Rapid City Regional Airport (RAP)
Compensation Study and Review

March 2021

DRAFT
March 23, 2021

Dear Mr. Rod Pettigrew:

This report contains an external salary market assessment for the employees of the Rapid City Regional Airport (RAP). ADK has significant experience conducting compensation studies for the aviation industry. We utilized knowledge of the industry to ensure that the salary data evaluated has the appropriate allocation to the RAP environment, job classifications, and job descriptions. The airport comparators were selected by operational activity similar to that of RAP.

The study is focused primarily on wage data but also includes information regarding benefit offerings and valuations in relationship to the operation of airport. So as to maintain anonymity and comply with the Sherman Anti-Trust Act of 1890, ADK Consulting and Executive Search does not associate the information that is provided directly to the source, although we share a listing of contributing airports.

Thank you for the opportunity to conduct this compensation review for the City of Rapid City and the Rapid City Regional Airport.

Sincerely,

Linda

Linda G. Frankl, A.A.E. | Director, Senior Practice Leader

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# TABLE OF CONTENTS

- Introduction ................................................................................................................. 2
- Executive Summary ...................................................................................................... 2
- Description of Business ................................................................................................. 5
- Organizational Chart .................................................................................................... 6
- Survey Methodology ...................................................................................................... 7
- Statistical Methodology ................................................................................................. 8
- Participating Airport Organizations .............................................................................. 9
- Participating Airports Statistical Information ............................................................... 10-12
- Benefit Offerings Valuation ......................................................................................... 13
- Compensation Study Data ............................................................................................. 14-24
- Participating Airports Additional Benefits Information ............................................... 25
- Salary Review and Recommendations ........................................................................ 26-27
- Compensation Information ......................................................................................... 28-29
- Appendix A: Position Job Match Respondents ......................................................... 30-32
- Appendix B: Airport Benefits Summaries .................................................................. 33-34
**INTRODUCTION**

ADK Consulting and Executive Search (ADK) was engaged by the Rapid City Regional Airport (RAP) to research and evaluate the pay range competitiveness of five classifications employed within the City of Rapid City and to complete a salary review/assessment of all positions within the RAP organization.

A critical component of managing an effective airport operation is to have talent management practices in place that support an airport’s ability to attract, retain, and provide opportunities for the best talent. Having competitive salaries and an organizational structure that can be agile and adapt quickly to demanding and, at times, unpredictable circumstances is paramount to meeting the objectives of moving people, products, and services in and around the globe efficiently and effectively. For optimal effectiveness of an airport organization, a fair and market-competitive compensation model for the airport’s staff is prudent to retain the RAP talent. It is recommended that compensation programs be tailored to meet the specific needs of an organization and its environment.

Airports are unique in structure and may use different titles for job classifications. ADK’s team members’ knowledge of the industry, both from a practitioner perspective, as well as providing consultant services to a large segment of the industry, aided in the ability to match positions with roles encompassing similar duties and responsibilities. For the purposes of this report, we reference the title currently used by RAP. To maintain anonymity of the airport participants and to comply with the Sherman Antitrust Act of 1890, specific information provided by the participants is not identified in this report, other than to disclose the names of the airports that participated in the study.

**EXECUTIVE SUMMARY**

Research for this project was principally centered on market data of airports of similar size, operational activity, and financial parameters, although not all comparables match all criteria equally. It should be noted that each airport and organization is unique, with different governance, financial, and operational structure, as well as the allocation of duties. Although all the operational activity and duties may not be exactly like those of RAP personnel within each position, many are. We believe the survey results represent an impartial, objective, and reasonable comparison to the specific market for comparable human capital upon which recommendations can be made utilizing applicable interpretations and formulas.

Airport administration and the airport industry is dynamic, complex, and a continuously evolving discipline, with multi-faceted requirements that necessitate a high degree of technical and strategic expertise. A significant factor in attracting and retaining valuable talent is to maintain an appealing compensation strategy, and that supports growth and financial reward for the employees’ contributions. Recommendations made in this report assume that the City of Rapid City and the airport desire to be competitive and to pay wages that are market competitive to meet the objectives of attracting and retaining skilled and competent staff members providing safety and business-friendly services. This report provides an analysis of the market data for salaries without complete evaluation of other monetary and non-monetary benefits. Information regarding monetary benefits beyond compensation and the valuation of such will be shared. The City of Rapid City and RAP have the ultimate responsibility for determining the best compensation strategy and course of action for the business. Our objective is to provide this research to facilitate the decision-making process.
Airports provide a critical element to the economic vitality of the local area and are an essential link to the regional, national, and global economy. Airports serve as the gateway to the area and provide the first and last impression of the community to users of commercial and general aviation. The airport industry is a relatively small industry. For those specifically in the airport profession as a career, they are committed to the challenges and opportunities of the industry. In most cases, career advancement for airport professionals requires relocation to a new community, with direct personal and financial impact on the individual and family. Airport professionals must be willing to adapt to their new community and be able to build new personal and professional relationships.

2019 Airport Statistical Data:

398 Primary commercial service airports (airports serving greater than 10,000 passengers)  
30 Large hub airports – airports serving greater than 1% of the country's annual passenger boardings  
32 Medium hub airports – airports serving .25% - 1% of the country's annual passenger boardings  
73 Small hub airports – airports serving .05% to .25% of the country's annual passenger boardings  
263 Non-hub airports – airports serving less than .05% of the country's annual passenger boardings  

This equates to a niche market for professional airport executives. In addition to passenger service, airports also accommodate the transport needs of cargo, military operations, corporate aviation departments, and a wide variety of private aviation services and facilities, including medical and law enforcement transport needs.

Airports operate 24 hours per day, 7 days per week, and 365 days per year. As a result, airport leadership must be readily available to manage normal operations as well as emergency situations. Once believed to be the most significant disruption to air travel, the tragic events of 9/11/2001 required extensive security measures at U.S. airports and airports at other countries around the globe. More recently, the global COVID-19 pandemic has put even greater business strain and responsibility on the aviation industry's leadership to take preventive measures, to train staff for the unexpected, and to deal with the psychological effects on employees and the traveling public. Recovery will require ingenuity, perseverance, and dedication.

The aviation industry operates in a diverse and dynamic environment. Coordination between airlines, airports, other service providers, and numerous government agencies is necessary to safely operate with efficiency and convenience. Since deregulation in 1978, the airline and airport industry has evolved from a regulated, rigid environment to a competitive marketplace driven by supply and demand, profit, and loss. As a result, airport leaders must think like business operators in the free market, generating revenue while also providing a safe and secure environment.

Initially, the primary focus of airport management was centered on the technical aspects of daily operations. Prior to deregulation, airlines were more actively involved in the passenger experience. The Civil Aeronautics Board decided which airlines operated at an airport and which city-pairs they served. Current day, airports reflect their communities and are looked to as revenue and job creators that stimulate economic development.

Subsequent to deregulation of the airline industry, airport leaders had to become more business-oriented to create a business stimulus climate necessary to operate a commercial enterprise. Competition in the global economy and aviation industry has produced the current culture in airport administration. This new culture requires leaders to become active members of the economic development team in the region and
to work closely with local business and political leaders to promote community interests. As a result, airport leaders have become key members of regional economic development efforts having a direct impact on the future of the local economy.

