Hall of Fame made the decision to quarantine that equipment and have it sanitized before planning to display it to the world.

Holiday entertainment this year, we've decided due to COVID, we are going to postpone the holiday entertainment. I had one suggestion, "I'd love to see Saxophone Santa come back in July if this is all over and celebrate Christmas in July."

Again, we're keeping the media up to date on a daily basis. When they call or get in touch with them through releases and advisories going forward. Happy to answer any questions.

Father Doyle: Questions for Doug? Thank you, Doug.

Matt Cannon, business and economic development?

Matt Cannon: Thank you, Father. (Definitely), the last (four years) of the Board was gracious enough to approve a contract with Vibrant Brands regarding rebranding and Website marking for the Airport. And we had to hit the ground running with that since they go the green light. We are very close to having

signoff on a new logo, which I could show you today. We're very close; very exciting.

But the plan is for the December Board meeting, we're going to have Vibrant join us to present to the Board their work for this new brand and new logo. We took advantage of some of the beautiful weather last week to do some video shoot out on the airfields. So, it's very exciting and will inject a lot of new energy into the Airport, and something to look forward to in the December meeting.

Also been working on the government (third side). I would say there's a lot going on in the country right now from a government standpoint, so we've got a close eye — eyes and ears — on what's going on and how the Senate's going to break down, then just staying with Triple A edict on some with discussions regarding who could be in potential leadership positions with the Committees.

And taking advantage of our relationships with Senator Schumer's office, we've been in constant communication with them, now that they getting (saying at all) for the Senator.

And in doing all this, the closest eye is on the Heroes Act — what could happen in this lame duck session. It could be another round of funding opportunity, for not only the airports, but also the concessions. So, that's something we're keeping a very close eye on, continuing to advocate for, and continue to fight for. Hopefully we have a positive update on that in December for you.

And the last update I want to provide, while working with the airlines, a lot of them are very resistant right now to talking about new routes. They're just

trying to do a hub and spoke approach. There is an opportunity for the Central Air Service coming back out of the North Country. That's an RFP process that comes up every few years.

That's from Massena and Ogdensburg, and we've had two different airlines that have reached out to us that want to include Albany in their proposal. So, that could be an exciting opportunity for us, not only to issue service in the North Country again, but these airlines are also then looking at taking those flights to then another destination from here.

So, again, another update that hopefully we can have for you in the next month or so. Happy to entertain any questions on any of those, or anything else.

Father Doyle: Questions for Matt? Thanks, Matt.

Now we have a couple action items. First there's the contract with regard to the maintenance of the baggage belts and the carousel and the doors. (Michael), you're going to do that, right?

(Michael Zonsius): Yes, thank you, Father. In the Airport we have finds baggage belts wing. If you like, it's in various garage door things. You don't see — you're on the terminal side, both from the terminal out to these breaks to sidings break. People run into them. And we need a contract to fix those, and we have had a contract that went out for bids, and we've seen some vendors respond in all. And who's with for these sides, from all types of professional door service. And we ask this for their approval.

Man 4: How long have they been at the airports?



(Michael Zonsius): Approximately five to six years.

Man 4: Six years? Okay. Of course, that's all. Thank you.

Father Doyle: This is the only bid we received, but we're confident that it's within range, right?

(Michael Zonsius): Yes.

Father Doyle: Motion to approve that contract, Sam; second, (Sari). All those in favor?

Group: Aye.

Father Doyle: Thank you, (Michael).

John La Clair, you're going to talk about the pavement rehab for the taxiway, right?

John La Clair: I'll take it, Father.

Yes, I'm pleased to report approval of a professional service contract for Project S-1-0-6-4 to (design) surfaces for the Taxiway-A pavement rehabilitation with McFarland Johnson, which I alluded to in the Project Report.

The contract-based amount, we have, after negotiation with Steve and myself with them, we got it down to \$359,394.00. It is an FAA-funded 95% State/5% Airport and possible – has the possibility of going 100% funded by FAA, but we'd like to push it as far as the (unintelligible). It's an over \$4 million

project. Much needed that these Taxiway-A is our main taxiway for us, and it has had a lot of drainage issues, as I was talking about.

We're looking forward to getting this under repair. And keeping it that way, we can maintain it for a long time to come, so I'll happily take any questions on that.

Father Doyle: Questions for John?

Kevin Hicks: Is that out to bid, too, John?

John La Clair: This was just an RFP. It hasn't even been out bid yet. They're working on design. We're getting the...

((Crosstalk))

Kevin Hicks: No, not that...

John La Clair: ...when we get these guys on board and then they can do the survey. They're, at place, they've got (cords) to do, and then this design then will go to bid next spring.

Kevin Hicks: Because I'm not talking about the bids for the actual work itself. The bid for the design.

John La Clair: Will be bid in the spring.

Kevin Hicks: The bid for the design company.

John La Clair: It was an RFP. We put it out as an RFP. And then it went through the...

Kevin Hicks: How many responses did you get on it?

John La Clair: We had six.

Since the Board's planned last meeting for authorization and negotiate with McFarland Johnson, were you able to follow the FAA strict guidelines on consultant selection for federal funding projects. So, it came to the Board last month with the list granted by the Screening Committee. I believe it was up to the Management staff, and so we followed the FAA rules where McFarland Johnson was the highest ranked numerical score based on adjusted criteria. So, following that standard highest ranked by your committee.

Kevin Hicks: Highest ranked by your committee?

John La Clair: Correct.

Father Doyle: Our Selection Committee.

Kevin Hicks: Our Selection Committee.

John La Clair: Our Selection Board and Committee, selection of consultants on qualifications only, as the federal mandate.

Kevin Hicks: But there are other engineering firms that we've done business with here in the past, and they're all FAA qualified.

John La Clair: Correct.

Kevin Hicks: What were the numbers? How did the numbers work out?

John La Clair: There's a lot to (fuse).

Father Doyle: Yes, we did that. I don't have them with me. I'll give them to you or something, but there was...

John La Clair: It would score down. A couple of them were, like, fairly close, but McFarland just scored a little bit higher than the rest. It's pretty tight; it was pretty tight. There was only one that was trying to jump in there has never done any aviation work, and they obviously didn't...

Kevin Hicks: Right.

John La Clair: They'll all go but they didn't score very high, but all the other, the other five were all, you know, had worked here before, so it was going...

Kevin Hicks: That was the sense of my question.

John La Clair: Okay.

Kevin Hicks: Were the numbers...

John La Clair: They were tight.

Kevin Hicks: Okay.

Father Doyle: Any other questions on that?

Motion to approve that contract with McFarland Johnson, Steve. Second?

Man: I'll second.

Father Doyle: All those in favor?

Group: Aye.

Father Doyle: Thanks. Thank you.

And now we have a couple change orders, and the first has to do with the drainage culvert replacement, and that's John La Clair.

John La Clair: Thanks, Father. Yes, I'm (looking) for the Board's authorization for Change Order Number 1, Contract 9-30-3-C. It's the airfield drainage culvert replacement project. It was awarded to Rittenberg Contracting.

(unintelligible)

And what this changeover encompasses is there was several — the work included work all over the site of the Airport on North end, South end. They did work across (Dulles Standard Boulevard). They ran into a headwall. They actually ran into an issue with the Exit 3 project that the State was doing. So, that cost us a little bit of money to make, push the headwall out further than was originally anticipated.

We had some issues on the South end because the FAA would not give us the shutdowns on the runway at night, so we had to push the contractor to work seven days — actually, ten days in a row straight to get the work done during the day because that was the only time we could get the FAA to shut down the Nav 8 that needed to be shut down when that runway is out of service. So, we had that issue.

We had a couple of issues when they cleaned some of the blacktop collection trenches, which was part of the contract. Some of them failed and fell in and needed to be repaired. So, the contractor came in and gave us a price. We looked at it, and they did the repairs for both manholes and the trenches.

And then there was a crossing under Old Niskayuna Road up on the North end, which we did. We put an additional pipe because we get water backup on the North end. When that pipe was put in, the town of Colonie came in after the fact and required us to grout up the rip rap – the stones — have to seal it up. They didn't like the original design which they approved, but they came out afterwards and asked us to do that.

So, we had the contractors to come in and get injection grouting. So, we had to get that done and seal that up. It was safe to do it (free), make the property owners that were close by had it, though they thought they were going to get flooded out. It wouldn't have happened, but it was a public outcry, so, unfortunately the town listened to them, so we had to do it.

But that, it was a few other small issues. Those couple other catchphrases, there. They got us to build in other small items which I can go into in detail if you'd like, but those were the big ones that the change order.

This is the negotiated price. We actually got this down. It was at 215,000; I think was 215,000 and change. I got it down to the 170. So, that was my negotiating was that to get it down to that price, and I feel we got what we were asking for.

Father Doyle: Of the 170, the 5% is ours.

John La Clair: Correct. Questions on that?

Father Doyle: Motion to approve that change order, Dr. Greenberg. Second, (Sari). All those in favor, Aye.

Group: Aye.

Father Doyle: Thanks, John.

John, you have one more on the parking lot paving.

John La Clair: Thank you, Father. As I said on the parking lot, this is Change Order Number 2. Change Order Number 1 was a small one that was done; they had to do a little additional work which because it was under 50,000 was approved through Bill.

To move on, this is Change Order 2. And basically, what this was was — as I told you during my Project Report — we were able to get the third parking lot done. So, now all our parking lots have been paved. Something we would never be able to do at any other time except with the pandemic.

So, we took advantage of it and it has them come into the country and say, “Hey, we’ll give it to you for the same unit price. We’ll come in, you give that lot empty, we’ll come in and do it.”

They did. They came in, they did a great job. If you want to drive out and take a look, it looks awesome. On your way out, please look to your right. Once you go past the creek, the employee lot — it’s all brand new. We haven’t parked anybody out there, so it looks pristine. It’s all brand new and striped.

And again, originally, I had said that Mike Logan said I had earmarked approximately a half million dollars to do just the employee lot and the one long-term parking lot. I got all three done for \$338,000. I think we did real well here.

Kevin Hicks: So, 338,000, who is the 129,653?

John La Clair: Correct.

Kevin Hicks: Okay.

John La Clair: Yes. It's for under a half million, I get an extra lot done. It's like, I think the Airport made out real well on this one.

Father Doyle: Questions for John on that?

Kevin Hicks: Yes. Want to max this stuff. While the Airport made out well and that's fine and dandy, but you did let out another— it's really not a change order, but it's a new job.

((Crosstalk))

Kevin Hicks: There are those that would take it that's maybe you should have (bid) around for this.

John La Clair: We could have, but the redesign and (rebid) would have, we wouldn't have paved until next year, and I can't guarantee that the lot be done over then...

((Crosstalk))



Kevin Hicks: Well, be that as it may, I just...

((Crosstalk))

John La Clair: Understood. I don't disagree with you.

(Tony): I think it could — I think we put out the bid, but I think it would have been more expensive to remobilize, fill a lot of other things. So, I think that was the right move.

Kevin Hicks: I don't disagree, (Tony). I just making a point, that's all.

Father Doyle: Okay. Any other questions? Motion to approve that change order, (Sari); and second, Sam. All those in favor?

Group: Aye.

Father Doyle: Thank you, John.

Any other old business or new business to come before the Board? If not, I'll accept a motion to adjourn and to go into Executive session to discuss the one personnel matter. A motion made by (Pam), second...

((Crosstalk))

Recording: A participant has left the conference.

Father Doyle: ...in favor, Aye.

Group: Aye.

Father Doyle: Thank you.

(Dennis Feeney): Dennis Feeney.

Recording: Has left the conference.

Liz Charland: Liz Charland.

Recording: Has left the conference.

(Fred Acunto): (Fred Acunto).

Recording: Has left the conference.

(George Penn): (George Penn).

Recording: Has left the conference.

Man: Hello?

(Tony Gorman): (Tony Gorman).

Recording: Has left the conference.

Your conference is ending now. As requested by the host, please hang...

END

**AGENDA ITEM NO. 3**

**Communications and  
Report of Chief Executive Officer**



ALBANY COUNTY AIRPORT AUTHORITY  
ALBANY INTERNATIONAL AIRPORT  
ADMINISTRATION BUILDING  
SUITE 200  
ALBANY, NEW YORK 12211-1057

TEL: 518-242-2222  
ADMIN FAX: 518-242-2641  
FINANCE FAX: 518-242-2640  
SITE: [www.flyalbany.com](http://www.flyalbany.com)

**MEMO:** December 16, 2020

**TO:** Albany County Airport Authority Board Members

**FROM:** Philip F. Calderone, Esq., Chief Executive Officer

- Update: Impact of COVID-19 on Airport Operations
- Testing
- ACAA Board Changes

## **AGENDA ITEM NO. 4**

### **Financials**

**ALBANY COUNTY AIRPORT AUTHORITY**

**Monthly Financial Report**

**October 2020**

(dated November 25, 2020)

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November 25, 2020

ACAA Members

**INTRODUCTION**

The September 2020 highs and lows in brief are as follows:

- ↑ Monthly airport operating profit ~ \$0
- ↑ Monthly FBO operating profit \$50,139
- ↑ Cargo tonnage continues to grow.
- ↓ Pax traffic remains at 75% of 2019 levels



Enplanement, Operations and Landed Weight indices continue to be below comparable month, YTD, and the previous twelve-month amounts, as shown below:

	Current Year versus			
	2020 Budget	2019 Month	2019 YTD	2019 Prev. 12 Mo.
Enplanements	(73.9%)	(74.2%)	(64.0%)	(54.1%)
Cargo	21.6	9.8	10.1	12.6
Operations	(31.4 )	(33.1)	(29.5 )	( 25.9 )

	Month	
	Jan20	Dec20
Destination Airports	17	16
Scheduled Monthly Flight	1,391	693
Average Daily Flights	44.9	22.45
Pax Lift (Pax Seats)	141,803	64,017

**FINANCIAL INFORMATION**

Cash Position – Unrestricted (Operating)

Despite continued unfavorable enplanement levels, the Airport continues to maintain a strong cash position. The Statements of Net Position provided on Page 3 reports unrestricted cash of \$20,214,610 and equates to approximately 7.31 months of operating reserves (Notes to Financial Statements #2, Page 11), this nominal change from the prior month.

Cash Position – Restricted

Restricted cash available for capital purposes is as follows:

Projects	\$ 1,869,845
Projects – PFC	12,511,336
Projects – Other	<u>1,349,948</u>
	\$15,731,129

Accounts Receivable

The Accounts Receivable balance is approximately 4.65 of average day total operating revenues.

Equity – YTD Earnings

The Summary of Revenues, Expenses and Net results is provided on Page 4. The Airport recorded a change in net position for the month and year-to-date shown as follows:

	Month	YTD
Airport Operating	(\$ 8,568)	\$ 947,787
FBO Profit	<u>50,139</u>	<u>573,268</u>
	41,571	1,521,055
Other Rev/Exp (d.ser.) (	360,161)	5,599
Capital Contributions	-	7,350,126
Airline Incnt. Payts. (	74,214)	( 550,569)
	( 434,375)	<u>6,805,156</u>
	<b>(\$392,804)</b>	<b>\$8,326,211</b>

As shown above, the results would have been materially different had Capital Contributions not been included in the calculation.



Operating Revenues

Monthly operating revenues were approximately \$1,933K and \$4,060K for 2020 and 2019, respectively, a difference of \$2,127K. Most of this decrease is attributable to the following:

Parking Revenue	~\$1,211,000
Rental Cars	~ 345,000
Landing Fees	~ 301,000
Food & Beverage	~ 87,000
Retail	~ 52,000
Other	~ <u>131,000</u>
	~\$2,127,000

YTD operating revenues were approximately \$22,910K and \$38,537K for 2020 and 2019, respectively, a difference of \$15,627K. The overwhelming decrease is attributed to the following:

Parking Revenue	~ \$8,612,000
Rental Cars	~ 2,519,000
Landing Fees	~ 2,331,000
Food & Beverage	~ 642,000
Retail	~ 477,000
Other	<u>1,046</u>
	~\$15,627,000

Airport Operating Expenses

Monthly operating expenses were approximately \$1,942K and \$2,371K for 2020 and 2019, respectively. YTD operating expenses were \$21,962K and \$23,543K for 2020 and 2019 respectively.

Non-Operating Revenue

Recorded in the month was \$577,991 of CARES Act funding, YTD CARES Act funding is \$7,391,838.

**AIRPORT OPERATING BUDGET**

Monthly operating revenues were unfavorable by approximately \$1,929K, again, due in large part to the decrease in parking revenue, landing fees, rental car revenues and food & beverage sales. Monthly operating expenses compared to budget were favorable by \$433K.

YTD operating revenues were unfavorable by approximately \$13,897K. Parking, again, making up the "lions" share of this decrease at \$8,622K. YTD operating expense were favorable by approximately \$2,860K.

**MILLION AIR FBO OPERATIONS**

Revenues derived from the sale of JetA and AvGas fuels is the largest contributor of FBO revenue. Below is the decrease of the fuel sold in gallons as a result of decreased operations attributed to the COVID-19 pandemic.

	<u>Current Year versus</u>			
	<u>2020</u>	<u>2019</u>	<u>2019</u>	<u>2019</u>
	<u>Budget</u>	<u>Month</u>	<u>YTD</u>	<u>Prev.</u>
				<u>12 Mo.</u>
JetA (gals)	(26.8%)	(17.4%)	(30.8%)	(25.8%)
AvGas (gals)	0.9	( 6.0 )	( 5.8 )	( 2.4 )

FBO Summary of Revenues, Expenses and Net results are shown on Page 4.

The FBO had operating profits of \$50,139 and \$573,268, for the month and year-to-date, respectively. The increase in the operating profit compared to previous months is due to deicing services provided during October icing conditions.

**PASSENGER AIRLINE SCHEDULES**

Weekly Passenger Airline schedule flight changes over the past months are as follows:

	<u>Begin</u>	<u>+</u>	<u>-</u>	<u>End</u>
Jan (week #3)				313
Feb (week #8)				348
Mar (week #13)				354
Apr (week #17)				313
May (week #22)				98
Jun (week #26)	98	12	185	140
July (week #30)	140	50	7	183
Aug (week #34)	183	40	2	221
Sep (week #39)	221	4	78	147
Oct (week #44)	147	26	5	168
Nov (week #49)	168	32	27	173
Dec (week #53)	173	16	17	172
		<u>-</u>	<u>-</u>	
	313	180	321	172

**PROJECTIONS**

Annual 2020 enplanement projections at the following dates are as follows:

Jan 2020	1,500,000
Jun 2020	600,000
Jul 2020	600,000
Aug 30, 2020	520,000
Sep 25, 2020	520,000
Nov 2, 2020	520,000
Nov 25, 2020	520,000

Annual 2021 enplanement projections at the following dates are as follows:

Jun 2020	1,200,000
Jul 2020	940,000
Aug 2020	940,000
Sep 25, 2020	940,000
Nov 2, 2020	940,000
Nov 25, 2020	940,000

**COMPARISON WITH NATIONAL**

Comparison of enplanement and cargo levels with the North American (NAM) amounts as provided by ACI-NA are as follows:

Enplanements

	<u>Month YOY%</u>		<u>YTD YOY%</u>		<u>12YE YOY%</u>	
	<u>NAM</u>	<u>ALB</u>	<u>NAM</u>	<u>ALB</u>	<u>NAM</u>	<u>ALB</u>
Jun20	(78.1)	(77.0)	(53.7)	(54.2)	(24.8)	(25.3)
Jul20	(69.9)	(78.4)	(56.3)	(58.2)	(31.6)	(33.1)
Aug20	(66.7)	(80.0)	(57.7)	(61.2)	(37.8)	(41.0)
Sep20		(76.5)		(62.8)		(47.3)
Oct		(74.2)		(64.0)		(54.1)

Cargo

	<u>NAM</u>	<u>ALB</u>	<u>NAM</u>	<u>ALB</u>	<u>NAM</u>	<u>ALB</u>
Jun20	11.7	11.8	2.2	8.7	1.1	10.0
Jul20	12.7	15.1	3.5	9.7	1.6	10.8
Aug20	1.5	1.8	3.3	8.6	1.8	10.7
Sept20		21.0		10.2		12.5
Oct20		9.8		10.1		12.6

**Albany County Airport Authority**  
**Statements of Net Position**

	Unaudited October 31, 2019	Unaudited October 31, 2020
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Unrestricted Assets		
Cash and cash equivalents	\$ 20,476,020.00	\$ 20,214,610.00
Accounts receivable - net	543,170	582,064
Prepaid Expenses	427,113	489,507
Total Unrestricted Assets	21,446,303	21,286,181
Restricted Assets		
Operating and Renewal Reserves	12,636,321	7,103,039
CFC Funds	--	448,701
Capital Funds	7,666,265	1,869,845
PFC Funds	14,981,022	12,511,336
Revenue Bond Funds	19,992,613	14,012,069
Refunding Bonds Escrow	--	44,825,991
FAA Restricted Funds	1,078,495	203,456
Concession Improvement Funds	806,856	697,791
Total Restricted Assets	57,161,572	81,672,228
Total Current Assets	78,607,875	102,958,409
<b>NON-CURRENT ASSETS</b>		
Bond Insurance Premiums	250,774	206,826
Capital Assets	272,080,177	299,517,747
Prepaid Expenses	240,538	225,103
Total Non-Current Assets	272,571,489	299,949,676
Total Assets	351,179,364	402,908,085
<b><u>DEFERRED OUTFLOWS OF RESOURCES</u></b>		
Refunding	3,031,914	2,145,790
OPEB Expenses	34,725	621,658
Pension Expenses	782,773	541,970
Total Deferred Outflows of Resources	3,849,412	3,309,418
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS</b>	355,028,776	406,217,503
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Payable from Unrestricted Assets	3,005,035	2,362,467
Payable from Restricted Assets	21,246,266	17,031,507
Total Current Liabilities	24,251,301	19,393,974
<b>NON-CURRENT LIABILITIES</b>		
Bonds and other debt obligations	86,676,495	128,767,110
Net OPEB liability	6,786,419	7,803,066
Net pension liability - proportionate share	361,106	533,487
Total Non-Current Liabilities	93,824,020	137,103,663
Total Liabilities	118,075,321	156,497,637
<b><u>DEFERRED INFLOWS OF RESOURCES</u></b>		
Concession Improvement Funds	937,592	636,490
OPEB expenses	64,289	48,217
Pension expenses	492,514	119,207
Total Deferred Inflows of Resources	1,494,395	803,914
<b><u>NET POSITION</u></b>		
Invested in Capital Assets, net of Related Debt	179,946,571	160,120,043
Restricted	30,981,024	69,651,030
Unrestricted	24,531,464	19,144,879
<b>Net Position</b>	235,459,059	248,915,952
<b>TOTAL LIABILITIES, DEFERRED INFLOWS AND NET POSITION</b>	\$ 355,028,775	\$ 406,217,503

**Albany County Airport Authority**  
**2020 Summary of Revenues, Expenses and Net Results**  
**For the ten months ended October 31, 2020**

	Current Month			Year to Date		
	2020 Budget	2019 Actual	2020 Actual	2020 Budget	2019 Actual	2020 Actual
<b>AIRPORT</b>						
<b>OPERATING REVENUES</b>						
Airline	\$ 1,134,246	\$ 1,188,382	\$ 894,099	\$ 11,295,432	\$ 11,875,225	\$ 9,511,754
Non-Airline	2,728,166	2,871,923	1,039,008	25,512,669	26,661,961	13,398,603
<b>Total Revenues</b>	<b>3,862,412</b>	<b>4,060,305</b>	<b>1,933,107</b>	<b>36,808,101</b>	<b>38,537,186</b>	<b>22,910,357</b>
<b>OPERATING EXPENSES</b>						
Personal Services	904,140	727,542	794,564	8,425,727	7,807,133	7,433,757
Employee Benefits	439,507	386,642	389,682	4,485,858	3,965,279	4,093,073
Utilities & Communications	113,242	118,843	109,222	1,689,333	1,588,521	1,439,281
Purchased Services	477,359	492,781	198,504	5,419,222	5,373,169	4,192,531
Material & Supplies	339,901	534,973	401,547	3,762,390	3,854,873	3,866,289
Office	29,615	49,314	28,346	354,127	322,811	563,139
Administration	71,522	60,964	19,810	686,741	631,174	374,500
<b>Total Expenses</b>	<b>2,375,286</b>	<b>2,371,059</b>	<b>1,941,675</b>	<b>24,823,398</b>	<b>23,542,960</b>	<b>21,962,570</b>
<b>AIRPORT OPERATING RESULTS</b>	<b>1,487,126</b>	<b>1,689,246</b>	<b>(8,568)</b>	<b>11,984,703</b>	<b>14,994,226</b>	<b>947,787</b>
<b>FBO OPERATING RESULTS</b>	<b>132,593</b>	<b>68,273</b>	<b>50,139</b>	<b>1,146,816</b>	<b>1,458,679</b>	<b>573,268</b>
<b>TOTAL OPERATING RESULTS</b>	<b>1,619,719</b>	<b>1,757,519</b>	<b>41,571</b>	<b>13,131,519</b>	<b>16,452,905</b>	<b>1,521,055</b>
<b>OTHER REVENUES (EXPENSES)</b>						
Interest Earnings	77,322	104,747	11,451	773,220	1,222,410	290,212
Passenger Facility Charges	345,076	376,345	345,076	3,450,764	3,763,451	3,450,764
ACAA Debt Service	(920,796)	(1,037,543)	(1,120,956)	(9,207,962)	(9,977,854)	(11,069,117)
Line of Credit Interest	-	(20,635)	-	-	(33,678)	(52,852)
Non-Capital Equipment	(32,917)	(14,194)	(204,343)	(329,172)	(355,541)	(312,246)
Insurance Recoveries	-	-	-	-	8,704	-
Customer Facility Charges Income	-	198	-	-	757,288	-
Customer Facility Charges Expense	-	-	-	-	(309,457)	-
Grant Income	8,906	11,780	577,911	119,894	115,520	7,391,838
Improvement Charges	30,700	30,700	30,700	307,000	307,000	307,000
<b>Total Other Revenues(Expenses)</b>	<b>(491,709)</b>	<b>(548,602)</b>	<b>(360,161)</b>	<b>(4,886,256)</b>	<b>(4,502,157)</b>	<b>5,599</b>
<b>INCOME/(LOSS) BEFORE CAPITAL CONTRIBUTIONS</b>	<b>1,128,010</b>	<b>1,208,917</b>	<b>(318,590)</b>	<b>8,245,263</b>	<b>11,950,748</b>	<b>1,526,654</b>
<b>AIRLINE INCENTIVES</b>		(140,488)	(74,214)		(1,180,386)	(550,569)
<b>CAPITAL CONTRIBUTIONS</b>		5,314,866	-		10,119,037	7,350,126
<b>INCREASE IN NET POSITION</b>		<b>\$ 6,383,295</b>	<b>\$ (392,804)</b>		20,889,399	8,326,211
<b>NET POSITION, BEGINNING OF PERIOD</b>					214,569,660	240,589,741
<b>NET POSITION, END OF PERIOD</b>					<b>\$ 235,459,059</b>	<b>\$ 248,915,952</b>
<b>RECONCIATION TO AIRLINE FUNDS REMAINING:</b>						
<b>NET RESULTS BEFORE RESERVES</b>	1,128,010	1,208,917	(318,590)	8,245,263	11,950,748	1,526,654
Less: Capital Improvements	(275,956)	(275,511)	(275,956)	(2,759,556)	(2,755,112)	(2,759,556)
Less: Reserve Requirements	(10,473)	(36,323)	(10,473)	(104,733)	(363,233)	(104,733)
<b>NET RESULTS</b>	<b>841,581</b>	<b>897,083</b>	<b>(605,019)</b>	<b>5,380,974</b>	<b>8,832,404</b>	<b>(1,337,635)</b>
Revenue Sharing:						
Transfer to/from Airlines (50%)	420,791	448,541	(302,509)	2,690,487	4,416,202	(668,818)
Authority Share (50%)	420,791	448,541	(302,509)	2,690,487	4,416,202	(668,818)
Less: Airline Incentives	(83,333)	(140,488)	(74,214)	(833,333)	(1,180,386)	(550,569)
<b>Net Authority Share</b>	<b>\$ 337,457</b>	<b>\$ 308,053</b>	<b>\$ (376,723)</b>	<b>\$ 1,857,154</b>	<b>\$ 3,235,816</b>	<b>\$ (1,219,387)</b>

**Albany County Airport Authority**  
**Operating Revenues**  
**For the ten months ended October 31, 2020**

	Current Month			Year to Date		
	2020 Budget	2019 Actual	2020 Actual	2020 Budget	2019 Actual	2020 Actual
<b>AIRLINE REVENUES</b>						
<b>COMMERCIAL</b>						
Landing Fees	\$ 451,560	\$ 491,784	\$ 189,889	\$ 4,367,886	\$ 4,763,791	\$ 2,432,094
Airline Apron Fees	56,674	67,457	61,107	566,735	671,873	644,148
Glycol Disposal Fee	11,094	6,801	14,567	234,501	245,555	183,663
<b>CARGO</b>						
Landing Fee	44,602	50,118	44,809	423,153	462,391	414,571
<b>TERMINAL</b>						
Loading Bridges	55,336	57,643	59,592	553,357	576,427	595,921
Space Rental	514,980	514,579	524,136	5,149,800	5,155,188	5,241,357
<b>TOTAL AIRLINE REVENUES</b>	<b>1,134,246</b>	<b>1,188,382</b>	<b>894,099</b>	<b>11,295,432</b>	<b>11,875,225</b>	<b>9,511,754</b>
<b>NON-AIRLINE REVENUES</b>						
<b>AIRFIELD</b>						
Tenant Maintenance	3,720	14,359	2,407	35,639	47,720	27,517
<b>Total Airfield</b>	<b>3,720</b>	<b>14,359</b>	<b>2,407</b>	<b>35,639</b>	<b>47,720</b>	<b>27,517</b>
<b>TERMINAL</b>						
Utility Reimbursement	2,139	1,692	1,697	22,025	19,621	20,592
Tenant Maintenance	705	1,047	0	8,169	6,409	25,568
Space Rent - Non Airline	61,638	61,276	60,955	616,384	615,872	610,154
Food & Beverage	84,629	109,171	21,517	785,070	1,012,735	370,251
Retail	83,649	87,168	34,334	746,807	809,145	332,019
Advertising	25,000	24,627	25,000	250,000	247,997	220,299
Foreign Currency Concession	0	0	0	0	8,867	0
Payphones	190	116	0	1,898	1,049	194
ATM	2,965	2,814	2,613	29,648	28,901	26,420
Museum Shop	0	37,320	0	0	191,483	0
Operating Permits	23,995	23,944	18,560	191,449	255,255	162,680
Vending Machines	2,977	5,188	1,139	28,217	28,972	15,309
Baggage Cart Rentals	1,383	953	249	13,828	12,678	5,475
<b>Total Terminal</b>	<b>289,270</b>	<b>355,317</b>	<b>166,064</b>	<b>2,693,495</b>	<b>3,238,982</b>	<b>1,788,962</b>
<b>GROUND TRANSPORTATION</b>						
Parking	1,442,646	1,459,811	248,750	13,682,246	13,672,558	5,059,687
Rental Cars	538,980	563,138	217,619	4,490,049	4,691,936	2,172,420
Access Fees	24,400	18,797	511	272,069	253,668	105,424
TNCs	28,019	33,946	7,353	248,082	300,559	115,757
Garage Space Rent	7,708	7,708	8,123	77,077	76,456	79,217
<b>Total Ground Transportation</b>	<b>2,041,752</b>	<b>2,083,400</b>	<b>482,357</b>	<b>18,769,522</b>	<b>18,995,177</b>	<b>7,532,505</b>
<b>OTHER AIRPORT</b>						
Telephone System - Tenants	5,833	5,128	4,752	58,333	55,620	52,155
Building Rental	8,597	8,442	7,338	108,189	103,866	99,889
Control Tower Rental	55,481	55,481	55,481	554,813	554,813	554,813
Air Cargo Facility	39,005	73,010	39,118	390,049	750,098	419,369
State Executive Hangar	103,924	103,924	103,924	1,039,236	1,039,236	1,039,236
T Hangars	8,361	8,709	10,102	83,607	90,055	108,108
Tie Downs	355	279	241	3,548	3,473	2,409
AV Gas Fuel Sales	4,108	4,206	4,148	36,365	34,622	38,557
Industrial Park	48,489	44,768	38,981	482,414	468,733	469,084
Land Rental	26,283	23,572	27,380	263,039	269,094	270,385
Eclipse Hangar	27,806	27,700	28,290	278,063	277,002	279,255
Hangar Rental	42,848	42,901	43,879	428,476	426,562	440,165
Internet and Cable Access	1,040	1,040	885	6,800	6,800	6,105
Fingerprinting	2,500	4,924	2,574	25,000	40,247	18,808
Tenant Maintenance	83	0	0	833	6,964	0
Purchasing Proposals	83	0	0	833	490	170
Ebay/Scrap/Equipment Sales	1,250	554	3,095	12,500	5,718	8,081
Utility Reimbursement	10,712	8,491	9,800	140,867	139,592	128,063
Taxes	0	0	0	34,380	27,804	39,574
Other	6,667	5,718	8,192	66,667	79,294	75,394
<b>Total Other Airport</b>	<b>393,424</b>	<b>418,847</b>	<b>388,179</b>	<b>4,014,013</b>	<b>4,380,081</b>	<b>4,049,619</b>
<b>TOTAL NON AIRLINE REVENUES</b>	<b>2,728,166</b>	<b>2,871,923</b>	<b>1,039,008</b>	<b>25,512,669</b>	<b>26,661,961</b>	<b>13,398,603</b>
<b>TOTAL REVENUES</b>	<b>\$ 3,862,411</b>	<b>\$ 4,060,305</b>	<b>\$ 1,933,107</b>	<b>\$ 36,808,101</b>	<b>\$ 38,537,186</b>	<b>\$ 22,910,357</b>

**Albany County Airport Authority**  
**FBO Results**  
**For the ten months ended October 31, 2020**

	Current Month			Year to Date		
	2020 Budget	2019 Actual	2020 Actual	2020 Budget	2019 Actual	2020 Actual
<b>OPERATING REVENUES</b>						
Retail Fuel						
Jet A Fuel Sales	\$ 578,568	\$ 490,495	\$ 351,179	\$ 4,942,961	\$ 4,821,578	\$ 2,875,678
AvGas Fuel Sales	28,599	29,606	25,029	277,879	285,583	233,506
Commercial AvGas Fuel Sales	1,965	1,999	954	19,650	133,376	15,851
Auto & Diesel Fuel Sales	16,838	15,105	10,293	235,573	240,706	149,881
Retail Fuel Sales	625,970	537,204	387,455	5,476,063	5,481,242	3,274,916
Into Plane Fees	58,772	57,785	28,650	564,337	579,435	327,835
Fuel Farm Fees	49,578	52,807	20,974	522,089	541,823	292,534
General Aviation Landing Fees	27,103	26,640	15,157	239,613	245,639	145,634
Aircraft Parking Fees	23,550	23,205	8,581	191,556	173,384	116,773
Deicing Services	34,093	19,184	46,866	830,646	1,039,973	714,788
FBO Properties	24,511	25,688	28,666	288,301	295,232	329,525
FBO Services	9,479	8,795	4,401	53,278	57,876	47,554
<b>TOTAL REVENUES</b>	<b>853,055</b>	<b>751,308</b>	<b>540,749</b>	<b>8,165,883</b>	<b>8,414,604</b>	<b>5,249,558</b>
<b>COST OF SALES</b>						
Fuel Costs - Jet A	332,891	276,070	149,169	2,844,039	2,701,485	1,251,726
Fuel Discounts - Jet A	38,771	29,531	26,248	331,242	328,303	225,364
Fuel Costs - AvGas	21,435	21,828	18,351	208,270	221,586	169,633
Fuel Discounts - AvGas	396	420	475	3,844	3,763	5,085
Fuel Costs - Commercial AvGas	1,863	1,871	851	17,813	118,412	9,692
Fuel Costs - Auto & Diesel	15,459	12,180	5,960	196,261	181,056	107,524
Total Fuel Costs	410,816	341,900	201,054	3,601,468	3,554,604	1,769,024
Deicing Costs - Type I & IV	29,269	20,301	40,187	617,937	581,866	403,378
Catering, Oil & Other	417	0	848	4,167	2,671	2,320
Total Cost of Sales	440,502	362,200	242,089	4,223,572	4,139,141	2,174,722
Net Operating	412,553	389,108	298,661	3,942,311	4,275,463	3,074,836
<b>OPERATING EXPENSES</b>						
Personal Services						
Salaries	115,466	95,148	99,051	1,121,400	1,029,075	1,031,586
Overtime	14,939	19,593	8,296	146,664	207,332	86,929
Total Personal Services	130,405	114,741	107,347	1,268,063	1,236,407	1,118,516
Employee Benefits	41,731	104,703	47,098	429,970	522,526	450,056
Utilities & Communications	2,646	3,638	3,746	75,602	68,381	60,425
Purchased Services	52,827	11,294	26,974	479,003	441,002	469,086
Materials & Supplies						
Buildings	6,470	7,868	13,327	72,983	69,435	77,131
Grounds	1,885	2,559	4,868	19,002	17,060	18,942
Vehicles	25,577	60,981	36,186	266,525	294,496	194,217
Total Materials & Supplies	33,932	71,408	54,381	358,509	380,991	290,290
Administrative Expenses	18,419	15,052	8,975	184,347	167,478	113,194
Non-Capital Equipment	0	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>279,960</b>	<b>320,835</b>	<b>248,522</b>	<b>2,795,494</b>	<b>2,816,785</b>	<b>2,501,568</b>
<b>FBO Net Operating Results</b>	<b>\$ 132,593</b>	<b>\$ 68,273</b>	<b>\$ 50,139</b>	<b>\$ 1,146,816</b>	<b>\$ 1,458,679</b>	<b>\$ 573,268</b>

**Notes to Financial Statements**

1. Accounting Basis

This financial information is presented for the purposes of comparing budget to actual results and for indicating generally how revenues and expenses have compared to budgeted revenues and expenses through on a monthly basis. The financial information presented herewith is prepared on the Albany County Airport Authority's budgetary basis of accounting.

This report includes preliminary operating and performance statistics, and financial forecasts based upon the budgetary basis of accounting estimates that involve uncertainties that could result in actual financial results differing materially from preliminary estimates.

2. Cash Reserves

2020 Operating Budget	\$38,819,754
2020 Debt Service	10,950,553
2020 Debt Service Paid by PFCs	( 4,140,917)
	\$45,629,390

Monthly Cash Outflow	(\$45,629,390/12)
	\$3,802,449

Months Operating Reserves Unrestricted  
 \$20,204,610/\$3,802,449 ~ 5.317 months

Months Operating Reserves Restricted  
 \$6,600,000/\$3,234,979 ~ 2.00 months

(\$38,819,754 FY20Budg/12 = \$3,234,979)

	Unrest.	Restr	
Apr 20			7.10
May 20			6.90
Jun 20			7.70
Jul 20			7.25
Aug20	4.85	2.0	6.85
Sep20	5.37	2.0	7.37
Oct20	5.31	2.0	7.31

3. Accounts Receivable

The amount of accounts receivables, shown as days of average annual daily revenues, is as follows:

$$\$45,629,390 / 365 = \$125,012$$

$$\$582,064 / \$125,012 = 4.65$$

Apr 20	10.91
May 20	17.76
Jun 20	7.45
Jul 20	8.99
Aug 20	10.04
Sep 20	4.52
Oct20	4.65

**Albany International Airport  
Statistics  
For the nine months period ending October 31, 2020**

	Current Month			Year to Date			12 Month Running	
	Budget	2019	2020	Budget	2019	2020	2019	2020
<b>Total Enplanements</b>	135,144 -73.9%	136,558	35,274 -74.2%	1,266,964	1,283,495	461,485 -64.0%	1,519,616	696,959 -54.1%
<b>Operations</b>								
<i>Passenger</i>	2,729	2,984	1,472	29,638	30,778	16,802	37,190	22,470
<i>Cargo</i>	571	328	308	4,484	3,118	2,542	3,816	3,174
<i>Charter, Corporate &amp; Divers</i>	365	337	197	3,230	3,218	1,831	3,688	2,358
<i>General Aviation</i>	1,261	1,441	1,311	11,891	11,924	12,105	13,670	14,044
<i>Military</i>	245	219	262	2,536	2,563	3,079	3,007	3,460
<b>Total Operations</b>	5,171 -31.4%	5,309	3,550 -33.1%	51,778	51,601	36,359 -29.5%	61,371	45,506 -25.9%
<b>Landed Weight (000)</b>	146,642	145,175	61,880	1,418,445	1,408,903	789,609	1,669,699	1,048,505
<b>Cargo/Mail &amp; Express</b>	1,640.8 21.6%	1,817.8	1,995.8 9.8%	15,524.1	15,837.8	17,445.3 10.1%	19,203.5	21,616.3 12.6%
<b>Jet A Gallons</b>	122,838 -26.8%	108,828	89,867 -17.4%	1,049,461	1,043,678	721,883 -30.8%	1,206,027	895,285 -25.8%
<b>AvGas Gallons</b>	5,731 0.9%	6,149	5,782 -6.0%	55,687	57,852	54,506 -5.8%	64,173	62,647 -2.4%
<b>Deicing Consortium</b>	4,088	2,650	4,321	66,640	49,062	41,223	81,594	79,510
<b>Deicing sprayed/retail</b>	845	321	2,325	36,388	57,707	43,193	86,106	84,941
Parking Revenue	\$ 1,442,646	\$ 1,459,810	\$ 248,750	13,682,246	\$ 13,672,557	\$ 5,059,687	\$ 16,102,036	\$ 7,636,951
Revenue per enplanement	\$ 10.69	\$ 10.69	\$ 7.05	\$ 10.65	\$ 10.65	\$ 10.96	\$ 10.60	\$ 10.96
Transactions		54,342	14,253		540,180	218,807	645,889	321,294
Average transaction	\$ 26.86	\$ 26.86	\$ 17.45	\$ 25.31	\$ 25.31	\$ 23.12	\$ 24.93	\$ 23.77
<b>Concession Sales</b>								
Rental Cars		\$ 5,631,383	\$ 2,451,348		\$ 46,919,658	\$ 18,431,457	\$ 53,648,325	\$ 25,477,604
Revenue per enplanement		\$ 41.24	\$ 69.49		\$ 36.56	\$ 39.94	\$ 35.30	\$ 36.56
Food and Beverage		\$ 849,109	\$ 162,926		\$ 8,032,490	\$ 2,825,073	\$ 9,537,643	\$ 4,436,519
Revenue per enplanement		\$ 6.22	\$ 4.62		\$ 6.26	\$ 6.12	\$ 6.28	\$ 6.37
Retail		\$ 383,703	\$ 119,534		\$ 3,837,175	\$ 1,451,547	\$ 4,446,083	\$ 2,072,515
Revenue per enplanement		\$ 2.81	\$ 3.39		\$ 2.99	\$ 3.15	\$ 2.93	\$ 2.97



### SCHEDULED AIRLINE PASSENGER SERVICE

Monthly Scheduled Flights are as follows:

	Airlines	Destination Airports	Non-Stop Destination Cities <sup>(1)</sup>	Non-Stop Scheduled Flights	Average Flights per Day	Mo. Seats Available	Mo. Landed Weight (lbs.)
Jan2020	7	17	13	1,391	44.9	141,803	147,829,062
Feb20	7	16	12	1,374	47.4	141,833	147,219,632
Mar20	7	18	14	1,549	50.0	161,752	162,630,904
Apr20	7	17	13	891	30.0	103,200	102,522,032
May20	7	12	10	418	13.5	45,913	45,124,706
Jun20	7	15	12	556	18.5	65,955	65,335,083
Jul20	7	16	13	779	25.1	82,887	87,150,492
Aug20	7	17	13	937	30.2	103,399	106,554,438
Sep20	7	14	12	642	21.4	63,168	64,144,804
Oct20	7	16	13	740	23.9	67,992	68,410,190
Nov20	7	16	12	735	24.5	68,806	73,145,608
Dec20	7	16	12	693	22.4	64,017	67,995,130

<sup>(1)</sup> Five (5) cities may be served by two (2) airports; Chicago (ORD/MDW), Orlando (MCO/SFB), Tampa (TPA/PIE/PGD), and Washington DC (DCA/IAD).

Weekly schedule flight changes for the third week of the month:

			Week		Week		Year-To-Date (net)			
			#49		#53		Week #3		Week #53	
				+	(-)			+	(-)	
1	ATL	Atlanta, GA	13	-	( 6)	7	20	20	(33)	7
2	BWI	Baltimore, MD	25	-	( 2)	23	26	9	( 12)	23
3	MDW	Chicago-Midway	10	-	( 2)	8	12	12	( 16)	8
4	ORD	Chicago-O'Hare	13	2	-	15	40	16	( 41)	15
5	CLT	Charlotte, NC	16	3	-	19	19	10	( 10)	19
6	DEN	Denver, CO	6	-	( 4)	2	-	13	( 11)	2
7	DTW	Detroit, MI	19	-	-	19	25	7	(13)	19
8	FLL	Fort Lauderdale, FL	3	1	-	4	10	2	( 8)	4
9	RSW	Fort Myers, FL	-	-	-	-	4	-	( 4)	-
10	MYR	Myrtle Beach, SC	-	-	-	-	-	5	( 5)	-
11	EWR	Newark, NJ	17	-	-	17	31	18	(32)	17
12	MCO	Orlando, FL	13	2	-	15	27	20	(32)	15
13	SFB	Orlando/Sanford, FL	-	-	-	-	2	-	( 2)	-
14	PHL	Philadelphia, PA	13	4	-	17	30	19	(32)	17
15	PGD	Punta Gorda, FL	3	-	( 1)	2	2	2	( 2)	2
16	TPA	Tampa, FL	4	-	( 2)	2	9	11	(18)	2
17	PIE	Tampa/St. Pete, FL	2	1	-	3	2	1	-	3
18	DCA	Washington DC-Reagan	6	-	-	6	33	5	(32)	6
19	IAD	Washington DC-Dulles	<u>10</u>	<u>3</u>	<u>-</u>	<u>13</u>	<u>21</u>	<u>10</u>	<u>(18)</u>	<u>13</u>
			<b>173</b>	<b>16</b>	<b>( 17)</b>	<b>172</b>	<b>313</b>	<b>180</b>	<b>(321)</b>	<b>172</b>

## **AGENDA ITEM NO. 5**

### **Project Development**



ALBANY COUNTY AIRPORT AUTHORITY  
ALBANY INTERNATIONAL AIRPORT  
ADMINISTRATION BUILDING  
SUITE 200  
ALBANY, NEW YORK 12211-1057

TEL: 518-242-2222  
ADMIN FAX: 518-242-2641  
FINANCE FAX: 518-242-2640  
SITE: [www.albanyairport.com](http://www.albanyairport.com)

## PROJECT STATUS REPORT

December 16, 2020

### I. AIRSIDE IMPROVEMENTS

#### A) Runway 10-28 and Taxiway C Edge Light Replacement (Contract No. 946-E)

DLC Electric has completed the installation of the new Runway 10-28 and Taxiway C edge lights. The project included directional drilling under several taxiways, installation of new wind cones along with the new LED edge lights and wiring. The new threshold lights were installed and tested. The contractor completed the punchlist items and is working with the Engineers on the closeout documents for the project.

#### B) Taxiway A Pavement Rehabilitation design (Contract S-1064)

McFarland Johnson were contracted as the design firm for this project the RFP selection committee. They have begun site survey work, soil borings and are producing FAA required documents. The final design will be completed in the Spring of 2021 and ready to be bid.

#### C) Replacement of Boarding Bridges A3, A5, B10, & C1 (Contract No. S-1039)

The Board approved the low bids for both 1039-GC and 1039-E to AERO Bridge at June's Board meeting. AERO Bridge is working with C & S Companies on submission and review of shop drawings and will be ordering the new bridges once the drawings are approved. AERO Bridge has a crew onsite taking measurements. The new bridges are currently scheduled to be erected in the Spring of 2021.

## **II. LANDSIDE IMPROVEMENTS**

### **A) Revenue Upgrades and PARCS System (Contract #990-GC)**

The existing parking revenue system was replaced with the PARCS system. Amano McGann is working with ATI Access Control to upgrade the new PARCS system software that includes LPR's (License Plate Readers) and EZ Pass Plus antennas, which are all in place and active. The Long Term, Short Term and North Garage entrances and exits are operating with the new equipment. Calibrating of the new equipment is continuing in the new garage.

### **B) Terminal Amenities (Contract No. S-991, GC &R)**

Contract 991-GC is for the new Terminal flooring (terrazzo tile and carpet), soffit lighting, new ceiling in Times Square and various wall finishes was awarded to VMJR Companies. ACAA continues to work with VMJR to close this project out. Contract 991-R for the removal of the existing skylight in A Concourse and replacement with a metal roof and photovoltaic panels mounted on top, was awarded to Kasselmann Electric. Kasselmann is continuing to work with Airport to close out the project.

### **C) ACAA Office Relocation**

The ACAA staff are relocating to the third floor of the Terminal. The area was cleared out and then the area was redesigned for office space. Construction of the office space is ongoing with ACAA staff being relocated to the space as areas are completed. All moving of equipment and furniture is being done by Airport personnel.

### **D) Air Traffic Control Tower (Contract 1013-SW, M, E & EL)**

The FAA has requested some upgrades to their facility. Sage Engineering is completed the design for the elevator replacement (1013-EL) and the project was bid. The FAA is still restricting access to their facility due to the COVID-19, so the project was not awarded since no contractors are being allowed into the facility. The project will be rebid when the facility is accessible again.

### **E) MDF (Main Distribution Frame) Room Fire Protection**

Condor Fire Sprinkler was the low bidder for this project and their contract was approved by the Board. The work includes the installation of a new dry fire protection system in the MDF room where all the Airport computer, telephone and security system are routed back to. This project will replace the existing sprinkler system that currently serves as fire protection, eliminating the possibility system failure due to sprinklers going off. Condor is currently submitting RFI's and shop drawings for review.

**F) New Terminal Concessions**

The Hudson Valley Wine Bar was closed on January 2, 2020. Construction work was progressing but was halted due to COVID-19. The vendor, HMS Host took delivery of the new equipment for the venue in May 2020. HMS has had their contractor resume work on the space which is being converted to the Beer Union on Dec. 7, 2020, which is going to feature craft beers. It will be advertised as part of the Taste New York campaign. HMS expects to have this venue ready to be opened by mid-January 2021.

**AGENDA ITEM NO. 6**

**Counsel**



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**MEMO:** December 16, 2020

**TO:** Albany County Airport Authority Board Members

**FROM:** Christine C. Quinn, Esq., Authority Counsel

- COVID -19 Reponse

**AGENDA ITEM NO. 7**

**Concessions/Ambassador Program**





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**December 16, 2020**

**Marketing, Concessions & Ambassador Program**

Minority Percentages in the Concession's Workforce

Date	HMS Host	OHM	Paradies	Dunkin Donuts
Nov 2019	29/61=47.5%	37/45=82%	15/22=68%	8/12=66.6%
Dec 2019	27/69=39%	64/75=85.3%	15/22=68%	5/11=45.45%
Jan 2020	26/67=38.8%	60/70=86%	15/22=68%	5/11=45.45%
Feb 2020	26/60=43.3%	50/63=79.3%	13/25= 52%	5/11=45.45%
Mar 2020	0/4=0%	2/4=50%	2/10=20%	3/5=60%
April 2020	0/1=0%	0	1/8=12.5%	3/5=60%
May 2020	0/1=0%	0	2/9=22%	4/6=66.6%
June 2020	0/6=0%	17/21=81%	2/9=22%	4/6=66.6%
July 2020	0/6=0%	15/17=88%	2/9=22%	3/5=60%
Aug 2020	0/6=0%	15/17=88%	3/10=30%	3/6=50%
Sept 2020	0/6=0%	9/11=82%	5/11=45%	3/6=50%
Oct 2020	1/6=17%	10/12=83%	5/10=50%	3/6=50%
Nov 2020	1/6=17%	14/16= 88%	6/12=50%	3/5=60%
Dec 2020				

**Concessions**

**HMSHost**

- Adirondack Lodge – closed
- Silks of Saratoga – opened on Friday June 26, 2020 (10:00 a.m. – 6:00 p.m.)
- Starbucks – planned reopening on Monday, December 14, 2020
- The Local – closed
- Burger King - closed
- Hudson Valley Beer Union – remodel project has started again. Planned finish in January.
- Dunkin Donuts – Open, hours of operation – 4:00 a.m. – 6:00 p.m.

**OHM**

- Empire Deli – closed
- Wolfgang Puck Pizza - closed
- Chick fil A – opened on Monday June 22, 2020  
 (5:00 a.m. – 5:00 p.m.) Monday - Saturday

**Paradies**

Gift/News on A – intermittent hours through last departure on A

Gift News on B – intermittent hours through last departure on B

Gift/News on C – open 4:30 am through to the last departure on C

**Ambassador Program**

**Tours 2020**

Jan - 0	Feb - 7	Mar - 0	Apr - 0	May - 0	June - 0	<b>YTD - 7</b>
July - 0	Aug - 0	Sept - 0	Oct - 0	Nov - 0	Dec -	

**Hours 2020**

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	<b>YTD - 4613</b>
1215	1174	491	0	6.5	235	263	267	308.5	357	296		

**Guest Served 2020**

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	<b>YTD - 30,919</b>
11,337	13,200	1814	0	0	694	685	606	854	1123	606		

**Canine 2020**

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	<b>YTD - 14,336</b>
6563	7714	59	0	0	0	0	0	0	0	0	0	

**Business Center 2020**

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	<b>YTD - 606</b>
139	175	60	0	0	28	36	38	33	54	43		

## **AGENDA ITEM NO. 8**

**Public Affairs**



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## Public Affairs Report December 2020

### Media

Local media initiated a number of stories relative to the presence of the NY National Guard at the Airport. The Guard is operating in cooperation with the NYS Department of Health and is assisting our travelers complete required COVID testing and quarantine forms.

The dramatic increase in on-line shopping has resulted in UPS quadrupling cargo shipments through the cargo facility. UPS normally has one scheduled flight....they now have four daily flights through the holidays. The Times Union covered the story



On Sunday, December 6, SUNY and the Airport Authority announced the Authority would begin testing Airport employees for the corona virus. The event drew local newspapers, TV and radio coverage. The story continues to spread and has been aired in Syracuse, Watertown and the Burlington print and broadcast markets.



### **MEDIA**

The local media have been kept up-to-date on Airport actions during the pandemic via news releases, advisories, personal and phone interviews.

## **AGENDA ITEM NO. 9**

### **Economic Development**



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**MEMO:** December 16, 2020

**TO:** Albany County Airport Authority Board Members

**FROM:** Matthew J. Cannon, Director of Development & Government Affairs

- Branding & Website Design Services
- Government Affairs

**AGENDA ITEM NO. 10**

**Authorization of Contracts/Leases/Contract  
Negotiations/Contract Amendments**

**AGENDA ITEM NO. 10.1**

**Approval of expenditure in the amount of \$750,526 and approximately \$65,000 for insurance policy premiums and insurance broker services, respectively (\$815,526 total).**



AGENDA ITEM NO: 10.1  
MEETING DATE: December 16, 2020

**ALBANY COUNTY AIRPORT AUTHORITY  
REQUEST FOR AUTHORIZATION**

**DEPARTMENT: *Finance***

**Contact Person: Michael F. Zonsius, CPA  
Chief Financial Officer**

**PURPOSE OF REQUEST:**

*Approval of expenditure in the amount of \$750,526 and approximately \$65,000 for insurance policy premiums and insurance broker services, respectively (\$815,526 total).*

**BACKUP MATERIALS:**

- *Please refer to Insurance Memo Attached.*
- *Exhibit A - Schedule of ACAA Insurances*
- *Exhibit B - Underwriter insurances proposed*
- *Exhibit C - Insurance Premium Quotes*

**JUSTIFICATION:**

*Insurance policies are renewed on an annual basis. Although not necessarily shopped to insurance underwriters on an annual basis, underwriters were invited by the insurance broker, Risk Strategies, to provide updated quotes for next year's renewal period.*

**CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:**

*Recommend approval of \$815,526 for insurance premiums and insurance brokerage services.*



ALBANY COUNTY AIRPORT AUTHORITY  
 ALBANY INTERNATIONAL AIRPORT  
 ADMINISTRATION BUILDING  
 SUITE 200  
 ALBANY, NEW YORK 12211-1057

TEL: 518-242-2222  
 ADMIN FAX: 518-242-2641  
 FINANCE FAX: 518-242-2640  
 SITE: www.albanyairport.com

**TO:** ACAA Board Members  
**FROM:** Michael F. Zonsius, CFO  
**Date:** December 16, 2020  
**RE:** Approval of Insurance Premiums for the Year 2021

Due to the magnitude of the cost for the annual risk management program, this year the program is brought before the Board for its review and approval.

To safeguard and protect the assets of the Albany International Airport, the risk management program transfers the probability of financial loss due to an unfortunate event(s) to a third party via the procurement of the insurance policies provided in Exhibit A. This year the ACAA insurance broker, Risk Strategies (RS), shopped underwriters for all insurance lines (with an expiry of December 31, 2020) as shown on Exhibit B, and the results of which are shown on Exhibit C.

Staff has reviewed the options and favors the insurance package in the amount of \$815,526. This package has two notable differences from the insurance package currently in place.

1. The Excess Aviation Liability underwriter, Lloyds of London, is replaced with Starr Excess; and,
2. The Property Loss Limit is being increased from \$125,000,000 to \$250,000,000 with the same deductible level.

Further, in addition to the approval of the insurance policies and respective premiums, the \$65,000 cost for the insurance broker, Risk Strategies, is also recommended for approval. Unlike previous years, RS was requested to quote its services based on a fixed cost fee and not a commission basis (percentage of premium). Previous years cost for insurance brokerage services are as follows:

Year	Commission (% of premium)	Fixed Fee	Total
2017	\$51,070.49	\$30,000.00	\$ 81,070.49
2018	70,056.54	30,000.00	100,056.54
2019	56,724.54	30,000.00	86,724.54
2020	73,761.19	30,000.00	103,761.19
2021	1,615.95	65,000.00	66,615.95

Without qualification, Staff recommends approval of the \$815,526 insurance package.

## EXHIBIT A

**ALBANY COUNTY AIRPORT AUTHORITY**

**Insurance Summary 2020-2021**

**(Does not include any applicable taxes and fees)**

Policy	Insurance Carrier	Policy Number	Policy Term	2021-2021 Premium	Deductible	Insurance Limits
Aviation Liability	ACE/Chubb	TBA	12/31/20 - 12/31/21	\$168,817	\$10,000	\$100MM
Excess Aviation Liability	Starr	TBA	12/31/20 - 12/31/21	\$55,000	\$0	\$200MM
Property Incl. Business Income	Chubb	35844929	12/31/20 - 12/31/21	\$332,159	\$25,000	\$367MM
Auto - subject to audit	Chubb	73215667	12/31/20 - 12/31/21	\$73,042	\$0	\$5MM
Workers Compensation	Chubb	71633590	12/31/20 - 12/31/21	\$5,903	N/A	Statutory
Public Officials	Chubb	TBA	12/31/20 - 12/31/21	\$33,726	\$50,000	\$7.5MM
Crime	Travelers	106409385	12/31/20 - 12/31/21	\$6,868	\$50,000	\$5MM
Tank Farm Property	Markel	TBA	12/31/20 - 12/31/21	\$38,761	\$50,000	Per Tank Statement of Values
Violent & Malicious Acts	Lloyd's	TBA	12/31/20 - 12/31/21	\$15,390	\$0	\$1MM Liability; \$366MM Property
Pollution	Beazley	V1D70A190201	12/31/19 - 12/31/22	\$106,050	\$100,000	\$10MM
Cyber Liability	Chubb	D95304448	7/17/20 - 12/31/21	\$21,303	\$25,000	\$1MM
Fiduciary Liability	Philadelphia Ins	PHSD1559288	9/1/20 - 9/1/21	\$1,690	\$10,000	\$2MM
Builders Risk - Various Projects	Chubb	TBA	12/7/20 - 12/31/21	\$20,860	\$25,000	\$3MM

**EXHIBIT B**

**Albany County Airport Authority  
2021 Renewal Quotes & Marketing**

Coverage Types	Aviation Liability	Excess Aviation Liab.	Property	Auto	Workers Compensation	Public Officials	Crime	Tank Farm Property	Violent & Malicious Acts
<b>Markets:</b>									
<b>Incumbent Carriers</b>	Net premium: ACE \$165,304 + Terrorism \$2,810 + War \$703; Includes \$1MM EBL w/ \$500 deductible for no addtl prem	Net premium: Lloyds \$47,333 + Ext Cov incl War \$9,466 + Terrorism \$9,466 + Surplus Lines Tax \$2,385.54 + Stamping Fee \$112.65	Net premium: Chubb \$125MM limit, \$25k ded = \$281,700; \$125MM limit, \$50k ded = \$270,432; \$250MM limit, \$25k ded = \$322,090; \$250MM limit, \$50k ded = \$308,998; SOV* limit, \$25k ded = \$332,159 SOV* limit, \$50k ded = \$312,306 (*Bldg & Pers Prop \$346MM; Bus Income \$21MM)	Net premium: Chubb \$73,042	Net premium: Chubb \$5,903	Net premium: Chubb \$33,726 w/ Defense Inside Limits; \$44,247 w/ Defense Outside Limits	Net premium: Travelers \$6,868	Net premium: Market \$37,172 + Terrorism \$1,589 + Broker Fee \$250	Hiscox \$15,390 + Tax/Fees for \$1MM (quote reflects 11.5% commission); \$50k+ for \$2MM per last year's quotes
<b>FM Global</b>	Would require onsite inspection (4-5 hours); unable to perform due to COVID restrictions								
<b>Global Aerospace</b>	Premium would not be competitive with ACE on Aviation primary liability								
<b>AIG</b>	Reinsurance cost to AIG was too exorbitant to offer competitive terms								
<b>STARR</b>	Not competitive	Quote \$55,000	Not competitive	Quote \$202,793 incl GKLL	Quote \$6,919	Not a market	Not a market	Not a market	Not a market
<b>Cincinnati</b>	Not a market for any lines of coverage								
<b>CNA</b>	Not a market	Not a market	Quotes - (Full Blanket Property Limits - no cap) \$25k ded for \$300k; \$50k ded for \$280k; \$100k ded for \$250k; PLUS add Inland Marine separate quote \$43,649	Not a market	Not a market	Not a market	Not a market	Not a market	Not a market
<b>Hanover</b>	Not a market for any lines of coverage								
<b>Hartford/Navigator</b>	Not a market	Not a market	Property, Auto & WC not competitive						
<b>Everest</b>	Would only consider Property in their Excess & Surplus Division								
<b>Liberty Mutual</b>	Not a market	Not a market	Submitted - did not quote	Not a market	Not a market	Not a market	Not a market	Not a market	Not a market
<b>AXA-XL</b>	Not a market	Not a market	Submitted - did not quote	Not a market	Not a market	Not a market	Not a market	Not a market	Not a market
<b>Zurich</b>	Not a market	Not a market	Quote \$245,250 for \$250MM with \$100k (need to add \$44k for separate Inland Marine)	Not a market	Not a market	Not a market	Not a market	Not a market	Not a market
<b>Travelers</b>	Would require onsite inspection (4-5 hours); unable to perform due to COVID restrictions								

EXHIBIT C

ALBANY COUNTY AIRPORT AUTHORITY  
 December 31st Renewal Premium Comparison & Other Renewals  
 2019-2020 and 2020-2021

(Does not include any applicable taxes and fees)

Policy	2019-2020	2020-2021	2020-2021	2020-2021	2020-2021
	Annualized Expiring Premium	Premium - Incumbent carriers	Premium - Incumbents & Starr Excess	Premium - Starr Excess & Starr Auto; C N A Property	Premium - Starr Excess & Starr Auto; Zurich Property
Aviation Liability	\$ 187,910	\$ 168,817	\$ 168,817	\$ 168,817	\$ 168,817
Excess Aviation Liability	63,337	66,265	55,000	55,000	55,000
Property-full limit except Zurich's	328,421	332,159	332,159	343,649	289,250
Auto - subject to audit	77,223	73,042	73,042	202,793	202,793
Workers Compensation	8,732	5,903	5,903	5,903	5,903
Public Officials	39,615	33,726	33,726	33,726	33,726
Crime	6,604	6,868	6,868	6,868	6,868
Tank Farm Property	38,242	38,761	38,761	38,761	38,761
Violent & Malicious Acts	13,500	15,390	15,390	15,390	15,390
Builders Risk	18,723	20,860	20,860	20,860	20,860
Pollution 12/31/19 - 12/31/22	-	-	-	-	-
Cyber Liability 7/17/20 - 12/31/21	-	-	-	-	-
Fiduciary Liability 9/1/20 - 9/1/21	-	-	-	-	-
	782,307	761,791	750,526	891,767	837,368
Insurance Broker	103,761	65,000	65,000	65,000	65,000
<b>Total</b>	<b>\$ 886,068</b>	<b>\$ 826,791</b>	<b>\$ 815,526</b>	<b>\$ 956,767</b>	<b>\$ 902,368</b>

**AGENDA ITEM NO. 10.2**

**Concessions Contract Amendments: HMS Host  
(Contract No. 566-CON-FB), OHM (Contract  
No. 910-CON-FB), Paradies  
(Contract No. 822-CON-RNG)**

AGENDA ITEM NO: 10.2  
MEETING DATE: December 16, 2020

ALBANY COUNTY AIRPORT AUTHORITY  
REQUEST FOR AUTHORIZATION

**DEPARTMENT:**

Contact Person: *Ray Casey/Helen Chadderdon*

**PURPOSE OF REQUEST:**

*Concessions Contract Amendments: HMS Host (Contract No. 566-CON-FB), OHM (Contract No. 910-CON-FB), Paradies (Contract No. 822-CON-RNG)*

**FISCAL IMPACT - FUNDING** (Dollars or Percentages)

Federal 0%    State 0%    Airport 100%  
Funding Source: Airport Operating Budget  
Grant No.: \_\_\_ NA \_\_\_; STATE PIN: \_\_\_NA\_\_\_

**JUSTIFICATION:**

*The significant impact of the Covid 19 virus on the air traffic at the Albany International Airport since mid-March, 2020 is indisputable. Among the most directly impacted are the Terminal concessionaires which serve the flying public. The three principal concessionaires are Paradies, HMS Host, and OHM. Through their contracts, all food, beverage and ancillary goods (water, newspapers, packaged snacks, etc) are sold. Each of these firms were selected in competitive solicitations and because of required capital investment have long term contracts with the ACAA.*

*Under the existing contracts, each firm pays a Minimum Annual Guarantee (MAG)---a rent like payment that is paid monthly, based upon assumptions of annual sales. When sales exceed the assumed annual sales, the airport is reimbursed a percentage of the excess sales; the percentages are determined as part of the competitive process and vary by concessionaire and often by venue or product.*

*Because of the severe drop in their business, each of the concessionaires have closed some of their venues and we have authorized reduced hours of operation for others. Nevertheless, even without factoring in the cost of labor or supplies, none of the three firms are experiencing enough sales to meet their minimum MAG payments to ACAA.*

***Recommendations for contract amendments:***

*Given the losses suffered to date and the uncertainty of future sales in the near to mid term, it is the recommendation of staff to modify each of the contracts through December 31, 2021 by substituting the percentage of sales language for the monthly MAG payments and in the case of Paradies implementing a 50% of MAG payment for all of 2021. In addition, to help make up for the loss of revenue over the Covid impact time---and to assure continuation of service to our flying public and employees, we recommend that we be authorized to offer 5 year extensions to each concession contract.*

AGENDA ITEM NO: 10.2  
MEETING DATE: December 16, 2020

**CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:**

*Recommend approval.*

**FINAL AGREEMENT SUBJECT TO APPROVAL BY COUNSEL:** YES ✓ NA         

**BACK-UP MATERIAL:**

*None*



**AGENDA ITEM NO. 10.3**

**Contract with SUNY Upstate Medical University  
and Quadrant Biosciences**

AGENDA ITEM NO: 10.3  
MEETING DATE: December 16, 2020

ALBANY COUNTY AIRPORT AUTHORITY  
REQUEST FOR AUTHORIZATION

**DEPARTMENT:**

Contact Person: *Christine C. Quinn, Authority Counsel*

**PURPOSE OF REQUEST:**

*Contract with SUNY Upstate Medical University and Quadrant Biosciences*

**CONTRACT AMOUNT:**

Base Amount: *Not to Exceed \$100,000.00*

**BUDGET INFORMATION:**

Anticipated in Current ALB Capital Plan: Yes\_\_\_ No ✓ NA

**AWARD CONDITIONS MET:**

Apprenticeship N/A DBE N/A MWBE N/A

Service Disabled Veteran Owned Business (SDVOB) N/A

**FISCAL IMPACT - FUNDING (Dollars or Percentages)**

Federal 0% State 0% Airport 100% NA \_\_\_\_\_

**JUSTIFICATION:**

*Authorization is requested to enter into a contract with SUNY Upstate Medical University and Quadrant Biosciences for the provision of COVID-19 testing services. Onsite testing will provide a safe and convenient means for ALB employees to test periodically, voluntarily and be provided at no cost to the employee. Additionally testing kits will be available in an inexpensive and convenient means for departing or arriving passengers.*

**CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:**

*Recommend approval.*

**FINAL AGREEMENT SUBJECT TO APPROVAL BY COUNSEL: YES ✓ NA \_\_\_**

**PROCUREMENT DEPARTMENT APPROVAL:**

*Procurement complies with Authority Procurement Guidelines and Chief Financial Officer has approved. YES ✓ NO*

AGENDA ITEM NO: 10.3  
MEETING DATE: December 16, 2020

**BACK-UP MATERIAL:**

*Quadrant Biosciences COVID-19 Testing Proposal*



**Albany International Airport  
COVID-19 Testing Proposal  
December 3, 2020**

The Albany International Airport (ALB) serves the Capital Region of New York State, Tech Valley, Northeastern New York and Western New England including a population of 5.6 million within a 100 mile radius. In 2019, ALB was the fourth busiest commercial airport in New York State with an average of 180 daily commercial arrivals and departures. Pre COVID-19, approximately 4,000 passengers disembarked at ALB; currently, that number is about 1,000.

In addition to significant measures already implemented to protect employee and traveler safety, ALB Executive Management would like to offer non-invasive and convenient SARS-CoV-2 testing for employees and travelers on airport premises.

ALB on-site testing is intended to:

- Provide an inexpensive and convenient means for pre-flight or post-flight travelers to test for SARS-CoV-2 infections.
- Limit possible virus spread to New York State residents by asymptomatic or pre-symptomatic travelers entering the State; and
- Provide a safe and convenient means for ALB employees to periodically test for SARS-CoV-2 infections to better ensure their own safety, the safety of their families, safety of their co-workers, and safety of passengers.

**Testing Criteria**

In their review of possible test and laboratory alternatives, we suggest ALB Executive Management consider the following criteria and recommendations:

- Emergency Use Authorization (EUA) by the FDA (required);
- Sensitivity of the test as characterized by the “Limit of Detection” using the FDA Reference Panel (less than or equal to 1,000 copies of the virus per mL
- Timeliness of test reporting (24-48 hours);
- Experienced laboratory/SARS-CoV-2 testing at scale (5,000+ patients tested per day); and
- Cost efficiency.

**Proposal**

SUNY Upstate Medical University (SUNY Upstate) and Quadrant Biosciences are pleased to offer ALB testing services using the Clarifi COVID-19 Test Kit. The Clarifi COVID-19 Test Kit is a non-invasive saliva test for SARS-CoV-2 which is intended for use by CLIA high-complexity laboratories.

