

**ALBANY COUNTY AIRPORT AUTHORITY**  
**Mission Statement and Performance Measurement Report**  
**Year Ended December 31, 2015**

**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 2011-2015. Division/department level performance measurements for 2011-2015 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 Authority does not have any component units. 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. In October of 2005 the Authority employed the services of Maquire-AvPorts, currently AFCO AvPorts Management LLC ("AFCO") and Aviation Facilities Company, Inc. ("AFCO Parent") to manage the daily operations and maintenance of the Airport and the services of REW Investments, Inc., d/b/a Million Air to manage the daily operations of the Fixed Base Operation (FBO).

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 2011 | Final 2012 | Final 2013 | Final 2014 | Final 2015 |
|-------------------------------------|---|---|------------|------------|------------|------------|------------|
| <b>Safety</b>                       | Employee Accidents and Incidents                | Construction Injuries Lost Time Injury Rate   | 13         | 9          | 14         | 9          | 26         |
|                                     | Airfield Violations                             | Runway Incursions   | 0          | 0          | 0          | 0          | 0          |
|                                     |   | Runway Condition FAA Safety Compliance  | 0          | 0          | 9          | 0          | 0          |
|                                     |   | Inspection Discrepancies  | 2          | 14         | 10         | 8          | 10         |
| <b>Security</b>                     | Security Incidents and Violations               | Security Badge Breaches   |            |            |            |            |            |
|                                     |   | Letters of investigation  | 5          | 2          | 0          | 1          | 2          |
|                                     |   | Violations  | 0          | 1          | 0          | 0          | 0          |
| <b>Financial</b>                    | Revenue Management                              | Total Airline per EPAX*   | \$11.12    | \$10.09    | \$10.30    | \$9.77     | \$9.16     |
|                                     |   | Total Non-Airline Revenue per EPAX*   | \$24.29    | \$24.21    | \$24.44    | \$25.66    | \$24.44    |
|                                     |   | Total Revenue per EPAX*   | \$40.57    | \$38.84    | \$39.28    | \$39.90    | \$38.53    |
|                                     | Cost Performance                                | Operating Cost per EPAX*  | \$10.14    | \$9.36     | \$9.57     | \$9.09     | \$8.68     |
|                                     |   | Airport Cost per EPAX*  | \$7.92     | \$7.64     | \$7.60     | \$7.22     | \$7.12     |
|                                     | Debt Management                                 | Debt Service Coverage Ratio   | 1.33       | 1.33       | 1.26       | 1.36       | 1.39       |
|                                     |   | Debt per EPAX*  | \$105      | \$98       | \$93       | \$85       | \$75       |
| Liquidity                           | Days Unrestricted Cash on Hands                 | 143   | 165        | 170        | 189        | 205        |            |
| <b>Operational</b>                  | Aircraft Delays caused by Airport               | Number of Aircraft Delay caused by Airport or Runway Closings   | 0          | 0          | 1          | 0          | 0          |
|                                     | Aircraft Delays caused by Fixed Base Operations | Number of Aircraft Fueling Delays   | 5          | 5          | 1          | 3          | 3          |
| <b>Customer Service</b>             | Service Quality                                 | Terminal Cleanliness Concessions Quality and Variety (5 is the highest)                                 | note 1     | 4.4        | note 1     | 4.6        | note 1     |
|                                     | Customer Satisfaction                           | Customer Survey Results (5 is the highest)  | note 1     | 4.3        | note 1     | 4.6        | note 1     |
| <b>Environmental Sustainability</b> | Environmental Compliance                        | Violations Identified by Regulatory Agency De-Icing Material Discharge Frequency and Severity of Spills | 0          | 0          | 0          | 0          | 0          |
|                                     |   | SPDES violations  | 0          | 0          | 0          | 0          | 0          |
|                                     | Noise   | Noise Levels /Noise Complaints  | 17         | 19         | 10         | 33         | 26         |
| <b>People</b>                       | Employee Satisfaction                           | Employee Turnover   |            |            |            |            |            |
|                                     |   | AFCO AvPorts  | 8.2%       | 16.7%      | 19.8%      | 19.9%      | 27.0%      |
|                                     |   | Million Air FBO   | 24.0%      | 25.0%      | 13.75%     | 25.0%      | 25.0%      |
|                                     | Workforce Diversity                             | Albany County Airport Authority   | 6.4%       | 0%         | 0%         | 0%         | 6.4%       |
|                                     |   | Minority Representation in Workforce  |            |            |            |            |            |
|                                     |   | AFCO AvPorts  | 13.2%      | 14.0%      | 13.5%      | 15.0%      | 16.7%      |
| Million Air FBO                     | 29.4%   | 12.9%   | 16.7%      | 11.9%      | 16.7%      |            |            |
| Albany County Airport Authority     | 4.4%  | 4.3%  | 4.3%       | 4.3%       | 4.3%       |            |            |