Airport leaders must continue to evolve, properly serve, and shape the aviation industry, to properly serve local airport demands, to inspire and develop their teams, and to properly engage and contribute to their community as a leader. The field of airport administration requires a unique combination of abilities, background, and experience. Airport leadership must be able to balance the interests of a diverse group of stakeholders to ensure the safety and security of the traveling public in a financially responsible and customer-focused manner. Senior executives must be able to build effective relationships with the general public, the airlines, rental car agencies, other concession operators, general aviation users and operators, numerous state and federal regulatory agencies, and the local community. Leaders must be able to handle emergencies, respond quickly in a crisis, and function well under pressure. The airport is held responsible for many functions outside of the immediate control of airport management, including regulatory requirements, air service, and business interests. To be successful, executive leadership must build a culture of customer service and community engagement that transcends normal boundaries of authority. The airport executive must be a visionary; one who is a consensus builder and who can foster regional support for initiatives among the community partners. They need to be inclusive and effective decision-makers who anticipate challenges, adapt, and execute with care.

In summary, the aviation industry, as well as the role of airport leaders, has changed exponentially since deregulation and continues to escalate with the increasing challenges airports face today to provide a safe transportation environment, be a successful business enterprise, and be a partner in the advancement and reflection of the community's interest and well-being.

In consideration of current conditions and our interest to provide salary recommendations that are acceptable to all parties with a foundation in salary data, ADK's recommendations considered prior pay grade and range methodology utilized by RAP. Our summary reflects an industry pay grade recommendation and depicts a potential correlation to an existing City of Rapid City pay grade structure.

ADK did not review or evaluate job factors for these positions. This report does not represent legal advice or financial advisory advice beyond providing market information.
DESCRIPTION OF BUSINESS

The Rapid City Regional Airport (RAP) is a non-hub primary commercial service public use airport located in western South Dakota and approximately nine miles southeast of Rapid City, South Dakota. It is owned and operated by the City of Rapid City and is administered by an Airport Board that is comprised of mayoral appointees, which are confirmed by the Rapid City Common Council. The Airport Board is a semi-autonomous board, which operates the Airport on behalf of the City of Rapid City.

The airport’s stated mission is to provide safe, environmentally responsive, and fiscally self-sustainable operations ensuring high-quality services and facilities. RAP is a vital transportation hub for the region with commercial and general aviation activities. Prior to the pandemic that began in March 2020, RAP set record breaking passenger numbers and several new flight routes were added as offerings. There are two (2) runways: the longest measures 8,701 feet long by 150 feet wide. In 2020 there were approximately 42,266 operations: 124 based aircraft and in 2019, 342,794 passenger enplanements. Current air carriers operating at RAP are Allegiant, American, Delta, and United.
SURVEY METHODOLOGY

The salary study is intended to have relevance for each classification considering the position responsibilities, the regional talent market, and the correlation to the industry marketplace. These considerations are appropriate to enhance the ability of RAP to attract highly qualified staff members to support regulatory requirements related to safety as well as the organization’s objectives of providing high quality and efficient service to its community and stakeholders.

It is important to recognize that salary data can be acquired more simplistically than evaluating a total rewards program and total compensation program, which would consider tangible and intangible benefits including pensions, insurance programs, paid leave, variable pay, other incentives, and local cost of living. This study will not thoroughly examine these factors, although recognizes these factors occur and will provide some information that reflects cost of employees in relationship to operation.

ADK Consulting & Executive Search Airport Wage Survey Analysis (2021): To ensure market competitiveness and appropriate diversification, we selected data from airports that possess some similarity in level of commercial service activity, amount of operating revenues, size of staff, region, and/or governance structure to examine. We have valid data from thirty (30) total airports that are identified below, eleven (11) of which are fewer in number of enplanements and nineteen (19) with greater number of enplanements. Each position was uniquely matched to peer airports and all positions do not have the same number of matches or come from identical organizations.

RAP is a member of and has participated in the Airports Council International-North America salary survey performed by Western Management Group. ADK reviewed the JAN 2020 salary data from this study for comparison and data purposes. The ACI survey shares cumulative salary data by region, size of airport, governance, and financial factors based on an assigned category. The category that encompasses RAP is very diverse, and in the opinion of ADK, there is value in conducting a more refined and customized review of appropriate level market data maintained by ADK.

Benchmarked Airports:

- Appleton International Airport (ATW) - Outagamie County, WI
- Bishop International Airport (FNT) - Flint, MI
- Central IL Regional Airport at Bloomington Normal (BMI) – Bloomington, IL
- Cherry Capital Airport (TVC) – Traverse City, MI
- Columbia Metropolitan Airport Authority (CAE) – Columbia, SC
- Eastern Iowa Airport (CID) – Cedar Rapids, IA
- Fort Wayne International Airport (FWA) – Fort Wayne, IN
- General Downing – Peoria Int’l Airport (PIA) – Peoria, IL
- Grand Forks International Airport (GFK) – Grand Forks, IN
- Green Bay – Austin Straubel Int’l Airport (GRB) – Green Bay, WI
- Hector International Airport (FAR) – Fargo, ND
- Jackson-Medgar Wiley Evers Int’l Airport (JAN) – Jackson, MS
- Lincoln Airport Authority (LNK) – Lincoln, NE
- Lovell Field (CHA) – Chattanooga, TN
- Lubbock Preston International Airport (LBB) – Lubbock, TX
- Mahlon Sweet Field – Eugene Airport (EUG) – Eugene, OR
- Midamerica St. Louis Airport (BLV) – Mascoutah, IL
- Missoula International Airport (MSO) – Missoula, MT
- Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
- Quad City International Airport (MUI) – Moline, IL
- Roanoke Airport Commission (ROA) – Roanoke, VA
- Rochester International Airport (RST) – Rochester, MN
- Rogue Valley International – Medford Airport (MFR) – Medford, OR
- Sioux Gateway/Brig. Gen. Bud Day Field (FSD) – Sioux Falls, SD
- Williston Basin International Airport (XWA) – Williston, ND
- South Bend International Airport (SBN) – South Bend, IN
- Springfield-Branson National Airport (SGF) – City of Springfield, MO
- Tri-Cities Airport (TRI) – Bristol, TN
- University of Illinois – Willard Airport (CMI) – Champaign, IL
- Wilmington International Airport (ILM) – Wilmington, NC
STATISTICAL METHODOLOGY

All job classification reports and data presentations are presented in the aggregate form and display summary information in bar charts. The types of data analyses performed were mean/average (total of all salary numbers divided by the total number of data points), and the median (midpoint of the salary numbers with half the amounts falling above and half below) for the salary ranges. The average can be affected by extreme values. The median is not affected by this and tends to be lower than average because there is no upper limit to the rates that are paid for a job, however, the lower limit is zero.

Consistent with best practices for compensation studies, ADK uses job pricing and job worth methods to calculate and provide market pricing salary pay range recommendations and identifies variables to calculate salary recommendations. ADK reviews each job classification and evaluates the breadth of responsibilities, level of business activity, size of organization, governance, and production output expected (industry knowledge applied).

The calculations and depiction of data are not inclusive of RAP’s wage data.

Once again, we want to specify that although statistical data points are valid, there are differences in all work environments that contribute to market salaries.

