

# Airport Improvement Committee

**Tuesday, June 6, 2023 4:15PM** 40 McMaster Street, Ballston Spa, NY

Chair: Theodore Kusnierz

Members:

Philip Barrett Scott Ostrander Kevin Veitch Matthew Veitch

- I. Welcome and Attendance
- II. Appointment of a Vice-Chair.
- III. Accepting Feasibility Study Recommendations and Authorizing Use of a Project Labor Agreement for the FBO Terminal Building project (Chad Cooke, Public Works)
- IV. Airport Updates (Chad Cooke, Public Works)
- V. Other Business
- VI. Adjournment



# SARATOGA COUNTY

#### AGENDA ITEM REOUEST FORM

TO: Steve Bulger, County Administrator Ridge Harris, Deputy County Administrator Michelle Granger, County Attorney Therese Connolly, Clerk of the Board Stephanie Hodgson, Director of Budget

CC: John Warmt, Director of Purchasing
Jason Kemper, Director of Planning and Economic Development
Bridget Rider, Deputy Clerk of the Board
Matt Rose, Management Analyst
Clare Giammusso, County Attorney's Office
Audra Hedden, County Administrator's Office

**DEPARTMENT:** Department of Public Works

**DATE:** May 22, 2023

**COMMITTEE:** Airport Improvement

1. Is a Resolution Required:

Yes, Other

2. Proposed Resolution Title:

Accepting Feasibility Study Recommendations and Authorizing Use of a Project Labor Agreement for the FBO Terminal Building project

3. Specific Details on what the resolution will authorize:

Accepting Feasibility Study Recommendations and Authorizing Use of a Project Labor Agreement (PLA) for the FBO Terminal Building project. The use of a PLA is estimated to save approximately \$574,000 and would promote the County's interest in obtaining the best work at the lowest prices for this airport project.

This column must be completed prior to submission of the request.

County Attorney's Office Consulted Yes

If	f yes, budget lines and	t needed: YES or impact must be provided.  ts must have equal and offsetting	Consulted	's Office
		ents for impacted budget lines, more than four lines are impac		
Re	evenue			
A	ccount Number	Account Name	Amount	
Ex	xpense			
	ccount Number	Account Name	Amount	
	cedunt rumoer	11000 0000 1 100000		
Fu	and Balance (if applica	able): (Increase = additional rev	venue, Decrease = additional expens	ses)
1	Amount:			
5.	Identify Budget Impa	ct (Required):		
	No Budget Impac	t		
	a. G/L line impa	cted		
	b. Budget year in	npacted		
	c Details			

6.		re Amendments to the Compensation Schedule?  ES or NO (If yes, provide details)	Human Resources Consulted
		Is a new position being created? Y N	
		Effective date	
		Salary and grade	
	b.	Is a new employee being hired? Y N	
		Effective date of employment	
		Salary and grade	
		Appointed position:	
		Term	
	c.	Is this a reclassification? Y N	
	<b>0.</b>	Is this position currently vacant? Y N	
		Is this position in the current year compensation plan?	$r \square_{N}$
		is this position in the earrent year compensation plan.	
7.	Does th	his item require the awarding of a contract: Y N	Purchasing Office Consulted
	a.	Type of Solicitation	
	b.	Specification # (BID/RFP/RFQ/OTHER CONTRACT #)	
	c.	If a sole source, appropriate documentation, including an uposubmitted and approved by Purchasing Department?	lated letter, has been YNNN/A
	d.	Vendor information (including contact name):	
	e.	Is the vendor/contractor an LLC, PLLC, or partnership:	
	f.	State of vendor/contractor organization:	
	1.	<u> </u>	
	g.	Commencement date of contract term:	
	h.	Termination of contract date:	
	i.	Contract renewal date and term:	
	k.	Is this a renewal agreement: Y N	
	1.	Vendor/Contractor comment/remarks:	

8.	Is a gr	rant being accepted: YES or NO	County Administrator's Office Consulted
	a.	Source of grant funding:	
	b.	Agency granting funds:	
	c.	Amount of grant:	
	d.	Purpose grant will be used for:	
	e.	Equipment and/or services being purchased with the grant:	
	f.	Time period grant covers:	
	g.	Amount of county matching funds:	
	h.	Administrative fee to County:	
0	G		
9.	Suppor	ting Documentation:  Marked-up previous resolution	
		No Markup, per consultation with County Attorney	
		Information summary memo	
		Copy of proposal or estimate	
		Copy of grant award notification and information	
	<b>/</b>	Other PLA Benefit Analysis Report	
10.	Rem	orles:	
10.	ICCIII	ui Ko.	

# The RESOLUTION ACCEPTING FEASIBIITY STUDY RECOMMENDATIONS AND AUTHORIZING USE OF PROJECT LABOR AGREEMENT

WHEREAS, the County of Saratoga (County) intends to complete reconstruction and renovations to its FBO Terminal Building, and

WHEREAS, the County desires to complete this project in an efficient, safe, quality and timely manner as well in a manner designed to afford the lowest reasonable costs to satisfy the requirements of the New York State Department of Transportation, the Federal Aviation Administration, and users of the facility, and

WHEREAS, Seeler Engineering, PC has undertaken a Project Labor Agreement Feasibility Study for the County to determine whether the use of a Project Labor Agreement will best serve the County's interest in obtaining the best work at the lowest possible price, preventing favoritism, fraud and corruption, and

WHEREAS, this study, dated March 20, 2023 concluded that use of a Project Labor Agreement would provide the County with measurable economic benefits with, cost savings that approximate \$574,000, and would promote the County's interest in obtaining the best work at the lowest prices as well as preventing favoritism, fraud and corruption; and,

WHEREAS, the County has carefully reviewed and considered Seeler's Report and finds, among other things, that the County's interest in obtaining the best work at the lowest possible price, preventing favoritism, fraud and corruption, preventing the impact of delay, avoiding labor unrest, and gaining measurable management flexibility and benefits are best met by requiring a Project Labor Agreement; now, therefore, be it

**RESOLVED**, that the Saratoga County Board of Supervisors hereby accepts the recommendations contained in the Feasibility Study, and be it further

**RESOLVED,** that the Saratoga County Board of Supervisors authorizes the use of a Project Labor Agreement for the FBO Terminal Building project, and be it further

**RESOLVED**, that the Saratoga County Board of Supervisors authorizes the incorporation of the Project Labor Agreement into the bid specifications and contract documents for the FBO Terminal Building project.

# REPORT PROJECT LABOR AGREEMENT BENEFIT ANALYSIS

SARATOGA COUNTY
SARATOGA COUNTY AIRPORT
FBO TERMINAL BUILDING IMPROVEMENTS PROJECT
MILTON, NEW YORK

MARCH 20, 2023

Prepared By

Seeler Engineering, P.C.

401 Penbrooke Drive, Suite 3A Penfield, New York 14526 (585) 388-6616

Section 1 – Executive Summary1
1.1 Background1
1.2 The Saratoga County Airport FBO Terminal Building Improvements Project2
1.3 Our Study2
1.4 Summary2
Section 2 – Project Description5
2.1 Scope5
2.2 Schedule5
2.3 Construction Costs5
Section 3 – Estimate of Craft Labor Needs6
3.1 Craft Labor Breakdown6
3.2 Projected Labor Costs6
Section 4 – Summary of Existing Agreements7
4.1 Existing Agreements7
4.2 Labor Unrest9
Section 5 – Economic Considerations12
5.1 General12
5.2 Labor Cost Savings Attributed to the Use of a PLA12
5.3 Other Economic Savings Attributable to a PLA
5.4 Summary
Section 6 – Additional Considerations17
6.1 Labor Stability
6.2 The "Tag Along Provision"17
6.3 Workforce Enhancement, Recruiting & Training Programs, & M/W/DBE Programs18
Section 7 - Conclusions
7.1 Conclusions19

#### **Tables**

Table 1 – Labor Unions Representing the Construction Industry in Saratoga County

Table 2 - Total Labor Hours Breakdown by Craft

Table 3 – Key Features of Existing Labor Agreements

#### **Appendices**

Appendix A – Project Schedule

Appendix B - Project Cost Estimate

Appendix C – Detailed Cost Savings Calculations

# Section 1 – Executive Summary

#### 1.1 Background

Project Labor Agreements (PLAs), utilized in the private sector for many years, are recognized as a tool used to facilitate the cost effective and timely completion of major construction projects. The PLAs serve these objectives by providing cost savings, uniform working conditions, a stable labor environment, and comprehensive protection against work disruptions arising from labor disputes.

In March of 1993, the U.S. Supreme Court held that a governmental entity, when it is acting in its proprietary capacity as owner or manager of property and is participating in the construction industry marketplace much as a private employer, can utilize a PLA without conflicting with federal law. On March 28, 1996 the New York State Court of Appeals determined State Law allows the use of PLAs on publicly owned projects. In that case, involving the repair and refurbishing of the Tappan Zee Bridge, the Court emphasized the need for the PLA to foster the dual purposes underlying the State's various competitive bidding laws: (1) protecting public fisc and (2) avoiding favoritism, fraud or corruption. For additional details, see New York State Chapter, Inc. v. New York State Thruway Auth., 88 N.Y.2d 56, 643 N.Y.S.2d 480 (1996) (sometimes referred to as the "Tappan Zee" case).

The Courts place great emphasis on the importance of potential cost savings to the public through the use of a PLA. This was clearly the message when the Court rejected employing a PLA in a companion case involving the Roswell Park Cancer Institute in Buffalo. In that case, the Courts prohibited the use of a PLA because of insufficient evidence that the Dormitory Authority intended it as a cost saving device.

As set forth in Section 222 of New York State Labor Law, a state agency or any political subdivision thereof having jurisdiction over a public works project may require a contractor to enter into a PLA when the agency determines that its interest is best met with application of a PLA that:

- 1) obtains the best work at the lowest price in the construction process;
- 2) prevents favoritism, fraud and corruption; and
- 3) is based on other factors such as the impact of delays, the possibility of cost savings advantages and history of labor unrest in the area.

Saratoga County (the County) is in the process of procuring construction contracts for the Saratoga County Airport FBO Terminal Building Improvements Project (the Project). The Project has an estimated construction cost of approximately \$27.5 million. Based upon the scope and schedule for this Project and consistent with New York State Labor Law Section 222, the County is considering the use of a PLA for which the terms and conditions have not yet been negotiated.

McFarland Johnson, on behalf of the County, has retained Seeler Engineering, P.C. (Seeler), an independent consultant experienced in the development and implementation of PLAs, to conduct a thorough analysis of the costs/benefits of a PLA for this Project. In preparing this report, Seeler evaluated the key aspects of the Project scope to assess areas of potential costs/benefits against PLA terms and

conditions successfully negotiated in previous agreements in the area. The results of this independent study will serve as the basis for a decision regarding the use of a PLA for this Project.

## 1.2 The Saratoga County Airport FBO Terminal Building Improvements Project

The Saratoga County Airport is a county-owned, public-use airport located southwest of the central business district of Saratoga Springs. The Saratoga County Airport FBO Terminal Building Improvements Project will construct a new, state-of-the-art, energy-efficient terminal building. The new building's first floor will provide two spacious passenger waiting areas, a multi-media conference room, and a café and ice cream counter that will open onto a courtyard with outdoor access. The lobby area will feature a display area for automobiles from the Saratoga Automobile Museum, while the second floor of the building will provide space for pilots as well as a restaurant area and an exhibit area for local artists. The new terminal building will also feature a connected hangar space large enough to house two corporate jets. The existing hangar will be demolished.