\*EPAX is enplaned passenger.

Note 1. An Insufficient number of customer satisfaction surveys were conducted in 2011, 2013 and 2015 to report on this performance measure.

**SUPPLEMENTAL INFORMATION**

**DIVISION/DEPARTMENT LEVEL PERFORMANCE MEASURES**

The following pages contain the division and department level performance measures from 2011-2015. There are three major divisions: “AvPort’s” performance; “FBO” performance; and the Authority (ACAA) performance. AvPorts performance measures provide information on the performance of the major management services contractor at the Airport, which is AFCO AvPorts, LLC (d/b/a AvPorts). The FBO performance measurements provide information on the performance of the management services contractor for the Fixed Base Operations and Fuel Farm, which is REW Investments, Inc. (d/b/a Million Air). The Authority performance measures provide information the Authority is exclusively responsible for. Collectively these division/department level performance measures support the achievement of the Mission level performance measures.

**Albany International Airport  
2015 AvPort's Performance Measurements  
For the twelve months ended December 31**

| <b>Airfield Performance Measurements</b>   |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|
|  | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| Number of vehicle accidents on Airfield over \$1,000   | 1          | 2          | 0          | 0          | 1          |
| Airport remained open for all airline operations   | 100%       | 100%       | 99%        | 100%       | 100%       |
| Electrical work-orders   | 823        | 546        | 797        | 659        | 621        |
| SPEDES permit sanctions  | 0          | 0          | 0          | 0          | 0          |
| Gallons of deicing aircraft storm water fluid collected  | 27,251,129 | 11,136,801 | 16,227,459 | 18,495,907 | 15,586,695 |
| Pounds of Biochemical Oxygen Demand in the collected storm water removed (the higher the better) | 3.0%       | 2.7%       | 3.1%       | 2.7%       | 3.1%       |
| Employees with CDL licenses  | 33         | 34         | 50         | 34         | 35         |
| Runway incidents   | 0          | 0          | 0          | 1          | 0          |
| Notices to Airmen (NOTAMs) for airfield lighting   | 0          | 0          | 0          | 1          | 54         |
| Occupational Safety and Health Administration (OSHA) reportable incidents                        | 4          | 1          | 3          | 1          | 7          |
| Liquid potassium acetate used on runways (avg gallons per snow ice event)                        | 2,260      | 0          | 6,050      | N/A        | 1,768      |
| Airfield electric usage (KWH)  | 757,440    | 647,595    | 526,083    | 475,158    | 595,519    |
| Overtime/Personnel Services (%)  | 12.3%      | 8.5%       | 10.9%      | 10.5%      | 14.1%      |

| <b>Terminal Performance Measurements</b>         |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|
|  | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| HVAC Equipment in operation                      | 100.0%     | 100.0%     | 100.0%     | 97.9%      | 100.0%     |
| Work Orders                                      | 3,552      | 4,074      | 3,837      | 3,587      | 3,413      |
| Survey: cleanliness of the terminal              | N/A        | N/A        | N/A        | 91%        | N/A        |
| Average # of days a work order remains open      | 3.1        | 2.9        | 2.9        | 3.0        | 2.5        |
| Plumbing Equipment in operation                  | 100%       | 100%       | 100%       | 100%       | 100%       |
| Terminal Maintenance direct cost per square foot | \$16.64    | \$15.40    | \$16.14    | \$15.87    | \$16.63    |
| Terminal electrical usage (KWH): 79 Building     | 1,523,520  | 1,582,537  | 1,389,590  | 1,563,618  | 1,569,493  |
| Terminal electrical usage (KWH): 98 Building     | 7,589,948  | 7,797,692  | 7,218,686  | 7,681,612  | 7,700,324  |
| Overtime/Personnel Services (%)                  | 6.5%       | 7.5%       | 5.0%       | 5.6%       | 7.4%       |