ADK has significant experience conducting compensation studies for the aviation industry and utilized knowledge of the industry to ensure that reported pay bands and position matches had applicability to the RAP surveyed job classifications.
### Participating Airport Organizations

#### 2019 ENPLANEMENTS

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<thead>
<tr>
<th>Airport Name</th>
<th>ENPLANEMENTS</th>
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<tbody>
<tr>
<td>Eastern Iowa Airport (CID)</td>
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<td>Columbia Metropolitan Airport (CAE)</td>
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<td>General Downing - Peoria International Airport (PIA)</td>
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<tr>
<td>Williston Basin International Airport (XWA)</td>
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- 100,000 200,000 300,000 400,000 500,000 600,000 700,000
Participating Airport Statistical Information

Airport A is Rapid City Regional Airport.
Contractual Services: cost of services paid to commercial enterprises and government agencies. Such cost includes consulting, legal, accounting, auditing, security, firefighting, engineering, training, lobbying, maintenance, janitorial services, architectural fees, and financial services.
Benefit Offerings and Valuation

In addition to salaries, many public agencies have considerable out of pocket expenses for benefits. ADK obtained information from nine airport organizations regarding monetary expenses for salaries and benefits to arrive at a fringe benefit rate percentage. Below is a chart depicting the various percentages of expense greater than salaries. The benefit expenses primarily consist of airport expenses related to retirement/pension programs, health, dental, vision, short-term, long-term and life insurance, and deferred compensation programs. Principally the airports that had the larger percentage of added benefits are those airports that contributed both the employee and the employer share towards the retirement/pension program and those airports that had fairly rich retirement programs. There were a few airports that contributed more significantly to health insurance and several airports paid 100% for employee health benefits but not spouse or family coverage. One airport paid for complete family coverage for all medical, dental, vision, life, and disability insurance. The two (2) airports with the highest percentage of fringe benefits were on the lower spectrum of salaries provided. More information regarding benefit offerings by airport is provided in Appendix B.

The fringe benefit rate percentage is not a total compensation amount, which would also include valuations for paid time off, leave, and other perks such as parking, tuition assistance, etc.

Airport A is Rapid City Regional Airport
Compensation Study Data

2021 SALARY SURVEY
EXECUTIVE DIRECTOR

Primary Purpose: Responsible for directing the overall operation of Rapid City Regional Airport and serves as a member of the Mayor’s staff, assisting in addressing air-service issues. Develops strategic plan, and assures resources are in place to execute both strategic and day-to-day operating plans. Oversees preparation, administration and Board presentation of the annual Airport revenues, expenses, and capital improvements. Contributes to airport growth by regularly meeting with air carriers to attract and maintain air service. Ensures coordinated land use development around Airport to include land-use, height, and hazard zoning. Recommends rates and charges to the Board for aeronautical and non-aeronautical to ensure proper funding of day-to-day operation and development.

Experience, Education and Training: A Master’s degree or equivalent in Business Administration, Airport Management or related field and five years progressive experience in the Aviation Management Field. An Accredited Airport Executive (AAE) or Certified Member (CM) by the American Association of Airport Executives (AAAE). Knowledge of airport planning, design, and construction process.

CURRENT AVERAGE AND MEDIAN SALARY OF COMPARABLES
EXECUTIVE DIRECTOR

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<th>MEDIAN</th>
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<tr>
<td>MINIMUM</td>
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<td>$159,124</td>
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<td>MAXIMUM</td>
<td>$188,216</td>
<td>$188,330</td>
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SALARY RANGE MARKET COMPARABLES
EXECUTIVE DIRECTOR

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<td>MIDPOINT</td>
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<td>$160,335</td>
</tr>
<tr>
<td>MAXIMUM</td>
<td>$188,216</td>
<td>$188,330</td>
</tr>
</tbody>
</table>
Survey Job Match: Executive Director

Appleton International Airport (ATW) - Outagamie County, WI
Bishop International Airport Authority (FNT) - Flint, MI
Bloomington Normal Airport Authority (BMI) - Bloomington, IL
Cedar Rapids Airport Commission (CID) – Cedar Rapids, IA
Chattanooga Airport Authority (CHA) – Chattanooga, TN
City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
City of Lubbock/Lubbock Preston Smith Int’l Airport, Lubbock, TX
Columbia Metropolitan Airport Authority (CAE) – Columbia, SC
Fort Wayne-Allen County Airport Authority (FWA) – Fort Wayne, IN
Grand Forks Airport Authority (GFK) – Grand Forks,
Green Bay – Austin Straubel International Airport (GRB) – Green Bay, WI
Jackson Municipal Airport Authority (JAN) – Jackson, MS
Lincoln Airport Authority (LNK) – Lincoln, NE
Metropolitan Airport Authority of Peoria (PIA) – Peoria, IL
Metropolitan Airport Authority of Rock Island County (MLI) – Moline, IL
Midamerica St. Louis Airport (BLV) – Mascoutah, IL
Missoula County Airport Authority (MSO) – Missoula, MT
Municipal Airport Authority of Fargo (FAR) – Fargo, ND
New Hanover County Airport Authority (ILM) – Wilmington, NC
Northwestern Regional Airport Commission (TVC) – Traverse City, MI
Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
Roanoke Airport Commission (ROA) – Roanoke, VA
Rochester Airport Company (RST) – Rochester, MN
Rogue Valley International-Medford Airport (MFR) – Medford, OR
St. Joseph County Airport Authority (SBN) – South Bend, IN
Sioux Falls Regional Airport Authority (PSD) – Sioux Falls, SD
Springfield-Branson National Airport (SGF) – City of Springfield, MO
Tri-Cities Airport Authority (TRI) – Bristol, TN
University of Illinois Willard Airport (CMI) – Savoy, IL

Position and information considerations

Thirty data points for the position of Executive Director were evaluated. In many instances, the Executive Director role equivalent does not have a defined salary range. Approximately 50% of the comparator airports indicate the current salary of the incumbent without a range provided. When ranges were reflected for this classification, the vast majority of incumbent’s salaries were within 90% of the maximum of the range. Hence, the recommended approach to evaluate market data is to place more emphasis on the actual salary with less weight given to a salary range.
Of the thirty (30) comparator airports listed above and reviewed, 22 are known to provide the Executive Director either a vehicle or vehicle allowance. The dollar amounts of the vehicle allowance that were reported ranged from a low of $430/month to a high of $1243/month.

Of the airport comparators, at least eight (8) are known to provide income supplemental to customary benefits, vehicle, and technology allowances in the form of incentive pay/bonus based on the performance of the airport and the individual.

Throughout the United States, the total compensation package for airport directors varies depending upon the size and complexity of the airport, the governance structure, the culture, the location, and the cost of living. In order to attract and retain the best talent, airports should, at a minimum, match the marketplace in order to remain externally competitive and many airports have elected to offer compensation packages above market to retain the best and brightest.

In many communities, where the airport is a department of the city or county, salaries of all department heads are capped artificially, based on the top salary of the city/county manager or mayor. It is difficult for those communities to be as competitive in the marketplace for airport leadership. There is a growing disparity in the salaries of many city/county run airports and the salaries of Authority owned airports. This causes “churn” in senior management, which leads to lackluster, and even inadequate leadership in some environments. However, there are many examples where communities have found the means to compensate their airport director in creative ways through other benefits, especially in geographic locations and resort communities that have a high cost of living.