The Clarifi COVID-19 Test Kit was authorized for use by the FDA on September 22, 2020 (see: <https://www.quadrantbiosciences.com/wp-content/uploads/2020/09/EUA202168-Quadrant-Biosciences-Letter-of-Authroization-09-22-2020-FINAL.pdf> ). Using the FDA Reference Panel, this test



demonstrated a Limit of Detection (LOD) of as few as 600 copies of the SARS-CoV-2 virus per mL; this LOD places the Clarifi COVID-19 Test Kit among the most sensitive tests available for sale in the United States (see Table 2C: <https://www.fda.gov/medical-devices/coronavirus-covid-19-and-medical-devices/sars-cov-2-reference-panel-comparative-data> ). This ensures that newly infected people with initial low levels of virus who would be missed by most other tests, will be detected using the Clarifi COVID-19 Test.

Since mid-August, SUNY Upstate has tested nearly 500,000 individuals and has recently demonstrated capacity to test over 20,000 people a day; the pooled-saliva methods employed by the laboratory at SUNY Upstate create significant efficiencies relative to cost, time, labor and materials.

We proposed the following pricing and performance standards for ALB:

Test to be offered:	Clarifi COVID-19 Test using pooled-saliva testing and reflex testing as needed.
Price per test:	\$30/person for pooled-saliva testing.
Reflex testing cost:	\$85/reflex test (billed to ALB only if individual's insurance does not reimburse SUNY Upstate).
Results Timing:	Estimated: 24 hours from time of delivery at SUNY Upstate for pooled-saliva test results; 48 hours for reflex testing results.
Testing Start Date:	December 11, 2020 for ALB employees and December 18 (tentative – to be confirmed) for travelers; testing to be provided on a 6 month trial basis.

Included in this proposal are:

- A custom mobile-device registration application to allow individuals the ability to quickly register for testing and provide important information which may be needed by state or local health departments or for insurance reimbursement purposes.
- Bar-code scanners (provided at cost) for use with on-site, ALB-provided computers (to scan specimen barcodes and link specimens to patient data); and
- An on-site procedural manual which outlines “best-practices” for the safe and efficient collection of saliva samples in a high-throughput testing environment.

This proposal further anticipates the following:

- ALB will provide on-site personnel for testing, PPE for those individuals, and equipment/materials specific to the venue (desks, etc.).
- ALB will deliver specimens to SUNY Upstate on a regular basis for clinical testing; alternatively, transportation of samples can be arranged by Quadrant Biosciences (costs not to exceed \$250 per delivery).

**AGENDA ITEM NO. 10.4**

**Amendment of the Signatory Airline Use and  
Lease Agreement (Agreement**

AGENDA ITEM NO: 10.4  
MEETING DATE: December 16, 2020

ALBANY COUNTY AIRPORT AUTHORITY  
REQUEST FOR AUTHORIZATION

**DEPARTMENT:**

Contact Person: *Christine C. Quinn, Authority Counsel*

**PURPOSE OF REQUEST:**

*Amendment of the Signatory Airline Use and Lease Agreement (Agreement)*

**CONTRACT AMOUNT:**

Base Amount:

**BUDGET INFORMATION:**

Anticipated in Current ALB Capital Plan: Yes\_\_\_ No\_\_\_ NA ✓

**AWARD CONDITIONS MET:**

*Apprenticeship N/A DBE N/A MWBE N/A*

*Service Disabled Veteran Owned Business (SDVOB) N/A*

**FISCAL IMPACT - FUNDING (Dollars or Percentages)**

Federal 0% State 0% Airport 100% NA \_\_\_

**JUSTIFICATION:**

*The current pandemic has had an unprecedented impact on the aviation industry. As we prepared to renew the Agreement with our signatory airlines, it became clear that the parties needed to renegotiate the terms of the renewal under Article 3.*

*The current Agreement provides for a single five (5) year renewal term commencing on January 1, 2021. Authorization is requested to amend that Agreement to allow for three (3) additional one (1) year terms and a final renewal term of two (2) years.*

**CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:**

*Recommend approval.*

**FINAL AGREEMENT SUBJECT TO APPROVAL BY COUNSEL: YES ✓ NA \_\_\_**

**PROCUREMENT DEPARTMENT APPROVAL:**

*Procurement complies with Authority Procurement Guidelines and Chief Financial Officer has approved. YES ✓ NO \_\_\_*

**AGENDA ITEM NO: 10.4**  
**MEETING DATE: December 16, 2020**

**BACK-UP MATERIAL:**

*None*



**AGENDA ITEM NO. 11**

**Authorization of Change Orders**

**AGENDA ITEM NO. 12**

**Authorization of Federal and State Grants**

**AGENDA ITEM NO. 13**

**Informational Only**

**Visual Arts Programs at Airports - ACRP  
Synthesis Published**

AGENDA ITEM NO: 13  
MEETING DATE: December 16, 2020

ALBANY COUNTY AIRPORT AUTHORITY  
INFORMATIONAL ONLY

**DEPARTMENT:**

Contact Person: *Philip F. Calderone, Esq.*  
*Chief Executive Officer*

**PURPOSE OF REQUEST:**

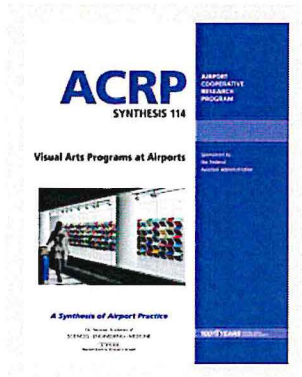
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**BACK-UP MATERIAL:**

*Visual Arts Programs at Airports - ACRP Synthesis Published*

This PDF is available at <http://nap.edu/26002>

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## Visual Arts Programs at Airports (2020)

### DETAILS

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50 pages | 8.5 x 11 | PAPERBACK

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### CONTRIBUTORS

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Timothy R. Karaskiewicz, Midwest Airport Consultants; Airport Cooperative Research Program; Transportation Research Board; National Academies of Sciences, Engineering, and Medicine

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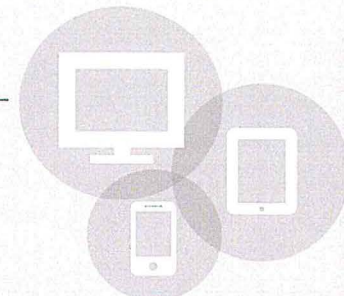
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AIRPORT COOPERATIVE RESEARCH PROGRAM

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**ACRP SYNTHESIS 114**

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**Visual Arts Programs at Airports**

***A Synthesis of Airport Practice***

**Timothy R. Karaskiewicz**  
MIDWEST AIRPORT CONSULTANTS  
Glendale, WI

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TRANSPORTATION RESEARCH BOARD

2020

## AIRPORT COOPERATIVE RESEARCH PROGRAM

Airports are vital national resources. They serve a key role in transportation of people and goods and in regional, national, and international commerce. They are where the nation's aviation system connects with other modes of transportation and where federal responsibility for managing and regulating air traffic operations intersects with the role of state and local governments that own and operate most airports. Research is necessary to solve common operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the airport industry. The Airport Cooperative Research Program (ACRP) serves as one of the principal means by which the airport industry can develop innovative near-term solutions to meet demands placed on it.

The need for ACRP was identified in *TRB Special Report 272: Airport Research Needs: Cooperative Solutions* in 2003, based on a study sponsored by the Federal Aviation Administration (FAA). ACRP carries out applied research on problems that are shared by airport operating agencies and not being adequately addressed by existing federal research programs. ACRP is modeled after the successful National Cooperative Highway Research Program (NCHRP) and Transit Cooperative Research Program (TCRP). ACRP undertakes research and other technical activities in various airport subject areas, including design, construction, legal, maintenance, operations, safety, policy, planning, human resources, and administration. ACRP provides a forum where airport operators can cooperatively address common operational problems.

ACRP was authorized in December 2003 as part of the Vision 100—Century of Aviation Reauthorization Act. The primary participants in the ACRP are (1) an independent governing board, the ACRP Oversight Committee (AOC), appointed by the Secretary of the U.S. Department of Transportation with representation from airport operating agencies, other stakeholders, and relevant industry organizations such as the Airports Council International-North America (ACI-NA), the American Association of Airport Executives (AAAE), the National Association of State Aviation Officials (NASAO), Airlines for America (A4A), and the Airport Consultants Council (ACC) as vital links to the airport community; (2) TRB as program manager and secretariat for the governing board; and (3) the FAA as program sponsor. In October 2005, the FAA executed a contract with the National Academy of Sciences formally initiating the program.

ACRP benefits from the cooperation and participation of airport professionals, air carriers, shippers, state and local government officials, equipment and service suppliers, other airport users, and research organizations. Each of these participants has different interests and responsibilities, and each is an integral part of this cooperative research effort.

Research problem statements for ACRP are solicited periodically but may be submitted to TRB by anyone at any time. It is the responsibility of the AOC to formulate the research program by identifying the highest priority projects and defining funding levels and expected products.

Once selected, each ACRP project is assigned to an expert panel appointed by TRB. Panels include experienced practitioners and research specialists; heavy emphasis is placed on including airport professionals, the intended users of the research products. The panels prepare project statements (requests for proposals), select contractors, and provide technical guidance and counsel throughout the life of the project. The process for developing research problem statements and selecting research agencies has been used by TRB in managing cooperative research programs since 1962. As in other TRB activities, ACRP project panels serve voluntarily without compensation.

Primary emphasis is placed on disseminating ACRP results to the intended users of the research: airport operating agencies, service providers, and academic institutions. ACRP produces a series of research reports for use by airport operators, local agencies, the FAA, and other interested parties; industry associations may arrange for workshops, training aids, field visits, webinars, and other activities to ensure that results are implemented by airport industry practitioners.

## ACRP SYNTHESIS 114

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The report was reviewed by the technical panel and accepted for publication according to procedures established and overseen by the Transportation Research Board and approved by the National Academies of Sciences, Engineering, and Medicine.

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Lori L. Sundstrom, *Deputy Director, Cooperative Research Programs*  
Marci A. Greenberger, *Manager, Airport Cooperative Research Program*  
Gail R. Staba, *Senior Program Officer*  
Demisha Williams, *Senior Program Assistant*  
Eileen P. Delaney, *Director of Publications*  
Natalie Barnes, *Associate Director of Publications*

## **ACRP PROJECT 11-03 PANEL**

Joshua D. Abramson, *Tupelo Regional Airport, Tupelo, MS (Chair)*  
Debbie K. Alke, *Helena, MT*  
Gloria G. Bender, *TransSolutions, LLC, Fort Worth, TX*  
David A. Byers, *Quadrex Aviation LLC, Melbourne, FL*  
Traci Clark, *Allegheny County Airport Authority, West Mifflin, PA*  
David N. Edwards, Jr., *Greenville-Spartanburg Airport Commission, Greer, SC*  
Brenda L. Enos, *Burns & McDonnell, Newton, MA*  
Patrick Magnotta, *FAA Liaison*  
Liyang Gu, *Airports Council International-North America Liaison*  
Adam Williams, *Aircraft Owners & Pilots Association Liaison*  
Christine L. Gerencher, *TRB Liaison*

## **TOPIC S01-21 PANEL**

Sarah M. Cifarelli, *Los Angeles World Airports, Los Angeles, CA*  
Leah Douglas, *Philadelphia International Airport, Philadelphia, PA*  
Kathy Greenwood, *Albany International Airport, Albany, NY*  
Tommy Gregory, *Seattle Tacoma International Airport, Seattle, WA*  
Cory Hurless, *Austin-Bergstrom International Airport, Austin, TX*  
Gendry Sherer, *Miami International Airport, Miami, FL*  
Elizabeth Arritt, *American Association of Airport Executives Liaison*  
Thomas Cuddy, *FAA Liaison*  
Rebecca Kaczowski, *Smithsonian American Art Museum Liaison*  
Christine L. Gerencher, *TRB Liaison*

## **ABOUT THE ACRP SYNTHESIS PROGRAM**

Airport administrators, engineers, and researchers often face problems for which information already exists, either in documented form or as undocumented experience and practice. This information may be fragmented, scattered, and unevaluated. As a consequence, full knowledge of what has been learned about a problem may not be brought to bear on its solution. Costly research findings may go unused, valuable experience may be overlooked, and due consideration may not be given to recommended practices for solving or alleviating the problem.

There is information on nearly every subject of concern to the airport industry. Much of it derives from research or from the work of practitioners faced with problems in their day-to-day work. To provide a systematic means for assembling and evaluating such useful information and to make it available to the entire airport community, the Airport Cooperative Research Program authorized the Transportation Research Board to undertake a continuing project. This project, ACRP Project 11-03, "Synthesis of Information Related to Airport Practices," searches out and synthesizes useful knowledge from all available sources and prepares concise, documented reports on specific topics. Reports from this endeavor constitute an ACRP report series, Synthesis of Airport Practice.

This synthesis series reports on current knowledge and practice, in a compact format, without the detailed directions usually found in handbooks or design manuals. Each report in the series provides a compendium of the best knowledge available on those measures found to be the most successful in resolving specific problems.

## **FOREWORD**

By Gail R. Staba

Staff Officer

Transportation Research Board

This synthesis of airport practice is an initial compilation of practices that airport arts professionals use for understanding the operations, management, and benefits of temporary visual arts programs at their airports. Information described in this study was acquired through a literature review, survey, and interviews of 13 airport arts managers. Because not all of the arts managers at the studied airports administer exhibitions featuring the performing arts, those exhibitions are discussed to a lesser extent. Permanent art collections, museums, and art funded through percent for the art programs were not the subject of research for this paper and are, therefore, not included in this synthesis.

Perhaps the most significant common element among the studied rotating visual art exhibition programs is the number of benefits such programs yield in relation to their relatively modest program costs. Additional conclusions, including other common elements shared among arts programs, differences among programs, and benefits to travelers, can also be found in the report. Case examples from the studied airport arts programs are found in Appendix A, which is not published herein but can be found by going to [www.TRB.org](http://www.TRB.org) and searching for "ACRP Synthesis 114."

Timothy R. Karaskiewicz, Esq., of Midwest Airport Consultants, synthesized the information and wrote the report. The members of the topic panel are acknowledged on page iv. This synthesis is an immediately useful document that records the practices that were acceptable within the limitations of the knowledge available at the time of its preparation. As progress in research and practice continues, new knowledge will be added to that now at hand.

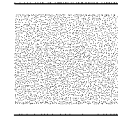
## **AUTHOR ACKNOWLEDGMENTS**

The author would like to thank the following airport arts managers for their assistance in providing information and documents for use in this synthesis and for their careful review of the findings and conclusions contained in this report.

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Chris Chalupsky, San Diego International Airport  
Wendy Given, Portland International Airport  
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The author would also like to thank the following for their review of the draft of this synthesis:

Rebecca Kaczkowski, Smithsonian American Art Museum  
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Note: Photographs, figures, and tables in this report may have been converted from color to grayscale for printing. The electronic version of the report (posted on the web at [www.trb.org](http://www.trb.org)) retains the color versions.



# Visual Arts Programs at Airports

Americans have an overwhelmingly positive opinion of the arts and, in particular, the presentation of the arts at airports. Even though the arts have been presented in airports for more than 40 years, there are few sources of information about the operation, management, and benefits of airport arts programs. This synthesis fills that gap in knowledge by providing a survey of temporary visual art exhibition programs at 13 domestic airports and by describing the current state of practice for those programs.

The airports selected for study as part of this synthesis represent a cross section of U.S. domestic airports. The studied airports are located in geographically diverse population centers of 16,000 to 18.7 million, with yearly passenger totals ranging from 85,000 to more than 87 million. They range from a rural general aviation airport to medium and large international hubs. Although the studied airports differ in size and passenger totals, their rotating art exhibition programs share a number of common characteristics and provide many of the same benefits.

Following a literature review, interviews were conducted with arts managers at each of the airports that were selected to serve as case examples for this synthesis. The information gathered from the interviews and from certain requested documents was then analyzed, reduced to the case examples found in Appendix A, and synthesized into the narrative that forms the body of this paper. Appendix A is integral to this compilation of practice and can be accessed online for color pictures of art exhibits at airports. Because not all the arts managers at the studied airports administer programs that feature the performing arts, those programs are discussed to a lesser extent. Permanent art collections, museums, and art funded through state percent for art programs were not the subject of research and are therefore not included in this synthesis of airport practice.

This synthesis identifies many common elements shared by the programs as well as some interesting, if subtle, differences. Perhaps the most significant common element among the studied rotating visual art exhibition programs is the number of benefits such programs yield in relation to their relatively modest program costs. For example, though it is generally accepted that rotating art exhibitions provide an aesthetic enhancement to airport facilities, a recent ACRP guidebook, *ACRP Report 157: Improving the Airport Customer Experience* (Boudreau et al., 2016), found that visual arts programs also provide the additional benefit of supporting passenger well-being by creating a more pleasing, calming environment that relieves passenger stress. That same report also concluded that the comfortable, relaxed atmosphere created by airport arts programs produces an environment that not only supports a favorable customer experience, but also increases concessions spending.

The customer experience is generally defined as the sum of passengers' attitudes and emotions associated with their interactions at an airport. Airport arts programs contribute

to a positive customer experience by developing a distinctive sense of place through rotating visual art exhibitions that present the culture of the geographical area in which the airport is located. This presentation of local culture generates goodwill for an airport among its stakeholders and its community—at a relatively low cost and without any apparent negative attributes.

The case examples in this synthesis also demonstrate that temporary arts programs at airports yield identifiable economic benefits. Not only does the positive environment created by such exhibitions encourage and predispose passengers to increase their spending at airport concessions, but commercial operators have also grown enthusiastic about arts programs—so much so that some concessionaires have voluntarily increased their support for airport arts programs, while others participate in events held by arts programs. Additionally, the payment of fees to artists supports the local arts community and related businesses such as art installers and exhibit preparators. One of the case example airports has even performed an economic impact study and estimates that the economic effect of its arts program on the regional economy exceeded \$20 million over a 4-year period.

Arts programs are also regarded as a valuable method for airports to connect with the communities of which they are members and to generate goodwill among those communities. Recent research, for example, demonstrates that art exhibitions at airports play a significant role in raising the image and recognition of the airport in the community, in passenger surveys, and to an even wider audience of potential passengers. Similarly, studies suggest that the economic benefits generated by airport arts programs extend far beyond the airport and reach the local community and regional economy.

Other common characteristics found among the studied programs include relatively low staffing, a low risk management profile, and a general consensus about program vision and mission statements. Although the studied arts programs differ in their operations and processes, all the programs were administered by at least one manager and most of them by an arts professional. According to recent hiring trends, airports tend to retain an arts professional to manage their arts programs and to staff those programs with other arts professionals.

Airport arts programs exist in a constantly changing environment. Yet most of the studied airports show a willingness to employ a consultative process for addressing the replacement of arts program exhibition space in an effort to make way for remodeling, construction, or the expansion of concessions. When arts program exhibition space is increased, most airports allocate additional resources to the arts program and, if necessary, additional staff. Nevertheless, though the sizes and budgets of the studied arts programs differed, the average cost of the programs was quite modest—\$0.02 cost per enplanement (CPE). Financial risks from theft or damage to artwork were also low. None of the studied arts programs reported significant or consistent losses stemming from rotating visual art exhibitions. In fact, such losses appear to be uncommon. Finally, the studied arts programs are generally directed at the same types of audiences and stakeholders, and their vision and mission statements are fairly consistent. The most frequently stated mission statements of airport arts programs are (a) to present a sense of local culture and arts, and to create a sense of place; (b) to reflect the vitality and creativity of an area's diverse population; and (c) to enhance the airport passenger experience.

Although this synthesis provides a significant amount of useful information about a topic that has received little attention, there remain gaps in knowledge about airport arts programs that would benefit from further research. Several airports, for example, have developed program master plans and other guidance documents that facilitate the management of arts



**Photo 1.** Zuber: *The Art of French Scenic Wallpaper*, temporary exhibit. SFO International Terminal, main hall. Photograph courtesy of San Francisco International Airport.

programs and the development of arts program goals. The majority of the studied airports, however, have not yet developed arts master plans. It would be helpful for arts program managers to understand the kinds of arts master plans that have been developed by other airports, their usefulness, their benefits, and how such guiding documents evolve as arts programs change. There are also the matters of marketing and measurement of passenger and viewer engagement with rotating art exhibitions at airports. Research for this synthesis found that the studied arts programs do not generally follow dedicated marketing plans. Nor do they conduct with any regularity the recommended passenger engagement surveys generally considered necessary to plan, manage, and assess the effectiveness of airport arts programs. Similarly, although there appears to be a trend toward airports paying market-based fees for artists and artwork of all kinds, the various forms and methods of fee payments deserve more detailed study—perhaps with a larger sample of airports in a survey format.

Finally, several arts managers who do not operate performing arts programs expressed interest in a guidebook that explores the various models for presenting and managing such programs and that describes the best practices for starting up and administering performing arts programming at airports. Such gaps in knowledge suggest that airports would benefit from the extended research and analysis that can be provided by a guidebook that addresses each of those subjects. Other synthesis projects may also be helpful. For example, airports in countries beyond the United States have well-developed arts programs [similar to the one developed by San Francisco International Airport (SFO), see Photo 1] that have received a substantial amount of industry commentary and attention. It would be helpful and highly informative to extend this synthesis to the overall experience in such airports; doing so would increase understanding among U.S. domestic airports and their arts program managers of how arts programs in countries outside the United States are managed, funded, and programmed.





## CHAPTER 1

# Introduction

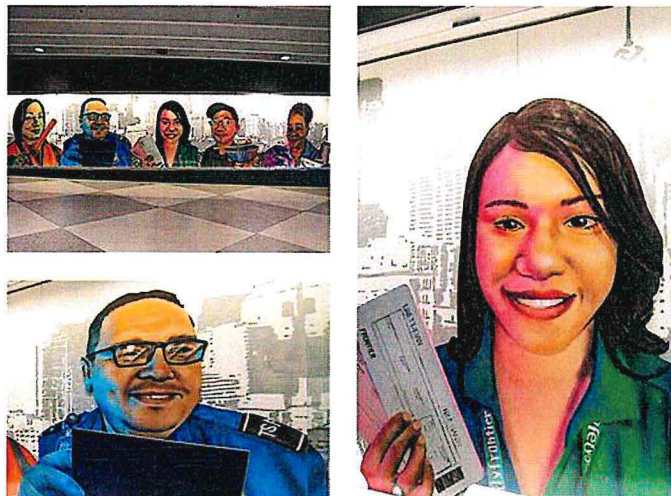
In 2018, Americans for the Arts, a national arts nonprofit, retained an independent polling organization to conduct a survey of 3,023 American adults about their views on various arts issues. More than 70% of those surveyed had positive feelings about the arts, their participation in the arts, and their interest in encountering the arts in nontraditional forums such as airports. Of those surveyed, 81% said the arts provide them with a positive experience (Americans for the Arts, 2018). When passengers were surveyed in an airport setting about encountering the arts in that environment, they had an even more positive reaction: indeed, 91% of respondents reported that art improved their airport experience, 85% would like to see more art in airports, 80% said that attending an arts performance improved their airport experience, and 75% said that art made using the airport less stressful (Bressi et al., 2019, p. 16). Beyond this overwhelmingly positive reaction to the exhibition of the arts in airports, it is now generally recognized that offering such programs yields many other benefits for airports, their passengers, and the communities in which airports are located.

Visual art exhibitions have been presented at domestic airports since at least the early 1980s. Nevertheless, there are few sources of information about airport arts programs that airport administrators and other interested persons may consult in an effort to understand issues related to the scope and operation of such programs, how they are developed and managed, their associated operating costs, and the kinds of written guidelines and other governance documents that may be useful for their operation.

The synthesis considers 13 domestic airport arts programs; Appendix A provides individual case examples for each program. The synthesis also documents the current state of practice of airport arts program management, lays out several criteria for comparing arts programs, and provides a basis for further research and analysis of such programs. The case examples provide a fair cross section of arts programs from airports of every size category (small, medium, large, and general aviation) and in every region of the United States. The studied airports represent population centers ranging from 16,000 to 18.7 million, with yearly passenger totals ranging from 85,000 to more than 87 million, and terminals with anywhere from zero to 132 gates (such as PHL depicted in Photo 2). This synthesis is directed at airports of all sizes that have an interest in developing arts programs or in improving the operation of existing programs, as well as their stakeholders, exhibiting artists, and other interested parties.

### **1.1 Overview of the Synthesis**

The synthesis is divided into three chapters and three appendices. Chapter 1 introduces the concept of airport rotating visual arts programs (such as the one shown in Photo 3) in Sections 1.2 and 1.3. Section 1.4 briefly identifies the benefits of airport arts programs.



**Photo 2. Evan Lovett, *Idle Hands, Landing Gear* (PHL). PHL Terminal E. Photograph courtesy of Philadelphia International Airport.**

Section 1.5 explains the research method that was followed for this synthesis, including information about the literature review and how the case example interviews were conducted. Subsection 1.5.2 introduces the airport arts programs used as case examples for this paper, and Subsection 1.5.3 explains the interview process that was used to gather information from the studied airports. (Appendix C reproduces the questions used for the arts manager case example interviews.)

Chapter 2 describes the state of practice of airport arts programs. Section 2.1 discusses airport arts program vision and mission statements and provides a ranking of the frequency with which such statements have been articulated by the studied programs. Table 2 and Figure 2 both show significant agreement and some divergence among the case example airports on the vision and mission of airport arts programs.

Section 2.2 describes the persons and entities that airports and their arts program managers consider to be their audience and program stakeholders. The section introduces the concept



**Photo 3. Michiko Yao, *Passing Rose*, installation view of digital photograph on vinyl. LAX Terminal 1. Photograph by Midwest Airport Consultants.**

of a primary and secondary audience—a concept articulated by the San Diego International Airport Arts Master Plan (SAN Arts Master Plan; Bressi et al., 2019) but widely held, either implicitly or explicitly, by other airport programs. Section 2.3 describes staffing at the studied arts programs and reveals a split among airports in the degree of autonomy exercised by the programs and their managers. Table 3 shows staffing levels at the studied airport arts programs.

Section 2.4 delves into the substance of the arts programming process and provides an overview of how airports stage exhibitions and fill their art spaces. (The case examples in Appendix A provide more detail about the arts programming process that is followed by each airport.) Section 2.5 explores arts program budgets: Table 6 shows the case example airports' overall arts program budgets, and Table 7 identifies the rates paid by each airport for visual art exhibits. Section 2.6 explains how airport arts programs measure the success of and viewer engagement with their programs against the standard of continuous evaluation recommended by several arts program master planning documents. Sections 2.7, 2.8, and 2.9 continue the discussion of topics related to the operation of arts programs with a focus on marketing efforts that support arts programs, risk management practices, and certain ethics requirements applicable to arts program staff.

Section 2.10 explains the benefits of airport arts programs from a number of perspectives: passenger well-being and engagement, airport terminal aesthetics, creation of a sense of place, generation of goodwill in the airport's favor, service to the airport community, and several direct and indirect economic benefits. This section also considers a recent economic analysis performed by San Diego International Airport as part of its master planning process. The section concludes with a discussion of how airport arts programs have become an amenity that passengers now expect at airports, noting that some U.S. domestic airports are using such programs to obtain a competitive advantage in the airport marketplace.

Chapter 3 concludes the synthesis by summarizing the previous sections of the paper, reflecting on certain themes discovered from the research, and identifying topics worthy of consideration for further research in the field.

The appendices are not printed in the report but can be found on the TRB website ([www.trb.org](http://www.trb.org)) by searching for “ACRP Synthesis 114.” Appendix A contains the case examples of the 13 airport arts programs studied for this synthesis and includes color pictures of art exhibits at airports. Appendix B contains the results of passenger arts surveys performed by Los Angeles International Airport and San Diego International Airport. Appendix C contains the questions used for the interviews conducted with arts program managers as part of the research for this synthesis. Appendix A is integral to this compilation of airport practice and provides more in-depth documentation of interviews with airport arts program professionals about their arts programs.

## 1.2 Types of Airport Arts Programs

Airports display several different kinds of visual art. Most airports purchase or commission visual artworks for display in terminals as part of their percent for art programs, which are generally required for capital improvement projects. Some airports, such as San Francisco International Airport, purchase and hold visual artworks as part of their own permanent collections, displaying them in an airport museum or other designated area. The airports studied for this synthesis obtain artworks and stage exhibitions of the visual or performing arts on a temporary or rotating basis. These exhibitions are staged in fixed areas, or they may move throughout the terminal and other passenger areas. The term “temporary rotating

art exhibition” as used in this synthesis means that the art on display is not intended to be a permanent fixture at the airport or added to the airport’s art collection. Instead, the art in such exhibitions is obtained from an artist or an exhibitor and is displayed for a specific period of time in a location defined by the airport arts program. The art is then returned to the artist or exhibitor.

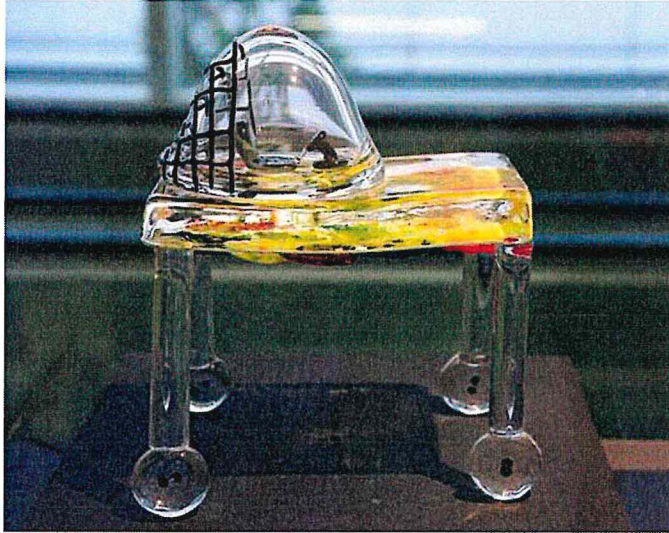
### **1.3 Rotating Visual Arts Programs Discussed in This Synthesis**

This synthesis does not address art that is part of an airport’s permanent collection. Instead, this synthesis addresses exhibitions of the visual arts that are staged at airports on a temporary or rotating basis. The report refers to such visual art exhibitions as “rotating visual art exhibitions,” and to the airport programs under which such exhibitions are staged as “airport arts programs.” Some airport arts program managers who were interviewed for this synthesis also administer, as part of their arts programs, exhibitions of the performing arts that feature music, acrobatics, or theater. Other case example airports do not offer performing art exhibitions. This synthesis discusses the performing arts aspects of airport arts programs only insofar as they are part of the administration of airport arts programs and only to the extent that the performing arts are included in such programs. The performing arts offerings at airports, however, are significant enough to warrant detailed attention in a separate paper.

### **1.4 Benefits of Airport Arts Programs**

Although the studied airports differ in how they organize and administer their arts programs, they share many common characteristics, including program benefits. Section 2.10 explains in more detail the benefits that result from rotating visual art exhibitions specifically and from arts programs in general. It will be helpful for stakeholders to understand the general scope of those benefits before considering how the programs are organized, administered, and funded.

Rotating visual arts programs at airports contribute significantly to an airport’s efforts to create a positive customer experience. Visual art exhibits also enhance airport aesthetics and create a sense of place that references the local cultural attributes of the region in which the airport is located. A sense of place at an airport is often a source of civic pride and familiarity: passengers often describe a sense of “coming home” when they observe familiar aspects of their hometown airport, such as the local art glass exhibit at SEA in Photo 4. Visual art exhibitions also provide a calming atmosphere for passengers and a means of engagement during flight delays or downtime. Arts programs can create strong, positive relationships among an airport and its local community, commercial and institutional stakeholders, and local artists and arts organizations. Visual art exhibition programs have significant economic effects that are felt beyond the airport itself; for example, the regional yearly economic effect of a medium hub airport’s arts program has been estimated to be in excess of \$20 million over a 4-year period. The economic effect of such programs on an airport’s commercial activities is smaller but still significant—so much so that concessions operators are enthusiastic supporters of arts programs, contribute funds to the programs, and are eager to locate their concessions near arts program venues. Finally, airport arts programs are considered to create a competitive advantage among airports for passenger satisfaction ratings, for positive social media commentary, and for the likelihood of attracting new passengers (both originating and connecting) and generating increased airline traffic. Section 2.10 discusses these findings in more detail.



**Photo 4.** *Designer: Henry Johnson (age 10), Fabricator: Museum of Glass Hot Shop Team, Bridge of Glass Car. SEA Main Terminal. Photograph by Midwest Airport Consultants.*

## 1.5 Research Method Followed for This Synthesis

### 1.5.1 Literature Review

Research for this project began with traditional literature searches at the arts and transportation collections of university and public libraries in several Midwestern cities, as well as online. Materials available on each studied airport's website were also reviewed, including the digital archives of past rotating visual art exhibitions. Library searches located several works that focus on the management of arts programs in traditional and nontraditional settings, but no works that focus specifically on the airport arts program issues discussed in this synthesis or on the exhibition of the visual arts at airports. Similarly, treatises about arts program management in transportation facilities do not address such programs at airports. Although there are numerous online newspaper and magazine articles about art at airports, online research revealed little scholarship or even commentary about airport arts programs. (Many of these articles, however, are of interest for their description of the wide variety of exhibitions that take place at airports and of the creativity with which they are staged.) Likewise, a review of scholarship located several papers related to arts programs at public transportation facilities that, on occasion, tangentially mention airports.

A search of graduate school theses located only two papers related to airport arts programs. The focus of the first paper, however, is on cultural issues related to Vancouver International Airport's emphasis on indigenous art and includes only a general discussion of how art is exhibited in an airport setting (Leddy, 1997). The thesis is nonetheless an interesting investigation of the cultural implications of placing indigenous art in a commercial airport setting rather than in the educational context of a museum. The second thesis, though more relevant, primarily examines airport arts programs in the context of the more traditional museum exhibition model (Kramer, 2013). The thesis concludes that airport museums are a successful, non-traditional venue for the arts because they share "reflexivity" with traditional museums in that both airports and museums inhabit buildings that are "structurally apt for exhibitions," strive to represent their cities in a positive light, cater to tourism and travel, and are places of wonder, observations, and introspection. Lastly, contacts with several museums, art schools,

and arts organizations failed to reveal any published works that address the issues discussed in this synthesis.

## 1.5.2 Case Example Airports

Researching the origin of airport arts programs is challenging. Few historical records are available, and the founders of the programs have often moved on to other things. The oldest arts program among the studied airports is said to have begun in 1980 as an informal partnership between the Fine Arts Museums of San Francisco and San Francisco International Airport (SFO). (Throughout this synthesis, the case example airports are first identified by the name designated by their sponsors and thereafter by their IATA code identifiers, as explained in Table 1.) The program was well received and, in the following year, SFO's Airport Commission created a stand-alone airport arts program.

**Table 1. Case example airports by code, state, FAA region, NPIAS classification, enplanements, arts program budget, and number of staff.**

Airport	Code	State	FAA Region	NPIAS Classification*	Enplaned Passengers (2018)	Arts Program Budget (2018)	Arts Staff
Albany International Airport	ALB	New York	New England	S	1.44 million	\$50,000	1.5
Austin–Bergstrom International Airport	AUS	Texas	Southwest	M	7.7 million	\$40,000	3
Indianapolis International Airport	IND	Indiana	Great Lakes	M	4.6 million	N/A	1
Los Angeles International Airport	LAX	California	Western-Pacific	L	42.6 million	\$615,000	4
Miami International Airport	MIA	Florida	Southern	L	21 million	\$266,000	2
Nashville International Airport	BNA	Tennessee	Southern	M	8 million	\$325,000	4
Philadelphia International Airport	PHL	Pennsylvania	Eastern	L	15.3 million	\$439,000	5
Portland International Airport	PDX	Oregon	Northwest Mountain	L	9.8 million	\$70,000	1
San Antonio International Airport	SAT	Texas	Southwest	M	4.8 million	\$100,000	1
San Diego International Airport	SAN	California	Western-Pacific	L	12.1 million	\$320,000	4
San Francisco International Airport	SFO	California	Western-Pacific	L	29 million	\$585,000	38
Seattle–Tacoma International Airport	SEA	Washington	Northwest Mountain	L	27.7 million	N/A	1
Truckee/Tahoe Airport	TRK	California	Western-Pacific	GA	85,000	\$10,000	0.25

\*Classifications are published by FAA as part of its National Plan of Integrated Airport Systems (NPIAS). Airports are designated as small (S), medium (M), or large (L) hubs or general aviation (GA).

Origins of airport arts programs are sometimes informal and spontaneous, as were those at Nashville International Airport (BNA) in 1987. Although no record of official board action can be found, 1 year later the Metropolitan Nashville Airport Authority created a section 501(c)(3) corporation to operate the arts program at BNA. At Miami International Airport (MIA), the airport director is reported to have started the program in 1996 at the encouragement of a senior administrative official. The arts program at Austin–Bergstrom International Airport (AUS) is said to have originated in 1998 from the unwritten suggestion of an advisory board. At Philadelphia International Airport (PHL), the program appears to have been started in 1998 by the airport director without explicit action by the airport’s sponsor. Other programs have their origin in significant airport events, including Los Angeles International Airport (LAX) in 1990 (terminal renovation), Albany International Airport (ALB) in 1998 (new terminal construction), San Diego International Airport (SAN) in 2003 (creation of a new airport governing authority), and Indianapolis International Airport (IND) in 2008 (new terminal construction). The two most recent arts programs studied for this synthesis are still administered by their original program managers. These include the programs at Truckee/Tahoe Airport (TRK), which originated in 2010 through a resolution adopted by its airport commission, and San Antonio International Airport (SAT), which originated in 2017 by policy mandate from the city council.

This synthesis considers 13 domestic airport arts programs; Appendix A includes case examples for each of the studied programs. The case examples provide a cross section of arts programs from airports of every size category (small, medium, large, and general aviation) and in geographically diverse regions of the United States (see Table 1 and Figure 1). The studied airports represent population centers ranging from 16,000 to 18.7 million, with yearly passenger totals ranging from 85,000 to more than 87 million, and terminals with anywhere from zero to 132 gates. The synthesis is directed at airports of all sizes that have an interest in developing arts programs or improving the operation of existing programs, as well as their stakeholders, exhibiting artists, and other interested parties.

Although Appendix A provides a significant amount of detail about the arts programs at the studied airports, it may be helpful to review some of the highlights from the case examples, which can provide context for the remainder of the synthesis:



**Figure 1.** Case example airports by geographic location.

1. Airport arts programs provide a relatively low-cost amenity that is popular with airport users and that directly supports an airport's goal to develop a positive customer experience.
2. Airport arts programs are viewed as a vehicle for facilitating an airport's engagement with the larger community in which the airport is located.
3. Airport arts programs provide identifiable economic benefits to the airport, the airport's stakeholders and community, and the regional economy of the area in which the airport is located.
4. The studied airport arts programs are administered and staffed by at least one airport employee, and the trend among the studied airports is to retain arts program managers and staff who have professional arts qualifications.
5. The airport arts programs studied for this synthesis stage temporary visual art exhibitions that reach audiences numbering from 85,000 at TRK to 85 million at LAX and that together are viewed by more than 365 million passengers each year.
6. The studied airport arts programs operate at a relatively modest CPE of \$0.02.
7. The trend among the studied airport arts programs is to pay exhibiting artists a market-based fee or stipend.
8. Collectively, the airport arts programs studied for this synthesis have more than 100 years of experience staging temporary visual art exhibitions and have a very low risk profile, with few program losses or liabilities.

### 1.5.3 Case Example Airport Interviews

Following a review of the available literature, a questionnaire was developed for the purpose of conducting interviews with the arts program managers at the studied airports. A copy of the questionnaire used for the case example airport interviews is reproduced in Appendix C. Interviews were then conducted with arts program managers between August and November of 2019. The information obtained from the interviews with airport arts program managers was analyzed and put into the standardized format found in the case examples in Appendix A.

A related document request was created in an effort to obtain as many as possible of the forms and documents used by the case example airports in the administration and management of their arts programs. Those documents, which were analyzed, proved helpful because they often contained additional information about specific issues discussed in this synthesis. For example, artist contracts contained provisions that require an airport to engage in certain marketing activities, or that serve to shift risk among the parties as it relates to liability for damage to loaned and exhibited artworks. The material from the case examples, along with documents produced by each airport and information contained on its website, was then analyzed to form the basis for the discussion contained in Chapters 2 and 3 of this synthesis.

On-site tours of art exhibition spaces and in-person case example interviews were conducted with as many arts managers as possible. The remaining interviews were conducted by telephone, with their art exhibitions viewed digitally. Interviews generally lasted for 2 hours and were followed by shorter follow-up interviews and email exchanges in an effort to clarify issues or to discuss the documents produced in response to document requests. Information collected from all of those sources (literature searches, on-site tours, individual interviews, document and website reviews) is contained in the case examples in Appendix A. The case examples contain a broad range of information arranged in a uniform format that is designed to provide an easy-to-follow introduction to the operation and management of each arts program. Thus,





***Photo 5. Maestro Sebastian Sculpture (from left to right: Corset, Know, and Rizo). SAT, terminal/parking garage tunnel walkway gallery. Photograph by Midwest Airport Consultants.***

the case examples contain information about the history of the arts program at each of the studied airports, program staffing, a short description of exhibit spaces (such as the one at SAT in Photo 5), the perceived benefits of the arts program, the program's target audience and stakeholders, marketing activities, programming processes and documents, yearly budget figures, risk management and insurance practices, and efforts to measure the success of the program. Chapter 2 provides a narrative of the findings of the research and identifies several of the themes that developed over the course of the interviews with arts program managers.

# State of Practice of Airport Arts Programs

## 2.1 Airport Arts Program Vision and Mission Statements

Most of the airports studied for this synthesis articulate multiple vision and mission statements for their rotating visual arts programs. Because those statements can vary widely, analyzing the frequency with which such statements appear can be helpful in understanding the intended focus and purposes of the programs. Table 2 and Figure 2 rank the frequency with which the studied airports articulate specific vision and mission statements for their airport arts programs.

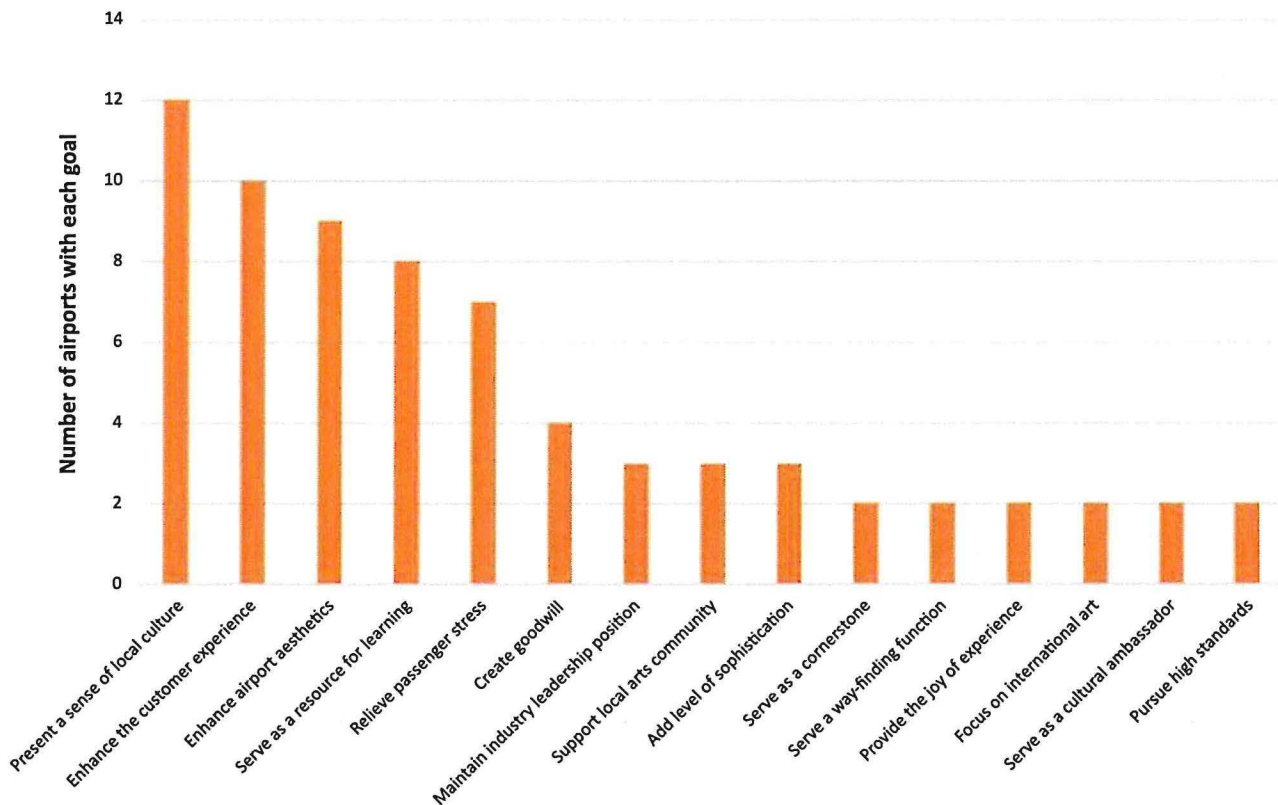
The case example airports articulate no fewer than 15 separate statements of their visions and missions that range from presenting a sense of place and local culture (first in frequency) to providing the joy, delight, and inspiration of experiencing the arts (tied for last). In the middle are such mission objectives as enhancing airport aesthetics (such as the area at SFO in Photo 6), relieving passenger stress, and meeting industry standards for airport arts programs. These vision and mission statements are generally found in policy statements, in written guidelines, in official legislative actions, in master plan documents, or on arts program websites.

Most of the statements identified in the case examples are straightforward. The interpretation of a program's vision or mission statement, however, can be somewhat subjective when it is not written clearly, is overly inclusive, or is not in written form. It is noteworthy, also, that the identification of an airport with a particular mission statement reproduced in Table 2 and Figure 2 indicates that the airport—either in print or in an interview—articulated a statement prominently. The absence of the attribution of a particular statement to an airport does not mean that the airport disagrees with or does not adhere to the particular principle. It simply means that no specific articulation of that statement by an airport was presented.

Table 2 and Figure 2 identify the frequency, from highest to lowest, with which airports have articulated particular vision and mission statements. Note that there is some overlap, and there were several ties. The frequency ranking allows the reader to gain a sense of how a particular statement fits within the context of the vision and mission statements of other airports. The reader may also, if desired, obtain a sense of an individual airport's arts program mission by referring to the appropriate case example for that airport in Appendix A. Finally, it should be kept in mind that a statement of an organization's vision or mission is, by its very nature, general and that several of the *less* general mission statements may well be combined under their *more* general cousins—"enhancing airport aesthetics" may be argued to be a subset of a broader statement such as "enhancing the customer experience." What is important to keep in mind, however, is that the mission statements identified in Table 2 and Figure 2 represent the continuum of what airports have articulated as the guiding principles for their arts programs.

**Table 2. Airport arts programs' vision and mission statements.**

Vision/Mission Statement	No. of Airports (of 13)	Responding Airports
Present a sense of local culture and arts; create a sense of place; reflect the vitality and creativity of the area's diverse population.	12	AUS/BNA/IND/LAX/MIA/PDX/PHL/SAN/SAT/SEA/SFO/TRK
Enhance the customer experience.	10	AUS/BNA/IND/LAX/MIA/PHL/SAN/SAT/SEA/SFO
Enhance airport aesthetics; create a visually attractive environment.	9	ALB/BNA/IND/MI/PDX/PHL/SAN/SAT/SEA
Serve as a resource for learning, education, critical thinking, and enrichment.	8	ALB/BNA/MIA/PHL/PDX/SAN/SAT/SEA
Relieve passenger stress.	7	ALB/AUS/IND/LAX/MIA/SAT/SFO/TRK
Generate goodwill for the airport among stakeholders, the community, and administrators.	4	BNA/LAX/PDX/SAN
Maintain industry leadership position; position the airport as a creative industry driver; meet industry standards for arts programs.	3	PDX/SAN/SFO
Support the local arts community and artists.	3	LAX/MIA/TRK
Add a level of sophistication to the airport.	3	ALB/LAX/SFO
Serve as a cornerstone for the arts in the geographical area.	2	ALB/TRK
Serve a way-finding function.	2	AUS/SAN
Provide the joy of experiencing the arts to delight, engage, and inspire.	2	SEA/SFO
Focus on international art from destinations served by the airport.	2	MIA/SFO
Serve as a cultural ambassador to the region; present the airport in the most favorable light to the public.	2	ALB/IND
Pursue high standards of artistic excellence.	2	PDX/SEA



**Figure 2. Airport arts programs' vision and mission statements, ranked.**



**Photo 6. Wynn Bullock, Color Light Abstractions. SFO Terminal 3, Boarding Area F. Photograph courtesy of San Francisco International Airport.**

## 2.2 Airport Arts Program Audience and Stakeholders

The SAN Arts Master Plan contains a perceptive observation about its arts program’s audience. According to the SAN Arts Master Plan, an airport is “not a place where people as a whole specifically come to experience the arts,” and most travelers encounter art as an incident to their passage through the airport (Bressi et al., 2019, p. 65). Other airports take a similar view. SFO’s Interpretive Plan, for example, explains that it programs for a captive audience in transit. This audience does not volunteer to view its exhibitions; may not attend similar exhibits in traditional cultural settings; has limited time to engage with art; and represents individuals of all ages, cultures, races, and nationalities. In short, the audience of SFO’s arts program is a diverse one with various interests and motivations [SFO Interpretive Plan (internal document)]. TRK’s arts program manager stated this principle more directly: in her view, there are two audiences for airport art exhibitions. The first is people who are at the airport waiting to board an airplane, and the second is people who are open to an arts experience while they are at the airport waiting to board an airplane. As an airport arts manager, she stages exhibitions for the latter without offending the former, such as the one in the baggage claim area at LAX in Photo 7.

The authors of the SAN Arts Master Plan also present an interesting way of looking at the arts program’s audience: in their view, there exists a primary and a secondary audience for the program. The primary audience includes airport customers (passengers, meeters, and greeters)



**Photo 7. Michiko Yao, Passing Rose, installation view of digital photograph on vinyl. LAX Terminal 1. Photograph by Midwest Airport Consultants.**

and airport employees (all badged personnel). The secondary audience is much broader and includes arts, civic, and educational and community organizations; all current and future program partners; internal arts program stakeholders (airport staff, contractors, and volunteers); and all potential airport customers (Bressi et al., 2019, p. 66). SAN also adds to its audience assessment a segment not generally mentioned by other airports—that is, peer organizations and airports throughout the country. (The identification of this audience segment is consistent with the theme of competitiveness among airports discussed in Subsection 2.10.4.) The majority of airport arts program managers interviewed for the case examples either explicitly or implicitly agree with the concept of a primary and secondary audience, and with the composition of the secondary audience tending more toward the traditional definition of “stakeholder.” Another layer of complexity depends on the size of the airport: some airports are focused on an audience within the regional catchment area (e.g., ALB and SAN), while others are focused on a much wider domestic and international audience (e.g., SFO). Still others express a strong awareness of their administrators, governing authorities, and political leaders as stakeholders in the traditional sense of the term (e.g., ALB, IND, LAX, MIA, and PHL).

### **2.3 Staffing Airport Arts Programs**

All of the studied programs are headed by what is characterized for the purposes of this synthesis as an “arts manager.” Although the actual title varies from airport to airport, the arts manager is generally responsible for the overall operation and management of the program. Managers typically interact with and report to higher executive-level managers—a director of customer experience, a director of customer service, a marketing administrator, or, in one case, an airport director. It is not common for an arts manager to interact directly with or report to the airport’s governing authority, whether that is a board or some other public body.

Arts program managers across airports generally perform the same duties, but some managers have a broader range of responsibilities—particularly those at medium and small airports. Airports with a single arts program staff member typically outsource more work to contractors or other airport departments, and the arts program staffer typically performs a broader range of job duties. (This is the case, for example, at ALB, IND, PDX, SAT, SEA, and TRK.) It is not unusual, for example, for managers at medium and small airports to be responsible for arranging for program services provided by other airport departments—most often cleaning, painting, and electrical services (e.g., as at ALB, AUS, IND, and TRK)—or to perform those services themselves. Several of the arts program managers, or their staff members, perform work for other airport departments. The amount of time spent performing services for other airport departments varies but can be significant. Examples of out-of-program services include advising on other airport aesthetic or design matters, performing website management and maintenance, and offering graphic design services.

Although a significant majority—nine of 13 airports—of the studied arts programs are managed by a professional with an arts degree and experience in the arts field, there is some disagreement about whether such a degree is a necessary qualification for managing an airport arts program. Those who do not agree that an arts degree is necessary point out that it is not always possible for a small or medium-sized airport to hire a degreed professional as a manager, and that tasks that require an arts degree (i.e., mainly curatorial services) can be performed by an employee or a private contractor in a manner similar to programs that hire musicians or outside promoters to coordinate musical performances. Proponents of the retention of a credentialed arts manager argue that having such a person at a managerial level adds a not-insignificant level of professionalism to the program. They feel that retaining a credentialed arts manager lends credibility to their advocacy of the program and to efforts to explain arts-related issues to others, such as airport administrators and community members. Proponents also point out

**Table 3. 2018 arts program staff, enplanements, and passengers.**

Airport	No. of Staff (FTE)	Enplanements	Passengers
ALB	1.5	1.44 million	2.8 million
AUS	3	7.7 million	15.8 million
IND	1	4.6 million	7 million
LAX	4	42.6 million	87.5 million
MIA	2	21 million	45 million
BNA	4	8 million	16 million
PHL	5	15.3 million	31.7 million
PDX	1	9.8 million	19.8 million
SAN	4	12.1 million	24.2 million
SAT	1	4.8 million	10 million
SFO	38	29 million	57.7 million
SEA	1	27.7 million	49.8 million
TRK	0.25	85 thousand	N/A

Note: FTE = full-time equivalent. Source: FAA, 2019.

that interactions with arts community members, lenders of art objects, and persons involved in outreach activities are often viewed as more credible when they are performed by a professionally qualified, credentialed arts manager. Despite such disagreements, however, the trend among the studied airports appears to be the hiring of arts program managers and staff members who indeed have professional qualifications or credentials in the arts. Finally, although Table 3 identifies the number of staff employed by the studied airport arts programs, the many differences among the programs, the status of their employees, and the administrative structures of their respective airports make it difficult to compare staffing levels without additional information and analysis. Accordingly, a more detailed analysis of arts program staffing may be helpful at a later date.

## 2.4 Airport Arts Programming Process

The case example airports follow a variety of program processes, but artist and art selections are made either by the program manager or by an arts committee or selection panel. Committees and panels are most often composed of arts professionals, but they can include nonprofessionals with a strong interest in the arts, or community representatives and airport stakeholders. The composition of some arts program panels is prescribed by written policies (e.g., those at BNA and SAN).

The programming process usually begins with outreach activities conducted by program managers or their staff. Reported outreach activities include attendance at arts events, museum and gallery openings, and artist studio tours, as well as service on arts boards and selection panels. Some program managers actively encourage, recruit, and mentor artists whom they have discovered or who have been referred to them (e.g., PHL). Other program managers rely on outreach activities in combination with a request for proposal (RFP) or a call for artists (call). Still other program managers rely exclusively on an RFP or a call (e.g., at BNA, LAX, PDX, SAT, and SAN). The exhibit shown in Photo 8 is a product of LAX's RFP process. None of the case example airports reported difficulty locating or obtaining quality artwork for exhibition. Table 4 identifies the arts programs that have arts committees and who is responsible for selecting artists and artwork for exhibit by the arts program. Table 5 identifies additional arts program management tools.

The selection of art and artists in seven programs rests with the program manager (i.e., ALB, AUS, IND, PDX, PHL, SFO, and TRK). Five of those programs—ALB, AUS, PHL, SFO,



**Photo 8. Michiko Yao, Hanaguruma, installation view of digital photograph on vinyl. LAX Terminal. Photograph by Midwest Airport Consultants.**

and TRK—allow for the exercise of significant curatorial discretion by the arts managers. The other two programs require the manager to obtain additional administrative approvals. (At IND and PDX, the program manager’s selections and recommendations must be confirmed by other administrators.) The remaining six programs select artwork to exhibit either by an arts committee or board or by an appointed selection panel. The case examples in Appendix A explain the selection processes used by each of the programs with boards and panels.

Once artists are selected, exhibitions are scheduled from 1 to 3 years in advance and rotate at intervals from 3 to 12 months. Some programs also have longer-term temporary exhibits, which remain in place for 2 to 5 years. Though only one of the studied programs holds an arts competition, three programs exhibit artwork from competitions held by third parties.

Only a few airports exhibit art related to tourism, and several arts programs do not allow the exhibition of such material, believing the subject matter is better suited to space reserved for commercial advertisements. Some arts programs engage in significant outreach activities

**Table 4. Airport arts programming selection process.**

Airport	RFP/Call for Artists?	Arts Committee?	Responsibility for Artist Selection
ALB	No	Yes	Program manager
AUS	No	No	Program manager
IND	No	No <sup>a</sup>	Program manager <sup>b</sup>
LAX	Yes	No	Panel
MIA	No	Yes	Panel
BNA	Yes	Yes	Board
PHL	Yes	No	Program manager
PDX	Yes	No	Program manager <sup>c</sup>
SAN	Yes	Yes	Panel
SAT	Yes	Yes	Committee
SEA	No	Yes	Committee
SFO	No	No	Curators
TRK	No	No	Program manager

Notes: <sup>a</sup>Would like to move to arts committee selection model.

<sup>b</sup>Additional approvals necessary from airport administrators.

<sup>c</sup>Program manager makes recommendations to customer relations manager.

**Table 5. Other airport arts program management tools.**

Airport	Arts Program Master Plan?	Other Arts Program Written Documents?*
ALB	No	No <sup>a</sup>
AUS	Yes <sup>b</sup>	No
IND	No <sup>c</sup>	No
LAX	No	Yes <sup>d</sup>
MIA	No	No <sup>e</sup>
BNA	No	No <sup>f</sup>
PHL	No <sup>g</sup>	No
PDX	Yes	No
SAN	Yes	No
SAT	No	No
SEA	No	Yes
SFO	Yes	Yes
TRK	No	No

Notes: <sup>a</sup>Uses scheduling document. <sup>b</sup>Phase I master planning document primarily addresses issues related to permanent art collection. <sup>c</sup>Master plan document is in process. <sup>d</sup>Uses scheduling document and written checklist. <sup>e</sup>Uses written checklist. <sup>f</sup>Uses written document titled Arts Policies. <sup>g</sup>Master plan document under consideration. \*Documents may include guidelines, policies, and ordinances or other regulations.

directed at youth or exhibit art created by children. AUS, for example, conducts outreach activities with certain schools in the district in which the airport is located. SAN has conducted hands-on art workshops at the airport for high school students, as well as a contest for art school students in which participants designed an airport logo (San Diego International Airport, 2017). SEA has developed a unique program whereby professional glass artists transform artwork created by children into professionally executed glass sculptures. Finally, SFO curates exhibitions of original artwork by students in schools, youth organizations, and adult education programs in the San Francisco Bay Area. The exhibitions are curated by SFO professionals on the basis of nominations submitted by school teachers and administrators through an online portal (SFO Plan, 2019, p. 34).

Several arts programs exhibit video or film on screens dedicated for temporary exhibitions. IND exhibits commissioned video works on a screen in its main terminal that is used primarily for video advertisements; the arts program's commissioned video works appear at prescribed times between the advertisements (Indianapolis International Airport, 2019). SAN, SFO, and PDX take a different tack by featuring stand-alone, dedicated theaters that show film and video works throughout the day. PDX's Hollywood Theatre, for example, is operated in cooperation with a well-known nonprofit cinema located in Portland; the arts program's cinema is constructed to resemble its namesake, and even features a copy of the original theater's marquee (Hollywood Theatre, n.d.).

## 2.5 2018 Airport Arts Program Budgets

Table 6 lists the case example airports by code, 2018 airport arts program budgets, number of enplanements, and arts program CPEs. Figure 3 shows arts program CPEs, with the average CPE for arts programs at \$0.02 million. (The CPE average used in Table 7 and Figure 3 does not apply to IND and SEA, for which 2018 budget figures were unavailable.) The 2018 arts program budget data do not include program staff salaries and benefits data, nor do they include any program expenses accounted for in another airport department's budget (e.g., maintenance,



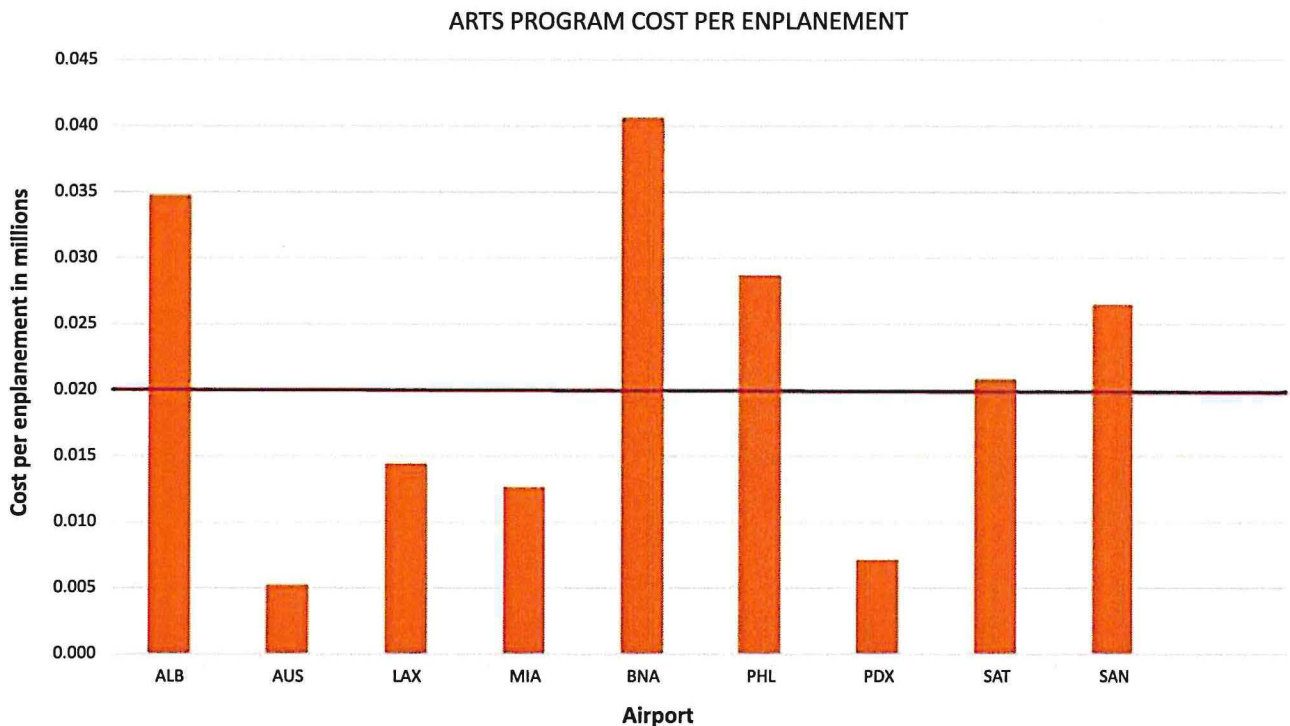
**Table 6. Case example arts program budgets, number of enplanements, and average cost per enplanement, 2018.**

Airport	2018 Arts Program Budget	Enplanements	Arts Program CPE**†
ALB	\$50,000	1.44 million	\$0.034
AUS	\$40,000	7.77 million	\$0.005
IND	N/A	4.6 million	N/A
LAX	\$615,000	42.6 million	\$0.014
MIA	\$270,000	21 million	\$0.012
BNA	\$325,000	8 million	\$0.040
PHL	\$439,000	15.3 million	\$0.028
PDX	\$70,000	9.8 million	\$0.007
SAN	\$320,000	12.1 million	\$0.026
SAT	\$100,000	4.8 million	\$0.020
SFO	\$585,000	27.7 million	\$0.021
SEA	N/A	24 million	N/A
TRK	\$10,000	0.085 million	\$0.117
Average Cost Per Enplanement = \$0.020/CPE**†			

Notes: \*Listed values are individual arts programs' budgeted CPEs.  
 †Average CPE: 0.002 (excludes IND and SEA).

painting, construction, labor) or program amounts contributed by other sources (such as concessionaires or other airport sponsors). In several cases, precise figures for 2018 budgets were unavailable; estimated budget figures are noted in the case examples.

Arts programs generally receive the same nonbudgeted services from other airport departments, including marketing, web services, maintenance services, painting, and cleaning. Likewise, most programs budget for similar expenses, including lighting, signage, didactics, printed materials, and graphics. Another commonly budgeted expense for arts programs is payments



**Figure 3. 2018 case example airport arts program CPEs.**

**Table 7. Artist fees, stipends, and honoraria.**

<b>Airport</b>	<b>Artist Fee/Stipend/Honoraria</b>	<b>Amount</b>
ALB	Large-scale works	\$3,500–\$5,000
	Artist stipend	\$500–\$1,000
AUS	None for visual artist	None
IND	Commissioned artwork	\$2,500
	Commissioned video	\$1,000–\$2,000
	Display case artwork (each)	\$500
LAX	Curatorial stipends based on exhibition site	\$7,000–\$14,000
MIA	None for visual artist	None
BNA	Exhibiting artist honorarium	\$500
PHL	Artist fee per exhibit (plus material for site-specific artwork)	\$1,000 (approx.)
PDX	Artist honoraria	\$500–\$3,500 (avg. \$1,500)
SAT	Negotiated stipend for exhibiting visual artist	\$300–\$3,000 (avg. \$300–\$1,500)
SEA	No artist fees	None
SAN	Visual artist stipend	\$600
SFO	None for visual artist	None
TRK	None for visual artist	None

to artists through fees, stipends, or honoraria. There are, however, budgeted expenses for some programs that are uncommon. ALB and SAN, for example, hold art exhibition program openings with receptions for invited guests. MIA budgets for certain costs for which it reimburses artists, including the costs of framing, matting, and transportation. Other airports, such as PHL, pay the same costs as other programs but also pay for art materials for site-specific artwork. Finally, some programs, including PHL and SEA, are responsible for the design and construction of their exhibit cases.

Table 7 identifies the payments that arts programs make to visual artists. Although the amounts paid to visual artists vary, the trend among airports appears to be to pay artists the prevailing rate for similar work done in the regional market in which the airport is located. In the interviews, arts program managers gave several reasons for paying artists market-based fees. First, many consider it unfair to expect artists to produce artwork for an airport for a fee that is less than what the artist could receive elsewhere. Second, there is a perception among arts program managers that an airport should not use its size and superior bargaining position to compel the arts community or individual artists to produce work for no payment (or for less than the market rate) that is exhibited at an airport. Third, arts program managers generally believe that paying a reasonable market-based fee for professional artwork of the highest quality provides an incentive for other artists to participate in the airport's art exhibition program. Fourth, arts program managers who already make such payments observed that providing market-based payments for artwork not only encourages artist participation in airport arts programs, but also increases the size and quality of the pool of fine art submissions and the number of artists available for selection by the airport. Fifth, several arts program managers believe that the payment of market-based artist fees reinforces and supports the high standards set for the artwork selected for exhibition by the airport. Last, arts program managers generally think that the refusal to pay market-based artist fees undercuts the credibility of the airport and its arts program in the local arts community, among its stakeholders, and in the region in which the airport is located.

## **2.6 Measuring Passenger Engagement with Airport Arts Programming**

Measuring passenger engagement is important for an airport arts program because it allows a program manager to understand the level of success of the program, as well as the level of passenger interest in the program generally and in specific exhibits in particular.

Understanding customer engagement also allows a program manager to measure progress toward the program's mission and incremental goals. The studied arts programs typically describe four methods for monitoring customer engagement: (a) making audience surveys available for passengers to pick up, fill out, and return, or making such surveys available online; (b) monitoring email and social media comments on airport accounts; (c) making themselves aware of anecdotal accounts of viewer comments; and (d) using various other intuitive measures. These methods, however, have their drawbacks. For example, the social media accounts used by arts programs are often the same accounts used generally by other airport departments; this requires arts program staff to sift through irrelevant emails and posts about issues that are not helpful to arts program managers. Accounts dedicated only to arts programs, however, are more efficient and allow the arts program to create a more consistent social media presence.

Managers find written surveys only partly helpful because they are not often filled out and returned; or, when they are returned, the completed surveys are not in sufficient numbers to provide an adequate sample. Email and social media comments are helpful to some extent when collected and logged on a spreadsheet. But they are only occasionally detailed enough to provide passenger reactions to or observations about particular exhibits. Such comments, however, would be more helpful if they were more frequent and included a broader cross section of passengers.

There are several kinds of anecdotal evidence that are used by program managers. Some programs print and place exhibit cards near exhibits. One manager counts the number of exhibit cards removed from each exhibit bin and uses the total as an approximation of how many passengers "engage" with an exhibit (at least to the extent that those passengers feel compelled to remove one of the exhibit cards). Several other managers make the time to visit exhibitions and observe passengers interacting with the art in the terminal and on the concourses. As one manager put it, she watches for fingerprints and noseprints on the exhibit cases as an indicator of enthusiastic passenger engagement. Still other managers encounter passengers and listen to their comments about exhibits. These encounters are generally rewarding and allow for interaction with passengers, but the sample size is small and, for that reason, not particularly helpful.

The master plans created for AUS, SAN, and SFO recommend that arts programs actively monitor customer engagement with their exhibits on a continuous basis. Most of the studied programs attempt to monitor passenger engagement, but none conduct monitoring activities on a regular basis. Thus, most of the programs are dissatisfied with the frequency of their monitoring activities, the methods they currently use, and the results they currently receive.

A few airports have retained consultants to perform surveys of passenger engagement. LAX, for example, conducted a survey that found 92% of the passengers surveyed agreed that the arts program had a positive effect on their travel experience. Individuals surveyed for the master plan conducted by AUS had sufficient awareness of the arts program to provide their opinion on what the program's mission should be. In another survey conducted by AUS, respondents expressed only a positive awareness of the arts program. Nevertheless, the consultants conducting the survey for AUS advised the airport that it should conduct regular and more specific passenger engagement surveys to better monitor the program's performance and progress toward its mission and incremental goals.

A more detailed survey conducted by SAN for its master plan had similar but more focused results. Of the survey respondents, 91% reported that art improved their airport experience, 85% would like to see more art at the airport, 80% said that attending a performance improved their airport experience, and 75% said that art made using the airport less stressful and more enjoyable (Bressi et al., 2019, p. 16). The specificity and focus of the SAN

engagement survey, however, are the exception and not the rule. Further, none of the studied airports conduct engagement surveys on a regular or continuous basis. When they are conducted, such surveys tend to focus more on a general awareness of and access to the arts program; hence the surveys do not provide the type of granular program information that arts managers have expressed an interest in obtaining. Consequently, further research may be appropriate to examine the kinds of surveys and methods available to satisfy the needs of arts managers for an accurate, specific, focused assessment of passenger engagement with their programs and the frequency with which such surveys should be conducted.

## 2.7 Marketing and Promoting Airport Arts Programming

The majority of the studied arts programs conduct little or no marketing activities on their own behalf. Though some arts programs have dedicated social media accounts that are independent from their respective airports' general accounts, the majority of programs rely on other airport departments to distribute arts program information to the public and to passengers. Only a few of the studied arts programs provide some or all of the arts program content distributed by other airport departments (e.g., SAN and SFO). Nevertheless, the master plans developed by several airports (e.g., AUS, SAN, and SFO) recommend that airport arts programs engage in significant marketing activities in an effort to (a) generate public awareness of their activities and outreach and (b) make passengers aware of the exhibits that are available to them while they are in the airport. The master plans also suggest that it is necessary for a program to distribute its message to the wider community—especially the arts community, which should have an awareness of the program's exhibition processes and be encouraged to participate in the airport's arts program (AUS Master Plan, pp. 11, 17–18; SFO Strategic Plan, 2019, p. 22).