The hangar portion of the building will be finished with aged, reclaimed wood to mirror the look of the many Saratoga County horse and agricultural barns, while a solar array on top of the hangar roof will help reduce the airport's collective carbon footprint. The Project will also include the redevelopment of the entrance corridor and the existing parking area, as well as the rehabilitation of the aircraft apron connecting to the new terminal building.

## 1.3 Our Study

This study includes an assessment of the economic and non-economic considerations of a PLA. Seeler analyzed the existing applicable area Collective Bargaining Agreements (CBAs) of 15 labor craft unions (with 20 agreements). The labor craft union CBAs would govern construction on the Project in the absence of a PLA. Seeler's study identifies Project components where the use of a PLA can result in a reduced total Project labor cost.

Given the nature and size of this Project, as well as the make-up of the market, we would expect, in the absence of a PLA, on a dollar basis, the percent of successful unionized contractors and sub-contractors covered by one or more of the applicable CBAs to be a minimum of 75 percent. This projection is based upon the author's review of projects recently executed in the Capital Region, an understanding of the construction labor supply and demand in the region, the size of the Project, the nature and makeup of contractors in the region who routinely execute this type of work, and previous projects constructed in the region with and without PLAs. For a project of this size and nature we would not expect to see a significant number of new contractors/subcontractors from outside the region.

#### 1.4 Summary

Project cost savings estimated for the Project were prepared based upon contract provisions routinely negotiated into PLAs in the region and are summarized below.

#### 1.4.1 Project Cost Savings

We estimate that a PLA could result in a savings of \$276,300 or approximately 3.9 percent of the projected cost of labor for the entire Project (estimated at \$7,124,300). Cost savings attributed to each potential change in current CBAs are presented below.

Item No.	Provision	Savings
1	Flexible Shift Start Times	\$ 20,700
2	Productivity Gain 10-Hour Days	\$ 18,400
3	Industry Funds	\$ 12,100
4	Union Apprentice Ratios	\$ 11,000
5	Non-Union Apprentice Program	\$ 40,900
6	Guaranteed Pay	\$ 10,800
7	No Holiday Pay	\$ 35,100
8	Shift Work	\$ 8,100
9	Offsite Fabrication	\$ 15,700
10	Work Break Time Reduction	\$ 31,900
11	Wage Concessions	\$ 20,000
12	Management Rights	\$ 51,600
	Total Savings	\$ 276,300
	Total Labor Cost	\$ 7,124,300
	<b>Total Savings Percentage</b>	3.9%
	<b>Total Construction Cost</b>	\$ 27,500,000

#### 1.4.2 Project Cost Savings: Wicks Law Exemption

Use of a PLA exempts the Project from the requirements of the Wicks Law. While not directly related to labor cost reductions, the ability to implement the Project without the requirement to follow the Wicks Law has shown significant Project cost reduction from improved coordination during scoping prior to bid and corresponding reduction in additional specific claims for missing scope and unanticipated schedule delays. We anticipate that the benefits of exemption from the Wicks Law are definable and would be effective when applied to this Project. Project cost savings are estimated to be approximately \$297,700. The benefits of Wicks Law Exemption and the savings related are discussed further in Section 5 of this report.

#### 1.4.3 Project Cost Savings: Total

We estimate, therefore, that total savings from labor cost reductions and the Wicks exemption could exceed \$574,000 for a total Project construction cost of \$27.5 Million, which is approximately a 2.1 percent savings on overall construction cost.

#### 1.4.4 Non-Economic Considerations

#### Labor Harmony

PLAs can help avoid the costly delays of potential strikes and other disruptions arising from work disputes to ensure a timely project completion with a prohibition on strikes and other forms of job actions. PLAs can also expand worker harmony through the use of uniform work rules that reduce conflicts, uniform rules for settlements of disputes, and clear procedures for resolution of jurisdictional claims and disputes. During the planned construction period, three of the 20 local CBAs are set to expire. The Capital Region trades are noted to be strong advocates for the use of local union labor as frequently evidenced by job site demonstrations, however, long, or disruptive job actions have not been noted in recent history. It is important to note that several large construction projects

are set to begin construction in the upcoming year in the Capital Region including the \$600 Million Albany Port Project and the \$400 Million Livingston Ave. Bridge Project. Neighboring regional projects including the \$100 Billion Micron chip plant and the \$2.3 Billion I-81 Viaduct Project in Syracuse will place a noticeable draw on the labor market in the region as well. We anticipate that the labor market in the Capital Region will continue to tighten as these Projects will draw labor from the surrounding regions. Job actions are likely to become more common and of longer duration. Based on the size and duration/phasing of this Project, we assess risk of job actions that would significantly impact the planned Project to be moderate to high. The added guarantees of labor harmony through the use of a PLA are therefore considered a benefit.

## **Equal Opportunity and Workforce Training Objectives**

Other benefits not easily translated into economic savings include the ability to enhance workforce diversity and training objectives. Specific numerical objectives focused on workforce diversity have been established at 3.2 percent minority and 6.9 percent women for the Project. Therefore, enhanced language regarding workforce diversity and/or recruitment and training is considered a benefit to this Project.

Use of a PLA would also provide access to qualified contractor apprentices who would otherwise have none. This access is considered a cost saving benefit and is addressed further in the cost savings section of this report.

Minority/Women/Disadvantaged Business Enterprise (M/W/DBE) participation

Minority/Women/Disadvantaged Business Enterprise participation in the Project will be an important objective. Although numerical participation goals have not yet been set, project specific objectives consistent with Federal and State guidelines are anticipated for this Project. Union affiliation in each of these business sectors in the Capital Region is not uniform for all crafts or trades. A PLA could incorporate language addressing the unique challenges and needs faced by M/W/DBE contractors and, therefore, could be considered a benefit if such special terms are incorporated into an agreement.

# Section 2 – Project Description

#### 2.1 Scope

The Saratoga County Airport FBO Terminal Building Improvements Project will construct a new, state-of-the-art, energy-efficient terminal building. The new building's first floor will provide two spacious passenger waiting areas, a multi-media conference room, and a café and ice cream counter that will open onto a courtyard with outdoor access. The lobby area will feature a display area for automobiles from the Saratoga Automobile Museum, while the second floor of the building will provide space for pilots as well as a restaurant area and an exhibit area for local artists. The new terminal building will also feature a connected hangar space large enough to house two corporate jets. The existing hangar will be demolished.

The hangar portion of the building will be finished with aged, reclaimed wood to mirror the look of the many Saratoga County horse and agricultural barns, while a solar array on top of the hangar roof will help reduce the airport's collective carbon footprint. The Project will also include the redevelopment of the entrance corridor and the existing parking area, as well as the rehabilitation of the aircraft apron connecting to the new terminal building.

It is anticipated that this project will be broken up into three phases with early incentive bonuses for each phase. Phase A will include the demolition of the existing Richmor Hangar, Phase B will include the new terminal building as well as site work, and Phase C will include the apron rehabilitation.

#### 2.2 Schedule

A preliminary construction schedule has been established for the Project and is included as Appendix A. Construction on the Project is anticipated to begin in October 2023, with all work being substantially completed by the end of February 2025.

While overall Project construction duration is projected to be approximately 16 months, it is anticipated that portions of the work will be limited to the off-hours as the airport will remain open and operational during construction. Additionally, it is anticipated that this Project will be broken up into three bid packages with incentives for early completion. Should there be any problems or delays in the initial work of the Project, subsequent work could be delayed, negatively impacting the Project schedule. As such, construction activities conducted in and around the airport terminal will require careful planning, coordination, and scheduling to provide a safe working environment for the travelers and airport staff, safe and secure screening areas, and to ensure there are no delays to the Project schedule.

The 16-month scheduled construction period allows construction to proceed with only one full summer season. Based on the size and scope of the Project, we would consider this schedule to be sufficient to complete all work objectives but with little room for slippage. Unique work schedules resulting in labor premiums are anticipated. Any schedule disruptions could jeopardize the scheduled completion of the Project as well as the contractors ability to meet the early incentive bonuses.

#### 2.3 Construction Costs

The Project Team has prepared a preliminary construction contract cost estimate. The total Project construction cost is estimated at \$27.5 Million. A copy of the estimate is included in Appendix B.

# Section 3 – Estimate of Craft Labor Needs

#### 3.1 Craft Labor Breakdown

Nineteen craft labor unions would represent the construction industry in the region. A complete listing of the unions is presented on Table 1. Of this number, 17 craft labor unions with 22 agreements would have active involvement in the work planned for the Project, and includes the Bricklayers (separate agreements covering Building and Heavy & Highway work), Carpenters (Building only), Cement Masons, Electrical Linemen, Electrical Workers, Elevator Constructors, Glaziers, Heat & Frost Insulators, Iron Workers, Laborers (separate agreements covering Building and Heavy & Highway work), Operating Engineers (separate agreements covering Building, Heavy & Highway and Technical work), Painters, Plumbers & Steamfitters, Roofers, Sheet Metal Workers, Sprinkler Fitters and Teamsters (separate agreements covering Building and Heavy & Highway work). The work included in this study is subject to both Building and Heavy & Highway agreements for those trades where separate agreements/rates for Building and Heavy & Highway work have been established. Trades which have separate agreements/rates for Building and Heavy & Highway work include Bricklayers, Carpenters, Laborers, Operating Engineers and Teamsters. It is important to note that the Electrical Linemen and the Elevator Constructers are expected to have involvement on this Project. The Elevator Constructors typically do not participate in PLA agreements with the exception of the No Strike, Jurisdictional Dispute, and Dispute Resolution Clauses. The Electrical Linemen do not participate in PLAs at all. Therefore, no savings associated with the Electrical Linemen or Elevator Constructors have been reflected in this analysis. As such, there are effectively 15 applicable crafts with 20 agreements that would have involvement on this Project.

Table 2 includes work area labor breakdowns for the Project. This analysis estimates that nearly 109,700 craft labor hours will be required to complete construction work for the Project. Demand for craft labor will be immediate upon initiation of the construction activities.

In the absence of a PLA, we would expect, on a dollar basis, the percent of successful unionized contractors and sub-contractors covered by one or more of the applicable CBAs to be a minimum of 75 percent. This projection is based upon the author's review of projects recently executed in the Capital Region, an understanding of the construction labor supply and demand in the region, the size of the Project, the nature and makeup of contractors in the region who routinely execute this type of work, and previous projects constructed in the region with and without PLAs. For a project of this size and nature we would not expect to see a significant number of new contractors/subcontractors from outside the region.

As such, our Detailed Cost Savings Calculations (Appendix C) contained in this report are based on the projections that 75 percent of the Project would be executed by unionized contractors.

#### 3.2 Projected Labor Costs

Seeler projected labor costs for the Project utilizing applicable journeyman wage and benefit rates. The craft labor cost for the Project is estimated at \$7.1 million or 25.9 percent of the anticipated construction cost, with the actual percentage varying on individual components from 10 to 50 percent.

# Section 4 – Summary of Existing Agreements

## 4.1 Existing Agreements

Seeler has developed a comparative analysis of the 15 applicable crafts with 20 agreements. The crafts analyzed are the Bricklayers (separate agreements covering Building and Heavy & Highway work), Carpenters (Building only), Cement Masons, Electrical Workers, Glaziers, Heat & Frost Insulators, Iron Workers, Laborers (separate agreements covering Building and Heavy & Highway work), Operating Engineers (separate agreements covering Building, Heavy & Highway and Technical work), Painters, Plumbers & Steamfitters, Roofers, Sheet Metal Workers, Sprinkler Fitters and Teamsters (separate agreements covering Building and Heavy & Highway work). The work included in this study is subject to both Building and Heavy & Highway agreements for those trades where separate agreements/rates for Building and Heavy & Highway work have been established. Trades which have separate agreements/rates for Building and Heavy & Highway work include Bricklayers, Carpenters, Laborers, Operating Engineers and Teamsters. Significant aspects of each of the 20 agreements are summarized in Table 3. The intent of the review is to identify areas of improvement that may be realized through the use of a PLA to achieve potential Project labor cost reductions. A brief synopsis of the terms of the existing agreements is presented below.

