

**Susquehanna Area Regional Airport Authority**  
**Executive Committee**  
**January 20, 2023**  
**Minutes**

A meeting of the Executive Committee of the Susquehanna Area Regional Airport Authority (SARAA or the Authority) was called to order by Mr. Helsel on Friday, January 20, 2023 at 8:55 a.m. Members of the committee present were:

James Helsel	Carolyn Van Newkirk
Erik Hum	Nelva Wright
Stephen Libhart	

Also attending were: Timothy Edwards (Executive Director), Marshall Stevens (Deputy Executive Director), Brian Enterline (SARAA Board), Michael Moskal (Deputy Director, Finance & Administration,) Scott Miller (Deputy Director, Advertising & PR), Kevin Bryner (Deputy Director, Information Technology), Lou Pirozzi (Deputy Director, Engineering & Planning), Belinda Svirbely (Deputy Director, Operations, Security & Public Safety), Mick Burkett (Deputy Director, Human Resources) and Camille Springer (Executive Assistant).

**Guest:** Bob Whitmore, Strategic Consulting Partners

**Public Comments:** None.

**Minutes:** The minutes of the November 18, 2022 Executive Committee were deemed approved.

**Financials & Dashboard (November 2022 Financials):**

Mr. Moskal reported that comparative statistics will be from the 2022 budget. Total YTD Revenue of \$24.2 million is over budget by \$1.3 million, or 5.7%. Total Airline Revenue is under budget by \$118,000, or 1.3% YTD. Parking Revenue is over budget by \$1.3 million or 24.9% YTD. Rental Car Revenues are \$163,000, or 3.8% over budget YTD. Credit memo's offset revenue by \$136,000 to be drawn against CRRSA. Total cash receipts are over budget by \$299,000 or 7%. Concession revenue is under budget by \$313,000, or 73.5% YTD. Similarly, credit memo's offset revenue by \$547,000 to be drawn against concession relief. Total cash receipts over budget are \$234,000 or 55%. Overall expenses of \$163,000 or 1% under budget YTD. Personnel expenses are under budget by \$25,000, or 0.3%. Parking expenses are \$330,000 or 21.9% under budget YTD. When combined with the revenue variance, total parking operations are \$1.7 million over budget. Utilities net of MS4 accrual @\$317,000 YTD, are \$294,000 over budget. Net Operating Revenue of \$6.9 million is over budget by \$1.1 million, or 20%. Non-operating revenues & expenses total (\$10 million) resulting in a net variance to budget of (\$3.1 million). Concession Relief and CRRSA/ARPA grant draws of \$3.4 million are drawn for a net position balance of YTD of \$299,000. The Debt Coverage Ratio is 1.53 on a 1.25 requirement. This includes CRRSA and ARPA non-operating concession relief revenues. On the Sales and Revenue Summary, the YTD enplanements are 26% above 2021 YTD enplanements. The Food/Gift sales were 45% over 2021 YTD sales. Hotel sales are 42% over

YTD 2021 sales. The Rental Car Sales are 20% above 2021 YTD sales. CFC days were 19% above 2021. On the Accounts Receivable summary, we continue to actively collect outstanding balances.

Annual Cash Report:

Depository accounts: Significant decline due to \$1.5 million CIP expenditures in December with grants receivable of \$1 million of those expenses. No draws taken from the Capital Improve Accounts needed on FY 22 budget of \$1.68 million.

Reserve Accounts: Renewal & Replacement Account: Withdrew \$487,000 in December for revenue share reduction purposes will refund to \$500,000 in January. The Capital Improvement Account saw gains of \$794,000. When combined with R&R offset, refunding total reserve accounts increased \$1.37 million.

**Year-end Status of SARAA's Bank Accounts (Discussion Only):**

Mr. Moskal reported that under the SARAA Bylaws, the Deputy Director of Finance is empowered to shift monies around between the various funds with the consent of the Executive Director. The Deputy Director of Finance is required to give the Board a report on the status of the bank accounts for year-end. A copy of the SARAA Bank Accounts was distributed to the Board members via the Board portal. The 12/31/2022 balances are as follows:

- Revenue Fund: \$159,376
- Santander Money Market Account: \$160,104
- Maintenance & Operations Reserve Balance: \$3,281,813
- Renewal & Replacement Reserve: \$15,530
- Coverage Account Balance: \$1,289,389
- Capital Improvement Account: \$5,878,298
- Total (all reserves): \$10,465,030

**Strategic Consulting Partners Proposal for Implementation Assistance:**

Mr. Edwards reported that this is to authorize the Executive Director to execute the Implementation Assistance Proposal from Strategic Consulting Partners for a total project cost of \$1,500 per month plus additional hourly consulting fees to provide the services described in the scope of work. The source of funding for this project will be SARAA operating funds. In June 2022, the SARAA Board awarded a consulting services contract to Strategic Consulting Partners to assist the airport authority in developing a formal strategic plan. As follow-up, the SARAA Board requested a proposal from SCP to provide implementation assistance in support of the strategic planning effort. SCP will set aside a block of coaching and consulting hours that SCP's consulting team will devote to SARAA during a one-year period. SCP will recommend implementation priorities to achieve the strategic goals to ensure that the strategic plan continues to move forward on schedule. Consulting fees include:

- Retainer for coaching and consulting services: \$1,500/month
- Additional hourly consulting services (as needed) @\$175/hour

There were no objections to forwarding this item to the full Board for approval.

**Strategic Plan (Discussion Only):** Mr. Edwards reported that the plan detail, including resources, performance measures and targets for each objective and initiative, were completed in draft form last week. Each objective owner was assigned the responsibility of completing their portion of the strategic plan. Copies of the latest draft were sent to the SARAA Board and Strategic Consulting Partners. Comments were received from the Strategic Consulting Partners and forwarded to the Planning Committee. The next step is to schedule the next Planning Committee Meeting.

**SARAA Organization Chart (Discussion Only):**

Mr. Edwards provided an update of the SARAA Organization Chart to the Committee. There are currently 115 full time employees, 4 part time employees and 1 seasonal employee. There are currently 5 vacant positions (4 full time and 1 part time) which are highlighted in yellow on the chart.

**Adjournment:** Mr. Helsel adjourned the meeting at 9:20 a.m.

**Next Meeting:** Friday, February 17, 2023 8:00 a.m., David C. McIntosh Boardroom, HIA

Respectfully submitted:

Timothy J. Edwards  
Executive Director

Prepared by Camille Springer