The SAN Arts Master Plan, for example, recommends a “robust communications and engagement program that ensures every airport customer is aware of the Arts Program, can access information about the resources it offers, and can experience the wide range of [the program's] arts offerings” (Bressi et al., 2019, p. 66). First, the SAN Master Plan recommends that the arts program develop a strong, consistent program identity both to make future customers aware of the program and to create a persuasive recruitment tool for future contributing artists and exhibitors. Second, the SAN Arts Master Plan recommends that the arts program develop a communications plan for each new exhibition in an effort to ensure that messaging is presented in the most effective and consistent manner. Third, the plan recommends that the arts program use print, the internet, airport signage, and social media to provide the widest possible access to the information it wishes to present to potential users. (Note that Furini et al. [2017] conclude that the use of hashtags stimulates interest in the arts; thus, the authors suggest guidelines for hashtag use that may assist in the promotion of art exhibitions.) Fourth, the plan recommends that the arts program provide the broadest possible content on its offerings, such as “behind-the-scenes” stories about artists and their work, a readily accessible calendar of events and offerings, and educational and informational materials that address particular interests (e.g., takeaway didactics or artist biographies) or audiences (e.g., children). Finally, the plan recommends that the arts program encourage interaction with its program resources because such interaction creates individualized experiences, apart from the artwork, that are unique to each user (Bressi et al., 2019, pp. 67–72). The SAN Arts Master Plan observes that those marketing efforts directed at the program's internal audience, regional arts and culture peers, and the traveling public at-large will have the further benefits of advancing the airport's community engagement goals, generating awareness of program requirements among the arts community, and enhancing the community's understanding of the airport as an “economic engine and a positive force in the region's quality of life” (Bressi et al., 2019, pp. 6, 79).

SFO's marketing activities are as comprehensive as those recommended for SAN's program, but they take a different approach. The SFO arts program sees little benefit in engaging in wide-ranging direct marketing activities because its audience is essentially captive. The program believes, however, that there is significant value in enhancing the knowledge of airport visitors about the program's exhibits and programming when they are on the way to or actually in the airport. Thus, the program has a presence on airport signage, on the airport's way-finding system, and in email blasts; has its website address included on didactics and brochures; advertises at rail and bus stations and on vehicles that serve the airport; uses reproductions of exhibit objects on construction barriers and screens; and is in the process of creating a new website to feature exhibit and collection objects (SFO Strategic Plan, 2019, p. 14). In addition, the program produces brochures for its large-scale exhibitions and chooses one exhibition each year for a 100- to 200-page printed catalogue. Other exhibits are the subjects of a series of web pages that reproduce didactic text and object images (SFO Strategic Plan, 2019, p. 10). The SFO arts program also follows a rigorous internal review protocol for all of its written materials: "All text is circulated to a panel of readers for clarity, consistency, accessibility, accuracy, and interest. All exhibition text is reviewed for length, levels of interest, and, especially, the relationship to the objects on display and the theme of the exhibition" (SFO Strategic Plan, 2019, p. 10).

## 2.8 Risk Management and Airport Arts Programs

Almost all of the studied arts programs maintain liability insurance for loss or damage to exhibited artwork in their possession. The number of claims for damage to artwork, however, is remarkably low. Collectively, the arts program managers have more than 100 years of experience with arts programs at airports. Although a few managers reported having been told about incidents of theft or damage experienced by their predecessors, current managers have seen relatively few instances of loss, theft, or damage. This circumstance is likely attributable to several factors. First, the program managers take great care to anticipate the likely risks to art objects in their care and then consider how to protect them. Second, a number of programs use their art-lending agreements to shift the risk of loss or damage from the airport to an artist or a third-party lender. Third, many objects are exhibited in protected locations, such as in exhibit cases or behind barriers of some kind. LAX, for example, uses display cases and protective framing (such as the one depicted in Photo 9) in an effort to shield exhibited artwork. Finally, exhibited works are on display only for short periods of time, thus lowering the risk of damage.

Other programs (e.g., IND and SEA) require artists and lenders to deliver and pick up their artwork and to participate in its installation and de-installation, further lowering the risk to the airport of transporting artwork. Some programs (e.g., LAX) avoid potential liability by asking third-party contractors who perform art installations and de-installations to accept liability for damage to artwork. Still other programs (e.g., MIA and PDX) cap the amount of any potential loss. Finally, some program agreements (e.g., that at SAN) exclude liability and require artists and other lenders to maintain their own insurance coverage. As a general rule, program managers are not responsible for risk management issues and are not required to perform appraisals of the works they exhibit. If an appraisal is required, it is usually performed by a third-party contractor (e.g., as at BNA) or by an artist or lender; such valuations are generally accepted by the airport's risk manager if considered reasonable. Some airport risk managers (e.g., those at MIA and SFO), however, require arts managers to provide an inventory of artwork on premises at specific time intervals—daily, weekly, and so on—along with the estimated value of each work.

In addition to considering the liability for loss or damage to exhibited artwork, airports must be aware of the potential for liability resulting from violations of the rights of artists as secured



**Photo 9. Protective exhibit frame at LAX. Artwork: Kelly Berg, *Rogue Wave*, acrylic and ink on canvas. Photograph by Panic Studio, courtesy of Los Angeles World Airports and City of Los Angeles Department of Cultural Affairs.**

by the Visual Artists Rights Act (VARA) of 1990 (17 USC Sec. No. 106A). VARA grants protection to “moral rights” held by artists if their work meets certain statutory requirements. Thus, VARA protection may apply if a work of art (a) is a painting, drawing, print, sculpture, or still photographic image; (b) is produced only for exhibition; and (c) exists in single copies or in limited editions of 200 or fewer copies that are signed and numbered by the artist (17 USC Sec. No. 106A[a]). The statute protects neither works made for hire nor works not subject to copyright protection, and it has other, more esoteric exceptions (17 USC Sec. No. 106A[c]).

If a work of art satisfies VARA’s requirements, then the following four rights are protected: (a) the right of the artist to claim authorship of the work; (b) the right to prevent the use of an artist’s name on any work that the artist did not create; (c) the right to prevent distortion, mutilation, or modification that would prejudice the artist’s honor or reputation; and (d) the right to prevent the use of an artist’s name on any work that has been distorted, mutilated, or modified in a way that would be prejudicial to the artist’s honor or reputation (17 USC Sec. No. 106A[a][1]–[3]). Modifications to artwork that are the result of the passage of time, the inherent nature of the materials used to create the work, or the conservation or public presentation of the work are excepted from protection (17 USC Sec. No. 106A[c]). Remedies for violations of the rights protected by VARA are the same as those for violation of a copyright and include injunctive relief and monetary damages (17 USC Sec. No. 504). Although the rights protected by VARA are straightforward and generally extend for the life of the artist, they can be waived by a written instrument signed by the artist that specifically identifies the work and the rights subject to the waiver (17 USC Sec. No. 106A[d]–[e]).

## 2.9 Ethics Codes for Airport Arts Programs

The American Alliance of Museums (AAM), formerly the American Association of Museums, has developed a model code of ethics for arts professionals (AAM Curators Committee, 2009). AAM also has also a model code of ethics for museums that has some general relevance to all airport arts programs (American Alliance of Museums, 2000). These model codes focus on several ethics issues that are likely to appear in the context of borrowing and exhibiting art in an

airport: (a) conflicts of interest, (b) self-dealing, (c) the disclosure of confidential information, and (d) anticompetition provisions. Most of the case example airports do not have specific ethics code provisions that apply exclusively to their arts program managers and staff. This remains true even if the airport has adopted written master plans, policies, or guidelines for its arts program (e.g., as at PDX and SAN). Only SFO has written ethics provisions for specific application to its arts professionals that parallel those found in the model codes (Collection Management Policy for SFO Museum, p. 29). Arts program managers and staff are airport employees and, notwithstanding the absence of a specific ethics code applicable to arts program staff and management, all of the case example airports were able to identify ethics codes of general application to all airport employees. Whether those sponsor ethics codes meet the standards contained in AAM's model codes is beyond the scope of this synthesis.

## 2.10 Benefits of Airport Arts Programs

### 2.10.1 Aesthetic Enhancement and Passenger Well-Being

Adding rotating art exhibits at airports is generally accepted as an aesthetic enhancement that creates a more pleasing, calming airport environment that relieves passenger stress in a place where stress is almost unavoidable. In fact, this benefit is of such importance to half of the studied airports that they either include it in their vision and mission statements (as do ALB, BNA, PDX PHL, SAT, and SEA) or very carefully consider the interaction of arts spaces with those designated for commercial purposes (as do LAX and SFO). But the ways in which the arts enhance the airport environment are equally important to some managers and arts programs.

One arts manager explained that an airport arts experience should be seen as an alternative to and different from the experience offered by an airport concessions program. Arts programs offer unexpected experiences and, when necessary, a distraction during flight delays or cancellations. Concessions programs are somewhat opposite because they (a) do not typically offer experiences that are too unexpected or too distracting and (b) do not, in any case, offer the same kind of diversion as an arts program.

Another manager similarly observed that art adds something unique to the airport experience because an airport and the activities that take place there are different from a commercial experience or an experience in any other public place. Thus, art created for an airport, for a particular place in an airport, or as part of an airport artist-in-residence program has the opportunity to turn the airport into the subject matter of the art. The result is art that is unique because it either is about or comments on the airport setting and its activities. The *Happiness* exhibit at IND, for example, used familiar airport signage and graphics in juxtaposition with decidedly nonairport messages to comment on the perception and use of airport signage (Indianapolis International Airport, n.d.). See Photo 10.

### 2.10.2 Creating a Sense of Place and Serving the Community

The most frequently articulated mission statements that airports adopt for their arts programs are providing passengers with a sense of place and local culture, and generating goodwill for the airport among its stakeholders and its community (see Table 2). As can be seen in the case examples, arts programs have addressed their mission statements in a variety of ways, but all of the airports nevertheless attempt to establish a similar emotional connection with their travelers and their surrounding geographic communities. Indeed, the general population statistical data gathered by the 2018 Americans for the Arts survey (Public Art Network Advisory Council, 2014), the airport-specific data gathered for the SAN Arts Master Plan, and



**Photo 10.** *Jamie Pawlus, Happiness, vinyl on glass case (fluorescent lighting from interior). Photograph courtesy of Indianapolis International Airport.*

*ACRP Report 157: Improving the Airport Customer Experience* (Boudreau et al., 2016) support the view that airport arts programs can make a significant contribution toward creating a sense of place and establishing a local cultural connection. Moreover, the successful creation of a sense of place is generally regarded as the basis for an airport’s emotional connection with its customers; this happens when the airport uses geographical attributes to demonstrate a unique culture that makes customers and passengers “feel valued and enriched as the airport educates them about the uniqueness of the place at which they have arrived or are transiting. . . . [It] also evokes a sense of pride in the travelers returning home or the locals who work at the airport” (Boudreau et al., 2016, p. 39). Still further, creating a “strong sense of place fosters a complementary and positive ambience that other airports cannot simulate and provides a valuable opportunity for an airport to differentiate itself from others” (Boudreau et al., 2016, pp. 21, 39). The consequences of creating a strong sense of place, when done well, are a positive customer experience and higher customer/passenger ratings. For example, a customer’s positive experience at an airport (a) reflects favorably on the airport and its community, (b) can support an airport’s efforts to attract additional airline service, and (c) leads to higher revenue and concession fees (Boudreau et al., 2016).

Consider Nashville, Tennessee, which markets itself as “Music City,” and Austin, Texas, which is known as the “Live Music Capital of the World.” The airports in both cities offer robust and admired musical performance programs featuring local artists (such as Nashville artist Joshua Dent in Photo 11) who establish connections with their local and regional communities.

LAX and PHL present a similar, but different, aspect of their local cultural identities by offering arts exhibits that are in sync with the arts scenes of their respective cities. (See, for example, the galleries in Photos 12 and 13.) LAX focuses on high-quality contemporary art, and PHL presents its city’s vital form of street art. The underlying goal of the BNA, AUS, LAX, and PHL arts programs is the same: create exhibits that are so in tune with the local culture that they present an indelible sense of their location.

Further, according to Martin (2019), 92% of travelers surveyed at LAX believed that the airport’s arts program improved their travel experience. A similar study at SAN found that 75% of respondents said the airport arts program enhanced their experience at the airport. The arts manager at PHL, which is a hub for American Airlines, points to commentary by international travelers, many of whom express their desire to visit Philadelphia after having been exposed to the city’s street art culture at the airport.





**Photo 11.** Joshua Dent. Nashville International Airport, C Waiting Lounge stage. Photograph by Karen Edgin, courtesy of Nashville International Airport.



**Photo 12.** Martin Durazo, Points of Entry, installation view. LAX Terminal 1. Photograph by Panic Studio, courtesy of Los Angeles World Airports and City of Los Angeles Department of Cultural Affairs.



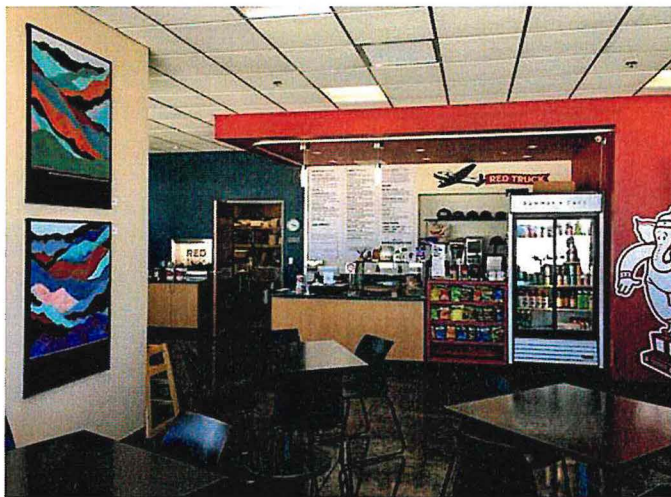
**Photo 13.** King Saladeen, Create Your Gold. PHL Terminals A/B East Connector. Photograph courtesy of Philadelphia International Airport.

Presenting exhibits that are synchronized with the artistic pulse of a city or region creates not only an indelible sense of place and community, but also a sense of civic pride at an airport (Boudreau et al., 2016). The arts manager at BNA, for example, explained that the occasions when well-known celebrity musicians arrive at the airport and take the time to sit in with local musicians performing on the concourse are the stuff of local legend. So too is the airport's single most popular performer—a singer who, billed as the “human snow globe,” performed holiday music inside a translucent bubble at the airport and eventually went on to perform throughout the Nashville area.

SAT takes yet another approach to establishing an emotional connection with its local community. The airport has gained a local following by presenting activities in celebration of national and regional holidays that are special to the area's cultural identity. The arts program schedules music, exhibits, and events—such as parades and performances—to mark such diverse holidays as Cinco de Mayo, Día de los Muertos, and Oktoberfest. Although the approaches taken by the studied airports may differ, they are all directed at displaying the cultural identity of the region in which the airport is located.

An arts program at an airport can also establish a connection with its community simply by providing a venue for the exhibition and expression of that community's artists. This is particularly true in rural areas where there are few venues for the exhibition of local and regional artists, or where the distances between such venues are great. ALB, for example, offers a venue for art objects and artwork that are curated from the many smaller, geographically dispersed museums and galleries throughout the airport's three-state catchment area. For 20 years, the program operated one of the only fine arts museum shops in an airport. Thus, ALB established itself as a significant cultural exhibitor in the region.

Similarly, the smallest of the studied airports, TRK, is located in the central Sierra Nevada Mountains. Two adjoining counties created a multiuse facility that is part airport, part transportation hub, and part civic center. TRK is also a social hub, with reportedly one of the finest restaurants in the area (Photo 14). Because the regional arts community consists of art venues and galleries that are separated by significant distances, the airport developed an arts program with 30 exhibit spaces. The program brings art from various locations throughout the region to its multiuse facility for members of the two counties to share and enjoy.



**Photo 14.** TRK interior arts space and Red Truck Café. Photograph courtesy of Truckee/Tahoe Airport.

Yet another way airports establish a connection with their communities and stakeholders is by supporting their local arts communities and artists. Most airport arts managers conduct extensive outreach activities in the communities in which they are located, and often throughout the region as well. The artists from these communities are grateful for the exposure of their art to the millions of passengers who travel through airports each year. Most airport arts programs, however, go further and support these artists and their communities with payments to musical performers and with stipends, fees, and honoraria to visual artists. See Table 7. Some airport programs allow visual artists to sell their exhibited artwork and may even reimburse artists for their costs and expenses. A sense of community is further strengthened when program managers mentor local artists who use airport exhibitions as a springboard for a career in public art or that involves creating art for other transportation facilities. All of the studied programs adapt the concept of an airport arts program to their individual geographic and cultural locations in an effort to establish connections with their particular communities.

### 2.10.3 The Economic Benefits of Airport Arts Programs

Arts programs at airports yield direct and indirect economic benefits. Perhaps the most direct economic effect that arts programs have is on airport concessionaires. Although there do not appear to be any studies that identify the precise economic effect of airport arts programs on concession sales, anecdotal evidence from concessions managers at almost all of the case example airports shows that passengers linger—and thus spend more time near and money on concessions—in areas where there are arts spaces and music performances.

There also exists broad interest among businesses in supporting the arts. A 2018 survey of private businesses by the nonprofit Americans for the Arts found that 80% of responding private businesses had made a contribution to the arts in the past year (Parkinson et al., 2018). Concession operators mirror this broad support for the arts. At some airports, concession operators have requested that the arts program be expanded to accommodate additional arts spaces and more frequent musical performances. At AUS, for example, concessions proposers offered to substantially increase their financial support for the arts in an effort to fund an expansion of the airport's performing arts program.

Another economic effect of airport arts programs is that which directly benefits artists. A majority of the case example airports provide direct payments to visual and performing artists. (See Table 7.) Many airports also allow tipping and the sale of exhibited artwork—and most without requiring the payment of sales commissions or other fees. Arts programs characterize differently the amounts paid to visual artists; some are characterized as fees, others as stipends, and still others as honoraria. Whatever their characterization, the amounts paid to artists can range from \$500 to \$14,000. Rates paid for performing artists can vary by location and the prevailing union or customary rates. Table 7 and the individual case examples provide additional details about payment amounts and how each airport characterizes them.

Artists and arts communities also benefit from airport arts programs in ways other than direct financial support. The arts community and individual artists benefit greatly from the significant exposure to the large numbers of passengers traveling through airports. Collectively, the studied airport arts programs exhibit art to more than 365 million passengers each year. (See Table 3.) An audience with an even broader demographic engages with art exhibitions at busy international airports. SFO, for example, exhibits art in one of the largest international terminals in the world, hosting more than 14 million international passengers each year. LAX, MIA, and PHL also are hubs for airlines with a significant number of international flights; MIA's scheduled arts events often coincide with annual international arts events held in the City of Miami, such as Art Basel and Miami Art Week.

A more general economic benefit flows to local and regional communities from airport art exhibitions that generate an awareness of and interest in local artists, arts institutions and galleries, arts events, and tourist destinations. Some airports present tie-ins with well-known regional events and organizations, such as IND's references to the Indianapolis 500 Raceway and the Indianapolis Motor Speedway Museum. Other airports create tie-ins with conferences and conventions; BNA once featured a mosaics exhibit that coincided with a mosaics convention at Nashville's convention center, and IND hosted a French-themed exhibit that coincided with an airline's inaugural flight to Paris.

Finally, the arts have long been found to have a significant economic effect on the overall economy. In 2018, for example, nonprofit arts activity in the United States was responsible for \$168 billion in economic activity and \$27.5 billion in revenue to local, state, and federal governments. According to the Arts and Economic Prosperity 5 report, airport arts programs provide equally identifiable economic benefits to an airport's regional economy (Americans for the Arts, 2018). The team of consultants who authored the SAN Arts Master Plan, for example, undertook an analysis of the economic effects of the arts program on San Diego's regional economy. The SAN Arts Master Plan concluded that for the 4-year period from 2012 to 2016, the SAN arts program accounted for more than \$45 million in economic effects in the region where the airport is located. The Master Plan found, for example, that the SAN arts program (a) supported 173 full-time jobs in the region; (b) generated more than \$8 million in fees, salaries, and benefits to the local workforce; (c) contributed nearly \$13 million to the county's gross regional product; and (d) generated \$22.7 million in "estimated economic output." All of this resulted in an additional \$1.4 million in local, state, and federal taxes and fees (Bressi et al., 2019, p. 16). The SAN arts program budget for 2018 was a relatively modest \$100,000.

#### **2.10.4 Competition and Airport Ranking**

Arts programs are thought to provide a competitive advantage to airports (Boudreau et al., 2016). Staff of international airports outside of the United States have for many years provided arts programs as a customer amenity to persuade passengers to select their airport, either as a destination or, more likely, as their connection for further travel. Skytrax and Airports Council International publish airport customer experience ratings. Skytrax rates airports using a star rating system, with a five-star rating being the highest level. According to Boudreau et al. (2016, p. 71), these "ratings are based on a worldwide online survey of more than 13 million airline passengers." The top five airports ranked by Skytrax all have robust arts programs. The theory is that, other things being equal, passengers will choose to arrive or connect at an airport that is safe, pleasant, and well maintained; has good customer service; and provides the best and greatest number of amenities. Airport arts programs are one of those leading amenities, and domestic airports are being advised to adopt the strategy used by their international counterparts (Boudreau et al., 2016).

Three airports—PDX, SAN, and SFO—have mission statements that suggest their interest in following the example of international airports outside the United States, as recommended by Boudreau et al. (2016), by developing highly regarded arts programs that lead the industry. The PDX arts program, for example, states that its mission is to develop the program into a "highly regarded venue" for the arts; nevertheless, PDX recognizes that its customers expect such an amenity and that offering one allows the airport to meet the new industry standard (PDX Master Plan, pp. 3–4). SFO's Strategic Plan states the airport's interest in maintaining its leadership in the airport industry and its unique position in the museum world (SFO Strategic Plan, p. 3). Finally, the SAN program's founding policy states that its arts program is "committed to the presentation and advancement of a wide variety of high quality arts and culture

programming” that, among other things, “positions the Airport as a creative industry driver” (SAN Policies, Arts Program Policy, section 8.50[1], 2019).

All three airports are well regarded, and two of them devote significant resources to their arts programs. Two other airports acknowledged that their airport administrators are highly competitive and wish for their arts programs to be the same. The remaining case example airports are also aware of the customer experience ratings among international and domestic airports, as well as the type and quality of arts programs offered at other airports.

### **2.10.5 The Customer Experience**

The “customer experience” is generally defined as the bundle of customer behaviors, attitudes, and emotions associated with the use of a product or service (Schwager and Meyer, 2007). An analysis and understanding of an airport customer’s experience tell airport managers not only what their customers expect, but also where they should allocate their time and resources in an effort to meet those expectations (Rawson et al., 2013; Williams, 2017). As Boudreau et al. (2016) observe, airports have a unique opportunity to affect the customer/passenger experience because they are the first and last place visitors (or residents) see when they travel. It is at these entry and exit points that an airport can shape a customer’s experience with the airport and its host city. And, as pointed out earlier, surveys commissioned by AUS, LAX, and SAN demonstrate that airport arts programs create an overwhelmingly positive impression among the airport customers who come into contact with them. The results of the LAX and SAN surveys are reproduced in Appendix B. A consistent theme throughout the case example interviews is the positive effect that an arts program encounter can have on passengers who have already had a negative airport experience such as a security screening, a weather delay, or a disappointing flight. The lesson seems to be that arts programs can not only create a positive customer experience, but also have the potential to improve a negative one regardless of the source of that experience. Thus, arts programs are one of the features of the world’s most highly rated airports; they are part of the package of amenities that creates a sense of place for an airport, as well as one of the most significant factors in supporting airport customer satisfaction (Boudreau et al., 2016).

# Conclusions

Increasingly, airport managers follow ratings of the world's, their country's, and their region's top airports. These ratings are not only a way to keep score in a competitive marketplace, but also a marketing tool in their own right (for example, Skytrax and Airports Council International). The theory is that every airport that aspires to high ratings must offer an engaging arts program because very engaging arts programs are offered by all of the world's most highly rated airports. Further, it is now generally accepted that airport arts programs yield many additional benefits for airports, passengers, and the communities in which airports are located. But more than that, airport arts programs have become an amenity that airport passengers now expect, and they serve to tether an airport to its local community. As the available research discussed in this paper shows, when passengers find a well-run arts program, they respond positively. Whether to offer an arts program and whether to fund and staff it adequately are, in the end, business decisions that each airport must make for itself. This synthesis identifies many of the issues that airports may find helpful when considering such decisions. The remainder of this chapter summarizes the information and findings discussed in the previous chapters and identifies gaps in knowledge of the subject matter. The chapter concludes with suggestions of areas for further research on airport arts programs that may prove beneficial to airport administrators, arts program managers, and others interested in the subject.

## Findings

This synthesis provides a description of the state of practice of airport rotating visual art exhibition programs, with additional information about airport performing art exhibitions. The array of art exhibition offerings described in this synthesis suggests the difficulty of including all aspects of airport arts programs in a single paper. Consequently, this synthesis is not intended as a guidebook for airport arts programs, but as an introduction to the subject matter and a platform for further discussion and research into this interesting and valuable topic. Although each of the studied airports has developed a unique approach to its arts program that reflects the particular culture of the city and region where it is located, the following summary demonstrates that all of the studied rotating airport arts programs provide similar benefits that enhance airport users' customer experience.

As explained previously, airport users have an overwhelmingly favorable opinion about the exhibition of art in an airport setting. The 13 airport arts programs studied for this synthesis represent a cross section of airports of every size, in every region of the United States, and in population centers ranging from 16,000 to 18.7 million. Collectively, these 13 airports present visual art exhibitions to more than 365 million viewers each year.

In addition to the positive effect that airport rotating visual arts programs have on airport users, such programs also produce tangible, identifiable benefits for airports, their stakeholders, and the communities in which they are located. A recent ACRP report, *ACRP Report 157: Improving the Airport Customer Experience* (Boudreau et al., 2016), and anecdotal evidence suggest that airport users are more likely to increase concession spending when an airport presents art in passenger areas. Arts programs provide an aesthetic enhancement to airport facilities, thereby creating a more pleasing, calming environment that relieves passenger stress and contributes to passenger well-being. Airport arts programs also serve to tether an airport to its community and region and to generate goodwill for the airport and its stakeholders. Exhibition of the arts at airports creates a sense of place by presenting the culture of the geographical area, which further strengthens that goodwill and fosters a sense of community. The economic benefits from airport arts programs extend from the immediate beneficiaries of arts program spending and the artists who exhibit in the program to the larger regional economy. An internal report prepared by SAN for its Master Plan estimated that the cumulative economic effect of its relatively modest arts program budget on the larger regional economy was \$47 million over a 4-year period.

A recurring theme throughout the research for this synthesis was that the economic benefits of airport arts programs stand in stark relief to their relatively modest cost. As reported earlier, the average cost per enplanement of operation for the studied arts programs was just \$0.02 million. Staffing for the arts programs was also relatively low, and the programs operated with few risk management, legal, and other expenses—a result likely attributable to the professionalism of the arts program managers and their staff. Concessionaires have recognized the benefits of airport arts programs, with some even voluntarily increasing their contributions to arts programs. Several of the studied airports are following the same path and as of this writing have plans to increase their arts program budgets.

Other areas for potential improvement include arts program marketing and continuous passenger engagement studies. Few of the studied arts programs are responsible for their own marketing, and most of the arts programs believe that significant benefits could be achieved if specific arts program marketing plans were developed. Most of the arts programs also expressed an interest in performing the customer engagement surveys recommended by the master plans and conducted by several airports. At present, the arts programs measure customer engagement with mostly subjective, observational efforts. Providing better customer engagement information would allow arts program managers to more closely and precisely focus their programs and to measure viewer reaction to specific exhibitions. Finally, although some of the studied arts programs already do so, most arts program managers agreed that the quality and diversity of the art available for their exhibitions would benefit from the payment to artists of a market-based fee or stipend.

## Further Research

The information for this synthesis was gathered in significant part from interviews conducted with 13 airport arts program managers over the course of several visits and telephone conversations. Additional information was obtained from reviewing arts program documents and websites. As noted earlier, research performed for this synthesis produced a significant amount of information on a subject that has received little attention. There were, however, limits to how much information could be gathered within the time available for such interviews and document review. Because of those limitations, there remain a number of outstanding issues on which further research is necessary to provide a complete understanding of the subject matter.

1. **A Continuation of This Synthesis Focusing on International Airports Outside the United States:** Many international airports have robust arts programs that have been the subject of significant industry attention and commentary. It would be helpful to extend this synthesis to the airport art exhibition experience in international airports outside the United States in an effort to understand how such airport programs are managed and funded. Lessons learned from those programs could then be made available to U.S. domestic airports.
2. **Arts Master Plans and Other Governing Documents:** The studied airports had significant interest in arts program governing documents (such as master plans, written policies and procedures, guidelines, selection processes, and checklists), the kinds of documents that are used by airport arts programs, how the documents are used, and what experience airports have had using such documents. It is recommended that future research collect the governing documents from a variety of airports, explain how they are used, and arrive at conclusions about their use. It is also recommended that future research include a discussion of airport arts program master plans, how they came about and how they evolve over time, the purposes they serve, their cost, and commentary and analysis about their usefulness.
3. **Music and Other Performance Arts Programs:** Research for this synthesis suggests that airport performance art programs differ significantly from the presentation of visual art exhibitions. Consequently, it may be helpful to conduct a companion synthesis that surveys airport performing arts programs and explores various program models for performer identification and booking, scheduling frequency, performer payments, and liability issues. Such a study could explain how successful music and performance programs at airports are developed and administered; identify the costs and practical pitfalls of starting such programs; compare and discuss the benefits, detriments, and costs of using promoters instead of in-house staff; explore the experience of airports that have used different program models; describe the measures necessary to manage performance art promoters and their work product; and explain how program managers can be sure they are obtaining the most diverse and best musicians for an airport's program. The survey could also explore how to integrate performance art into an existing visual arts program, the kinds of performance acts to book and how well they work in an airport setting, performer pay scales, and the space requirements for particular kinds of performances.
4. **Community Partnership Development and Youth Arts Programs:** A guidebook for the development of community partnerships—with local government organizations, non-profits, and cultural institutions—would be helpful to explain the kinds of relationships that have been formed by arts programs and how those relationships have mutually benefited community organizations and airports. It is recommended that this research include a summary of best practices for community partnership development, an explanation of the expected benefits of such relationships, and a description of what community arts organizations can do for airports and what arts programs can do for community arts organizations. In addition, the research could also include a survey of the development and use of youth arts programming and outreach activities, including best practices for engaging community members and educational institutions, as well as an explanation of the benefits of such programs.
5. **Airport Arts Advisory and Selection Committees:** It is recommended that future research include a survey of the use of airport arts program advisory committees and selection panels, the purposes they serve, the benefits and drawbacks of their use, and the various structures and selection methods for their makeup that have been used successfully by airport arts programs.
6. **Viewer Engagement:** It is recommended that future research include study and analysis of the various ways in which arts programs can measure viewer engagement, the methods



available, the statistical models and questions that are most frequently used in such testing, how often such testing is recommended or necessary, and the potential cost of such analysis for various sample sizes.

7. **Economic Impact:** It is recommended that future research examine how airports can estimate the economic impact of their arts programs—and measure the results of those analyses—and whether arts programs can be viewed as sources of revenue for airports.
8. **Arts Program Budgets:** The studied airports had significant interest in arts program budgets and how they are calculated and created. There is also interest in the sources of funding for airport arts programs, as well as how and by how much airports decide to increase arts program funding and other resources in response to (a) airport growth and (b) additional demand for arts space and exhibitions.
9. **FAA Rules and Regulations Applicable to Airport Arts Programs:** Several of the arts managers expressed an interest in understanding the federal regulatory provisions applicable to their programs, including rules regarding revenue diversion and artists' rights for permanent art installations. Such a synthesis should explain the “bright lines” that exist for arts programs and organizations, and explain how FAA regulations intersect with arts program operations and management in a way that makes the applicable legal rules accessible to nonlawyers.
10. **Permanent Public Art:** There was some feeling among the art managers interviewed for this paper that the topic of permanent art collections at airports is underdeveloped in the literature. Accordingly, there was interest in a synthesis that examines how permanent public art is commissioned, selected, maintained, and financed at U.S. domestic airports. There was particular interest in a survey of how airports view the functionality of their percent for art programs and whether they believe their programs would benefit from amendment.

Rather than warranting individual syntheses, these several topics could be combined into a guidebook for airport arts program managers and administrators. Such a guidebook could address (a) visual and performing arts program methods and practices; (b) viewer engagement with airport arts programs, especially the composition of surveys; (c) arts program staffing; (d) the development and benefits of relationships and partnerships among airport arts programs, the local community, and local artists and cultural institutions; (e) arts program budgeting and artist payments; (f) the use of advisory, review, and selection committees for arts program projects; (g) an examination of artist experiences with their participation in airport arts programs and the lessons learned from those experiences; and (h) best practices and guidelines regarding the most effective and strategic marketing practices for airport arts programs.



# Bibliography

All managers of the studied arts programs follow local arts trends and discover arts events by monitoring local arts sources. The types of sources the managers generally identified are local arts blogs, arts magazines, event listings for arts activities (particularly those held by arts nonprofits), and email blasts from local and regional arts institutions. Airport arts managers also follow the programs of their colleagues at other airports, particularly if an airport is known for a specific kind of art (e.g., film and video, or music), curatorial point of view, or new kind of exhibit. The following list of national sources of arts information, which were identified by arts program managers interviewed for this synthesis, may be helpful.

## Newspapers and Magazines

Most frequently, arts managers identified the arts reporting by the *New York Times* and the *Los Angeles Times*, but they also identified the following sources:

*Sculpture* magazine:  
<https://sculpturemagazine.art/>

*Public Art Review* magazine:  
<https://forecastpublicart.org/inspiration-center/par/>

## Web Sources

American Association of Airport Executives (AAAE) Arts in the Airport Blog:  
<https://www.aaae.org/aaae/ArtsInTheAirport/Community/Blog/ArtsInTheAirport/Blog/Blog.aspx>

AAAE also sponsors an Arts in the Airport workshop:  
<https://www.aaae.org/aaae/ArtsInTheAirport/>

Arts in the Airport Facebook page:  
<https://www.facebook.com/ArtsInTheAirport>

Americans for the Arts provides significant research about the arts and surveys of arts participation:  
<https://www.americansforthearts.org/>

The American Alliance of Museums (AAM) provides articles about the arts and art exhibits as well as topics of professional interest:  
<https://www.aam-us.org/>

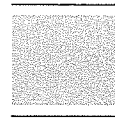
AAM's Curators Committee provides information to support curators and links to other sources of information of interest to curators:  
<http://ww2.aam-us.org/resources/professional-networks/curcom>

Stuck at the Airport is a blog by Harriet Baskas, who writes for *USA Today*. The blog focuses on travel generally, but also contains information and highlights about airport art and art exhibits:  
<https://stuckattheairport.com/>

Airports Council International provides general information about airport topics in its *Centerlines* magazine, rates airports nationally, and has a number of relevant informational tabs on its website:  
<https://airportscouncil.org/>

### **Academic Journals**

The College Art Association's *Art Journal* publishes academic articles on art history and modern art:  
<https://www.collegeart.org/publications/>



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# Appendices

The appendices are not printed herein but can be found by going to [www.TRB.org](http://www.TRB.org) and searching for “*ACRP Synthesis 114.*”



*Abbreviations and acronyms used without definitions in TRB publications:*

A4A	Airlines for America
AAAE	American Association of Airport Executives
AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ACI-NA	Airports Council International-North America
ACRP	Airport Cooperative Research Program
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
ATA	American Trucking Associations
CTAA	Community Transportation Association of America
CTBSSP	Commercial Truck and Bus Safety Synthesis Program
DHS	Department of Homeland Security
DOE	Department of Energy
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FAST	Fixing America's Surface Transportation Act (2015)
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
HMCRRP	Hazardous Materials Cooperative Research Program
IEEE	Institute of Electrical and Electronics Engineers
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITE	Institute of Transportation Engineers
MAP-21	Moving Ahead for Progress in the 21st Century Act (2012)
NASA	National Aeronautics and Space Administration
NASAO	National Association of State Aviation Officials
NCFRP	National Cooperative Freight Research Program
NCHRP	National Cooperative Highway Research Program
NHTSA	National Highway Traffic Safety Administration
NTSB	National Transportation Safety Board
PHMSA	Pipeline and Hazardous Materials Safety Administration
RITA	Research and Innovative Technology Administration
SAE	Society of Automotive Engineers
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (2005)
TCRP	Transit Cooperative Research Program
TDC	Transit Development Corporation
TEA-21	Transportation Equity Act for the 21st Century (1998)
TRB	Transportation Research Board
TSA	Transportation Security Administration
U.S. DOT	United States Department of Transportation



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**AGENDA ITEM NO. 14**

**Amend Authority By-Laws**

**Amendment from November 9, 2020  
Governance Committee Meeting**

AGENDA ITEM NO: 14  
MEETING DATE: December 16, 2020

ALBANY COUNTY AIRPORT AUTHORITY  
REQUEST FOR AUTHORIZATION

**DEPARTMENT:**

Contact Person: *Christine C. Quinn, Authority Counsel*

**PURPOSE OF REQUEST:**

By-Laws      *Amend Authority By-Laws\**

*\*Requires five affirmative votes pursuant to Enabling Legislation  
(excerpt attached).*

**CONTRACT AMOUNT:**

Base Amount:                      NA

**BUDGET INFORMATION:**

Anticipated in Current Budget: Yes \_\_\_ No \_\_\_ NA ✓

**FISCAL IMPACT - FUNDING** (Dollars or Percentages)

Federal \_\_\_\_\_ State \_\_\_\_\_ Airport \_\_\_\_\_ NA ✓

**JUSTIFICATION:**

*The Governance Committee met on November 9, 2020 to review a proposed amendment to the ACAA By-Laws to accurately reflect the way in which the Authority operates.*

*As a result of their review, the Governance Committee recommended that the proposed amendment to the By-Laws be adopted. In accordance with the By-Laws, 30 days written notice of the proposed amendment was given to each member on November 9, 2020.*

**CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:**

*Recommend approval.*

**FINAL AGREEMENT SUBJECT TO APPROVAL BY COUNSEL:** YES ✓ NA \_\_\_\_\_

**BACK-UP MATERIAL:**

- 1) Proposed By-Laws Amendment - Governance Committee Recommendation November 9, 2020*
- 2) Excerpt from Enabling Legislation*



AGENDA ITEM NO: 1  
GOVERNANCE COMMITTEE  
MEETING DATE: November 9, 2020

**ALBANY COUNTY AIRPORT AUTHORITY  
INFORMATIONAL**

Governance Committee  
Approved to send to  
Full ACAA Board.  
11/09/2020

**DEPARTMENT:**      *Legal*

Contact Person:    *Christine C. Quinn, Authority Counsel*

**PURPOSE OF REQUEST:**

*Review and Amendment to Authority By-Laws*

**JUSTIFICATION:**

*Proposed amendment to the By-Laws, to accurately reflect the way in which the Authority operates. Except as specifically amended herein the By-Laws remain unchanged.*

**CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:**

*Recommend approval.*

**BACK-UP MATERIAL:**

*1) Proposed By-Laws Amendment*



ALBANY COUNTY AIRPORT AUTHORITY  
ALBANY INTERNATIONAL AIRPORT  
ADMINISTRATION BUILDING  
SUITE 200  
ALBANY, NEW YORK 12211-1057

TEL: 518-242-2222  
ADMIN FAX: 518-242-2641  
FINANCE FAX: 518-242-2640  
SITE: [www.flyalbany.com](http://www.flyalbany.com)

## BYLAWS

of the

### ALBANY COUNTY AIRPORT AUTHORITY

#### ARTICLE I. NAME AND LOCATION

- SECTION A. Name** The name of this public benefit corporation shall be the Albany County Airport Authority, hereinafter also referred to as the Authority.
- SECTION B. Location** The principal office of the Authority shall be maintained at the Albany County Airport.

#### ARTICLE II. PURPOSES AND POWERS

- SECTION A. Purposes** The purposes of the Authority shall be those enumerated in the New York State Public Authorities Law, Section 1, Article 8, Title 32, as amended, hereinafter referred to as the Enabling Act.
- SECTION B. Powers** The general and special powers of the Authority shall be those enumerated in the Enabling Act.

#### ARTICLE III. MEMBERSHIP

The Authority shall consist of seven members who shall be appointed as defined in the Enabling Act.

## ARTICLE IV. OFFICERS

### SECTION A. Appointed Officers

The Legislative Majority Leader and the Executive of the County of Albany shall jointly designate one of the seven members of the Authority to serve as the Chairperson as per the Enabling Act.

### SECTION B. Elected Officers

The Authority shall elect a Vice-Chair, a Secretary, and a Treasurer at their first regular meeting of each year or at such other regular meeting as the Chairperson shall designate; provided, however, that such election of officers shall occur at least once each calendar year. These officers shall, after election, continue to hold office until a successor has been duly elected. In the event of a vacancy in any one or more of these offices, the Authority may, at any regular or special meeting, elect a successor to serve until the next regularly scheduled election.

## ARTICLE V. DUTIES OF OFFICERS

### SECTION A. Chair

The Chairperson shall preside at all meetings of the Authority, with the right to vote; and shall serve as an ex-officio member on all committees, with the right to vote only when substituting for a regular voting member of a committee.

The Chair, CEO or his/her designee shall be the principal spokesperson of the Authority as it carries out the purposes and powers of the Enabling Act and the actions of the Authority; shall be the signatory for all documents executed on behalf of the Authority, except as otherwise designated by these By-Laws or by resolution of the Authority; and shall, between meetings of the Authority, act on its behalf to implement approved policies and procedures, and to make emergency decisions pending action of the Authority.

### SECTION B. Vice-Chair

The Vice-Chair shall perform all duties incident to the office, and such other duties as may be assigned by the Authority. In the absence of the

Chair, or in the event the Chair is unable to act, the Vice-Chair shall perform the duties of the Chair, and, when so acting, shall have all of the authority and be subject to all the restrictions upon the Chair.

**SECTION C. Secretary**

The Secretary shall perform all duties incident to the office, and such other duties as may be assigned by the Authority; shall be responsible for the accuracy of the minutes of all regular and special meetings of the Authority, for all notices as required by law or these Bylaws, and for designated correspondence of the Authority; and shall be custodian of the seal and records of the Authority.

**SECTION D. Treasurer**

The Treasurer shall perform all duties incident to the office, and such other duties as may be assigned by the Authority; shall be the principal financial officer of the Authority; shall establish and maintain proper accounting procedures; shall report on the Authority's financial condition as requested by the Authority; and shall be a member of the Finance Committee.

**ARTICLE VI COMMITTEES**

**SECTION A. Standing Committees**

The standing committees of the Authority shall be 1) Finance and Administration 2) Operations, 3) Personnel, 4) Bylaws, 5) Public Communications, 6) Audit, and 7) Governance. Each standing committee shall have no less than two nor more than three members, appointed by the Chair of the Authority, including the designated Chair.

**SECTION B. Special Committees**

The Chair of the Authority may, from time to time, with the approval of the Authority, appoint special committees to further the purposes, powers, and approved actions of the Authority.

**SECTION C. Duties of the Committees**

All of the committees of the Authority shall be advisory committees of the Authority. The specific tasks and duties of each shall be determined by action of the Authority.



## **ARTICLE VII MEETINGS**

- SECTION A. Regular Meetings** Regular, duly noticed, meetings of the Authority shall be held, at least quarterly, on such dates and at such times as the Authority shall determine. At such meetings, the Authority shall consider all matters as may be properly brought before them.
- SECTION B. Special Meetings** A duly noticed special meeting of the Authority may be called by the Chair, or by request of any three voting members, for consideration of a specific agenda of business. The notice of any special meeting shall be delivered by mail, facsimile or telephone to each member of the Authority at least 24 hours before the time for which the special meeting is noticed.
- SECTION C. Committee Meetings** All committee meetings will be arranged by the committee on such dates and at such times as the voting members of the committees shall determine.
- SECTION D. Meetings by Conference Telephone** If the Chair determines there is need for the members to act before such time as it is possible or practicable to bring a quorum of the members together at the same location, the Chair, or the Chair=s designee, may give notice that members may participate in a meeting of the Authority by means of conference telephone or similar communications equipment, by means of which all persons participating in the meeting can hear each other and persons present at the designated place of the meeting can hear all of the persons participating in the meeting, and such participation in a meeting shall constitute presence in person at such meeting. Any required notice of the place of a meeting at which participation is by means of a conference telephone or similar communications equipment shall be sufficient if it designates as the place of the meeting, the place at which one or more of the participants in the meeting is located at the

time the meeting is held.

#### **ARTICLE VIII QUORUM AND VOTING**

**SECTION A. Quorum**

Four members shall constitute a quorum at all regular and special meetings of the Authority.

**SECTION B. Voting**

Any amendment of these By-laws shall only become effective upon the favorable vote of at least five members of the Authority. Excepting the above, all actions of the Authority shall require the favorable vote of at least four members.

#### **ARTICLE IX. AMENDMENTS**

These By-laws may be amended, as set forth in the Enabling Act, at any regular or special meeting, provided that thirty (30) days written notice of such proposed amendment shall have first been given to each member.

#### **ARTICLE X. INDEMNIFICATION**

The Authority agrees at its sole cost and expense to indemnify and hold harmless the members, officers, and employees of the Authority from all costs and liabilities of every kind and nature as herein provided.

All members, officers, and employees of the Authority while acting in behalf of the Authority shall be entitled to the fullest extent of indemnification permitted by law, including but not limited to, attorney=s fees, disbursements, costs, and settlement amounts.

#### **ARTICLE XI. MISCELLANEOUS**

**SECTION A. Enabling Act**

Nothing contained in these By-laws shall be held to supplement or otherwise expand the purposes, powers, or duties of the Authority as set forth in the Enabling Act.

**SECTION B. Parliamentary Authority**

The current edition of the Standard Code of Parliamentary Procedure governs this organization in all parliamentary situations that are not provided for in the law or in its enabling act, bylaws, or adopted rules, provided, however, that the failure to strictly observe such parliamentary rules, shall not operate to invalidate any official action which is otherwise in compliance with these Bylaws, the Enabling Act or other applicable law.

**ARTICLE XII. PROHIBITION ON LOANS**

In accordance with Public Authorities Law, Section 2824, the Authority shall not, directly or indirectly, including through a subsidiary, extend or maintain credit, arrange for the extension of credit, or renew any extension of credit, in the form of a personal loan to or for any officer, board member or employee (or equivalent thereof) of the Authority.

**ARTICLE XIII. CODE OF ETHICS**

**(Per Section 2795 of Enabling Legislation)**

**SECTION A. DEFINITION**

As used in this Code of Ethics the term "Authority" shall mean any member of the Authority.

**SECTION B. RULES WITH RESPECT TO CONFLICTS OF INTEREST**

No Authority member should have any interest, financial or otherwise, direct or indirect, or engage in any business or transaction or professional activity or incur any obligation of any nature, which is in substantial conflict with the proper discharge of his or her duties in the public interest.

**SECTION C. STANDARDS**

No Authority member should accept employment or engage in any business or professional activity which will impair his or her independence of judgment in the exercise of his or her official duties.

No Authority member should accept employment or engage in any business or professional activity which will require the member to disclose confidential information which he or she has gained by reason of his or her official position or authority.

No Authority member should disclose confidential information acquired by the member in the course of his or her official duties nor use such information to further his or her personal interests.

No Authority member should use or attempt to use his or her official position to secure unwarranted privileges or exemptions for himself or herself or others.

No Authority member should engage in any transaction as representative or agent of the Authority with any business entity in which he or she has a direct or indirect financial interest that might reasonably tend to conflict with the proper discharge of his or her official duties.

An Authority member should not by his or her conduct give reasonable basis for the impression that any person can improperly influence such member or unduly enjoy his or her favor in the performance of his or her official duties, or that he or she is affected by the kinship, rank, position or influence of any party or person.

An Authority member should abstain from making personal investments in enterprises which he or she has reason to believe may be directly involved in decisions to be made by the member or which will otherwise create substantial conflict between his or her duty in the public interest and his or her private interest.

An Authority member should endeavor to pursue a course of conduct which will not raise suspicion among the public that he or she is likely to be

engaged in acts that are in violation of his or her trust.

No Authority member on a full-time basis nor any firm or association of which the member is a member nor corporation a substantial portion of the stock of which is owned or controlled directly or indirectly by such member, should sell goods or services to any person, firm, corporation or association which is licensed or whose rates are fixed by the Authority in which such member serves or is employed.

If any Authority member shall have a financial interest, direct or indirect, having a value of ten thousand dollars or more in any activity which is subject to the jurisdiction of a regulatory agency, he or she should file with the Secretary of State a written statement that he or she has such a financial interest in such activity which statement shall be open to public inspection.

#### **SECTION D. VIOLATIONS**

In addition to any penalty contained in any other provision of law any such Authority member who shall knowingly and intentionally violate any of the provisions of this Code of Ethics may be fined, suspended or removed from office or employment.

***Adopted: January 10, 1994***

***Amended: December 12, 1994***

***April 3, 1995***

***August 7, 1995***

***November 4, 1996***

***May 7, 1997***

***May 1, 2006***

***September 11, 2006***



political party. Of the members initially appointed by the county executive two each shall serve for a term ending December thirty-first, nineteen hundred ninety-six and one shall serve for a term ending December thirty-first, nineteen hundred ninety-seven. Of the members initially appointed by the majority leader of the county legislature, one shall serve for a term ending December thirty-first, nineteen hundred ninety-five; two each shall serve for a term ending December thirty-first, nineteen hundred ninety-six and one shall serve for a term ending December thirty-first, nineteen hundred ninety-seven. Each member shall serve a term of four years. The majority leader and county executive shall jointly designate one of the seven members to serve as the chairperson of the authority. The authority may provide for such officers as may be determined necessary and the same need not be members of the authority.

(b) Notwithstanding the provisions of paragraph (a) of this subdivision the majority leader and county executive shall jointly submit to the county legislature the initial seven members of the authority. Within thirty days, the county legislature must approve or disapprove the appointment of the entire group of nominees but may not reject an individual member nor may it modify in any way the proposed group of members.

2. All members shall continue to hold office until their successors are appointed and qualify. Except as otherwise provided in subdivision three of this section, vacancies shall be filled in the manner provided for original appointment. Vacancies, occurring otherwise than by expiration of term of office, shall be filled for the unexpired terms. Members may be removed from office for the same reasons and in the same manner as may be provided by law for the removal of officers of the county. The members of the authority shall receive no compensation for their services but shall be reimbursed for all their actual and necessary expenses incurred in connection with the carrying out of the purposes of this title. The powers as set forth in the by-laws of the authority shall be established and vested in and be exercised by the members of the authority at an initial meeting duly called and held and five members shall constitute a quorum. No action shall be taken at the aforementioned initial meeting or any adjournment thereof except pursuant to the favorable vote of at least five members of the authority. Any amendment to the aforementioned powers as set forth in the **by-laws shall only become effective upon the favorable vote of at least five members of the authority.**

3. The authority shall have a regional advisory board consisting of not less than six non-voting members. The membership shall include, but not be limited to, the chairperson of the airline affairs committee of the Albany county airport and other members, one of whom shall be appointed by the legislative body of the county of Schenectady, one of whom shall be appointed by the legislative body of the county of Saratoga, one of whom shall be appointed by the legislative body of the county of Rensselaer and two of whom shall be appointed by the legislative body of the town of Colonie.

4. Notwithstanding any inconsistent provision of any general, special or local law, ordinance, resolution or charter, no officer, member or employee of the state or of any public corporation shall forfeit his or her office or employment by reason of his or her acceptance of appointment as a member, officer or employee of the authority, nor shall service as such member, officer or employee be deemed incompatible or in conflict with such office, membership or employment.

5. Notwithstanding any inconsistent provision of any general, special or local law, ordinance, resolution or charter, no officer, member, elected official or employee of the county of Albany shall be eligible to serve as a member of the authority.

6. All members of the authority will be required to comply with the Albany county code of ethics and to complete all disclosure forms required by said code of ethics.

7. The authority and its corporate existence shall continue until terminated by law, provided, however, that no such termination shall take effect so long as the authority shall have bonds or other obligations outstanding unless adequate provision has been made for the payment or satisfaction thereof. Upon termination of the existence of the authority, all of the rights and properties of the authority then remaining shall pass to and vest in the county of Albany in such a manner as prescribed by law.

## **AGENDA ITEM NO. 15**

**Adoption of Budget 2021 in the amount of \$65,617,498 and authorization to transfer \$240,109<sup>1</sup> from the Authority to the Albany County Airport Authority OPEB Trust.**

---

<sup>1</sup> Correction to the amount provided to the Finance Committee on December 11, 2020



AGENDA ITEM NO: 15  
MEETING DATE: December 16, 2020

ALBANY COUNTY AIRPORT AUTHORITY  
REQUEST FOR AUTHORIZATION

**DEPARTMENT:**        *Finance*

Contact Person:    *Michael F. Zonsius, Chief Financial Officer*

**PURPOSE OF REQUEST:**

*Adoption of Budget 2021 in the amount of \$65,617,498 and authorization to transfer \$240,109<sup>1</sup> from the Authority to the Albany County Airport Authority OPEB Trust.*

**BACKUP MATERIALS:**

- *Please refer to Budget 2021 for the Year Ending December 31, 2021; and*
- *Attached Budget 2021 Memo to Finance Committee including:*
  - *Summary of Budget Revisions*
  - *Summary of Significant Assumptions;*
  - *Budgeted Staff Positions;*
  - *Airline Rates & Charges;*
  - *Projected 2020 End of Year Settlement with Airlines;*
  - *Adoption of 2021 Operating Budget;*
  - *Exhibit A Proposed 2021 Rates and Charges;*
  - *Exhibit B Budget 2021 Summary;*

**JUSTIFICATION:**

*On November 16 and December 11, 2020, the ACAA Finance Committee met and approved revisions to the preliminary budget that are incorporated into the final budget. The Authority's Airline Rates & Charges consultant has also reviewed the budgetary data and airline rates and charges for consistency with the Airline Use and Lease Agreement and the Master Bond Resolution, with one noted exception and as discussed with the airlines on September 16 and October 17 the capital contribution to remain at \$3.3 million.*

**FINANCE COMMITTEE RECOMMENDATION:**

*Recommend adoption of the 2021 Operating Budget.*

**CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:**

*Recommend adoption of the 2021 Operating Budget.*

---

<sup>1</sup> *Correction to the amount provided to the Finance Committee on December 11, 2020.*



ALBANY COUNTY AIRPORT AUTHORITY  
 ALBANY INTERNATIONAL AIRPORT  
 ADMINISTRATION BUILDING  
 SUITE 200  
 ALBANY, NEW YORK 12211-1057

TEL: 518-242-2222  
 ADMIN FAX: 518-242-2641  
 FINANCE FAX: 518-242-2640  
 SITE: www.albanyairport.com

**TO:** ACAA Board Members  
**FROM:** Michael F. Zonsius, CFO  
**Date:** December 16, 2020  
**RE:** Adoption of Budget 2021

**INTRODUCTION**

The Preliminary 2021 Budget was provided at the October ACAA Meeting held on October 7. An updated version of this budget was subsequently provided and discussed at an ACAA Finance Committee Meeting held on November 16 and December 11, 2020. As a result of these meetings, revisions were made, the results of which are shown as follows:

	<b>2021 Budget Sept 16, 2020</b>	<b>Revision</b>	<b>2021 Budget Nov 16, 2019</b>	<b>Revision<sup>(1)</sup></b>	<b>2021 Budget Final</b>
Operating Rev-Airport	\$32,672,709	\$ 172,856	\$32,845,565	(\$504,775)	\$32,340,790 <sup>(2)</sup>
Operating Rev-FBO	<u>7,486,902</u>	<u>919,970</u>	<u>8,406,872</u>	-	<u>8,406,872</u>
	40,159,611	1,092,826	41,252,437	( 504,775)	40,747,662
Other Revenue	4,882,892	-	4,882,892	-	4,882,892
CARES Act	5,500,000	(500,000)	5,000,000	-	5,000,000
Contributed Capital	<u>10,686,104</u>	<u>4,300,840</u>	<u>14,986,944</u>	-	<u>14,986,944</u>
	61,228,607	4,893,666	66,122,273	( 504,775)	65,617,498
Operating Exp-Airport	37,093,775	(6,793,097)	30,300,678	( 486,961)	29,813,717
Operating Exp-FBO	-	<u>7,720,611</u>	<u>7,720,611</u>	-	<u>7,720,611</u>
	37,093,775	927,514	38,021,289	( 486,961)	37,534,328 <sup>(3)</sup>
Debt Service	10,130,800	-	10,130,800	-	10,130,800
Capital Expenditures	<u>13,961,104</u>	<u>3,650,840</u>	<u>17,611,944</u>	-	<u>17,611,944</u>
	<u>61,185,679</u>	<u>4,578,354</u>	<u>65,764,033</u>	( 486,961)	<u>65,277,072</u>
Funds Remaining	\$ 42,928	\$ 315,312	\$ 358,240	( \$17,814)	\$ 340,426

<sup>(1)</sup> Revisions made after the November 16 Finance Committee Meeting.

<sup>(2)</sup> Amount is net of \$400,968 in revenue sharing.

<sup>(3)</sup> Operating Expenses by Entity (see Exhibit B for itemization by expense type)

AvPorts	\$24,013,335
Million Air	7,720,611
Albany County Airport Authority	<u>5,800,382</u>
	\$37,534,328

## REVISIONS POST NOVEMBER 16, 2020 FINANCE COMMITTEE MEETING

Post the November 16 Finance Committee Meeting, revisions include a decrease in airport operating budgeted expenses of \$486,961 and a corresponding decrease airport budgeted revenues of \$504,775. These revisions were subsequently approved by the Finance Committee on December 11, 2020

Although teleconference meetings were held with the Signatory Airlines (SA) on September 16 and October 15 in accordance with the current Use and Lease Agreement, a follow up meeting was requested on November 17 (one day after the Finance Committee Meeting) and honored on November 19. As a result of this meeting the following airport operating budgeted expenses were reduced:

### Account 11000, Salaries, (\$79,927)

Salaries were reduced a net of \$79,927. This net was comprised of a decrease in salaries of \$128,817 that resulted primarily from the transfer of costs for two air traffic control tower custodians from the terminal cost center to the landside cost center. The increase, \$48,890, was for salaried personnel increases that were not included in the original budget because they were provided after the budget was issued.

### Accounts 21000 & 26030, Personnel Benefits category, (\$17,033)

Social security and Unemployment taxes were reduced \$17,033, to reflect salary decreases in the Terminal Cost Center.

### 83000 Non Capital Items (\$390,001)

One fiber optic terminal project in the amount of \$140,000 was eliminated and the contingency/discretionary accounts were reduced by \$250,000.

As a result of the reduction in airport operating expenses, the following airline airport operating revenues had corresponding reductions:

Landing Fees	\$ 65,632
Airline Terminal Rental	178,590
Apron Rental	11,340
Passenger Boarding Bridges	6,118
Baggage Claim Room	59,399
Revenue Sharing	<u>183,696</u>
	<b>\$504,775</b>

## SIGNIFICANT ASSUMPTIONS

As follows are the significant assumptions that were used in the completion of Budget 2021:

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projected 2020</b>	<b>Budget 2021</b>
Statistics				
Enplanements	1,518,969	1,500,000	520,000	940,000
Operations (L/TO)	60,748	60,943	43,745	57,605

**SIGNIFICANT ASSUMPTIONS, continued****Airline Revenue**

PAX Landed Weight (,000)	1,667,798	1,679,956	1,120,613	1,131,819
Cargo Landed Weight	167,895	167,835	167,835	169,391
Terminal Airline Space (sqft)	91,744	91,744	91,484	91,484
Apron Area (sqft)	549,948	505,472	505,472	505,472

**Non Airline Revenue**

Parking Revenue	\$16,206,963	\$16,259,604	\$6,895,995	\$10,174,182
Rental Car Revenue	5,368,451	5,306,102	2,375,184	2,998,600
Concession – Food & Bev	1,214,921	941,804	509,035	451,200
Concession – Retail	933,339	866,687	372,646	404,200
Advertising	297,444	300,000	300,000	150,000

**BUDGETED FULL TIME STAFF POSITIONS**

Personnel salaries and wages accounts for the highest percentage of operating expenses, and as follows, are the position counts, for the three entities included in this budget:

	2020 Budget	incr	(decr)	2021 Budget
AvPORTS, LLC	158	-	2	156
Million Air	33	-	-	33
ACAA	<u>22</u>	<u>-</u>	<u>-</u>	<u>22</u>
	213	-	2	211

Position Changes are as follows:

Added: None \$ -

**AIRLINE RATES AND CHARGES**

Exhibit A provides the Budget 2021 Airline Rates and Charges based on the budgeted Airport revenues, expenses, debt service and other charges.

The Budget 2021 will result in Airline Capital Contributions of \$3,300,000 based discussion with the Signatory Airlines. Funds remaining for Revenue Sharing between the Signatory Airlines and the Airport will be \$801,936 of which \$400,968 will go to the Airlines. The 2021 Operating Budget provides for a debt service coverage ratio of 1.53, a decrease 0.24 decrease from the prior budgeted year.

The Rates and Charges are dependent upon actual Airport activities, revenues and expenses. The decrease in landed weight due to COVID19 caused the landing fee to increase to \$4.06, or \$1.01 from the prior year. CARES Act funding will favorably contribute to the terminal rental rate decrease to \$73.79 per square foot.

## **PROJECTED 2020 END OF YEAR SETTLEMENT WITH AIRLINES**

Based upon actual revenues and expenses compiled through September 30, 2020, the estimated 2020 revenues to be shared between ACAA is approximately \$346,642, the Airlines and the Airport Development is approximately \$173,321. The projected settlement amount is still subject to change based upon actual results through the remainder of the year.

## **ADOPTION OF 2021 OPERATING BUDGET**

Based upon all of the above, Budget 2021 is recommended for adoption at the December 16, 2020 Board Meeting resulting in the imposition of the proposed Airline rates and charges on January 1, 2021. Budget 2021 will require on-going monitoring and management during the course of 2021 and may require revision to address significant adverse developments. Upon adoption of the budget, Airline Rates and Charges can only be adjusted during the year under more limited circumstances which include: provisions for adjustment if revenues from rates and charges are projected to be off by more than ten (10) percent; a provision for adjustment if debt service coverage is projected to be less than one-hundred-twenty-five (125) percent of net revenues; or in accordance with a financing resolution adopted by the Authority.

# **Albany County Airport Authority Albany, New York**



**Annual Budget  
for the  
Year Ending December 31, 2021**

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
<b>Airport Operating Revenues</b>				
03 Airfield	\$7,415,784	\$7,221,551	\$5,495,727	\$7,742,102
07 Terminal	5,178,553	7,623,008	5,620,155	6,285,486
11 Ground Transportation	16,935,009	16,918,187	7,224,826	10,589,115
15 Concessions	8,468,849	7,803,242	3,829,233	4,369,764
23 Other	3,307,853	4,291,259	3,322,433	3,354,324
25 CARES Act	-	-	10,200,000	5,000,000
	<u>41,306,048</u>	<u>43,857,247</u>	<u>35,692,374</u>	<u>37,340,790</u>
<b>Airport Operating Expenses</b>				
Salaries Expense	(9,601,303)	(10,094,718)	(8,977,212)	(9,700,309)
Other Employee Expenses	(5,321,913)	(5,411,877)	(5,055,152)	(5,234,757)
Utilities	(1,878,658)	(2,002,618)	(1,879,398)	(2,019,385)
Purchased Services	(6,243,172)	(6,498,033)	(5,603,171)	(4,865,897)
Material & Supplies	(5,031,994)	(4,691,953)	(4,337,033)	(4,486,781)
Office/Administration	(2,866,542)	(1,240,863)	(2,296,095)	(1,872,088)
Non-Capital Equipment	(368,951)	(395,006)	(84,676)	(1,634,500)
	<u>(31,312,534)</u>	<u>(30,335,067)</u>	<u>(28,232,737)</u>	<u>(29,813,717)</u>
	9,993,514	13,522,180	7,459,638	7,527,073
<b>FBO Revenues</b>				
	<u>10,426,891</u>	<u>9,905,297</u>	<u>6,828,450</u>	<u>8,406,872</u>
	10,426,891	9,905,297	6,828,450	8,406,872
<b>FBO Expenses</b>				
Salaries Expense	(1,504,385)	(1,526,693)	(1,358,052)	(1,512,599)
Other Employee Expenses	(554,064)	(513,954)	(559,693)	(489,129)
Utilities	(79,072)	(89,305)	(75,840)	(78,872)
Purchased Services	(500,349)	(543,600)	(559,127)	(608,116)
Material & Supplies	(5,625,581)	(5,567,202)	(3,413,407)	(4,865,289)
Office/Administration	(196,848)	(215,172)	(144,283)	(166,605)
	<u>(8,460,299)</u>	<u>(8,455,926)</u>	<u>(6,110,403)</u>	<u>(7,720,611)</u>
	1,966,592	1,449,371	718,047	686,261
Other Expenses	(355,163)	-	(88,981)	-
Other Income	8,993,386	5,510,741	5,232,101	4,882,892
Debt Service	(4,376,633)	(11,008,820)	(11,040,553)	(10,130,800)
Capital Expenditure	(36,531,663)	-	(13,500,000)	(17,611,944)
Contributed Capital	25,142,535	-	12,014,233	14,986,944
	<u>(7,127,538)</u>	<u>(5,498,079)</u>	<u>(7,383,200)</u>	<u>(7,872,908)</u>
	(7,127,538)	(5,498,079)	(7,383,200)	(7,872,908)
	<u><b>\$4,832,568</b></u>	<u><b>\$9,473,471</b></u>	<u><b>\$794,485</b></u>	<u><b>\$340,426</b></u>

Revenue Sharing provided to the Signatory Airlines is \$80,194 and 320,774 for Projected 2020 and Budget 2021, respectively. For detailed revenue sharing information, please see Page 8-27.

CARES Act funding is shown as an Airport Operating Revenue on this page only. Elsewhere in this document it will be shown as Other Income in Section 5.

**Albany County Airport Authority  
Albany, New York**

**Chairman**

Rev. Kenneth Doyle

**Board Members**

Samuel A. Fresina

Anthony Gorman

Lyon M. Greenberg, M.D.

Steven H. Heider

Kevin R. Hicks, Sr.

Sari M. O'Connor

**Chief Executive Officer**

Philip F. Calderone, Esq.

**Chief Financial Officer**

Michael F. Zonsius, CPA, AAE

**Budget & Performance Manager**

Rima A. Cerrone



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**BUDGET  
MESSAGE**

DEPARTMENT /  
COST CENTER

DEBT  
SERVICE

CAPITAL  
IMPROVEMENT  
PROGRAM

RATES  
AND  
CHARGES

SUPPLEMENTAL  
INFORMATION

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December 16, 2020

Rev. Kenneth Doyle, Chairman;  
Board Members, Albany County Airport Authority;  
Philip F. Calderone, Esq;  
Fellow Employees:



Presented herewith is the annual budget for the Albany County Airport Authority as approved by the Board on December 7, 2020.

This budget has been prepared on an accrual basis with certain exceptions but differs from generally accepted accounting principles in that certain expenditures are reported on a cash basis and it includes all current operations under the responsibility of the Authority. This budget incorporates the operations of two companies that operate under cost recovery/reimbursement agreements with the Authority: AFCO AvPORTS Management, LLC (d/b/a AvPORTS), responsible for the daily operations of the Airport; and, REW Investments, Inc., (d/b/a Million Air -ALB) responsible for the daily operations of the Fixed Base Operation (FBO).

This budget document is divided into six components: Budget Message, Department Overview and Detail, Debt Service, Capital Budget, Rates & Charges and Supplemental Information.

**BUDGET OVERVIEW**

The unthinkable became reality in 2020 as the COVID-19 pandemic ravaged the world. As individuals and communities fell victim to this virus and businesses failed, this became a time of not only emotional and financial stress, but the moment when the importance of the work performed by Airport management can not be overstated and is critical to the financial well being of this airport.

Despite that enplanement levels decreased to unfathomable low levels for days, weeks, and months on end, Airport management remained steadfast and resolute in efforts to maintain financial stability and integrity. And these same attributes are carried forwarded in this Budget 2021. As always, the safety of the traveling public, airport employees, and airport users is our utmost concern.

No more apparent this year than in any other year in the airport’s history is the difficulty in financial/budget management of an airport that results from having disproportionate variable revenues versus fixed costs. Approximately 75 percent of the airports revenue is variable based directly on the number of airport passengers, i.e. revenues derived from parking, concessions, rental cars. As passengers in/decrease, so does 75 percent of the airport’s corresponding revenue. Unlike the revenues however, the costs of operating the airport are predominantly fixed, attributable to personnel expenses. Regardless of the number of passengers, the number of personnel, their salaries and wages, and benefits remain the same. So the dilemma is operating an airport with declining variable revenues and a level amount of fixed costs.

The budget was prepared based on enplanements of 940,000. This enplanement level figured that an average of 1,000 enplanements per day through June 2021. Using this number of enplanements, operating revenues are budgeted at \$45,747,662, a decrease of \$8,014,882 from the prior year; Operating Expenses, \$37,534,328, a decrease of \$1,256,665.

Lessening the impact of decreasing operating revenues is the additional \$15,200,000 in CARES Act funding. This funding is used for both salary and debt service and has been budgeted for receipt of \$10,200,000 and \$5,000,000 in FY2020 and FY2021, respectively.

New software was devised this year to assist in the preparation of the annual budget. The software integrates directly into the airport’s accounting software and allows the department manager to input his/her budget, line item by line item, directly into the budget. This software will also allow these inputs to be carried over from year to year, to ease the burden of manually re-entering these items each year. Also, more detail is allowed to be entered for each budget item

**BUDGET OVERVIEW, continued**

and this information now resides in one centralized database for the safekeeping of future generations.

These are uncertain times; however, we are steadfast in our efforts to maintain a safe airport and assure this airport’s financial survivability for many years to come.

**OVERVIEW AND ECONOMIC CONDITIONS**

The COVID-19 pandemic devastated the world, this country, the state, and regional economies. As a result the economic barometers of the airport - enplanements, operations and cargo tonnage - have been adjusted downward accordingly. Although over the past five years enplanements have experienced a period of stability as evidenced below, expected recovery to Pre-COVID levels is not expected until 2025:

	Enplanements	Operations	Cargo Tonnage
2015	1,297,749	60,001	19,373
2016	1,407,434	64,731	18,692
2017	1,417,835	64,160	18,740
2018	1,466,706	63,541	18,896
2019	1,518,969	60,748	20,009
2020E	520,000	43,745	21,163
2021P	940,000	50,000	21,500

The best measurement of a region’s economy is the unemployment rate. As shown below, the unemployment rate remained stable for the past five years. However, there has been a noticeable uptick due to the COVID-19 crisis.

	Capital Region	State of New York	United States
2015	4.0%	4.7%	5.0%
2016	3.9	4.5	4.7
2017	4.2	3.9	4.1
2018	3.5	3.7	3.9
2019	3.6	3.9	3.5
2020, July	11.5	15.9	10.2

The Authority is hopeful that unemployment rates will return to past levels subsequent to the COVID-19 crisis.

**PROFILE**

The Albany International Airport (“ALB”) is categorized by the Federal Aviation Administration (“FAA”) as a small hub airport and comprises 1,164.9 acres. The airport had 1,518,969 enplanements in 2019 and this is estimated to decrease to 520,000 in 2020. The Airport is served by five legacy, two ultra low cost passenger carriers and two cargo carriers.