#### 4.1.1 CBA Duration/Expiration Date

Contract durations range from two to five years, with nearly half of the applicable agreements set at a three-year duration. Three of the 20 applicable agreements are set to expire at the start or during the planned Project construction period and will require renewal. Those agreements are:

- Glaziers (4/30/2024)
- Iron Workers (6/30/2024)
- Roofers (5/31/2024)

Should there be any significant disruption during contract renewal negotiations, the Project could be significantly disrupted and the objective of completing all Project components on time would be jeopardized.

#### 4.1.2 Regular Work Hours/Regular Work Day

Regular work hours/work day designations are fairly consistent between agreements. In addition to all the agreements standardizing on a five-day, 40-hour work week, a majority of the agreements allow four 10-hour days as an alternative to the extent permitted by law or with consent from the union. Specific start and quitting times are not consistent between the unions; however, they do state that the hours must be consecutive with a one-half hour lunch.

#### 4.1.3 Overtime

All agreements, with exception of the Painters, provide time and a half pay for overtime work on weekdays and Saturdays, and two times pay for Sundays and holidays. Painters provide time and a half pay for overtime work on weekdays, Saturdays, Sundays and holidays.

#### 4.1.4 Guaranteed Pay

All of the agreements, with exception of the Iron Workers, require two or more hours pay for reporting in at their designated hourly rate. The Iron Workers require \$70 dollars in compensation for reporting to work. The detailed requirements vary per agreement. Some agreements only require pay when employees cannot work due to inclement weather, some require the pay regardless. Still others require additional compensation if weather conditions permit work but no work is provided. The Operating Engineers essentially guarantee a minimum of three full days of pay once the work week begins regardless of the hours actually worked. In some instances, these guarantees can be as much as 40 hours. All of the unions allow Saturdays as a make-up day at straight time pay for weather related delays.

#### 4.1.5 Shift Work/Single Irregular Shifts

The agreements vary regarding shift work. Some of the agreements shorten the hours worked for the second and third shift (7.5 hours for the second shift and 7 hours for the third shift) but require eight hours of pay when multiple shifts are worked. Other agreements carry hourly premiums ranging from seven to 15 percent for second shifts and 14 to 31.4 percent for third shifts but require the full eight hours of work. Additionally, the Laborers (Building and Heavy & Highway), Operating Engineers (Heavy & Highway), Painters, Roofers, Sprinkler Fitters, and Teamsters (Heavy & Highway) specify a night shift, floating shift or single irregular shift premium for any shift that has a starting time outside the normal working hours. These premiums range from \$1.00 to as much as \$6.12 over the applicable rate.

#### 4.1.6 Holidays

The agreements vary on the number of holidays and pay for the holidays. All unions standardize on a minimum of six recognized holidays: Christmas, New Years, Thanksgiving, Labor Day, Memorial Day, and Independence Day. The Plumbers & Steamfitters also recognize the Friday after Thanksgiving and Christmas Eve. The Laborers (Heavy & Highway), Operating Engineers (all), and Teamsters receive a paid day off for each recognized holiday, however the requirements vary by CBA. The Laborers (Heavy & Highway), and Operating Engineers (Heavy & Highway and Technical) receive a paid day off for each recognized holiday if work is performed by the employee one day before and one day after the designated holidays, while the Operating Engineers (Building) must work five days before and one day after. The Teamsters CBA does not specify holiday pay eligibility requirements and the Plumbers & Steamfitters only receive holiday pay for Christmas and must work two days before and two days after.

#### 4.1.7 Apprentice Ratios

The ratios vary and change with the number of Journeymen at the site. Many unions allow the first Apprentice with the first Journeyman. While one Apprentice is usually allowed initially, once staffing grows beyond a small labor force, majority of the agreements establish a ratio of 3:1. The following ratios have been established:

Journeyman/Apprentice Ratio	Number of Agreements
1/0	2
2/1	3
3/1	9

3/2	1
4/1	2
5/1	3

#### 4.1.8 Off-Site Fabrication

Off-site fabrication rules vary from agreement to agreement. Most agreements do not address the issue at all. Some do not address the issue at all. For example, the Sheet Metal Workers agreement specifies that when subcontracting for the prefabrication of materials covered within the agreement, such prefabrications shall be subcontracted to fabricators who pay their employees engaged in such fabrication, not less than prevailing wage. Other crafts have similar language that could restrict flexibility in the use and selection of off-site fabricators.

#### 4.1.9 Mileage and Parking

The agreements vary in regards to mileage reimbursement and travel pay. Some agreements do not address it. Others, such as the Painters require mileage reimbursement at the current IRS rate for employees traveling between jobsites during the work day with their personal vehicle. Some agreements, such as the Glaziers require parking to be reimbursed by the Employer when no free parking is available.

#### 4.1.10 Management Rights

Most existing agreements do not contain a "Management's Rights" clause which means they lack clear statements of the rights of management. This type of language gives the contractor greater flexibility to control and manage the Project work, including control of the level of staffing and control/selection of key personnel such as the Foreman.

#### 4.2 Labor Unrest

We reviewed the general labor climate in New York State. While up until most recently, construction trade unions have generally avoided participation in work stoppages, they have been active in organizing picketing activities across the state to raise awareness of construction labor issues in this area. Our review revealed a mixed picture.

#### 4.2.1 Labor Unrest Statewide

Various demonstrations have taken place throughout the State in recent years and as recently as May of 2022 as the Plumbers and Steamfitters in Central New York walked out after rejecting a three-year contract agreement. Demonstrations have more typically included picketing and/or the use of visuals such as banners, signs and large inflatable rats. Motives behind the demonstrations also vary but typically are over the use of non-local, non-union labor or payment of substandard wages. For example, in 2019 alone, over 70 demonstrations by the Operating Engineers took place using banners and other visuals to protest the use of out-of-area labor or payment of substandard wages. In August 2018, Tompkins-Cortland Building & Construction Trades Council union members picketed to draw public attention to the lack of local building trades involvement in construction of the Maplewood student housing complex at Cornell University. Unions returned to the Cornell University campus again in 2019 with "Scabby the Rat" to protest a subcontractor on the North Campus Residential

Expansion Project who was paying workers substandard wages. Other incidents of labor unrest include:

- In March of 2022, the Carpenters Local 277 picketed in Johnson City during an announcement for a \$30 million mixed-use E-J Victory conversion project over a subcontractor allegedly conducting illegal activities including falsely classifying workers and paying workers in cash.
- In August 2020, Iron Workers Local 6 as well as Operating Engineers and Teamsters, protested the Cassadaga Wind Project over the use of non-local labor, which resulted in a two-week delay in the project.
- Recently the Trades took action against a private development at the former Bethlehem Steel site. Active picketing over the use of out-of-town, non-union labor resulted in the developer including "Responsible Bidder" language in subsequent construction contracts which shifted focus to local, more heavily unionized bidders.
- Several years ago, the Buffalo Building and Construction Trades Council received a favorable ruling from the courts establishing a "two-minute" rule that sets a precedent for the amount of time picketers could take to cross a project site entrance. The ruling delays entry to the project site by two minutes for every vehicle entering or leaving. Such actions could have significant impact on project productivity as demonstrated in January of 2018 by members of the Carpenters Union and Laborers Union who picketed outside the Ellicott Development Company site in Buffalo because contractors from Buffalo and Rochester did not pay the area standard wage. The dispute was settled after three weeks of project slowdown and delay. Cost impacts to the project have not been made public.
- On a positive note, the Trades sponsored a one-day celebration/rally for the completion of the new train station in Buffalo, a project completed using a PLA in 2021.

#### 4.2.2 Regional Labor Unrest

There have been no significant work stoppages in Albany County or the Capital Region in the last decade, however there have been a few incidents of labor unrest within the region in recent years, prior to COVID's dramatic impact on normalcy.

- In August of 2019, the Greater Capital Region Building & Construction Trades Council held a
  rally outside the construction site for the Hyatt Place Hotel in downtown Albany over the use
  of non-unionized laborers, despite the developer receiving millions of dollars in tax incentives.
  The local unions had been protesting for 50 days straight at the time of the rally.
- In October of 2019, demonstrations, including the use of three large inflatable rats, in the town of Schodack occurred over the use of a non-local contractor for site preparations for the new Amazon warehouse.
- in 2018, a dispute lasting over one year was settled between the Capital Region construction trades and the Albany Hilton Hotel over the use of non-union contractors.

#### 4.2.3 Labor Unemployment Statistics

The Region's unemployment rate stood at 2.5 percent in December 2022, a slight decrease from 2.6 percent in December of 2021. The COVID-19 pandemic and associated economic shutdown throughout New York State caused a large spike in unemployment within the State and Region, however recovery is underway with unemployment numbers within the County returning to the levels seen prior to the pandemic. Reflective of the decrease in the unemployment rate, the New York State Department of Labor reported that the Region's labor force has increased by 7,400 between December 2021 and December 2022 as many workers that were laid off as non-essential projects were put on hold because of the pandemic return to work.

Saratoga County and the Capital Region, like most areas of New York State and the United States, has looming labor shortages in most of the skilled trades due to aging of the workforce and lack of new skilled laborers entering the workforce. The share of older workers in the region has more than doubled in recent years, from 10.6 percent in 2000 to 24.0 percent in 2020.

#### 4.2.4 Summary

Prior to the unprecedented impacts of the COVID-19 pandemic, the regional economic spending coupled with the low unemployment conditions were creating an increasing strained labor market. The large spike in unemployment within the Region caused by the COVID-19 pandemic and associated economic shutdown has now receded back to pre-pandemic levels and the labor market is beginning to strain once again. We anticipate the labor market will continue to tighten again as project workforce demand has been delayed not eliminated and looming labor shortages in most of the skilled trades will continue to increase.

The Capital Region trades are noted to be strong advocates for the use of local union labor as frequently evidenced by job site demonstrations. The trades will continue to actively advocate for the employment of local, union labor. Various types of project site demonstrations such as bannering, hand billing, and picketing are likely to become more common occurrences. Strikes of any significant duration are not expected in the near term. It is important to note that several large construction projects are set to begin construction in the upcoming year in the Capital Region including the \$600 Million Albany Port Project and the \$400 Million Livingston Ave. Bridge Project. Neighboring regional projects including the \$100 Billion Micron chip plant and the \$2.3 Billion I-81 Viaduct Project in Syracuse will place a noticeable draw on the labor market in the region as well. We anticipate that the labor market in the Capital Region will continue to tighten as these Projects will draw labor from the surrounding regions. Job actions are likely to become more common and of longer duration. Based on the size and duration/phasing of this Project, we assess risk of job actions that would significantly impact the planned Project to be moderate to high.