| Loading Bridge Performance Measurements             |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|
|   | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| Direct Cost per Loading Bridge                      | \$18,401   | \$18,602   | \$17,802   | \$12,773   | \$25,158   |
| Airline Employees trained                           | 0          | 0          | 0          | 2          | 11         |
| Over-the-Wing (OTW) Loading Bridge total operations | 3,712      | 4,489      | 4,048      | 4,238      | 3,881      |
| Loading Bridge electrical usage (KWH)               | 657,652    | 675,652    | 625,483    | 665,594    | 667,216    |
| OTW Loading Bridge Maintenance calls                | 92         | 145        | 105        | 4          | 59         |
| OTW Loading Bridge out of service                   | 4.8%       | 5.7%       | 0.7%       | 1.8%       | 10.9%      |
| Overtime/Personnel Services (%)                     | 17.5%      | 13.0%      | 3.0%       | 13.0%      | 19.7%      |

| Parking Performance Measurements   |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|
|  | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| Express parking transactions   | 174,719    | 222,674    | 273,241    | 290,517    | 308,094    |
| Cashier parking transactions   | 462,156    | 390,456    | 334,266    | 321,395    | 315,367    |
| Cashier parking transaction errors   | 184        | 158        | 110        | 93         | 109        |
| Shuttle Bus Survey <small>(new measurement for 2008)</small>                               | N/A        | N/A        | N/A        | N/A        | N/A        |
| Customer/Vehicle Contact   | N/A        | N/A        | N/A        | N/A        | 0          |
| OSHA recordable accidents  | 0          | 1          | 3          | 1          | 6          |
| Parking electrical usage (KWH)   | 248,818    | 357,413    | 353,652    | 352,612    | 345,278    |
| Parking Garage electrical usage (KWH) <small>(23.5% of 98 building gets allocated)</small> | 2,533,576  | 2,602,923  | 2,409,647  | 2,564,174  | 2,570,421  |
| YTD Loss/Gain  | -\$2,249   | -\$1,613   | -\$116     | -\$399     | -\$1,178   |
| Overtime/Personnel Services (%)  | 12.6%      | 12.0%      | 10.6%      | 14.1%      | 18.2%      |

| Landside Performance Measurements  |            |            |            |            |            |
|------------------------------------|------------|------------|------------|------------|------------|
|                                    | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| Number of tenants                  | 60         | 60         | 57         | 56         | 53         |
| Landside building rental (Sq ft) * | 297,797    | 304,876    | 262,313    | 279,026    | 316,243    |
| Landside land rental (acres)*      | 31         | 33         | 31         | 32         | 31         |
| Tenant complaints                  | 1          | 0          | 2          | 0          | 0          |
| *Includes rented space/land only   |            |            |            |            |            |

| ARFF Performance Measurements                |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|
|  | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| Annual Dispatch Calls                        | 437        | 484        | 461        | 394        | 527        |
| Tour conducted by ARFF                       | 53         | 36         | 24         | 23         | 36         |
| AED classes conducted                        | 10         | 4          | 11         | 22         | 2          |
| Fire Extinguishers inspected/serviced        | 4,219      | 4,824      | 5,395      | 5,743      | 5,904      |
| NYS Fire Fighter training (training hours)   | 1,992      | 1,992      | 1,992      | 1,992      | 1,992      |
| OSHA required fire training (training hours) | 156        | 156        | 156        | 156        | 156        |
| NYS EMT training (training hours)            | 480        | 480        | 480        | 480        | 480        |
| FAA ARFF training (training hours)           | 516        | 516        | 516        | 516        | 516        |
| Building code inspections                    | 28         | 33         | 14         | 19         | 30         |
| Overtime/Personnel Services (%)              | 13.8%      | 13.9%      | 13.4%      | 16.4%      | 18.9%      |