	2019 Enplanements	2020E Enplanements
<b>Passenger</b>		
American	312,378	133,820
Delta	250,816	68,400
JetBlue	92,149	30,180
Southwest	488,147	176,900
United	230,996	62,890
Allegiant	78,107	28,070
Frontier	60,804	19,050
Others (Charters)	<u>5,572</u>	<u>690</u>
	1,518,969	520,000

During the third week in January 2020 and November 2020, the number of weekly passenger scheduled flights to 19 total destinations are shown as follows:

	Weekly Departures Jan 2020	Weekly Departures Nov 2020
1. Atlanta	20	13
2. Baltimore	26	25
3. Charlotte	19	16
4. Chicago - Midway	12	10
5. Chicago - O’Hare	40	13
6. District of Columbia - Dulles	21	10
7. District of Columbia - National	33	6
8. Denver (seasonal)	-	6
9. Detroit	25	19
10. Fort Lauderdale	10	3
11. Fort Meyers	4	-
12. Myrtle Beach (seasonal)	-	-
13. Newark	31	17
14. Orlando	27	13
15. Orlando - Sanford	2	-
16. Philadelphia	30	13
17. Punta Gorda	2	3
18. Tampa	9	4
19. Tampa - St. Pete	<u>2</u>	<u>2</u>
	313	173

Air cargo services are provided primarily by two cargo carriers as follows:

	FY2018 Cargo	FY2019 Cargo	FY2020E Cargo
<b>Cargo (in tons)</b>			
FedEx	9,065	8,705	9,484
United Parcel Service	7,788	9,303	9,868
Others	<u>2,042</u>	<u>2,000</u>	<u>1,465</u>
	18,895	20,008	20,817

**PROFILE, continued**

ALB’s Primary Air Trade Area comprises an area within a 60 to 70 mile radius of the Airport. This area encompasses a total of 13 counties, including the Albany-Schenectady-Troy Metropolitan Statistical Area (MSA), with the New York counties of Albany (the county in which the Airport is located), Saratoga, Schenectady, Schoharie, and Rensselaer; the Glens Falls MSA, with the New York counties of Warren and Washington; the additional New York counties of Columbia, Fulton, Greene, Montgomery; Berkshire County, Massachusetts; and Bennington County, Vermont. The Airport is the sole provider of commercial service in the air trade area.

The Primary Air Trade Area Population has remained relatively the same in the past five years as follows:

	<b>Primary Air Trade Area Population</b>
2014	1,386,645
2015	1,385,661
2016	1,382,901
2017	1,387,354
2018	1,381,063
2019	1,376,503

The area includes over 31 employers with more than 1,000 employees, the largest employer being the State of New York with approximately 52,000 employees. The area includes 33 colleges and universities, 16 general-care hospitals, and offers a rich variety of cultural, recreational, educational resources, and activities.

**FINANCIAL POLICIES**

Financial policies, provided later in this section, set forth the basic framework for the overall fiscal management of the Authority. Operating independently of changing economic circumstances and conditions, these policies help the decision-making process of the Authority Board and administration. These policies provide guidelines and guidance for evaluating both current activities and proposals for future activities and programs.

Most of the policies represent long-standing principles (i.e. traditions and practices) that have guided the Authority for most of its existence. These traditions and practices have been further defined and refined over the past twenty-five plus years and have helped maintain the fiscal and financial stability in both the community and its government.

A guiding principle and policy is that of a balanced budget whereby current revenues equal or exceed current expenses.

Fiscal policies were designed to formalize and memorialize many of the traditions and practices that have long been followed; more clearly define the fiscal discipline of the Authority; and set standards to be maintained in the future. Within this context, it also compiles, assembles, and references the various policies that the Authority Board had previously formally adopted that bear clear fiscal and financial ramifications.

It has been identified that there are certain things that an Authority needs to do to protect itself and succeed, including:

- Maintain strong fiscal management
- Build reserves
- Maximize strengths
  - Good location
  - Transportation advantages
  - Strong fiscal management
- Minimize uncertainty
- Establish policy predictability
- Invest in the infrastructure that the Authority needs to succeed

The Authority Board has long incorporated these activities and practices in its planning and budgetary processes. This practice has arguably been beneficial for the financial well-being of the community and the Authority itself.



**BUDGET PROCESS**

Budget Adoption The budget is adopted by resolution of the Authority Board.

Budget Calendar The FY2021 budget process is provided later in this section.

The Budget was discussed with the Board on three occasions:

1. In September a Draft #1 budget is provided to the Board.
2. On November 16th Draft #2 was presented and discussed with the Finance Committee.
3. On December 7th the budget was formally adopted.

After the final approval, the budget is filed with

- Public Authority Reporting Information System
- The ALB website
- Submitted to the GFOA Distinguished Budget Presentation Program.

Budget Amendment The Budget may be amended during the year. In the event the Authority recognizes such an occurrence, the budget is amended by resolution approved by the Board .

Budget Monitoring The independent monitoring of the budget continues throughout the fiscal year for management control purposes. Monthly financial statements comparing budget to actuals are presented to all senior staff and Board members for review.

**REVENUES**

Total revenues are shown as follows:

	Actual	Budget	Variance
2016	\$48,264,917	\$48,506,026	\$241,109
2017	50,466,988	50,178,852	( 288,136)
2018	53,417,253	50,964,901	(2,452,352)
2019	51,732,939	53,926,386	2,193,446
2020*	42,520,824	53,762,544	(11,241,720)
2021**		45,747,662	

\* Estimated  
\*\* Budgeted

Budget 2021 Airport Revenue (not including FBO) decreased \$6,516,457 as a result of decreased enplanements due to the pandemic. By far, the majority of this decrease is attributed to the reduction of budgeted parking revenues from \$16,259,604 to \$10,174,182, or \$6,085,422. The second major contributor to the decrease is a \$3,426,858 reduction in concession revenue. These and other remaining decreases are partially offset by the \$5,000,000 budgeted receipt of CARES Act funding.

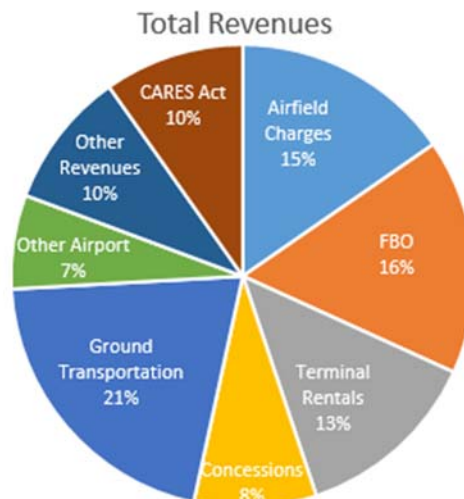
More so than in prior years, the financial activities of maintaining the Airport have been segregated from those activities of the Fixed Based Operator. This segregation allows the reader to better understand the financial activities of each, on an individual basis.

Segregated Airport and FBO actual revenues are shown as follows:

	Airport	FBO	Total
2016	\$39,964,697	\$ 8,300,220	\$48,264,917
2017	41,894,529	8,572,459	50,466,988
2018	42,989,900	10,427,353	53,417,253
2019	41,306,048	10,426,891	51,732,939
2020*	35,692,374	6,828,450	42,520,824
2021**	37,340,790	8,406,872	45,747,662

\* Estimated  
\*\* Budgeted

Budget 2021 FBO Revenue decreased \$1,498,425 from the prior year's budget as a result of a decrease in fuel sold, the largest contributor of FBO revenue.



**REVENUES, continued**

As shown on the prior page, Ground Transportation, including parking, comprises a total of 21 percent of total revenues. Airline revenue, airfield charges (15 percent) and terminal rentals (13 percent) comprise a total 28 percent of the budget.

Like revenues, Airport and FBO actual expenses are segregated and shown as follows:

	Airport	FBO	Total
2016	\$24,761,660	\$ 6,759,573	\$31,521,233
2017	26,136,362	7,237,327	33,373,689
2018	28,284,518	8,651,294	36,935,812
2019	31,312,534	8,460,299	39,772,833
2020*	28,232,737	6,110,403	34,343,140
2021**	29,813,717	7,720,611	37,534,328

\* Estimated  
\*\* Budgeted

**EXPENDITURES**

Operating expenditures, those expenses related to the day-to-day operations of the Authority such as personnel, contractual services, and commodities, have also remained relatively stable over the last five years as shown below:

	Actual	Budget	Variance
2016	\$31,521,233	\$33,233,707	\$1,712,474
2017	33,373,689	34,248,113	874,424
2018	36,935,812	35,450,398	(1,485,414)
2019	39,772,833	38,065,674	1,707,159
2020*	34,343,140	38,790,993	4,447,793
2021**		37,534,328	

\* Estimated  
\*\* Budgeted

The \$1,256,665 decrease in the 2021 budgeted expenses from the prior year includes the addition of \$1,150,000 in contingency and discretionary spending. Had these amounts not been included, the total decrease would have been \$2,406,665.

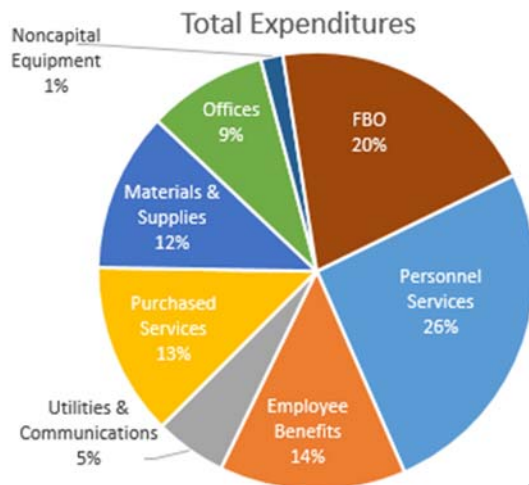
Similar to other airports, the Authority has the largest portion of its expenses (40.0 percent) attributable to personnel salaries, wages, payroll taxes and fringe benefits as shown below:

**PERSONNEL**

No positions will be added in the 2021 Budget and full time positions have been budgeted as follows:

	Filled 2020	Budget 2021
10 Airfield <sup>1</sup>	26	27
20 Terminal	35	35
Control Tower	2	2
21 Loading Bridges	2	2
30 Parking	40	36
41 Operations	14	14
42 ARFF	21	21
43 Security	4	4
50 Vehicle Maintenance	11	11
59 Airport Management Admin. <sup>1</sup>	<u>3</u>	<u>4</u>
	158	156
60 FBO Commercial (Airline)	10	10
61 FBO General Aviation	20	20
69 FBO Administration	<u>3</u>	<u>3</u>
	33	33
71 Authority Administration	<u>22</u>	<u>22</u>
	<u>22</u>	<u>22</u>
	213	211

<sup>1</sup> One Administrative Assistant allocated in 0.5 Dept 10 and 0.5 Dept 59 is not included in 2020 count.



**CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Program (CIP) identifies all capital expenditures and their respective legal and regulatory funding sources within a five year time-frame. Capital expenditures are in excess of at least \$50,000 depending upon the asset category, and have a useful life of greater than one year. The expenditures include replacement of rolling stock, building and infrastructure repairs, payment of bonds, and contributions for grant-funded projects.

**CAPITAL IMPROVEMENT PROGRAM, continued**

Prudent financial and budget management mandates the segregation and isolation of not only operating from capital funds, but the related cash inflow and cash outflow as well. It is imperative that segregation occur between operating from capital funds and also important that certain capital funds be segregated as well for statutory or other legal requirements.

Capital expenditures have remained relatively stable and have been favorable when compared to budgets over the last five years as shown below:

	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
2015	1,845,755	1,826,157	(19,598)
2016	3,000,000	3,000,000	-
2017	3,114,493	3,099,444	(15,049)
2018	3,313,550	3,123,697	(189,853)
2019*	3,362,751*	3,306,134	(56,617)
2020**		3,300,000	n/a

\* Estimated

\*\* Budgeted

**DEBT SERVICE**

Debt service has remained relatively stable over last five years; the payments not including Passenger Facility Charges (PFC's) applied for the last five years is shown below. There is a notable decrease in the 2021 budgeted amount due to the maturity of the Series 2010A bonds.

	<b>Debt Service</b>
2017	13,058,076
2018	11,539,797
2019	11,643,027
2020	11,008,820
2021	10,130,800

In November 2019, in conjunction with a bond refunding issue, the Authority received ratings of "A3" and "A", from Moody's and Standard & Poors, respectively. In assigning this rating, Moody's specifically cited the Authority's fundamental strength of the relatively small New York State capital region service area economy, and the airport's diverse carrier mix, near complete Origin & Destination composition with limited competition and relatively low cost per enplanement (CPE) levels. These ratings are indicative of the conservative and responsible fiscal management of the Authority.

Before issuing new debt, the Authority carefully reviews its own financial position, and its ability to repay new debt issues with the least impact on the airlines. New issues are often structured in recognition of our existing debt obligations and when those obligations are retired.

The debt service schedule for the next five years is as follows:

<b>Year Ending December 31</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2021	6,450,000	3,680,800	10,130,800
2022	6,780,000	3,359,950	10,139,950
2023	7,120,000	3,022,650	10,142,650
2024	7,375,000	2,668,400	10,043,400
2025	7,725,000	2,301,500	10,026,500

**LONG TERM AND STRATEGIC PLAN**

The Authority continues to develop and refine its plans and programs with regard to its infrastructure, terminal and hangar buildings, equipment and staffing to maintain acceptable levels of service to its customers. The Authority has developed programmed schedules for vehicle and most equipment replacements. Similarly, it has developed the Pavement Management Program in order to maintain runways, taxiways and aprons to an acceptable service level. Similar programs have been and are being developed for other components of the Authority's infrastructure.

The Authority's Strategic Plan is used as a source for the department's annual goals and is provided later in this section.

**USE OF ESTIMATES**

Both budgeted revenues and expenditures are estimated based on historical trends and, when applicable, underlying assumptions. Underlying assumptions may include enplanements, aircraft landed weights and aircraft operations.

**GAAP FINANCIAL STATEMENTS**

The Authority has adopted December 31 as its fiscal year end and issued its first financial statements in 1994. An audited comprehensive annual financial report has been issued each year thereafter. The Authority’s financial statements are prepared on an accrual basis of accounting in accordance with generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB). The 2019 financial statements are available at [www.flyalbany.com](http://www.flyalbany.com).

The Authority operates as a single enterprise fund with revenues recognized when earned, not when received. Expenses are recognized when incurred, not when they are paid. Capital assets are capitalized and (except land) depreciated over their useful lives. Funds are restricted for debt service and, where applicable, for construction projects.

**DISTINGUISHED BUDGET PRESENTATION AWARD**

Due to COVID19, the Government Finance Officers Association of the United States and Canada (GFOA) has not yet presented the eighteenth Distinguished Budget Presentation Award to the Albany County Airport Authority for its annual operating budget. We anticipate this award, however, within the next few months.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of only one year. We believe this current budget continues to conform to program requirements, and its submission to GFOA will determine eligibility for a subsequent award.

**ACKNOWLEDGEMENT**

I would like to express my appreciation for the contributions of Ms. Rima Cerrone, as well as Ms. Margaret Herrmann for their efforts in the preparation of this document in a coherent manner for all to read and digest.

The publication of this budget would not occur without the efficient and dedicated services of all the members of the Authority’s Finance Department, plus those from AvPORTS and Million Air, who contributed to the process.

I would also like to thank Mr. Philip Calderone, Authority CEO, and the members of the Board for their support in planning and conducting the financial operations of the Authority in a responsible and progressive manner. Without their leadership and ongoing support, preparation of this report could not be have been accomplished.

Respectfully submitted,

Michael F. Zonsius, AAE, CPA  
Chief Financial Officer

### **VISION**

The Authority's vision statement is a measurable statement describing the future results the Authority seeks to achieve. The Authority's vision for Albany International Airport is to provide an exemplary airport in which to visit, travel, and work.

### **MISSION**

The Authority's mission statement is a broad statement of what the Authority has been charged to accomplish and why. The Authority's mission is to provide adequate, safe, secure and efficient aviation and transportation facilities at a reasonable cost to the people. To accomplish our mission we will:

- Provide world-class, customer-oriented transportation services at Albany International Airport;
- Promote airline, cargo, business, and general aviation services at Albany International Airport by providing quality airport facilities;
- Operate the airport and provide services in the most cost-effective manner;
- Foster inter-modal transportation;
- Implement the airport's Capital Improvement Plan; and,
- Maintain financial security.

### **GOAL**

The Authority's goal for the airport is derived from its mission and vision for the airport and describes the enduring end state desired for the airport. The Authority's goal for Albany International Airport is:

- To be widely recognized as the best airport of its size in the Northeast as well as an innovative model for a facility with vitality, enthusiasm, friendliness, competence, and efficiency.

### **OBJECTIVES**

The Authority's objectives describe the outcomes required to accomplish the goal. The Authority's objectives in operating the airport are:

- To promote safe, secure, efficient and economic air transportation by preserving and enhancing Airport capacity.
- To acquire, construct, reconstruct, continue, develop, equip, expand, improve, maintain, finance, and operate aviation and other related facilities and services.
- To stimulate and promote economic development, trade and tourism.
- To form an integral part of a safe and effective nationwide system of airports to meet the present and future needs of civil aeronautics and national defense, and to assure inclusion of the Authority's facilities in state, national, and international programs for air transportation and for airway capital improvements.
- To ensure that aviation facilities shall provide for the protection and enhancement of the natural resources and the quality of the environment of the state and the capital district area.

### **VALUES**

The Authority's values describe how the Authority will conduct itself, both internally and externally, when engaging in business activities. The Authority's values are:

- Responsiveness – being proactive; having a bias for action and sense of urgency in getting things done; anticipating the needs of tenants and passengers by taking fast action to surpass their expectations; encouraging tenant and passenger input.
- Integrity – possessing a commitment to doing the right things right, with consistent adherence to the highest professional standards; keeping commitments to our tenants, passengers, employees, and others.
- Innovation – dedicating ourselves to learning and growing; constantly searching for better ways to get the job done; using our collective imagination effectively to solve problems for our tenants, passengers and employees; going beyond perceived boundaries to get desired results.
- Teamwork – recognizing that every board member, employee, volunteer, tenant and others are important to the complete satisfaction of Albany International Airport; feeling personally responsible for successful outcomes; treating everyone with respect; communicating regularly, directly and honestly with our board members, employees, volunteers, tenants and others.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Albany County Airport Authority  
New York**

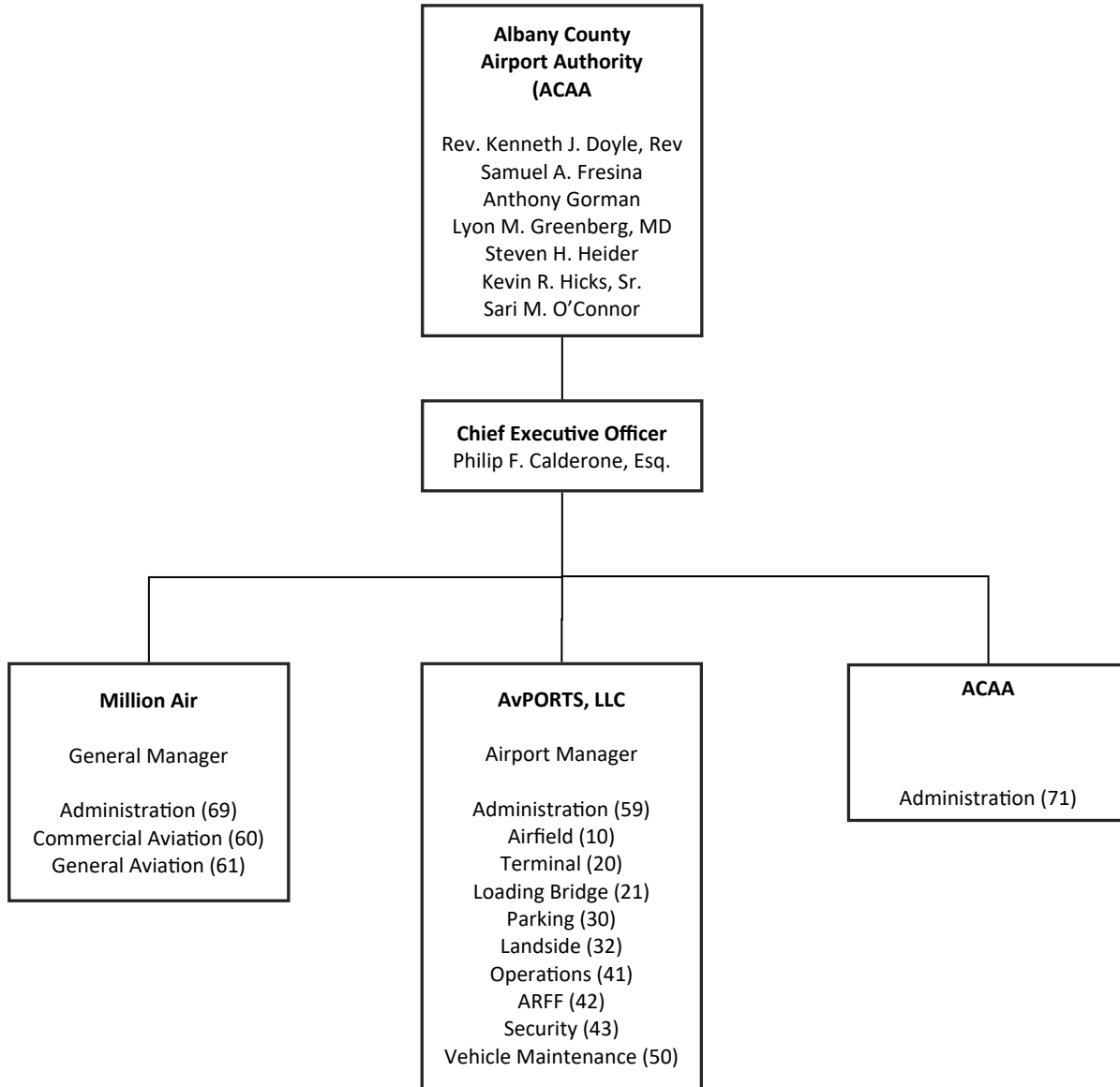
For the Fiscal Year Beginning

**Pending January 1, 2020 Pending**

*Christopher P. Morill*

Executive Director

**ORGANIZATION CHART**



Number in parenthesis represents department number.

**ORGANIZATION**

The Albany County Airport Authority is a body corporate and politic constituting a public benefit corporation established and existing pursuant to the Albany County Airport Authority Act, Title 32 of Article 8 of the New York Public Authorities Law. The State of New York (State) created the Authority in 1993 in order to promote the strengthening and improvement of the Airport, to facilitate the financing and construction of the Terminal Improvement Project (TIP) and as well the subsequent capital improvement programs, and give the Authority the power to operate, maintain and improve the Airport.

The Authority is governed by seven board members, four members appointed by the majority leader of the County of Albany (County) Legislature and three members by the County Executive, all with approval of the County Legislature. The Authority board members are appointed for a term of four years or until a successor is appointed, except that any person appointed to fill a vacancy will be appointed to serve only the unexpired term.

**Rev. Kenneth J. Doyle**  
Chairman of the Board

**Lyon M. Greenberg, MD**

**Samuel A. Fresina**

**Sari M. O'Connor**

**Anthony Gorman**  
Vice Chairman of the Board

**Steven H. Heider**

**Kevin R. Hicks, Sr.**

**Philip F. Calderone, Esq**  
Chief Executive Officer



## FINANCIAL POLICIES

### Guidelines

The budget process and format shall be performance based and focused on goals, objectives and performance indicators.

The budget will provide adequate funding for operation and maintenance of the Airport buildings and property, and replacement of capital equipment, construction, reconstruction and development at the Airport.

### Balanced Budget

The budget should be balanced whereby current revenues equal to or greater than current expenditures.

Strategies to accomplish this balance include cost efficiencies, personnel efficiencies, increasing or implementing fees to match program expenses, fund balance usage (if available), and service reduction (if needed).

### Budget Amendments

The adopted budget represents a business plan covering all Airport operations for the upcoming year.

If the plan needs to be significantly modified during the year the proposed revisions to the plan, together with their financial impact on either revenues or expenses, are presented to the Authority Board for review and approval.

No amendments have been enacted during the year 2020.

### Budget Monitoring

The independent monitoring of the budget continues throughout the Fiscal Year for management control purposes.

Operating statements comparing actual financial results to budgets are reported monthly by the Chief Financial Officer and distributed to Board members, senior management and all key employees. Quarterly and annual financial reports are posted on the Authority's website – [www.albanyairport.com](http://www.albanyairport.com).

### Performance Measurements

Performance measurements are developed based on program objectives that tie to the Airport's vision, mission and values.

Performance measurements measure program results or accomplishments to provide good comparisons over time.

Performance measurements are monitored and used in decision-making processes.

### Planning

The Authority will develop a five-year capital plan every five years commencing September 1, 1995. Each five-year plan must be approved by the Albany County Legislature.

The five-year plan will include estimated operating costs and revenues for future capital improvements.

### Capital Improvement Policies

Capital projects that will be made during the current budget year should be detailed by project and type of work.

Progress projections for the five-year capital plan will be updated on a yearly basis.

The Authority will identify the estimated costs and potential funding sources for each capital project proposal.

The Authority will determine the least costly financing method for all new projects.

The Authority will maintain all its assets at a level adequate to protect the Airport's capital interest and minimize future maintenance and replacement costs.

### Debt Policy

The Authority will manage its current and future debt service requirement to be in compliance with all bond covenants.

The Authority will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.

The Authority will maintain communications with bond rating agencies regarding its financial condition and will follow a policy of full disclosure.

The Authority, when applicable, will determine if the financial market place will afford the opportunity to refund an issue and lessen its debt service costs.

The Authority shall attempt to limit total debt outstanding to no more than \$100 per enplanement.

The Authority will not go over its legal debt limit of \$285 million.

## FINANCIAL POLICIES, continued

The Authority will comply with its Derivative Policy which limits the use of derivative financial products to capital financing.

The Authority will comply with its Variable Rate Debt Policy which limits the use of net permanent variable rate debt to twenty percent of total debt outstanding.

### Revenue Policy

The Authority will estimate and project its annual revenues by an objective and analytical process, as practical, on a yearly basis.

The Authority will maintain a diversified and stable revenue system to shelter it from unforeseeable short-run fluctuations in any one-revenue source.

The Authority will maintain sufficient revenues to pay all expenditures incurred for the operations and maintenance at the Airport.

### Rates and Charges

The Authority and the airlines have negotiated a Use and Lease Agreement that became effective on January 1, 2016 to establish how the airlines that signed the agreement will be assessed annual rates and charges for their use of the Airport. Rates and charges are established annually. The calculation thereof is set forth later in this document. The agreement is effective through December 31, 2020 with an option to renew for three one-year options and one two-year option.

### Compliance with Master Bond Resolution

The Authority has established the following funds and accounts as required by the Master Resolution and has set the policy on fund balance as follows:

- Revenue Fund - holding revenues collected by the Authority and applying revenues as required by the Master Resolution. Our policy is to keep only necessary amounts for working capital. O&M Fund, holding anticipated O&M expenses. Extra unused funds are applied to the accounts below;
  - O&M Reserve - holding reserve for O&M expenses, equaling two months of O&M expenses as required by the Master Resolution;
  - Bond Fund - including only principal and interest to be paid in the next payment dates;
  - Bond Reserve Fund - including only amounts required by the Master Resolution;
  - Renewal and Replacement Fund - The Authority's policy is to keep a minimum balance of \$500,000 in this account;
  - Airport Development Fund - holding retained earnings of the Authority. The Authority's policy is to use this fund to build additional liquidity or avoid capital borrowing.
  - Capital Construction Fund - to hold funds for Capital Project expense.
- In addition, the Authority has the following funds and accounts:
- PFC account - holding all Passenger Facility Charge revenues collected by the Authority, to be used for future rates and charges or pay-as-you-go projects. The Authority reviews airlines rates and charges annually to determine the fund balance;
  - Concession Area Improvement funds - collected by the Authority for improvement to concession areas if needed at the Authority's discretion; and

### Investment Policies

The investment of Authority funds is governed by provisions of its enabling legislation and by an Investment Policy last amended by the Authority July 23, 2018. Any State or Federally chartered commercial bank that can meet the Authority's requirements in its Cash Management and Investment Policy which specifies required ratings and capabilities is authorized for deposit of monies.

Monies not needed for immediate expenditure may be invested in

- (1) United States Treasury obligations
- (2) Obligations backed by the United States Government full faith and credit
- (3) Obligations of New York State
- (4) Obligations of any other state provided it has received the highest rating by one independent rating agency designated by the State Comptroller
- (5) Certificates of deposit fully collateralized from a bank or trust company in New York State
- (6) Repurchase agreements using United States Treasury obligations with maturities of seven years or less.

Investments are stated at cost or amortized cost if maturity at time of purchase is less than 1 year and fair value if greater than 1 year.

**BUDGET  
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**RATES and CHARGES**

			<b>FY2018</b>	<b>FY2019</b>	<b>BY2020</b>	<b>BY2021</b>
01010	Landing Fees - Signatory	/1,000 lbs.	\$ 2.92	\$ 2.75	\$ 3.05	\$ 4.06
01011	Landing Fees - Non Signatory	/1,000 lbs.	\$ 4.16	\$ 4.19	\$ 3.81	\$ 5.08
01021	Apron Parking	Square Foot	\$ 1.31	\$ 1.16	\$ 1.35	\$ 1.50
	Low Volume Carrier Terminal Charge	/per pax		\$ 6.50	\$ 6.27	\$ 8.75
01035	Glycol Disposal Fee	/gallon	\$ 2.30	\$ 2.30	\$ 2.30	\$ 2.30
01050	Land Rental	Square Foot				
01060	Building Rental	Square Foot				
01065	NE Cargo Facility					
01070	Hangar Rental	Square Foot				
02010	Airline Space Rental-Signatory	Square Foot	\$ 86.48	\$ 90.57	\$ 84.97	\$ 73.79
02010	Airline Space Rental-Non Signatory	Square Foot	\$ 103.64	\$ 64.49	\$ 106.21	\$ 92.94
02011	Passenger Boarding Bridge	Per bridge	\$51,611.00	\$40,948.00	\$30,020.00	\$38,435.00
02012	Baggage Claim Room	Square Foot	\$ 86.48	\$ 90.57	\$ 84.97	\$ 73.79
02020	Non-Airline Space Rental	Square Foot				
02020	Non-Airline Space Rental	Antennae				
03010	Short Term Parking	Maximum daily rate	\$ 24.00	\$ 24.00	\$ 24.00	\$ 24.00
03011	Long Term Parking (surface)	Maximum daily rate	\$ 10.00	\$ 10.00	\$ 10./6.00	\$ 10.00
	Long Term Parking (garage)			\$ 13.00	\$ 14./10.00	\$ 14.00
03013	Economy Parking	Maximum daily rate	\$ 6.00	\$ 6.00	\$ 6/Closed	\$ 6.00
03014	Employee Parking	ee/space/yearFlight	\$ 12.00	\$ 15.00	\$ 15.00	\$ 15.00
		flight crew/space/year	\$ 240.00	\$ 240.00	\$ 240.00	\$ 240.00
03020	Contract Taxi	Per pickup	\$ 1.43	\$ 2.09	\$ 2.09	\$ 2.09
03021	Limousines	Per pickup	\$ 1.43	\$ 2.09	\$ 2.09	\$ 2.09
03022	Hotels	Per vehicle/year	\$ 650.00	\$ 650.00	\$ 650.00	\$ 650.00
03023	Off-Airport Rental Cars	Gross revenues / MAG	10.0%	10.0%	10.0%	10.0%
03024	Off-Airport Parking Facilities	Gross revenues / MAG	10.0%	10.0%	10.0%	10.0%
03027	Transportation Net Charges (TNCs)	Per pickup	\$ 2.09	\$ 2.09	\$ 2.09	\$ 2.09
02051	Rental Car Concession	Gross revenue / MAG				
02052	Food & Beverage (avg.)	Gross Sales / MAG	13.0%	13.0%	13.0%	13.0%
02056	Vending Machine Concession					
02057	Baggage Cart	/cart, \$1.00 at return	\$4.00	\$4.00	\$4.00	\$4.00
02062	Operating Permits					
02063	Internet & Cable Access	Internet Hookup	\$ 660.00	\$ 660.00	\$ 660.00	\$ 660.00
02063	Internet & Cable Access	Cable	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00
03040	Garage Space Rent	Auto space		\$ 251.44		\$ 251.44
03040	Garage Space Rent	Kiosk	\$15,300.00	\$15,300.00	\$15,300.00	\$15,300.00
03100	T-Hangar Rental - Small	Square foot	\$ 3.07	\$ 3.07	\$ 3.07	\$ 3.07
	T-Hangar Rental - Large		\$ 3.86	\$ 3.86	\$ 3.86	\$ 3.86
03200	Tie-down	Per tie down	\$ 1,415.00	\$ 1,451.00	\$ 1,415.00	\$ 1,451.00
03280	Fuel Sales - AvGas					
09001	Fingerprinting	Based tenant			\$ 39.25	\$ 39.25
		Non Based Tenant			\$ 49.25	\$ 49.25
	Badge Renewal	Badge			\$ 22.00	\$ 22.00
	Lost Badge	1st Offense			\$ 50.00	\$ 50.00
		2nd Offense			\$ 75.00	\$ 75.00
		3rd Offense			\$ 125.00	\$ 125.00
79500	Passenger Facility Charges	Per Enplanement	\$ 4.50	\$ 4.50	\$ 4.50	\$ 4.50

## RATES and CHARGES, continued

			FY2018	FY2019	FY2020	FY2021
<b>Fixed Based Operator</b>						
01510	JetA Fuel Sales,	Per gallon, + cost +	\$2.00	\$2.00	\$2.00	\$2.25
01511	AvGas Fuel Sales	Per gallon, + cost +	\$1.50	\$1.50	\$1.50	\$1.75
01512	Auto Gas Fuel Sales	Per gallon, full service	\$1.00	\$1.00	\$1.00	\$1.00
		Per gallon, self service	\$0.50	\$0.50	\$0.50	\$0.50
01513	Diesel Fuel Sales	Per gallon, full service	\$1.00	\$1.00	\$1.00	\$1.00
		Per gallon, self service	\$0.50	\$0.50	\$0.50	\$0.50
01520	Into Plane Revenue , Air carrier - Signatory	Per fuel operation	\$35.00	\$35.00	\$35.00	\$35.00
	Into Plane Revenue, Air carrier - Non Sig		\$45.00	\$45.00	\$45.00	\$45.00
01521	Fuel Farm Revenue	Per glycol gallon	\$0.30	\$0.30	\$0.30	\$0.30
	Fuel Farm Revenue - Airline does their own	Per glycol gallon	\$0.03	\$0.03	\$0.03	\$0.03
01530	General Aviation Landing Fee	Landed weight			\$ 4.19	\$4.19
01535	General Aviation Parking Fee	Square Foot				
01540	Deicing Type I - Sprayed	Per gallon, + cost +	\$5.50	\$5.50	\$5.50	\$5.50
01541	Deicing Type I - Consortium	Cost	\$ -	\$ -	\$ -	\$ -
01542	Deicing Type IV - Sprayed	Per gallon, + cost +	\$5.50	\$5.50	\$5.50	\$5.50
01543	Deicing Type IV - Consortium	Cost	\$ -	\$ -	\$ -	\$ -
01545	Community Hangar	Sq.				

## GOVERNMENTAL BUDGETARY FUND STRUCTURE

The Authority uses a Proprietary Fund structure, defined below, to record the financial activities. This method is used because the Authority is a self-supporting entity whereby the payment of all Authority expenditures is supported by all Authority revenues.

Generally, however, governments use fund accounting to record their financial activities. Fund accounting means activities are separated so as to have its own set of financial records, this segregation is often caused by legal, statutory or practical purposes. This structure provides three broad categories of governmental fund types; governmental, proprietary, and fiduciary that may be further broken down as shown below.

**Governmental Funds** are those through which most governmental functions are financed and provided. Governmental fund types are broken down into three categories explained in further detail below.

- General Fund, is the primary operating fund of a government. It is used to account for all financial resources and activities except those required to be accounted for in another fund. This fund records the day-to-day financial activities that include, administration, police and fire protection, and public work activities.
- Special Revenue Funds are used to record revenue that has a restriction as to how the funds are to be used/ expended. Each special revenue fund provides a unique service or activity and is funded via taxes and/or user charges that are legally limited to being expended strictly on the purpose of that fund.
- Capital Projects Funds accounts for all fixed asset acquisitions and major capital projects not otherwise accounted for in other capital projects or enterprise funds.
- Debt Service Funds are used to accumulate funds for the payment of general long-term debt service. These funds are frequently stipulated by bond indentures.

**Proprietary Funds** are established to account for the financing and self-support operations and activities of governmental units which render services to the public on a user-fee basis. These operations are often similar to those found in the private sector operated for a profit.

- Enterprise Funds are used to account for private enterprise type activities whereby the intent, at a minimum, is to have the financial resources meet or exceed the activity's expenses. The Authority has one Enterprise Fund for the airport where the expenses are wholly supported by the fees charged for landings, property rent, fuel and other services provided.

**Fiduciary Funds** are used to record trustee type activities of the Authority, whereby the Authority holds the assets in trust.

- Pension Trust Funds are used to account for the accumulation of resources used to pay pension benefits.
- Agency Funds are used to account for assets held by the Authority as an agent for individuals, private organizations, other governments. The Authority has one agency fund.

**GOVERNMENTAL BUDGETARY FUND STRUCTURE**

To account for the financial activities of the Airport, the Authority categorizes all revenue and expenses into one of the following department/cost centers as shown below:

Department Number	Department Name	Revenue	Expense	Day-To-Day Responsibility			Rates & Charges			
				AvPORTS	Fixed Base Operator	Albany County Airport Authority	Allocation			Revenue Sharing
							Direct	Indirect	Allocat. of Allocat.	
10	Airfield		✓	✓			✓R			✓
	Apron <sup>1</sup>		✓				✓C			
11	Revenue	✓				✓				✓
12	Revenue - Cargo	✓				✓				✓
14	Revenue - ATCT	✓				✓				✓
20	Terminal		✓	✓			✓C			✓
21	Passenger Loading Bridge	✓	✓	✓			✓C			✓
22	Concession Revenue	✓				✓				✓
30	Parking		✓	✓						✓
31	Parking Revenue	✓				✓				✓
32	Landside	✓	✓	✓						✓
41	Operations		✓	✓				✓		✓
42	ARFF		✓	✓				✓		✓
43	Security		✓	✓		✓		✓		✓
50	Vehicle Maintenance		✓	✓				✓		✓
59	AvPORTS Airport Mgmt.		✓	✓					✓	✓
60 <sup>2</sup>	FBO - Air Carrier (Commercial)	✓	✓		✓		✓R			✓
61	FBO - General Aviation	✓	✓		✓					✓
69	FBO - Administration		✓		✓				✓	✓
70	Non-Operating Rev. and Exp.	✓	✓			✓				✓
71	Authority Administration		✓			✓			✓	✓
	R - Residual (see definition)									
	C - Compensatory									
	<sup>1</sup> Apron cost center is 10 percent of Department 10, Airfield.									
	<sup>2</sup> Revenue and Expense reallocated to Department 10 Airfield in entirety.									

**Budget Calendar**

<b>Month</b>	<b>Action</b>
Jun	Million Air and AvPORTS calculate payroll and benefits and to enter Full Time Employment (FTE) positions Million Air, AvPORTS, and Albany County Airport Authority (ACAA) create new goals and objectives, actions to achieve the goals, and results to be achieved for current year and to state the results for budget year goals and objectives
Jul	Million Air, AvPORTS, and ACAA input line item-by-line item budget revenue and expenditures. Budget meetings are held with Million Air, AvPORTS and Department Heads for each cost center Cost Center's goals and objectives and performance measurements completed
Aug	Finance Department due diligence review and updating budget Capital section completed by Finance Department Debt section completed by Finance Department
Sep	Final revisions received for budget ACAA, AvPORTS, and MA Expense completed Revenues and Airline Rates & Charges completed Budget Summary completed DRAFT #1 Budget assembled and printed DRAFT #1 Budget distributed for review to the Board Members DRAFT #1 Budget distributed for review to the Airlines 90 days prior to fiscal year
Oct	Comments received from Airlines DRAFT #2 Budget assembled and printed DRAFT #2 Budget distributed to Finance Committee DRAFT #2 Budget recommended by Finance Committee (with any amendments) for approval
Nov	DRAFT #2 Budget presented at Finance Committee Meeting Comments received from Finance Committee and incorporated into Draft #3 DRAFT #3/Final Budget assembled and printed DRAFT #3/Final Budget distributed to ACAA Board Members
Dec	DRAFT #3/Final Budget adopted by ACAA Board Members at Board Meeting  Adopted Budget uploaded to Public Authority's Reporting Information System (PARIS) and ACAA website Adopted Budget sent to signatory airlines Adopted Budget submitted to GFOA for Distinguished Budget Presentation Award Twenty five copies of the approved budget are printed.

**CHANGES IN FUND BALANCE**

	<b>Operating</b>	<b>Development</b>	<b>Other</b>	<b>Total</b>
<u>Unrestricted</u>				
Balance at December 31, 2019	\$15,312,405	\$15,655,319	\$ -	\$30,967,724
Balance at December 31, 2020 *	4,000,000	16,914,137		20,914,137

	<b>Capital</b>	<b>PFCs</b>	<b>Debt Service and Reserves</b>	<b>Operating Reserves</b>	<b>Other</b>	<b>Total</b>
<u>Restricted</u>						
Balance at December 31, 2019	\$6,538,342	\$15,660,918	\$12,831,704	Note 1	\$2,218,353	\$37,249,317
Balance at December 31, 2020*	500,000	11,800,000	12,800,000	\$6,600,000	\$1,000,000	32,700,000

\* Projected

(1) Previously included in Unrestricted Funds



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DEPARTMENT / COST CENTER

REVENUES - AIRPORT  
EXPENSES - AIRPORT

FIXED BASE OPERATOR  
REVENUES and EXPENSES

	Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Airport Operating Revenues</b>				
03 Airfield	\$7,415,784	\$7,221,551	\$5,495,727	\$7,742,102
07 Terminal	5,178,553	7,623,008	5,620,155	6,285,486
11 Ground Transportation	16,935,009	16,918,187	7,224,826	10,589,115
15 Concessions	8,468,849	7,803,242	3,829,233	4,369,764
23 Other	3,307,853	4,291,259	3,322,433	3,354,324
25 CARES Act	-	-	10,200,000	5,000,000
	<u>41,306,048</u>	<u>43,857,247</u>	<u>35,692,374</u>	<u>37,340,790</u>
<b>Airport Operating Expenses</b>				
Salaries Expense	(9,601,303)	(10,094,718)	(8,977,212)	(9,700,309)
Other Employee Expenses	(5,321,913)	(5,411,877)	(5,055,152)	(5,234,757)
Utilities	(1,878,658)	(2,002,618)	(1,879,398)	(2,019,385)
Purchased Services	(6,243,172)	(6,498,033)	(5,603,171)	(4,865,897)
Material & Supplies	(5,031,994)	(4,691,953)	(4,337,033)	(4,486,781)
Office/Administration	(2,866,542)	(1,240,863)	(2,296,095)	(1,872,088)
Non-Capital Equipment	(368,951)	(395,006)	(84,676)	(1,634,500)
	<u>(31,312,534)</u>	<u>(30,335,067)</u>	<u>(28,232,737)</u>	<u>(29,813,717)</u>
	9,993,514	13,522,180	7,459,638	7,527,073
<b>FBO Revenues</b>				
	<u>10,426,891</u>	<u>9,905,297</u>	<u>6,828,450</u>	<u>8,406,872</u>
	10,426,891	9,905,297	6,828,450	8,406,872
<b>FBO Expenses</b>				
Salaries Expense	(1,504,385)	(1,526,693)	(1,358,052)	(1,512,599)
Other Employee Expenses	(554,064)	(513,954)	(559,693)	(489,129)
Utilities	(79,072)	(89,305)	(75,840)	(78,872)
Purchased Services	(500,349)	(543,600)	(559,127)	(608,116)
Material & Supplies	(5,625,581)	(5,567,202)	(3,413,407)	(4,865,289)
Office/Administration	(196,848)	(215,172)	(144,283)	(166,605)
	<u>(8,460,299)</u>	<u>(8,455,926)</u>	<u>(6,110,403)</u>	<u>(7,720,611)</u>
	1,966,592	1,449,371	718,047	686,261
Other Expenses	(355,163)	-	(88,981)	-
Other Income	8,993,386	5,510,741	5,232,101	4,882,892
Debt Service	(4,376,633)	(11,008,820)	(11,040,553)	(10,130,800)
Capital Expenditure	(36,531,663)	-	(13,500,000)	(17,611,944)
Contributed Capital	25,142,535	-	12,014,233	14,986,944
	<u>(7,127,538)</u>	<u>(5,498,079)</u>	<u>(7,383,200)</u>	<u>(7,872,908)</u>
	<u>(7,127,538)</u>	<u>(5,498,079)</u>	<u>(7,383,200)</u>	<u>(7,872,908)</u>
	<b>\$4,832,568</b>	<b>\$9,473,471</b>	<b>\$794,485</b>	<b>\$340,426</b>

Revenue Sharing provided to the Signatory Airlines is \$173,321 and 217,272 for Projected 2020 and Budget 2021, respectively. For detailed revenue sharing information, please see Page 8-25.

CARES Act funding is shown as an Airport Operating Revenue on this page only. Elsewhere in this document it will be shown as Other Income in Section 5.

### REVENUE - AIRPORT



Revenue Overview

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
<b>Airport Operating Revenues</b>				
03 Airfield	\$7,415,784	\$7,221,551	\$5,495,727	\$7,742,102
07 Terminal	5,178,553	7,623,008	5,620,155	6,285,486
11 Ground Transportation	16,935,009	16,918,187	7,224,826	10,589,115
15 Concessions	8,468,849	7,803,242	3,829,233	4,369,764
23 Other	3,307,853	4,291,259	3,322,433	3,354,324
	<b><u>\$41,306,048</u></b>	<b><u>\$43,857,247</u></b>	<b><u>\$25,492,374</u></b>	<b><u>\$32,340,790</u></b>

Account Summary

	Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Operating Revenues</b>				
<b>03 Airfield</b>				
01010 Landing Fees - Cargo/Signatory	\$4,416,924	\$5,410,342	\$2,857,774	\$5,051,115
01011 Landing Fees - Cargo/Non-Signatory	-	284,390	287,776	290,032
01012 Airfield Revenue Sharing	-	-	(34,644)	(80,194)
01021 Apron Parking Fees - Cargo	633,074	680,082	622,151	758,230
01035 Glycol Disposal Fee	429,529	360,750	274,002	360,304
01050 Land Rental	316,237	315,604	325,144	330,336
01060 Building Rental	120,637	125,383	114,564	112,523
01065 NE Quad Cargo Facility	925,203	-	495,307	433,316
01070 Hangar Rental - Airline	512,363	468,059	524,554	456,440
03500 Tenant Maintenance	61,816	45,000	29,099	30,000
	<u>7,415,784</u>	<u>7,689,610</u>	<u>5,495,727</u>	<u>7,742,102</u>
<b>07 Terminal</b>				
02010 Airline Space Rental	2,131,044	6,179,760	3,441,116	3,974,451
02011 Rental of Boarding Bridges	655,171	664,028	420,274	538,090
02012 Baggage Claim Room	1,610,697	-	1,108,121	1,312,281
02013 Terminal Revenue Sharing	-	-	(138,657)	(320,774)
02020 Non-Airline Space Rental	738,519	739,661	736,027	736,879
02025 Utility Reimbursement	24,277	27,000	22,474	24,000
03500 Tenant Maintenance	18,847	12,559	30,800	20,559
	<u>5,178,553</u>	<u>7,623,008</u>	<u>5,620,155</u>	<u>6,285,486</u>
<b>11 Ground Transportation</b>				
03010 Short Term Parking	1,144,868	1,138,172	-	679,620
03011 Long Term Parking	11,973,702	12,032,107	6,895,995	7,548,647
03013 Economy Parking	3,088,393	3,089,325	-	1,945,915
03014 Employee Parking	42,569	40,770	20,000	40,770
03017 Short & Over	201	-	-	-
03018 Uncollectable EZPass Revenue	88	-	-	-
03020 Contract Taxi	34,915	78,790	-	13,324
03021 Limousines	10,026	2,918	2,000	7,233
03022 Hotels	26,325	26,000	15,000	24,050
03023 Off-Airport Rental Cars	28,100	-	-	-
03024 Off-Airport Parking Facilities	222,361	210,105	117,843	154,556
03027 TNCs	363,460	300,000	173,988	175,000
	<u>16,935,009</u>	<u>16,918,187</u>	<u>7,224,826</u>	<u>10,589,115</u>
<b>15 Concessions</b>				
02051 Rental Car Concession	5,368,451	5,306,102	2,375,184	2,998,600
02052 Food & Beverage Concession	1,214,921	941,804	509,035	451,200
02053 Retail Concession	933,339	866,687	372,646	404,200
02054 Advertising	297,444	300,000	300,000	150,000
02055 Telephone Concession	-	70,000	-	-
02056 Vending Machine Concession	34,634	33,535	14,187	20,953
02057 Baggage Cart Concession	14,257	16,594	5,973	8,823
02058 Foreign Currency Concession	8,867	-	-	-
02061 Museum Shop	191,483	-	-	-
02062 Operating Permits	309,179	230,665	171,835	253,800
02063 Internet & Cable Access	7,680	-	6,875	6,620
02064 ATM Income	34,479	35,577	28,639	30,180
02100 Telephone - Monthly Service	54,226	2,278	51,346	46,008
02105 Telephone - Monthly Usage	6,329	-	-	6,000
02110 Payphones - Cash Collections	223	-	-	-
02115 Payphones - Concessions	1,018	-	388	-
	<u>8,476,529</u>	<u>7,803,242</u>	<u>3,836,108</u>	<u>4,376,384</u>

Account Summary

	Actual 2019	Budget 2020	Projection 2020	Budget 2021
23 Other				
01055 Control Tower Rental	665,776	665,776	665,776	665,776
01070 Hangar Rental - Other	1,123,083	1,761,254	1,123,083	1,123,083
01071 Hangar Maintenance NYS Executive Ha	124,000	-	124,000	124,000
01075 Eclipse Hangar Rental	332,615	333,894	339,693	346,926
03040 Garage Space Rent	91,872	92,492	95,463	100,514
03100 T-Hangar Rentals	109,835	100,328	124,481	121,229
03200 Tie Downs	3,948	4,258	1,687	2,891
03280 Fuel Sales - AV Gas	39,873	42,448	50,056	50,556
03300 Industrial Park	562,585	579,690	575,878	595,227
03405 Utility Reimbursements	163,342	170,000	156,053	156,000
03410 Reimbursement of Property Taxes	27,804	34,380	36,257	36,500
03500 Tenant Maintenance	6,964	1,000	500	1,000
	<u>3,251,697</u>	<u>3,785,520</u>	<u>3,292,926</u>	<u>3,323,704</u>
30 Non Operating				
09001 Fingerprinting	48,476	30,000	22,632	24,000
09003 Internet and Cable Access	-	7,680	-	-
	<u>48,476</u>	<u>37,680</u>	<u>22,632</u>	<u>24,000</u>
	<b>\$41,306,048</b>	<b>\$43,857,247</b>	<b>\$25,492,374</b>	<b>\$32,340,790</b>

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## EXPENSES - AIRPORT





Summary of Airport Operating Expenses

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
<b>Airport Operating Expenses</b>				
10 Airfield	\$3,670,043	\$3,394,285	\$2,904,373	\$3,655,750
20 Terminal	6,440,717	5,542,621	5,763,277	5,771,960
21 Loading Bridges	311,987	318,352	266,997	308,399
30 Parking	4,965,046	5,299,977	3,849,716	4,006,816
32 Landside	1,439,901	1,346,713	1,299,535	1,242,504
41 OPERATIONS	1,125,932	1,117,755	1,012,739	1,220,632
42 ARFF	2,186,848	2,227,369	2,078,994	2,243,063
43 Security	2,815,871	3,283,860	3,135,961	2,053,581
50 Vehicle Maintenance	1,519,057	1,727,962	1,321,209	1,824,798
59 Airport Management Admin	1,044,529	1,036,143	964,630	1,685,833
71 Authority Administration	5,792,603	5,040,030	5,635,305	5,800,382
	<b>\$31,312,534</b>	<b>\$30,335,067</b>	<b>\$28,232,737</b>	<b>\$29,813,717</b>
 <b>Airport Operating Expenses</b>				
34 Salaries Expense	9,601,303	10,094,718	8,977,212	9,700,309
35 Other Employee Expenses	5,321,913	5,411,877	5,055,152	5,234,757
36 Utilities	1,878,658	2,002,618	1,879,398	2,019,385
37 Purchased Services	6,243,172	6,498,033	5,603,171	4,865,897
38 Material & Supplies	5,031,994	4,691,953	4,337,033	4,486,781
39 Office/Administration	2,866,542	1,240,863	2,296,095	1,872,088
41 Non-Capital Equipment	368,951	395,006	84,676	1,634,500
	<b>\$31,312,534</b>	<b>\$30,335,067</b>	<b>\$28,232,737</b>	<b>\$29,813,717</b>

BUDGET  
MESSAGE

DEPARTMENT /  
COST CENTER

DEBT  
SERVICE

CAPITAL  
IMPROVEMENT  
PROGRAM

RATES  
AND  
CHARGES

SUPPLEMENTAL  
INFORMATION

Department Overview

Position Count

Account Summary

Account Detail

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10 AIRFIELD



BUDGET MESSAGE	DEPARTMENT / COST CENTER	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
10	AIRFIELD				
	Position Count				<b>Projection 2020</b> <b>Budget 2021</b>
	<b>Full Time Positions</b>				
	.				
	<hr/> MFZ-Airport Maintenance Manager				1                      1
	MFZ-Deputy Maintenance Manager				1                      1
	MFZ-Airport Maintenance Supervisor				<u>1</u> <u>1</u>
					3                      3
	<b>AIRFIELD</b>				
	<hr/> MFZ-Airport Maintenance Tech - Airfield				11                     10
	MFZ-Airport Maintenance Lead - Airfield				2                      2
	MFZ-Airport Maintenance Lead - Airfield Training Officer				1                      -
	MFZ-Airport Maintenance Lead - Grounds				-                      1
	MFZ-Airport Maintenance Tech - Airfield Training Officer				-                      1
	MFZ-MFZ-Airport Maintenance Tech - Airfield				-                      1
	RAC-Administrative Assistant .5 Airfield and .5 Admin				-                      1
					<u>14</u> <u>16</u>
	<b>GLYCOL</b>				
	<hr/> MFZ-Airport Maintenance Tech - Chief Glycol				1                      1
	MFZ-Airport Maintenance Tech Lead - Glycol				1                      1
	MFZ-Airport Maintenance Tech - Glycol Process Operator				<u>3</u> <u>2</u>
					5                      4
	<b>Vacant</b>				
	<hr/> MFZ-Airport Maintenance Tech - Electrical, vacant 1 position				-                      1
	MFZ-Airport Maintenance Tech - Glycol Process Operator, vacant 1 position				-                      1
	MFZ-Electrician, vacant 2 positions				-                      2
	MFZ-Vacant Positions				4                      -
	RC-Longevity				-                      -
					<u>4</u> <u>4</u>
					26                     27
	<b>Part Time Positions</b>				
	<b>VACANT</b>				
	<hr/> MFZ-Part Time / Seasonal				-                      4
					-                      4
					-                      4
					<u>-</u> <u>4</u>
					<b>26</b> <b>31</b>

10 AIRFIELD

Overview

This cost center includes the salaries and benefits for the airfield maintenance workers and the direct costs associated with the maintenance and repairs of all areas inside the Air Operations Area (AOA), which includes the runways, taxiways and ramp areas. This cost center also includes the expenses for the glycol containment system and all maintenance and repairs for airside buildings including the airfield/vehicle maintenance facility.

Manager: Ray Camilli - AvPORTS LLC

Rates & Charges Allocation: Direct; cost bore by Signatory Airlines.

Goals / Objectives / Performance Measures:

1. Runway incidents, 0
2. SPEDES Permit Sactions, 0

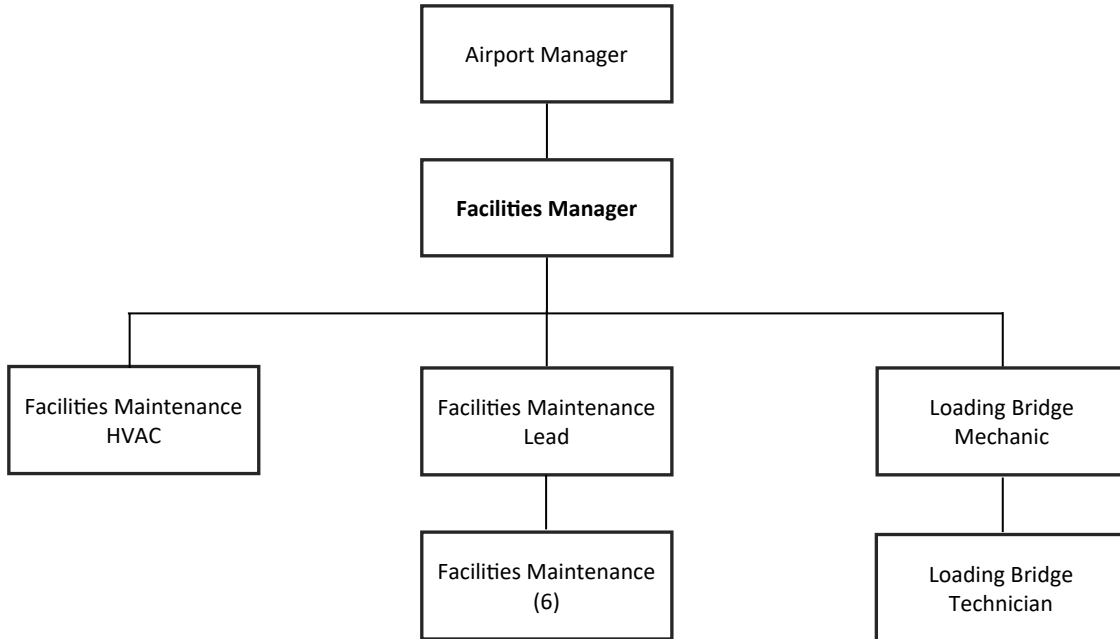
	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$1,196,672	\$1,355,717	\$981,463	\$1,348,143
Other Employee Expenses	558,239	634,745	519,016	583,008
Utilities	97,528	108,600	120,053	118,871
Purchased Services	261,485	256,910	197,285	219,366
Material & Supplies	898,873	1,017,788	708,420	969,488
Office/Administration	587,181	20,524	378,136	416,874
Non-Capital Equipment	70,064	-	-	-
	<b>\$ 3,670,043</b>	<b>\$ 3,394,285</b>	<b>\$ 2,904,373</b>	<b>\$ 3,655,750</b>

10 Airfield  
Account Summary

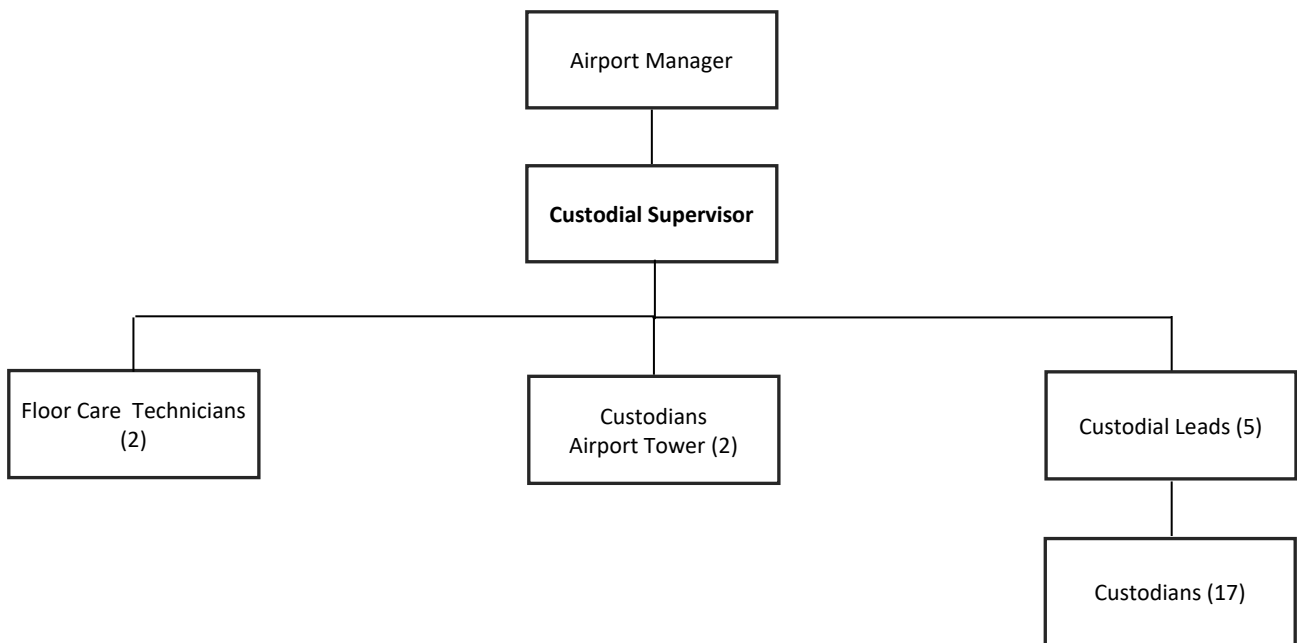
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		<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
<b>Salaries Expense</b>					
11000	Salaries	\$ 1,032,163	\$ 1,212,877	\$ 892,205	\$ 1,213,667
11005	Part Time/Seasonal Salaries	-	-	-	30,284
12010	Overtime 1.5	132,216	120,776	74,570	88,296
12020	Overtime 2.0	32,294	22,065	14,688	15,896
		<u>1,196,672</u>	<u>1,355,717</u>	<u>981,463</u>	<u>1,348,143</u>
<b>Other Employee Expenses</b>					
21000	Social Security	90,613	103,712	72,806	102,095
22000	Health Insurance	306,395	349,921	289,117	324,434
25000	Uniforms & Laundry	14,554	15,000	12,070	12,000
25005	Uniform Purchases	1,944	8,000	3,290	5,000
26010	Disability Insurance	21,936	23,319	25,650	22,531
26020	Unemployment Insurance	7,585	8,974	6,129	14,104
26030	Workers Compensation	87,600	96,559	87,600	76,814
29001	TBI Retirement	27,613	29,260	22,355	26,030
		<u>558,239</u>	<u>634,745</u>	<u>519,016</u>	<u>583,008</u>
<b>Utilities</b>					
31000	Electric	89,822	100,000	117,365	116,000
33000	Natural Gas	5,665	6,200	154	291
34000	Sewer	1,182	1,400	1,065	1,200
35000	Water	750	800	1,325	1,200
36010	Telephone Charges-Local	70	100	85	105
36011	Telephone Charges-Long Distance	39	100	60	75
		<u>97,528</u>	<u>108,600</u>	<u>120,053</u>	<u>118,871</u>
<b>Purchased Services</b>					
42060	Property Insurance	21,250	21,888	22,611	28,082
42095	Insurance Claims	70	500	-	500
44005	Perimeter Security	213,418	198,000	130,848	149,400
45000	Janitorial Services	16,633	18,402	9,201	9,201
45010	Refuse Removal Services	3,121	3,121	3,184	3,184
47010	GIS Services	2,992	10,000	18,312	24,000
49020	Engineering Service	4,000	5,000	13,130	5,000
		<u>261,485</u>	<u>256,910</u>	<u>197,285</u>	<u>219,366</u>
<b>Materials &amp; Supplies</b>					
		898,873	1,017,788	708,420	969,488
<b>Office/Administration</b>					
55010	Office Equipment Rental	690	600	690	600
55012	Office Equipment Service Agreement	524	524	524	524
55014	Computer Systems	-	700	-	700
55016	Computer Equipment	2,996	3,950	19,934	3,200
55020	Office Furniture & Fixtures	452	500	-	-
55030	Printed Forms / Letterhead	-	500	-	450
55050	Reference Materials	-	100	-	-
55060	Office Supplies	568	1,500	2,886	1,500
66010	Training / Travel	6,345	8,300	4,101	6,050
66040	Licenses & Permits	2,300	3,850	-	3,850
66080	Airline Incentive Expenses	573,307	-	350,000	400,000
		<u>587,181</u>	<u>20,524</u>	<u>378,136</u>	<u>416,874</u>
<b>Non Capital / Contingency</b>					
		70,064	-	-	-
		<u>\$ 3,670,043</u>	<u>\$ 3,394,285</u>	<u>\$ 2,904,373</u>	<u>\$ 3,655,750</u>

20 TERMINAL / FACILITIES



20 TERMINAL / CUSTODIAL





20	TERMINAL					
	Position Count					<b>Projection 2020</b> <b>Budget 2021</b>
	<b>Full Time Positions</b>					
	<b>CUSTODIAL</b>					
	MFZ-Airport Custodian					17      16
	MFZ-Airport Tower/Custodian					-      -
	MFZ-Custodial Lead					5      5
	MFZ-Custodial Supervisor					1      1
	MFZ-Floor Care Technician					2      -
	MFZ-Two (2) Tower/Custodial (In Landside Cost Center)					-      -
	RAC-Floor Care Technician					-      2
						<u>25</u> <u>24</u>
	<b>FACILITIES</b>					
	MFZ-Facilities Manager					1      1
	MFZ-Facilities Maintenance Lead					2      2
	MFZ-Facilities Maintenance Lead - HVAC					1      1
	MFZ-Facilities Maintenance Technician					5      5
	MFZ-MFZ-Facilities Maintenance Coordinator					1      1
						<u>10</u> <u>10</u>
	Vacant					
	MFZ-Airport Custodian, 1 position					-      1
						<u>-</u> <u>1</u>
						35      35
	<b>Part Time Positions</b>					
	MFZ-Assistant (included in 12)					-      -
	MFZ-Custodian/Part Time					-      1
	MFZ-Facilities Maintenance Coordinator					1      -
						<u>1</u> <u>1</u>
	Vacant					
	MFZ-Facilities Maintenance Technician Seasonal, 1 position					-      1
						<u>-</u> <u>1</u>
						1      2
						<u>1</u> <u>2</u>
						<b>36</b> <b>37</b>

20 TERMINAL

Overview

This department includes the salaries and benefits for the terminal maintenance and custodial staff. Also included, are all the direct costs associated with the daily maintenance and repairs of the terminal building. Expenditures include utilities, communication systems, window washing, elevator service, HVAC, electrical, plumbing, baggage systems, cleaning supplies, and the contracted services for the carpet, slate, and terrazzo floor maintenance.

Manager: Facilities - Kevin Hehir - AvPORTS, LLC  
Custodial - David Collins - AvPORTS, LLC

Rates & Charges Allocation: Direct; costs bore by Signatory Airlines

Goals / Objectives / Performance Measures:

1. Limit overtime (% of salaries & wages) 7.1%
2. OSHA recordable accidents, 0
3. Response to workorders, 12 hours

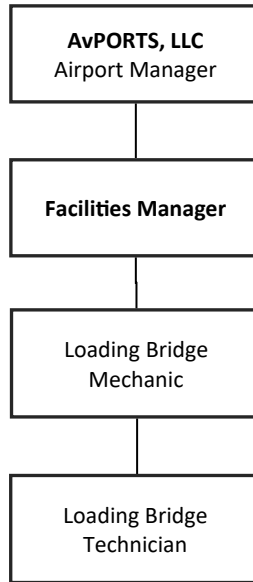
	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$1,495,504	\$1,398,872	\$1,404,620	\$1,544,168
Other Employee Expenses	758,931	732,527	770,927	815,655
Utilities	977,246	1,035,381	981,741	959,250
Purchased Services	1,269,648	1,097,441	845,476	1,009,563
Material & Supplies	1,263,465	1,201,042	1,358,537	1,218,804
Office/Administration	631,332	36,905	390,577	38,020
Non-Capital Equipment	44,591	40,452	11,400	186,500
	<b>\$ 6,440,717</b>	<b>\$ 5,542,621</b>	<b>\$ 5,763,277</b>	<b>\$ 5,771,960</b>

20 Terminal  
Account Summary

20

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 1,369,676	\$ 1,303,701	\$ 1,303,831	\$ 1,402,212
11005	Part Time/Seasonal Salaries	-	-	-	25,091
12010	Overtime 1.5	123,897	94,518	100,790	116,290
12020	Overtime 2.0	1,931	652	-	574
		<u>1,495,504</u>	<u>1,398,872</u>	<u>1,404,620</u>	<u>1,544,168</u>
<b>Other Employee Expenses</b>					
21000	Social Security	110,768	97,921	106,356	118,129
22000	Health Insurance	447,779	438,599	490,795	496,941
25000	Uniforms & Laundry	15,087	13,000	14,719	12,000
25005	Uniform Purchases	3,672	3,000	2,855	3,000
26010	Disability Insurance	25,200	24,981	26,171	27,766
26020	Unemployment Insurance	9,635	10,421	8,851	9,502
26030	Workers Compensation	111,856	113,309	87,302	114,209
29001	TBI Retirement	34,933	31,297	33,877	34,108
		<u>758,931</u>	<u>732,527</u>	<u>770,927</u>	<u>815,655</u>
<b>Utilities</b>					
31000	Electric	651,609	700,000	688,405	687,000
33000	Natural Gas	136,960	140,000	97,018	78,045
34000	Sewer	65,595	75,000	78,381	78,000
35000	Water	102,530	100,000	104,804	101,000
36010	Telephone Charges-Local	31	100	25	100
36011	Telephone Charges-Long Distance	3	50	7	10
36017	Payphones Annual & Monthly Service	12,306	12,500	10,597	12,295
36018	Payphones - Monthly Usage	225	300	116	150
36020	Telephone Repairs	6,186	5,000	442	-
36060	Cable Television	1,803	2,431	1,946	2,650
		<u>977,246</u>	<u>1,035,381</u>	<u>981,741</u>	<u>959,250</u>
<b>Purchased Services</b>					
42060	Property Insurance	79,499	94,031	70,104	120,639
42095	Insurance Claims	8,300	10,000	10,000	10,000
44005	Perimeter Security	95,773	145,000	50,858	68,383
45000	Janitorial Services	542,988	478,688	453,842	497,565
45010	Refuse Removal Services	70,529	65,000	46,435	71,121
46012	Artistic Exhibits	89,188	105,421	60,656	90,727
46013	Museum Shop	222,562	-	939	-
46020	Passenger Info Booth	151,128	154,302	152,642	151,128
47000	Special Studies	-	10,000	-	-
49010	Architectural Services	9,681	25,000	-	-
49020	Engineering Services	-	10,000	-	-
		<u>1,269,648</u>	<u>1,097,441</u>	<u>845,476</u>	<u>1,009,563</u>
<b>Materials &amp; Supplies</b>					
		1,263,465	1,201,042	1,358,537	1,218,804
<b>Office/Administration</b>					
55010	Office Equipment Rental	961	820	1,402	820
55014	Computer Systems	2,563	5,050	-	5,200
55015	Hardware/Software Maint Agreements	11,735	25,535	15,545	25,450
55016	Computer Equipment	2,535	-	21,222	4,550
55020	Office Furniture & Fixtures	-	500	1,490	-
55060	Office Supplies	1,361	2,000	918	2,000
66010	Training / Travel	-	3,000	-	-
66080	Airline Incentive Expenses	612,177	-	350,000	-
		<u>631,332</u>	<u>36,905</u>	<u>390,577</u>	<u>38,020</u>
<b>Non Capital / Contingency</b>					
		<u>44,591</u>	<u>40,452</u>	<u>11,400</u>	<u>186,500</u>
		<u>\$ 6,440,717</u>	<u>\$ 5,542,621</u>	<u>\$ 5,763,277</u>	<u>\$ 5,771,960</u>

21 PASSENGER LOADING BRIDGE



BUDGET  
MESSAGE

DEPARTMENT /  
COST CENTER

DEBT  
SERVICE

CAPITAL  
IMPROVEMENT  
PROGRAM

RATES  
AND  
CHARGES

SUPPLEMENTAL  
INFORMATION

21 LOADING BRIDGES  
Position Count

**Projection  
2020**

**Budget  
2021**

**Full Time Positions**  
LOADING BRIDGE

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MFZ-Facilities Maintenance Lead - Loading Bridge  
MFZ-Loading Bridge Mechanic  
MFZ-Loading Bridge Technician

2

-

-

1

-

1

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2

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2

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2

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2

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2

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2

21 LOADING BRIDGES

Overview

This department includes the maintenance expenses and related debt service payments associated with fourteen loading bridges. Revenues are collected in amounts sufficient to offset any expenses the Authority incurs.

Manager: Kevin Hehir, AvPORTS, LLC

Rates & Charges Allocation: Direct; costs bore by Signatory Airlines.