# Section 5 – Economic Considerations

#### 5.1 General

We conducted an analysis of potential cost savings for the Project utilizing the projected labor craft hours, wage rates currently in effect, and contract provisions routinely negotiated into other PLAs in the Capital Region. As stated earlier, given the nature and size of this Project, and the make-up of the market, in the absence of a PLA, we would expect, on a dollar basis, the percentage of successful unionized contractors and sub-contractors covered by one or more of the applicable CBAs to be a minimum of 75 percent. As mentioned in the previous section, the Electrical Linemen and Elevator Constructers are expected to have involvement on this Project. The Elevator Constructors typically do not participate in PLA agreements with the exception of the No Strike, Jurisdictional Dispute, and Dispute Resolution Clauses. The Electrical Linemen do not participate in PLAs at all. Therefore, no savings associated with these crafts have been reflected in this analysis.

# 5.2 Labor Cost Savings Attributed to the Use of a PLA

Labor cost savings estimated for the Project were prepared based upon contract provisions routinely negotiated into PLAs in the region. The potential for economic savings for each contract provision is discussed below.

#### 5.2.1 Flexible Shift Start Times

A PLA could provide flexibility for the contractors/subcontractors to set start times between the hours of 6 a.m. and 9 a.m. and use special shift start and finish times to fit the needs of the assignment, phase of the Project and requirements/schedule of airport operations. This would give the contractor the ability to schedule the workday to maximize productivity. Increased productivity with the flexibility of start times is estimated to translate into approximately one hour per week per person productivity gained. This analysis assumes that the productivity gained through the coordination of start times would only be needed for work elements of the Electrical Workers, Plumbers & Steamfitters, Sheet Metal Workers and Sprinkler Fitters related to the Plumbing, Fire Protection, HVAC, and Electrical components of the Project. Savings resulting from the implementation of flexible shift start times is therefore estimated to be approximately \$20,700.

#### 5.2.2 Productivity Gain 10-Hour Days

A PLA could provide additional flexibility in the regular work week by allowing a contractor to use a four 10-hour day schedule or a regular day without requiring permission or consent from the union or formal waiver from the Department of Labor. This would eliminate the setup and breakdown time for one work day each week. Based on the anticipated schedule and scope of work, it is anticipated that a contractor could utilize a four 10-hour day schedule for hours related to site work and apron rehabilitation during the summer months (June, July & August). On that basis, the maximum savings resulting from the implementation of a four 10-hour day schedule would be approximately \$18,400.

## 5.2.3 Industry Fund Payments

A PLA could limit the workers' pay to base wages and fringe benefit payments as published in the prevailing wage schedules. This, in turn, would avoid collectively bargained payments, such as Industry Promotion Funds, which are in excess of those required by/for public works projects. The local agreements provided for this project have Industry Fund payments ranging from \$0.00 to \$0.62.

Based on anticipated labor loadings, it is projected that savings from this provision would be approximately \$12,100.

#### 5.2.4 Union Apprentice Ratios

A PLA could agree to apprentice ratios equal to or better than those set by the New York State Department of Labor. PLAs in other regions of upstate New York have set apprentice ratios of 3 to 1 or better. A reduction in labor cost would be realized by moving several of the crafts to this ratio. We have applied this projection only to union employers (75 percent) and assumed apprentices on average would be in the second or third year of their apprentice program, representing approximately 70 percent of the wages earned by journeymen. We have projected that crew sizes large enough to utilize apprentice ratios to their fullest would represent approximately 40 percent of the projected union labor hours for all crafts. Based on anticipated labor loadings, it is projected that savings from this provision would be approximately \$11,000.

#### 5.2.5 Non-Union Apprentice Program Participation

A PLA could provide access to a qualified pool of apprentices for non-union contractors otherwise not available. This provision allows non-union contractors (who do not have state approved apprentice programs) to obtain qualified apprentices through the referral process and thus lower overall crew labor cost. We have applied this projection only to non-union employers (25 percent) and assumed apprentices on average would be in the second or third year of their apprentice program, representing approximately 70 percent of the wages earned by journeymen. We have projected that crew sizes large enough to utilize apprentice ratios to their fullest would represent approximately 40 percent of the projected non-union labor hours for all crafts and would also implement an apprentice ratio of 3 to 1 or better. Based on anticipated labor loadings, it is projected that savings from this provision would be approximately \$40,900.

#### 5.2.6 Guaranteed Pay

A PLA could eliminate guaranteed pay in its entirety and replace it with a travel allowance equivalent to one hour's pay. Standardizing on this provision for all trades and assuming one event for the duration of the Project results in an estimated savings of \$10,800.

#### 5.2.7 Holiday Pay

A PLA could eliminate requirement of holiday pay for the Laborers, Operating Engineers, Plumbers & Steamfitters and Teamsters. Our analysis assumes a total of five applicable holidays for the duration of the Project. Our analysis also assumes that Project work will not be performed between the Christmas and New Year's Day holidays; therefore, they were excluded from the savings calculations. The total estimated savings available is \$35,100.

#### 5.2.8 Shift Work

A PLA could reduce applicable shift premiums by standardizing on a five percent premium for second shift and a 10 percent premium for third shift with no reduction in the hours worked (i.e. eight hours of work for eight hours of pay) when premiums are required by applicable CBAs. Based on the anticipated scope and schedule, it is anticipated that a contractor will utilize a multiple shift operation throughout the Project to limit interference with travelers, airlines and airport operations and avoid potential delays. Our analysis assumes 25 percent of the total hours work would be performed on a

multiple shift schedule. Of that, 50 percent would be conducted on a second shift. As such, standardizing on shift premiums would result in savings of approximately \$8,100.

#### 5.2.9 Off-Site Fabrication

A PLA could limit off-site work subject to prevailing wage and union agreements to that work defined by Section 222 or that specifically covered by a CBA. This would allow for some work to be performed off-site and not be subject to prevailing wage rate requirements. Our analysis projects that this offsite work would be applicable to five percent of the total craft hours for the Carpenters and Sheet Metal Workers, as well as two percent of the total craft hours for the Electrical Workers, Iron Workers, and Plumbers & Steamfitters. The offsite work performed by these crafts is estimated to reduce costs by 20 percent. The estimated savings by limiting restrictions on offsite fabrication is projected to be \$15,700.

#### 5.2.10 Work Break Time Reduction

A PLA could eliminate the daily ritual of an organized work break to which Union workers are entitled. While each worker would be allowed to have a coffee container near their work area and take a brief break, an increase in productivity would be realized when workers do not leave the work area. We estimate that this practice would increase productivity for each worker each day by five minutes. Our analysis projects that reducing the duration of downtime every day for every worker on site by five minutes would result in a savings of approximately \$31,900.

#### 5.2.11 Wage Concessions

A PLA could allow for a wage concession through the reclassification of site/utility work outside of the Airport from Heavy & Highway to Building rate. Successful negotiations for past projects including the agreement for the 911 Call Center have resulted in the elimination of premiums associated with the Heavy & Highway rate structure by reclassifying the work as subject to Building agreements only. This type of concession could result in wage and benefit rate reductions for the Bricklayers, Carpenters, Laborers, Operating Engineers, and Teamsters. As this savings provision is applicable to all workers at the site regardless of union affiliation, the estimated savings by reclassifying the work is projected to be \$20,000.

#### 5.2.12 Management Rights/Jurisdictional Requirements

A PLA could contain very strong Management Rights language whereby management retains full and exclusive authority for the management of the operation including the hiring, promotion, transfer, layoff, discipline or discharge for just cause of employees, the selection of foremen, the assignment and scheduling of work, the promulgation of reasonable work rules, the requirements for overtime and the number and identity of employees engaged in the work. Such language coupled with uniform dispute resolution procedures, which prevent work disruption while disputes are resolved, provide significant efficiencies in the workforce.

For large or complex projects with high labor loadings, savings of two percent of the labor costs from these clearly established management rights are typically realized. For smaller or less complex projects with moderate schedules and less intense labor loadings, these advantages are reduced to 0.5 percent.

Further adjustments are made to small projects when considering the effect of jurisdictional restrictions. In an open shop environment, workers would be allowed to perform the work of more than one trade over the work day. While prevailing wage requirements would dictate that they must be compensated for the work of each trade in accordance with the applicable schedule in effect for that trade, they would still be allowed to perform the differing tasks. Union agreements and, by their nature, PLAs would restrict the work of the governing trade, thereby prohibiting crossover to take place. The crossover of individual workers from one trade activity to another in a single day's work is more frequent on smaller, less intense projects. This practice also occurs more frequently in the general building construction trades than in other crafts.

A strong management rights clause in a PLA could provide additional value given the need to coordinate the efforts of multiple labor crafts in a very efficient manner. We anticipate a 0.25 percent cost advantage for enhanced management rights language offered by the use of a PLA. Savings are projected to be \$51,600.

#### 5.2.13 Contract Duration/Expiration Date

A PLA could prohibit strikes and lock-outs or other job actions for the duration of the agreement. This would avoid the potential for work stoppages or picketing that would trigger the two-minute ruling resulting from wage and benefit negotiation at the end of each craft's local area agreement. It would also ensure uninterrupted project completion. While there is value implied by the security this term would provide, no explicit calculation of savings is made for this report.

## 5.3 Other Economic Savings Attributable to a PLA

Additional savings not directly related to labor are projected for the Project based upon negotiated contract provisions. These other economic savings are discussed in detail below.

#### 5.3.1 Wicks Law Exemption

Projects implemented by governmental agencies subject to Section 222 of the NYS Labor Law can be exempt from the requirements of the Wicks Law if a Project Labor Agreement is used. The Wicks Law requires that public works projects of a certain nature use multiple prime contractors, in a designated fashion, rather than allowing a single contractor on construction projects. In the absence of a PLA, the Wicks Law would be applicable to this Project. Various studies have reported added cost to construction from Wicks Law compliance ranging between 10% and 30% of the total construction costs. See, for example, the reports prepared by the New York State Division of Budget (May 1987) and New York State School Boards Association (March 1991) indicating that elimination of the requirements for applicable components of the project to comply with Wicks Law would reduce construction costs by 24 to 30 percent and 20 to 30 percent respectively. The Project team is currently considering application of an exemption for the Project. Assessing savings on aspects related to electrical, HVAC, and plumbing work for the new terminal building (construction cost estimated to be approximately \$2.98 million) would result in a range of savings from \$595,400 to just over \$893,100. Assuming the Wicks Law exemption would be applicable to the above-mentioned work and using a modest ten percent reduction in cost, the savings to the Project would represent \$297,700. Because a PLA is the only way to exempt a project Wicks Law application under Section 222, the savings from that avoidance should be considered itself related to the PLA.

# 5.4 Summary

On the basis of the projections above, we estimate that using a PLA could result in an estimated in savings of \$276,300 in direct labor costs or approximately 3.9 percent of the projected total cost of labor for the Project (estimated at \$7,124,300). Total savings from labor cost reductions and the Wicks Law exemption could exceed \$574,000 for a total Project construction cost of \$27.5 Million, which is approximately a 2.1 percent savings on overall construction cost.

# Section 6 - Additional Considerations

Use of a PLA can offer additional non-economic benefits. These are difficult to precisely quantify in monetary terms at this time but could nonetheless be significant factors in the overall success of the Project.

#### 6.1 Labor Stability

While Project construction is to occur over a 16-month period, the airport will remain open and fully functional which will result in some work being performed during hours when the airport is not busy as to not disrupt any travelers or cause any delays. As such, construction activities conducted in and around the airport terminal will require careful planning, coordination, and scheduling to provide a safe working environment for the travelers and airport staff, safe and secure screening areas, and to ensure there are no delays to the Project schedule. Should there be any significant disruption to the supply of labor, or job actions over the use of non-union or non-local labor, the Project could be disrupted and the objective of completing all Project components on time would be jeopardized.

