

ALBANY COUNTY AIRPORT AUTHORITY
Mission Statement and Performance Measurement Report
Year Ended December 31, 2020

BACKGROUND

The Public Authorities Reform Act of 2009 introduced a requirement that Public Authorities adopt a mission statement and performance measurements. During 2010, the Albany County Airport Authority adopted a new Mission Statement and related Performance Measurements. The Albany County Airport Authority adopted Mission Statement Performance Measurements that are consistent with the recommendations found in the Transportation Research Board ACRP Report 19, - *Developing and Airport Performance Measurement System* issued in 2010 and sponsored by the Federal Aviation Administration. The Albany County Airport Authority had already previously implemented a detailed set of performance measurements at a division and department level which it reports the goals and results which are stated in the annual budget and monthly financial statements. The remainder of this report contains the previously adopted Mission Statement and actual performance measurements for 2016-2020. Division/department level performance measurements for 2016-2020 are presented as supplemental information.

MISSION STATEMENT AND PERFORMANCE MEASURES

The Albany County Airport Authority (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 subsequent capital improvement programs, and give the Authority the power to operate, maintain and improve the Airport.

The Authority is governed by seven members, with 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 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.

Based on the County's responsibility for the appointment of the Authority members, their approval of any Airport capital improvement programs and the issuance of certain debt, the Authority is considered a component unit of the County under the criteria set forth by the Governmental Accounting Standards Board (GASB). The financial transactions of the Authority are accounted for in a single enterprise fund.

The Authority is responsible for the efficient planning, development, administration, operation and financial condition of the Airport. The Authority, as landlord, rents space and assesses fees and charges to the airlines and businesses providing goods and services to the traveling public and to the civilian, business, governmental and military users of the Airport. The Authority is responsible for assuring residents of the County, the Town of Colonie and the surrounding areas of minimal environmental impact from air navigation and transportation. The Authority contracted the services of AFCO AvPorts Management LLC ("AvPorts") and Aviation Facilities Company, Inc. to manage the daily operations and maintenance of the Airport and Cargo Facilities and the services of REW Investments, Inc., d/b/a Million Air to manage the daily operations of the Fixed Base Operation (FBO) and Fuel Farm.

The Authority's strategic direction for the Airport is based upon the following vision, mission, goals, and objectives.

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. 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;
- Promote airline, cargo, business and general aviation services on 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; and,
- 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, while 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.

MISSION STATEMENT LEVEL PERFORMANCE MEASURES

The Authority has identified the following performance measurements to assess its success in achieving its mission and intended public purpose.

Area of Measurement	Performance Measure	Performance Measure Component	Final 2016	Final 2017	Final 2018	Final 2019	Final 2020
Safety	Employee Accidents and Incidents	Construction Injuries Lost Time Injury Rate	21	28	14	15	14
	Airfield Violations	Runway Incursions	0	0	0	0	1
		Runway Condition FAA Safety Compliance	12	0	0	0	0
		Inspection Discrepancies	17	9	3	3	4
Security	Security Incidents and Violations	Security Badge Breaches:					
		Letters of investigation	1	1	1	0	0
		Violations	1	1	0	0	1
Financial	Revenue Management	Total Airline Revenue per enplaned passenger	\$7.47	\$9.33	\$9.72	\$7.97	\$19.57*
		Total Non-Airline Revenue per enplaned passenger	\$25.04	\$24.54	\$24.93	\$26.16	\$39.69*
		Total Non-Operating Revenue per enplaned passenger	\$4.26	\$4.20	\$4.75	\$5.35	\$26.14*
		Total Revenue per enplaned passenger	\$36.76	\$38.07	\$39.41	\$39.48	\$85.40*
	Cost Performance	Operating Cost enplaned passenger	\$7.47	\$8.22	\$8.58	\$7.89	\$19.22*
		Airport Cost per enplaned passenger	\$6.00	\$6.57	\$6.57	\$5.90	\$16.30*
	Debt Management	Debt Service Coverage Ratio	1.53	1.61	1.44	1.78	1.30
		Debt per enplaned passenger	\$64	\$56	\$64	\$64	\$161*
	Liquidity	Days Unrestricted Cash on Hands	235	252	261	294	229
	Operational	Aircraft Delays caused by Airport	Number of Aircraft Delay caused by Airport or Runway Closings	0	2	0	0
Aircraft Delays caused by Fixed Base Operations		Number of Aircraft Fueling Delays	14	14	36	27	15
Customer Service	Service Quality	Terminal Cleanliness Concessions Quality and Variety (5 is the highest)	note 1	note 1	4.5	4.7	note 1
	Customer Satisfaction	Customer Survey Results (5 is the highest)	note 1	note 1	4.5	4.6	note 1
Environmental Sustainability	Environmental Compliance	Violations Identified by Regulatory Agency De-Icing Material Discharge Frequency and Severity of Spills:					
		SPDES violations	0	0	0	0	0
	DEC violations	0	0	0	0	0	
Noise	Noise Levels /Noise Complaints	25	14	36	11	40	
People	Employee Satisfaction	Employee Turnover					
		AFCO AvPorts	15.9%	14.1%	15.4%	15.4%	14.3%
		Million Air FBO	10.0%	24.0%	19.0%	25.0%	9%
	Albany County Airport Authority	0%	0%	0%	0%	0%	
Workforce Diversity	Minority Representation in Workforce	18.7%	24.4%	33.0%	22.4%	20.7%	

* The increase in 2020 is due to the large decrease in enplanements due to the COVID-19 pandemic.

Note 1 - An Insufficient number of customer satisfaction surveys were conducted to report on this performance measure.