Goals / Objectives / Performance Measures:

1. Response to Passenger Load Bridge outages, 1 hour

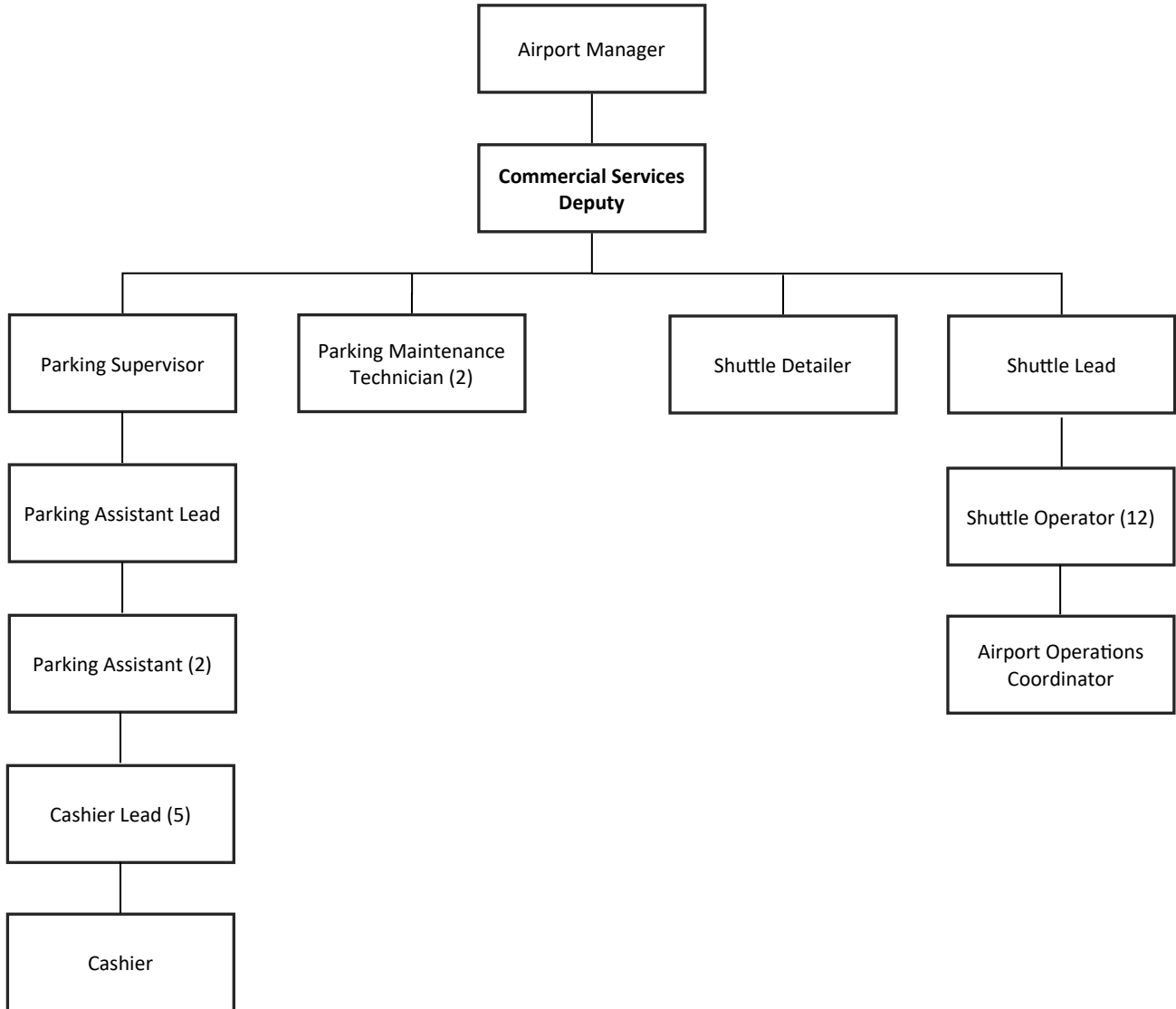
	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$100,591	\$97,595	\$89,455	\$97,607
Other Employee Expenses	54,666	58,007	55,968	59,792
Utilities	68,250	68,250	68,250	68,250
Purchased Services	-	-	-	-
Material & Supplies	88,480	94,500	53,323	82,750
Office/Administration	-	-	-	-
Non-Capital Equipment	-	-	-	-
	<b>\$ 311,987</b>	<b>\$ 318,352</b>	<b>\$ 266,997</b>	<b>\$ 308,399</b>

21 Loading Bridges  
Account Summary

21

	Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>				
11000 Salaries	\$ 80,744	\$ 83,415	\$ 81,923	\$ 83,415
12010 Overtime 1.5	17,671	12,512	8,846	12,515
12020 Overtime 2.0	2,175	1,668	(1,314)	1,677
	<u>100,591</u>	<u>97,595</u>	<u>89,455</u>	<u>97,607</u>
<b>Other Employee Expenses</b>				
21000 Social Security	7,383	7,466	6,943	7,466
22000 Health Insurance	34,517	37,108	37,503	38,124
25000 Uniforms & Laundry	1,014	1,200	850	1,200
25005 Uniform Purchases	105	200	-	200
26010 Disability Insurance	1,805	1,740	1,893	1,734
26020 Unemployment Insurance	499	608	484	1,383
26030 Workers Compensation	6,593	6,757	5,122	6,757
29001 TBI Retirement	2,751	2,928	3,174	2,928
	<u>54,666</u>	<u>58,007</u>	<u>55,968</u>	<u>59,792</u>
<b>Utilities</b>				
31000 Electric	68,250	68,250	68,250	68,250
	<u>68,250</u>	<u>68,250</u>	<u>68,250</u>	<u>68,250</u>
<b>Purchased Services</b>				
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Materials &amp; Supplies</b>				
	88,480	94,500	53,323	82,750
<b>Office/Administration</b>				
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Non Capital / Contingency</b>				
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$ 311,987</u>	<u>\$ 318,352</u>	<u>\$ 266,997</u>	<u>\$ 308,399</u>

30 Parking





30	PARKING						
	Position Count					<b>Projection 2020</b>	<b>Budget 2021</b>
	<b>Full Time Positions</b>						
	MFZ-Deputy, Commercial Services					<u>1</u>	<u>1</u>
						1	1
	<b>PARKING</b>						
	MFZ-Parking Assistant					1	2
	MFZ-Parking Assistant Lead					-	1
	MFZ-Parking Cashier					14	10
	MFZ-Parking Cashier Lead					6	5
	MFZ-Parking Maintenance Technician					4	2
	MFZ-Parking Supervisor					<u>2</u>	<u>1</u>
						27	21
	<b>SHUTTLE</b>						
	MFZ-Shuttle Detailer					1	1
	MFZ-Shuttle Operator					10	-
	MFZ-Shuttle Operator Lead					1	1
	MFZ-Shuttle Operator non-CDL					-	7
	MFZ-Shuttle Operator w/CDL					<u>-</u>	<u>5</u>
						12	14
	<b>VACANT</b>						
	MFZ-Parking Cashier	vacant, 4 positions				-	-
	MFZ-Parking Lead Cashier	vacant, 1 position				-	-
	MFZ-Parking Supervisor	vacant, 2 position				<u>-</u>	<u>-</u>
						-	-
						40	36
	<b>Part Time Positions</b>						
	<b>PARKING</b>						
	MFZ-Cashier (FTE)					<u>3</u>	<u>-</u>
						3	-
	<b>SHUTTLE</b>						
	MFZ-Shuttle Operator					-	1
	MFZ-Shuttle Operator (FTE)					3	-
	MFZ-Shuttle Operator wo/CDL (\$17,525,.04) or wo/CDL (\$16,830 .45) Part Time					<u>-</u>	<u>1</u>
						3	2
	<b>VACANT</b>						
	MFZ-Cashier - Part Time (2.5 FTE)					<u>-</u>	<u>5</u>
						-	5
						<u>6</u>	<u>7</u>
						<b>46</b>	<b>43</b>

30 PARKING

30

Overview

This department is used to account for all the cost necessary to maintain the parking garages, the parking lots, and the shuttle buses used between the terminal and economy parking lot. These costs include the salaries and benefits for the parking cashiers, maintenance workers, shuttle bus drivers and detailer, utilities, parking lot equipment maintenance and repair, parking ticket stock, maintenance of the shuttle buses, and snow removal services..

The overall parking capacity is 7,222 parking spaces; Garage North, 1,912; Garage South, 1,000; Long Term, 1,278; Long Term C, 187; Short Term, 222; Economy, 1,217; Overflow, 1,206; and Other, 200.

Manager: Katie Mahoney, AvPORTS, LLC

Rates & Charges Allocation: Direct; 100 percent cost bore by Authority.

Goals / Objectives / Performance Measures:

1. Overtime (percent of salaries), 10.2 percent

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$1,718,683	\$2,107,080	\$1,464,297	\$1,518,135
Other Employee Expenses	785,414	943,642	708,459	785,718
Utilities	271,504	313,875	272,553	275,495
Purchased Services	523,702	563,732	204,591	145,635
Material & Supplies	1,060,832	719,549	721,140	683,649
Office/Administration	557,623	592,099	478,676	598,184
Non-Capital Equipment	47,288	60,000	-	-
	<b>\$ 4,965,046</b>	<b>\$ 5,299,977</b>	<b>\$ 3,849,716</b>	<b>\$ 4,006,816</b>

30 Parking  
Account Summary

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		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 1,398,415	\$ 1,848,208	\$ 1,275,230	\$ 1,329,102
11005	Part Time/Seasonal Salaries	-	-	-	34,355
12010	Overtime 1.5	303,570	250,185	181,226	148,050
12020	Overtime 2.0	16,698	8,687	7,842	6,627
		<u>1,718,683</u>	<u>2,107,080</u>	<u>1,464,297</u>	<u>1,518,135</u>
<b>Other Employee Expenses</b>					
13000	Temporary Help	20,971	-	2,356	-
21000	Social Security	127,079	161,192	110,109	115,853
22000	Health Insurance	480,341	578,973	460,047	500,422
24000	Medical Exams	(193)	600	-	600
25000	Uniforms & Laundry	12,422	12,000	11,910	9,000
25005	Uniform Purchases	2,691	3,000	902	2,000
26010	Disability Insurance	27,244	36,430	29,433	24,849
26020	Unemployment Insurance	10,659	15,741	9,434	24,890
26030	Workers Compensation	64,533	90,683	49,811	63,243
29001	TBI Retirement	39,667	45,022	34,456	44,861
		<u>785,414</u>	<u>943,642</u>	<u>708,459</u>	<u>785,718</u>
<b>Utilities</b>					
31000	Electric	272,532	312,000	268,497	269,000
33000	Natural Gas	-	-	2,436	5,000
35000	Water	319	350	323	350
36010	Telephone Charges-Local	1,356	1,500	1,264	1,100
36011	Telephone Charges-Long Distance	56	25	34	45
36020	Telephone Repairs	(2,760)	-	-	-
		<u>271,504</u>	<u>313,875</u>	<u>272,553</u>	<u>275,495</u>
<b>Purchased Services</b>					
42060	Property Insurance	57,992	59,732	61,705	76,635
42095	Insurance Claims	5,638	5,000	20,000	5,000
44010	Armored Car Service	9,271	9,000	9,660	9,000
44020	Parking Valet Service	448,519	470,000	113,226	-
47000	Special Studies	-	12,000	-	30,000
49020	Engineering Services	2,282	8,000	-	25,000
		<u>523,702</u>	<u>563,732</u>	<u>204,591</u>	<u>145,635</u>
<b>Materials &amp; Supplies</b>					
		1,060,832	719,549	721,140	683,649
<b>Office/Administration</b>					
55010	Office Equipment Rental	1,254	1,000	1,356	1,000
55012	Office Equipment Service Agreement	315	315	-	1,000
55013	Office Equipment Repairs	-	100	-	-
55014	Computer Systems	4,426	10,100	44,995	5,200
55015	Hardware/Software Maint Support	15,817	44,984	26,825	59,984
55016	Computer Equipment	1,580	-	17,000	7,950
55020	Office Furniture & Fixtures	-	1,500	-	1,500
55030	Printed Forms / Letterhead	593	2,000	326	6,700
55031	Parking Ticket Stock	17,742	16,000	8,488	-
55060	Office Supplies	1,621	2,000	1,270	1,800
66000	Dues & Subscriptions	-	600	-	50
66010	Training / Travel	-	3,500	-	3,000
66060	Credit Card Service Charges	398,756	390,000	290,010	390,000
66061	EZ Pass Fees	115,521	120,000	88,406	120,000
		<u>557,623</u>	<u>592,099</u>	<u>478,676</u>	<u>598,184</u>
<b>Non Capital / Contingency</b>					
		<u>47,288</u>	<u>60,000</u>	<u>-</u>	<u>-</u>
		<u>\$ 4,965,046</u>	<u>\$ 5,299,977</u>	<u>\$ 3,849,716</u>	<u>\$ 4,006,816</u>

32 LANDSIDE

Overview

This department is used to account for expenses of the buildings and properties located outside the Air Operations Area (AOA) and includes costs to maintain the buildings, properties, and any of the Authority's responsibilities under lease agreements within this area.

Rates & Charges Allocation: Direct; 100 percent of the cost is bore by the Authority.

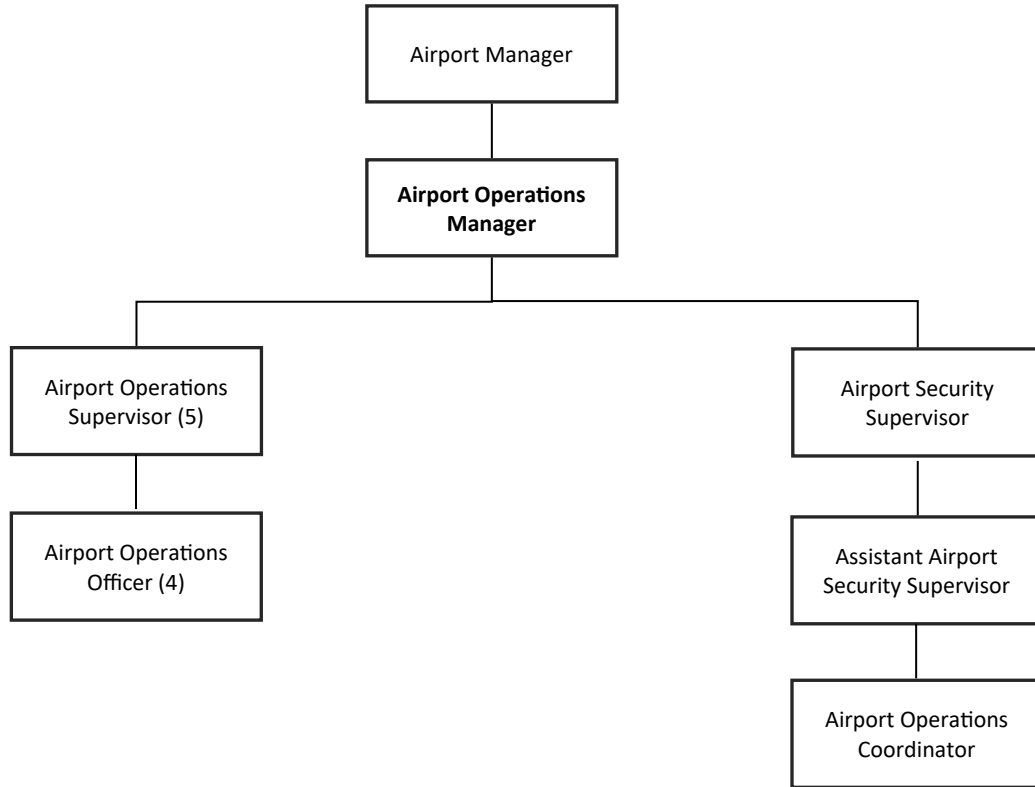
	Actual 2019	Budget 2020	Projection 2020	Budget 2021
Salaries Expense	\$-	\$-	\$-	\$-
Other Employee Expenses	-	-	-	-
Utilities	252,528	271,225	219,111	300,755
Purchased Services	181,510	116,932	82,992	87,149
Material & Supplies	967,156	908,506	958,882	814,400
Office/Administration	38,707	50,050	38,550	40,200
Non-Capital Equipment	-	-	-	-
	<u>\$ 1,439,901</u>	<u>\$ 1,346,713</u>	<u>\$ 1,299,535</u>	<u>\$ 1,242,504</u>

32 Landside  
Account Summary

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		<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
<b>Salaries Expense</b>					
		-	-	-	-
<b>Other Employee Expenses</b>					
		-	-	-	-
<b>Utilities</b>					
31000	Electric	113,408	120,000	116,659	118,000
33000	Natural Gas	94,822	105,000	64,155	139,830
34000	Sewer	12,554	15,000	12,374	12,300
35000	Water	27,537	27,000	21,731	27,000
36010	Telephone Charges-Local	4,208	4,200	4,193	3,600
36011	Telephone Charges - Long Distance	-	25	-	25
		<u>252,528</u>	<u>271,225</u>	<u>219,111</u>	<u>300,755</u>
<b>Purchased Services</b>					
42060	Property Insurance	48,944	59,732	57,992	62,149
44030	Employee Shuttle Service	30,000	30,000	25,000	25,000
44035	Ground Transportation	33,600	-	-	-
47010	GIS Services	-	2,200	-	-
49005	Appraisal	5,500	-	-	-
49010	Architectural Services	-	15,000	-	-
49020	Engineering Services	63,465	10,000	-	-
		<u>181,510</u>	<u>116,932</u>	<u>82,992</u>	<u>87,149</u>
<b>Materials &amp; Supplies</b>					
		967,156	908,506	958,882	814,400
<b>Office/Administration</b>					
55014	Computer Systems	-	-	-	1,500
55016	Computer Equipment	644	2,050	-	700
66031	Economic Development	-	10,000	-	-
66050	Property Taxes	38,063	38,000	38,550	38,000
		<u>38,707</u>	<u>50,050</u>	<u>38,550</u>	<u>40,200</u>
<b>Non Capital / Contingency</b>					
		-	-	-	-
		<u>\$ 1,439,901</u>	<u>\$ 1,346,713</u>	<u>\$ 1,299,535</u>	<u>\$ 1,242,504</u>

41 OPERATIONS



41 OPERATIONS					
Position Count					<b>Projection 2020</b> <b>Budget 2021</b>
<b>Full Time Positions</b>					
MFZ-Airport Operations Manager					<u>1</u> <u>1</u>
					1                1
<b>OPERATIONS</b>					
MFZ-Airport Operations Officer					4                4
MFZ-Airport Operations Supervisor					5                5
MFZ-Receptionist					<u>1</u> <u>-</u>
					10              9
<b>SECURITY</b>					
MFZ-Airport Security Supervisor					1                1
MFZ-Assistant Airport Security Supervisor					1                1
MFZ-Security / Operations Coordinator					<u>-</u> <u>1</u>
					2                3
<b>VACANT</b>					
MFZ-Airport Operations Officer-vacant					<u>-</u> <u>1</u>
					-                1
					<u>13</u> <u>14</u>
					<b>13</b> <b>14</b>

41 OPERATIONS

Overview

The Albany International Airport is an Federal Aviation Administration certificated Part 139 Airport. As a Part 139 Airport, it is required to have a command center for the overall day-to-day operations of the airport. This department includes the costs for the 24/7/365 staffing of the command center as well as other Part 139 inspection and enforcement responsibilities.

Manager: James O'Brien, AvPORTS, LLC

Rates & Charges Allocation: Indirect; charges allocated 40% Airfield, 30% Terminal, 5% Loading Bridge, 5% Parking, 10% Landside, 5% FBO- Commercial, and 5% FBO- General Aviation.

Goals / Objectives / Performance Measures:

1. FAA Part 139 Discrepancies, 6

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$691,965	\$677,924	\$614,018	\$727,298
Other Employee Expenses	309,942	319,472	321,316	331,484
Utilities	51,383	52,000	64,621	75,365
Purchased Services	-	-	-	-
Material & Supplies	-	-	-	-
Office/Administration	21,721	44,358	12,784	37,485
Non-Capital Equipment	50,920	24,000	-	49,000
	<b>\$ 1,125,932</b>	<b>\$ 1,117,755</b>	<b>\$ 1,012,739</b>	<b>\$ 1,220,632</b>

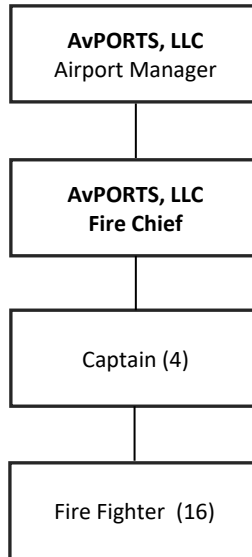


41 OPERATIONS  
Account Summary

41

	Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>				
11000 Salaries	\$ 577,764	\$ 584,417	\$ 583,315	\$ 633,795
12010 Overtime 1.5	114,092	93,507	30,703	93,503
12020 Overtime 2.0	109	-	-	-
	<u>691,965</u>	<u>677,924</u>	<u>614,018</u>	<u>727,298</u>
<b>Other Employee Expenses</b>				
21000 Social Security	50,923	51,861	46,920	45,581
22000 Health Insurance	181,640	183,245	183,495	194,921
25000 Uniforms & Laundry	604	1,500	604	1,500
25005 Uniform Purchases	130	4,000	4,302	3,816
26010 Disability Insurance	10,088	11,963	16,551	10,732
26020 Unemployment Insurance	4,448	3,955	4,128	8,986
26030 Workers Compensation	46,474	47,338	46,474	47,338
29001 TBI Retirement	15,635	15,611	18,841	18,611
	<u>309,942</u>	<u>319,472</u>	<u>321,316</u>	<u>331,484</u>
<b>Utilities</b>				
36010 Telephone Charges-Local	7,728	7,800	7,572	7,600
36011 Telephone Charges-Long Distance	87	200	137	165
36030 Telephone-Cellular	43,468	44,000	56,913	64,800
36035 Radio Communications	100	-	-	-
36060 Cable Television	-	-	-	2,800
	<u>51,383</u>	<u>52,000</u>	<u>64,621</u>	<u>75,365</u>
<b>Purchased Services</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Materials &amp; Supplies</b>	-	-	-	-
<b>Office/Administration</b>				
55010 Office Equipment Rental	1,700	1,700	1,965	1,700
55012 Office Equipment Service Agreement	1,194	1,194	1,194	1,200
55014 Computer Systems	-	2,200	-	3,000
55015 Hardware/Software Maintenance Agree	1,500	5,900	-	9,185
55016 Computer Equipment	644	650	-	700
55020 Office Furniture & Fixtures	368	2,500	-	2,400
55030 Printed Forms / Letterhead	-	500	-	300
55060 Office Supplies	2,277	2,300	1,120	2,300
66000 Dues & Subscriptions	4,389	4,389	4,389	4,950
66002 A.A.A.E. Membership	275	825	825	-
66010 Training / Travel	9,375	22,200	3,292	11,750
	<u>21,721</u>	<u>44,358</u>	<u>12,784</u>	<u>37,485</u>
<b>Non Capital / Contingency</b>	<u>50,920</u>	<u>24,000</u>	<u>-</u>	<u>49,000</u>
	<b>\$ 1,125,932</b>	<b>\$ 1,117,755</b>	<b>\$ 1,012,739</b>	<b>\$ 1,220,632</b>

42 ARFF



42	ARFF Position Count				<b>Projection 2020</b>	<b>Budget 2021</b>
	<b>Full Time Positions</b>					
	MFZ-ARFF Captain / Safety Supervisor				4	4
	MFZ-ARFF Chief / Safety Manager				1	1
	MFZ-ARFF Firefighter / Safety Officer				16	16
	MFZ-Longevity Pay 2021, 1 @ \$300				-	-
	MFZ-Longevity Pay 2021, 3 @ \$600				-	-
	MFZ-Longevity Pay 2021, 6 @ \$850				-	-
	RAC-Longevity				-	-
					<u>21</u>	<u>21</u>
					<u>21</u>	<u>21</u>
					<b>21</b>	<b>21</b>

42 ARFF

Overview

This department is a necessity pursuant to FAA Part 139. Based on the length of the largest aircraft providing service to the Airport, it is classified as Index C. This cost center includes the salaries and benefits for the ARFF employees, all the expenses for ARFF supplies, the maintenance expenses associated with the ARFF facility which includes HVAC, electrical, building maintenance, and the repair and maintenance of the ARFF vehicles and equipment.

Manager: David Cook, AvPORTS, LLC

Rates & Charges Allocation: Indirect; charges allocated 15% Airfield, 48% Terminal, 1% Loading Bridge, 6% Parking, 24% Landside, 3% FBO- Commercial, and 3% FBO- General Aviation.

Goals / Objectives / Performance Measures:

1. Fire Extinguishers Inspected/Services, 5,750

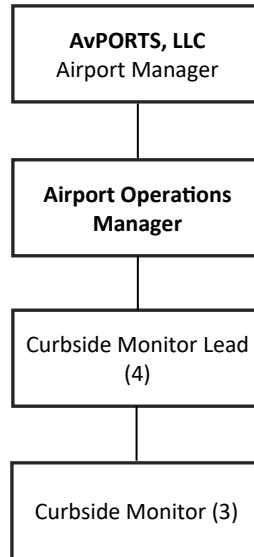
	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$1,311,042	\$1,304,408	\$1,323,188	\$1,343,299
Other Employee Expenses	578,284	632,782	605,742	672,371
Utilities	20,290	22,300	31,091	31,365
Purchased Services	4,417	7,050	6,094	8,337
Material & Supplies	121,638	134,804	95,432	131,437
Office/Administration	42,660	74,471	17,448	56,254
Non-Capital Equipment	108,517	51,554	-	-
	<b>\$ 2,186,848</b>	<b>\$ 2,227,369</b>	<b>\$ 2,078,994</b>	<b>\$ 2,243,063</b>

42 ARFF  
Account Summary

42

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 1,069,565	\$ 1,145,877	\$ 1,128,190	\$ 1,189,647
12010	Overtime 1.5	240,448	157,393	194,997	152,479
12020	Overtime 2.0	1,029	1,139	-	1,173
		<u>1,311,042</u>	<u>1,304,408</u>	<u>1,323,188</u>	<u>1,343,299</u>
<b>Other Employee Expenses</b>					
21000	Social Security	97,487	99,829	83,942	102,818
22000	Health Insurance	328,118	348,116	359,819	370,748
24000	Medical Exams	2,820	3,000	4,010	3,000
25005	Uniform Purchases	10,460	12,000	10,449	12,000
26010	Disability Insurance	20,644	22,326	29,083	23,017
26020	Unemployment Insurance	4,980	6,176	5,161	14,519
26030	Workers Compensation	78,790	105,915	78,790	108,643
29001	TBI Retirement	34,986	35,420	34,487	37,626
		<u>578,284</u>	<u>632,782</u>	<u>605,742</u>	<u>672,371</u>
<b>Utilities</b>					
31000	Electric	10,650	14,000	23,811	24,000
33000	Natural Gas	7,189	8,000	7,148	7,200
36010	Telephone Charges-Local	87	100	101	125
36011	Telephone Charges-Long Distance	30	200	32	40
36020	Telephone Repairs	2,334	-	-	-
		<u>20,290</u>	<u>22,300</u>	<u>31,091</u>	<u>31,365</u>
<b>Purchased Services</b>					
42060	Property Insurance	4,417	4,550	4,417	5,837
46010	Public Relations	-	2,500	1,677	2,500
		<u>4,417</u>	<u>7,050</u>	<u>6,094</u>	<u>8,337</u>
<b>Materials &amp; Supplies</b>					
		121,638	134,804	95,432	131,437
<b>Office/Administration</b>					
55010	Office Equipment Rental	410	400	718	400
55012	Office Equipment Service Agreement	375	375	150	375
55014	Computer Systems	-	1,400	432	700
55015	Hardware/Software Maintenance Agree	2,117	3,108	435	2,690
55016	Computer Equipment	1,171	1,250	-	3,300
55020	Office Furniture & Fixtures	430	3,000	-	3,000
55030	Printed Forms / Letterhead	162	150	-	150
55050	Reference Materials	736	1,600	510	1,700
55060	Office Supplies	1,401	1,500	716	1,500
66000	Dues & Subscriptions	2,123	2,200	2,170	2,239
66010	Training / Travel	33,735	59,488	12,317	40,200
		<u>42,660</u>	<u>74,471</u>	<u>17,448</u>	<u>56,254</u>
<b>Non Capital / Contingency</b>					
		<u>108,517</u>	<u>51,554</u>	<u>-</u>	<u>-</u>
		<b>\$ 2,186,848</b>	<b>\$ 2,227,369</b>	<b>\$ 2,078,994</b>	<b>\$ 2,243,063</b>

43 SECURITY



43	SECURITY Position Count	<b>Projection 2020</b>	<b>Budget 2021</b>
	<b>Full Time Positions</b>		
	OPERATIONS		
	MFZ-Curbside Monitor	4	3
	MFZ-Curbside Senior Lead	-	1
		<u>4</u>	<u>4</u>
		4	4
	<b>Part Time Positions</b>		
	OPERATIONS		
	MFZ-Curbside Monitors	<u>3</u>	<u>3</u>
		3	3
	VACANT		
	MFZ-Curbside Monitors vacant, 2 positions \$12,748.40 each	<u>-</u>	<u>2</u>
		-	2
		<u>3</u>	<u>5</u>
		<b>7</b>	<b>9</b>

43 SECURITY

Overview

This cost center includes the salaries and benefits for the Curbside Monitors, the costs affiliated with employee security checks and badging, security equipment, and the fees incurred to have the Albany County Sheriffs provide protective service on Airport premises.

Manager: James O'Brien, AvPORTS, LLC

Rates & Charges Allocation: Indirect; charges allocated: 15% Airfield, 50% Terminal, 3% Loading Bridge, 20% Parking, 10% Landside, 1% FBO- Commercial, and 1% FBO- General Aviation.

Goals / Objectives / Performance Measures:

1. Fingerprinting, 500

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$155,881	\$183,665	\$149,647	\$157,664
Other Employee Expenses	54,637	68,874	101,871	90,279
Utilities	3,695	4,025	4,045	4,100
Purchased Services	2,482,082	2,863,796	2,829,810	1,650,368
Material & Supplies	100,313	110,000	50,805	110,000
Office/Administration	19,263	4,500	(218)	41,170
Non-Capital Equipment	-	49,000	-	-
	<b>\$ 2,815,871</b>	<b>\$ 3,283,860</b>	<b>\$ 3,135,961</b>	<b>\$ 2,053,581</b>

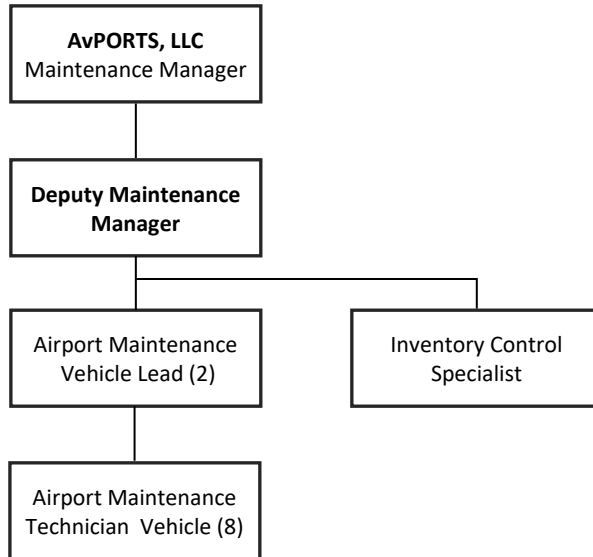


43 Security  
Account Summary

43

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 146,750	\$ 178,616	\$ 144,577	\$ 114,978
11005	Part Time/Seasonal Salaries	-	-	-	40,938
12010	Overtime 1.5	9,131	5,048	5,070	1,748
		<u>155,881</u>	<u>183,665</u>	<u>149,647</u>	<u>157,664</u>
<b>Other Employee Expenses</b>					
21000	Social Security	11,667	14,050	29,079	11,847
22000	Health Insurance	26,767	28,099	52,844	52,774
25000	Uniforms & Laundry	2,297	2,500	1,755	2,000
25005	Uniform Purchases	339	1,500	5,029	1,300
26010	Disability Insurance	2,100	2,235	2,045	3,201
26020	Unemployment Insurance	1,967	2,112	1,945	3,608
26030	Workers Compensation	6,000	14,849	6,000	12,403
29001	TBI Retirement	3,500	3,529	3,174	3,146
		<u>54,637</u>	<u>68,874</u>	<u>101,871</u>	<u>90,279</u>
<b>Utilities</b>					
36012	Telephone - Sheriff	3,695	4,025	4,045	4,100
		<u>3,695</u>	<u>4,025</u>	<u>4,045</u>	<u>4,100</u>
<b>Purchased Services</b>					
44000	Public Safety	2,441,586	2,798,796	2,798,796	1,591,868
52013	CCTV Repair	35,936	40,000	18,369	42,000
52014	Key Access System	4,560	25,000	12,645	16,500
		<u>2,482,082</u>	<u>2,863,796</u>	<u>2,829,810</u>	<u>1,650,368</u>
<b>Materials &amp; Supplies</b>					
		100,313	110,000	50,805	110,000
<b>Office/Administration</b>					
55014	Computer Systems	-	3,000	-	2,500
55015	Hardware/Software Maintenance Agree	18,736	600	(218)	19,500
55016	Computer Equipment	527	650	-	14,475
55020	Office Furniture & Fixtures	-	150	-	-
55060	Office Supplies	-	100	-	-
66010	Training / Travel	-	-	-	4,695
		<u>19,263</u>	<u>4,500</u>	<u>(218)</u>	<u>41,170</u>
<b>Non Capital / Contingency</b>					
		-	49,000	-	-
		<u>\$ 2,815,871</u>	<u>\$ 3,283,860</u>	<u>\$ 3,135,961</u>	<u>\$ 2,053,581</u>

50 VEHICLE MAINTENANCE



BUDGET  
MESSAGE

DEPARTMENT /  
COST CENTER

DEBT  
SERVICE

CAPITAL  
IMPROVEMENT  
PROGRAM

RATES  
AND  
CHARGES

SUPPLEMENTAL  
INFORMATION

50 VEHICLE MAINTENANCE  
Position Count

**Projection  
2020**

**Budget  
2021**

**Full Time Positions**

MFZ-Airport Maintenance Lead - Vehicle Maintenance  
MFZ-Airport Maintenance Technician - Vehicle Maintenance  
MFZ-Inventory Control Specialist  
MFZ-Longevity Pay

2	2
8	8
1	1
-	-
<u>11</u>	<u>11</u>
<u>11</u>	<u>11</u>
<b>11</b>	<b>11</b>

50 VEHICLE MAINTENANCE

Overview

This cost center includes the salaries and benefits for the vehicle maintenance employees responsible for the maintenance and repairs of all airport vehicles and heavy equipment including snow removal equipment (snow blowers, brooms and plows), heavy equipment (loaders, dump trucks, fuel trucks), road vehicles (pick-up trucks, shuttle buses, and vans), general equipment (paint machines, cement mixers and generators) and mowing equipment.

Manager: Chris Pasquini, AvPORTS, LLC

Rates & Charges Allocation: Indirect; charges allocated 35% Airfield, 5% Terminal, -% Loading Bridge, 15% Parking, 37% Landside, 5% FBO- Commercial, and 3% FBO- General Aviation.

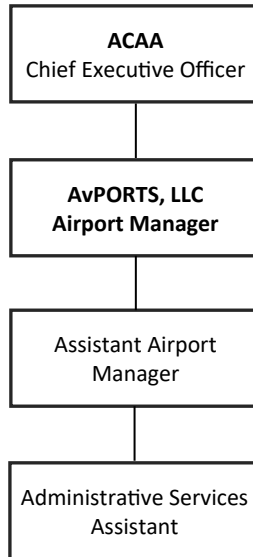
	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$540,046	\$609,950	\$543,375	\$593,385
Other Employee Expenses	322,081	371,893	346,100	385,566
Utilities	20,917	22,075	18,653	20,035
Purchased Services	77,061	79,373	74,865	96,109
Material & Supplies	506,177	460,500	336,718	436,290
Office/Administration	4,606	14,171	1,498	44,414
Non-Capital Equipment	48,170	170,000	-	249,000
	<b>\$ 1,519,057</b>	<b>\$ 1,727,962</b>	<b>\$ 1,321,209</b>	<b>\$ 1,824,798</b>

50 Vehicle Maintenance  
Account Summary

50

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 473,615	\$ 556,899	\$ 513,423	\$ 561,214
12010	Overtime 1.5	56,053	48,342	23,138	29,935
12020	Overtime 2.0	10,377	4,710	6,813	2,235
		<u>540,046</u>	<u>609,950</u>	<u>543,375</u>	<u>593,385</u>
<b>Other Employee Expenses</b>					
21000	Social Security	39,869	46,471	37,620	45,394
22000	Health Insurance	188,982	215,406	208,646	225,087
25000	Uniforms & Laundry	7,564	7,500	4,010	6,000
25005	Uniform Purchases	923	3,500	6,610	3,500
26010	Disability Insurance	9,359	10,630	14,800	10,419
26020	Unemployment Insurance	2,942	3,397	2,618	7,605
26030	Workers Compensation	60,247	73,078	60,247	73,632
29001	TBI Retirement	12,195	11,911	11,549	13,929
		<u>322,081</u>	<u>371,893</u>	<u>346,100</u>	<u>385,566</u>
<b>Utilities</b>					
31000	Electric	7,106	7,500	6,558	7,000
33000	Natural Gas	13,764	14,500	12,073	13,000
36010	Telephone Charges-Local	39	50	20	25
36011	Telephone Charges-Long Distance	9	25	3	10
		<u>20,917</u>	<u>22,075</u>	<u>18,653</u>	<u>20,035</u>
<b>Purchased Services</b>					
42020	Automotive Insurance	77,061	79,373	74,865	96,109
		<u>77,061</u>	<u>79,373</u>	<u>74,865</u>	<u>96,109</u>
<b>Materials &amp; Supplies</b>		506,177	460,500	336,718	436,290
<b>Office/Administration</b>					
55010	Office Equipment Rental	19	12	266	300
55012	Office Equipment Service Agreements	-	149	149	-
55013	Office Equipment Repairs	-	100	-	-
55014	Computer Systems	-	2,150	-	700
55015	Hardware/Software Maintenance Agree	2,844	4,260	-	33,804
55016	Computer Equipment	644	2,850	-	5,660
55020	Office Furniture & Fixtures	-	500	-	450
55030	Printed Forms & Letterhead	-	300	-	-
55050	Reference Materials	-	100	-	-
55060	Office Supplies	60	500	754	500
66000	Dues & Subscriptions	(59)	-	-	-
66010	Training / Travel	1,098	3,250	329	3,000
		<u>4,606</u>	<u>14,171</u>	<u>1,498</u>	<u>44,414</u>
<b>Non Capital / Contingency</b>		<u>48,170</u>	<u>170,000</u>	<u>-</u>	<u>249,000</u>
		<b>\$ 1,519,057</b>	<b>\$ 1,727,962</b>	<b>\$ 1,321,209</b>	<b>\$ 1,824,798</b>

59 AIRPORT MANAGEMENT ADMINISTRATION



BUDGET  
MESSAGE

DEPARTMENT /  
COST CENTER

DEBT  
SERVICE

CAPITAL  
IMPROVEMENT  
PROGRAM

RATES  
AND  
CHARGES

SUPPLEMENTAL  
INFORMATION

59 AIRPORT MANAGEMENT ADMIN  
Position Count

**Projection  
2020**

**Budget  
2021**

**Full Time Positions**

MFZ-Administrative Services Manager  
MFZ-Airport Manager  
MFZ-Assistant Airport Manager

1	1
1	1
<u>1</u>	<u>1</u>
3	3

ADMIN

RAC-Administrative Assistant .5 Airfield and .5 Admin

-	1
<u>-</u>	<u>1</u>
3	4
<u>3</u>	<u>4</u>

59 AIRPORT MANAGEMENT ADMIN

Overview

This cost center category includes the salaries and benefits for the AFCO AvPORTS administration and includes the office and administration expenses needed to support the AFCO AvPORTS operations.

Manager: Fred Acunto, AvPORTS, LLC

Rates & Charges Allocation: Indirect; charges allocated based on proportion of FBO- Commercial and FBO- General Aviation total costs.

Goals / Objectives / Performance Measures:

1. Employee Bodily Injury Reports, 100
2. FAA Part 139 Discrepancies, 6

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$427,899	\$399,464	\$347,208	\$317,790
Other Employee Expenses	128,257	157,494	126,873	133,623
Utilities	324	400	590	720
Purchased Services	429,567	430,991	430,829	432,254
Office/Administration	58,482	47,793	59,130	51,445
Non-Capital Equipment	-	-	-	750,000
	<b>\$ 1,044,529</b>	<b>\$ 1,036,143</b>	<b>\$ 964,630</b>	<b>\$ 1,685,833</b>

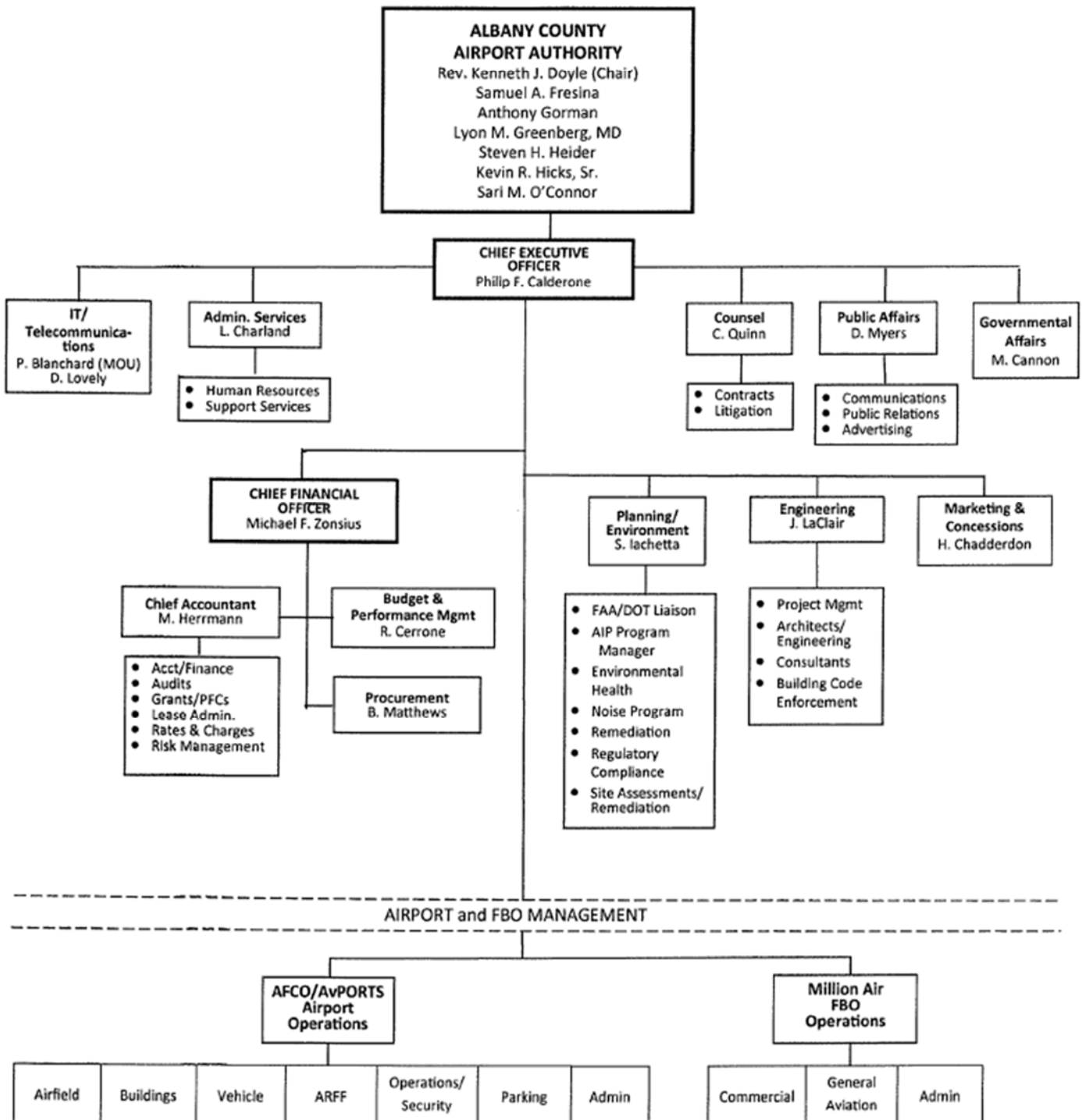


59 Airport Management Admin  
Account Summary

59

	Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>				
11000 Salaries	\$ 427,899	\$ 399,464	\$ 347,208	\$ 317,790
	<u>427,899</u>	<u>399,464</u>	<u>347,208</u>	<u>317,790</u>
<b>Other Employee Expenses</b>				
21000 Social Security	29,778	29,351	23,679	23,755
22000 Health Insurance	66,505	87,227	72,393	69,399
24000 Medical Exams/Abstracts	12,612	15,000	10,622	18,000
25005 Uniform Purchases	694	600	280	500
26010 NYS Disability	6,640	11,244	7,674	9,567
26020 Unemployment Insurance	1,241	1,565	974	2,766
26030 Workers Compensation	555	825	555	621
29001 Retirement	10,232	11,683	10,697	9,015
	<u>128,257</u>	<u>157,494</u>	<u>126,873</u>	<u>133,623</u>
<b>Utilities</b>				
36010 Telephone-Local	88	100	158	200
36011 Telephone - Long Distance	235	300	432	520
	<u>324</u>	<u>400</u>	<u>590</u>	<u>720</u>
<b>Purchased Services</b>				
42010 Airport Liability	5,817	5,991	5,829	7,254
49040 Professional Management	423,750	425,000	425,000	425,000
	<u>429,567</u>	<u>430,991</u>	<u>430,829</u>	<u>432,254</u>
<b>Office/Administration</b>				
55010 Office Equipment Rental	1,640	1,300	2,918	1,700
55012 Office Equipment Service Agreement	1,193	1,193	870	1,200
55013 Office Equipment Repairs	-	100	-	-
55014 Computer Systems	83	1,350	1,000	1,000
55015 Hardware/Software Maint Agreements	-	1,250	-	6,000
55016 Computer Equipment	1,815	3,500	-	3,500
55020 Office Furniture and Fixtures	-	500	-	500
55030 Outside Printing Services	89	250	-	500
55032 Printing Outside Services	-	100	-	-
55041 Express Mail	333	600	-	-
55060 Office Supplies	2,060	2,000	377	2,045
55070 Payroll Services	28,037	30,000	37,579	30,000
66002 AAAE	650	650	650	-
66010 Training / Travel	22,582	3,000	15,736	3,000
66030 Advertising & Public Meetings	-	2,000	-	2,000
	<u>58,482</u>	<u>47,793</u>	<u>59,130</u>	<u>51,445</u>
<b>Non Capital / Contingency</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>750,000</u>
	<b>\$ 1,044,529</b>	<b>\$ 1,036,143</b>	<b>\$ 964,630</b>	<b>\$ 1,685,833</b>

ALBANY INTERNATIONAL AIRPORT  
ORGANIZATIONAL CHART



71 AUTHORITY ADMINISTRATION  
Position Count

**Projection  
2020**      **Budget  
2021**

**Full Time Positions**

MFZ-Account Technician	2	2
MFZ-Airport Engineer	1	1
MFZ-Airport Planner	1	1
MFZ-Budget and Performance Manager	1	1
MFZ-Buyer/Deputy Purchasing Agent	1	1
MFZ-Chief Accountant	1	1
MFZ-Chief Executive Officer	1	1
MFZ-Chief Financial Officer	1	1
MFZ-Confidential Secretary - Business Development	1	1
MFZ-Confidential Secretary - Legal	1	1
MFZ-Director of Administrative Services	1	1
MFZ-Director of Exhibits & Programs	1	1
MFZ-General Counsel	-	1
MFZ-Government Relations/Business Development	-	1
MFZ-Marketing and Concessions	1	1
MFZ-MFZ-Add'l Discretionary	-	1
MFZ-Public Relations Officer	1	1
MFZ-Purchasing Agent	1	1
MFZ-Senior Account Technician	2	1
MFZ-Telecom Technician / IT	1	1
RAC-Total Salaries	-	1
	<u>19</u>	<u>22</u>
VACANT		
MFZ-Ground Transportation Coordinator	-	-
	<u>-</u>	<u>-</u>
	19	22

**Part Time Positions**

MFZ-Contract / Tenant Compliance Officer	1	1
MFZ-Courier / Mail Delivery	1	1
MFZ-Seasonal Summer Intern	1	1
	<u>3</u>	<u>3</u>
	<u>3</u>	<u>3</u>
	<b>22</b>	<b>25</b>

71 AUTHORITY ADMINISTRATION

71

Overview

This cost center is used to account for the salaries and benefits for the Airport Authority's administration and financial staff. Also included in this category are risk management, professional services and all the day-to-day office and administration expenses needed for the Authority.

Rates & Charges Allocation: Rates & Charges Allocation: Indirect; charges allocated based on proportion of expenses for the direct cost centers, and FBO- Commercial and FBO- General Aviation cost centers.

Goals / Objectives / Performance Measures:

1. GFOA Distinguished Budget Rating Form: 50% Proficient, 50% Outstanding

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$1,963,021	\$1,960,042	\$2,059,941	\$2,052,821
Other Employee Expenses	1,771,461	1,492,440	1,498,881	1,377,260
Utilities	114,993	104,486	98,688	165,179
Purchased Services	1,013,700	1,081,807	931,227	1,217,117
Material & Supplies	25,060	45,263	53,777	39,963
Office/Administration	904,966	355,992	919,514	548,042
Non-Capital Equipment	(598)	-	73,276	400,000
	<b>\$ 5,792,603</b>	<b>\$ 5,040,030</b>	<b>\$ 5,635,305</b>	<b>\$ 5,800,382</b>

71 Authority Administration  
Account Summary

71

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 1,962,974	\$ 1,960,042	\$ 2,059,941	\$ 1,977,836
11005	Part Time/Seasonal Salaries	-	-	-	74,985
12010	Overtime 1.5	47	-	-	-
		<u>1,963,021</u>	<u>1,960,042</u>	<u>2,059,941</u>	<u>2,052,821</u>
<b>Other Employee Expenses</b>					
13000	Temporary Help	51,903	10,000	30,133	10,000
21000	Social Security	146,189	151,269	155,939	119,667
22000	Health Insurance	514,453	598,429	550,277	545,531
22105	Other Post Employment Benefits (OPE)	699,121	411,772	411,772	400,000
22200	Health Insurance - Dental	41,265	43,139	42,843	43,116
22300	Health Insurance - Vision	6,107	6,269	6,426	6,282
23000	Health Insurance - AFLAC	7,105	7,200	6,957	6,499
24010	Employee EAP Program	969	969	969	969
24015	Smoking Cessation Class	-	1,200	-	1,200
25005	Uniform Purchases	994	1,000	521	1,000
26010	Disability Insurance	171	594	593	569
26020	Unemployment Insurance	2,545	2,997	1,670	2,968
26030	Workers Compensation	7,766	4,819	8,432	4,892
29000	NYS Retirement	292,872	252,783	282,351	234,567
		<u>1,771,461</u>	<u>1,492,440</u>	<u>1,498,881</u>	<u>1,377,260</u>
<b>Utilities</b>					
31000	Electric	18,207	19,000	18,300	18,300
33000	Natural Gas	5,730	6,000	7,990	8,100
36010	Telephone Charges-Local	4,830	5,000	4,462	4,500
36011	Telephone Charges-Long Distance	6,860	6,000	12,078	15,000
36015	Telephones-Monthly Service	13,927	14,000	14,852	14,835
36016	Telephones-Monthly Usage	2,539	3,000	298	3,000
36020	Telephone Repairs	24,319	16,000	9,423	55,537
36032	Internet Access	38,392	35,247	31,044	45,612
36060	Cable Television	189	240	241	294
		<u>114,993</u>	<u>104,486</u>	<u>98,688</u>	<u>165,179</u>
<b>Purchased Services</b>					
41010	Financial Services	147,405	60,000	166,428	100,000
41020	Rates & Charges	5,322	6,000	6,000	-
42010	Airport Liability Insurance	227,186	234,002	253,635	291,680
42041	Environmental Liability	38,705	39,866	35,350	40,653
42060	Property Insurance	2,388	2,460	2,541	3,156
42065	Crime Insurance	6,577	6,774	6,604	7,595
42070	Public Official Liability	25,061	25,813	39,615	45,557
42080	Cyber Liability Insurance	16,160	16,644	-	11,420
42090	Fiduciary Liability	1,690	1,310	-	18,102
42093	Agency Fee	30,000	30,000	30,000	30,000
42095	Insurance Claims	25,000	-	-	-
43000	Legal Services	23,568	100,000	-	50,000
45000	Janitorial Services	16,202	19,738	21,380	19,755
46010	Public Relations	123,047	100,000	74,310	100,000
46015	Advertising	72,205	200,000	41,238	150,000
47000	Special Studies	94,668	35,000	19,981	35,000
49005	Appraisal	-	5,000	-	25,000
49010	Architectural Services	-	30,000	-	-
49015	Consultant	50,656	50,000	117,946	48,000
49020	Engineering Services	17,700	3,000	-	-
49060	Code Enforcement	90,160	116,200	116,200	116,200
49070	Other Professional Services	-	-	-	125,000
		<u>1,013,700</u>	<u>1,081,807</u>	<u>931,227</u>	<u>1,217,117</u>
<b>Materials &amp; Supplies</b>					
		25,060	45,263	53,777	39,963

71 Authority Administration  
Account Summary

71

	Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Office/Administration</b>				
55010 Office Equipment Rental	10,349	11,000	10,800	9,773
55011 Copy Machine Use	839	1,000	1,904	1,000
55012 Office Equipment Service Agreement	3,309	3,446	3,594	5,099
55013 Office Equipment Repairs	-	500	-	-
55014 Computer Systems	22,846	26,500	13,629	25,000
55015 Hardware/Software Maint Support	129,518	107,356	403,800	319,559
55016 Computer Equipment	10,520	10,720	30,510	4,200
55020 Office Furniture & Fixtures	2,902	10,000	8,042	10,000
55030 Printed Forms & Letterhead	882	1,000	1,883	-
55032 Printing Outside Services	17,552	20,000	3,882	20,000
55040 Postage	7,354	8,500	8,272	9,000
55041 Express Mail	682	700	(54)	-
55050 Reference Materials	122	1,000	-	-
55060 Office Supplies	20,013	17,000	16,851	17,000
55070 Payroll Services	5,900	6,500	4,927	6,500
66000 Dues & Subscriptions	11,517	16,000	4,293	45,510
66001 Airport Membership (ACI)	14,217	14,500	14,787	-
66002 A.A.A.E. Memberships	550	550	-	-
66003 G.F.O.A.	1,390	800	760	-
66005 NYS Bar Association	275	420	420	-
66006 NY Airport Managers Association	5,000	5,000	5,000	-
66007 Local Chamber of Commerce	6,096	6,000	5,654	-
66008 Center For Economic Growth	3,000	3,000	2,500	-
66011 Authority Board Travel & Education	48	500	-	500
66012 Authority Management Travel & Educal	25,905	20,000	9,597	23,400
66013 Function Refreshments	16,698	20,000	9,474	15,000
66014 Outside Functions	2,828	5,000	2,700	5,000
66020 Tuition Reimbursement	1,946	-	-	2,500
66030 Advertising - Public Meetings	26,181	25,000	14,330	20,000
66031 Economic Development	-	1,000	-	-
66040 License & Permits	-	3,000	-	-
66050 Property Taxes	-	10,000	-	-
66060 Credit Card Service Charges	2,995	-	1,275	2,000
66062 Bank & Paying Agent Fees	12,343	-	6,664	7,000
66080 Airline Incentive Expenses	304,120	-	-	-
79065 Bond Issue Costs	237,068	-	334,017	-
	<u>904,966</u>	<u>355,992</u>	<u>919,514</u>	<u>548,042</u>
<b>Non Capital / Contingency</b>	<u>(598)</u>	<u>-</u>	<u>73,276</u>	<u>400,000</u>
	<b>\$ 5,792,603</b>	<b>\$ 5,040,030</b>	<b>\$ 5,635,305</b>	<b>\$ 5,800,382</b>

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Airport Operating Expenses</b>					
<b>Salaries Expense</b>					
11000	Salaries	\$8,539,564	\$9,273,516	\$8,329,843	\$8,823,657
11005	Part Time/Seasaonal Salaries	-	-	-	205,653
12010	Overtime 1.5	997,125	782,281	619,341	642,816
12020	Overtime 2.0	64,614	38,921	28,028	28,183
		<hr/>	<hr/>	<hr/>	<hr/>
		9,601,303	10,094,718	8,977,212	9,700,309
<b>Other Employee Expenses</b>					
13000	Temporary Help	72,874	10,000	32,489	10,000
21000	Social Security	711,757	763,122	673,392	692,605
22000	Health Insurance	2,575,497	2,865,123	2,704,936	2,818,382
22105	Other Post Employment Benefits (OPI)	699,121	411,772	411,772	400,000
22200	Health Insurance - Dental	41,265	43,139	42,843	43,116
22300	Health Insurance - Vision	6,107	6,269	6,426	6,282
23000	Health Insurance - AFLAC	7,105	7,200	6,957	6,499
24000	Medical Exams	15,239	18,600	14,632	21,600
24010	Employee EAP Program	969	969	969	969
24015	Smoking Cessation Class	-	1,200	-	1,200
25000	Uniforms & Laundry	53,541	52,700	45,918	43,700
25005	Uniform Purchases	21,951	36,800	34,238	32,316
26010	Disability Insurance	125,188	145,461	153,893	134,384
26020	Unemployment Insurance	46,501	55,947	41,394	90,331
26030	Workers Compensation	470,413	554,131	430,332	508,552
29000	NYS Retirement	292,872	252,783	282,351	234,567
29001	TBI Retirement	181,512	186,661	172,611	190,254
		<hr/>	<hr/>	<hr/>	<hr/>
		5,321,913	5,411,877	5,055,152	5,234,757
<b>Utilities</b>					
31000	Electric	1,231,584	1,340,750	1,307,843	1,307,550
33000	Natural Gas	264,130	279,700	190,973	251,466
34000	Sewer	79,331	91,400	91,820	91,500
35000	Water	131,136	128,150	128,182	129,550
36010	Telephone Charges-Local	18,436	18,950	17,879	17,355
36011	Telephone Charges-Long Distance	7,319	6,925	12,782	15,890
36012	Telephone - Sheriff	3,695	4,025	4,045	4,100
36015	Telephones-Monthly Service	13,927	14,000	14,852	14,835
36016	Telephones-Monthly Usage	2,539	3,000	298	3,000
36017	Payphones-Annual & Monthly Service	12,306	12,500	10,597	12,295
36018	Payphones-Monthly Usage	225	300	116	150
36020	Telephone Repairs	30,080	21,000	9,865	55,537
36030	Telephone-Cellular	43,468	44,000	56,913	64,800
36032	Internet Access	38,392	35,247	31,044	45,612
36035	Radio Communications	100	-	-	-
36060	Cable Television	1,992	2,671	2,187	5,745
		<hr/>	<hr/>	<hr/>	<hr/>
		1,878,658	2,002,618	1,879,398	2,019,385
<b>Purchased Services</b>					
41010	Financial Services	147,405	60,000	166,428	100,000
41020	Rates & Charges	5,322	6,000	6,000	-
42010	Airport Liability Insurance	233,003	239,993	259,464	298,934
42020	Automotive Insurance	77,061	79,373	74,865	96,109
42041	Environmental Liability	38,705	39,866	35,350	40,653
42060	Property Insurance	214,492	242,393	219,371	296,497
42065	Crime Insurance	6,577	6,774	6,604	7,595
42070	Public Official Liability	25,061	25,813	39,615	45,557
42080	Cyber Liability Insurance	16,160	16,644	-	11,420
42090	Fiduciary Liability	1,690	1,310	-	18,102

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Purchased Services</b>					
42093	Agency Fee	30,000	30,000	30,000	30,000
42095	Insurance Claims	39,008	15,500	30,000	15,500
43000	Legal Services	23,568	100,000	-	50,000
44000	Public Safety	2,441,586	2,798,796	2,798,796	1,591,868
44005	Outside Security Services	309,191	343,000	181,706	217,783
44010	Armored Car Service	9,271	9,000	9,660	9,000
44020	Parking Valet Service	448,519	470,000	113,226	-
44030	Employee Shuttle Service	30,000	30,000	25,000	25,000
44035	Ground Transportation	33,600	-	-	-
45000	Janitorial Services	575,823	516,827	484,423	526,521
45010	Refuse Removal Services	73,650	68,121	49,618	74,305
46010	Public Relations	123,047	102,500	75,987	102,500
46012	Artistic Exhibits	89,188	105,421	60,656	90,727
46013	Museum Shop	222,562	-	939	-
46015	Advertising	72,205	200,000	41,238	150,000
46020	Passenger Information Booth	151,128	154,302	152,642	151,128
47000	Special Studies	94,668	57,000	19,981	65,000
47010	GIS Services	2,992	12,200	18,312	24,000
49005	Appraisal	5,500	5,000	-	25,000
49010	Architectural Services	9,681	70,000	-	-
49015	Consultant	50,656	50,000	117,946	48,000
49020	Engineering Services	87,447	36,000	13,130	30,000
49040	Professional Management	423,750	425,000	425,000	425,000
49060	Code Enforcement	90,160	116,200	116,200	116,200
49070	Other Professional Services	-	-	-	125,000
52013	CCTV Repair	35,936	40,000	18,369	42,000
52014	Key Access System	4,560	25,000	12,645	16,500
		6,243,172	6,498,033	5,603,171	4,865,897

**Material & Supplies**

		5,031,994	4,691,953	4,337,033	4,486,781
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**Office/Administration**

55010	Office Equipment Rental	17,021	16,832	20,115	16,293
55011	Copy Machine Use	839	1,000	1,904	1,000
55012	Office Equipment Service Agreement	6,910	7,196	6,481	9,398
55013	Office Equipment Repairs	-	800	-	-
55014	Computer Systems	29,918	52,450	60,056	45,500
55015	Hardware/Software Maint Support	182,267	192,993	446,388	476,172
55016	Computer Equipment	23,075	25,620	88,667	48,235
55020	Office Furniture & Fixtures	4,152	19,150	9,531	17,850
55030	Printed Forms & Letterhead	1,726	4,700	2,209	8,100
55031	Parking Ticket Stock	17,742	16,000	8,488	-
55032	Printing Outside Services	17,552	20,100	3,882	20,000
55040	Postage	7,354	8,500	8,272	9,000
55041	Express Mail	1,015	1,300	(54)	-
55050	Reference Materials	858	2,800	510	1,700
55060	Office Supplies	29,359	28,900	24,893	28,645
55070	Payroll Services	33,938	36,500	42,506	36,500
66000	Dues & Subscriptions	17,970	23,189	10,852	52,749
66001	Airport Membership (ACI)	14,217	14,500	14,787	-
66002	A.A.A.E. Memberships	1,475	2,025	1,475	-
66003	G.F.O.A.	1,390	800	760	-
66005	NYS Bar Association	275	420	420	-
66006	NY Airport Managers Association	5,000	5,000	5,000	-
66007	Local Chamber of Commerce	6,096	6,000	5,654	-
66008	Center For Economic Growth	3,000	3,000	2,500	-
66010	Training / Travel	73,136	102,738	35,775	71,695



		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Office/Administration</b>					
66011	Authority Board Travel & Education	48	500	-	500
66012	Authority Management Travel & Educa	25,905	20,000	9,597	23,400
66013	Function Refreshments	16,698	20,000	9,474	15,000
66014	Outside Functions	2,828	5,000	2,700	5,000
66020	Tuition Reimbursement	1,946	-	-	2,500
66030	Advertising - Public Meetings	26,181	27,000	14,330	22,000
66031	Economic Development	-	11,000	-	-
66040	License & Permits	2,300	6,850	-	3,850
66050	Property Taxes	38,063	48,000	38,550	38,000
66060	Credit Card Service Charges	401,751	390,000	291,285	392,000
66061	EZ Pass Fees	115,521	120,000	88,406	120,000
66062	Bank & Paying Agent Fees	12,343	-	6,664	7,000
66080	Airline Incentive Expenses	1,489,604	-	700,000	400,000
79065	Bond Issue Costs	237,068	-	334,017	-
		2,866,542	1,240,863	2,296,095	1,872,088
<b>Non-Capital Equipment</b>					
		368,951	395,006	84,676	1,634,500
		<b>\$31,312,534</b>	<b>\$30,335,067</b>	<b>\$28,232,737</b>	<b>\$29,813,717</b>

BUDGET  
MESSAGE

DEPARTMENT /  
COST CENTER

DEBT  
SERVICE

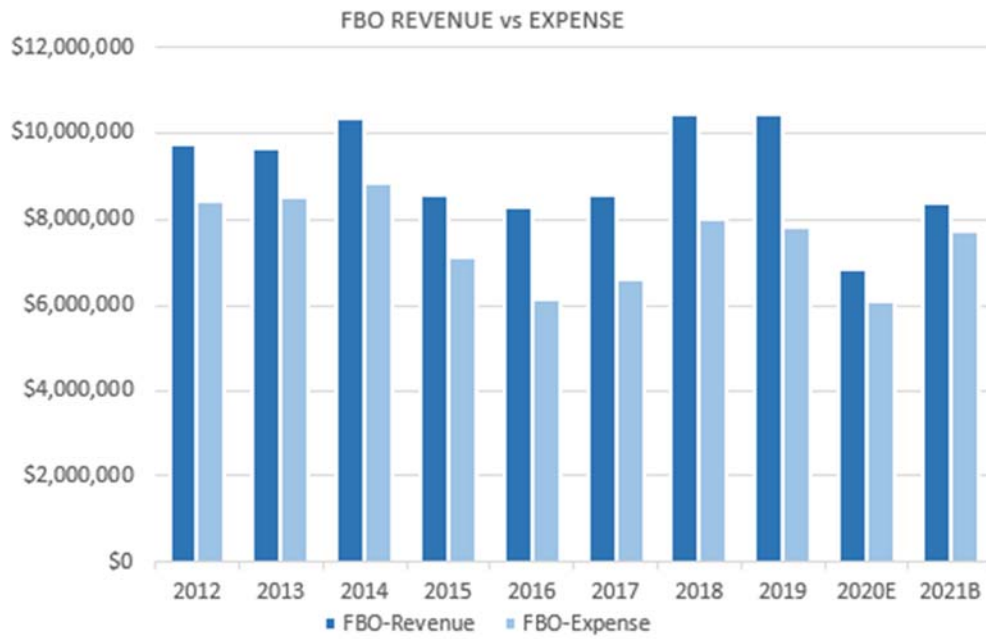
CAPITAL  
IMPROVEMENT  
PROGRAM

RATES  
AND  
CHARGES

SUPPLEMENTAL  
INFORMATION

## FIXED BASE OPERATOR

### REVENUES and EXPENSES



FBO Revenue and Expense Summary

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
<b>FBO Revenues</b>				
	\$10,426,891	\$9,905,297	\$6,828,450	\$8,406,872
	<hr/> 10,426,891	<hr/> 9,905,297	<hr/> 6,828,450	<hr/> 8,406,872
<b>FBO Expenses</b>				
Salaries Expense	(1,504,385)	(1,526,693)	(1,358,052)	(1,512,599)
Other Employee Expenses	(554,064)	(513,954)	(559,693)	(489,129)
Utilities	(79,072)	(89,305)	(75,840)	(78,872)
Purchased Services	(500,349)	(543,600)	(559,127)	(608,116)
Material & Supplies	(5,625,581)	(5,567,202)	(3,413,407)	(4,865,289)
Office/Administration	(196,848)	(215,172)	(144,283)	(166,605)
Non-Capital Equipment	-	-	-	-
Other Expenses	-	-	-	-
	<hr/> (8,460,299)	<hr/> (8,455,926)	<hr/> (6,110,403)	<hr/> (7,720,611)
	<b>\$1,966,592</b>	<b>\$1,449,371</b>	<b>\$718,047</b>	<b>\$686,261</b>

FBO Revenue and Expense by Department

	Dep 60 Commercial	Dept 61 General Aviation	Dep 69 Administration	Total Budget 2021
01510 Jet A Fuel Sales	\$ -	\$ 4,960,000	\$ -	\$ 4,960,000
01511 AvGas Fuel Sales	-	299,794	-	299,794
01512 Auto Gas Fuel Sales	102,500	-	-	102,500
01513 Diesel Fuel Sales	205,000	-	-	205,000
01514 AvGas Fuel Sales-Commercial	-	-	-	-
01520 Into Plane Revenues	447,125	-	-	447,125
01521 Fuel Farm Revenues	386,036	-	-	386,036
01530 GA Landing Fees	-	161,491	-	161,491
01535 GA Parking Fees	-	148,034	-	148,034
01540 Deicing Revenues	584,500	45,400	-	629,900
01541 Deicing Type I - Consortium	462,170	-	-	462,170
01542 Deicing Type IV - Sprayed	79,030	-	-	79,030
01543 Deicing Type IV - Consortium	128,480	-	-	128,480
01545 Properties	-	329,767	-	329,767
01550 Customer Services	-	67,544	-	67,544
Revenues	<u>2,394,841</u>	<u>6,012,031</u>	-	<u>8,406,872</u>
51101 Fuel Costs - Jet A	-	(2,710,000)	-	(2,710,000)
51103 Fuel Costs - AvGas	-	(330,120)	-	(330,120)
51104 AvGas Discounts	-	(4,435)	-	(4,435)
51105 Fuel Costs - Auto Gas	(63,533)	-	-	(63,533)
51107 Fuel Costs - Diesel	(102,801)	-	-	(102,801)
51108 Fuel Costs-AvGas Commercial	-	-	-	-
51110 Deicing Type I - Sprayed	(317,250)	-	-	(317,250)
51111 Deicing Type I - Constortium	(462,170)	-	-	(462,170)
51112 Deicing Type IV - Sprayed	(41,399)	-	-	(41,399)
51113 Deicing Type IV - Consortium	<u>(128,480)</u>	<u>-</u>	<u>-</u>	<u>(128,480)</u>
Material & Supplies	<u>(1,115,632)</u>	<u>(3,044,555)</u>	-	<u>4,160,187</u>
	1,279,209	2,967,476	-	4,246,685
Salaries Expense	(486,003)	(800,493)	(226,104)	1,512,599
Other Employee Expenses	(153,192)	(264,315)	(71,621)	489,129
Utilities	(17,957)	(60,195)	(720)	78,872
Purchased Services	(68,266)	(140,500)	(399,351)	608,116
Material & Supplies	(290,000)	(415,102)	-	705,102
Office/Administration	(5,000)	(112,500)	(49,105)	166,605
Non-Capital Equipment	-	-	-	-
Other Expenses	-	-	-	-
	<u>(1,020,419)</u>	<u>(1,793,105)</u>	<u>(746,901)</u>	<u>(3,560,424)</u>
	<b>\$ 258,790</b>	<b>\$ 1,174,371</b>	<b>\$ (746,901)</b>	<b>\$ 686,261</b>

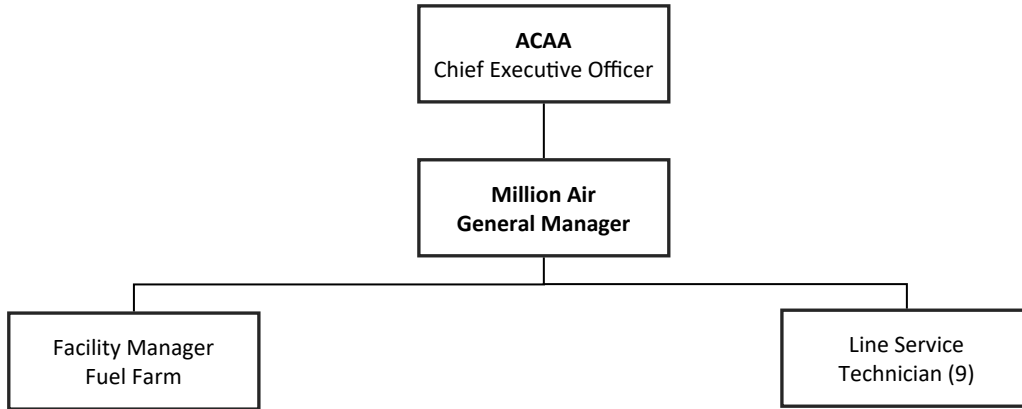
BUDGET MESSAGE	DEPARTMENT / COST CENTER	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
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		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>FBO Revenues</b>					
01510	Jet A Fuel Sales	\$5,622,733	\$5,745,173	\$3,684,975	\$4,960,000
01511	AvGas Fuel Sales	324,539	318,088	261,265	299,794
01512	Auto Gas Fuel Sales	109,412	100,000	100,000	102,500
01513	Diesel Fuel Sales	208,288	200,000	200,000	205,000
01514	AvGas Fuel Sales-Commeria	135,402	23,580	6,136	0
01520	Into Plane Revenues	690,015	675,000	417,583	447,125
01521	Fuel Farm Revenues	650,582	629,733	366,157	386,036
01530	GA Landing Fees	286,611	278,484	159,893	161,491
01535	General Aviation Parking Fee	200,046	220,870	146,568	148,034
01540	Deicing Type I - Sprayed	1,081,223	629,900	670,821	629,900
01541	Deicing Type I - Consortium	453,382	464,250	272,253	462,170
01542	Deicing Type IV - Sprayed	127,795	79,030	82,563	79,030
01543	Deicing Type IV - Consortium	101,318	127,380	71,638	128,480
01545	Properties	351,648	347,963	321,724	329,767
01550	Customer Services	83,896	65,846	66,874	67,544
		<b>\$10,426,891</b>	<b>\$9,905,297</b>	<b>\$6,828,450</b>	<b>\$8,406,872</b>

FBO Expense by Department and Category

	Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>FBO Expenses</b>				
60 FBO Commercial				
Salaries Expense	\$438,335	\$539,085	\$517,756	\$486,003
Other Employee Expenses	146,146	158,195	136,376	153,192
Utilities	17,641	19,612	20,685	17,957
Purchased Services	66,682	66,132	59,182	68,266
Material & Supplies	1,661,148	1,467,966	958,146	1,405,632
Office/Administration	-	2,000	-	5,000
Non-Capital Equipment	-	-	-	-
Other Expenses	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	2,329,953	2,252,989	1,692,145	2,136,051
61 FBO General Aviation				
Salaries Expense	\$849,128	\$766,939	\$624,012	\$800,493
Other Employee Expenses	333,522	284,805	311,391	264,315
Utilities	60,569	68,543	54,488	60,195
Purchased Services	127,489	151,199	98,996	140,500
Material & Supplies	3,964,433	4,099,236	2,455,260	3,459,657
Office/Administration	159,643	165,000	100,656	112,500
Non-Capital Equipment	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	5,494,783	5,535,722	3,644,803	4,837,659
69 FBO Administration				
Salaries Expense	\$216,922	\$220,670	\$216,285	\$226,104
Other Employee Expenses	74,396	70,954	111,926	71,621
Utilities	861	1,150	667	720
Purchased Services	306,178	326,269	400,950	399,351
Office/Administration	37,206	48,172	43,628	49,105
	<hr/>	<hr/>	<hr/>	<hr/>
	635,563	667,215	773,455	746,901
	<hr/>	<hr/>	<hr/>	<hr/>
	<b>\$8,460,299</b>	<b>\$8,455,926</b>	<b>\$6,110,403</b>	<b>\$7,720,611</b>
 <b>FBO Expenses</b>				
Salaries Expense	\$1,504,385	\$1,526,693	\$1,358,052	\$1,512,599
Other Employee Expenses	554,064	513,954	559,693	489,129
Utilities	79,072	89,305	75,840	78,872
Purchased Services	500,349	543,600	559,127	608,116
Material & Supplies	5,625,581	5,567,202	3,413,407	4,865,289
Office/Administration	196,848	215,172	144,283	166,605
Non-Capital Equipment	-	-	-	-
Other Expenses	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	<b>\$8,460,299</b>	<b>\$8,455,926</b>	<b>\$6,110,403</b>	<b>\$7,720,611</b>

60 FBO COMMERCIAL





BUDGET MESSAGE	DEPARTMENT / COST CENTER	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
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Department Overview	Position Count	Account Summary	Account Detail
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60 FBO COMMERCIAL

<b>2020</b>	<b>2021</b>
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**Full Time Positions**

MFZ-Facility Manager - Fuel Farm	1	1
MFZ-Line Service Technician	<u>9</u>	<u>9</u>
	<u>10</u>	<u>10</u>
	<u>10</u>	<u>10</u>
	<b>10</b>	<b>10</b>

60 FBO COMMERCIAL

60

Overview

This department includes the salaries and benefits for the employees who service the commercial airlines, all the expenses incurred by the fuel farm, expenses incurred by the fuel trucks and other vehicles used for the commercial airlines, and the cost incurred from the purchase of the, glycol, gas and diesel for resale to the commercial airlines.