Prior to the COVID-19 pandemic, the construction spending within the Capital Region had the potential for creating an increasingly strained labor market. Given the current levels of unemployment within the regional construction industry, we view the current market as stable. Assuming a return to normalcy by beginning of 2023, we would anticipate the labor market to begin tightening again over the life of the Project. Any disruption, while difficult to precisely quantify, would have an impact to the Project and the ability to complete the Project on time. For projects with multiple crafts working under multiple subcontracts, disruptions can result in claims of delay by individual sub-contractors working on the site who are dependent upon the performance of other sub-contractors subject to the action. Further, Project administrative costs, such as additional costs for architectural/engineering oversight and interim Project financing would be incurred. At a minimum, an estimated \$18,000 to \$25,000/month in Project administration and engineering oversight costs would be expected.

# 6.2 The "Tag Along Provision"

Key provisions of any Project Labor Agreement include the "Union Recognition and Employment" provisions, specifically the Union Referral requirement. Commonly referred to as the "Tag Along" requirement, this provision governs the process of bringing craft workers to the Project. All craft workers are required to pass through the job referral systems and hiring halls established by the unions. The "Tag Along" provision specifically allows a contractor who is not signatory to a collective bargaining agreement to bring his/her own core employees to the Project. The number of core employees brought to the job is limited by the agreement on the basis of a percentage of the workforce on the Project, thus typically increasing the number of workers delivered to the Project by the signatory unions. Historically, PLAs in place in the Capital Region establish a "Tag Along" requirement of 12.5 percent (seven union hires followed by one core employee) with special considerations sometimes provided for small or M/W/DBE concerns. The "Tag Along" requirements are often the subject of much debate when considering the application of a PLA. The increased number of workers delivered to the Project by union hiring halls in exchange for the concessions and resultant economic savings to the Project as described in Section 5 is, however, the core element of every negotiation.

6.3 Workforce Enhancement, Recruiting & Training Programs, & M/W/DBE Programs Enhanced workforce diversity and training objectives are other benefits not easily translated into economic savings. Specific numerical objectives focused on workforce diversity have been established at 3.2 percent minority and 6.9 percent women for the Project. Therefore, enhanced language regarding workforce diversity and/or recruitment and training is considered a benefit to this Project.

Use of a PLA would also provide access to qualified contractor apprentices who would otherwise have none. This access is considered a cost saving benefit and is addressed further in the cost savings section of this report.

Minority/Women/Disadvantaged Business Enterprise participation in the Project will be an important objective. Although numerical participation goals have not yet been set, project specific objectives consistent with Federal and State guidelines are anticipated for this Project. Union affiliation in each of these business sectors in the Capital Region is not uniform for all crafts or trades. A PLA could incorporate language addressing the unique challenges and needs faced by M/W/DBE contractors and, therefore, could be considered a benefit if such special terms are incorporated into an agreement.

#### Section 7 - Conclusions

#### 7.1 Conclusions

Based upon the size and scope of the Project, the proposed schedule and the anticipated mix of craft labor, we conclude that a PLA could provide Saratoga County with measurable economic benefit. We estimate that using a PLA could result in a savings of \$276,300 in direct labor costs or approximately 3.9 percent of the projected total cost of labor for the Project (estimated at \$7,124,300). Total savings from labor cost reductions and the Wicks Law exemption could exceed \$574,000 for a total Project construction cost of \$27.5 Million, which is approximately a 2.1 percent savings on overall construction cost.

Non-quantifiable benefits would also be available through the use of a PLA and include:

- avoiding the costly delays of potential strikes, slowdowns, walkouts, picketing and other disruptions arising from work disputes and promoting labor harmony and peace for the duration of the Project;
- 2) standardizing the terms and conditions governing the employment of labor on the Project;
- 3) providing comprehensive and standardized mechanisms for the settlement of work disputes, including those relating to jurisdiction;
- 4) ensuring a reliable source of skilled and experienced labor in an increasingly tightening labor market potentially enhancing the ability to meet required workforce participation goals; and
- 5) avoiding favoritism, fraud and/or corruption by ensuring availability of the benefits of the PLA to all successful bidders regardless of union/non-union status or the status of their employees.

In summary, based upon our experience, the use of a PLA would promote a number of Saratoga County's stated objectives, including the prudent use of public funds and avoiding favoritism, fraud and/or corruption. Seeler Engineering, P.C. recommends that the County proceed with negotiations for a PLA on the Saratoga County Airport FBO Terminal Building Improvements Project.

# Tables

# **Labor Unions Representing the Construction Industry in Saratoga County**

Craft	Local Union Number
Boilermakers	5
Bricklayers - Building	2
Bricklayers - H&H	2
Carpenters - Building	291
Carpenters - H&H	291
Cement Masons	111
Electrical Linemen	1249
Electrical Workers	236
Elevator Constructors	<b>35</b>
Glaziers	9
Heat & Frost Insulators	40
Iron Workers	12
Laborers - Building	157
Laborers - H&H	157
Millwrights	1163
Operating Engineers - Building	158
Operating Engineers - H&H	158
Operating Engineers - Tech	158
Painters	9
Plasterers	9
Plumbers & Steamfitters	773
Roofers	241
Sheet Metal Workers	83
Sprinkler Fitters	669
Teamsters - Building	294
Teamsters - H&H	294

# **Total Labor Breakdown by Craft**

Craft	Hours per Craft
Boilermakers	0
Bricklayers - Building	15,806
Bricklayers - H&H	316
Carpenters - Building	17,784
Carpenters - H&H	0
Cement Masons	46
Electrical Linemen	564
Electrical Workers	8,788
Elevator Constructors	1,559
Glaziers	2,451
Heat & Frost Insulators	5,060
Iron Workers	16,091
Laborers - Building	6,082
Laborers - H&H	8,901
Millwrights	0
Operating Engineers - Building	7,654
Operating Engineers - H&H	2,336
Operating Engineers - Tech	423
Painters	5,729
Plasterers	0
Plumbers & Steamfitters	4,255
Roofers	1,046
Sheet Metal Workers	3,537
Sprinkler Fitters	580
Teamsters - Building	86
Teamsters - H&H	576
Total	109,670

Due Diligence Study McFarland-Johnson, inc unless due to inclement — If employee reports for work 8 Hrs/Day + 0.5 Hr Lunch Acceptable on private work 1.5X Outside Regular Work 2nd Shift: 7.5 hrs/8 hrs pay Flexible, Set by Contractor and no work is provided 1st Shift: 8 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay 2X Sundays/Holidays 3 Years 40 Hrs Mo - Fri Yes, must work day Laborers - H&H Week/Saturdays Thanksgiving Christmas New Year's Day \$5.00 Premium Not Addressed 3/31/2025 before/after Wemorial Day 4th of July Labor Day \$0.00 \$0.00 NA 1.5X Outside Regular Work Week/Saturdays Occupied Premises shift: 7.5 If employee reports for work 8 Hrs/Day + 0.5 Hr Lunch strike, riot, civil disturbance, 1st Shift: 8 hrs/8 hrs pay weather, utility failure, 2nd Shift: 10% Premium 3rd Shift: 15% Premium and no work is provided Acceptable with mutual agreement between Employer and Union 2X Sundays/Holidays hrs worked/8hrs paid 6:00 AM - 8:00 AM 4th of July Labor Day Thanksgiving Christmas New Year's Day 2 Not Addressed 4/30/2025 40 Hrs Mo - 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Table 3 Key Features of Existing Labor Agreements

	Operating Engineers - Bldg	Operating Engineers - Bldg Operating Engineers - H&H Operating Engineers - Tec	Operating Engineers - Tech	key ree Painters	atures of Existing Labor Agreem Plumbers & Steamfitters	Roofers	Sheet Metal Workers	Sprinkler Fitters	Teamsters - Bldg	Teamsters - H&H
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Start Time	6:00 AM to 8:00 AM	6:00 AM - 8:00 AM (Unless	Flexible, Set by Contractor	6:00 AM - 9:00 AM	6:00 AM - 8:00 AM	4:00 AM - 12:00 PM	7:00 AM	6:00 AM Earliest	6:00 AM - 8:00 AM	Not Addressed
4-10 Hour Days	4.10 Hour Days Acceptable	Acceptable	Acceptable unless prohibited	Acceptable as permitted by law	Acceptable W/ both parties	Not Addressed	Acceptable, if mutually agreed	Acceptable with prior written notice to the union	Acceptable, with consent of the Union.	Acceptable on private rate work
Overtime	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Week/Saturday 2X Sundays/Holid	Work 1.5X Outside Regular Work s Week/Saturdays ays 2X Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 1.5X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Ourside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holldays	1.5X Outside Regular Work Week/40+ Hrs 2X Saturdays/Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays
Report in Pay (tirs)	2000 1000 1000 1000 1000 1000 1000 1000	<b>7 7 7 7 7 7 7 7 7 7</b>			2	f employee reports for work	2	4 hours @ Prevailing Wage If	A hours @ Prevailing Wage If If employee reports for work.	
y Description	If employee reports for work and no work is provided	Report-in Pay Description     Remployee reports for work   Remports for work   Remorter   Remor	if employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided	and no work is provided from inclement weather or other reasons	If employee reports for work and no work is provided	employee reports for work at regular time and no work is provided		ir employee reports for work at regular time and no work is provided
	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift; 8 hrs/8 hrs pay 2nd Shift; 7.5 hrs/8 hrs pay 3rd Shift; 7 hrs/8 hrs pay	1st Shift, 8 hrs/8 hrs pay 2nd Shift; 7.5 hrs/8 hrs pay 3rd Shift; 7 hrs/8 hrs pay	\$1.00 Premium for all shifts before 6:00 AM or after 12:00 PM	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay + 10% 3rd Shift: 7 hrs/8 hrs pay +10%	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay +\$4 3rd Shift: 8 hrs/8 hrs pay +\$4	Lat Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay + 15% 3rd Shift: 8 hrs/8 hrs pay +25%	1st: 8 Hours/8 Hours Pay 2nd: 8 Hours/115% Pay 3rd: 8 Hours/115% Pay	.10% Premium	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 brs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay
Single Irregular Shift/Night Work	Not Addressed	\$2.50 Premium	Not Addressed	\$1.00 Premium for all shifts before 6:00 AM or after 12:00 PM	Not Addressed	\$4 Premium Single irregular Skift	Not Addressed	15% Premium	Not Addressed	Single Irregular Shift \$1.50 Premium
Holiday Pay	Yes, must work 5 days before/1 after	Yes, must work day before/after	Yes, must work day before/after	2	Yes, only christmas, must work 2 days before and 2 days after	8	<del>8</del>	2	No	Yes
Observed Holidays	Memorial Day 4th of July Lahor Day Thanksguing Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day dti of bily Lafor Day Thaksgiving Christmas New Year's Day	Memorial Day Ath of July Labor Day Thanksgiving Friday after Thanksgiving Christmas Eve Day Christmas New Year's Day	Memorial Day 4th of July Labor Day Thankgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thankegiving Christmas New Year's Day	New Year's Day Memorial Day July 4th Lahor Day Thankegivine Day Christmas Day	New Year's Day Memorial Day July 4th Labor Day Thanksgiving Day Christmas Day	New Year's Day Memorial Day July 4th Labor Day Thamkogiving Day Christmas Day
Journeymen (Ratio) Apprentice (Ratio)	. m. च	m et.	<b>м</b> . н	m =	<b>m</b> : <del>-</del>	<b>2</b>	7 1	2 1 0-60 miles = no expenses	<b>1</b>	
Travel/Parking Reimbursement Description	Not Addressed	Not Addressed	Not Addressed	If using personal vehicle to travel 30 miles outside his/her home zone they shall be compensated at IRS rate	Not Addressed	Milage paid outside the free Travel compensation outside zone	Travel compensation outside free zone	61-80 miles = \$17.50/bay 100+ miles = \$80.00/bay 81-100 miles - \$27.50/bay + \$0.45/mile + (1/4)hourly rate per 15 miles traveled	Not Addressed	Not Addressed
Milage Reimbursement Rate Parking Reimbursement Rate Industry Fund Contributions	\$0.00 \$00.00 \$0.39	\$0.08 \$0.08 \$0.08	\$0.00 \$0.00 \$0.05	\$0.54 \$0.00 \$0.00	\$0.00 \$0.00	\$0.50 \$0.00 \$0.33	\$0.54 \$0.00 \$0.62	\$0.00 \$0.00 \$0.25	00.08 00.08	00.0\$ 00.0\$
Other	Ö	District 106	District 106	<b>§</b>	NA	NA	NA	W	AGC	NA