| <b>Operations Performance Measurements</b>        |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|
|   | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| Work Orders (Facility) Building Maintenance calls | 3,557      | 4,066      | 3,846      | 3,315      | 3,491      |
| Work Orders (139) aeronautical areas              | 799        | 378        | 487        | 448        | 793        |
| Notice to airmen (NOTAMS)                         | 671        | 374        | 419        | 1,261      | 1,158      |
| Bird Strikes                                      | 28         | 53         | 30         | 42         | 27         |
| Property Damage Reports                           | 125        | 118        | 142        | 164        | 154        |
| Bodily Injury Reports                             | 197        | 245        | 192        | 222        | 185        |
| FAA 139 Inspections discrepancies                 | 2          | 14         | 13         | 9          | 9          |
| Operations' employee accidents                    | 2          | 1          | 0          | 0          | 0          |
| Operations' property accidents                    | 0          | 1          | 4          | 0          | 0          |
| Overtime/Personnel Services (%)                   | 5.2%       | 5.9%       | 5.0%       | 5.4%       | 10.5%      |

| <b>Security Performance Measurements</b>            |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|
|   | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| Security Trainees                                   | 519        | 493        | 511        | 667        | 559        |
| Driver Trainees                                     | 284        | 227        | 272        | 377        | 277        |
| Finger Printing                                     | 476        | 486        | 505        | 689        | 727        |
| Badges Issued                                       | 159        | 256        | 148        | 174        | 130        |
| Revalidations*                                      | 385        | 539        | 373        | 602        | 521        |
| Escort Required Badges Issued                       | 2,178      | 2,179      | 2,865      | 2,672      | 3,524      |
| Business Center Security Passes                     | 2,087      | 2,251      | 2,298      | 775        | 186        |
| Curbside Accidents                                  | 2          | 0          | 2          | 0          | 0          |
| Curbside Security - Overtime/Personnel Services (%) | 4.1%       | 4.6%       | 3.6%       | 3.8%       | 10.9%      |

\*Revalidations of badges are performed every other year

| <b>Vehicle Maintenance Performance Measurements</b> |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|
|   | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| Heavy Equipment (Units)                             | 61         | 61         | 61         | 61         | 47         |
| Light Vehicles (Units)                              | 47         | 47         | 47         | 47         | 34         |
| Light Equipment (Units)                             | 233        | 233        | 233        | 233        | 233        |
| Average age of ARFF Fleet (yrs)                     | 11         | 12         | 7          | 7          | 9          |
| Average age of Shuttle Buses (yrs)                  | 6          | 7          | 7          | 7          | 4          |
| Average age of Fuel Trucks (yrs)                    | 6          | 7          | 10         | 10         | 12         |
| Average age of other large vehicles                 | 15         | 16         | 15         | 15         | 17         |
| Average age of Pick-ups                             | 8          | 9          | 11         | 11         | 15         |
| Shuttle Bus (Not less than 6 operational)           | 7          | 7          | 7          | 6          | 7          |
| Fuel Truck (Not less than 7 operational)            | 5          | 7          | 8          | 8          | 7          |
| Technicians trained                                 | 20         | 18         | 8          | 1          | 33         |
| Overtime/Personnel Services (%)                     | 12.8%      | 7.7%       | 10.7%      | 9.1%       | 12.9%      |

| <b>AvPort's Administration Performance Measurements</b> |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|
|   | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| AvPort's total full time employment equivalents         | 162.5      | 157.0      | 155.0      | 154.5      | 150.5      |
| Total AvPort's overtime                                 | 10.3%      | 9.2%       | 9.0%       | 10.5%      | 13.6%      |
| Budgetary needs met                                     | yes        | yes        | yes        | yes        | yes        |
| Saving/revenue producing ideas                          | 1          | 3          | 0          | 0          | 0          |
| Total AvPorts Property Damage Reports                   | 31         | 38         | 31         | 24         | 35         |
| Administration Overtime/Personnel Services (%)          | 0.0%       | 0.0%       | 0.0%       | 0.0%       | 0.0%       |
| Employee turnover                                       | 8.2%       | 16.7%      | 19.8%      | 19.9%      | 27.0%      |