Manager: Robert Heitz, Million Air

Rates & Charges Allocation: 100% of costs allocated based on proportion of direct, FBO- Commercial, and FBO-General Aviation cost center

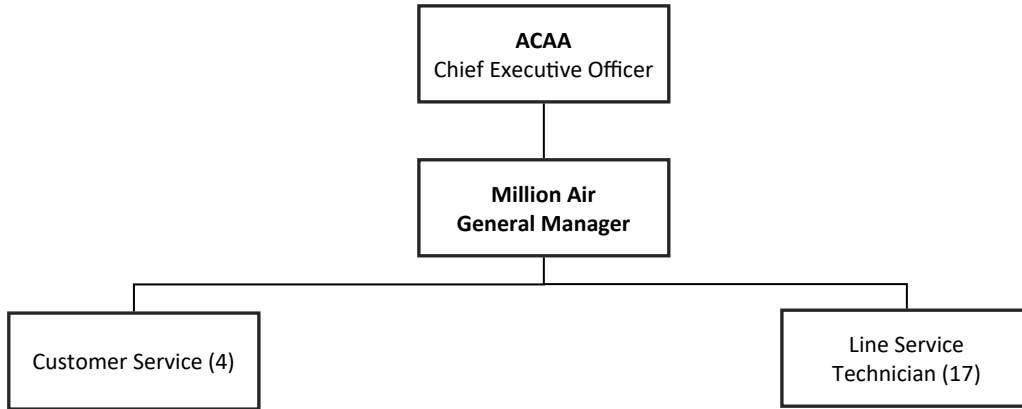
	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$438,335	\$539,085	\$517,756	\$486,003
Other Employee Expenses	146,146	158,195	136,376	153,192
Utilities	17,641	19,612	20,685	17,957
Purchased Services	66,682	66,132	59,182	68,266
Material & Supplies	1,661,148	1,467,966	958,146	1,405,632
Office/Administration	-	2,000	-	5,000
Non-Capital Equipment	-	-	-	-
	<b>\$ 2,329,953</b>	<b>\$ 2,252,989</b>	<b>\$ 1,692,145</b>	<b>\$ 2,136,051</b>

60 FBO Commercial  
Account Summary

60

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 381,631	\$ 481,326	\$ 493,691	\$ 433,937
12010	Overtime 1.5	56,704	57,759	24,064	52,066
		<u>438,335</u>	<u>539,085</u>	<u>517,756</u>	<u>486,003</u>
<b>Other Employee Expenses</b>					
21000	Social Security	33,106	41,240	29,362	37,180
22000	Health	93,723	92,584	93,311	92,584
25000	Uniforms & Laundry	2,506	3,000	2,878	3,000
25005	Uniform Purchases	5,208	5,000	190	5,000
26010	NYS Disability	759	1,156	931	988
26020	Unemployment Insurance	1,586	6,745	1,359	5,646
29001	Retirement	9,257	8,470	8,346	8,796
		<u>146,146</u>	<u>158,195</u>	<u>136,376</u>	<u>153,192</u>
<b>Utilities</b>					
31000	Electric	12,137	13,000	12,098	13,000
33000	Natural Gas	1,219	2,000	-	-
35000	Water	1,966	2,000	5,627	2,000
36010	Telephone Charges-Local	54	100	37	45
36011	Telephone Charges-Long Distance	64	100	45	55
36033	Wireless	2,202	2,412	2,879	2,857
		<u>17,641</u>	<u>19,612</u>	<u>20,685</u>	<u>17,957</u>
<b>Purchased Services</b>					
42060	Property Insurance	37,021	38,132	38,492	44,266
49020	Engineering Services	1,940	-	-	-
49040	Professional Management	27,722	28,000	20,690	24,000
		<u>66,682</u>	<u>66,132</u>	<u>59,182</u>	<u>68,266</u>
<b>Materials &amp; Supplies</b>					
		1,661,148	1,467,966	958,146	1,405,632
<b>Office/Administration</b>					
66010	Training / Travel	-	2,000	-	5,000
		<u>-</u>	<u>2,000</u>	<u>-</u>	<u>5,000</u>
<b>Non Capital / Contingency</b>					
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
		<u>\$ 2,329,953</u>	<u>\$ 2,252,989</u>	<u>\$ 1,692,145</u>	<u>\$ 2,136,051</u>

61 FBO GENERAL AVIATION



BUDGET MESSAGE	DEPARTMENT / COST CENTER	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
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Department Overview	Position Count	Account Summary	Account Detail
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61 FBO GENERAL AVIATION

<b>2020</b>	<b>2021</b>
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**Full Time Positions**

MFZ-Customer Service	4	3
MFZ-Line Service Technician	<u>10</u>	<u>17</u>
	14	20
	<u>14</u>	<u>20</u>
	<b>14</b>	<b>20</b>

61 FBO GENERAL AVIATION

Overview

This cost center includes the salaries and benefits for the employees who service the general aviation community, the customer service representatives, all the expenses incurred for the FBO building and hangars such as electric, telephone and general maintenance, the purchases of aviation fuel, oil, and deicing fluid for the general aviation community, the vehicles used for general aviation aircraft and cutomers, the credit card processing fees from general aviation sales, and all other related expenses, incurred on behalf of the general aviation community.

Manager: Robert Heitz, Million Air

Rates & Charges Allocation: 100 percent of the charges bore by the Authority.

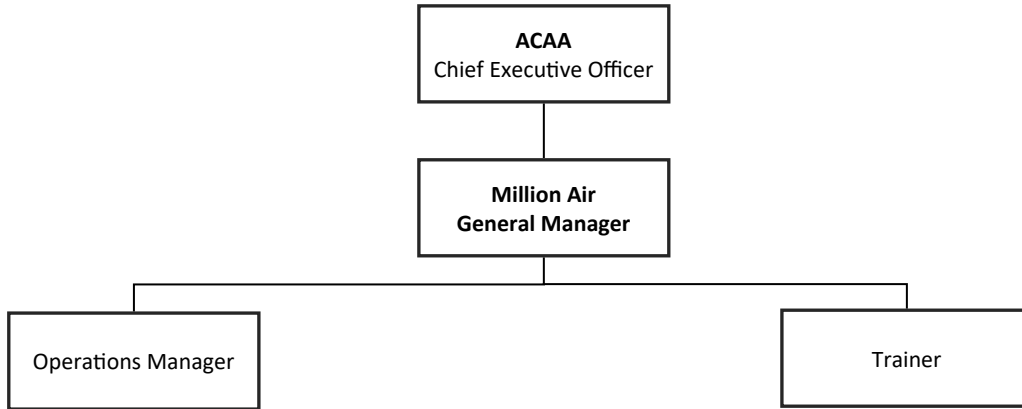
	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$849,128	\$766,939	\$624,012	\$800,493
Other Employee Expenses	333,522	284,805	311,391	264,315
Utilities	60,569	68,543	54,488	60,195
Purchased Services	127,489	151,199	98,996	140,500
Material & Supplies	3,964,433	4,099,236	2,455,260	3,459,657
Office/Administration	159,643	165,000	100,656	112,500
Non-Capital Equipment	-	-	-	-
	<b>\$ 5,494,783</b>	<b>\$ 5,535,722</b>	<b>\$ 3,644,803</b>	<b>\$ 4,837,659</b>

61 FBO General Aviation  
Account Summary

61

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 647,113	\$ 639,249	\$ 540,956	\$ 657,104
12010	Overtime 1.5	202,015	127,690	83,056	143,388
		<u>849,128</u>	<u>766,939</u>	<u>624,012</u>	<u>800,493</u>
<b>Other Employee Expenses</b>					
21000	Social Security	63,025	58,671	55,234	61,238
22000	Health	249,143	199,954	230,738	171,955
25000	Uniforms & Laundry	2,068	3,000	2,452	3,000
25005	Uniform Purchases	8,971	6,000	11,968	6,000
26010	NYS Disability	1,303	1,656	1,440	2,760
26020	Unemployment Insurance	3,996	11,522	3,617	15,211
29001	Retirement	5,016	4,002	5,943	4,152
		<u>333,522</u>	<u>284,805</u>	<u>311,391</u>	<u>264,315</u>
<b>Utilities</b>					
31000	Electric	32,284	35,000	29,252	29,300
33000	Natural Gas	24,742	30,000	21,465	26,800
36060	Cable Television	3,543	3,543	3,771	4,095
		<u>60,569</u>	<u>68,543</u>	<u>54,488</u>	<u>60,195</u>
<b>Purchased Services</b>					
42060	Property Insurance	17,669	18,199	18,801	23,350
42095	Insurance Claims	-	20,000	-	20,000
45010	Refuse Removal Services	2,643	3,000	2,696	2,650
49040	Professional Management	104,623	105,000	75,029	90,000
51125	Oil	1,526	3,000	2,470	2,500
51126	TKS	1,028	2,000	-	2,000
		<u>127,489</u>	<u>151,199</u>	<u>98,996</u>	<u>140,500</u>
<b>Materials &amp; Supplies</b>		3,964,433	4,099,236	2,455,260	3,459,657
<b>Office/Administration</b>					
55010	Office Equipment Rental	1,026	1,000	941	1,000
55020	Office Furniture & Fixtures	-	1,000	-	-
66000	Dues & Subscriptions	14,727	15,000	15,041	15,000
66010	Training/Travel	762	5,000	-	2,500
66015	Incentives	41,788	43,000	22,696	30,000
66060	Credit Card Service Charges	101,340	100,000	61,977	64,000
		<u>159,643</u>	<u>165,000</u>	<u>100,656</u>	<u>112,500</u>
<b>Non Capital / Contingency</b>		-	-	-	-
		<u>\$ 5,494,783</u>	<u>\$ 5,535,722</u>	<u>\$ 3,644,803</u>	<u>\$ 4,837,659</u>

69 FBO ADMINISTRATION





BUDGET MESSAGE	DEPARTMENT / COST CENTER	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
Department Overview		Position Count		Account Summary	Account Detail

69 FBO ADMINISTRATION

**Full Time Positions**

	2020	2021
MFZ-General Manager	1	1
MFZ-Operations Manager	1	1
MFZ-Trainer-QC	-	1
	<u>2</u>	<u>3</u>
	<u>2</u>	<u>3</u>
	<b>2</b>	<b>3</b>

69 FBO ADMINISTRATION

Overview

This cost center includes the salaries and benefits, utilities, insurances and office expenses for the administration of the Fixed Based Operator (FBO).

Manager: Robert Heitz, AvPORTS, LLC

Rates & Charges Allocation: Indirect; charges allocated based on proportion of direct, FBO- Commercial, and FBO-General Aviation cost centers.

	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
Salaries Expense	\$216,922	\$220,670	\$216,285	\$226,104
Other Employee Expenses	74,396	70,954	111,926	71,621
Utilities	861	1,150	667	720
Purchased Services	306,178	326,269	400,950	399,351
Office/Administration	37,206	48,172	43,628	49,105
	<b>\$ 635,563</b>	<b>\$ 667,215</b>	<b>\$ 773,455</b>	<b>\$ 746,901</b>

69 FBO Administration  
Account Summary

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		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Salaries Expense</b>					
11000	Salaries	\$ 216,922	\$ 220,670	\$ 216,285	\$ 226,104
		216,922	220,670	216,285	226,104
<b>Other Employee Expenses</b>					
21000	Social Security	15,756	16,881	16,082	17,297
22000	Health	52,927	45,657	90,967	45,657
24000	Medical Exams	1,335	1,500	-	1,500
25000	Uniforms & Laundry	447	500	447	650
25005	Uniform Purchases	452	500	-	500
26010	NYS Disability	(593)	470	373	470
26020	Unemployment Insurance	476	1,728	421	1,736
29001	Retirement	3,596	3,717	3,636	3,810
		<u>74,396</u>	<u>70,954</u>	<u>111,926</u>	<u>71,621</u>
<b>Utilities</b>					
36010	Telephone Charges-Local	242	350	146	175
36011	Telephone Charges-Long Distance	222	400	116	140
36035	Radio Communications	397	400	405	405
		<u>861</u>	<u>1,150</u>	<u>667</u>	<u>720</u>
<b>Purchased Services</b>					
42010	Airport Liability	99,178	119,269	199,623	180,684
46010	Public Relations	55,613	42,000	42,000	42,000
49040	Professional Management	151,388	165,000	159,326	176,667
		<u>306,178</u>	<u>326,269</u>	<u>400,950</u>	<u>399,351</u>
<b>Office/Administration</b>					
55010	Office Equipment Rental	384	658	658	400
55012	Office Equipment Service Agreements	360	509	509	500
55013	Office Equipment Repairs	-	100	-	-
55014	Computer Systems	-	6,250	-	3,500
55015	Hardware/Software Maint Agreement	6,009	8,390	8,576	13,505
55016	Computer Equipment	644	650	4,945	3,200
55020	Office Furniture & Fixtures	-	1,000	-	-
55030	Printed Forms/Letterhead	167	1,000	340	200
55032	Printing Outside Services	294	300	-	300
55060	Office Supplies	5,239	5,000	4,741	5,000
55070	Payroll Services	18,945	20,000	20,701	19,000
66000	Dues & Subscriptions	325	1,315	1,315	1,500
66010	Training / Travel	4,837	2,000	1,843	2,000
66013	Function Refreshments	-	1,000	-	-
		<u>37,206</u>	<u>48,172</u>	<u>43,628</u>	<u>49,105</u>
		<u>\$ 635,563</u>	<u>\$ 667,215</u>	<u>\$ 773,455</u>	<u>\$ 746,901</u>

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>FBO Expenses</b>					
<b>Salaries Expense</b>					
11000	Salaries	\$1,245,666	\$1,341,244	\$1,250,932	\$1,317,145
12010	Overtime 1.5	258,719	185,449	107,120	195,454
		1,504,385	1,526,693	1,358,052	1,512,599
<b>Other Employee Expenses</b>					
21000	Social Security	111,888	116,792	100,679	115,714
22000	Health	395,794	338,195	415,015	310,196
24000	Medical Exams	1,335	1,500	-	1,500
25000	Uniforms & Laundry	5,021	6,500	5,777	6,650
25005	Uniform Purchases	14,631	11,500	12,158	11,500
26010	NYS Disability	1,470	3,282	2,743	4,218
26020	Unemployment Insurance	6,058	19,996	5,397	22,592
29001	Retirement	17,868	16,189	17,925	16,758
		554,064	513,954	559,693	489,129
<b>Utilities</b>					
31000	Electric	44,422	48,000	41,350	42,300
33000	Natural Gas	25,961	32,000	21,465	26,800
35000	Water	1,966	2,000	5,627	2,000
36010	Telephone Charges-Local	296	450	182	220
36011	Telephone Charges-Long Distance	286	500	162	195
36033	Wireless	2,202	2,412	2,879	2,857
36035	Radio Communications	397	400	405	405
36060	Cable Television	3,543	3,543	3,771	4,095
		79,072	89,305	75,840	78,872
<b>Purchased Services</b>					
42010	Airport Liability	99,178	119,269	199,623	180,684
42060	Property Insurance	54,690	56,331	57,293	67,616
42095	Insurance Claims	-	20,000	-	20,000
45010	Refuse Removal Services	2,643	3,000	2,696	2,650
46010	Public Relations	55,613	42,000	42,000	42,000
49020	Engineering Services	1,940	-	-	-
49040	Professional Management	283,732	298,000	255,045	290,667
51125	Oil	1,526	3,000	2,470	2,500
51126	TKS	1,028	2,000	-	2,000
		500,349	543,600	559,127	608,116
<b>Material &amp; Supplies</b>					
		5,625,581	5,567,202	3,413,407	4,865,289
<b>Office/Administration</b>					
55010	Office Equipment Rental	1,410	1,658	1,599	1,400
55012	Office Equipment Service Agreements	360	509	509	500
55013	Office Equipment Repairs	-	100	-	-
55014	Computer Systems	-	6,250	-	3,500
55015	Hardware/Software Maint Agreement	6,009	8,390	8,576	13,505
55016	Computer Equipment	644	650	4,945	3,200
55020	Office Furniture & Fixtures	-	2,000	-	-
55030	Printed Forms/Letterhead	167	1,000	340	200
55032	Printing Outside Services	294	300	-	300
55060	Office Supplies	5,239	5,000	4,741	5,000
55070	Payroll Services	18,945	20,000	20,701	19,000
66000	Dues & Subscriptions	15,052	16,315	16,356	16,500
66010	Training / Travel	5,599	9,000	1,843	9,500
66013	Function Refreshments	-	1,000	-	-
66015	Incentives	41,788	43,000	22,696	30,000
66060	Credit Card Service Charges	101,340	100,000	61,977	64,000

BUDGET  
MESSAGE

DEPARTMENT /  
COST CENTER

DEBT  
SERVICE

CAPITAL  
IMPROVEMENT  
PROGRAM

RATES  
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SUPPLEMENTAL  
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	<b>Actual 2019</b>	<b>Budget 2020</b>	<b>Projection 2020</b>	<b>Budget 2021</b>
<b>Non-Capital Equipment</b>	196,848	215,172	144,283	166,605
	-	-	-	-
	<b>\$8,460,299</b>	<b>\$8,455,926</b>	<b>\$6,110,403</b>	<b>\$7,720,611</b>

BUDGET  
MESSAGE

DEPARTMENT /  
COST CENTER

DEBT  
SERVICE

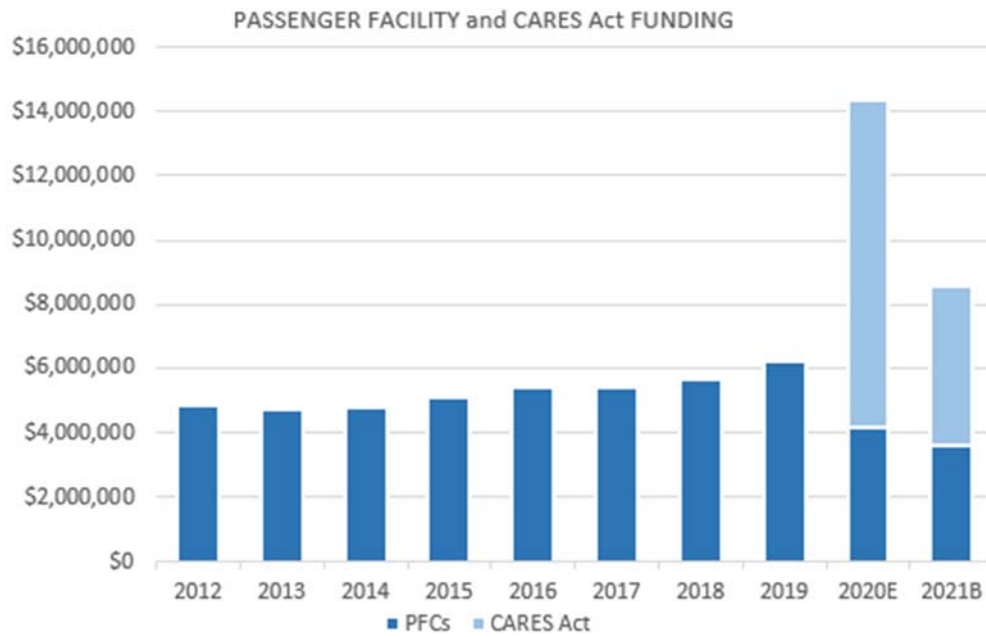
CAPITAL  
IMPROVEMENT  
PROGRAM

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INFORMATION

## NON OPERATING

REVENUES  
and  
EXPENSES



BUDGET MESSAGE	DEPARTMENT / COST CENTER	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
Department Overview		Position Count	Account Summary		Account Detail

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Other Nonoperating Revenue</b>					
07010	Investments Earnings - Savings	\$589,757	\$927,864	\$310,527	\$319,991
07030	Investment Earnings - Capital	813,331	0	180,174	380,901
09005	Miscellaneous Income	100,834	0	114,145	80,000
09007	Purchasing Proposals	530	1,000	150	1,000
09008	Ebay/Scrap/Equipment Sales	9,089	15,000	2,928	5,000
09010	AR & AP Suspense Account	0	(80,000)	0	0
71000	Improvement Charges	368,400	0	368,400	368,400
71005	Customer Facility Charge Revenues	757,428	368,400	100	0
71100	Federal Airport Security Grant	150,480	137,560	114,760	136,800
71200	TSA LEO Reimbursement	0	0	0	0
71300	Federal Emergency Disaster Relief	0	0	10,200,000	5,000,000
71400	Insurance Recoveries	8,704	0	0	0
71500	Investment Income	0	0	0	0
71600	Air Service Development	0	0	0	0
79500	Passenger Facility Charges	6,194,834	4,140,917	4,140,917	3,590,800
		<b>\$8,993,386</b>	<b>\$5,510,741</b>	<b>\$15,432,101</b>	<b>\$9,882,892</b>



Department Overview	Position Count	Account Summary	Account Detail
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		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Debt Service by Bond</b>					
78013	Principal - 2010 A Refunding Bonds	\$0	\$(11,008,820)	\$(5,835,000)	\$0
78015	Principal - 2017 A Refunding Bonds	0	0	(585,000)	(880,000)
78016	Principal - 2017 B Refunding Bonds	0	0	(470,000)	(245,000)
78018	Principal - 2018 B Revenue Bond	0	0	(360,000)	(375,000)
78019	Principal - 2019 A Revenue Bond	0	0	(140,000)	(391,150)
78020	Principal - 2020 A Revenue Bond	0	0	0	(345,000)
78021	Principal - 2020 B Revenue Bond	0	0	0	(4,440,000)
79004	Interest - 1999 EFC Bond	(12,931)	0	0	0
79013	Interest - 2010 A Refunding Bonds	(3,023,134)	0	(280,250)	0
79015	Interest - 2017 A Refunding Bonds	(216,083)	0	(336,625)	(307,375)
79016	Interest - 2017 B Refunding Bonds	(163,610)	0	(178,525)	(155,025)
79017	Interest - 2018 A Revenue Bond	(616,580)	0	(738,500)	(738,500)
79018	Interest - 2018 B Revenue Bond	(281,864)	0	(376,250)	(358,250)
79019	Interest - 2019 A Revenue Bond	(2,410)	0	(416,216)	(165,000)
79020	Interest - 2020 A Revenue Bond	0	0	(162,796)	(219,500)
79021	Interest - 2020 B Revenue Bond	0	0	(1,120,658)	(1,511,000)
79063	Bond Issue Costs - 2010 A Revenue B	(60,020)	0	(40,733)	0
		<b>\$(4,376,633)</b>	<b>\$(11,008,820)</b>	<b>\$(11,040,553)</b>	<b>\$(10,130,800)</b>

BUDGET  
MESSAGE

DEPARTMENT /  
COST CENTER

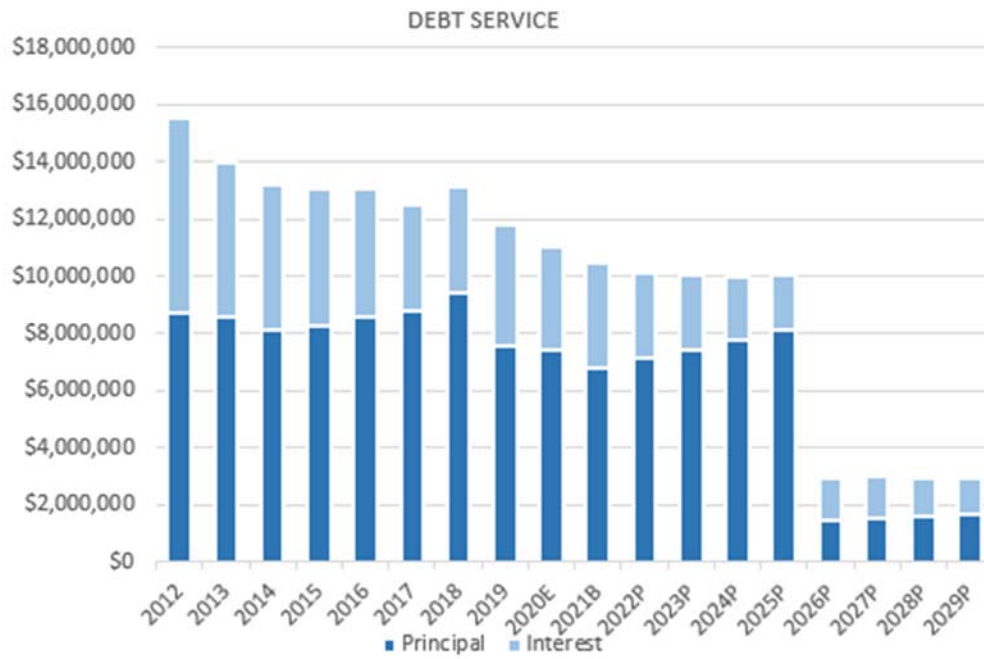
DEBT  
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## DEBT SERVICE



## DEBT POLICY

The actual amount of debt the Authority may have outstanding at any one time is limited by the following:

- The Authority's legal debt limit (\$285 million). The Authority's debt limit was increased from \$175 million to \$285 million during 2004 by State legislation enacted (Chapter 500), amending the Albany County Airport Authority Act, Title 32 of Article 8, of the New York State Public Authorities Law. The Authority has historically only issued debt to fund major capital improvement projects in excess of \$50,000.
- The Authority's Master Bond Resolution which permits new borrowings only if the Authority's net revenues equal 125% of Maximum Annual Debt Service on all debt outstanding and the proposed debt to be issued.
- The maintenance of investment grade debt ratings from major debt rating agencies. These agencies generally suggest that the total debt outstanding should be limited to \$100 per enplaned passenger.
- The willingness of investors in the bond market to purchase the Authority's indebtedness.
- Any negotiated bond sales are subject to the approval of the Comptroller of the State of New York and the Comptroller of the County of Albany.

The Authority also adopted a Derivatives Policy and a Variable Rate Debt Policy as summarized below.

### Derivatives Policy

The Authority adopted a Derivatives Policy which allows for the use of Derivative Financial products for capital financing. The Derivatives Policy prohibits the use of Derivative Financial products for either investment or speculation. The Derivatives Policy recognizes derivatives as non-traditional financial products, including but not limited to, floating to fixed rate swaps, swaptions, caps, floors, collars and municipal warrants. The Derivatives Policy requires:

- that transactions entered into under the policy must be for a market transaction for which competing good faith quotations may be obtained at the discretion of the Authority and with the advice and recommendation of the Authority's swap advisor, and other financial professionals;
- that transactions should produce material economic benefit believed to not otherwise be attainable under the current existing market conditions, or existing conventional debt structures, and improve the flexibility of debt management strategies;
- employ a structure that will attempt to minimize any additional floating rate basis risk, tax law risk or credit risk to the Authority and justify the acceptance of these risks for a particular transaction, based on the additional benefits to the Authority; and
- limits the total amount of derivative financial product transactions so as not to exceed thirty-three percent (33%) of the total authorized debt limit of the Authority (currently \$285 million).

### Variable Rate Debt Policy

The Authority adopted a Variable Rate Debt Policy which allows for the use of variable rate debt within prescribed limitations. The Variable Rate Debt Policy recognizes permanent and interim uses of variable rate debt. Interim use of variable rate debt may occur during the construction phase of a project for which the Authority intends to obtain permanent financing at the conclusion of the construction phase. The Variable Rate Debt Policy provides that:

- permanent variable rate debt exposure includes variable rate debt which the Authority does not intend to be refinanced by a long-term fixed rate debt;
- net permanent variable rate debt exposure is permanent variable rate debt that is not offset by the cash, cash equivalent and short-term investment assets of the Authority;

**DEBT POLICY**, continued

- net permanent variable rate debt excludes, with some exceptions, variable debt that has been synthetically changed to fixed rate debt by the use of a financial derivative hedge product with a fixed-payer interest rate swap;
- net permanent variable rate debt, excluding synthetic fixed rate transactions, should not generally exceed twenty percent (20%) of the Authority's outstanding indebtedness.

The Authority's policy is to manage its current and future debt service requirements to be in compliance with all bond covenants, while prudently meeting the capital needs of the Airport and to continue the pursuit of higher underlying ratings from the rating agencies.

**MASTER and SUPPLEMENTAL BOND RESOLUTION**

The Authority in 1995, as amended in 1997, established procedures for selection of underwriters for the sale of the Authority's bonds and for certain other matters. These procedures allow for public competitive sale, public negotiated sale or private negotiated sale of debt based upon a determination of the Chief Financial Officer and the recommendation of the Authority Chair.

In 1997 the Authority adopted a Master Bond Resolution which authorizes the issuance of Airport Revenue Bonds; prescribing the limitations on and the conditions of issuance and the form of any bonds to be issued. Two key provisions provide for an additional bonds test before the Authority issues any new debt and a covenant to maintain 125% debt service coverage of net revenues, as defined.

Since 1997, there have been sixteen supplemental resolutions.

**DEBT OUTSTANDING**

At the beginning of 2021, it is anticipated there will be \$75,945,000 of debt outstanding. Principal payments of \$6,450,000 are due and payable during 2021. The chart below exhibits for each issue the original issue amounts, the debt to be outstanding as of December 31, 2021, the principal payments due in 2021, the interest due in 2021, the amortization of bond related receipts and expenditures that were deferred into interest costs in 2021 and the amount in debt service reserve funds.

Bond Series	Original Issue Amount	Outstanding 12-31-20	Principal Payments Due in 2021	Interest Payments Due in 2021	Total Payments Due in 2020	Outstanding 12-31-21
2017A	\$ 7,795,000	\$ 6,390,000	\$ 880,000	\$ 307,375	\$ 1,187,375	5,510,000
2017B	6,600,000	3,530,000	245,000	155,025	400,025	3,285,000
2018A	14,770,000	14,770,000	-	738,500	738,500	14,770,000
2018B	7,820,000	7,165,000	375,000	358,250	733,250	6,790,000
2019	9,620,000	9,480,000	165,000	391,150	556,150	9,315,000
2020A	4,390,000	4,390,000	345,000	219,500	564,500	4,045,000
2020B	30,220,000	30,220,000	4,440,000	1,511,000	5,951,000	25,780,000
	\$81,215,000	\$75,945,000	\$6,450,000	\$3,680,800	\$10,130,800	\$69,495,000

		Actual 2019	Budget 2020	Projection 2020	Budget 2021
<b>Other Nonoperating Expense</b>					
78013	Principal - 2010 A Refunding Bonds	\$0	\$11,008,820	\$5,835,000	\$0
78015	Principal - 2017 A Refunding Bonds	0	0	585,000	880,000
78016	Principal - 2017 B Refunding Bonds	0	0	470,000	245,000
78018	Principal - 2018 B Revenue Bond	0	0	360,000	375,000
78019	Principal - 2019 A Revenue Bond	0	0	140,000	391,150
78020	Principal - 2020 A Revenue Bond	0	0	0	345,000
78021	Principal - 2020 B Revenue Bond	0	0	0	4,440,000
79004	Interest - 1999 EFC Bond	12,931	0	0	0
79013	Interest - 2010 A Refunding Bonds	3,023,134	0	280,250	0
79015	Interest - 2017 A Refunding Bonds	216,083	0	336,625	307,375
79016	Interest - 2017 B Refunding Bonds	163,610	0	178,525	155,025
79017	Interest - 2018 A Revenue Bond	616,580	0	738,500	738,500
79018	Interest - 2018 B Revenue Bond	281,864	0	376,250	358,250
79019	Interest - 2019 A Revenue Bond	2,410	0	416,216	165,000
79020	Interest - 2020 A Revenue Bond	0	0	162,796	219,500
79021	Interest - 2020 B Revenue Bond	0	0	1,120,658	1,511,000
79063	Bond Issue Costs - 2010 A Revenue B	60,020	0	40,733	0
		<b>\$4,376,633</b>	<b>\$11,008,820</b>	<b>\$11,040,553</b>	<b>\$10,130,800</b>

71 AUTHORITY ADMINISTRATION

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10 Series 2017A Refunding Bonds(Non-AMT)

Bond Series: Series 2017A Refunding Bond (Non-AMT)

Date: March 29, 2017

Payable: Principal is payable annually on December 15 with interest paid semiannually each June 15 and December 15.

Rating: Moody's: A3  
(underlying) Sandard & Poor's: A

Purpose: The bonds were issued to refund the Series 2003A and 2006A Bonds and finance various land, parking expansions, hangars, and equipment acquisitions, apron and runway expansions, taxiway, runway and hangar rehabilitations, certain terminal expansion and lease hold improvements.

Security: The bonds are secured by the full faith and credit of the Authoirty and are payable from general Airport revenues without limitation.

78015	Principal - 2017 A Refunding Bonds			
	MFZ-GARB Series 2017A - Principal	1	\$ 880,000.00	<u>880,000</u>
				\$ 880,000
79015	Interest - 2017 A Refunding Bonds			
	MFZ-GARB Series 2017A - Interest	1	\$ 307,375.00	<u>307,375</u>
				\$ 307,375
				<b>\$ 1,187,375</b>

71 AUTHORITY ADMINISTRATION

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20 Series 2017B Refunding Bonds(AMT)

Bond Series: Series 2017B Refunding Bond (AMT)

Date: March 29, 2017

Payable: Principal is payable annually on December 15 with interest paid semiannually each June 15 and December 15.

Rating: Moody's: A3  
(underlying) Sandard & Poor's: A

Purpose: The bonds were issued refund the Series 2006C Bonds and to finance the construction of a 42,800 square foot aviation service and maintenance facility, certain terminal renovations, general aviation hangar renovatons, construction of additional general aviation T- hangars, fuel farm upgrades and equipment for use by Airport management contractors.

Security: The bonds are secured by the full faith and credit of the Authoirty and are payable from general Airport revenues without limitation.

78016	<u>Principal - 2017 B Refunding Bonds</u>			
	MFZ-GARB Series 2017B - Principal	1	\$ 245,000.00	<u>245,000</u>
				\$ 245,000
79016	<u>Interest - 2017 B Refunding Bonds</u>			
	MFZ-GARB Series 2017B - Interest	1	\$ 155,025.00	<u>155,025</u>
				\$ 155,025
				<b>\$ 400,025</b>



71 AUTHORITY ADMINISTRATION

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30 Series 2018A Revenue Bonds(Non-AMT)

Bond Series: Series 2018A Revenue Bond (Non-AMT)

Date: November 15, 2018

Payable: Principal is payable annually on December 15 with interest paid semiannually each June 15 and December 15.

Rating: Moody's: A3  
(underlying) Sandard & Poor's: A

Purpose: The Series 2018A Bonds were issued to (i) finance \$15million of project costs in the Authority's 2015-2019 Five-Year Capital Plan (the "Capital Plan"), (ii) make the require deposit to the Bond Reserve Account for the Series 2018A Bonds, and (iii) to pay the costs of issuing the Series 2018A Bonds.

The Capital Plan approved by the County of Albany, as amended in 2017, includes the issuance of up to \$38.5 million in bonds to fund projects included in the plan. On August 14, 2018 the State of New York announced a \$92 million Albany International Airport Modernization Project (the "Project"). The Project includes an Airport Highway Access Project funded by the State at an estimated cost of \$50 million and a \$42.2 million Airport Modernization Project to which the State is contributing \$22.1 million in grant funding. The Authority intends to use \$14.1 million of the Series 2018A Bond Proceeds and other available funds to fund a portion of the Airport Modernization Project.

The Allbany International Airport Modernization Project includes:

1. Construction of a 1,000 unit, multi-level parking garage.
2. Energy-effiecient LED lights illuminating a bridge connecting the garage to the terminal.
3. Parking access improvements including lighting to highlight available parking spaces.
4. Terminal Projects that will include refurbishing the escalators, restrooms, waiting rooms and food courts.
5. The Authority will use \$900,000 of the Series 2018A Boind proceeds to fund other capital expenditures included in the Capital Plan.

Security: The bonds are secured by the full faith and credit of the Authority and are payable from general Airport revenues without limitation

79017	Interest - 2018 A Revenue Bond				738,500
	MFZ-GARB Series 2018A	1	\$ 738,500.00		\$ 738,500
					\$ 738,500

71 AUTHORITY ADMINISTRATION

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40 Series 2018B Revenue Bonds(AMT)

Bond Series: Series 2018B Revenue Bond (AMT)

Date: November 15, 2018

Payable: Principal is payable annually on December 15 with interest paid semiannually each June 15 and December 15.

Rating: Moody's: A3  
(underlying) Sandard & Poor's: A

Purpose: The bonds were issued to (i) finance \$8 million of project costs in the Capital Plan, (ii) make the required deposit to the Bond Reserve Account for the Series 2018B Bonds, and (iii) to pay the costs of issuing the Series 2018B Bonds. The Series 2018B Bonds will be used to fund capital renovatoin and improvements to general and commercial hangars, fund equipment acquisitions for its Fixed Base Operatons and fnd other capital improvements to the Passenger Terminal included in the Airport Modenization Project.

Security: The bonds are secured by the full faith and credit of the Authoirty and are payable from general Airport revenues without limitation.

78018	Principal - 2018 B Revenue Bond				
	MFZ-GARB Series 2018B - Principal	1	\$ 375,000.00	<u>375,000</u>	
				\$	375,000
79018	Interest - 2018 B Revenue Bond				
	MFZ-GARB Series 2018 - Interest	1	\$ 358,250.00	<u>358,250</u>	
				\$	358,250
				\$	<b>733,250</b>

71 AUTHORITY ADMINISTRATION

71

50 Series 2019 Revenue Bonds(Non-AMT)

Bond Series: Series 2019A Revenue Bond (Non-AMT)

Date: November 26, 2019

Payable: Principal is payable annually on December 15 with interest paid semiannually each June 15 and December 15.

Rating: Moody's: A3  
(underlying) Sandard & Poor's: A

Purpose: The bonds were issued to finance a portion of the Upstate Airport Development & Revitalization Project at the Airport.

Security: The bonds are secured by the full faith and credit of the Authoirty and are payable from general Airport revenues without limitation.

78019	<u>Principal - 2019 A Revenue Bond</u>			
	MFZ-GARB Series 2019A - Principal	1	\$ 391,150.00	391,150
				<u>\$ 391,150</u>
79019	<u>Interest - 2019 A Revenue Bond</u>			
	MFZ-GARB Series 2019A - Interest	1	\$ 165,000.00	165,000
				<u>\$ 165,000</u>
				<b>\$ 556,150</b>

71 AUTHORITY ADMINISTRATION

71

60 Series 2020A Forward Refunding Bonds(Non-AMT)

Bond Series: Series 2020B Forward Refunding Bonds (Non-AMT)

Date: March 18, 2020

Payable: Principal is payable annually on December 15 with interest paid semiannually each June 15 and December 15.

Rating: Moody's: A3  
(underlying) Sandard & Poor's: A

Purpose: The bonds were issued to refund and defease the Series 2010A Bonds. The refunded bonds were issued to partially finance the 1998 Terminal Improvement and Airport Redevelopment, a 1,900 space parking garage, and the New York Police Executive Hangar.

Security: The bonds are secured by the full faith and credit of the Authoirty and are payable from general Airport revenues without limitation.

78020	Principal - 2020 A Revenue Bond				
	MFZ-GARB Series 2020A - Principal	1	\$ 345,000.00	<u>345,000</u>	
				\$	345,000
79020	Interest - 2020 A Revenue Bond				
	MFZ-GARB Series 2020A - Interest	1	\$ 219,500.00	<u>219,500</u>	
				\$	219,500
				\$	<b>564,500</b>

71 AUTHORITY ADMINISTRATION

71

70 Series 2020B Forward Refunding Bonds(AMT)

Bond Series: Series 2020B Forward Refunding Bonds (AMT)

Date: March 18, 2020

Payable: Principal is payable annually on December 15 with interest paid semiannually each June 15 and December 15.

Rating: Moody's: A3  
(underlying) Sandard & Poor's: A

Purpose: The bonds were issued to refund and defease the Series 2010A Bonds. The refunded bonds were issued to partially finance the 1998 Terminal Improvement and Airport Redevelopment, a 1,900 space parking garage, and the New York Police Executive Hangar.

Security: The bonds are secured by the full faith and credit of the Authoirty and are payable from general Airport revenues without limitation.

78021	Principal - 2020 B Revenue Bond			
	MFZ-GARB Series 2020B -Principal	1	\$4,440,000.00	<u>4,440,000</u>
				\$ 4,440,000
79021	Interest - 2020 B Revenue Bond			
	MFZ-GARB Series 2020B - Interest	1	\$ 1,511,000.00	<u>1,511,000</u>
				\$ 1,511,000
				<b>\$ 5,951,000</b>
				<b>\$ 10,130,800</b>

BUDGET  
MESSAGE

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## CAPITAL IMPROVEMENT PROGRAM



## FIVE-YEAR CAPITAL PROGRAMS

The enabling legislation creating the Authority (Chapter 686 of the Laws of 1993) sets forth in section 2784.3. (a) The following:

“On or before September first, nineteen hundred ninety-five, and on or before September first on every fifth year thereafter, the Authority shall submit to the county legislature a capital projects plan for the five year period commencing January first of the following year. The plan shall set goals and objectives for capital spending and describe each capital project proposed to be initiated in each of the years covered by the plan. Each plan shall also set forth an estimate of the amount of capital funding required each year and the expected sources of such funding.”

The first-five year capital program covering the years 1996 through 2000 totaling \$49,571,843 was approved by the Albany County Legislature, in Resolution 280, adopted on September 11, 1995. There was one amendment to the five year capital plan for \$6,605,319 approved in Resolution 251, adopted on July 13, 1998 which increased the total approved capital program to \$56,177,162.

The five-year capital plan for years 2000 through 2004 totaling \$232,400,000 was approved by the Authority on February 7, 2000 and the Albany County Legislature in Resolution No. 39-00, adopted on February 14, 2000. There was one amendment to the five year capital plan for \$26,000,000, approved in Resolution No. 180, adopted on April 14, 2003, increasing the total amount to \$258,400,000.

The five-year capital plan for the years 2005 through 2009 totaling \$264,900,000 was approved by the Authority May 3, 2004 and the Albany County Legislature in Resolution No. 400, adopted August 9, 2004.

The five-year capital plan for the years 2010 through 2014 totaling \$139,300,000 was approved by the Authority September 14, 2009 and the Albany County Legislature in Resolution No. 477, adopted December 7, 2009.

The five-year capital plan for years 2015 through 2019, totaling \$120,520,000, was approved by the Authority on September 22 2014 and by the Albany County Legislature in Resolution No. 411, adopted on November 10, 2010. An amendment to the five-year capital plan for \$22,000,000, approved in Resolution No. 167, adopted on May 7, 2017, increased the total amount to \$142,520,000. A second amendment to the 2015-2019 five-year capital plan is attached to this 2020 through 2024 five-year capital plan that decreases the plan by \$5.66 million to \$136.86 and reflects increased spending on projects that received more than previously anticipated levels of federal and state grant funding.

The five-year capital plan presented for the years 2020 through 2024 provides for potential projects totaling \$180,000,000. The projects included represent the Authority's estimate of the numerous potential airport developments which could occur during the next five years. The estimates are based upon the best case scenario for variable economic and aviation industry conditions during the five-year plan period. A description of each project is included herein. Some of these projects are contingent upon the future realization of currently potential increases in airport passenger traffic and/or airport tenant activities. Therefore, the actual initiation and projected timing for each project could be altered and the project may not actually be initiated during the five-year plan. Factors that could cause increases in activities at the Airport include introduction of one or more new commercial carriers, leasing property to new aeronautical tenants, and improvements in the regional and national economies.

The potential funding sources represent the Authority's current estimate of those projects which are eligible for federal funding and the related New York State share thereof. As of this date, the total amount of Federal entitlement or discretionary funding will be made available to the Authority during this five-year period is not known. The remaining projects, if they are initiated, will be funded by Authority resources, either from airport capital funds or from the issuance of Authority debt.

Many of the projects are dependent on future growth in passengers, cargo and general aviation usage of the Airport and the related support facilities and equipment needed to meet that growth. Also, many of these projects are dependent on their eligibility for available Federal and State funding, or on the ability of the Authority to issue indebtedness. The actual time for starting each project is dependent upon this growth and availability of funding.



FIVE-YEAR CAPITAL PROGRAMS, continued

The total effect any Capital Program will have on future operating budgets is evaluated at the time a specific project is authorized by the Authority to be started, unless a project is mandated for safety or health purposes. All other projects are undertaken based on a cost-benefit analysis.

**CAPITAL DEVELOPMENT**

The Airline Use and Lease Agreement, in place January 1, 2016, provides for annual capital expenditure.

The 2016 agreement provides initially for \$3,000,000 annually adjusted by the same percentage as the annual increase, or decrease, in non-airline revenues. Any amount not currently utilized is carried forward by the Authority for use in subsequent years. In the current Airline Use and Lease Agreement, the amount funded during 2016 was fixed at \$3.0 million, in subsequent years the amount will be increased by the percentage growth in non-airline revenues over airline revenues. In 2021, \$3,300,000 is used for project capital funding.

BUDGET MESSAGE	DEPARTMENT / COST CENTER OVERVIEW	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
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**Contributed Capital**

70	00911	<b>Contributed Capital - FAA</b>			
				1	\$ 400,000.00
					400,000
	AIP141-20		MFZ-Additional Funding	1	\$ 751,154.00
			MFZ-Airport Master Plan		751,154
	AIP142-20		MFZ-FAA Entitlement Passenger Boarding Bridge Renovation	1	\$ 3,489,700.00
					3,489,700
	AIP143-20		MFZ-FAA Entitlement - CARES Act, recorded as Non Operatin	-	\$ 0.00
					0
	AIP14X4-21		MFZ-FAA Entitlement - Twy A Pavement Rehabilitation	1	\$ 4,500,000.00
					4,500,000
	AIP14X5-21		MFZ-FAA Entitlement Rwy 01/19 Approach Obstruction Remc	1	\$ 1,000,000.00
					1,000,000
	AIP14X6-21		MFZ-FAA Entitlement - Equipment Purchases	1	\$ 1,400,840.00
					1,400,840
	PFC20-04		MFZ-PFC20-04 Fund Drawdown	1	\$ 3,200,250.00
					3,200,250
				0	
					14,741,944
70	00912	<b>Contributed Capital - State</b>			
				1	\$ 245,000.00
					245,000
			MFZ-NYS Grant For Loading Dock 70/30	0	
					245,000
					<b>\$14,986,944</b>

BUDGET MESSAGE	DEPARTMENT / COST CENTER OVERVIEW	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
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**Capital Expenditure**

79400	Current Year Capital Expenditures				
AIP141-20	21-10 (Airfield)-01	Airport Master Plan, Funded 100% FAA, AIP-14	1	\$ 751,154.00	<u>751,154</u> 751,154
AIP142-20	21-20 (Terminal) -11	Passenger Boarding Bridge Renovation, Fund	1	\$ 3,489,700.00	<u>3,489,700</u> 3,489,700
AIP143-20	MFZ-AIP CARES Act	recorded as a Non-Operating Revenue	-	\$ 0.00	<u>0</u> 0
AIP14X4-21	21-10 (Airfield)-07	Rwy 01/19 Approach Obstruction Removal	1	\$ 1,000,000.00	<u>1,000,000</u> 1,000,000
AIP14X5-21	21-10 (Airfield)-05	Twy A Pavement Rehabilitation, Phase 1 of 2	1	\$ 4,500,000.00	<u>4,500,000</u> 4,500,000
AIP14X6-21	21-50 (Equipment) -01	One (1) Blower	1	\$ 591,000.00	591,000
AIP14X6-21	21-50 (Equipment) -03	One (1) Loader	1	\$ 359,840.00	359,840
AIP14X6-21	21-50 (Equipment) -05	One (1) Sweeper	1	\$ 450,000.00	<u>450,000</u> 1,400,840
AIP14Y7-22	21-10 (Airfield)-05	Twy A Pavement Rehabilitation, Phase 2 of 2	1	\$ 2,000,000.00	<u>0</u> 0
NYS GRANT	21-20 (Terminal) -03	Loading Dock Freight Elevator, Funded by NY	1	\$ 350,000.00	<u>350,000</u> 350,000
PFC20-04	21-20 (Terminal)-03	Replace Terminal Escalators #22, #23	1	\$ 1,200,000.00	1,200,000
PFC20-04	21-20 (Airfield)-09	Airport Pavement Management Program	1	\$ 255,000.00	255,000
PFC20-04	21-20 (Terminal)-015	Terminal Fire Alarm Replacement	1	\$ 1,745,250.00	<u>1,745,250</u> 3,200,250
R&C21	21-20 (Terminal) -01	Terminal Improvement	1	\$ 300,000.00	300,000
R&C21	21-30 (Landsidel) -01	LED Upgrade Exterior Lights -Terminal - Hig	1	\$ 27,000.00	27,000
R&C21	21-30 (Landsidel) -03	LED Upgrade Exterior Lights -Terminal Fron	1	\$ 14,000.00	14,000
R&C21	21-30 (Landsidel) -05	LED Upgrade Exterior Lights	1	\$ 14,000.00	14,000
R&C21	21-30 (Landsidel) -07	Acquisition of Street Lights	1	\$ 220,000.00	220,000
R&C21	21-40 (Operations) -01	Lstar Replacement (7) moved to Account	-	\$ 49,000.00	0
R&C21	21-20 (Terminal) -05	Elevator Modernization for Elevator #12, Gate	1	\$ 195,000.00	195,000
R&C21	21-20 (Terminal) -07	Automatic Fire Doors for each airline	1	\$ 199,000.00	199,000
R&C21	21-20 (Terminal) -09	Terminal Canopy Gutter System Repair with H	-	\$ 30,000.00	0
R&C21	21-30 (Landsidel)-09	FAA ATCT Elevator	1	\$ 350,000.00	350,000
R&C21	21-30 (Landsidel) -11	Sicker & Watervliet Rds Cul-de-Sacs	2	\$ 300,000.00	600,000
R&C21	21-30 (Landsidel) -15	Hangar 1 Sprinkler	1	\$ 100,000.00	100,000
R&C21	21-30 (Landsidel) -17	Bldg #301 & #302 Roof Repair	1	\$ 100,000.00	100,000
R&C21	21-30 (Landsidel) -19	Bldg #109 Millionaire Air Roof Repair	1	\$ 300,000.00	300,000
R&C21	21-20 (Airside) -14	Computer Based Training	1	\$ 151,000.00	151,000
R&C21	21-20 (Airside)-12	Replace Airside High Mast Lights with LED light	1	\$ 350,000.00	<u>350,000</u> 2,920,000
UNFUNDED2	21-50 (Operations) -07	Street Sweeper (not funded)	-	\$ 325,000.00	0
UNFUNDED2	21-30 (Landsidel)-21	FAA ATCT not funded in PFC20-04	-	\$ 2,500,000.00	<u>0</u> 0
					<b>\$ 17,611,944</b>

**CIP Number:** 21-10-01

**CIP Description:** Airport Master Plan

**Category:** Airfield

**Environmental Required:** Federal: Category Exclusion, FONSI issued 11-22-2019  
State: SEQR Type II

**Project Scope:** This Scope of Work was developed consistent with the guidance provided in Federal Aviation Administration (FAA) Advisory Circular (AC) 150/5070-6B, *Airport Master Plans*. The outcome of the Study will provide planning and development guidance necessary to address landside and airside facilities and land development considerations for the next 20 years and beyond.

**Project Funding:**

	<b>BY2020</b>	<b>BY2021</b>	<b>BY2022</b>	<b>Total</b>
AIP Entitlement	\$100,000	\$651,154	\$ -	\$751,154
AIP Discretionary	-	-	-	-
State Grants	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$100,000	\$651,154	\$ -	\$751,154

**CIP Number:** 21-20-11

**CIP Description:** Passenger Boarding Bridge Renovation

**Category:** Terminal

**Environmental Required:** Federal: Category Exclusion, FONSI issued 10-20-2017  
State: SEQR - Type II

**Project Scope:** Replacement of passenger board bridges at Gates A3, A5, B10, and C1 as well as new pre-conditioned Air and Ground Power Units at the impacted bridges. Additionally included is the removal and salvage of Over the Wing Boarding Bridges at Gates C2 and C3.

**Project Funding:**

	<b>BY2020</b>	<b>BY2021</b>	<b>BY2022</b>	<b>Total</b>
AIP Entitlement	\$ -	\$3,489,700	\$ -	\$3,489,700
AIP Discretionary	-	-	-	-
State Grants	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$3,489,700	\$ -	\$3,489,700

**CIP Number:** 20-10-07  
**CIP Description:** Runway 01/19 Approach Obstruction Removal, Phase 6  
**Category:** Airfield  
**Environmental Required:** Federal: Environmental Assessment  
 State: SEQR Unlisted Negative Declaration

**Project Scope:**

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$1,000,000	\$ -	\$1,000,000
AIP Discretionary	-	-	-	-
State Grants	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$1,000,000	\$ -	\$1,000,000

**CIP Number:** 21-10-05  
**CIP Description:** Taxiway A Pavement Rehabilitation  
**Category:** Airfield  
**Environmental Required:** Federal: Category Exclusion, Issued 10-20-2020  
 State: SEQR Type II

**Project Scope:** Mill and overlay existing Taxiway A pavement to assure continued operational safety and functional utility for pavement last resurfaced in 2010 as warranted to address Pavement Condition Index (PCI) documented surface wear deterioration noting spalling, traverse and longitudinal cracking and substantial vegetation growing through the pavement. Pavement Condition Index ratings for Taxiway A is 40 in the southern portion and 55-60 in other areas.

The Taxiway A project area measures 8,500' by 75' with two aircraft hold aprons. The proposed project area is a single site comprising approximately 141,000 SY total with 54,000 SY north of crosswind runway 10-28 and 87,000 SY south of runway 10-28. Crosswind Runway 10-28 resurfacing is not include in the project.

**Project Scope:**

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$4,500,000	\$ -	\$4,500,000
AIP Discretionary	-	-	-	-
State Grants	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$4,500,000	\$ -	\$4,500,000

**CIP Number:** 21-50-01  
**CIP Description:** Airfield Blower  
**Category:** Airfield  
**Environmental Required:** Federal: Category Exclusion  
 State: SEQR Type II

**Project Scope:** The unit will be used for snow removal from runways, taxiways, ramps, roadways, parking lots. The vehicle shall comply with SAE ARP5539 specifications, and shall meet the performance requirements identified in FAA AC 150/5220-20A. The unit shall be adequate size, type and configuration to provide support and transport capability of the snow blower. The unit must be capable of operating and cold soaked starting at temperatures as low as -40° F and as high as 110° F. The unit must be certified for both aeronautical and on public roads. Axle and vehicle weights must comply with state and local highway load limits (combined load).

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$591,000	\$ -	\$591,000
AIP Discretionary	-	-	-	-
State Grants	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$591,000	\$ -	\$591,000



**CIP Number:** 21-50-01  
**CIP Description:** Airfield Loader  
**Category:** Airfield  
**Environmental Required:** Federal: Category Exclusion  
 State: SEQR Type II

**Project Scope:** The unit will be used for snow removal from runways, taxiways, ramps, roadways, parking lots. The vehicle shall comply with SAE ARP5539 (disregard rotary plow sections) specifications, and shall meet the performance requirements identified in FAA AC 150/5220-20A. See technical specifications listed below for additional requirements. The unit shall be adequate size, type and configuration to provide support and transport capability of the plow and material (if a future bucket is used). The unit must be capable of operating and cold soaked starting at temperatures as low as -40° F and as high as 110° F. The unit must be certified for both aeronautical and on public roads. Axle and vehicle weights must comply with state and local highway load limits (combined load).

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$359,840	\$ -	\$359,840
AIP Discretionary	-	-	-	-
State Grants	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$359,840	\$ -	\$359,840

**CIP Number:** 21-50-05  
**CIP Description:** Airfield Runway Sweeper  
**Category:** Airfield  
**Environmental Required:** Federal: Category Exclusion  
 State: SEQR Type II

**Project Scope:** Additional Airfield Runway Sweeper based on AC 150/5220-20, Chapter 6, Paragraph 38, minimum equipment requirements and Commercial Service and General Aviation Airports.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$450,000	\$ -	\$450,000
AIP Discretionary	-	-	-	-
State Grants	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	- _____	- _____	- _____	- _____
	\$ -	\$450,000	\$ -	\$450,000

**CIP Number:** 21-20-0  
**CIP Description:** Loading Dock Freight Elevator  
**Category:** Terminal  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** Within the West Terminal near the loading docks and baggage claim area, the existing passenger elevator that extends from the first floor up to the second floor is proposed to be replaced with a larger freight elevator. This will require modifications to portions of the existing foundations and structure above.

The freight elevator that is proposed is the Kone—MonoSpace500 and will have a rated capacity of 5,200 lbs.

The structural modifications will include the elevator pit foundation, the first floor slab on grade around the pit, and modifications to portions of the second floor framing and slab. Based on review of the original drawings, the roof framing is higher than the required travel clearance above the second floor, so no modifications to the roof framing will be required.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	350,000	-	350,000
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$350,000	\$ -	\$350,000

**CIP Number:** 21-20-03  
**CIP Description:** Replace Terminal Escalators #22 and #23  
**Category:** Terminal  
**Environmental Required:** Federal: na, PFC funded  
 State: SEQR Type II

**Project Scope:** The project scope of work includes a complete in-truss modernization of Escalators #22 & #23 located in the baggage claim area of the main terminal. The work will consist of General Construction and Electrical work as prime contractors. The General Construction work includes, but is not limited to: selective demolition, construction of temporary hard wall barriers, removals, and installation of major escalator components including the use of special rigging. The Electrical Work includes, but is not limited to: safety switch, pit lighting and receptacle replacement, existing feeder connections to new escalator equipment including miscellaneous connections. There is no hazardous materials abatement anticipated for the scope of the work. Contractors will be required to comply with all Airport access control protocols as well as special work schedules.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	1,200,000	-	1,200,000
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$1,200,000	\$ -	\$1,200,000

**CIP Number:** 21-20-09

**CIP Description:** Airport Pavement Management Program

**Category:** Airfield

**Environmental Required:** Federal: na, PFC funded  
State: SEQR Type II

**Project Scope:** The project will consist of providing planning services associated with the development of a Pavement Management Plan (PMP) at the Albany International Airport (ALB) in accordance with FAA AC 150/5380-7B, *Airport Pavement Management Program*.

There will be a visual pavement condition inspection of all airfield pavements: runways; taxiways; taxi lanes; and aprons. The establishment of Pavement Condition Index (PCI) for all pavements and the development of a formal Pavement Management Plan (PMP) with recommendations on the scope, timing and costs of pavement maintenance, repairs and/or reconstruction will be developed. (PCI is a numerical rating, on a scale of 0 “failed” to 100 “excellent” of the surface conditions of a pavement with implications of structural performance.)

The airside pavement network will be divided into uniform sections, and sampling rates and units will be developed for visual inspection and PCI calculations in accordance with ASTM D5340-12 (2018), *Standard Test Method for Airport Pavement Condition Index Surveys* and FAA AC 150/5380-7B, *Airport Pavement Management Program*.

Based upon the results of the airport wide PCI’s, a maintenance plan, a 5-year near term capital improvement plan, and a 20-year Pavement Capital Improvement Plan (PCIP) will be developed. A Pavement Classification Number (PCN) will be calculated for the runway pavements in accordance with FAA AC 150/5335-5C, *Standardized Method of Reporting Airport Pavement Strength – PCN*.

A comprehensive Master Plan report will be developed to include a technical report, summary, an Airport Layout Plan, Web Page and Public Information Kit.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	255,000	-	255,000
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$255,000	\$ -	\$255,000

**CIP Number:** 21-20-15  
**CIP Description:** Terminal Fire Alarm Replacement  
**Category:** Terminal  
**Environmental Required:** Federal: na, PFC funded  
 State: SEQR Type II

**Project Scope:** The terminal-wide fire alarm system replacement project consists of the removal of the existing 22 years old fire alarm system and replacement of all system components. The system consists of the head-end equipment, software, annunciators, cabling, detector heads, and equipment located in the Operations Center and the Air Rescue and Firefighting Building. The system covers all three concourses, ticketing, baggage make-up and airline offices. Included are carbon monoxide detectors, smoke and heat detectors, duct detectors, pull stations, smoke barrier doors, and other equipment to provide protection to the Terminal. Connections will also be made to the public address system to alert the passengers, visitors and employees of pending emergency.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	1,745,250	-	1,745,250
Bonds	-	-	-	-
Rates & Charges	-	-	-	-
	\$ -	\$1,745,250	\$ -	\$1,745,250

**CIP Number:** 21-20-01  
**CIP Description:** Terminal Improvement  
**Category:** Terminal  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** Terminal improvements to include upgrades and remodel of public and office areas.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	<u>-</u>	<u>300,000</u>	<u>-</u>	<u>300,000</u>
	\$ -	\$ 300,000	\$ -	\$ 300,000

**CIP Number:** 21-30-01  
**CIP Description:** LED Upgrade Exterior Lights  
**Category:** Landside  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** Replace terminal lighting with energy efficient LED Lights.  
**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	<u>-</u>	<u>55,000</u>	<u>-</u>	<u>55,000</u>
	\$ -	\$ 55,000	\$ -	\$ 55,000



**CIP Number:** 21-20-07  
**CIP Description:** Acquisition of Street Lights  
**Category:** Landside  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** Acquisition of leased lighting from National Grid to provide future cost savings.  
**Project Funding:**

	<b>BY2020</b>	<b>BY2021</b>	<b>BY2022</b>	<b>Total</b>
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	<u>-</u>	<u>220,000</u>	<u>-</u>	<u>220,000</u>
	\$ -	\$220,000	\$ -	\$220,000

**CIP Number:** 21-20-05  
**CIP Description:** Elevator Modernization for Elevator #12  
**Category:** Terminal  
**Environmental Required:** Federal: na  
 State: SEQR Type II  
**Project Scope:**  
**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	- _____	<u>195,000</u>	- _____	<u>195,000</u>
	\$ -	\$195,000	\$ -	\$195,000

**CIP Number:** 21-20-07  
**CIP Description:** Automatic Fire Doors for each Airline  
**Category:** Terminal  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:**

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	<u>-</u>	<u>199,000</u>	<u>-</u>	<u>199,000</u>
	\$ -	\$199,000	\$ -	\$199,000

**CIP Number:** 21-30-09  
**CIP Description:** Federal Aviation Administration ATCT Elevator  
**Category:** Landside  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** Modernization of the elevator including supporting systems such as electrical power upgrade to the elevator, hoistway, sump pump, and elevator machine room air conditioning.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	- _____	350,000 _____	- _____	350,000 _____
	\$ -	\$350,000	\$ -	\$350,000

**CIP Number:** 21-30-11

**CIP Description:** Sicker Road and Watervliet Road Cul-de-Sacs

**Category:** Landside

**Environmental Required:** Federal: Category Exclusion, FONSI pending  
State: SEQR Unlisted Negative Declaration, pending

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**Project Scope:** This project includes the removal of the existing cul-de-sac from their current location and the construction of new ones at revised locations. The construction work will include drainage improvements, subbase and asphalt pavement placement, installation of guide railing and signage to maintain safe vehicular traffic flow. The relocated cul-de sacs will allow for better access to Airport property by passengers and tenants.

**Project Funding:**

	<b>BY2020</b>	<b>BY2021</b>	<b>BY2022</b>	<b>Total</b>
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	<u>600,000</u>	-	<u>600,000</u>
	\$ -	\$600,000	\$ -	\$600,000

**CIP Number:** 21-30-15  
**CIP Description:** Hangar #1 Sprinkler Installation  
**Category:** Landside  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** This project includes bringing a new 4" water service to the existing hangar building as well as the installation of all piping and sprinkler equipment need for a complete fire protection system throughout the building. The new system will be connected to the existing fire alarm system.

**Project Funding:**

	<b>BY2020</b>	<b>BY2021</b>	<b>BY2022</b>	<b>Total</b>
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	<u>-</u>	<u>100,000</u>	<u>-</u>	<u>100,000</u>
	\$ -	\$100,000	\$ -	\$100,000

**CIP Number:** 21-30-17

**CIP Description:** Building #301 & Building #302 Roof Repair

**Category:** Landside

**Environmental Required:** Federal: na  
State: SEQR Type II

**Project Scope:** The existing roofs on both buildings are beyond 25 years old and have required repairs for leaks and wind damage. The existing roof systems will be removed including the insulation. New insulation and a new rubber membrane roof will be installed on each building.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	<u>100,000</u>	-	<u>100,000</u>
	\$ -	\$100,000	\$ -	\$100,000

**CIP Number:** 21-30-17  
**CIP Description:** Building #109, Million Air Roof Repair  
**Category:** Landside  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** The existing roof on the Million Air building is over 25 years old and has been requiring constant costly repairs for leaks. The project will require the removal of the existing ballast roof and insulation. The installation of new insulation ( to meet new energy codes) and a TPO roof membrane system with a 20 year warranty.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	- _____	<u>300,000</u>	- _____	<u>300,000</u>
	\$ -	\$300,000	\$ -	\$300,000



**CIP Number:** 21-20-12  
**CIP Description:** Replace Airside High Mast Lights with LED lights  
**Category:** Airside  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** The existing high mast lights around the Terminal (airside) are all high pressure sodium lights that are very energy inefficient. The exiting high mast poles will remain and all new LED light heads and arms will be installed to provide cleaner light with a greatly reduced energy demand

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	<u>350,000</u>	-	<u>350,000</u>
	\$ -	\$350,000	\$ -	\$350,000

**CIP Number:** 21-20-14  
**CIP Description:** Computer Based Training System  
**Category:** Airside  
**Environmental Required:** Federal: na  
 State: SEQR Type II

**Project Scope:** The purpose of the Computer Based Training system (CBT) is to enhance the Security and Driver training programs at the Albany International Airport.  
 The benefits would include increased availability of training (it would be on-demand), standardization of training and the establishment of re-current security and non-movement area driver training. It would also allow ALB to discontinue the "train the trainer program" that we are using to accommodate the initial and recurrent movement area training for Airfield Maintenance, ARFF and the taxi training for ALB based airline mechanics.

CBT system Training Goals:

- Improve the availability of SIDA, Movement Area and Non-Movement Area training by establishing web based on demand training.
- Improve the consistency of training/standardization of training.
- Establish security and non-movement area recurrent training.
- Eliminate the need for a "Train the Trainer" program for movement area (Tier I and Tier IA) training.
- Improved oversight of the driver training programs.

To accomplish these goals, the system needs the following:

- Allows for customize of the security and driver training courses in order to include ALB rules/procedures.
- Supports web based training. This online component will allow 24/7 training, thereby creating on-demand training. Additionally, it would will eliminate the need for security and driving classroom training.
- Needs to be interactive. Individuals stay more engaged if there is an interactive component during training. Having questions interspersed throughout the training helps to keep ones attention, and helps to reinforce key learning points.
- Capable of maintain training records, i.e. record/track each person's training.
- Allow for course content changes necessary to account for regulatory or procedural changes/updates.
- The ability to use ALB's test/quiz questions in the course.
- Must be able to incorporate additional documents into the training such as R&I's.
- Cannot have a user limit that may negatively affect ALB's ability to add new personnel to the system.