To retain experienced and talented airport leadership, many governing bodies pay a salary as high as can be acceptable and remain more competitive by supplementing the salary with other compensation.

Tangible incentives have included:
- Incentive/Bonus packages
- Housing allowances
- Vehicle allowances
- Added retirement benefits
- Deferred compensation packages
- Retention incentives
  
  Buyback vacation plans
  Additional educational expense reimbursement
  Payment of flight activity
  Professional memberships both locally and nationally
Primary Purpose: Ensures the financial and administrative operations are in accordance with generally accepted accounting principles and local, state, and federal regulations. Acts as Executive Director in his/her absence. Directs the preparation, presentation, implementation, accounting, reporting and auditing of all airport budgets including Enterprise Fund, Airport Construction Fund, Passenger Facility Charge Fund, Customer Facility Charge Fund, Airport Capital Fund and all other airport funds. Directs the Airport Improvement Project Federal grant program, the Passenger Facility Charge program, the Car Facility Charge program, the airport’s Disadvantaged Business Enterprise, and airport administration functions. Oversees property management and manages all airport tenant and concessionaire lease agreements. Prepares bids, specifications, and procurements. Serves as the PIO.

Experience, Education and Training: Bachelor’s degree from four-year college or university in Airport Management, Business Administration, Finance, Accounting, or related field and three years related experience. Master’s degree and three years financial management experience at a commercial service airport preferred. AAAE Certified Member, and/or Accredited Airport Executive is desired. Certified Public Accountant (CPA) with experience in public sector preferred.
Survey Job Match: Deputy Director Finance and Administration

- Appleton International Airport (ATW) - Outagamie County, WI
- Bishop International Airport Authority (FNT) - Flint, MI
- City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
- City of Lubbock/Lubbock Preston Smith Int’l Airport (LBB) - Lubbock, TX
- Grand Forks Airport Authority (GFK) – Grand Forks, ND
- Jackson Municipal Airport Authority (JAN) – Jackson, MS
- Missoula County Airport Authority (MSO) – Missoula, MT
- Roanoke Airport Commission (ROA) – Roanoke, VA
- Rogue Valley International-Medford Airport (MFR) – Medford, OR
- Sioux Falls Regional Airport Authority (FSD) – Sioux Falls, SD
- Springfield-Branson National Airport (SGF) – City of Springfield, MO

Position and information considerations

A total of eleven (11) data points for the position of Deputy Director, Finance and Administration were evaluated. Unlike the Executive Director role, this classification has salary ranges designated and incumbents’ salaries are varied across the spectrum within the ranges.
### Compensation Study Data

#### 2021 SALARY SURVEY
DIRECTOR OF OPERATIONS & MAINTENANCE

**Primary Purpose:** Responsible for managing the day-to-day airport operations and maintenance ensuring compliance with local, state, and federal regulations. May act as Executive Director in his/her absence. Prepares, develops, maintains, coordinates, and implements procedures and policies for the day-to-day operations of the Airport as they relate to operations and security and ensures compliance with requirements as established by the Airport Board, city ordinances, state, and federal regulations. Oversees and coordinates emergency operations and special events in partnership with maintenance leadership. Directs the commercial airport certification program, the commercial airport security program, the Wildlife Hazard Management Plan, the Storm Water Pollution Prevention Plan, and the airport training program.

**Experience, Education and Training:** Bachelor’s degree in Airport Management or a directly related field from an accredited four-year college or university. Five to seven years progressively responsible experience in airport facility maintenance or aviation operations. Must possess certification as an AAAS Airports Certified Member (CM) or ability to obtain within 1 year from date of hire.

#### CURRENT SALARY OF COMPARABLES
DIRECTOR OF OPERATIONS & MAINTENANCE

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<th>MEDIAN</th>
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#### SALARY RANGE MARKET COMPARABLES
DIRECTOR OF OPERATIONS & MAINTENANCE

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</tr>
<tr>
<td>MEDIAN</td>
<td>$81,440</td>
<td>$104,058</td>
<td>$118,671</td>
</tr>
</tbody>
</table>
Survey Job Match: Director of Operations and Maintenance

Appleton International Airport (ATW) - Outagamie County, WI
Bishop International Airport Authority (FNT) - Flint, MI
Bloomington Normal Airport Authority (BMI) – Bloomington, IL
City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
City of Lubbock/Lubbock Preston Smith Int’l Airport, Lubbock, TX
Columbia Metropolitan Airport Authority (CAE) – Columbia, SC
Grand Forks Airport Authority (GFK) – Grand Forks, ND
Jackson Municipal Airport Authority (JAN) – Jackson, MS
Lincoln Airport Authority (LNK) – Lincoln, NE
Metropolitan Airport Authority of Rock Island County (MLI) – Moline, IL
Municipal Airport Authority of Fargo (FAR) – Fargo, ND
New Hanover County Airport Authority (ILM) – Wilmington, NC
Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
Roanoke Airport Commission (ROA) – Roanoke, VA
Rogue Valley International-Medford Airport (MFR) – Medford, OR
St. Joseph County Airport Authority (SBN) – South Bend, IN
Sioux Falls Regional Airport Authority (FSD) – Sioux Falls, SD
Springfield-Branson National Airport (SGF) – City of Springfield, MO
Tri-Cities Airport Authority (TRI) – Bristol, TN

Position and information considerations

A total of nineteen (19) data points for the position of Director, Operations and Maintenance were evaluated. Unlike the Executive Director role, this classification has salary ranges designated and the incumbents’ salaries are varied across the spectrum within the ranges.

Of the comparator airports listed above many are known to provide the Director, Operations and Maintenance with either a vehicle or vehicle allowance. The dollar amounts of the vehicle allowance that were reviewed ranged from a low of $450/month to a high of $750/month.
Compensation Study Data

2021 SALARY SURVEY
OPERATIONS SPECIALIST

Primary Purpose: Responsible for assuring compliance with federal, state, and local laws and ordinances; aviation and airport safety. Supervises airfield operations; monitors, assesses, and responds to airfield conditions. Inspects and evaluates airfield; records conditions, discrepancies, directs corrective actions. Oversees general airport security; performs surveillance, inspections and investigations. Conducts security spot checks of all airport grounds. Ensures compliance with TSA security procedures; conduct inspections and investigates security breaches. Manages the Wildlife Hazard Management Plan; implements policies and procedures, mitigates wildlife. Directs airfield snow operations; directs appropriate actions for airport construction projects and emergencies.

Experience, Education and Training: Bachelor’s degree in Aviation Management or aviation related field and one (1) year related experience; or an Associate degree or equivalent in Aviation Management or aviation related field and three (3) years related experience; or High school diploma or general education degree (GED) and five (5) years’ experience in airport/aviation operations. Must possess certification as an AAAE Airport Certified Employee (ACE) of Operations or ability to obtain within one (1) year from date of hire. AAAE Airport Certified Employee (ACE) of Security or AAAE Certified Member (C.M.) desired. Must possess FEMA/ICS-200 level or obtain within one (1) year from date of hire.

