



# Syracuse Hancock International Airport Strategic Plan

# Mission

The mission of Syracuse Hancock International Airport is to serve as a gateway to the Central New York Region and a connection between the Region and the world. In so doing, the Airport aims to improve the quality of life in the Region by stimulating economic development and enhancing opportunities for wide-ranging civic, cultural, and recreational engagement by its residents.

# Vision

Syracuse Hancock International Airport will be at the forefront of the next generation of air transportation. It will do that by providing excellent service to all components of the central New York aviation community; business and leisure travelers, passenger and cargo airlines, general aviation operators, and the U.S. military. By adopting a forward-thinking, business-oriented approach, the Airport will create partnerships with the airlines and other airport tenants designed to provide a superior passenger experience and profitable economic relationships for all parties.



# Enhance the Passenger Experience

## Completed Initiatives

1. Create a cell phone parking lot to improve passenger pickup. (December 2014)
2. Relocate JetBlue from Gate 15 to Gate 3.
3. Develop new terminal maps to improve wayfinding and highlight the new concession program. (June 2015)

## Immediate Initiatives (2015/16)

1. Complete the new concessions build out.
2. Manage progress of the passenger terminal improvements (preliminary design) project to ensure final design is consistent with SYR objectives.
3. Replace carpet/flooring and seating in the North and South Concourses.
4. Add electronic signs at concourse exits to greet/direct passengers arriving for specific events.
5. Develop a “landside” master plan to guide facilities planning.

## Mid-Term Initiatives (2016/17–2017/18)

1. Create a common-use passenger lounge.
2. Install airline check-in kiosks, pre-security.
3. Revitalize the Airport Greeter (volunteers) program and staff the Information booth.
4. Continue development of terminal visual and performing arts program (e.g., Mock Two).
5. Create a “delayed flight snack cart” to provide water/light snacks to passengers whose flights are delayed longer than 45 minutes.
6. Conduct a parking needs analysis to determine adequacy of current parking arrangements.

## Long-Term Initiatives (2018/19+)

1. Enhance terminal Wi-Fi options, possibly by adding iPad stations.
2. Replace existing, or add a new, on-airport hotel.
3. Consolidate rental car operations in a common-use facility on airport property.
4. Upgrade lighting/roadway on Col. Eileen Collins Blvd. from South Bay Road to the terminal.



# Add Air Service

## Completed Initiatives

1. Secured additional service by Allegiant with service to Ft. Lauderdale (February 2015).
2. Develop “model” FBO agreement to encourage new/renovated GA facilities. (July 2015)
3. Secured additional service by JetBlue with service to Ft. Lauderdale. (September 2015)

## Immediate Initiatives (2015/16)

1. Present case for adding service to Syracuse at headquarters meetings with current and potential airlines.
2. Meet with elected officials at the federal, state and Local levels to keep them informed on the progress at SHIA.
3. Market/brand “Fly Syracuse” consistent with the SYR Mission/Vision.
4. Attend air service development conferences to keep SHIA in front of the airlines.
5. Consolidate agreements for existing FBO into one, new agreement.
6. Negotiate agreement with prospective FBO facility.

## Mid-Term Initiatives (2016/17–2017/18)

1. Continue to explore sources of funding to support additional air service at SYR.

## Long-Term Initiatives (2018/19+)

1. Develop additional cargo service, possibly in conjunction with development of Hancock Air Park.





# Increase Passenger Volume

## Immediate Initiatives (2015/16)

1. Conduct focus group interviews to determine what factors lead people to choose a particular airport.
2. Develop a program to counter the perception of SHIA as a “high cost” airport.
3. Use social media to create awareness of SHIA and to brand it.
4. Host an air show with military demonstration team. (June 2016)

## Mid-Term Initiatives (2016/17–2017/18)

1. Create a more regional identity for the Airport (perhaps using the Regional Advisory Board).
2. Partner with specific organizations (e.g., Turning Stone, Destiny, Waterloo Premium Outlets) to create relationships that “lock in” their existing business and create new business opportunities.
3. Use Airport facilities to attract non-flying persons (e.g., movie night at the airport; monthly secondary school performing groups, tours, etc.) to visit the Airport.
4. Reinstigate a summer “Air Camp” program in conjunction with City of Syracuse Parks and Recreation Department.