# Albany International Airport 2015 FBO Performance Measurements For the twelve months ended December 31

| Commercial Aviation Performance Measurements                                      |              |              |            |            |            |
|---|--------------|--------------|------------|------------|------------|
|   | 2011 Final   | 2012 Final   | 2013 Final | 2014 Final | 2015 Final |
| Number of accidents/incidents   | 0            | 0            | 0          | 2          | 0          |
| Number of airline delays counted against MA                                       | 5            | 5            | 1          | 2          | 3          |
| Into-plane gallons pumped   | 18,218,999   | 17,738,449   | 17,068,920 | 16,971,830 | 16,835,885 |
| Number of Audits performed by Airlines/ Quality Control-Employee Training Records | New for 2013 | New for 2013 | 11         | 11         | 24         |
| Number of non-compliance items reported in Airline Audits                         | New for 2013 | New for 2013 | 7          | 3          | 3          |
| AvGas fuel sales commercial   | 233,142      | 184,479      | 184,107    | 180,785    | 173,843    |
| Deicing gallons pumped  | 202,077      | 115,831      | 154,885    | 154,363    | 123,604    |
| Workers' compensation cases   | 0            | 0            | 1          | 0          | 0          |
| Employees who have completed Safety Programs                                      | 15           | 17           | 16         | 16         | 17         |
| Quality control audits at the Fuel Farm (less the better)                         | 18           | 13           | 11         | 8          | 12         |
| Completed monthly training programs   | 12           | 12           | 12         | 12         | 12         |
| Monthly survey of airlines  | 100%         | 100%         | 100%       | 100%       | 100%       |
| Overtime/Personnel Services (%)   | 18.5%        | 11.4%        | 9.3%       | 12.8%      | 12.0%      |

| General Aviation Performance Measurements           |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|
|   | 2011 Final | 2012 Final | 2013 Final | 2014 Final | 2015 Final |
| AvGas fuel sales (gallons)                          | 71,747     | 68,240     | 60,447     | 55,902     | 70,438     |
| Jet A fuel sales (gallons)                          | 910,143    | 870,095    | 840,347    | 952,761    | 967,345    |
| Number of international flights                     | 577        | 592        | 595        | 753        | 707        |
| General Aviation Aircraft customer transactions     | 7,250      | 6,859      | 6,153      | 6,515      | 6,949      |
| Number of Aircraft Arrivals                         | 6,985      | 6,321      | 5,541      | 6,073      | 3,949      |
| Number of Aircraft fueled                           | 5,157      | 5,245      | 4,575      | 4,870      | 5,901      |
| Number of ramp fees collected                       | 1,896      | 1,989      | 1,433      | 1,883      | 1,661      |
| Number of landing fees collected                    | 4,945      | 4,249      | 4,070      | 4,060      | 3,811      |
| Employees who completed the NATA Safety 1st Program | 20         | 18         | 30         | 11         | 12         |
| Employees who completed all Safety Programs         | 15         | 18         | 26         | 10         | 20         |
| Property Accidents                                  | 1          | 0          | 0          | 1          | 2          |
| Quarterly reports from monthly safety meetings      | 100%       | 100%       | 100%       | 100%       | 100%       |
| Number of top 20 customers surveys completed        | 37         | 34         | 18         | 20         | 25         |
| Overtime/Personnel Services (%)                     | 11.8%      | 14.6%      | 15.0%      | 10.0%      | 11.1%      |