CURRENT AVERAGE AND MEDIAN SALARY
OPERATIONS SPECIALIST

<table>
<thead>
<tr>
<th></th>
<th>MEDIAN</th>
<th>AVERAGE</th>
</tr>
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<tbody>
<tr>
<td>$48,123</td>
<td>$50,876</td>
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SALARY RANGE MARKET COMPARABLES
OPERATIONS SPECIALIST

<table>
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<th>AVERAGE</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
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<tr>
<td>$42,624</td>
<td>$52,470</td>
<td>$62,852</td>
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<tr>
<td>$41,666</td>
<td>$50,974</td>
<td>$62,214</td>
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</tr>
</tbody>
</table>
Survey Job Match: Airport Operations Specialist

Bloomington Normal Airport Authority (BMI) – Bloomington, IL
Cedar Rapids Airport Commission (CID) – Cedar Rapids, IA
Chattanooga Airport Authority (CHA) – Chattanooga, TN
City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
City of Lubbock/Lubbock Preston Smith Int’l Airport, Lubbock, TX
City of Williston (XWA) – Williston, ND
Columbia Metropolitan Airport Authority (CAE) – Columbia, SC
Fort Wayne – Allen County Airport Authority (FWA) – Fort Wayne, IN
Grand Forks Airport Authority (GFK) – Grand Forks, ND
Green Bay – Austin Straubel International Airport (GRB) – Green Bay, WI
Lincoln Airport Authority (LNK) – Lincoln, NE
Metropolitan Airport Authority of Peoria (PIA) – Peoria, IL
Metropolitan Airport Authority of Rock Island County (MUI) – Moline, IL
Municipal Airport Authority of Fargo (FAR) – Fargo, ND
New Hanover County Airport Authority (ILM) – Wilmington, NC
Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
Rochester Airport Company (RST) – Rochester, MN
Roanoke Airport Commission (ROA) – Roanoke, VA
St. Joseph County Airport Authority (SBN) – South Bend, IN
Sioux Falls Regional Airport Authority (FSD) – Sioux Falls, SD
Springfield-Branson National Airport (SGF) – City of Springfield, MO
Tri-Cities Airport Authority (TRI) – Bristol, TN

Position and information considerations

A total of twenty-two (22) data points for the position of Airport Operations Specialist were evaluated. Unlike the Executive Director role, this classification has salary ranges designated and the incumbents’ salaries are varied across the spectrum within the ranges.

Several of the matches provided by participating airports reflected that the role was one held by multiple individuals who may provide 24-hour coverage and in some instances multi-functional roles. Information regarding scope and talent market were factored into the salary recommendations later in the report.

This position is typically a non-exempt position and individuals within this role may earn between 5% – 15% greater on an annual basis in overtime pay, in particular, if they are in a snow belt or there are vacancies within the department and coverage is required.
Compensation Study Data

2021 SALARY SURVEY
ADMINISTRATIVE COORDINATOR

Primary Purpose: Provides advanced administrative support to leadership and management depending on the assigned City unit/division. Frequently interfaces with a wide variety of contacts, including City employees, public officials, and the general public. Prepares reports, resolutions, ordinances, statistical data, leases and other correspondence, scheduling meetings and appointments. Transcribes records of Board Meetings, maintains minutes, and prepares legal publications. Manages office, administers bookkeeping software, and coordinates all monthly accounting processes. Assists in budget preparation and preparation of other fiscal/financial data and records.

Experience, Education and Training: Bachelor’s Degree from an accredited university or college, a minimum of two years of directly related administrative support experience in a professional office environment or a combination of education and experience deemed acceptable to the hiring authority.

CURRENT SALARY OF COMPARABLES
ADMINISTRATIVE COORDINATOR

MEDIAN: $50,695
AVERAGE: $52,576

SALARY RANGE MARKET COMPARABLES
ADMINISTRATIVE COORDINATOR

<table>
<thead>
<tr>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
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</thead>
<tbody>
<tr>
<td>$41,368</td>
<td>$51,433</td>
<td>$61,825</td>
</tr>
<tr>
<td>$41,184</td>
<td>$50,900</td>
<td>$59,451</td>
</tr>
</tbody>
</table>
Survey Job Match: Administrative Coordinator

Bishop International Airport Authority (FNT) - Flint, MI
Bloomington Normal Airport Authority (BMI) – Bloomington, IL
City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
City of Lubbock/Lubbock Preston Smith Int’l Airport (LBB) - Lubbock, TX
Grand Forks Airport Authority (GFK) – Grand Forks, ND
Lincoln Airport Authority (LNK) – Lincoln, NE
New Hanover County Airport Authority (ILM) – Wilmington, NC
Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
Roanoke Airport Commission (ROA) – Roanoke, VA
St. Joseph County Airport Authority (SBN) – South Bend, IN
Springfield-Branson National Airport (SGF) – City of Springfield, MO
Tri-Cities Airport Authority (TRI) – Bristol, TN

Position and information considerations

A total of twelve (12) data points for the position of Administrative Coordinator were evaluated. Unlike the Executive Director role, this classification has salary ranges designated and the incumbents’ salaries are varied across the spectrum within the ranges.

Individuals in this role may not have prior experience or a background in the airport industry although may develop valued expertise that is unique to the environment. The variety of responsibilities this position maintains is somewhat distinctive to the RAP environment and permits the organization to be efficient and effective with staff resources. They have advanced understanding of regulatory requirements, administrative duties, financial transactions and the efficient flow and documentation of information and stakeholder engagement. Information regarding scope and talent market were factored into the salary recommendations later in the report.
### ADDITIONAL MONETARY BENEFITS FOR SOME PARTICIPATING AIRPORTS

#### EXAMPLES OF SUPPLEMENTAL OFFERINGS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>C</strong></td>
<td>ED and Assistant ED receive cell phone allowance of $1185 year. ED receives car allowance of $653.90/mo. and Assistant receives allowance of $698.92/mo.</td>
</tr>
<tr>
<td><strong>B</strong></td>
<td>ED receives take home vehicle and performance bonus 0-$50,000 annually.</td>
</tr>
<tr>
<td><strong>F</strong></td>
<td>ED receives vehicle, Assistant, Supervisors, and Specialist (Equivalent) receive $450/mo. allowance.</td>
</tr>
<tr>
<td><strong>I</strong></td>
<td>ED receives vehicle and 5% deferred compensation match.</td>
</tr>
<tr>
<td><strong>O</strong></td>
<td>ED receives monthly car allowance.</td>
</tr>
<tr>
<td><strong>P</strong></td>
<td>ED receives vehicle allowance of $750/mo. and an annual bonus up to $25,000.</td>
</tr>
<tr>
<td><strong>U</strong></td>
<td>ED is provided vehicle and up to 10% incentive pay. Assistant ED provided $500 car allow. mo. &amp; up to 8% incentive pay. All others are eligible for OT.</td>
</tr>
<tr>
<td><strong>Q</strong></td>
<td>ED receives vehicle allowance of $430/month and Assistant has take home vehicle for business with reportable personal usage.</td>
</tr>
<tr>
<td><strong>R</strong></td>
<td>ED receives vehicle allowance of $500/mo. and Assistant ED has take home vehicle with airfield access.</td>
</tr>
<tr>
<td><strong>T</strong></td>
<td>ED receives vehicle allowance of $500/mo. and technology allowance of $804/yr. Asst. also receives technology allowance of $804/yr.</td>
</tr>
<tr>
<td><strong>V</strong></td>
<td>ED receives vehicle and pension participation of $21,139 by employer. Employer pays a range of contributions to pension program beyond the state retirement fund for other employees based on level within organization.</td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>ED receives performance-based bonus and vehicle; Assistant receives car and cell allowance; others receive cell allowance.</td>
</tr>
<tr>
<td><strong>Y</strong></td>
<td>ED receives vehicle. Assistant and other Senior Managers receive vehicle. ED eligible for bonus.</td>
</tr>
<tr>
<td><strong>Z</strong></td>
<td>ED receives unspecified $ amount vehicle allowance and cell phone reimbursement. Most others receive cell phone reimbursement.</td>
</tr>
<tr>
<td><strong>AA</strong></td>
<td>ED eligible for bonus.</td>
</tr>
<tr>
<td><strong>DD</strong></td>
<td>ED vehicle allowance - recent - $1243/mo. Assistant ED - vehicle allowance $650/mo. Cell phone allowance for mgmt. positions of $750/annually. ED eligible for bonus.</td>
</tr>
<tr>
<td><strong>EE</strong></td>
<td>ED receives vehicle allowance of $800/mo.</td>
</tr>
</tbody>
</table>
**SALARY REVIEW AND RECOMMENDATIONS**