# Appendices

### Appendix A

Aug Sep Oct Nov Dec ➾ Deadline Feb Mar Apr May Jun Jul **♦** 6/30 External Milestone 💠 \$ 5/31 External Tasks Appendix A
Saratoga County
FBO Terminal Building Improvements
PLA Benefits Analysis
Expiration Dates of Various Creft CBAs Project Summary Sep Oct Nov Dec Milestone Progress .... Sat 5/31/25 Fri 3/31/23 Fri 5/31/24 Sat 5/31/25 Sun 5/31/26 Sun 5/31/26 Sun 5/31/26 Tue 6/30/26 Wed 4/30/25 Sun 6/30/24 Wed 4/30/25 Mon 3/31/25 Tue 2/28/23 Tue 3/31/26 Wed 4/30/25 Sun 4/30/23 Mon 3/31/25 Sun 4/30/23 Mon 3/31/25 Thu 7/8/27 Tue 4/30/24 Task Split Operating Engineers - Building Operating Engineers - Tech Operating Engineers - H&H Plumbers & Steamfitters Saratoga County Airport Heat & Frost Insulators Carpenters - Building Elevator Constructors Sheet Metal Workers Teamsters - Building Bricklayers - Building Laborers - Building Teamsters - H&H Bricklayers - H&H Electrical Workers Cement Masons Laborers - H&H Sprinkler Fitters Saratoga County FBO Terminal Building Date: Mon 03/20/23 Iron Workers Glaziers 4 2 13 ē 2 ₽

### Appendix B

Saratoga County Airport
Improvements Project

### **Appendix B**Cost Breakdown

Due Diligence Study McFarland-Johnson, Inc

Project Description	<b>Construction Cost</b>
Phase A - Richmor Hangar Demolition	\$ 510,500
Phase B - Terminal Building and Site	\$ 26,588,990
Phase C - Apron Rehab	\$ 400,000
Total	\$ 27,499,490
2023 Total Construction Cost (Rounded to)	\$ 27,500,000

### Appendix C

ltem No.	Provision	Savings			
1	Flexible Shift Start Times	\$ 20,700			
2	Productivity Gain 10-Hour Days	\$ 18,400			
3	Industry Funds	\$ 12,100			
4	Union Apprentice Ratios	\$ 11,000			
5	Non-Union Apprentice Program	\$ 40,900			
6	Guaranteed Pay	\$ 10,800			
1 7 <b>7 7</b> 7 1 1 1	No Holiday Pay	\$ 35,100			
8	Shift Work	\$ 8,100			
9	Offsite Fabrication	\$ 15,700			
10	Work Break Time Reduction	\$ 31,900			
11	Wage Concessions	\$ 20,000			
12	Management Rights	\$ 51,600			
****	Total Savings	\$ 276,300			
	Total Labor Cost	\$ 7,124,300			
	<b>Total Savings Percentage</b>	3.9%			
	<b>Total Construction Cost</b>	\$ 27,500,000			

### Flexible Shift Start Times Appendix C

Due Diligence Study McFarland-Johnson, Inc

#### Assumptions:

- Productivity gain of one (1) hour per person per week for coordination of the following crafts:
  - **Electrical Workers**
  - **Plumbers & Steamfitters**
  - **Sheet Metal Workers**
  - **Sprinkler Fitters**
- All other crafts not subject to savings from flexible start times
- Applicable to only the summer months (June, July, August)
- Applicable for one (1) year (2024)
- Assume four (4) weeks per month

Hours Per Week Saved	1
Applicable Months	3

Craft	Rates Package	Workers per Week	Total Savings			
Bricklayers - Building	\$ 62.59	9	\$ -			
Bricklayers - H&H	\$ 62.67	2	\$ -			
Carpenters - Building	\$ 57.77	10	<b>\$</b>			
Cement Masons	\$ 62.17	1	\$ -			
Electrical Workers	\$ 75.76	10	\$ 9,091			
Glaziers	\$ 57.66	6	\$ -			
Heat & Frost Insulators	\$ 62.82	6	\$			
Iron Workers	\$ 64.68	9	\$ -			
Laborers - Building	\$ 57.97	7	<b>\$</b>			
Laborers - H&H	\$ 62.59	7	\$ -			
Operating Engineers - Building	\$ 78.11	3	\$			
Operating Engineers - H&H	\$ 80.17	3	\$ -			
Operating Engineers - Tech	\$ 71.61	3	-			
Painters	\$ 49.74	6	\$ -			
Plumbers & Steamfitters	\$ 76.04	9	\$ 8,212			
Roofers	\$ 56.45	4	\$ -			
Sheet Metal Workers	\$ 73.46	8	\$ 7,052			
Sprinkler Fitters	\$ 66.97	4	\$ 3,215			
Teamsters - Building	\$ 56.56	1	\$ -			
Teamsters - H&H	\$ 64.03	4	\$ -			
Total			\$ 27,570			
		<b>Union Participation</b>	75%			
Total Savings the	ough the Introduction of F	lexible Shift Start Times	\$ 20,678			

#### **Productivity Gain 10-Hour Days**

Due Diligence Study McFarland-Johnson, Inc

Appendix C

#### Assumptions:

- Increased productivity resulting from one (1) less set-up/clean-up cycle per week per employee
- Savings available regardless of union/non-union affiliation
- Applicable to day shift hours only
- Applicable to summer months only (June, July, August)
- Applicable to hours related to site work and apron rehab only

Hours Per Week Saved	1

Craft	Rate	s Package	Applicable Hours	Workers per Week	Estimated Weeks	Tota	al Savings
Bricklayers - Building	\$	62.59	0	9	0	\$	-
Bricklayers - H&H	\$	62.67	316	2	4	\$	495
Carpenters - Building	\$	57.77	0	10	0	\$	<u>.</u> :
Cement Masons	\$	62.17	0	1	0	\$	-
Electrical Workers	\$	75.76	0	10	0	\$	<b>.</b>
Glaziers	\$	57.66	0	6	0	\$	-
Heat & Frost Insulators	\$	62.82	0	6	0	\$	· ·
Iron Workers	\$	64.68	0	9	0	\$	_
Laborers - Building	\$	57.97	0	7	0	\$	_
Laborers - H&H	\$	62.59	8,345	7	30	\$	13,058
Operating Engineers - Building	\$	78.11	0	3	0	\$	_
Operating Engineers - H&H	\$	80.17	1,936	3	16	\$	3,880
Operating Engineers - Tech	\$	71.61	0	3	0	\$	<u>-</u> 1
Painters	\$	49.74	0	6	0	\$	-
Plumbers & Steamfitters	\$	76.04	0	9	0	\$	1. <u>-</u>
Roofers	\$	56.45	0	4	0	\$	-
Sheet Metal Workers	\$	73.46	0	8	0	\$	<del>-</del> .
Sprinkler Fitters	\$	66.97	0	4	0	\$	-
Teamsters - Building	\$	56.56	0	1	0	\$	· · · · · · · · · · · · · · · · · · ·
Teamsters - H&H	\$	64.03	576	4	4	\$	922
Total			11,173			\$	18,355

Total Savings through Productivity Gains from 10-Hour Days \$

\$ 18,355

#### Saratoga County Airport Improvements Project

#### Industry Funds Appendix C

Due Diligence Study McFarland-Johnson, Inc

#### Assumptions:

- Maximum	Fund	Contribution
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- Minimum Fund Contribution

- Maximum Savings

- Total Savings

\$0.62/hr.	
\$0.00/hr.	
\$16,114	
\$12 DSE	

Craft	<b>Total Hours</b>	Industry	Contribution	Total Cost			
Bricklayers - Building	15,806	\$	0.41 \$	6,480			
Bricklayers - H&H	316	\$	0.43 \$	136			
Carpenters - Building	17,784	\$	- \$				
Cement Masons	46	\$	- \$	<b>=</b>			
Electrical Workers	8,788	\$	0.10 \$	879			
Glaziers	2,451	\$	- \$	<u>.</u>			
Heat & Frost Insulators	5,060	\$	0.02 \$	101			
Iron Workers	16,091	\$	0.04 \$	644			
Laborers - Building	6,082	\$	0.34 \$	2,068			
Laborers - H&H	8,901	\$	- \$	<u>-</u>			
Operating Engineers - Building	7,654	\$	0.39 \$	2,985			
Operating Engineers - H&H	2,336	\$	0.05 \$	117			
Operating Engineers - Tech	423	\$	0.05 \$	21			
Painters	5,729	\$	- \$	<u>-</u>			
Plumbers & Steamfitters	4,255	\$	- \$				
Roofers	1,046	\$	0.33 \$	345			
Sheet Metal Workers	3,537	\$	0.62 \$	2,193			
Sprinkler Fitters	580	\$	0.25 \$	145			
Teamsters - Building	86	\$	- \$				
Teamsters - H&H	576	\$	- \$	_			
Total			\$	16,114			
		Union	Participation	75%			
Total Sa	vings through the Elir	mination of In	dustry Funds \$	12,085			

### Union Apprentice Ratios Appendix C

Due Diligence Study McFarland-Johnson, Inc

#### Assumptions:

- Apprentice ratios per individual craft Collective Bargaining Agreement (CBA)
- Crew sizes large enough to utilize apprentice ratios is estimated to be 40 percent of the total union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

#### **Labor Cost Using Apprentice Ratios Per CBA**

Craft	neymen ackage	 rentice ckage	J	Α		verage ackage	Union Hours		Total Cost
Bricklayers - Building	\$ 62.59	\$ 50.73	5	1	s	60.61	11,855	\$	718,537
Bricklayers - H&H	\$ 62.67	\$ 50.44	5	1	\$	60.63	237	; \$	14,370
Carpenters - Building	\$ 57.77	\$ 38.90	3	1	\$	53.05	13,338	\$	707,614
Cement Masons	\$ 62.17	\$ 50.31	3	1	\$	59.20	35	\$	2,043
Electrical Workers	\$ 75.76	\$ 58.43	3	2	\$	68.83	6,591	\$	453,645
Glaziers	\$ 57.66	\$ 48.68	3	1	\$	55.42	1,838	\$	101,868
Heat & Frost Insulators	\$ 62.82	\$ 51.30	4	1	\$	60.52	3,795	\$	229,658
Iron Workers	\$ 64.68	\$ 48.96	4	1	\$	61.54	12,068	\$	742,632
Laborers - Building	\$ 57.97	\$ 47.61	5	1	\$	56.24	4,562	\$	256,552
Laborers - H&H	\$ 62.59	\$ 51.61	3	1	\$	59.85	6,676	\$	399,510
Operating Engineers - Building	\$ 78.11	\$ 63.91	3	1	\$	74.56	5,741	\$	428,017
Operating Engineers - H&H	\$ 80.17	\$ 65.34	3	1	\$	76.46	1,752	\$	133,964
Operating Engineers - Tech	\$ 71.61	\$ 58.56	3	1	\$	68.35	317	\$	21,683
Painters	\$ 49.74	\$ 40.50	3	1	\$	47.43	4,297	\$	203,798
Plumbers & Steamfitters	\$ 76.04	\$ 59.31	3	1	\$	71.86	3,191	\$	229,315
Roofers	\$ 56.45	\$ 45.97	2	1	\$	52.96	785	\$	41,544
Sheet Metal Workers	\$ 73.46	\$ 57.79	2	1	\$	68.24	2,653	\$	181,015
Sprinkler Fitters	\$ 66.97	\$ 54.73	2	1	\$	62.89	435	\$	27,357
Teamsters - Building	\$ 56.56	\$ -	1	0	\$	56.56	65	\$	3,648
Teamsters - H&H	\$ 64.03	\$ 	1	0	\$	64.03	432	\$	27,661
Total							80,660	\$ 4	4,924,431