**Project Funding:**

	BY2020	BY2021	BY2022	Total
AIP Entitlement	\$ -	\$ -	\$ -	\$ -
AIP Discretionary	-	-	-	-
NYS State Grant	-	-	-	-
Passenger Facility Charges	-	-	-	-
Bonds	-	-	-	-
Rates & Charges	-	151,000	-	151,000
	\$ -	\$151,000	\$ -	\$151,000

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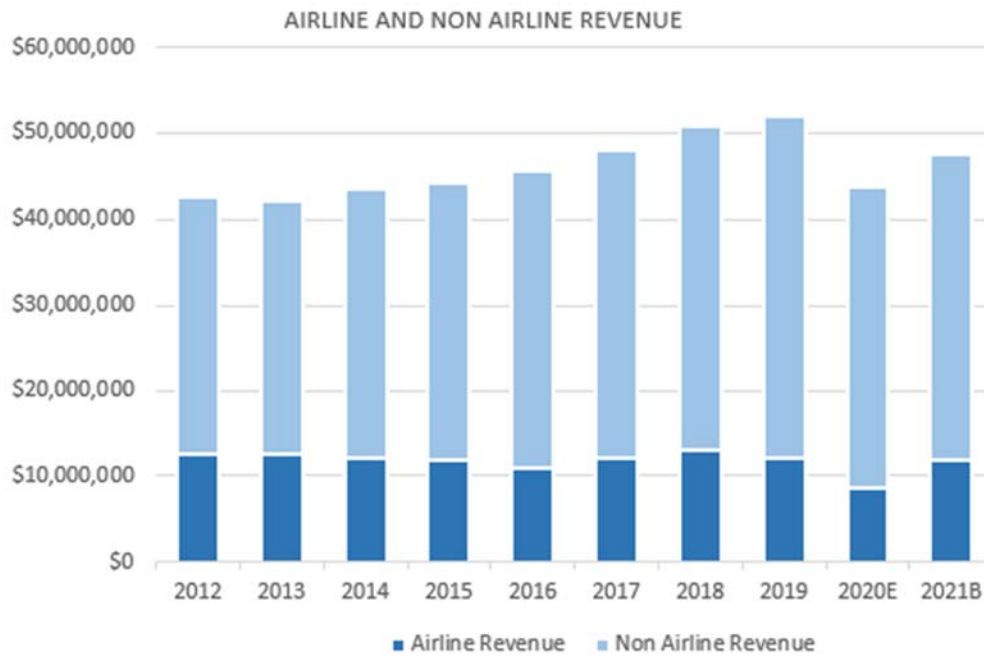
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## RATES and CHARGES



## AIRLINES RATES AND CHARGES SUMMARY

The Airline Use and Lease Agreement (ULA) that began on January 1, 2016 continues to recognize that the Airlines and the Authority are working together to provide adequate facilities at the Airport and to provide appropriate accommodations for the public using the Airport without creating an unreasonable financial burden on the airlines or the Authority. This goal is achieved through a "revenue sharing" relationship in which both the signatory airlines and the Authority "share" in the successful financial performance of the Airport. This ULA had a five year term with an expiration date of December 31, 2020, and included one five year option period. Due to the COVID-19 pandemic that began in March 2020, this five year renewal term was modified to a three one-year renewal terms (2021, 2022, 2023) followed by one two-year (2024-2025) option term<sup>43</sup>.

The revenue sharing formula in the Airline Use and Lease Agreement includes the following key elements:

A residual landing fee rate for the airfield cost center using passenger airline and cargo carrier landed weight as a divisor. Certain revenue items are credited in the rate calculation to lower the overall requirement of the airfield. Included among those offsets are interest earnings, FBO commercial net revenues and all revenues from non-signatory airlines.

An aircraft apron fee rate is based upon ten percent of the total landing fee requirement; divided by number of total square foot of apron space.

A commercial compensatory terminal rental rate for the terminal cost center, using rentable square feet as the divisor. Space occupied by the airlines or other tenants is paid for directly by a terminal rental charge.

A loading bridge fee charge is implemented based on annual capital charges, capital charge coverage, any required reserves, and operating and maintenance expenses incurred.

A formula for revenue sharing at 50/50 with the signatory airlines based on remaining Airport funds in excess of the total requirements of all cost centers. The signatory airlines' share is credited back to airlines in the subsequent year.

## COST CENTERS AND ALLOCATIONS

The expense budget under the New Agreement includes seven direct cost centers (airfield, terminal, loading bridges, parking, landside, FBO commercial aviation, and FBO general aviation and facilities) and seven indirect costs centers (ARFF, operations, security, vehicle/equipment maintenance, AvPorts administration, Million Air administration, and Authority administration). The expenses for four of the indirect costs centers (which exclude administration) are allocated to the direct costs centers based on an analysis of the staff hours worked and the budgeted costs within each indirect cost center. After those indirect costs are allocated to the direct cost centers, administration is allocated based on the total actual direct and indirect costs for each direct cost center. The allocation percentages for 2021 are set forth in the operating expenses allocation summary the Budget Overview section. The allocation rates will be reviewed and potentially revised at the end of 2020 to reflect the actual operations and maintenance for all of the facilities.

NON-SIGNATORY RATES - Airlines that are not signatory to the Agreement are charged the lesser of the compensatory rate for the airfield or 1.25 times the signatory rate

PER USE TERMINAL FEE - Low-Volume Air Carriers that are not signatory will be charged a per use terminal fee. The Per Use Terminal Fee shall be calculated by dividing the sum of the estimated total annual aircraft apron Fees, terminal rentals and equipment charges, by the total number of enplaned passengers at the Airport in the preceding year, and multiplying that quotient by one hundred twenty-five percent (125%).

**AIRLINES RATES AND CHARGES SUMMARY**, continued

REVENUE SHARING - Over the five year term (2016-2020) of the Airline Use and Lease Agreement, 50% of all Airport revenues in excess of the total requirements of all cost centers in each fiscal year is "transferred" as a credit.

COST PER ENPLANEMENT - One measure of the total revenues received by the Authority from the airlines is the Airport cost per enplanement (CPE). The CPE is presented with two components.

The Airport CPE represents the net cost incurred by the commercial airlines based on their regular operations at the Airport.

The FBO CPE represents the additional cost incurred by the airlines for into-plane, fuel farm, and deicing services; services usually provided by fixed based operators but at Albany International Airport are provided by the Authority.

RATES and CHARGES SUMMARY

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
Landing Fee Rate				
Signatory	\$2.75	\$3.05	\$2.38	\$4.06
Billing Rate				
Non-Signatory	\$3.44	\$3.81	\$2.98	\$5.08
Landing Fee Surcharge				
Apron Fee Rate - Annual	\$1.16	\$1.35	\$1.23	\$1.50
Terminal Rental Rate - Annual				
Signatory	\$90.57	\$84.97	\$62.31	\$73.79
Billing Rate				
Non-Signatory	\$113.21	\$106.21	\$77.89	\$92.24
Tenant Rate - Annual	\$45.29	\$42.49	\$31.16	\$36.90
Loading Bridge Rate - Annual	\$40,948	\$51,078	\$30,020	\$38,435
Low Volume Carrier terminal charge per EPAX	\$6.56	\$6.27	\$10.98	\$8.75
Cost per Enplanement				
Airport CPE (after revenue sharing)	\$5.90	\$6.44	\$12.81	\$11.51
FBO CPE	\$1.98	\$1.71	\$2.82	\$2.23
Total Cost per Enplanement	\$7.89	\$8.14	\$15.63	\$13.74
Debt Service Coverage	1.78	1.81	1.43	1.47
Enplanements				
Signatory	1,455,868	1,434,195	611,641	903,392
Non Signatory	63,101	65,805	24,786	36,608
Total	1,518,969	1,500,000	636,427	940,000
Commercial Landed Weights				
Signatory	1,607,335	1,617,547	1,076,198	1,086,960
Non Signatory	60,463	62,409	44,415	44,859
Total	1,667,798	1,679,956	1,120,613	1,131,819
Cargo Landed Weights	167,895	167,835	167,835	169,391
Funds Remaining	\$7,349,666	\$6,126,728	\$346,642	\$801,936
ACAA	2,185,230	2,063,364	-526,679	968
Air Service Incentive Costs	1,489,603	1,000,000	700,000	400,000
Airlines	3,674,833	3,063,364	173,321	400,968
1 cent on the landing fee = approx.	\$18,537	\$18,665	\$13,026	\$13,155
1 dollar on the terminal rate = approx.	\$135,986	\$135,985	\$135,985	\$135,985



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REVENUES

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<b>AIRFIELD</b>				
Airline Landing Fees	\$ 4,673,510	\$ 5,173,170	\$ 2,730,683	\$ 4,642,288
Airline Airfield Revenue Sharing	(734,967)	(612,673)	(34,664)	(80,194)
Cargo Landing Fees	478,378	521,562	416,973	700,573
Glycol Disposal Fee	429,529	360,750	274,002	360,305
Airline Apron Fee	633,074	680,002	622,151	758,230
TSA Apron Fee	-	-	-	-
Tenant Maintenance	61,816	45,000	29,099	30,000
Control Tower Rental	665,776	665,776	665,776	665,776
	<u>\$ 6,207,116</u>	<u>\$ 6,833,587</u>	<u>\$ 4,704,020</u>	<u>\$ 7,076,979</u>
<b>FBO</b>				
Jet A Fuel Sales	\$ 5,622,733	\$ 5,745,173	\$ 3,684,976	\$ 4,960,000
Avgas Fuel Sales General Aviation	324,539	318,087	261,265	299,794
Auto Gas Fuel Sales	109,412	100,000	100,000	102,500
Diesel Fuel Sales	208,288	200,000	200,000	205,000
Into-plane	690,015	675,000	417,583	447,125
Fuel Farm	650,582	629,733	366,157	392,629
General Aviation Landing Fees	286,611	278,484	159,893	161,491
General Aviation Parking Fees	200,046	220,870	146,568	148,034
Avgas Fuel Sales Commercial	135,402	23,580	6,136	-
Deicing Type I - Sprayed	986,147	584,500	584,037	584,500
Deicing Type IV - Sprayed	127,795	79,030	82,563	79,030
Deicing Type I - Consortium	453,382	464,250	272,253	462,170
Deicing Type IV - Consortium	101,318	127,380	71,638	128,482
Deicing - GA	95,077	45,400	86,784	45,400
General Aviation Tenants	351,648	347,963	321,724	329,767
General Aviation Customer Services	83,896	65,846	66,874	67,543
	<u>\$ 10,426,891</u>	<u>\$ 9,905,295</u>	<u>\$ 6,828,451</u>	<u>\$ 8,413,466</u>
<b>TERMINAL</b>				
Airline Space Rental	6,681,606	6,179,760	4,549,238	5,285,348
Airline Terminal Revenue Sharing	(2,939,866)	(2,450,691)	(138,657)	(320,774)
TSA Space Rental	448,828	448,828	448,828	448,828
Nonairline Space Rental - Flat Rate	80,186	80,198	82,798	82,798
Nonairline Space Rental - Signatory Rate	41,069	41,405	40,790	42,346
Nonairline Space Rental	168,436	169,230	163,611	162,906
FIS Facility Use Fee	-	-	-	-
Loading Bridge Rentals	655,170	664,008	420,274	538,086
Tenant Maintenance	18,847	12,559	30,800	20,559
Utility Reimbursement	24,277	27,000	22,474	24,000
	<u>\$ 5,178,552</u>	<u>\$ 5,172,297</u>	<u>\$ 5,620,155</u>	<u>\$ 6,284,096</u>
<b>GROUND TRANSPORTATION</b>				
Parking	\$ 16,249,822	\$ 16,300,375	\$ 6,915,995	\$ 10,214,901
Access Fees	\$ 293,627	\$ 317,813	\$ 134,843	\$ 199,163
TNCs	\$ 363,460	\$ 300,000	\$ 173,988	\$ 175,000
	<u>\$ 16,906,909</u>	<u>\$ 16,918,188</u>	<u>\$ 7,224,826</u>	<u>\$ 10,589,064</u>

REVENUES, continued

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<b>CONCESSIONS</b>				
Rental Cars	\$ 5,396,551	\$ 5,306,102	\$ 2,375,184	\$ 2,998,600
Food and Beverage	1,214,921	941,804	509,035	451,200
Retail	933,339	866,687	372,646	404,200
Advertising	297,444	300,000	300,000	150,000
Foreign Currency	8,867	-	-	-
Museum Shop	191,483	-	-	-
Operating Permits	309,179	230,665	171,835	253,800
Telephone - Payphones	1,241	2,278	388	-
Telephone - Tenants	60,555	70,000	51,346	52,008
Phone Cards	-	-	-	-
Bank ATMs	34,479	35,577	28,639	30,180
Vending Machines	34,634	33,535	14,187	20,953
Baggage Cart Concessions	14,257	16,594	5,973	8,823
	<u>\$ 8,496,950</u>	<u>\$ 7,803,241</u>	<u>\$ 3,829,232</u>	<u>\$ 4,369,764</u>
<b>OTHER AIRPORT</b>				
Land Rental	\$ 316,237	\$ 315,604	\$ 325,144	\$ 330,336
Industrial Park	562,585	579,690	575,878	595,227
T Hangars	109,835	100,328	124,481	121,229
Tie Downs	3,948	4,258	1,687	2,891
T Hangar Avgas Fuel Sales	39,873	42,448	50,056	50,556
Parking Garage Space Rent	91,872	92,492	95,463	100,514
Hangar Rentals	512,363	514,171	524,554	456,441
Building Rental	120,637	125,383	114,564	112,523
Cargo Building Rental	925,203	468,059	495,307	433,316
Aircraft Maintenance & Service Center	332,615	333,894	339,693	346,926
State Executive Hangar/Maint	1,247,083	1,247,083	1,247,083	1,247,083
Utility Reimbursement	163,342	170,000	156,053	156,000
Reimbursement of Property Taxes	27,804	34,380	36,257	36,500
Internet and Cable Access	7,680	7,680	6,875	6,620
Fingerprinting	48,476	30,000	23,779	24,000
Tenant Maintenance	6,964	1,000	500	1,000
Purchasing Proposals	530	1,000	100	1,000
Scrap and Equipment Sales	9,089	15,000	4,449	5,000
Other	100,834	80,000	102,970	80,000
	<u>\$ 4,626,970</u>	<u>\$ 4,162,469</u>	<u>\$ 4,224,893</u>	<u>\$ 4,107,163</u>
<b>TOTAL REVENUES</b>	<b>\$ 51,843,389</b>	<b>\$ 50,795,077</b>	<b>\$ 32,431,578</b>	<b>\$ 40,840,532</b>

BUDGET MESSAGE	DEPARTMENT / COST CENTER	DEBT SERVICE	CAPITAL IMPROVEMENT PROGRAM	RATES AND CHARGES	SUPPLEMENTAL INFORMATION
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REVENUES, continued

OTHER REVENUES

Interest Earnings	\$ 700,892	\$ 927,864	\$ 700,892	\$ 700,892
TSA (LEO) Reimbursement	150,480	137,560	118,560	136,800
Grant	-	-	-	-
Cares Act-Airfield	-	-	2,109,464	1,052,024
Cares Act-Terminal	-	-	2,995,102	1,419,167
Cares Act-Loading Bridges	-	-	177,544	88,538
Cares Act-Landside	-	-	766,150	369,861
Cares Act-Parking	-	-	2,173,855	1,026,111
Cares Act-FBO Commercial	-	-	917,962	399,442
Cares Act-FBO GA & Facilities	-	-	1,059,922	644,857
Improvement Charges	368,400	368,400	368,400	368,400
	<u>\$ 1,219,772</u>	<u>\$ 1,433,824</u>	<u>\$ 11,387,852</u>	<u>\$ 6,206,092</u>
TOTAL REVENUES	<u>\$ 53,063,161</u>	<u>\$ 52,228,900</u>	<u>\$ 43,819,430</u>	<u>\$ 47,046,624</u>
TOTAL REVENUES BEFORE REVENUE SHARING	<u>\$ 56,737,993</u>	<u>\$ 55,292,264</u>	<u>\$ 43,992,751</u>	<u>\$ 47,447,592</u>

SUMMARY of EXPENSES

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<b>EXPENSES - SUMMARY</b>				
Airport Management	\$ 24,334,448	\$ 25,297,437	\$ 21,935,923	\$ 23,613,340
FBO Management	3,302,173	3,319,745	2,981,908	3,290,584
FBO Cost of Sales	5,158,125	5,160,041	3,165,950	4,430,023
Authority	4,827,456	5,042,530	5,228,012	5,800,381
<b>TOTAL EXPENSES</b>	<b>\$ 37,622,202</b>	<b>\$ 38,819,754</b>	<b>\$ 33,311,793</b>	<b>\$ 37,134,329</b>

**EXPENSES BY CATEGORY**

Personnel Services	\$ 11,178,563	\$ 11,631,411	\$ 10,406,236	\$ 11,222,917
Employee Benefits	5,379,144	5,915,831	5,582,366	5,713,886
Utilities & Communications	1,957,729	2,091,723	1,955,238	2,098,256
Purchased Services				
Accounting & Auditing	\$ 152,727	\$ 66,000	\$ 172,428	\$ 100,000
Insurance	835,625	893,267	952,185	1,128,668
Legal	23,568	100,000	-	50,000
Public Safety	830,580	352,000	191,366	226,783
Albany County Sheriffs	2,441,586	2,798,796	2,798,796	1,591,868
Janitorial	652,116	587,948	536,737	603,476
Public Communications	713,743	604,223	373,461	536,355
Special Studies & GIS Services	97,660	99,200	63,293	114,000
Professional Services	952,866	1,470,200	1,040,547	1,059,867
Total Purchased Services	<b>\$ 6,700,471</b>	<b>\$ 6,971,633</b>	<b>\$ 6,128,814</b>	<b>\$ 5,411,017</b>
Materials & Supplies				
Airfield	\$ 700,974	\$ 900,500	\$ 667,197	\$ 841,407
FBO	-	-	-	-
FBO - Cost of Sales	5,158,125	5,160,041	3,165,950	4,430,023
Buildings	2,757,510	2,465,388	2,721,262	2,418,455
Grounds	1,018,848	867,985	566,520	816,565
Vehicles & Equipment	1,065,168	959,100	700,449	908,610
Total Material & Supplies	<b>\$ 10,700,625</b>	<b>\$ 10,353,015</b>	<b>\$ 7,821,379</b>	<b>\$ 9,415,060</b>
Office	\$ 406,797	\$ 483,298	\$ 765,260	\$ 764,998
Administration	929,323	977,837	641,101	2,023,694
Noncapital Equipment & Facilities	369,550	395,006	11,400	484,500
<b>TOTAL EXPENSES</b>	<b>\$ 37,622,202</b>	<b>\$ 38,819,754</b>	<b>\$ 33,311,793</b>	<b>\$ 37,134,329</b>

SUMMARY of DIRECT and INDIRECT COST CENTERS

Direct Cost Centers						
Airfield			\$ 3,096,735	\$ 3,394,285	\$ 2,554,373	\$ 3,255,751
Terminal			5,828,539	5,542,621	5,413,287	5,771,960
Loading Bridges			311,987	318,352	266,997	308,399
Landside:						
Parking			4,965,048	5,299,977	3,849,716	4,006,816
Landside Development			1,439,900	1,349,313	1,299,535	1,242,504
FBO Commercial			2,329,952	2,276,849	1,692,145	2,136,047
FBO GA & Facilities			5,494,784	5,535,722	3,682,259	4,837,661
Total Direct Cost Centers			<u>\$ 23,466,945</u>	<u>\$ 23,717,119</u>	<u>\$ 18,758,311</u>	<u>\$ 21,559,137</u>
Indirect Cost Centers						
ARFF			\$ 2,186,848	\$ 2,227,269	\$ 2,078,994	\$ 2,243,062
Operations			1,125,932	1,117,655	1,051,221	1,220,637
Security			2,815,872	3,283,860	3,135,961	2,053,581
Vehicle/Equipment			1,519,058	1,727,962	1,321,208	1,824,798
Airport Management Administration			1,044,529	1,036,143	964,630	1,685,832
FBO Administration			635,562	667,215	773,455	746,900
Airport Authority Administration			4,827,456	5,042,530	5,228,012	5,800,381
Total Indirect Cost Centers			<u>\$ 14,155,257</u>	<u>\$ 15,102,634</u>	<u>\$ 14,553,482</u>	<u>\$ 15,575,191</u>
<b>TOTAL EXPENSES</b>			<u><b>\$ 37,622,202</b></u>	<u><b>\$ 38,819,754</b></u>	<u><b>\$ 33,311,793</b></u>	<u><b>\$ 37,134,329</b></u>

SUMMARY of EXPENSES by COST CENTER

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<u>AIRFIELD</u>				
Personnel Services	\$ 1,196,672	\$ 1,355,717	\$ 981,463	\$ 1,348,143
Employee Benefits	558,239	634,745	519,016	583,008
Utilities & Communications	97,528	108,600	120,053	118,871
Purchased Services	261,485	256,910	197,285	219,367
Materials & Supplies	898,873	1,017,788	708,420	969,488
Office	5,229	8,374	24,035	6,974
Administration	8,645	12,150	4,101	9,900
Noncapital Equipment & Facilities	70,064	-	-	-
	<u>\$ 3,096,735</u>	<u>\$ 3,394,285</u>	<u>\$ 2,554,373</u>	<u>\$ 3,255,751</u>
<u>TERMINAL</u>				
Personnel Services	\$ 1,495,504	\$ 1,398,872	\$ 1,404,620	\$ 1,544,167
Employee Benefits	758,931	732,527	770,937	815,656
Utilities & Communications	977,246	1,035,381	981,741	959,250
Purchased Services	1,269,648	1,097,441	845,476	1,009,563
Materials & Supplies	1,263,465	1,201,042	1,358,537	1,218,804
Office	19,154	33,905	40,577	38,020
Administration	-	3,000	-	-
Noncapital Equipment & Facilities	44,591	40,452	11,400	186,500
	<u>\$ 5,828,539</u>	<u>\$ 5,542,621</u>	<u>\$ 5,413,287</u>	<u>\$ 5,771,960</u>
<u>LOADING BRIDGES</u>				
Personnel Services	\$ 100,591	\$ 97,595	\$ 89,455	\$ 97,607
Employee Benefits	54,666	58,007	55,968	59,792
Utilities & Communications	68,250	68,250	68,250	68,250
Purchased Services	-	-	-	-
Materials & Supplies	88,480	94,500	53,323	82,750
Office	-	-	-	-
Administration	-	-	-	-
Noncapital Equipment & Facilities	-	-	-	-
	<u>\$ 311,987</u>	<u>\$ 318,352</u>	<u>\$ 266,997</u>	<u>\$ 308,399</u>

SUMMARY of EXPENSES by COST CENTER

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<u>PARKING</u>				
Personnel Services	\$ 1,739,654	\$ 2,107,080	\$ 1,466,653	\$ 1,518,135
Employee Benefits	764,444	943,642	706,103	785,718
Utilities & Communications	271,504	313,875	272,553	275,495
Purchased Services	523,702	563,732	204,591	145,635
Materials & Supplies	1,060,832	719,549	721,140	683,649
Office	43,347	77,999	100,260	85,134
Administration	514,277	514,100	378,415	513,050
Noncapital Equipment & Facilities	47,288	60,000	-	-
	<u>\$ 4,965,048</u>	<u>\$ 5,299,977</u>	<u>\$ 3,849,716</u>	<u>\$ 4,006,816</u>
 <u>LANDSIDE</u>				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Employee Benefits	-	-	-	-
Utilities & Communications	252,528	271,225	219,111	300,755
Purchased Services	181,509	116,932	82,992	87,149
Materials & Supplies	967,156	908,506	958,882	814,400
Office	644	4,650	-	2,200
Administration	38,063	48,000	38,550	38,000
Noncapital Equipment & Facilities	-	-	-	-
	<u>\$ 1,439,900</u>	<u>\$ 1,349,313</u>	<u>\$ 1,299,535</u>	<u>\$ 1,242,504</u>
 <u>ARFF</u>				
Personnel Services	\$ 1,311,042	\$ 1,304,408	\$ 1,323,188	\$ 1,343,299
Employee Benefits	578,284	632,782	605,742	672,371
Utilities & Communications	20,290	22,200	31,091	31,365
Purchased Services	4,417	7,050	6,094	8,337
Materials & Supplies	121,638	134,804	95,432	131,436
Office	6,802	12,783	2,961	13,815
Administration	35,858	61,688	14,487	42,439
Noncapital Equipment & Facilities	108,517	51,554	-	-
	<u>\$2,186,848</u>	<u>\$2,227,269</u>	<u>\$2,078,994</u>	<u>\$2,243,062</u>



SUMMARY of EXPENSES by COST CENTER

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<u>OPERATIONS</u>				
Personnel Services	\$ 691,965	\$ 677,924	\$ 652,500	\$ 727,302
Employee Benefits	309,942	319,472	321,316	331,485
Utilities & Communications	51,383	51,900	64,621	75,365
Purchased Services	-	-	-	-
Materials & Supplies	-	-	-	-
Office	7,683	16,944	4,279	20,785
Administration	14,039	27,414	8,506	16,700
Noncapital Equipment & Facilities	50,920	24,000	-	49,000
	<u>\$ 1,125,932</u>	<u>\$ 1,117,655</u>	<u>\$ 1,051,221</u>	<u>\$ 1,220,637</u>
<u>SECURITY</u>				
Personnel Services	\$ 155,881	\$ 183,665	\$ 149,647	\$ 157,664
Employee Benefits	54,637	68,874	101,871	90,280
Utilities & Communications	3,695	4,025	4,045	4,100
Purchased Services	2,441,586	2,798,796	2,798,796	1,591,868
Materials & Supplies	140,810	175,000	81,819	168,500
Office	19,263	4,500	(218)	36,475
Administration	-	-	-	4,695
Noncapital Equipment & Facilities	-	49,000	-	-
	<u>\$2,815,872</u>	<u>\$3,283,860</u>	<u>\$3,135,961</u>	<u>\$2,053,581</u>
<u>VEHICLE/EQUIPMENT</u>				
Personnel Services	\$ 540,046	\$ 609,950	\$ 543,375	\$ 593,384
Employee Benefits	322,081	371,893	346,100	385,565
Utilities & Communications	20,917	22,075	18,653	20,035
Purchased Services	77,061	79,373	74,865	96,109
Materials & Supplies	506,177	460,500	336,717	436,290
Office	3,567	10,921	1,169	41,414
Administration	1,039	3,250	329	3,000
Noncapital Equipment & Facilities	48,170	170,000	-	249,000
	<u>\$ 1,519,058</u>	<u>\$ 1,727,962</u>	<u>\$ 1,321,208</u>	<u>\$ 1,824,798</u>

SUMMARY of EXPENSES by COST CENTER

FBO COMMERCIAL

Personnel Services	\$ 438,335	\$ 539,085	\$ 517,756	\$ 486,009
Employee Benefits	146,146	158,195	136,376	153,193
Utilities & Communications	17,641	19,612	20,685	17,957
Purchased Services	66,682	66,132	59,182	68,266
Materials & Supplies	1,661,148	1,491,826	958,146	1,405,622
Office	-	-	-	-
Administration	-	2,000	-	5,000
Noncapital Equipment & Facilities	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 2,329,952	\$ 2,276,849	\$ 1,692,145	\$ 2,136,047

FBO GENERAL AVIATION AND FACILITIES

Personnel Services	\$ 849,128	\$ 766,939	\$ 624,012	\$ 800,492
Employee Benefits	333,522	284,805	311,391	264,316
Utilities & Communications	60,569	68,543	54,488	60,195
Purchased Services	124,936	146,199	96,526	136,000
Materials & Supplies	3,966,986	4,104,236	2,495,186	3,464,157
Office	1,026	2,000	941	1,000
Administration	158,617	163,000	99,715	111,500
Noncapital Equipment & Facilities	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 5,494,784	\$ 5,535,722	\$ 3,682,259	\$ 4,837,661

SUMMARY of EXPENSES by COST CENTER

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<u>FBO ADMINISTRATION</u>				
Personnel Services	\$ 216,922	\$ 220,670	\$ 216,285	\$ 226,104
Employee Benefits	74,396	70,954	111,926	71,620
Utilities & Communications	861	1,150	667	720
Purchased Services	306,178	326,269	400,950	399,351
Materials & Supplies	-	-	-	-
Office	32,043	43,857	40,470	45,605
Administration	5,162	4,315	3,158	3,500
Noncapital Equipment & Facilities	-	-	-	-
	<b>\$ 635,562</b>	<b>\$ 667,215</b>	<b>\$ 773,455</b>	<b>\$ 746,900</b>
<u>AIRPORT MANAGEMENT ADMINISTRATION</u>				
Personnel Services	\$ 427,899	\$ 399,464	\$ 347,208	\$ 317,790
Employee Benefits	128,257	157,494	126,873	133,623
Utilities & Communications	324	400	590	720
Purchased Services	429,567	430,991	430,829	432,254
Materials & Supplies	-	-	-	-
Office	35,250	42,143	42,744	46,445
Administration	23,232	5,650	16,386	755,000
Noncapital Equipment & Facilities	-	-	-	-
	<b>\$ 1,044,529</b>	<b>\$ 1,036,143</b>	<b>\$ 964,630</b>	<b>\$ 1,685,832</b>
<u>AIRPORT AUTHORITY ADMINISTRATION</u>				
Personnel Services	\$ 2,014,924	\$ 1,970,042	\$ 2,090,075	\$ 2,062,821
Employee Benefits	1,295,599	1,482,440	1,468,748	1,367,260
Utilities & Communications	114,993	104,486	98,688	165,178
Purchased Services	1,013,700	1,081,807	931,227	1,217,118
Materials & Supplies	25,060	45,263	53,777	39,963
Office	232,789	225,222	508,041	427,131
Administration	130,391	133,270	77,456	520,910
Noncapital Equipment & Facilities	-	-	-	-
	<b>\$ 4,827,456</b>	<b>\$ 5,042,530</b>	<b>\$ 5,228,012</b>	<b>\$ 5,800,381</b>
<b>TOTAL EXPENSES</b>	<b>\$ 37,622,202</b>	<b>\$ 38,819,754</b>	<b>\$ 33,311,793</b>	<b>\$ 37,134,329</b>

ALLOCATION of INDIRECT COST CENTERS

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<b>ARFF</b>				
Airfield	\$ 328,027	\$ 334,090	\$ 311,849	\$ 336,459
Terminal	1,049,687	1,069,089	997,917	1,076,670
Loading Bridges	21,868	22,273	20,790	22,431
Landside	524,844	534,545	498,959	538,335
Parking	131,211	133,636	124,740	134,584
FBO Commercial	65,605	66,818	62,370	67,292
FBO GA & Facilities	65,605	66,818	62,370	67,292
Total Allocated	<u>\$ 2,186,848</u>	<u>\$ 2,227,269</u>	<u>\$ 2,078,994</u>	<u>\$ 2,243,062</u>
<b>OPERATIONS</b>				
Airfield	\$ 450,373	\$ 447,062	\$ 420,489	\$ 488,255
Terminal	337,780	335,296	315,366	366,191
Loading Bridges	56,297	55,883	52,561	61,032
Landside	112,593	111,765	105,122	122,064
Parking	56,297	55,883	52,561	61,032
FBO Commercial	56,297	55,883	52,561	61,032
FBO GA & Facilities	56,297	55,883	52,561	61,032
Total Allocated	<u>\$ 1,125,932</u>	<u>\$ 1,117,655</u>	<u>\$ 1,051,221</u>	<u>\$ 1,220,637</u>
<b>SECURITY</b>				
Airfield	\$ 422,381	\$ 492,579	\$ 470,394	\$ 308,037
Terminal	1,407,936	1,641,930	1,567,980	1,026,791
Loading Bridges	84,476	98,516	94,079	61,607
Landside	281,587	328,386	313,596	205,358
Parking	563,174	656,772	627,192	410,716
FBO Commercial	28,159	32,839	31,360	20,536
FBO GA & Facilities	28,159	32,839	31,360	20,536
Total Allocated	<u>\$ 2,815,872</u>	<u>\$ 3,283,860</u>	<u>\$ 3,135,961</u>	<u>\$ 2,053,581</u>
<b>VEHICLE/EQUIPMENT</b>				
Airfield	\$ 531,670	\$ 604,787	\$ 462,423	\$ 638,679
Terminal	75,953	86,398	66,060	91,240
Loading Bridges	-	-	-	-
Landside	562,051	639,346	488,847	675,175
Parking	227,859	259,194	198,181	273,720
FBO Commercial	75,953	86,398	66,060	91,240
FBO GA & Facilities	45,572	51,839	39,636	54,744
Total Allocated	<u>\$ 1,519,058</u>	<u>\$ 1,727,962</u>	<u>\$ 1,321,208</u>	<u>\$ 1,824,798</u>

ALLOCATION of INDIRECT COST CENTERS, continued Page 2 of 3

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
Subtotal Allocation before Admin Departments				
Airfield	\$ 4,829,186	\$ 5,272,803	\$ 4,219,528	\$ 5,027,182
Terminal	8,699,895	8,675,334	8,360,611	8,332,852
Loading Bridges	474,628	495,024	434,427	453,468
Landside	2,920,975	2,963,355	2,706,059	2,783,436
Parking	5,943,589	6,405,462	4,852,390	4,886,867
FBO Commercial	2,555,966	2,518,787	1,904,495	2,376,146
FBO GA & Facilities	5,690,417	5,743,100	3,868,185	5,041,264
Total Allocated	<u>\$ 31,114,655</u>	<u>\$ 32,073,865</u>	<u>\$ 26,345,696</u>	<u>\$ 28,901,215</u>
Airport Management Administration				
Airfield	\$ 194,314	\$ 202,957	\$ 175,619	\$ 346,261
Terminal	350,061	333,926	347,973	573,949
Loading Bridges	19,098	19,054	18,081	31,234
Landside	117,532	114,064	112,628	191,717
Parking	239,154	246,555	201,959	336,597
FBO Commercial	48,641	49,930	47,032	86,822
FBO GA & Facilities	75,730	69,657	61,339	119,252
Total Allocated	<u>\$ 1,044,529</u>	<u>\$ 1,036,143</u>	<u>\$ 964,630</u>	<u>\$ 1,685,832</u>
FBO Administration				
Airfield	\$ -	\$ -	\$ -	\$ -
Terminal	-	-	-	-
Loading Bridges	-	-	-	-
Landside	-	-	-	-
Parking	-	-	-	-
FBO Commercial	248,567	278,574	335,673	314,680
FBO GA & Facilities	386,995	388,641	437,782	432,221
Total Allocated	<u>\$ 635,562</u>	<u>\$ 667,215</u>	<u>\$ 773,455</u>	<u>\$ 746,900</u>
Airport Authority Administration				
Airfield	\$ 877,400	\$ 964,695	\$ 922,255	\$ 1,158,300
Terminal	1,580,658	1,587,212	1,827,364	1,919,950
Loading Bridges	86,234	90,568	94,952	104,482
Landside	530,703	542,166	591,459	641,324
Parking	1,079,873	1,171,923	1,060,579	1,125,970
FBO Commercial	263,047	286,402	317,423	358,266
FBO GA & Facilities	409,541	399,563	413,981	492,088
Total Allocated	<u>\$ 4,827,456</u>	<u>\$ 5,042,530</u>	<u>\$ 5,228,012</u>	<u>\$ 5,800,381</u>

ALLOCATION of INDIRECT COST CENTERS, continued Page 3 of 3

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
TOTAL INDIRECT ALLOCATIONS				
Airfield	\$ 2,804,165	\$ 3,046,171	\$ 2,763,028	\$ 3,275,991
Terminal	4,802,074	5,053,851	5,122,662	5,054,790
Loading Bridges	267,973	286,293	280,463	280,786
Landside	2,129,311	2,270,272	2,110,610	2,373,973
Parking	2,297,567	2,523,964	2,265,211	2,342,618
FBO Commercial	786,269	856,843	912,479	999,867
FBO GA & Facilities	1,067,898	1,065,240	1,099,029	1,247,165
Total Allocated	<u>\$ 14,155,257</u>	<u>\$ 15,102,634</u>	<u>\$ 14,553,482</u>	<u>\$ 15,575,191</u>

TOTAL DIRECT & INDIRECT  
EXPENSES BY COST CENTER

Airfield	\$ 5,900,900	\$ 6,440,456	\$ 5,317,401	\$ 6,531,743
Terminal	10,630,613	10,596,472	10,535,948	10,826,750
Loading Bridges	579,960	604,646	547,460	589,185
Landside	3,569,211	3,619,585	3,410,145	3,616,477
Parking	7,262,615	7,823,941	6,114,928	6,349,434
FBO Commercial	3,116,221	3,133,692	2,604,624	3,135,914
FBO GA & Facilities	6,562,682	6,600,962	4,781,287	6,084,825
Total Allocated	<u>\$ 37,622,202</u>	<u>\$ 38,819,754</u>	<u>\$ 33,311,793</u>	<u>\$ 37,134,329</u>

DEBT SERVICE SUMMARY

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
Airport Revenue Bonds:				
1999 EFC Revenue Bonds, net of interest subsidy	\$ 436,746	\$ -	\$ -	\$ -
2003 A Revenue Bonds	-	-	-	-
2006 A & B Revenue Bonds	-	-	-	-
2006 C Revenue Bonds	-	-	-	-
2010 A Refunding Bonds	8,172,601	6,164,983	6,164,983	-
2017 A Refunding Bonds	430,225	921,625	921,625	1,187,375
2017 B Refunding Bonds	1,130,125	648,525	648,525	400,025
2018 A Revenue Bonds	771,322	738,500	738,500	738,500
2018 B Revenue Bonds	703,378	736,250	736,250	733,250
2019 A Revenue Bonds	-	556,216	556,216	556,150
2020 A Revenue Refunding Bonds Debt Service	-	162,796	162,796	564,500
2020 B Revenue Refunding Bonds Debt Service	-	1,120,658	1,120,658	5,951,000
Less: LIBOR credit	-	-	-	-
Less: PFC's Applied to 2020B Revenue Bonds	(3,763,460)	(4,140,917)	(4,140,917)	(3,638,568)
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL DEBT SERVICE	\$ 7,880,938	\$ 6,908,636	\$ 6,908,636	\$ 6,492,232
Allocation of Total Debt Service to Cost Centers				
Airfield	\$ 1,092,886	\$ 531,656	\$ 531,656	\$ 549,136
FBO	529,474	546,258	546,258	590,249
ARFF	12,248	11,532	11,532	18,578
Terminal	2,677,145	1,983,081	1,983,081	1,787,481
Loading Bridges	73,550	53,386	53,386	46,249
Landside and Other	3,495,635	3,782,724	3,782,724	3,500,540
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL ALLOCATION	\$ 7,880,938	\$ 6,908,636	\$ 6,908,636	\$ 6,492,232

**CALCULATION OF PFC REVENUES**

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<b>ENPLANEMENTS</b>	1,518,969	1,500,000	636,427	940,000
PFC's charged	\$ 4.50	\$ 4.50	\$ 4.50	\$ 4.50
LESS: Carrier Compensation	(0.11)	(0.11)	(0.11)	(0.11)
Net PFC Revenue	\$ 4.39	\$ 4.39	\$ 4.39	\$ 4.39
% of PFCs collected on Enplanements	83.6%	87.0%	87.0%	87.0%
PFC's Available for Debt Service	\$ 5,574,995	\$ 5,728,950	\$ 2,430,704	\$ 3,590,142
LESS: Applied Pay-As-You-Go	0	0	0	0
PFC's Available for Debt Service	<u>\$ 5,574,995</u>	<u>\$ 5,728,950</u>	<u>\$ 2,430,704</u>	<u>\$ 3,590,142</u>

**PFC DEBT SERVICE FUND ACTIVITY**

BEGINNING BALANCE	\$ 13,558,611	\$ 15,660,921	\$ 15,660,921	\$ 14,122,579
PLUS: Deposit of PFC's	5,574,995	5,728,950	2,430,704	3,590,142
PLUS: Interest Earnings on PFC's	290,775	124,200	171,870	168,271
LESS: Applied Towards 2020B Debt Service	(3,763,460)	(4,140,917)	(4,140,917)	(3,638,568)
ENDING BALANCE	<u>\$ 15,660,921</u>	<u>\$ 17,373,155</u>	<u>\$ 14,122,579</u>	<u>\$ 14,242,424</u>

**PFC's APPLIED TO DEBT SERVICE**

<b>PFC's APPLIED TO DEBT SERVICE</b>	\$ 3,763,460	\$ 4,140,917	\$ 4,140,917	\$ 3,638,568
Allocation of PFC's to Cost Centers				
Airfield	\$ 471,568	\$ 518,864	\$ 518,864	\$ 455,919
Terminal	2,735,538	3,009,899	3,009,899	2,644,758
Loading Bridges	75,269	82,818	82,818	72,771
Landside	481,085	529,335	529,335	465,120
Total	<u>\$ 3,763,460</u>	<u>\$ 4,140,917</u>	<u>\$ 4,140,917</u>	<u>\$ 3,638,568</u>



LANDING FEES

	Audited	Budget	Projected	Budget
	2019	2020	2020	2021
Airfield:				
Direct O&M Expenses	\$ 3,096,735	\$ 3,394,285	\$ 2,554,373	\$ 3,255,751
Indirect O&M Expenses	2,804,165	3,046,171	2,763,028	3,275,991
O&M Reserve Requirement	72,915	20,851	20,851	(49,410)
FBO:				
Commercial Direct O&M Expenses	982,840	1,055,223	917,672	1,020,425
Commercial Indirect O&M Expenses	786,269	856,843	912,479	999,867
Commercial O&M Reserve Requirement	21,316	6,190	6,190	(15,283)
Airfield Capital Charges:				
2010A Revenue Bond Debt Service	907,795	694,124	694,124	-
EFC Revenue Bond Debt Service 1999 - Net	436,746	-	-	-
2003A Revenue Bond Debt Service	-	-	-	-
2006 A & B Revenue Bond Debt Service	-	-	-	-
2017 A Refunding Revenue Bonds Debt Service	97,647	218,390	218,390	279,032
2017 B Refunding Revenue Bonds Debt Service	122,265	1,285	1,285	-
2020 B Revenue Refunding Bonds Debt Service	-	136,720	136,720	726,022
LESS: Applicable Approved PFC Revenues	(471,568)	(518,864)	(518,864)	(455,919)
Airfield Amortization Requirements	-	-	-	-
FBO Commercial Capital Charges	-	-	-	-
Airfield Capital Charge Coverage	-	-	-	-
FBO Commercial Capital Charge Coverage	-	-	-	-
Airfield Debt Service Reserve Requirement	-	-	-	-
FBO Commercial Debt Service Reserve Requirement	-	-	-	-
Airfield Extraordinary Coverage Protection	-	-	-	-
FBO Commercial Revenues Credit:				
Into Plane	(690,015)	(675,000)	(417,583)	(447,125)
Fuel Farm Throughput Fee	(650,582)	(629,733)	(366,157)	(392,629)
Avgas Fuel Sales Commercial	(135,402)	(23,580)	(6,136)	-
LESS: Cost of Sales, Avgas	120,194	21,360	11,771	-
Deicing - Commercial	(1,668,642)	(1,255,160)	(1,010,491)	(1,254,182)
LESS: Cost of Sales, Deicing	984,722	950,266	610,315	949,288
General Aviation Landing Fees	(286,611)	(278,484)	(159,893)	(161,491)
General Aviation Parking Fees	(200,046)	(220,870)	(146,568)	(148,034)
<b>Total LANDING FEE REQUIREMENT</b>	<b>\$ 6,330,744</b>	<b>\$ 6,800,018</b>	<b>\$ 6,221,508</b>	<b>\$ 7,582,304</b>
Total Landed Weight (000-lbs)	1,835,693	1,847,791	1,288,448	1,301,210
COMPENSATORY LANDING FEE RATE	\$ 3.45	\$ 3.68	\$ 4.83	\$ 5.83
LESS: Interest Earning Credit Allocated to Airfield	\$ 50,612	\$ 28,363	\$ 35,181	\$ 36,754
LESS: FEMA Grant	-	-	-	-
LESS: Glycol disposal Fee	429,529	360,750	274,002	360,305
LESS: Aircraft Aprons Fee Credit (Per Table 6)	633,074	680,002	622,151	758,230
LESS: Airfield Tenant Maintenance	61,816	45,000	29,099	30,000
LESS: Non-signatory Airline Landing Fee Credit	301,831	286,630	215,973	291,744
LESS: Cares Act	-	-	2,109,464	1,052,024
<b>NET LANDING FEE REQUIREMENT</b>	<b>\$ 4,853,881</b>	<b>\$ 5,399,273</b>	<b>\$ 2,935,638</b>	<b>\$ 5,053,246</b>
Signatory Commercial & Cargo Carrier Landed Wt (000-lbs)	1,763,657	1,773,148	1,231,799	1,244,117
Signatory Landing Fee Rate	\$ 2.75	\$ 3.05	\$ 2.38	\$ 4.06
SIGNATORY AIRLINE LANDING FEE REVENUE	\$ 4,420,171	\$ 4,933,518	\$ 2,561,352	\$ 4,413,059
NON-SIGNATORY PASSENGER LANDING FEE REVENUE	253,339	239,652	169,331	229,229
<b>TOTAL AIRLINE LANDING FEE REVENUE</b>	<b>\$ 4,673,510</b>	<b>\$ 5,173,170</b>	<b>\$ 2,730,683</b>	<b>\$ 4,642,288</b>
SIGNATORY CARGO LANDING FEE REVENUE	\$ 429,886	\$ 474,583	\$ 370,330	\$ 638,057
NON-SIGNATORY CARGO LANDING FEE REVENUE	48,492	46,979	46,642	62,516
<b>TOTAL CARGO LANDING FEE REVENUE</b>	<b>\$ 478,378</b>	<b>\$ 521,562</b>	<b>\$ 416,973</b>	<b>\$ 700,573</b>

AIRCRAFT APRON FEES

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
TOTAL AIRFIELD REQUIREMENT	\$ 6,330,744	\$ 6,800,018	\$ 6,221,508	\$ 7,582,304
10% of AIRFIELD REQUIREMENT	\$ 633,074	\$ 680,002	\$ 622,151	\$ 758,230
TOTAL APRON SQUARE FEET	546,948	505,472	505,472	505,472
AIRCRAFT APRON FEE (PER SQ FT)	\$ 1.16	\$ 1.35	\$ 1.23	\$ 1.50

TERMINAL FEES

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
Terminal Direct O&M Expenses	\$ 5,828,539	\$ 5,542,621	\$ 5,413,287	\$ 5,771,960
Terminal Indirect O&M Expenses	4,802,074	5,053,851	5,122,662	5,054,790
Terminal O&M Reserve Requirement	120,722	34,306	34,306	(81,899)
Terminal Capital Charges:				
2010A Revenue Bond Debt Service	5,074,726	3,880,267	3,880,267	-
2003A Revenue Bond Debt Service	-	-	-	-
2006 A & B Revenue Bond Debt Service	-	-	-	-
2017 A Refunding Revenue Bonds Debt Service	44,067	79,288	79,288	105,973
2017 B Refunding Revenue Bonds Debt Service	36,546	384	384	-
2018 A Revenue Bonds Debt Service	6,942	6,647	6,647	6,647
2018 B Revenue Bonds Debt Service	250,402	262,105	262,105	261,037
2020 B Revenue Refunding Bonds Debt Service	-	764,289	764,289	4,058,582
LESS: Applicable PFC Revenues	(2,735,538)	(3,009,899)	(3,009,899)	(2,644,758)
Terminal Amortization Requirements	-	-	-	-
Terminal Capital Charge Coverage	-	-	-	-
Terminal Debt Service Reserve Requirement	-	-	-	-
TERMINAL Extraordinary Coverage Protection	-	-	-	-
<b>TOTAL REQUIREMENT</b>	<b>\$ 13,428,479</b>	<b>\$ 12,613,859</b>	<b>\$ 12,553,336</b>	<b>\$ 12,532,332</b>
 Rentable Terminal Space	 135,986	 135,985	 135,985	 135,985
 COMPENSATORY TERMINAL RENTAL RATE	 \$ 98.75	 \$ 92.76	 \$ 92.31	 \$ 92.16
 LESS: Interest Earning Credit allocated to Terminal	 \$ 179,596	 \$ 142,790	 \$ 177,109	 \$ 162,084
LESS: Non-airline Terminal Space Rentals - Flat Rate	80,186	80,198	82,798	82,798
LESS: Non-airline Terminal Space Rentals - Signatory Rate	41,069	41,405	41,290	41,146
LESS: Non-airline Terminal Space Rentals - Calculated Rate	168,436	169,230	163,611	162,906
LESS: TSA Space Rental	448,828	448,828	448,828	448,828
LESS: TSA (LEO) Reimbursement	150,480	137,560	118,560	136,800
LESS: Utility Reimbursements	24,277	27,000	22,474	24,000
LESS: Terminal Tenant Maintenance Reimbursements	18,847	12,559	30,800	20,559
LESS: Cares Act	-	-	2,995,102	1,419,167
<b>NET TERMINAL REQUIREMENT</b>	<b>\$ 12,316,760</b>	<b>\$ 11,554,289</b>	<b>\$ 8,472,765</b>	<b>\$ 10,034,044</b>
 Rentable Terminal Space	 135,986	 135,985	 135,985	 135,985
 SIGNATORY TERMINAL RENTAL RATE	 \$ 90.57	 \$ 84.97	 \$ 62.31	 \$ 73.79
 Signatory Airline Terminal Rental Space	 53,008	 53,007	 53,007	 51,626
SIGNATORY AIRLINE RENTAL REVENUE	\$ 4,800,935	\$ 4,504,005	\$ 3,302,866	\$ 3,809,483
MONTH TO MONTH AIRLINE REVENUE	84,509	0	0	0
<b>TOTAL AIRLINE RENTAL REVENUE</b>	<b>\$ 4,885,444</b>	<b>\$ 4,504,005</b>	<b>\$ 3,302,866</b>	<b>\$ 3,809,483</b>
 Baggage Claim Room Square Footage	 17,784	 17,784	 17,784	 17,784
BAGGAGE CLAIM ROOM REVENUE	\$ 1,610,697	\$ 1,511,106	\$ 1,108,121	\$ 1,312,281
 NONSIGNATORY AIRLINE RENTAL REVENUE	 \$ 185,465	 \$ 164,649	 \$ 138,250	 \$ 163,584
 AIRLINE RENTAL REVENUE	 \$ 6,681,606	 \$ 6,179,760	 \$ 4,549,238	 \$ 5,285,348

PASSENGER BOARDING BRIDGE FEES

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
LOADING BRIDGE RENTALS				
Loading Bridge Direct O&M Expenses	\$ 311,987	\$ 318,352	\$ 266,997	\$ 308,399
Loading Bridge Indirect O&M Expenses	267,973	286,293	280,463	280,786
2010A Revenue Bond Debt Service	148,819	113,791	113,791	-
2020 B Revenue Refunding Bonds Debt Service	-	22,413	22,413	119,020
LESS: Applicable PFC Revenues	(75,269)	(82,818)	(82,818)	(72,771)
LESS: Interest Earning Credit Allocated to Loading Bridges	(5,019)	4,019	(4,985)	(4,352)
LESS: Cares Act	-	-	(177,544)	(88,538)
Loading Bridge O & M Reserve Requirement	6,679	1,958	1,958	(4,457)
TOTAL LOADING BRIDGE REQUIREMENT	<u>\$ 655,170</u>	<u>\$ 664,008</u>	<u>\$ 420,274</u>	<u>\$ 538,086</u>
NUMBER OF LOADING BRIDGES	16	13	14	14
CHARGE PER LOADING BRIDGE	\$ 40,948	\$ 51,078	\$ 30,020	\$ 38,435
NUMBER OF LEASED LOADING BRIDGES	16	13	14	14
TOTAL LOADING BRIDGE REVENUE	\$ 655,170	\$ 664,008	\$ 420,274	\$ 538,086

COST PER ENPLANEMENT

(Includes Settlement and Revenue Sharing Calculation)	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<b>AIRPORT OPERATIONS:</b>				
Airline Landing Fees	\$ 4,673,510	\$ 5,173,170	\$ 2,730,683	\$ 4,642,288
Airline Space Rental	6,681,606	6,179,760	4,549,238	5,285,348
Loading Bridge Rentals	655,170	664,008	420,274	538,086
Airline Apron Fee	633,074	680,002	622,151	758,230
Airline Share of Revenue Sharing	(3,674,833)	(3,063,364)	(173,321)	(400,968)
<b>Total Airport Operations</b>	<b>\$ 8,968,528</b>	<b>\$ 9,633,576</b>	<b>\$ 8,149,025</b>	<b>\$ 10,822,985</b>
<b>FBO OPERATIONS:</b>				
Avgas Fuel Sales Commercial	\$ 135,402	\$ 23,580	\$ 6,136	\$ -
Deicing	1,668,642	1,255,160	1,010,491	1,254,182
Into Plane & Fuel Farm	1,340,597	1,304,733	783,740	839,754
<b>Total FBO Operations</b>	<b>\$ 3,144,641</b>	<b>\$ 2,583,473</b>	<b>\$ 1,800,367</b>	<b>\$ 2,093,937</b>
<b>TOTAL AIRLINES FEES &amp; CHARGES</b>	<b>\$ 12,113,169</b>	<b>\$ 12,217,049</b>	<b>\$ 9,949,392</b>	<b>\$ 12,916,921</b>
<b>ENPLANEMENTS</b>	<b>1,518,969</b>	<b>1,500,000</b>	<b>636,427</b>	<b>940,000</b>
<b>COST PER ENPLANEMENT</b>	<b>\$ 5.90</b>	<b>\$ 6.44</b>	<b>\$ 12.81</b>	<b>\$ 11.51</b>
<b>FBO OPERATIONS COST PER ENPLANEMENT</b>	<b>\$ 1.98</b>	<b>\$ 1.71</b>	<b>\$ 2.82</b>	<b>\$ 2.23</b>
<b>TOTAL COMBINED COST PER ENPLANEMENT</b>	<b>\$ 7.89</b>	<b>\$ 8.14</b>	<b>\$ 15.63</b>	<b>\$ 13.74</b>

CALCULATION AND ALLOCATION OF FUNDS REMAINING

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
TOTAL REVENUES BEFORE REV SHARING	\$ 56,737,993	\$ 55,292,264	\$ 43,992,751	\$ 47,447,592
TOTAL EXPENSES	<u>37,622,202</u>	<u>38,819,754</u>	<u>33,311,793</u>	<u>37,134,329</u>
NET REVENUES	\$ 19,115,791	\$ 16,472,511	\$ 10,680,958	\$ 10,313,264
LESS:				
Capital Charges:				
Less: Applicable Approved PFC Revenues	\$ (3,763,460)	\$ (4,140,917)	\$ (4,140,917)	\$ (3,638,568)
1999 EFC Revenue Bond Debt Service	441,549	-	-	-
Less: NYS EFC Interest Subsidy	(4,803)	-	-	-
2003 A Revenue Bond Debt Service	-	-	-	-
2006 A & B Revenue Bond Debt Service	-	-	-	-
2006 C Revenue Bond Debt Service	-	-	-	-
2010 A Revenue Bonds	8,172,601	6,164,983	6,164,983	-
2017 A Revenue Refunding Bonds Debt Service	430,225	921,625	921,625	1,187,375
2017 B Revenue Refunding Bonds Debt Service	1,130,125	648,525	648,525	400,025
2018 A Revenue Bond	771,322	738,500	738,500	738,500
2018 B Revenue Bonds Debt Service	703,378	736,250	736,250	733,250
2019 Revenue Bond	-	556,216	556,216	556,150
2020 A Revenue Refunding Bonds Debt Service	-	162,796	162,796	564,500
2020 B Revenue Refunding Bonds Debt Service	-	1,120,658	1,120,658	5,951,000
Capital Charge Coverage	-	-	-	-
Debt Service Reserve Requirement	-	-	-	-
Capital Expenditures (Per Table 4)	3,449,308	3,311,467	3,300,000	3,300,000
Operating & Maintenance Reserve	435,880	125,680	125,680	(280,904)
Cares Act	-	-	-	-
Renewal and Replacement Reserve	-	-	-	-
Subtotal	<u>\$ 11,766,126</u>	<u>\$ 10,345,783</u>	<u>\$ 10,334,316</u>	<u>\$ 9,511,328</u>
FUNDS REMAINING	<u>\$7,349,666</u>	<u>\$6,126,728</u>	<u>\$346,642</u>	<u>\$801,936</u>
	50%	50%	50%	50%
Authority Share - 50%	3,674,833	3,063,364	173,321	400,968
Less Cost of Air Service Incentive Programs	(1,489,603)	(1,000,000)	(700,000)	(400,000)
Authority Share Net of Air Service Incentive	<u>2,185,230</u>	<u>2,063,364</u>	<u>(526,679)</u>	<u>968</u>
	50%	50%	50%	50%
Airline Share - 50%	3,674,833	3,063,364	173,321	400,968
Net Airline Share	<u>3,674,833</u>	<u>3,063,364</u>	<u>173,321</u>	<u>400,968</u>
	<u>\$ 7,349,666</u>	<u>\$ 6,126,728</u>	<u>\$ 346,642</u>	<u>\$ 801,936</u>
ALLOCATION OF AIRLINE SHARE				
Terminal	2,939,866	2,450,691	138,657	320,774
Airfield	<u>734,967</u>	<u>612,673</u>	<u>34,664</u>	<u>80,194</u>
TOTAL AIRLINE SHARE	<u>\$ 3,674,833</u>	<u>\$ 3,063,364</u>	<u>\$ 173,321</u>	<u>\$ 400,968</u>

SCHEDULE OF ENPLANEMENTS, OPERATIONS, and LANDED WEIGHT

	Audited 2019	Budget 2020	Projected 2020	Proposed 2021
<b>ENPLANEMENTS</b>				
Signatory Enplanements	1,455,868	1,434,195	611,641	903,392
Nonsignatory Enplanements	63,101	65,805	24,786	36,608
<b>TOTAL ENPLANEMENTS</b>	<b>1,518,969</b>	<b>1,500,000</b>	<b>636,427</b>	<b>940,000</b>
<hr/> <b>OPERATIONS</b> <hr/>				
Commercial	43,941	44,209	25,763	26,021
Military	2,944	2,961	3,598	3,634
General Aviation/Other	13,863	13,772	13,324	13,458
<b>TOTAL OPERATIONS</b>	<b>60,748</b>	<b>60,943</b>	<b>42,686</b>	<b>43,113</b>
<hr/> <b>LANDED WEIGHT (000-lbs)</b> <hr/>				
Signatory Landed Weight (000-lbs)	1,607,335	1,617,547	1,076,198	1,086,960
Nonsignatory Landed Weight (000-lbs)	60,463	62,409	44,415	44,859
<b>TOTAL AIRLINE LANDED WT (000-lbs)</b>	<b>1,667,798</b>	<b>1,679,956</b>	<b>1,120,613</b>	<b>1,131,819</b>
Signatory Cargo Landed Weight (000-lbs)	156,322	155,601	155,601	157,157
Nonsignatory Cargo Landed Weight (000-lbs)	11,573	12,234	12,234	12,234
<b>TOTAL CARGO LANDED WT (000-lbs)</b>	<b>167,895</b>	<b>167,835</b>	<b>167,835</b>	<b>169,391</b>
<b>TOTAL LANDED WEIGHT (000-lbs)</b>	<b>1,835,693</b>	<b>1,847,791</b>	<b>1,288,448</b>	<b>1,301,210</b>

SCHEDULE OF TERMINAL SQUARE FOOTAGE and APRON AREA

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<b>AIRLINE SPACE</b>				
Ticket Counter & Queuing	6,789	6,789	6,789	6,789
Offices	474	474	474	474
Holdrooms	29,558	29,558	29,558	29,558
Baggage Service	1,419	1,419	1,419	1,419
Bag Claim	17,784	17,784	17,784	17,784
Operations Areas	9,836	9,835	9,835	9,835
Bag Makeup	25,625	25,625	25,625	25,625
Unassigned Space	0	0	0	0
<b>TOTAL AIRLINE SPACE</b>	<b>91,485</b>	<b>91,484</b>	<b>91,484</b>	<b>91,484</b>
<b>VACANT SPACE</b>	<b>18,918</b>	<b>18,918</b>	<b>18,918</b>	<b>20,299</b>
<b>SIGNATORY AIRLINE SPACE</b>	<b>70,792</b>	<b>70,791</b>	<b>70,791</b>	<b>69,410</b>
<b>NON-SIGNATORY AIRLINE SPACE</b>	<b>1,775</b>	<b>1,775</b>	<b>1,775</b>	<b>1,775</b>
<b>TOTAL AIRLINE SPACE</b>	<b>91,485</b>	<b>91,484</b>	<b>91,484</b>	<b>91,484</b>

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Signatory Airline Space	70,792	70,791	70,791	69,410
Non-signatory Airline Space	1,775	1,775	1,775	1,775
TSA Space	0	0	0	0
Airline Vacant Space	18,918	18,918	18,918	20,299
Non-Airline Vacant Space	0	0	0	0
Non-Airline Chargeable Space (1/2signatory r	3,921	3,921	3,921	3,921
Non-Airline Chargeable Space signatory rate	480	480	480	480
Non-Airline Chargeable Space (flat rate)	9,055	9,055	9,055	9,055
Non-Airline Chargeable Space (nonchargeable	8,763	8,763	8,763	8,763
Concession	22,282	22,282	22,282	22,282
<b>TOTAL RENTABLE SPACE</b>	<b>135,986</b>	<b>135,985</b>	<b>135,985</b>	<b>135,985</b>

Public	103,519	103,519	103,519	103,519
<b>TOTAL USEABLE SPACE</b>	<b>239,505</b>	<b>239,504</b>	<b>239,504</b>	<b>239,504</b>

Mech/Utility	50,780	50,780	50,780	50,780
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<b>TOTAL TERMINAL SPACE</b>	<b>290,285</b>	<b>290,284</b>	<b>290,284</b>	<b>290,284</b>
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<b>APRON AREA</b>	<b>546,948</b>	<b>505,472</b>	<b>505,472</b>	<b>505,472</b>
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**SCHEDULE OF DEBT COVERAGE**

	Audited 2019	Budget 2020	Projected 2020	Budget 2021
<b>NET REVENUES</b>				
Revenues	\$ 55,518,222	\$ 53,858,440	\$ 32,604,899	\$ 41,241,500
Airline Revenue Sharing	(3,674,833)	(3,063,364)	(173,321)	(400,968)
	<u>\$ 51,843,389</u>	<u>\$ 50,795,077</u>	<u>\$ 32,431,578</u>	<u>\$ 40,840,532</u>
Interest Income (2)	700,892	927,864	700,892	700,892
TSA (LEO) Reimbursement	150,480	137,560	118,560	136,800
CARES Act	-	-	10,200,000	5,000,000
Grant	-	-	-	-
Improvement Charges	368,400	368,400	368,400	368,400
	<u>\$ 53,063,161</u>	<u>\$ 52,228,900</u>	<u>\$ 43,819,430</u>	<u>\$ 47,046,624</u>
Total Airport Revenues	\$ 53,063,161	\$ 52,228,900	\$ 43,819,430	\$ 47,046,624
LESS: Total Airport Expenses (GAAP)	(37,622,202)	(38,819,754)	(33,311,793)	(37,134,329)
Air Service Incentive Cost to Airport	(1,489,603)	(1,000,000)	(700,000)	(400,000)
	<u>\$ 13,951,356</u>	<u>\$ 12,409,147</u>	<u>\$ 9,807,637</u>	<u>\$ 9,512,296</u>
<b>Airport Net Revenues (3)</b>	<b>\$ 13,951,356</b>	<b>\$ 12,409,147</b>	<b>\$ 9,807,637</b>	<b>\$ 9,512,296</b>
<b>DEBT SERVICE ON BONDS ISSUED UNDER THE MASTER RESOLUTION</b>				
Less: Applicable Approved PFC Revenues	\$ (3,763,460)	\$ (4,140,917)	\$ (4,140,917)	\$ (3,638,568)
1999 EFC Revenue Bond Debt Service	441,549	-	-	-
Less: NYS EFC Interest Subsidy	(4,803)	-	-	-
2003 A Revenue Bond Debt Service	-	-	-	-
2006 A & B Revenue Bond Debt Service	-	-	-	-
2006 C Revenue Bond Debt Service	-	-	-	-
2010 A Revenue Bonds	8,112,581	6,124,250	6,124,250	-
2017 A Revenue Refunding Bonds Debt Service	430,225	921,625	921,625	1,187,375
2017 B Revenue Refunding Bonds Debt Service	1,130,125	648,525	648,525	400,025
2018 A Revenue Bond	771,322	738,500	738,500	738,500
2018 B Revenue Bonds Debt Service	703,378	736,250	736,250	733,250
2019 Revenue Bond	-	556,216	556,216	556,150
2020 A Revenue Refunding Bonds Debt Service	-	162,796	162,796	564,500
2020 B Revenue Refunding Bonds Debt Service	-	1,120,658	1,120,658	5,951,000
	<u>\$ 7,820,918</u>	<u>\$ 6,867,903</u>	<u>\$ 6,867,903</u>	<u>\$ 6,492,232</u>
<b>NET REVENUE COVERAGE ON BONDS ISSUED UNDER THE MASTER RESOLUTION (MUST BE &gt; 1.25)</b>	<b>1.78</b>	<b>1.81</b>	<b>1.43</b>	<b>1.47</b>
<b>CLAIMS, CHARGES, OBLIGATIONS PAYABLE FROM NET REVENUES</b>				
Deposits to the Operation and Maintenance Reserve	\$ 435,880	\$ 125,680	\$ 125,680	\$ (280,904)
Debt Service on Bonds Issued under the Master Resolution	7,820,918	6,867,903	6,867,903	6,492,232
Deposits to the Bond Reserve Fund	-	-	-	-
Debt Service for other indebtedness	-	-	-	-
Deposits to the Reserve Funds for other indebtedness	-	-	-	-
Deposits to the Renewal and Replacement Reserve	-	-	-	-
Net Claims, Charges and Obligations	<u>\$8,256,797</u>	<u>\$6,993,583</u>	<u>\$6,993,583</u>	<u>\$6,211,328</u>
<b>NET REVENUE COVERAGE ON BONDS AND OTHER INDEBTEDNESS (MUST BE &gt; 1.00)</b>	<b>1.69</b>	<b>1.77</b>	<b>1.40</b>	<b>1.53</b>

1/ Additional Bonds test per Section 2.02 of Master Bond Resolution adopted January 6, 1997.

2/ Less interest in the Construction and Development Funds.