**Part One:**

Data presentations for each of the five job classifications researched and evaluated are provided within the report for each position in graphs depicting the mean/average (total of all salary numbers divided by the total number of data points) and the median (midpoint of the salary numbers with half the amounts falling above and half below). Although statistical data points are beneficial, there are differences in all work environments that contribute significantly to market salaries.

Salary grade recommendations provided within this report are not intended to match the data presentations of mean and median salary ranges, although this is a significant contributor in all job classifications apart from the Executive Director’s position. A role equivalent to the Airport Executive Director at RAP, in many instances, does not have a defined salary range, and approximately 50% of the information from comparator airports regarding this classification reflect only a current salary of the incumbent.

ADK has significant experience conducting compensation studies for the aviation industry and utilized knowledge of the industry to ensure that reported pay bands and position matches had applicability to the RAP job classifications. ADK assessed equivalency for each classification and utilized job leveling formulas and allocations to derive sound recommendations. When considering a matched job classification, we evaluated breadth of responsibilities, level of business activity, size of organization, governance/authority and production output expected (industry knowledge applied). Consistent with best practices for compensation studies, we used job pricing and job worth methods to calculate and provide market pricing salary pay range recommendations that coordinated with the City of Rapid City’s structure.

ADK is providing two salary range options for consideration that reflect industry market conditions.  
Option A: analyzes and calculates data acquired; resulting in range spread of approximately 50% for all positions excluding the Administrative Coordinator classification which entails an approximate 39% spread.  
Option B: analyzes and calculates data acquired; aligning with an existing City of Rapid City pay ranges.

**Part Two:**

ADK reviewed current pay grades to gauge internal and external pay equity and rationality. Positions that are not airport centric or do not require prior experience in an airport environment are heavily influenced by the local market for talent. Acknowledging highly competitive positions where talent acquisition is challenging to acquire, or highly technical expertise is needed, can be a component of a salary justification. Caution should be exercised when completing a salary survey for a segment of the workforce versus the entire organization as this can contribute to disparities with internal equity.

ADK reviewed the recently proposed adjustments to salaries of personnel working in the airport environment.

Salary structures may depict hierarchical levels and it is often seen that there is a greater spread in salary ranges with positions that have more defined education, experience, and decision-making responsibility. Wider salary spreads are typical for higher-level positions or non-union positions. RAP’s range spread for non-union positions is currently approximately 51%, and ADK maintained this
philosophy in its computations and recommendations. The width size of the salary ranges for union positions was varied, although several are approximately a 31% spread.

The new 2021 Administrative scale (AD) had variations as well from a low of approximately 12% to a high of 30%. Most often you will find the largest spread in more senior roles and this was not the case in the new administrative scale. It is common to see a salary range spread of 30-40% for administrative/operative responsibilities. ADK’s recommendation is to consider modifying the AD ranges to approximately 31% to align with the spread of union maintenance personnel. ADK’s recommended salary within the chart does not recalculate all the pay grades within the new administrative scale to reflect a different spread than what has been identified, although it does speak to the spread for classification AD05 using the same minimum salary figure.

It is appropriate to distinguish a reasonable progression between range levels and see reasonable but not substantial overlap in top to bottom of adjacent ranges. In respect to both union and non-union positions, there appears to be moderate overlap and moderate separation in grades that appropriately distinguish the level of responsibility and growth opportunity.

The new pay grades for custodial and maintenance personnel aligns well to the comparables for like positions and the minimum and maximum of the ranges match well to the range spread and the control points of the average and median salaries. Maintaining a consistent midpoint calculated progression will aid in equal and consistent pay increases between grades.

There are no recommended modifications to the new proposed maintenance salaries.
# COMPENSATION INFORMATION

## SALARY GRADE RECOMMENDATIONS – INDUSTRY COMPARABLES – ANNUAL SALARY

<table>
<thead>
<tr>
<th>SALARY GRADE</th>
<th>CLASSIFICATION</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
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<tbody>
<tr>
<td>1</td>
<td>OPERATIONS SPECIALIST</td>
<td>$38,929</td>
<td>$48,785</td>
<td>$58,640</td>
</tr>
<tr>
<td>2</td>
<td>ADMINISTRATIVE COORDINATOR</td>
<td>$45,179</td>
<td>$53,889</td>
<td>$62,598</td>
</tr>
<tr>
<td>3</td>
<td>DIRECTOR, OPERATIONS &amp; MAINTENANCE</td>
<td>$80,824</td>
<td>$101,286</td>
<td>$121,747</td>
</tr>
<tr>
<td>4</td>
<td>DEPUTY DIRECTOR, FINANCE &amp; ADMINISTRATION</td>
<td>$80,824</td>
<td>$101,286</td>
<td>$121,747</td>
</tr>
<tr>
<td>5</td>
<td>EXECUTIVE DIRECTOR</td>
<td>$125,009</td>
<td>$156,657</td>
<td>$188,304</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>CURRENT GRADE</th>
<th>RANGE CONSISTENT WITH INDUSTRY DATA FORMULA</th>
<th>SALARY GRADE TO PHILOSOPHY</th>
<th>INCUMBENT’S CURRENT SALARY/OR AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADMINISTRATIVE COORDINATOR</td>
<td>ADO4 $42,718 - $48,075</td>
<td>$45,179 - $62,598</td>
<td>AD05 $46,430 - $56,040 OR Grade AD05 w/.31% $46,430 - $61,000</td>
<td>$51,266</td>
</tr>
<tr>
<td>OPERATIONS SPECIALIST</td>
<td>NU 16 $45,479 - $68,524</td>
<td>$38,929 - $58,640 $42,822 - $64,504</td>
<td>NU 13 or 15 (Approx.) $39,191 - $59,052 $43,287 - $65,221</td>
<td>$57,516</td>
</tr>
<tr>
<td>DIRECTOR OF OPERATIONS &amp; MAINTENANCE</td>
<td>NU 23 $70,930 - $106,874</td>
<td>$80,824 - $121,747</td>
<td>NU 24 $78,294 - $117,969</td>
<td>$95,569</td>
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<tr>
<td>DEPUTY DIRECTOR OF FINANCE &amp; ADMINISTRATION</td>
<td>NU 23 $70,930 - $106,874</td>
<td>$80,824 - $121,747</td>
<td>NU 24 $78,294 - $117,969</td>
<td>$79,322</td>
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<tr>
<td>EXECUTIVE DIRECTOR</td>
<td>NU 27 $100,223 - $151,010</td>
<td>$125,009 - $188,304</td>
<td>Minimum of N28 $110,628 - $166,686</td>
<td>$151,010</td>
</tr>
<tr>
<td>CLASSIFICATION</td>
<td>MINIMUM</td>
<td>MIDPOINT</td>
<td>MAXIMUM</td>
<td></td>
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<tr>
<td>----------------</td>
<td>---------</td>
<td>----------</td>
<td>---------</td>
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<tr>
<td>PO10 Airport Skycap Worker</td>
<td>$9.45/hr.</td>
<td>$10.71</td>
<td>$11.97/hr.</td>
<td></td>
</tr>
<tr>
<td>AU1 Airport Landside Maintenance I (Custodial)</td>
<td>$30,000</td>
<td>$32,250</td>
<td>$34,500</td>
<td></td>
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<tr>
<td>AU2 Airport Landside Maintenance II (Custodial)</td>
<td>$34,000</td>
<td>$39,000</td>
<td>$44,000</td>
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<tr>
<td>AU3 Airport Airside Maintenance Technician I</td>
<td>$37,000</td>
<td>42,750</td>
<td>$48,500</td>
<td></td>
</tr>
</tbody>
</table>
| AU4 Airport Airside Maintenance Technician II  
Airport HVAC Technician  
Airport Equipment Mechanic III | $42,000 | $48,500 | $55,000 |
| AU5 Airport Maintenance Chief | $47,000 | $53,500 | $60,000 |
| NU20 Airport Facilities & Maintenance Manager | $55,410 | $69,450 | $83,489 |
APPENDIX A