## Long-Term Initiatives (2018/19+)

1. Re-vitalize the OnTrack system with completion of the planned extension on the Walsh Transportation Center and further extension to the Airport.



# Develop a Sustainable, Long-Range Financial Plan

## Immediate Initiatives (2015/16)

1. Negotiate a new airline use and lease agreement that gives SHIA maximum flexibility to pursue its mission.
2. Develop capital requirements plan which ties anticipated borrowing to capital construction needs.
3. Transfer one bargaining unit from the City of Syracuse to the Authority.
4. Review/optimize cash management program.

## Mid-Term Initiatives (2016/17–2017/18)

1. Transfer remaining employees from the City or Syracuse to the Authority.
2. Evaluate airport-owned property for possible non-aeronautical use (e.g., Onondaga County Sheriff's Dept.) or disposal (e.g., Taft Rd. parcels).
3. Develop key performance indicators to track financial performance special events.
4. Explore additional post-security concession options, (e.g., a spa).

## Long-Term Initiatives (2018/19+)

1. Develop co-op ground services to offer the airlines.
2. Negotiate transfer of deeds to airport property from the city of Syracuse to the Syracuse Regional Airport Authority.



# Operate the Airport in a Safe and Efficient Manner

## Completed Initiatives

1. Issue RFP for IT management services and secure a contact. (February 2015)
2. Switch security assessment from the Clearinghouse to Telos. (November 2014)
3. Equip all jet bridges with external power and pre-conditioned air units. (July 2014)
4. Issue RFP for parking management and secure a new parking management contract. (July 2015)
5. Complete the new Emergency Operations Center. (EOC) (June 2015)
6. Conduct a survey of the current ate/ramp configuration. (December 2015)
7. Adopt revised Minimum Standards for Aeronautical Activity. (June 2015)
8. Obtain Authority credit cards to augment the procurement process. (September 2014)
9. Develop policy for off-premises vehicle use and insure vehicles per policy. (October 2014)

## Immediate Initiatives (2015/16)

1. Respond promptly to FAA inspection reports and audits.
2. Complete parking garage rehabilitation, phase 1
3. Complete maintenance area project including SRE building, sand dome and pavement rehab.
4. Institute new Operating Capital Budgeting procedures to better tie budget responsibility to organizational role.
5. Conduct FAA-required triennial disaster drill.
6. Issue RFP for general airport consultant services.
7. Issue RFP for advertising and secure a new advertising contact.
8. Utilize results of gate/ramp survey during Use & Lease negotiations to optimize layout.
9. Locate a TSA Pre-check Enrollment Center at the airport.

## Mid-Term Initiatives (2016/17– 2017/18)

1. Explore possibility of recycling glycol used in de-ice operations.
2. Issue RFP for insurance brokerage services for a comprehensive insurance program.
3. Enhance our mutual aid relationships with local police, fire and EMS agencies.
4. Determine and implement preferred option for providing uniformed security services.

## Long-Term Initiatives (2018/19+)

1. Parking garage construction/rehabilitation per results of parking needs analysis. (see Goal 1, Mid-term, #6)



# Create a Service-Oriented Culture Across the Employee Community

## Completed Initiatives

1. Develop and issue an employee handbook. (December 2014)
2. Institute a performance appraisal system for non-union SRAA employees. (April 2015)

## Immediate Initiatives (2015/16)

1. Evaluate and optimize SRAA staffing.
2. Develop and employee orientation program.
3. Create opportunities to meet with employees and reinforce our values.

## Mid-Term Initiatives (2016/17–2017/18)

1. Benchmark SRAA salaries against ACI-NA Compensation Survey data.
2. Institute planning retreats for senior staff and board members.

## Long-Term Initiatives (2018/19+)

1. Create ways to help unionized SRAA employees understand and adhere to the provisions of their collective bargaining agreements.