| Million Air's Administrative Performance Measurements |              |              |            |            |            |
|---|--------------|--------------|------------|------------|------------|
|   | 2011 Final   | 2012 Final   | 2013 Final | 2014 Final | 2015 Final |
| Million Air's total full time employment equivalents  | 34           | 32           | 37         | 35         | 35         |
| Total Million Air overtime                            | 10.3%        | 11.0%        | 10.6%      | 9.3%       | 9.7%       |
| Number of marketing events attended                   | New for 2013 | New for 2013 | 3          | 2          | 2          |
| Number of based tenants                               | New for 2013 | New for 2013 | 27         | 25         | 14         |
| Employee turnover annum                               | 24%          | 25%          | 14%        | 25%        | 25%        |
| Workers' compensation cases                           | 0            | 3            | 4          | 0          | 0          |
| Number of customers gained (prior year comparison)    | -5%          | -5%          | -10%       | 6%         | 7%         |
| Overtime/Personnel Services (%)                       | 1.3%         | 1.9%         | 2.0%       | 1.2%       | 0.6%       |

# Albany International Airport 2015 ACAA Performance Measurements For the twelve months ended December 31

| ACAA Performance Measurements                                 |              |              |              |              |            |
|---|--------------|--------------|--------------|--------------|------------|
|   | 2011 Final   | 2012 Final   | 2013 Final   | 2014 Final   | 2015 Final |
| ACAA's total full time employment equivalents                 | 23           | 23           | 22           | 24           | 22         |
| Community meetings  | 62           | 73           | 59           | 61           | 63         |
| Aviation conferences/meetings                                 | 13           | 21           | 25           | 23           | 36         |
| Open Accounts Receivable/Total Operating Revenues             | 3.0%         | 3.7%         | 4.3%         | 4.4%         | 4.2%       |
| Open Accounts Payable/Total Operating Expenses                | 1.6%         | 1.9%         | 3.3%         | 4.5%         | 1.7%       |
| SPDES Permit  | yes          | yes          | yes          | yes          | yes        |
| FAA: Part 139 Operation Compliance                            | yes          | yes          | yes          | yes          | yes        |
| Part 77 Airspace Compliance                                   | yes          | yes          | yes          | yes          | yes        |
| Part 150 Noise Program  | yes          | yes          | yes          | yes          | yes        |
| Part 121 Air Cargo Carriers                                   | yes          | yes          | yes          | yes          | yes        |
| Update maps & charts of Airport                               | yes          | yes          | yes          | yes          | yes        |
| Landside building rent increase/(decrease) from previous year | 0%           | 1%           | -4%          | -2%          | 9%         |
| T Hangar rent increase/(decrease) from previous year          | -3%          | -7%          | 3%           | 7%           | -6%        |
| Tie Down rent increase/(decrease) from previous year          | -9%          | 16%          | 21%          | -51%         | -6%        |
| Landside land rent increase/(decrease) from previous year     | 5%           | -5%          | 4%           | -2%          | -1%        |
| DBE Participation for construction/engineer contractors       | 10%          | 9%           | 9%           | 9%           | 9%         |
| MWBE Participation for construction/engineer contractors      | 18%          | 11%          | 33%          | 39%          | 30%        |
| Minority Representation in the Workforce-Concessions          |              |              |              |              |            |
| HMS Host  | 20%          | 22%          | 20%          | 17%          | 24%        |
| McDonalds   | 53%          | 58%          | 55%          | 48%          | 32%        |
| Villa Fresh Italian Kitchen/Green Leafs                       | 37%          | 46%          | 30%          | 48%          | 57%        |
| Paradies  | 28%          | 31%          | 27%          | 24%          | 29%        |
| Dunkin Donuts   | 30%          | 33%          | 50%          | 53%          | 52%        |
| Ambassador Program-hours volunteered                          | 28,430       | 16,161       | 15,743       | 16,647       | 15,428     |
| Ambassador assistance - landside                              | 20,328       | 22,441       | 34,859       | 49,516       | 51,313     |
| Ambassador assistance - airside                               | 22,310       | 21,558       | 21,649       | 21,301       | 24,461     |
| Canine assistance-landside                                    | New for 2015 | New for 2015 | New for 2015 | New for 2015 | 23,016     |
| Canine assistance-airside                                     | New for 2015 | New for 2015 | New for 2015 | New for 2015 | 5,427      |
| Concession revenue increase from previous year                | 6%           | -1%          | -2.5%        | 10.4%        | 4.1%       |
| Community tours   | 54           | 40           | 25           | 29           | 35         |