POSITION JOB MATCH

Survey Job: Executive Director

Appleton International Airport (ATW) - Outagamie County, WI
Bishop International Airport Authority (FNT) - Flint, MI
Bloomington Normal Airport Authority (BMI) – Bloomington, IL
Cedar Rapids Airport Commission (CID) – Cedar Rapids, IA
Chattanooga Airport Authority (CHA) – Chattanooga, TN
City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
City of Lubbock/Lubbock Preston Smith Int’l Airport, Lubbock, TX
Columbia Metropolitan Airport Authority (CAE) – Columbia, SC
Fort Wayne-Allen County Airport Authority (FWA) – Fort Wayne, IN
Grand Forks Airport Authority (GFK) – Grand Forks,
Green Bay – Austin Straubel International Airport (GRB) – Green Bay, WI
Jackson Municipal Airport Authority (JAN) – Jackson, MS
Lincoln Airport Authority (LNK) – Lincoln, NE
Metropolitan Airport Authority of Peoria (PIA) – Peoria, IL
Metropolitan Airport Authority of Rock Island County (MLI) – Moline, IL
Midamerica St. Louis Airport (BLV) – Mascoutah, IL
Missoula County Airport Authority (MSO) – Missoula, MT
Municipal Airport Authority of Fargo (FAR) – Fargo, ND
New Hanover County Airport Authority (ILM) – Wilmington, NC
Northwestern Regional Airport Commission (TVC) – Traverse City, MI
Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
Roanoke Airport Commission (ROA) – Roanoke, VA
Rochester Airport Company (RST) – Rochester, MN
Rogue Valley International-Medford Airport (MFR) – Medford, OR
St. Joseph County Airport Authority (SBN) – South Bend, IN
Sioux Falls Regional Airport Authority (FSD) – Sioux Falls, SD
Springfield-Branson National Airport (SGF) – City of Springfield, MO
Tri-Cities Airport Authority (TRI) – Bristol, TN
University of Illinois Willard Airport (CMI) – Savoy, IL

Survey Job: Deputy Director Finance and Administration

Appleton International Airport (ATW) - Outagamie County, WI
Bishop International Airport Authority (FNT) - Flint, MI
City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
City of Lubbock/Lubbock Preston Smith Int’l Airport (LBB) - Lubbock, TX
Grand Forks Airport Authority (GFK) – Grand Forks, ND
Jackson Municipal Airport Authority (JAN) – Jackson, MS
Missoula County Airport Authority (MSO) – Missoula, MT
Roanoke Airport Commission (ROA) – Roanoke, VA
Rogue Valley International-Medford Airport (MFR) – Medford, OR
Sioux Falls Regional Airport Authority (FSD) – Sioux Falls, SD
Springfield-Branson National Airport (SGF) – City of Springfield, MO
Survey Job: Director of Operations and Maintenance

- Appleton International Airport (ATW) - Outagamie County, WI
- Bishop International Airport Authority (FNT) - Flint, MI
- Bloomington Normal Airport Authority (BMI) – Bloomington, IL
- City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
- City of Lubbock/Lubbock Preston Smith Int’l Airport, Lubbock, TX
- Columbia Metropolitan Airport Authority (CAE) – Columbia, SC
- Grand Forks Airport Authority (GFK) – Grand Forks, ND
- Jackson Municipal Airport Authority (JAN) – Jackson, MS
- Lincoln Airport Authority (LNK) – Lincoln, NE
- Metropolitan Airport Authority of Rock Island County (MLI) – Moline, IL
- Municipal Airport Authority of Fargo (FAR) – Fargo, ND
- New Hanover County Airport Authority (ILM) – Wilmington, NC
- Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
- Roanoke Airport Commission (ROA) – Roanoke, VA
- Rogue Valley International-Medford Airport (MFR) – Medford, OR
- St. Joseph County Airport Authority (SBN) – South Bend, IN
- Sioux Falls Regional Airport Authority (FSD) – Sioux Falls, SD
- Springfield-Branson National Airport (SGF) – City of Springfield, MO
- Tri-Cities Airport Authority (TRI) – Bristol, TN

Survey Job: Airport Operations Specialist

- Bloomington Normal Airport Authority (BMI) – Bloomington, IL
- Cedar Rapids Airport Commission (CID) – Cedar Rapids, IA
- Chattanooga Airport Authority (CHA) – Chattanooga, TN
- City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
- City of Lubbock/Lubbock Preston Smith Int’l Airport, Lubbock, TX
- City of Williston (XWA) – Williston, ND
- Columbia Metropolitan Airport Authority (CAE) – Columbia, SC
- Fort Wayne – Allen County Airport Authority (FWA) – Fort Wayne, IN
- Grand Forks Airport Authority (GFK) – Grand Forks, ND
- Green Bay – Austin Straubel International Airport (GRB) – Green Bay, WI
- Lincoln Airport Authority (LNK) – Lincoln, NE
- Metropolitan Airport Authority of Peoria (PIA) – Peoria, IL
- Metropolitan Airport Authority of Rock Island County (MLI) – Moline, IL
- Municipal Airport Authority of Fargo (FAR) – Fargo, ND
- New Hanover County Airport Authority (ILM) – Wilmington, NC
- Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
- Rochester Airport Company (RST) – Rochester, MN
- Roanoke Airport Commission (ROA) – Roanoke, VA
- St. Joseph County Airport Authority (SBN) – South Bend, IN
- Sioux Falls Regional Airport Authority (FSD) – Sioux Falls, SD
- Springfield-Branson National Airport (SGF) – City of Springfield, MO
- Tri-Cities Airport Authority (TRI) – Bristol, TN
Survey Job: Administrative Coordinator