### Union Apprentice Ratios Appendix C

Due Diligence Study McFarland-Johnson, Inc

#### Assumptions:

- Apprentice ratios per individual craft Collective Bargaining Agreement (CBA)
- Crew sizes large enough to utilize apprentice ratios is estimated to be 40 percent of the total union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

#### Labor Cost Using Apprentice Ratios of 3:1 or Better

Craft	neymen ckage	-	prentice ackage	J	Α	verage ackage	Union Hours		Total Cost	
Bricklayers - Building	\$ 62.59	\$ 50.73		3	1	\$ 59.62	11,855	\$ 706,81		
Bricklayers - H&H	\$ 62.67	\$	50.44	3	1	\$ 59.61	237	\$	14,128	
Carpenters - Building	\$ 57.77	\$	38.90	3	1	\$ 53.05	13,338	\$	707,614	
Cement Masons	\$ 62.17	\$	50.31	3	1	\$ 59.20	35	\$	2,043	
Electrical Workers	\$ 75.76	\$	58.43	3	2	\$ 68.83	6,591	\$	453,645	
Glaziers	\$ 57.66	\$	48.68	3	1	\$ 55.42	1,838	\$	101,868	
Heat & Frost Insulators	\$ 62.82	\$	51.30	3	1	\$ 59.94	3,795	\$	227,472	
Iron Workers	\$ 64.68	\$	48.96	3	1	\$ 60.75	12,068	\$	733,146	
Laborers - Building	\$ 57.97	\$	47.61	3	1	\$ 55.38	4,562	\$	252,614	
Laborers - H&H	\$ 62.59	\$	51.61	3	1	\$ 59.85	6,676	\$	399,510	
Operating Engineers - Building	\$ 78.11	\$	63.91	3	1	\$ 74.56	5,741	\$	428,017	
Operating Engineers - H&H	\$ 80.17	\$	65.34	3	1	\$ 76.46	1,752	\$	133,964	
Operating Engineers - Tech	\$ 71.61	\$	58.56	3	1	\$ 68.35	317	\$	21,683	
Painters	\$ 49.74	\$	40.50	3	1	\$ 47.43	4,297	\$	203,798	
Plumbers & Steamfitters	\$ 76.04	\$	59.31	3	1	\$ 71.86	3,191	\$	229,315	
Roofers	\$ 56.45	\$	45.97	2	1	\$ 52.96	785	\$	41,544	
Sheet Metal Workers	\$ 73.46	\$	57.79	2	1	\$ 68.24	2,653	• \$	181,015	
Sprinkler Fitters	\$ 66.97	\$	54.73	2	1	\$ 62.89	435	\$	27,357	
Teamsters - Building	\$ 56.56	\$		1	0	\$ 56.56	65	\$	3,648	
Teamsters - H&H	\$ 64.03	\$	-	1	0	\$ 64.03	432	\$	27,661	
Total							80,660	\$	4,896,861	

**Utilization Based on Site Activity** 

40%

Total Savings through the Implementation of Apprentice Ratios of 3:1 or Better

\$ 11,028

#### Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 40 percent of the total non-union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

#### **Non-Union Labor Cost Using No Apprentices**

Craft	Jour	neymen	App	orentice	ı	Α		verage	Non-Union	Total
Clair	Pa	ckage	Pa	ckage	•		Pa	ackage	Hours	 Cost
Bricklayers - Building	\$	62.59	\$	50.73	3	0	\$	62.59	3,952	\$ 247,324
Bricklayers - H&H	\$	62.67	\$	50.44	3	0	\$	62.67	79	\$ 4,951
Carpenters - Building	\$	57.77	\$	38.90	3	0	\$	57.77	4,446	\$ 256,845
Cement Masons	\$	62.17	\$	50.31	3	0	\$	62.17	12	\$ 715
Electrical Workers	\$	75.76	\$	58.43	3	0	\$	75.76	2,197	\$ 166,445
Glaziers	\$	57.66	\$	48.68	3	0	\$	57.66	613	\$ 35,331
Heat & Frost Insulators	\$	62.82	\$	51.30	3	0	\$	62.82	1,265	\$ 79,467
Iron Workers	\$	64.68	\$	48.96	3	0	\$	64.68	4,023	\$ 260,191
Laborers - Building	\$	57. <del>9</del> 7	\$	47.61	3	0	\$	57.97	1,521	\$ 88,143
Laborers - H&H	\$	62.59	\$	51.61	3	0	\$	62.59	2,225	\$ 139,278
Operating Engineers - Building	\$	78.11	\$	63.91	3	0	\$	78.11	1,914	\$ 149,463
Operating Engineers - H&H	\$	80.17	\$	65.34	3	0	\$	80.17	584	\$ 46,819
Operating Engineers - Tech	\$	71.61	\$	58.56	3	0	\$	71.61	106	\$ 7,573
Painters	\$	49.74	\$	40.50	3	0	\$	49.74	1,432	\$ 71,240
Plumbers & Steamfitters	\$	76,04	\$	59.31	3	0	\$	76.04	1,064	\$ 80,888
Roofers	\$	56.45	\$	45.97	3	0	\$	56.45	262	\$ 14,762
Sheet Metal Workers	\$	73.46	\$	57.79	. 3	0	\$	73.46	884	\$ 64,957
Sprinkler Fitters	\$	66.97	\$	54.73	3	0	\$	66.97	145	\$ 9,711
Teamsters - Building	\$	56.56	\$		3	0	\$	56.56	22	\$ 1,216
Teamsters - H&H	\$	64.03	\$	-	3	0	\$	64.03	144	\$ 9,220
Total									26,887	\$ 1,734,541

#### Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 40 percent of the total non-union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

#### Non-Union Labor Cost Using Apprentice Ratios of 3:1 or Better

Craft	Jour	neymen	App	orentice		Α	Α	verage	Non-Union		Total
	Pa	ckage	Pa	ckage			Pa	ackage	Hours		Cost
Bricklayers - Building	\$	62.59	\$	50.73	3	1	\$	59.62	3,952	\$	235,606
Bricklayers - H&H	\$	62.67	\$	50.44	3	1	\$	59.61	79	\$	4,709
Carpenters - Building	\$	57.77	\$	38.90	3	1	\$	53.05	4,446	\$	235,871
Cement Masons	\$	62.17	\$	50.31	3	1	\$	59.20	12	\$	681
Electrical Workers	\$	75.76	\$	58.43	3	2	\$	68.83	2,197	\$	151,215
Glaziers	\$	57.66	\$	48.68	3	1	\$	55.42	613	\$	33,956
Heat & Frost Insulators	\$	62.82	\$	51.30	3	1	\$	59.94	1,265	\$	75,824
Iron Workers	\$	64.68	\$	48.96	3	1	\$	60.75	4,023	\$	244,382
Laborers - Building	\$	57.97	\$	47.61	3	1	\$	55.38	1,521	\$	84,205
Laborers - H&H	\$	62.59	\$	51.61	3	1	\$	59.85	2,225	\$	133,170
Operating Engineers - Building	\$	78.11	\$	63.91	3	1	\$	74.56	1,914	\$.	142,672
Operating Engineers - H&H	\$	80.17	\$	65.34	3	1	\$	76.46	584	\$	44,655
Operating Engineers - Tech	\$	71.61	\$	58.56	3	1	\$	68.35	106	\$	7,228
Painters	\$	49.74	\$	40.50	3	1	\$	47.43	1,432	\$	67,933
Plumbers & Steamfitters	\$	76.04	\$	59.31	3	1	\$	71.86	1,064	\$	76,438
Roofers	\$	56.45	\$	45.97	2	1	\$	52.96	262	\$	13,848
Sheet Metal Workers	\$	73.46	\$	57.79	2	1	\$	68.24	884	\$	60,338
Sprinkler Fitters	\$	66.97	\$	54.73	2	1	\$	62.89	145	\$	9,119
Teamsters - Building	\$	56.56	\$		1	0	\$	56.56	22	\$	1,216
Teamsters - H&H	\$	64.03	\$	-	1	0	\$	64.03	144	\$	9,220
Total	_							_	26,887	\$	1,632,287

Utilization Based on Site Activity 40%

Total Savings for Non-Union Labor Using Apprentices \$ 40,902

### **Guaranteed Pay**Appendix C

Due Diligence Study McFarland-Johnson, Inc

#### Assumptions:

- Assume one (1) event for the duration of the Project
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours 1
Number of Events 1

Craft	 ates & enefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Tot	al Savings
Bricklayers - Building	\$ 62.59	\$ 39.54	9	2	\$	771
Bricklayers - H&H	\$ 62.67	\$ 40.76	2	2	\$	169
Carpenters - Building	\$ 57.77	\$ 34.00	10	2	\$	815
Cement Masons	\$ 62.17	\$ 39.54	1	2	\$	85
Electrical Workers	\$ 75.76	\$ 45.00	10	2	\$	1,065
Glaziers	\$ 57.66	\$ 35.91	6	2	\$	476
Heat & Frost Insulators	\$ 62.82	\$ 38.40	6	2	\$	523
Iron Workers	\$ 64.68	\$ 33.50	9	2	\$	863
Laborers - Building	\$ 57.97	\$ 34.54	7	2	\$	570
Laborers - H&H	\$ 62.59	\$ 36.60	7	2	\$	620
Operating Engineers - Building	\$ 78.11	\$ 47.32	3	2	\$	327
Operating Engineers - H&H	\$ 80.17	\$ 49.42	3	2	\$	333
Operating Engineers - Tech	\$ 71.61	\$ 43.51	3	2	\$	299
Painters	\$ 49.74	\$ 30.79	6	2	\$	412
Plumbers & Steamfitters	\$ 76.04	\$ 48.30	9	2	\$	934
Roofers	\$ 56.45	\$ 33.55	4	2	\$	317
Sheet Metal Workers	\$ 73.46	\$ 37.20	8	2	\$	878
Sprinkler Fitters	\$ 66.97	\$ 40.81	4	4	\$	908
Teamsters - Building	\$ 56.56	\$ 29.02	1	2	\$	84
Teamsters - H&H	\$ 64.03	\$ 34.35	4	2	\$	375
Total	 	\$ 772.06			\$	10,825