3/ Does not include or reflect the following:

\$9,512,253 deposited in a Debt Service Reserve Fund from the proceeds of the Series 2010 A Revenue Bonds

\$513,207 deposited in a Debt Service Reserve Fund from the proceeds of the Series 2017 A Refunding Bonds

\$962,543 deposited in a Debt Service Reserve Fund from the proceeds of the Series 2017 B Refunding Bonds

4/ Exclusive of amortization of Bond Issue Costs

BUDGET  
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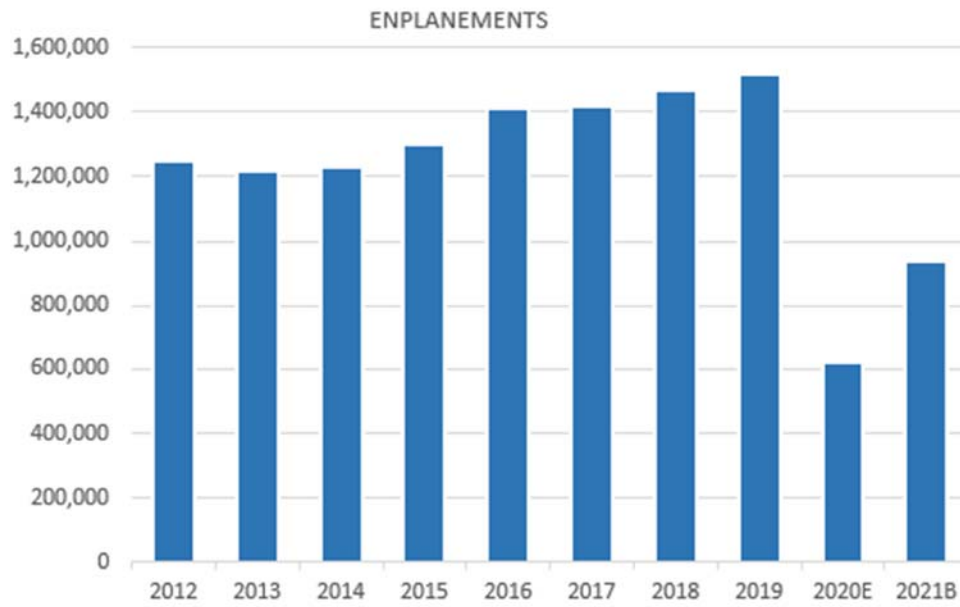
DEBT  
SERVICE

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## SUPPLEMENTAL INFORMATION



## Landed Weight and Enplanements &amp; Deplanements

Calendar Year	Landed Weights	Operations	Cargo (tons)	Enplanements	Deplanements	Total Passengers
2012	1,448,273,846	75,519	18,242	1,245,880	1,239,754	2,485,634
2013	1,408,546,123	72,765	18,546	1,215,987	1,214,864	2,430,851
2014	1,368,073,710	61,292	19,509	1,230,376	1,226,704	2,457,080
2015	1,412,705,423	60,001	19,373	1,298,210	1,291,889	2,590,099
2016	1,480,691,522	64,731	18,692	1,407,434	1,410,579	2,818,013
2017	1,575,561,522	64,160	18,739	1,417,835	1,414,152	2,831,987
2018	1,616,386,929	64,603	18,896	1,466,706	1,456,520	2,923,226
2019	1,835,693,000	61,748	20,009	1,518,969	1,512,268	3,031,237
2020E	1,288,448,000	43,745	21,163	520,000	520,000	1,040,000
2021P	1,301,210,000	50,000	21,500	940,000	940,000	1,880,000

Data Source: Internal ACAA sources

## BASED AIRCRAFT

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Calendar Year	Single Engine	Multi- Engine	Jet	Helicopters	Total	Military
2015	53	7	15	7	82	7
2016	46	7	16	6	75	6
2017	45	7	19	6	77	6
2018	55	8	23	11	97	11
2019	51	7	20	11	89	11
2020	60	7	19	11	97	11

Data Source: Internal ACAA Sources

STATISTICAL - OPERATIONS  
Last Ten Calendar Years

Calendar Year	Air Carrier	Air Taxi	General Aviation Local	General Aviation Itinerant	Military	Total Operations
2012	22,879	27,236	20,861		4,543	75,519
2013	22,667	24,747	20,915		4,436	72,765
2014	21,744	22,618	14,614		2,316	61,292
2015	22,067	21,503	13,950		2,481	60,001
2016	23,108	24,238	14,328		3,057	64,731
2017	23,246	23,745	14,063		2,944	63,998
2018	23,763	23,469	13,009		3,300	63,541
2019	24,729	19,212	13,863	6,618	2,944	60,748
2020P	15,792	9,805	14,392	6,620	3,756	43,745

Data Source: FAA 5010

## FBO Deicing Fluid and JetA and AvGas Fuels Sold

Calendar Year	Deicing Consortium Type I (gals)	Deicing Consortium Type IV (gals)	Deicing Sprayed Type I (gals)	Deicing Sprayed Type IV (gals)	Pumped Into-Air Carrier (gals)	JetA (gals)	AvGas (gals)
2012	66,956	15,265	27,621	3,721	17,738,449	870,095	68,240
2013	86,008	19,451	39,647	4,935	17,068,920	840,570	60,447
2014	79,335	21,085	45,732	5,292	16,971,830	952,761	55,902
2015	66,600	19,468	31,628	4,031	16,835,885	967,345	70,438
2016	65,055	19,682	32,048	5,661	18,602,032	1,031,066	69,156
2017	71,925	23,154	51,006	7,288	19,495,122	996,302	62,710
2018	81,735	26,400	72,767	12,331	21,013,458	1,158,694	51,534
2019	70,332	17,017	82,555	10,958	22,022,122	1,217,080	65,993
2020E	60,572	17,267	64,437	9,201	14,633,752	925,175	62,513
2021P	74,664	22,190	50,000	7,000	11,329,320	1,000,000	60,079

Data Source: Internal ACAA Sources

## FBO - General Aviation Activity and Historical FBO Operating Revenue, Expense, and Profit

Calendar Year	General Aviation Aircraft Landings	International Flights	General Aviation Aircraft Fueled	Deicing Retail Type I (gals)	Deicing Retail Type IV (gals)	Operating Revenues	Operating Expenses	FBO Operating Profit
2012	6,321	592	5,245	1,923	345	\$9,732,965	\$8,450,362	\$1,282,603
2013	5,541	595	4,575	3,831	1,013	9,641,415	8,530,196	1,111,219
2014	6,073	753	4,870	2,947	427	10,348,396	8,837,295	1,511,101
2015	3,949	707	5,901	1,628	249	8,570,119	7,147,195	1,422,924
2016	7,349	517	5,958	2,636	301	8,300,218	6,170,676	2,129,542
2017	7,260	456	6,307	1,868	265	8,527,457	6,597,625	1,929,832
2018	7,822	426	5,833	6,131	529	10,427,353	8,004,735	2,422,618
2019	7,774	482	6,374	5,187	755	10,426,891	7,824,736	2,602,155
2020E	7,800	480	5,715	5,341	493	6,828,450	6,110,403	718,047
2021P	7,700	450	5,600	2,500	300	8,406,872	7,720,611	686,261

Data Source: Internal ACAA sources



## HISTORICAL DEBT OUTSTANDING

Fiscal Year End	Beginning Year Bond Balance	Additions	Reductions	Ending Year Bond Balance
2012	\$128,975,000	\$ -	\$7,810,000	\$121,165,000
2013	121,165,000	-	8,095,000	113,070,000
2014	113,070,000	-	8,021,000	105,049,000
2015	105,049,000	-	8,266,000	96,783,000
2016	96,783,000	-	8,567,000	88,216,000
2017	88,216,000	14,395,000	25,293,000	77,318,000
2018	77,318,000	22,590,000	9,419,000	90,489,000
2019	90,489,000	9,620,000	7,554,000	92,555,000
2020E	92,555,000	-	9,220,000	83,335,000
2020P	83,335,000	-	6,450,000	76,885,000

Data Source: Internal ACAA sources

## HISTORICAL BOND COVERAGE

Fiscal Year End	Revenues including Revenue Sharing	Operating Expenses	Net Available Revenue	Debt Service			Coverage
				Principal And Interest	Less PFCs	Total	
2012	\$43,490,082	\$31,765,177	\$11,724,905	\$13,255,231	(\$4,461,589)	\$8,793,642	1.33
2013	42,934,127	32,172,726	10,761,401	\$13,291,771	(4,700,000)	8,591,771	1.25
2014	44,306,813	32,404,737	11,902,076	12,965,296	(4,213,099)	8,752,197	1.36
2015	44,908,783	31,503,386	13,405,397	12,953,032	(3,293,320)	9,659,712	1.39
2016	46,342,120	32,060,953	14,281,167	12,944,083	(3,608,210)	9,335,873	1.53
2017	48,544,916	33,440,730	15,104,186	12,981,796	(3,610,256)	9,371,540	1.61
2018	51,742,274	37,180,503	14,561,771	12,968,404	(2,834,913)	10,133,491	1.44
2019	53,063,161	39,111,805	13,951,356	11,584,378	(3,763,460)	7,820,918	1.78
2020E	43,127,475	33,974,338	9,153,137	11,008,820	(4,140,917)	6,867,903	1.33
2020P	47,547,717	38,121,290	9,429,427	10,130,800	(3,638,568)	6,495,232	1.45

Data Source: Internal ACAA sources

## POPULATION IN THE AIR TRADE AREA

	1990	2000	2010	2019 <sup>(1)</sup>
<b>PRIMARY TRADE AREA</b>				
State of New York				
Albany County	292,594	294,565	304,204	305,506
Columbia County	62,982	63,094	63,096	59,461
Fulton County	54,191	55,073	55,531	53,383
Greene County	44,739	48,195	49,221	47,188
Montgomery County	51,981	49,708	50,219	49,221
Rensselaer County	154,429	152,538	159,429	158,714
Saratoga County	181,276	200,635	219,607	229,863
Schenectady County	149,285	146,555	154,727	155,299
Scholarie County	31,859	31,582	32,749	30,999
Warren County	59,209	63,303	65,707	63,944
Washington County	59,330	61,042	63,216	61,204
State of Massachusetts				
Berkshire County	139,352	134,953	131,219	124,944
State of Vermont				
Bennington County	35,845	36,994	37,125	36,777
	<u>1,317,072</u>	<u>1,338,237</u>	<u>1,386,050</u>	<u>1,376,503</u>
<b>SECONDARY TRADE AREA</b>				
State of New York				
Delaware County	47,225	48,055	47,980	44,135
Dutchess County	259,462	280,150	297,488	294,218
Essex County	37,152	38,851	39,370	36,885
Hamilton County	5,279	5,379	4,836	4,416
Herkimer County	65,797	64,427	64,519	61,319
Otsego County	60,517	61,676	62,259	59,493
Ulster County	165,304	177,749	182,493	177,573
State of Connecticut				
Litchfield County	174,092	182,193	189,927	180,333
State of Massachusetts				
Franklin County	70,092	71,535	71,372	70,180
Hampden County	456,310	456,228	463,490	466,372
Hampshire County	146,568	152,251	158,080	160,830
State of Vermont				
Addison County	32,953	35,974	36,821	36,777
Rutland County	62,142	63,400	61,642	58,191
Windam County	41,588	44,216	44,513	42,222
Windsor County	54,055	57,418	56,670	55,062
	<u>1,678,536</u>	<u>1,739,502</u>	<u>1,781,460</u>	<u>1,748,006</u>
Total Primary and Secondary Trade Area Pop.	2,995,608	3,077,739	3,167,510	3,124,509

<sup>(1)</sup> Through June 30, 2019

Data Source: Internal ACAA sources

## PRINCIPAL EMPLOYERS

Employer	2008		2019	
	Employees	Rank	Employees	Rank
New York State	53,800	1	51,800	1
St. Peter's Health Partners	3,494	6	12,130	2
Albany Medical Center	5,977	3	8,652	3
Golub Corporation	4,135	4	8,208	4
U.S. Government	6,900	2	7,901	5
General Electric Company	3,200	7	7,000	6
Hannaford Brothers	3,580	5	5,000	7
University of Albany	Na		4,700	8
Ellis Medicine	2,651	8	3,479	9
Stewart's Shops Corp.	1,272	13	3,099	10
Bechtel Marine Propulsion Corp.	2,600	9	3,000	11
Glens Falls Hospital	2,285	12	2,736	12
Center for Disability Services	2,392	10	2,651	13
County of Albany	2,219	11	2,497	14
Global Foundries	Na	-	2,400	15
TOTAL	94,505		125,253	

Data Source: Internal ACAA sources

## LABOR FORCE AND UNEMPLOYMENT

Calendar Year	Labor Force Alb/Schty/Troy	Comparable Unemployment Rate		
		Albany	New York	U.S.
2012	441,800	7.3%	8.2%	7.9%
2013	437,000	5.4	6.6	6.7
2014	439,800	4.4	5.6	5.6
2015	452,000	4.0	4.7	5.0
2016	439,841	3.9	4.5	4.7
2017	443,909	4.2	3.9	4.1
2018	452,937	3.5	3.7	3.9
2019	450,172	3.6	3.9	3.5
2020(Jul)	465,851	11.5	15.9	10.2

Data Source  
Unemployment Statistics, Bureau of Labor Statistics, United States Department of Labor

## GOALS AND PERFORMANCE MEASUREMENTS

		2019 Final	2020 Projected	2021 Budget
<b>Core Value</b>	PROMOTE SAFETY			
<b>Long Term Goal</b>	Provide a safe workplace and environment for customers and employees			
<b>Performance Measure Component</b>				
	Employee Incidents and Accidents			
	Vehicle Accidents	0	4	0
	Construction injuries Lost Time	15		
	OSHA Reportable Incidents	1	0	0
	Bodily Injury Reports	222	103	100
	Property Damage Reports	229	99	100
	Workers' Compensation Cases			
	Airfield Accidents, Prevention, and Violations			
	ARFF Annual Dispatch Calls	645	378	400
	Notice to Airmen (NOTAMS) for Airfield	2,557	1,510	1,500
	Runway Incidents	1	0	0
	Work Orders (Part 139) AOA Areas	829	703	800
	FAA Part 139 Inspection Discrepancies	17	6	5
	Runway Condition FAA Safety Compliance	0		
	Bird Strikes	16	21	15
	Property Maintenance			
	Fire Extinguishers Inspected/Service	5,608	5,757	5,750
	Building Code Inspections	14	25	20
	Property Damage Reports			
	Work Orders / Building Maintenance Calls	5,107	2,274	3,000
	Property Accidents			
	Curbside Accidents			
	Equipment Safety			
	Average Age of ARFF Fleet (years)	9	9	9
	Average Age of Shuttle Buses	5	5	5
	Average Age of Other Large Vehicles	16	16	16
	Average Age of Pick-up Trucks	8	8	8
<b>Core Value</b>	PROVIDE SECURITY			
<b>Long Term Goal</b>	Operate a secure facility for tenants and traveling public; meet or exceed Transportation Security Agency (TSA) requirements			

## GOALS AND PERFORMANCE MEASUREMENTS

		2019 Final	2020 Projected	2021 Budget
<b>Core Value</b>	PROVIDE SECURITY			
<b>Long Term Goal</b>	Operate a secure facility for tenants and traveling public; meet or exceed Transportation Security Agency (TSA) requirements			
<b>Performance Measure Component</b>				
	Security Incidents, Violations and Prevention			0
	Security Badge breaches, letters of investigation and violations			0
	Security Trainees	836	444	500
	Driver Trainees	62	232	100
	Fingerprinting	1,066	471	500
	Badges Issued and Revalidations	6247	1,074	1,000
	Escort Badges and Security Passes	4,911	3,166	3,000
<b>Core Value</b>	FINANCIAL			
<b>Long Term Goal</b>	Monitor revenues and expenses while insuring a well maintained environment for traveling customers as well as tenants and employees. Promote and maintain parking revenues and landside rental properties			
<b>Performance Measure Component</b>				
	Overtime			
	Department 10 Airfield	13.8%	10.0%	8.5%
	Department 20 Terminal	8.4%	7.7%	8.3%
	Department 21 Passenger Loading Bridge	19.7%	9.1%	17.0%
	Department 30 Parking	18.5%	14.8%	11.6%
	Department 41 Operations	16.6%	5.2%	14.8%
	Department 42 ARFF	18.4%	17.3%	12.9%
	Department 43 Security	5.9%	3.5%	1.5%
	Department 50 Vehicle Maintenance	12.3%	5.8%	5.7%
	Total AV Port's Overtime	13.9%	10.3%	9.8%
	Terminal Maintenance (\$\$/sqft)	\$19.81	\$19.85	\$19.88
	Passenger Loading Bridge			
	Direct Cost per Loading Bridge	\$20,757	\$19,071	\$22,029
	Number of Leased Loading Bridges	16	14	14
	Parking			
	Short Term Transactions	292,001	115,119	161,167
	Long Term Transactions	125,050	46,269	97,165
	Garage Transactions	138,218	41,988	88,175
	Economy Transactions	87,398	18,531	27,797
	Landside Rental Properties			
	Number Tenants	59	61	61
	Building Rental (sqft)	375,367	376,773	376,773
	Land Rental (sqft)	35	37	37

## GOALS AND PERFORMANCE MEASUREMENTS

		2019 Final	2020 Projected	2021 Budget
<b>Core Value</b>	ENVIRONMENTAL SUSTAINABILITY			
<b>Long Term Goal</b>	Minimize the impact of life, property, and the environment from natural hazards and emergency situations.			
<b>Performance Measure Component</b>				
	SPEDES Permit Sactions	0	0	0
	OSHA Recordable Accidents	3		
	Glycol—Gallons of Deicing Stormwater	16,330K	17,516K	18,000K
	Glycol-Water Removed	3.6%	3.1%	3.5%
	Liquid Potassium Acetate used on Runways	2,960	3,802	4,000
	Bird Strikes			
<b>Core Value</b>	EMPLOYEES			
<b>Long Term Goal</b>	Maintain proper staffing to administer proper response time and proper outcomes. Keep employees educated to provide a trained quality workforce. Reduce employee turnover.			
<b>Performance Measure Component</b>				
	Employee Turnover	15.1%	7.3%	10.0%
	Training			
	Employees with CDL Licenses	30	32	32
	AED Classes	7	0	10
	NYS Fire Fighter Training Hours	504	504	504
	OSHA Required Fire Training Hours	156	156	156
	FAA ARFF Training Hours	516	516	516
	Vehicle Maintenance Technicians Trained	24	0	15



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## CAPITAL DEVELOPMENTS BY THE AUTHORITY

On July 17, 1996, ground was broken for construction of a new air-cargo building in the northeast quadrant of the airport as the first step in consolidating the present and developing the future air-cargo capacity for the Airport. The \$11 million cargo facility and related airfield and landside improvements were financed by Airport Revenue Bonds. This facility opened in October 1998 and is under a long-term lease agreement with Aviation Facilities Company, Inc. (AFCO).

On October 3, 1996, ground was broken for the Terminal Improvement Project (TIP). The TIP consisted of a new terminal and other facilities to replace the 1959 terminal and was designed to accommodate future demands for approximately 1.5 million annual enplanements. The TIP was substantially complete on October 1, 1998.

In February 1997, the Authority issued \$96,305,000 of Airport Revenue Bonds to finance the TIP and certain capital improvement projects initiated by the County prior to the creation of the Authority.

In December 1997, the Dormitory Authority of the State of New York issued \$41,395,000 of State Service Contract Revenue Bonds for the purposes of financing, construction, reconstruction, improvements, reconditioning and preservation of the Airport or aviation capital projects at the Airport. The Revenue Bonds were secured by a service contract under which the State of New York agreed to pay the annual principal and interest payments. The Revenue Bonds are not debt of the Airport Authority nor is the Airport Authority liable thereon.

Proceeds totaling \$40 million were used by the Authority toward the cost of constructing the new terminal building, a connecting bridge and a parking garage at the Airport. The Authority allocated \$20 million each towards the cost of the terminal and the garage.

The Authority maintains a Federal Inspection Station to process regular scheduled international flights together with other general aviation and international cargo flights.

On June 7, 1998, airline operations began in the new terminal facility and demolition began on the 1959 structure.

In July 1998, the Authority, through the New York State Environmental Facilities Corporation (EFC) received \$7.5 million Series A bonds to finance the total construction of a new glycol wastewater treatment system. In July 1999, the loan was replaced by \$7,895,303 bonds issued by the EFC with interest on the first \$3 million 100% subsidized and the remaining \$4.5 million 50% subsidized by the New York State Water Pollution Control Revolving Fund.

On December 1, 1998, the Authority sold two Airport Revenue Bond issues totaling \$30,695,000 to finance two capital projects:

The 1998 B (non-AMT) issue totaling \$18,455,000 was sold to finance in part the construction of a new 1,600-space parking garage. The garage partially opened in December 1998 for use by short-term visitors to the Airport and the balance used for long-term parking was opened in February 1999.

The 1998 C (AMT) issue totaling \$12,240,000 was sold to finance the construction of the new 50,500 square foot air cargo building which was opened during October 1998 for use by Airborne Express, Federal Express and United Parcel Service.

In March 1999, operations began in the newly constructed air traffic control tower located in the northeast quadrant of the airport. Demolition also began on the old control tower to provide additional apron area for use by the airlines.

In April 2000, construction was completed for the addition of approximately 16,000 square feet of terminal space including ticketing, baggage make up and hold rooms to accommodate the arrival of Southwest Airlines which began service May 7, 2000. This addition was principally financed through the receipt of a \$6 million grant from the State of New York.

In May 2000, construction of 874 space remote surface parking lot was completed at the southeast quadrant of airport property to accommodate the additional parking required by the increase in enplanements as a result of the addition of Southwest Airlines.

In July 2000, the Authority, through the EFC, entered into a ten year \$2,374,936 Series B loan agreement

**CAPITAL DEVELOPMENTS BY THE AUTHORITY, cont.**

with the New York State Water Pollution Control Revolving Fund to finance the construction of a glycol filtration polishing facility. The interest thereon is fifty percent subsidized by the New York State Water Pollution Control Revolving Fund.

In November 2000, a parking garage expansion was opened to accommodate 307 parking spaces for the rental car operators and 400 additional spaces for public parking.

In December 2000, the Authority issued \$14,500,000 of Airport Revenue Bonds to finance the construction that began in 2001 of a New York State Police Executive Hangar to consolidate the State's current aircraft and maintenance support facilities, which were located in two widely separated hangars on the airfield. The new facility completed in 2002 consists of approximately 84,630 square feet of hangar, maintenance support, office space, and includes all the necessary mechanical, electrical, plumbing, fire, security, and energy management systems; crane and hoist equipment and other support equipment for aircraft maintenance; and office furnishings. Landscaping, parking lot, and security fence to secure the leased area also were provided. The Authority and the Division of New York State Police entered into a thirty (30) year Land and Facility Lease Agreement effective April 1, 2000. These Airport revenue payments are sufficient to amortize the debt service payments for this Bond issue plus any other related costs incurred by the Authority.

In 2001, the Authority began construction of a new ARFF facility and general aviation T-Hangars.

In 2001, the Authority also obtained final FAA and all other required approvals for the extension of Runway 10-28 from 6,000 to 7,200 feet. Construction began in 2002. This project also included extending taxiway "C" and related hold apron and service road improvements. The runway was completed and opened in August 2003.

In July 2001, the Authority acquired a 9½ acre Industrial Park with four warehouse type buildings totaling 27,500 square feet. In 2002, renovations were completed and the ground support facilities for American Airlines, US Airways, plus Lansing Flight Support were relocated from the old belly-freight building. In addition, KME Fire Apparatus leased one building to which

an addition was added to support their requirements.

In 2002, construction was completed on a 10-bay T-Hangar facility, a self-service fueling facility, and a neighboring tie-down area for use by the general aviation community. Construction began on a second T-Hangar building to provide 10 more T-Hangar units. This construction was completed in 2003. All units are leased.

An extension to the remote parking lot "E" began in 2002 which will nearly double the capacity to 2,000 plus public parking spaces. As a result of several adjoining land acquisitions, expansion work continued into 2004.

During 2003, the Airport received Federal support for the complete rehabilitation of the primary runway 1-19 including the complete replacement of centerline lighting. The work was completed in 2003. Also during 2003, the Airport received all necessary approvals to begin extension of the primary runway 1-19 from 7,200 to 8,500 feet. The work was completed in 2006.

During 2003, the Authority was granted \$2.3 million of State funds through the support of State Senator Joseph Bruno to acquire and install two over-the-wing loading bridges for Southwest Airlines. Albany International Airport was the first airport in the United States to have two such bridges in operation.

In June 2003, the Authority sold \$8,855,000 of Series 2003A Airport Revenue Bonds to pay the costs of various land, hangars and equipment acquisitions, apron and runway expansions, taxiway, runway and hangar rehabilitations, certain terminal expansions, and leasehold improvements.

In March 2004, the Authority, through the NYS EFC, issued \$388,316 of Airport Revenue Bonds to finance the construction of sanitary sewer and water improvements in the Airport Industrial Park.

Other major projects completed in 2004 included finalizing renovations to the terminal to accommodate TSA security personnel and to provide space for their passenger screening and baggage inspection operations. Construction started in 2004 on the main Runway 1-19 extension from 7,200 to 8,500 feet and was completed in 2006 together with related navigation aids and taxiways. Remote parking was expanded by

**CAPITAL DEVELOPMENTS BY THE AUTHORITY, cont.**

approximately 700 additional spaces to accommodate an ever-increasing demand for on-airport parking. Also a new US Postal facility was opened.

In 2005, the Authority acquired the on-airport assets of the former FBO (\$3.0 million). With this acquisition the Authority assumed responsibility for managing and operating the FBO. The Authority operates the FBO under the franchise trade name "Million Air". That same year the Authority also acquired an office building and two warehouses for lease and 400 additional remote surface parking spaces (\$2.4 million). Also in 2005, the Authority completed a \$2.8 million aircraft engine run-up attenuation facility to enhance the containment of noise from the Airport.

In June 2006, the Authority issued \$14,230,000 of bonds to provide funds for various land, hangar, equipment acquisitions, hangar rehabilitations, certain terminal renovations, utility improvements, and parking expansions.

In December 2006, the Authority issued \$6,330,000 of bonds to provide funds for construction of the 42,800 square foot Aviation Service and Maintenance Facility which was completed in late 2007.

In 2008 the Authority completed construction of two general aviation T-Hangars, installation of two additional escalators in the terminal and installation of new touch down lighting improvements that preserve and enhance aeronautical safety during nighttime, low-visibility, winter and other inclement weather conditions for all aircraft operations by allowing landing with half-mile rather than three-quarter mile visibility conditions.

During 2009 the Authority continued the Latham Water Towers Runway 10-28 obstruction relocation. The Authority also undertook a rehabilitation of an existing hangar, lighting energy upgrades in the parking garage, and several smaller projects involving roof replacement, terminal improvements and improvements in landside buildings.

In 2010 major renovations of six terminal food and beverage concession areas that began in 2009 were completed at a cost of approximately \$3.0 million which was fully funded by the concessionaire. Replacement of all parking garage lighting with more energy efficient lights at a cost of \$156,000 was com

pleted with the aid of a \$54,300 grant. Rehabilitation of the taxiways and ramps for \$2,826,000; construction of a new entry and exit to the remote parking lot providing for additional and interstate highway access at a cost of \$363,300; expansion of glycol storage and replacement of the Type I glycol proportioning system at an estimated total design and construction cost of \$339,000.

Projects completed in 2011 include a parking garage rehabilitation project at a cost of \$896,000, a passenger jet bridge replacement project with a cost of \$581,000, an automated entry and exit station in the economy parking lot at a cost of \$336,274 the relocation and upgrade of the Authority operated retail store (DepARTures) in the Terminal at a cost of \$281,000.

The completion of the Runway 28 obstruction removal, which involved relocation of a municipal water tank at a cost of \$11,187,000 was completed in 2012. Other projects completed in 2012 included the Terminal Floor replacement at a cost of \$821,400 and a Semi-inline Baggage Screening Project with a cost of \$1.1 million.

During 2013 projects completed included Glycol Storage & Processing Improvements to add a new 2.5 million gallon storage tank. During 2013 a project to upgrade the Electrical Vault at a cost of \$1.3 million was advanced along with the rehabilitation of the Administration Building (\$1.7 million).

In 2014 construction began to add a new Runway Friction Material Building at a cost of \$2.4 million; upgrade of an existing commercial Aircraft Maintenance, Repair and Overhaul Facility; construct a new hangar at a cost of \$4.3 million and Rehabilitate Runway 1-19 at a cost of \$4.72 million. These projects were completed by the close of 2015.

During the 2009-2014 Capital Plan the Authority also purchased approximately \$5 million in major equipment including items such as two fire trucks, runway snow blowers, runway brooms, shuttle busses, street sweepers, and other heavy equipment.

During 2015 projects to provide a new terminal roof at a cost of \$1.5 million and the Terminal Baggage Room Renovation at \$1.5 and Glycol Storage and Processing improvements for \$1.1 million were initiated then

**CAPITAL DEVELOPMENTS BY THE AUTHORITY, cont.**

completed in 2016.

During 2016 a \$3.4 million passenger loading bridge replacement and renovation project and \$1.4 million Fiber Optic replacement project were initiated.

During 2017 a \$3.4 million passenger loading bridge replacement and renovation project and \$1.4 million Fiber Optic replacement project were completed. Also in 2017 a \$4.4 million Runway 01-19 Edge Light Lighting System Replacement and a \$4.2 million phase 2 passenger loading bridge replacements and renovation were initiated.

During 2018 the Airport started a \$1.9 million escalator replacement project in the Terminal and authorized another \$1.0 million passenger loading bridge replacement and numerous smaller projects under \$1.0 million.

Most significantly in 2018 the Airport was awarded a \$22.1 million grant to provide a portion of the funds for a \$42.2 million project to build an additional parking garage, improve parking access, provide terminal rehabilitation and add other passenger amenities. The grant was awarded in conjunction with a \$50 million State-funded Airport highway access project announcement. The new Highway access will be very beneficial for the Airport access to on-airport parking operations.

As of December 31, 2018, the Authority maintained \$538.3 million in capital assets for which \$271.0 million in accumulated depreciation was recorded resulting in \$237.3 million in capital assets net of depreciation. Also at December 31, 2017 the Authority had approximately \$94.2 million of outstanding debt related to these capital assets, which resulted in the Authority reporting \$143.1 million of capital assets net of related debt.

Although most of 2019 was consumed with the construction of the parking garage and the rehabilitation of the airport terminal, there were other airport improvement projects. These included the installation of LED edge lighting for the full length of Runway 1/19 and Taxiway C. Also 2019 included the installation of new full hangar door at the FBO hangar.

## GLOSSARY

**Accrual Basis** - Basis of accounting which attempts to record financial transactions in the period they actually occur rather than the period paid or received.

**Administrative Expenses** - One of the main expense categories and includes the following: memberships, subscriptions, travel, education, and economic development.

**Aircraft Operation** - Considered either a landing or take-off of an aircraft.

**Airfield Operations Area (AOA)** - Generally considered the restricted area within the security fence surrounding an airport which is reserved for aircraft and related operations. This includes the landing area and ramp area, and other facilities supporting the activity of military, general aviation and commercial aircraft.

**Airfield Revenues** - One of six operating revenue categories which include landing fees, glycol disposal fees, apron fee, and the control tower rental fees.

**Airline Use and Lease Agreement (Agreement)** - An agreement with one or more airlines setting forth the rights of the airlines for their use of the airport and the rates and charges they will pay.

**Airline Revenues** - Landing fee revenues, loading bridge revenues, apron fees, and terminal rental revenues.

**Airport Revenue Bonds** - Bonds payable from Airport revenues which do not pledge the full faith and credit of the issuer.

**Airport Security Plan (ASP)** – A federal requirement for security at the Airport.

**Ambassador Program** – A program comprised of volunteers that are tasked with providing excellent customer service through offering friendly and accurate assistance about airport services and facilities, as well as offering flight assistance and tourism information in a friendly and welcoming manner that meets and exceeds passenger and visitor expectations.

**Apron** - A section of the ramp area closest to the terminal building used for parking of aircraft and support vehicles used for loading and unloading of aircraft.

**ARFF** - Airport Rescue and Fire Fighting, the on-airport unit responsible for airfield emergencies and fire fighting.

**Authority** - Albany County Airport Authority, a body corporate and politic, constituting a public benefit corporation established and existing pursuant to the Albany County Airport Act enacted by Chapter 686 of the laws of 1993 and set forth in Title 32 of the New York Public Authorities Law.

**Automated External Defibrillator (AED)** - A portable automatic device used to restore normal heart rhythm to people who are in cardiac arrest.

**Biochemical Oxygen Demand or Biological Oxygen Demand (BOD)** A chemical procedure for determining how fast biological organisms use up oxygen in a body of water. It is used in water quality management and assessment, ecology and environmental science. BOD is not an accurate quantitative test, although it could be considered as an indication of the quality of a water source. BOD can be used as a gauge of the effectiveness of wastewater treatment plants.

**Cargo** - Anything other than passengers, carried for hire, including both mail and freight.

**Capital Improvement Program (CIP)** - A five year program for regularly undertaking improvements to maintain or revitalize the infrastructure and facilities of the airport. The program serves as a basis for determining funding requirements and other operational planning decisions.

**C Index** - FAA regulation that dictates a certain number of vehicles to maintain the Airport.

**COLA** - Cost of living adjustment

**Concessionaire** - A person or company having a lease, contract or operating permit arrangement with the Authority entitling them to do business on the airport.

**Concession Revenue** - One of six operating revenue categories which include terminal concessions, advertising, and the business center.

**Cost Centers** - Functional areas or activities of the Airport grouped together for the purpose of accounting for expenses.

## Glossary, continued

**Cost Per Enplanement (CPE)** - A unit of measurement used to present the airlines' cost of each enplaned passenger. The total airline revenues paid to the airport are divided by the number of passenger enplanements to calculate the cost per enplanement.

**County** - County of Albany, home of the City of Albany; the state capital of New York.

**Disadvantaged Business Enterprise Program (DBE)** – Program required by Congress as a condition of receiving federal funds.

**Debt Service** - The amount required for the accrual and payment of principal, interest, and premiums, if any, and other fees and amounts associated with all series of Bonds and Indebtedness, as set forth in any Resolution(s) or other financing documents(s) of the County or Authority.

**Debt Service Coverage** - An amount equal to Airport Net Revenues divided by Net Debt Service.

**Debt Service Reserve Fund** - Any fund(s) established by the Authority for monies necessary to satisfy any Debt Service Reserve Requirement established in any Resolution(s) or other financing document(s) of the County or Authority generally equal to the highest annual amount due in the remaining years of the debt issue.

**Debt Service Reserve Requirement** - Requirement, if any, for the Debt Service Reserve Funds for all series of Bonds or other indebtedness.

**Deplanement** - A passenger departing an aircraft at the Albany International Airport.

**Enplanement** - A paid passenger boarding an aircraft at the Albany International Airport.

**Federal Aviation Administration (FAA)** - The government agency responsible for air safety and operation of the air traffic control system.

**FAA Regulation Part 139** - This regulation establishes the requirement for airports servicing scheduled air carrier operations in aircraft with 10–30 seats and provides airport certification status, class and ARFF Index to assist air carriers.

**FAA Regulation Part 150** - This regulation establishes a uniform nationwide system of describing aircraft noise and noise exposure on different communities, describes land-use compatibility for the guidance of local communities, and provides technical assistance to airport operators and other governmental agencies to prepare and execute noise compatibility planning.

**Federal Inspection Station Facility (FIS)** - The facility used as the Federal Inspection Station for United States Customs and Immigration.

**Fixed Base Operator (FBO)** - A fixed based operator provides aircraft fueling, deicing and maintenance for the general aviation customers.

**FBO Revenue** - One of six operating revenue categories which include the sale of fuel for aircrafts, landing fees for the general aviation population, deicing of aircrafts, and other miscellaneous fees for the general aviation population.

**Fuel Farm** - Operated by Million Air and used to store fuel for the airlines and retail general aviation sales.

**GAAP** - General Accepted Accounting Principals are uniform minimum standards and guidelines for accounting and financial statement reporting.

**GASB** - Governmental Accounting Standards Board, the body responsible for establishing GAAP for governmental entities.

**Glycol Containment System** - The system designed to contain and transfer all snow and rain contaminated by Propylene Glycol used to deice an aircraft during the winter season.

**Ground Transportation Revenues** - One of six operating revenue categories which includes airport parking revenues and access fees from limousines, hotels/motels, taxis, and off airport parking facilities.

**International Passengers** - Passengers flying into or out of Albany International Airport with an origin or destination outside the 50 states and all U.S. territories.

**Into-plane Fees** – Revenue generated based on fuel pumped for the commercial airlines.

## Glossary, continued

**Landing Fee Revenues** - Revenues collected from commercial aircraft landings.

**Loading Bridge** - Equipment used to board and deplane passengers between the terminal building and the aircraft.

**Low-Volume Air Carrier** - A Non-Signatory Airline with seven or fewer scheduled revenue flights departing from the Airport with an aggregate of no more than 700 departing passenger seats each calendar week.

**Materials and Supplies Expense** - One of the main expense categories which include materials and supplies purchased for airfield, ARFF, FBO, buildings, grounds, and vehicles and equipment.

**Maximum Gross Landed Weight (MGLW)** - Actual gross weight of a particular plane. The weights for all aircraft are published by the FAA.

**National Air Transportation Association (NATA)** - Organization that promotes safety and the success of aviation service businesses through its advocacy efforts before government, the media and the public as well as providing valuable programs and forums to further its members prosperity.

**Non-Capital Equipment** - Equipment, under \$50,000, not covered under the Capital Improvement Program, included within the operating budget.

**Non-Signatory Airline** - An airline or carrier who did not execute the airline use and lease agreement with the Authority.

**Non-Operating Revenues** - Revenues which are generated from passenger facility charges, improvement charges and interest income.

**Occupational Safety and Health Administration (OSHA) Reportable Incidents** – An incident is reportable if it meets any of the following criteria: fatality, hospitalization, amputation and/or loss of an eye.

**Office Expense** - One of the main expenses that includes office equipment rental, agreements, and repairs; computer system support, maintenance, and agreements; office furniture and fixtures; and other supplies required to run normal activity in the administrative offices.

**Operating Revenue** - Revenues which are generated from the daily operations of the airport which include the revenues from Airfield, Fixed Based Operator, Terminal, Ground Transportation, Concessions and Other Airport.

**Other Airport Revenue** - One of the six operating revenue categories which include land and building rental of off-airport property owned by the airport, T hangar and tie down rentals, utilities and miscellaneous items.

**Operating and Maintenance Reserve Requirement** - The requirement of the Resolution(s) and other finance document(s) of the Authority that a reserve can be created and maintained sufficient to pay not less than two months of budgeted operating and maintenance expenses.

**Over- the-Wing (OTW)** - The loading bridge attaches to the rear door of the plane over the wing of the plane to enplane passengers.

**Passenger Facility Charges (PFC)** - A \$4.50 per passenger surcharge collected by the airlines and forwarded to the Authority to pay for Airport capital projects or to be applied to the Airport's required debt service payments as approved by the Federal Aviation Administration.

**Personnel Services** - One of the main expense categories which includes all wages, salaries and benefits.

**Per Use Terminal Fee** - A fee paid by a Low-Volume Carrier for use of the Airport Apron, Terminal and Equipment as provided for in the Signatory Airline Agreement.

**Purchased Services** - One of the main expense categories which include services purchased for accounting and auditing, insurance, legal, security, refuse removal, public relations, art exhibits, museum shop, advertising, passenger information booth, special studies, engineering services, professional management and code enforcement.



### **Glossary, continued**

**Revenue Per Enplanement (RPE)** - A unit of measurement calculated by taking certain airport revenues divided by the number of enplanements.

**Signatory Airline** - An airline that has executed an agreement with the Authority and is charged fees in accordance with the Airline Use and Lease Agreement.

**Terminal Revenue** - One of the six operating revenue categories which includes rental of the terminal space, loading bridge rentals, tenant maintenance, and utilities.

**Transportation Security Agency (TSA)** – The Department of Homeland Security responsible for protecting the Nation’s transportation systems (including airports) to ensure freedom of movement for people and commerce.

**Utilities and Communications** - One of the major expense categories which include electricity, fuel, sewer, water, telephone, internet, radio communications, paging services, and cable television.

## Acronyms

ARFF	Aircraft Rescue Firefighting
FONSI	Finding of No Significant Impact
PFC	Passenger Facility Charge
SEQR	State Environmental Quality Review



> 1 ASSOC CITY: ALBANY  
> 2 AIRPORT NAME: ALBANY INTL  
3 CBD TO AIRPORT (NM): 06 NW

4 STATE: NY  
6 REGION/ADO: AEAANYC

LOC ID: ALB  
5 COUNTY: ALBANY NY  
7 SECT AERO CHT: NEW YORK

FAA SITE NR: 14789-7A

GENERAL

10 OWNERSHIP: PUBLIC  
> 11 OWNER: ALBANY COUNTY ARPT AUTH  
> 12 ADDRESS: 737 ALBANY SHAKER ROAD  
ALBANY, NY 12211  
> 13 PHONE NR: 518-242-2200  
> 14 MANAGER: FRED ACUNTO  
> 15 ADDRESS: 737 ALBANY SHAKER ROAD  
ALBANY, NY 12211  
> 16 PHONE NR: 518-242-2352  
> 17 ATTENDANCE SCHEDULE: ALL

SERVICES

> 70 FUEL: 100LL A  
> 71 AIRFRAME RPRS: MAJOR  
> 72 PWR PLANT RPRS: MAJOR  
> 73 BOTTLE OXYGEN: HIGH  
> 74 BULK OXYGEN: HIGH  
75 TSNT STORAGE: HGR, TIE  
76 OTHER SERVICES: CARGO, INSTR, RNTL, SALES, SURV

BASED AIRCRAFT

90 SINGLE ENG: 60  
91 MULT ENG: 7  
92 JET: 19  
93 HELICOPTERS: 11  
TOTAL: 97  
94 GLIDERS: 0  
95 MILITARY: 11  
96 ULTRA-LIGHT: 0

FACILITIES

> 80 ARPT BCN: CG  
> 81 ARPT LGT SKED: SS-SR  
BCNLGT SKED: SS-SR  
> 82 UNICOM: 122.950  
> 83 WIND INDICATOR: YES-L  
84 SEGMENTED CIRCLE: NONE  
85 CONTROL TWR: YES  
86 FSS: BURLINGTON  
87 FSS ON ARPT: NO  
88 FSS PHONE NR: 1-800-WX-BRIEF  
> 26 FAR 139 INDEX: I C S 05/1973

OPERATIONS

100 AIR CARRIER: 24,729  
102 AIR TAXI: 19,212  
103 G A LOCAL: 7,245  
104 G A ITNRNT: 6,618  
105 MILITARY: 2,944  
TOTAL: 60,748  
OPERATIONS FOR 12 MONTHS ENDING: 12/31/2019

RUNWAY DATA

> 30 RUNWAY IDENT: 01/19  
> 31 LENGTH: 8,500  
> 32 WIDTH: 150  
> 33 SURF TYPE-COND: ASPH-G  
> 34 SURF TREATMENT: GRVD  
35 GROSS WT: S 140.0  
36 (IN THSDS) D 200.0  
37 2D 400.0  
38 2D/2D2 400.0

LIGHTING/APCH AIDS

> 40 EDGE INTENSITY: HIGH  
> 42 RWY MARK TYPE-COND: PIR - G / PIR - G  
> 43 VGS: P4R / P4L  
44 THR CROSSING HGT: 53 / 53  
45 VISUAL GLIDE ANGLE: 3.00 / 3.00  
> 46 CNTRLN-TDZ: Y - Y / Y - Y  
> 47 RVR-RVV: TR - / TR - Y  
> 48 REIL: / N  
> 49 APCH LIGHTS: MALSR / MALSR

OBSTRUCTION DATA

50 FAR 77 CATEGORY PIR / PIR  
> 51 DISPLACED THR: /  
> 52 CTLG OBSTN: / TREE  
> 53 OBSTN MARKED/LGTD: /  
> 54 HGT ABOVE RWY END: / 80  
> 55 DIST FROM RWY END: / 2,040  
> 56 CNTRLN OFFSET: / 75L  
57 OBSTN CLNC SLOPE: 50.1 / 23.1  
58 CLOSE-IN OBSTN: N / N

DECLARED DISTANCES

> 60 TAKE OFF RUN AVBL (TORA): 8,500 / 8,500  
> 61 TAKE OFF DIST AVBL (TODA): 8,500 / 8,500  
> 62 ACFT STOP DIST AVBL (ASDA): 8,500 / 8,500  
> 63 LNDG DIST AVBL (LDA): 8,500 / 8,500

> 110 REMARKS

Table with 4 columns: HIGH, MED, LOW, and a fourth column with various codes. Rows include PIR - G / PIR - G, P4R / P4L, ASPH-G, GRVD, MALSR / MALSR, C / C, GND / TREE, and various numerical values.

> 110 REMARKS

A 011 LEASEE. PROPERTY OWNED BY ALBANY COUNTY, 112 STATE ST., ALBANY, NY 12207; TELEPHONE 518-447-7000.  
A 057 RMY 10 A 057 RMY 28 APCH RATIO 26:1 TO DTHR.  
A 110-003 TWY D EAST OF RY 01/19 IS RESTRD TO ACFT 12500 LBS & LESS.  
A 110-006 BIRDS, DEER & OTHER WILDLIFE ON & INVOF ARPT.  
A 110-007 WEATHER BALLOON LAUNCHES APRXLY 3 MI SOUTH OF ARPT AT 0600 & 1800.  
A 110-008 TWY C W OF TWY A; NON MOVEMENT AREA.  
A 110-009 CUSTOMS/IMMIGRATION FLIGHT INFO SERVICE FACILITY LCTD NORTH END GENERAL AVIATION APRON. ACFT CLEARING CUSTOMS UTILIZE PAINTED  
A 110-010 POSITION MKGS & PROCEED TO MINIMIZE BLAST IMPACT.  
A 110-011 MOWING W/ SAFETY AREAS OF ALL RYS & TWYS MAY THRU NOV.  
NO ACFT PARKING BETWEEN FIRE STATION AND TWY L.

111 INSP: 09-26 (F)

112 LAST INSP: Annual Budget 2021

113 LAST INFO REQ:

Albany County Airport Authority

## HISTORY OF THE AIRPORT

Albany Airport, *America's First Municipal Airport* consisted of an airfield developed in 1909 along the Hudson River on what is now known as Westerlo Island, in the southeastern portion of the City of Albany. At one time, the airport was named Quentin Roosevelt Field in memory of President Theodore Roosevelt's son, Quentin, who was killed while flying in France during World War I.

The airport played an integral role in the early history of American aviation when Glen H. Curtiss flew from Albany to New York City on May 29, 1910. This achievement, which was the first sustained flight between two major American cities, opened the way to airmail and passenger flights, and thus the establishment of commercial aviation in this country. It is noteworthy that Charles Lindbergh landed his *Spirit of St. Louis* at Quentin Roosevelt Field on July 27, 1927 following his completion of the first nonstop solo flight from New York to Paris.

Shortly before Lindbergh's landing at Albany, plans were being considered to relocate the airfield to land owned by the Watervliet Shakers in what is now the Town of Colonie. Eventually, the Airport was moved to its current location and officially opened as Albany Municipal Airport on October 1, 1928, giving it the distinction of being America's first municipal airport. Albany Municipal Airport was owned and operated by the City of Albany until 1960. At that time, the city determined that it could no longer afford to finance the airport, and ultimately sold the facility to Albany County for \$4,437,000. The County embarked on the construction of a terminal building in 1959. The terminal opened in 1962 and was regarded as the beginning of a new era for the airport.

Construction of a second terminal building, offering the first enclosed jet ways at the Airport, was started in 1979 and completed in 1982; as was the last of several runway extensions which lengthened the original 3,000 foot and 4,000 foot runways to 6,000 and 7,200 feet, respectively. The airport then was able to routinely handle large aircraft including 727s, 737s, and DC-9s. Through the years many presidents, either as candidates or in office, have visited Albany Airport. These include Franklin D. Roosevelt, John F. Kennedy, Richard Nixon, William J. Clinton, and Barack H. Obama. In November 1994, and September 2009, 2011 and 2012 the President of the United States visited Albany traveling on Air Force I, a 747 aircraft.

The progressive growth and development of Albany County Airport has also been evidenced by the number of airlines operating out of Albany. When the main terminal opened in the early 1960s, the airport was served by only four carriers. Over the next 35 years, passenger levels increased from 400,000 in 1964 to over 2.1 million in 1994. In 1994, Albany was served by eight commercial airlines and six commuter carriers. Currently Albany is served by five commercial airlines and 17 commuter carriers.

### ALBANY AIRPORT AUTHORITY CREATED

The Authority was created in 1993 pursuant to the Albany County Airport Authority Act, Title 8, as amended, of the State of New York Public Authorities Law (Act). The County of Albany (County) and the Authority entered into a permanent Airport Lease Agreement dated December 5, 1995, which became effective May 16, 1996 following approval by the Federal Aviation Administration (FAA) for the transfer of the sponsorship of the Airport from the County to the Authority. Under the lease agreement, for a term expiring December 31, 2049, the County leases to the Authority the Airport, including all lands, buildings, structures, and easements, right of access, and all other privileges and appurtenances pertaining to the Airport. The Airport is a body corporate and politic constituting a public benefit corporation established and existing pursuant to the Act. The State created the Authority in order to promote the strengthening of and improvements to the Airport and to facilitate the financing and construction of the initial Terminal Improvement Project (TIP), other subsequent capital improvement plans, and give the Authority the power to operate, maintain and improve the Airport.

On March 15, 1994, the County transferred net assets equal to \$46,824,500 from the County to the Authority.

In March 1998 the airport was renamed the Albany International Airport in recognition of past and projected increased activity at the airport and to recognize the presence of the Federal Inspection Services operated by the U.S. Customs and Border Protection Agency.

Under a subsequent amendment to the Agreement dated June 29, 2005, the Authority leases two additional parcels totaling approximately 3.4 acres that the Authority developed for additional parking. The Authority paid the County as of that date \$478,500 as consideration.

737 Albany Shaker Road  
Albany International Airport  
Administration Building, Suite 200  
Albany, New York 12211

518.242.2200  
[www.flyalbany.com](http://www.flyalbany.com)

**AGENDA ITEM NO. 16**

**Review and approval of the Authority's  
PROCUREMENT CONTRACT  
GUIDELINES, OPERATIVE POLICY,  
PETTY CASH ACCOUNTS AND  
INSTRUCTIONS (Procurement Guidelines)  
adopted December 14, 2015 and last reviewed  
December 9, 2019.**

AGENDA ITEM NO: 16  
MEETING DATE: December 16, 2020

ALBANY COUNTY AIRPORT AUTHORITY  
REQUEST FOR AUTHORIZATION

**DEPARTMENT:** *FINANCE*

Contact Person: *Michael F. Zonsius, CPA*  
*Chief Financial Officer*

**PURPOSE OF REQUEST:**

*Review and approval of the Authority's PROCUREMENT CONTRACT GUIDELINES, OPERATIVE POLICY, PETTY CASH ACCOUNTS AND INSTRUCTIONS (Procurement Guidelines) adopted December 14, 2015 and last reviewed December 9, 2019.*

**CONTRACT AMOUNT:**

Base Amount: \$ N/A  
Change Orders/Amendments: N/A  
Total Contract Amount: N/A

**BUDGET INFORMATION:**

Anticipated in Current Budget: Yes \_\_\_ No \_\_\_ NA

**FISCAL IMPACT - FUNDING (Dollars or Percentages)**

Federal \_\_\_ State \_\_\_\_\_ Airport \_\_\_\_\_ NA

**JUSTIFICATION:**

*The procurement contract guidelines were last reviewed, amended and approved in 2019. The New York State Authorities Budget Office requires that the Authority annually disclose if the procurement guidelines have been annually reviewed, amended if needed, and approved by its governing Board. The procurement guidelines are presented herewith for review and approval with no amendments proposed.*

**CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:**

*Recommend approval.*

**BACK-UP MATERIAL:**

- 1. Memo Attached*
- 2. Procurement Guidelines as last reviewed December 9, 2019.*



ALBANY COUNTY AIRPORT AUTHORITY  
ALBANY INTERNATIONAL AIRPORT  
ADMINISTRATION BUILDING  
SUITE 200  
ALBANY, NEW YORK 12211-1057

TEL: 518-242-2222  
ADMIN FAX: 518-242-2641  
FINANCE FAX: 518-242-2640  
SITE: [www.albanyairport.com](http://www.albanyairport.com)

**TO:** ACAA Board Members

**FROM:** Michael F. Zonsius, CFO

**Date:** December 16, 2020

**RE:** Annual Approval of the Procurement Contract Guidelines, Operative Policy, Petty Cash Accounts and Instructions

Changes to the Procurement Contract Guidelines, Operative Policy, Petty Cash Accounts and Instructions are recommended as follows:

Article 3.5, Page 5

Added: Article 3.5 may be waived at the discretion of the CEO.



ALBANY COUNTY AIRPORT AUTHORITY  
(ACAA)

PROCUREMENT CONTRACT GUIDELINES,  
OPERATIVE POLICY,  
PETTY CASH ACCOUNTS AND INSTRUCTIONS

Adopted December 14, 2015  
(Last Reviewed and Approved December 9, 2019)

ALBANY COUNTY AIRPORT AUTHORITY

PROCUREMENT CONTRACT GUIDELINES, OPERATIVE POLICY,  
PETTY CASH ACCOUNTS AND INSTRUCTIONS

December 14, 2015

**Article I. Purpose and Applicability**

- 1.0 These Procurement Contract Guidelines ("Guidelines"), adopted pursuant to Public Authorities Law Sections 2824 and 2872, set forth the operative policies of the Authority and instructions to its officers and employees regarding the use, awarding, monitoring, and reporting of Procurement Contracts.
- 1.1 These Guidelines apply to any Procurement Contract entered into after they become effective pursuant to the provisions of Section 2824 of the Public Authorities Law.
- 1.2 The ACAA reserves the right to contract with other public corporations, state agencies, and the federal government without being bound to these procurement guidelines.

**Article II. Definitions**

- 2.1 As used in these Guidelines, "**Purchase Order**" or "**Purchase Contract**" means a written order or contract for the acquisition of goods or services of any kind, in actual or estimated amount without limit. Purchase orders may be authorized by receiving telephone or written quotations and shall include the procurement of memberships, incidental equipment and repairs, travel and tuition reimbursement, direct purchases of emergency services, equipment or supplies. A wide variety of goods and services may be acquired using purchase orders.
- 2.2 As used in these Guidelines, "**Procurement Contract**" means a Purchase Order or Purchase Contract for the acquisition of goods or services of any kind, in the actual or estimated amount of \$12,500 or more. A Procurement Contract shall **not** include: an agreement for the purchase of the Authority bonds, purchase of investments, a derivative contract, insurance or indemnification contract, memberships in various industry groups, professional societies, and similar cooperative associations, nor any cooperative projects and procurement activities, conducted or sponsored by such organizations, in which the Authority participates; direct purchase advertising with radio, television or print media; tuition, conferences, seminars and other comparable activities; or transportation or other travel-related expenses.
- 2.3 As used in these Guidelines, "**Professional Services Contract**" means a Procurement Contract to provide a personal service of a consulting, professional, or technical nature to the Authority for a fee, commission, or other compensation by a person or organization.. Such personal service shall be in relation to the Authority's operation, management, and administration of its offices or personnel; acquisition, construction, management, operation, maintenance, or disposition of facilities under its ownership or control; or dissemination of publications or other information. Personal services of a consulting, professional, or technical nature include, but are not limited to, legal, accounting, management consulting, planning, training, statistical, research, public relations, architectural, engineering, surveying, or other similar personal services.
- 2.4 As used in these Guidelines, "**Construction Contracts**" mean Procurement Contracts to perform

new construction work.

- 2.5 As used in these Guidelines, "**Other Administrative Contracts**" mean Procurement Contracts to provide services to support the Authority's administrative functions for a fee, commission, or other compensation by a person or organization. Other Administrative Contracts include, but are not limited to, equipment maintenance contracts, building maintenance contracts, leases, insurance, telecommunications, or other similar services, but do not include Personal Services Contracts.
- 2.6 As used in these Guidelines, "**Goods, Materials and Supplies Contracts**" mean Procurement Contracts for the purchase of goods, materials and supplies such as, but not limited to, office supplies, furniture, computer equipment, vehicles, other equipment, commodities and other miscellaneous items of physical property.
- 2.7 As used in these Guidelines, "**Contractor**" means a person or organization that enters into a Procurement Contract with the Authority.
- 2.8 As used in these Guidelines, "**Minority Business Enterprise**" means any business enterprise, including a sole proprietorship, partnership, or corporation, that is:
- (a) at least 51 percent owned by one or more Minority Group Members or in the case of a publicly-owned business at least 51 percent of the common stock or other voting interests of which is owned by one or more Minority Group Members;
  - (b) an enterprise in which the minority ownership is real, substantial, and continuing;
  - (c) an enterprise in which the minority ownership has and exercises the authority to control independently the day-to-day business decisions of the enterprise; and
  - (d) an enterprise authorized to do business in New York State, independently owned and operated, and not dominant in its field.
- 2.9 As used in these Guidelines, "**Minority Group Member**" means a United States citizen or permanent resident alien who is and can demonstrate membership in one of the following groups:
- (a) Black persons having origins in any of the Black African racial groups not of Hispanic origin;
  - (b) Hispanic persons of Mexican, Puerto Rican, Dominican, Cuban, Central or South American of either Indian or Hispanic origin, regardless of race;
  - (c) Asian and Pacific Islander persons having origins in any of the Far East, Southeast Asia, the Indian sub-continent or the Pacific Islands; or
  - (d) Native American persons having origins in any of the original peoples of North America.
- 2.10 As used in these Guidelines, "**Women-Owned Business Enterprise**" means a business enterprise, including a sole proprietorship, partnership, or corporation which is:

- (a) at least 51 percent owned by one or more United States citizens or permanent resident aliens who are women or in the case of a publicly-owned business at least 51 percent of the common stock or other voting interests of which is owned by United States citizens or permanent resident aliens who are women;
- (b) an enterprise in which the ownership interest of women is real, substantial, and continuing;
- (c) an enterprise in which the women ownership has and exercises the authority to control independently the day-to-day business decisions of the enterprise; and
- (d) an enterprise authorized to do business in New York State, independently owned and operated, and not dominant in its field.

2.11 As used in these guidelines, “**Competitive Procurement Method**” shall include: (i) solicitations, bids, requests for proposals, requests for information, requests for quotations and requests for qualifications; (ii) procurement made pursuant to centralized contracts let by other public entities pursuant to a competitive process, including those contracts of the New York State Office of General Services; (iii) procurement of commodities from a Contractor where the price to be charged by the Contractor is less than that which would be charged for the purchase substantially similar in function, form or utility made pursuant to a centralized contract let by the New York State Office of General Services or when other contract terms such as delivery or warranty terms are more economically beneficial; or (iv) any other competitive method of procurement that is consistent with these guidelines.

2.12 As used in these guidelines, “**Authority**” means the Albany County Airport Authority.

**Article III. Use of Professional Services Contracts, Other Administrative Services Contracts and Emergencies (Refer to Appendix ‘A’)**

3.0 It is the general policy of the Authority to use its own officers, employees and Airport management contractors, in the performance of required professional services and other services insofar as practical. At the same time, the Authority recognizes that it can be preferable to contract for certain personal services for a number of good reasons. In addition, the Authority's development programs usually depend on performance of the work by outside Contractors, and economic development programs may sometimes do so, requiring the use of Contracts.

3.1 Professional Services Contracts or other Administrative Contracts may be entered into for one or more of the following reasons: special expertise or unusual qualifications not available within the Authority; nature, magnitude, or complexity of services provided; lack of resources, support staff, or specialized facilities or equipment within the Authority within the time period during which the services are required; lower cost; short term or infrequent need for the services, insufficient to warrant permanent Authority staffing; performance of a function requiring independence from Authority management (e.g., independent auditors); or distance of the location or locations where the services must be performed from Authority offices or facilities.

- 3.2 Before entering into a Professional Services Contract or other Administrative Contracts, the Authority should consider whether the contemplated services can be performed adequately, cost-effectively, and on a timely basis by staff within the Authority.
- 3.3 The role of an airport dictates that the operation be maintained on a continuous basis without interruption. From time to time, the Chief Executive Officer may determine that **Emergency Purchases** or contracts be issued to keep the Airport safe, secure and when it is in the best interest to preserve order or public health and Airport facilities. Also, when the immediate restoration of a condition of usefulness of a building, equipment or roadway or utilities is necessary. Such emergency services exceeding \$50,000 shall be presented to the Authority Board at its next regularly scheduled meeting. Emergency Purchases are a category of “Sole Source”.
- 3.4 From time to time the Airport Chief Executive Officer may determine that **Exigent Circumstance** have made the acquisition of particular Products, Goods and or Services urgent to ensure the continued efficient operation of the Airport. Prospect of interruption to or obstruction of the Airport Authority’s efficient operation or adequate provision of service, arising from an unforeseen circumstance are examples of Exigent Circumstances. Exigency is a subcategory of “Sole Source” and the Chief Executive Officer may authorize purchases up to \$50,000 in order to relieve Exigent Circumstances.
- 3.5 The Maximum Hourly Contractor Rate for Professional Services will be equivalent to four times the highest paid ACAA employee rate. **Article 3.5 may be waived at the discretion of the CEO.**

#### **Article IV. Requirements Regarding Selection of Contractors**

- 4.0 The Authority shall use its best efforts to secure offers from Contractors by using a Competitive Procurement Method and to select from such offerers the Contractor offering the most favorable terms, weighing expected ability to perform against projected costs. To this end, the Authority shall:
- (a) solicit offers **in writing** from several persons or organizations known, believed, or reputed to be qualified in the area of supplying the goods, personal services, or other administrative services to be provided or performed, except that for administrative purchases authorized by **Section 4.2**, such quotations may be secured by telephone solicitations where time constraints do not permit securing a written bid and for procurement of catalog and other items generally purchased in the ordinary course of business or which do not require a detailed bid or description of materials or specifications.
  - (b) evaluate those offers received on the basis of such information as the Authority has received on, as may be relevant, each offerer's technical or professional qualifications, financial stability, past performance for the Authority, staff, equipment, and facilities availability, experience, reputation, and other factors bearing on expected capability and quality of performance, possible conflicts of interest, and contract price or fee structure; and
  - (c) document the processes by which a Contractor is selected, by making a record summarizing the nature and scope of the goods, personal services, or other administrative services sought, the name of each person or organization submitting, or requested to submit, a bid or proposal, the price or fee bid, and the basis for selection of the Contractor.

- 4.1 In any instance, the members of the Authority Board may, by Resolution, waive the use of the procedure for selecting Contractors outlined in Section 4.0 if they determine such waiver to be in the best interest of the Authority.
- 4.2 The Authority, upon adoption of these Guidelines, hereby waives use of the procedures for selecting Contractors outlined in section 4.0 in those instances when:
- (a) the goods, personal services, Authority program work, or other administrative services involved are expected to cost \$5,000 or less;
  - (b) for any Authority work, the contract is based upon an unsolicited proposal, submitted at the sole initiative of the offerer, not duplicating work then being performed and involving unique, innovative, or unusual meritorious methods or ideas. Proposals in this category exceeding \$50,000 shall require approval of the Authority Board;
  - (c) the Chief Executive Officer determines that:
    - (i) the interest of the Authority for timely procurement of the goods, personal services, Authority work, or other vendor involved requires the selection of a Contractor pursuant to emergency procedures, as defined in Article 3.3;
    - (ii) even though two or more Contractors could supply the required goods, personal services, Authority work, or other administrative service, one particular Contractor has unique or exceptionally scarce qualifications or experience, specialized equipment, or facilities not readily available from other sources, or patents, copyrights, or proprietary data; or
    - (iii) there is only one source for a required good, personal service, Authority work, or other administrative service;
- provided**, that in those instances the Authority shall nonetheless make a record summarizing the nature and scope of the goods, personal services, Authority program work, or other administrative service involved, the name of the Contractor, the contract price or fee, and the basis for waiver and selection of the Contractor.
- 4.3 A contract may be extended with the same terms and conditions contained in the original contract approved and awarded by the Airport Authority. An extension clause must be part of the original contract with the awarded vendor. The Authority, upon adoption of these Guidelines, hereby authorizes the Chief Executive Officer authority to approve contract extensions.
- 4.4 The Chief Executive Officer may approve an amendment to a contract where the amount of the proposed amendment(s) are within the limits established in Appendix 'B'.
- 4.5 Independent auditors for the Authority shall be retained only with the prior approval of the members of the Authority.

- 4.6 The Authority may use its Competitive Procurement Methods to select multiple Contractors to provide goods, personal services, Authority work, and other administrative services. Individual task work orders may be awarded to these Contractors on an as-needed basis.

**Article V. Compliance with State Finance Law Sections 139-j and 139-k in the Selection of Contractors: Contractor Responsibilities and Types of Contract Provisions**

- 5.0 The Authority shall comply with the requirements of State Finance Law Sections 139-j and 139-k in its selection of Contractors. Solicitations shall identify Authority Contacts, require bidders to disclose any prior determination of non-responsibility, and to provide the other information required by State Finance Law Sections 139-j and 139-k.

The responsibilities of a Contractor, including continuing responsibilities under State Finance Law Sections 139-j and 139-k, shall be detailed in the contract. Contract provisions shall address the nature and scope of the goods, personal services; the standard for performance, if practical; the duration of the work; any relevant time requirements or deadlines; and the amount of compensation to be paid or the price, rates, or fees which will be used to determine such compensation. Personal Services Contracts and other Contracts shall also include provisions on monitoring of the work to be performed; provisions governing the Contractor's use of Authority supplies, facilities, or personnel, if permitted; any provisions required by applicable law; and any other provisions the Authority deems necessary or desirable.

**Article VI. Minority and Women-Owned Business Enterprises**

- 6.0 It is the policy of the Authority to foster and promote participation of Minority Business Enterprises and Women-Owned Business Enterprises in its procurements and the development of such enterprises and to facilitate a fair share of the awarding of Procurement Contracts to such enterprises. In contracting, the Authority shall use its best efforts to give Minority Business Enterprises and Women-Owned Business Enterprises an opportunity to compete for Authority business, by soliciting or requesting offers from minority and women-owned businesses known to have experience in the type of goods, personal services and other administrative services involved. Written solicitations or requests for bids or proposals for Procurement Contracts should include a statement of the Authority's affirmative action policy. The Authority will consult with the Division of Minority and Women's Business Development and the Authority's DBE Liaison for assistance in identifying such enterprises, and refer to any known list maintained by any other State department or agency that identifies Minority Business Enterprises or Women-Owned Business Enterprises by area of expertise.
- 6.1 In the case of federally funded projects, the Authority shall comply with its Disadvantaged Business Enterprise Program, or any successor program, which may be required as a condition of such federal funding.

**Article VII. Discretionary Spending**

- 7.0 All discretionary spending must comply with Federal rules and guidance on permitted and prohibited use of airport revenue. The U.S. Congress has established the general requirements for the use of

airport revenue and has identified the permitted and prohibited uses of airport revenues. These statutory requirements are incorporated in the standard grant assurances and have been interpreted by the FAA including the FAA's General Counsel's Office, and the FAA's Office of the Secretary, in policy statements and compliance decisions. It is the responsibility of the Albany County Airport Authority to ensure all purchases comply with the FAA rules and guidance established for use of Airport Revenue. Specific guidance from the FAA on the statutes, grant assurances, and policies that outline the permitted and prohibited uses of airport revenue to ensure that sponsors are not in violation of their federal obligations in the use of their airport revenue are found in FAA Airport Compliance Manual - Order 5190.6B, as may be amended from time to time.

- 7.1 Purchases of goods and services below \$50,000 that are not deemed an emergency or an exigency shall be made in accordance with the chart shown in APPENDIX A, unless an award is made to a firm that is a currently Certified Minority or Woman owned Business Enterprise (MWBE) and which in the judgment of the CEO will be providing goods and services at a fair market value to the Authority and such purchase will assist the Authority in meeting its annual MWBE purchase goal adopted pursuant to Article 15A of the Executive Law.

#### **Article IX. Procurement Cards**

- 8.0 The Authority makes limited use of Procurement Cards to situations where it is most practical to make a purchase using a procurement card. Examples of such situations include but are not limited to purchase of travel, lodging, meals and small purchases from vendors where it is not efficient to establish customer credit with the vendor.
- 8.1 Issuance of Procurement Cards will be authorized by the Chief Financial Officer. Procurement Cards may not be used for personal expenses.
- 8.2 The Chief Financial Officer will distribute a monthly report of purchases made by each procurement card holder who must complete and return a completed Credit Card Purchase Report with all receipts attached and a signed affirmation that all charges incurred on the Airport Authority Credit Card assigned to the user as itemized therein are for the approved purposes of the Albany County Airport Authority and are correct as stated. The Chief Executive Officer shall review and approve each procurement card users purchase report.



## **Article IX. Petty Cash**

- 9.0 Petty Cash shall be used for small purchases, such as postage and incidental supplies, freight and express, and similar items for which it is not practical to issue a purchase order or cannot be obtained from Blanket Purchase Contract suppliers. A single transaction shall not exceed \$50.00.
- 9.1 Petty Cash shall not be used for cashing checks for employees or tenants, making loans to employees, or for salary advances.
- 9.2 The Chief Financial Officer shall establish a Petty Cash Fund in the amount of \$250.00.
- 9.3 The Chief Accountant or their designee shall be the custodian of the Petty Cash Fund. The Petty Cash Fund shall be in the sole custody of a single employee and no other official or employee shall have access to the fund except for periodic audits and cash count in the presence of the Custodian except under the conditions set by section 7.4.
- 9.4 The Chief Accountant may act as Custodian in the absence of the appointed Custodian. However, when it is necessary to transfer the custodianship of the Petty Cash Fund, either temporarily or permanently, the Petty Cash Fund shall be audited and reconciled by an employee other than the Custodian and the Petty Cash Fund shall be reimbursed prior to the transfer. The transfer shall be documented by letter from the Chief Financial Officer or the Chief Accountant relieving the old Custodian of responsibility of the Petty Cash Fund and appointing a new Custodian for the Fund.
- 9.5 The Petty Cash Fund shall be maintained on a current basis.
- 9.6 Employees shall secure approval from the Custodian of the Petty Cash Fund or the Purchasing Agent prior to committing or making a purchase. The failure of any employee to obtain prior approval shall result in non-reimbursement of funds to the employee. The approval of a petty cash request shall be based upon the discretionary evaluation of the Custodian. However, the Custodian may make any inquiries, as necessary, to determine if the request should be approved, including a requirement of authorization from the relevant Department Head. Upon an eligible request, the Custodian of the Petty Cash Fund shall be required to issue, in numerical sequence, a pre-numbered voucher documenting the commitment or use of Petty Cash funds. Employees shall not take advanced petty cash from the premises after work hours and, if not used on the day of issue, shall return the funds back to the Custodian of the Petty Cash fund. No item will be reimbursed from petty cash beyond 30 days after the date of purchase. Voided vouchers shall be retained for accountability purposes.
- 9.7 All petty cash forms and authorizations must be completed in ink, and only the original receipt will be accepted for proof of purchase.
- 9.8 Upon presentation of an invoice or sales slip signed by the authorized employee, the Custodian of the Petty Cash Fund shall make reimbursement.
- 9.9 The Petty Cash Fund shall be balanced and replenished at least quarterly or more often, if needed, but shall always be done on the last day of the fiscal year.

9.10 The Custodian of the Petty Cash Fund shall be required to submit a Petty Cash Report to the Chief Accountant prior to replenishing the Petty Cash fund. At a minimum, the Petty Cash Report shall contain the following information for each transaction:

1. the voucher;
2. a brief description of the item(s) and/or purpose;
3. the date of transaction;
4. the name of the purchaser;
5. the amount of the purchase;
6. any replenishments of cash to the fund since the last reporting period; and
7. the beginning and ending balance of funds for the reporting period.

The Chief Financial Officer shall issue a check for the total amount of the vouchers and the check shall be cashed for replenishment by the Custodian of the Petty Cash Fund. The Petty Cash voucher, voided vouchers, invoices or other receipts shall be attached to the replenishment voucher check copy. Upon reimbursement of the Petty Cash Fund, all supporting documents shall be canceled to prevent duplicate reimbursement. Cancellation shall be made by entering on each document the date and number of the voucher check issued to reimburse the Petty Cash Fund.

9.11 The Chief Accountant or authorized appointee, other than the Custodian, shall examine the Petty Cash Fund periodically and randomly to avoid abuse and misuse. An audit of the Petty Cash Fund and associated reports shall be performed annually by the Chief Accountant and a report of findings shall be delivered to the Chief Financial Officer and Chief Executive Officer.

9.12 The Petty Cash Reports shall be kept on file for a period of time provided in the applicable Records Retention Policy.

9.13 The Custodian of the Petty Cash Fund shall ensure the security of the petty cash. A lockable cash box shall be used and shall be kept in a secure location. Each Custodian shall be issued one key and a spare shall be kept in the key files. No other keys shall be issued. Loss of a key shall necessitate the re-keying of the cash box lock.

#### **Article X. Payment**

10.0 The Authority utilizes an electronic Requisition and Purchase Order Process. Purchases of Products, Goods and Services must be made on the issuance of a written Purchase Order delivered by the Purchasing Agent or a Contract issued by the Authority.

10.1 Payment for all Purchases and Procurement Transactions will be made by the Chief Financial Officer upon receipt of sufficient evidence, including Vendor Invoice, that Goods and/or Services have been received and or properly performed and the purchase of the Goods and or Services complied with this procurement policy and as well as applicable laws, rules, and regulations and terms and conditions imposed by any grant agreement and the Authority's Master Bond Resolution.

#### **Article XI: Compliance With Other Rules & Regulations**

- 11.0** Records related to all purchases, procurements and payments will be maintained in accordance with the Records Retention and Disposition Schedule applicable to the Authority as established and maintained by the New York State Archives under Article 57-A, Arts and Cultural Affairs Law which is known as the **Local Government Records Law**.
- 11.1 Annually the Chief Financial Officer shall cause an assessment of the effectiveness of Internal Control to be performed as required by Section 2800 of the Public Authorities Law. Compliance with these procurement guidelines will be included in the annual assessment of the effectiveness of internal control.

#### **Article XII. Miscellaneous Provisions**

- 12.0 No violation of or failure to comply with the provisions of these Guidelines shall be deemed to alter, affect the validity of, modify the terms of, or impair any Procurement Contract; nor shall any provision of these Guidelines or any violation of or failure to comply with such provisions be the basis for any claim against the Authority or any member, officer, or employee of the Authority. In any instance where these Procurement Guidelines contain an ambiguity or require clarification, the CEO may revise to provide clarity but shall not materially alter their intent.
- 12.1 The Authority may, from time to time, amend these Guidelines, provided that no such amendment shall be deemed to alter, affect the validity of, modify the terms of, or impair any existing Procurement Contract.
- 12.2 All purchases shall be subject to accounting review for compliance with the Procurement Guidelines and budget. Records shall be maintained for audit and Board review.

## APPENDIX A

### Albany County Airport Authority Procurement Approval Policy

Procurement Thresholds	Phone Quotes	Written Quotes	Req.for Proposal/ Request for Bid	Approvals (1)		
				CFO	CEO (2)	ACAA Board
<b>Goods, Materials and Supplies</b>						
Petty Cash				√		
\$0 - \$999	1				√	
\$1,000 - \$4,999	3				√	
\$5,000 - \$24,999		3			√	
\$25,000 - \$50,000			√	√	√	
Over \$50,000			√	√	√	√
<b>Other Administrative Contracts</b>						
\$0 - \$999	1				√	
\$1,000 - \$4,999	3				√	
\$5,000 - \$24,999		3			√	
\$25,000 - \$50,000			√	√	√	
Over \$50,000			√	√	√	√
<b>Purchased Services</b>						
\$0 - \$4,999	3				√	
\$5,000 - \$24,999		3			√	
\$25,000 - \$50,000			√	√	√	
Over \$50,000			√	√	√	√
<b>Professional Services</b>						
\$0 - \$24,999					√	
\$25,000 - \$50,000			√	√	√	
Over \$50,000			√	√	√	√
<b>Construction Contracts (POs &amp; Contracts)</b>						
\$0 - \$29,999		3		√	√	
\$30,000 - \$50,000			√	√	√	
Over \$50,000			√	√	√	√
<b>Emergency Contracts</b>						
					<b>* CEO Board Report Required</b>	

- (1) All approvals are cumulative, except in cases of ACAA Board approvals which shall be controlling.  
(2) CEO shall be provided periodic reports for budget conformity for purchases greater than \$12,500.

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**APPENDIX B**  
**Albany County Airport Authority**  
**CEO Approval of Contract Changes**

The Chief Executive Officer (CEO) may approve a change in the total amount of a contract approved by the Authority Board where the amount of the proposed change or cumulative changes approved by the CEO do not exceed the following amounts based upon original contract size:

<b>Original Contract Value</b>	<b>Maximum Contract Change Order CEO May Approve is</b>
	<b>Dollar Value</b>
\$1,500,000+	\$50,000 or 2.5% *
\$1,000,000-\$1,499,999	\$37,500
\$500,000-\$999,999	\$32,000
\$250,000-\$499,999	\$25,000
\$0-\$249,999	\$20,000

\* Greater of \$50,000 or 2.5%

## **Old Business**

## **New Business**

## **Executive Session**



## **Attorney-Client Privilege Matters**