Bishop International Airport Authority (FNT) - Flint, MI
Bloomington Normal Airport Authority (BMI) – Bloomington, IL
City of Eugene/Mahlon Sweet Field (EUG) – Eugene, OR
City of Lubbock/Lubbock Preston Smith Int’l Airport (LBB) - Lubbock, TX
Grand Forks Airport Authority (GFK) – Grand Forks, ND
Lincoln Airport Authority (LNK) – Lincoln, NE
New Hanover County Airport Authority (ILM) – Wilmington, NC
Port of Pasco/Tri-Cities Airport (PSC) – Pasco, WA
Roanoke Airport Commission (ROA) – Roanoke, VA
St. Joseph County Airport Authority (SBN) – South Bend, IN
Springfield-Branson National Airport (SGF) – City of Springfield, MO
Tri-Cities Airport Authority (TRI) – Bristol, TN
## APPENDIX B: Airport Benefits Summary

<table>
<thead>
<tr>
<th>AIRPORT</th>
<th>GOVERNANCE</th>
<th>FRINGE BENEFIT RATE %</th>
<th>PENSION CONTRIBUTION</th>
<th>HEALTH/MEDICAL INSURANCE</th>
<th>DENTAL</th>
<th>VISION</th>
<th>DEFERRED COMPENSATION OR SUPPLEMENTAL RETIREMENT</th>
<th>SHORT TERM DISABILITY OR SUPPLEMENTAL CARE</th>
<th>LONG TERM DISABILITY</th>
<th>LIFE INSURANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>L</td>
<td>City</td>
<td>37.87%</td>
<td>EMP pays both EE share of 6%, and EMP share of 16.23%, for total of 22.23% of salary</td>
<td>Highest for non-represented - other plans exist at lower levels and various represented pay different amounts, Police &amp; Fire pay lower rates toward insurance: EE: $843/yr. 2 Party: $1610/yr. Family: $2234/yr.</td>
<td>Dental/Vision EE: $74.81/yr. $128.21/yr. Family: $188.32/yr.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>Airport Authority</td>
<td>30.80%</td>
<td>EMP pays EE and EMP share for total of 14.2% of salary</td>
<td>10% of premium cost for EE for High Ded. Plan and 15% of premium for traditional Co-pay plan</td>
<td>100% provided to EE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Z</td>
<td>Airport Authority</td>
<td>16.37%</td>
<td>EMP: 4.5% EE: 6.5%</td>
<td>EMP pays 75% premium for EE/Spouse/Children Low deductible $1800 High deductible $2,800 EMP contributes $1400/yr. if HDHP</td>
<td>EMP Pays 100% for EE EE pays 100% for Spouse and Children Low and High plan offered</td>
<td>EE: $94/yr. Spouse: $187/yr. EE + children: $158/yr. Family: $216/yr.</td>
<td>Offered at EE expense</td>
<td>EMP provides</td>
<td>EE provided $65,000 Voluntary supplementals at EE expense for self, spouse, &amp; children</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Airport Authority</td>
<td>EMP: 15.75% EE: 9%</td>
<td>EMP pays 100% of EE medical &amp; dental and 50% of premium for dependent coverage. EE + Spouse: $2146/yr. EE + Child: $1,256/yr. Family: $3,286/yr.</td>
<td>EMP pays 100% of EE medical &amp; dental and 50% of premium for dependent coverage. EE Fam: $188/yr.</td>
<td>EMP will match up to 5% of salary if EE contributes</td>
<td>Offered at EE expense</td>
<td>EMP provides up to $5,000/mo. up 24 months then scale.</td>
<td>EMP provided to EE 2x salary up to $385,000. Offers other voluntary term-life</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>Multi-County</td>
<td>25.13%</td>
<td>EMP: 15.27% towards DB plan - EE pay 5% of dental and vision</td>
<td>EMP pays 100% health, dental and vision - Bargaining Unit EE pay 5% of dental and vision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>EMP provided amount of $50,000</td>
</tr>
</tbody>
</table>
## APPENDIX B: Airport Benefits Summary

<table>
<thead>
<tr>
<th>AIRPORT</th>
<th>GOVERNANCE</th>
<th>FRINGE BENEFIT RATE %</th>
<th>PENSION CONTRIBUTION</th>
<th>HEALTH/MEDICAL INSURANCE</th>
<th>DENTAL</th>
<th>VISION</th>
<th>DEFERRED COMPENSATION OR SUPPLEMENTAL RETIREMENT</th>
<th>SHORT TERM DISABILITY OR SUPPLEMENTAL CARE</th>
<th>LONG TERM DISABILITY</th>
<th>LIFE INSURANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>Authority</td>
<td>38.86%</td>
<td>EMP: 12.79%</td>
<td>EMP pays 100% of Family coverage</td>
<td>EMP pays 100% of Family coverage</td>
<td>EMP pays 100% of Family coverage</td>
<td>EMP will match up to 4%</td>
<td>Paid for by EMP</td>
<td>Paid for by EMP</td>
<td>EMP provided</td>
</tr>
<tr>
<td>A</td>
<td>City</td>
<td>23.22%</td>
<td>EMP: 6%</td>
<td>EMP pays 100% of Family coverage</td>
<td>EMP pays 100% of Family coverage</td>
<td>EMP pays 100% of Family coverage</td>
<td>EMP will match up to 4%</td>
<td>Paid for by EMP</td>
<td>Paid for by EMP</td>
<td>EMP provided</td>
</tr>
<tr>
<td>BB</td>
<td>Airport Authority</td>
<td>34.72%</td>
<td>EMP pays both EE share of 5% and EMP share of EMP of 16.63% for total of 21.63% of salary Total - Subject to change annually</td>
<td>EMP pays both EE share of 6% and EMP share of EMP of 16.63% for total of 25.23% of salary</td>
<td>EMP Pays 100%</td>
<td>EMP Pays 100%</td>
<td>EMP will match up to 4%</td>
<td>Paid for by EMP</td>
<td>EMP provided 2X salary Voluntary for Dependents Amount dependent on age and amount of policy</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>County</td>
<td>37.33%</td>
<td>EMP pays both EE share of 6% and EMP share of EMP of 16.63% for total of 25.23% of salary</td>
<td>EMP pays both EE share of 5% and EMP share of EMP of 16.63% for total of 25.23% of salary</td>
<td>EMP Pays 100%</td>
<td>EMP Pays 100%</td>
<td>EMP will match up to 4%</td>
<td>Paid for by EMP</td>
<td>EMP provided amount of $50,000 coverage</td>
<td></td>
</tr>
<tr>
<td>Q</td>
<td>City</td>
<td>28.27%</td>
<td>EMP pays both EE share and EMP share for total of 16.2% of salary</td>
<td>EMP pays both EE share and EMP share for total of 16.2% of salary</td>
<td>EMP Pays 100%</td>
<td>EMP Pays 100%</td>
<td>EMP will match up to 4%</td>
<td>Paid for by EMP</td>
<td>Voluntary for EE and Dependents Amount dependent on age and amount of policy</td>
<td></td>
</tr>
</tbody>
</table>
We are proud to be of service to RAP...

The ADK TEAM