Total Savings through the Reduction of Guaranteed Pay \$

\$ 10,825

#### Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays 5

Craft	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)		Total Savings
Bricklayers - Building	\$ 62.59	9	0	\$	<u>.</u>
Bricklayers - H&H	\$ 62.67	2	0	\$	<b>.</b>
Carpenters - Building	\$ 57.77	10	0	\$	
Cement Masons	\$ 62.17	1	0	\$	-
Electrical Workers	\$ 75.76	10	0	\$	<u>-</u>
Glaziers	\$ 57.66	6	0	\$	<del>-</del>
Heat & Frost Insulators	\$ 62.82	6	0	\$	<u>-</u> :
Iron Workers	\$ 64.68	9	0	\$	
Laborers - Building	\$ 57.97	7	0	\$	
Laborers - H&H	\$ 62.59	7	8	\$	17,525
Operating Engineers - Building	\$ 78.11	3	8	\$	9,373
Operating Engineers - H&H	\$ 80.17	3	8	\$	9,620
Operating Engineers - Tech	\$ 71.61	3	8	\$	- : <u>-</u> :
Painters	\$ 49.74	6	0	\$	-
Plumbers & Steamfitters	\$ 76.04	9	8	\$	
Roofers	\$ 56.45	4	0	\$	-
Sheet Metal Workers	\$ 73.46	8	0	\$	- :
Sprinkler Fitters	\$ 66.97	4	0	\$	-
Teamsters - Building	\$ 56.56	1	0	\$	
Teamsters - H&H	\$ 64.03	4	8	\$	10,245
Total				\$	46,764
		Uı	nion Participation	ı	75%
	Total Savings thre	ough the Elimination	on of Holiday Pay	, \$	35,073

Saratoga County Airport Rev 2 2023-03-20.xlsm

Saratoga County Airport Improvements Project

Assumptions:

- Shift work is applicable to 25% of the total project hours (40% of applicable hours worked on a second shift/0% of applicable hours worked on a third shift)
- Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA)
- Shift work is applicable to the following crafts:

Bricklayers - Building Operating Engineers - Building Plumbers & Steamfitters Heat & Frost Insulators Carpenters - Building Laborers - Building **Electrical Workers** Iron Workers

Sheet Metal Workers Sprinkler Fitters

Cath         Lat Shift         Lat Shift         Lat Shift         Lat Shift         Lat Shift         Lat Shift         Lad Shift         And				Wage Rates by Craft	Craft				
Craft         Union         Non-Union         Union         Union (584)         A125         A152         Mon-Union         Union		1st Shift	1st Shift	2nd Shift	2nd Shift	2nd Shift	3rd Shift	3rd Shift	3rd Shift
\$         39.54         \$         44.25         \$         41.52         \$         41.52         \$           \$         40.76         \$         40.76         \$         44.58         \$         42.80         \$         42.80         \$           \$         34.00         \$         34.00         \$         31.26         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         42.80         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$         47.25         \$	Craft	Union	Non-Union	Union	Union (5%)	Non-Union	Union	Union (10%)	Non-Union
\$         40.76         \$         44.58         \$         42.80         \$           \$         34,00         \$         34,00         \$         37.19         \$         35.70         \$           \$         34,00         \$         34,00         \$         37.19         \$         35.70         \$           \$         38.60         \$         36.00         \$         47.25         \$         47.15         \$           \$         35.91         \$         35.91         \$         37.15         \$         47.15         \$           \$         35.91         \$         36.05         \$         47.15         \$         47.15         \$           \$         35.91         \$         36.05         \$         40.32         \$         47.15         \$           \$         36.05         33.50         \$         36.05         \$         36.18         \$         36.18         \$           \$         36.05         37.10         \$         40.03         \$         36.27         \$         36.18         \$           \$         36.05         37.10         \$         37.10         \$         37.10         \$         <			\$ 39.54 \$	43.25 \$	41.52	\$ 41.52 \$	46.95	\$ 43.49 \$	43.49
g         34.00         40.	:	\$ 40.76	\$ 40.76 \$	44.58 \$	42.80	\$ 42.80 \$	48.40	\$ 44.84 \$	44.84
S. Building         41.52 \$         41.52 \$         41.52 \$         41.52 \$         41.52 \$         41.52 \$         41.52 \$         41.52 \$         41.52 \$         41.52 \$         41.52 \$         47.25 \$	Camenters - Ruilding	34,00	•	37.19 \$	35.70	\$ 35.70 \$	40.38	37.40 \$	37.40
ons         45.00 \$         45.00 \$         45.00 \$         47.25 \$         47	Cement Maxons	\$ 39.54	Ş	43.25 \$	41.52	\$ 41.52 \$	46.95	\$ 43.49 \$	43.49
cors         \$ 35.91 \$         \$ 35.91 \$         \$ 35.91 \$         \$ 37.71 \$         \$ 37.71 \$           cors         \$ 38.40 \$         \$ 42.00 \$         \$ 40.32 \$	Flectrical Workers	\$ 45.00	\$ 45.00 \$	49.22 \$	47.25	\$ 47.25 \$	53.44	\$ 49.50	49.50
\$ 38.40 \$ 38.40 \$ 40.05 \$ 40.32 \$ 40.3	Glaziers	\$ 35.91	\$ 35.91 \$	\$ 82.28 \$	37.71	\$ 37.71 \$	45.64	\$ 39.50	39.50
State   Stat	Heat & Frost Insulators	\$ 38.40	\$ 38.40 \$	42.00 \$	40.32	\$ 40.32 \$	45.60	\$ 42.24	42.24
\$ 34.54 \$         \$ 32.86 \$         \$ 37.78 \$         \$ 36.7 \$         \$ 34.50 \$         \$ 34.50 \$         \$ 34.50 \$         \$ 34.50 \$         \$ 34.50 \$         \$ 34.50 \$         \$ 34.50 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 32.33 \$         \$ 32.33 \$         \$ 32.33 \$         \$ 32.33 \$         \$ 32.33 \$         \$ 32.34 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.07 \$         \$ 39.07 \$         \$ 39.07 \$         \$ 39.07 \$         \$ 39.07 \$         \$ 39.07 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.05 \$         \$ 39.07 \$ <th< td=""><td>Iron Workers</td><td>\$ 33.50</td><td>· ·</td><td>36.64 \$</td><td>35.18</td><td>\$ 35.18 \$</td><td>39.78</td><td>\$ 36.85</td><td>36.85</td></th<>	Iron Workers	\$ 33.50	· ·	36.64 \$	35.18	\$ 35.18 \$	39.78	\$ 36.85	36.85
Building \$ 36.60 \$ 37.19 \$ 40.03 \$ 38.43 \$ 39.05 \$ \$ 8.00 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	Laborers - Ruilding	34.54	••	37.78 \$	36.27	\$ 34.50 \$	41.02	\$ 37.99	36.15
ers- Building \$ 47.32 \$ 47.32 \$ 51.76 \$ 49.69 \$ 49.69 \$ 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	Laborers - H&H	\$ 36.60	•	40.03 \$	38.43	\$ 39.05 \$	43.46	\$ 40.26	\$ 40.91
g Engineers - H&H         \$         49.42         \$         54.05         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         51.89         \$         56.69         \$         \$         45.69         \$         45.69         \$         45.69         \$         \$         32.33         \$         32.33         \$         \$         32.33         \$	Operating Engineers - Ruilding	\$ 47.32	47.32 \$	51.76 \$	49.69	\$ 49.69 \$	56.19	\$ 52.05	\$ 52.05
g Engineers - Tech         \$         43.51         \$         43.51         \$         45.69         \$         45.69         \$           s & Steamfitters         \$         30.79         \$         30.79         \$         30.79         \$         32.33         \$         32.33         \$         32.33         \$         32.33         \$         32.33         \$         \$         32.33         \$         \$         32.33         \$         \$         32.33         \$         \$         32.33         \$	Onerating Engineers - H&H	\$ 49.42	\$ 49.42 \$	54.05 \$	51.89	\$ 51.89 \$	58.69	\$ 54.36	54.36
Se Steannfitters         \$         30.79 \$         30.79 \$         32.83 \$         32.33 \$         32.33 \$           se Steannfitters         \$         48.30 \$         48.30 \$         56.72 \$         50.72 \$         50.72 \$           etal Workers         \$         33.55 \$         33.55 \$         36.70 \$         35.23 \$         35.23 \$         35.23 \$           r Fitters         \$         37.20 \$         36.45 \$         40.69 \$         38.27 \$         38.27 \$           r Fitters         \$         40.81 \$         40.81 \$         44.64 \$         42.85 \$         42.85 \$           rrs-building         \$         29.02 \$         31.74 \$         30.47 \$         30.47 \$	Operating Engineers - Tech	\$ 43.51	\$ 43.51 \$	47.59 \$	45.69	\$ 45.69 \$	51.67	\$ 47.86	3 47.86
s & Steannfitters     \$     48.30 \$     48.30 \$     50.72 \$     50.72 \$       stand Workers     \$     33.55 \$     36.70 \$     35.23 \$     35.23 \$       eral Workers     \$     37.20 \$     36.45 \$     40.69 \$     39.06 \$     38.27 \$       r Fitters     \$     40.81 \$     44.64 \$     42.85 \$     42.85 \$       rrs- Building     \$     29.02 \$     31.74 \$     30.47 \$	Dulntare	\$ 30.79	\$ 30.79 \$	33.68 \$	32.33	\$ 32.33 \$	36.56	\$ 33.87 \$	33.87
etal Workers \$ 33.55 \$ 33.55 \$ 36.70 \$ 35.23 \$ 35.23 \$ 15.23 \$ 35.23 \$ 15.23 \$	Dlimbare & Cteamfitters	\$ 48.30		52.83 \$	50.72	\$ 50.72 \$	57.36	53.13 (	5 53.13
etal Workers \$ 37.20 \$ 36.45 \$ 40.69 \$ 39.06 \$ 38.27 \$ Fitters \$ 40.81 \$ 40.81 \$ 42.85 \$ 42.85 \$ 17.85 \$ 17.74 \$ 30.47 \$ 30.47 \$	Poofere	33,55	33.55 \$	36.70 \$	35.23	\$ 35.23 \$	39.84	\$ 36.91	36.91
\$ 40.81 \$ 40.81 \$ 44.64 \$ 42.85 \$ 42.85 \$ \$ 29.02 \$ 29.02 \$ 31.74 \$ 30.47 \$	Sheet Metal Workers	\$ 37.20	\$ 36.45 \$	\$ 69.04	39.06	\$ 38.27 \$	44.18	\$ 40.92 \$	40.10
ling \$ 29.02 \$ 29.02 \$ 31.74 \$	Analyter Fitters	\$ 40.81	\$ 40.81 \$	44.64 \$	42.85	\$ 42.85 \$	48.46	\$ 44.89	44.89
to be product the first the second of the se	Teamsters - Ruilding	\$ 29.02	\$ 29.02 \$	31.74 \$	30.47	\$ 30.47 \$	34.46	\$ 31.92	31.92
\$ co.oc \$ 10.00 \$ 15.15		\$ 34.35	34.90 \$	37.57 \$	36.07	\$ 36.65 \$	40.79	\$ 37.78	\$ 38.39

**Shift Work** Appendix C

- Shift work is applicable to 25% of the total project hours (40% of applicable hours worked on a second shift) of applicable hours worked on a third shift) - Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA) - Shift work is applicable to the following crafts:

Shift work is applicable to the following crafts: Assumptions:

Saratoga County Airport Improvements Project Bricklayers - Building Carpenters - Building Electrical Workers

Heat & Frost Insulators

Laborers - Building Iron Workers

Operating Engineers - Building

Painters

Plumbers & Steamfitters

Sheet Metal Workers Sprinkler Fitters

Hours Breakdown by Shift

Craft	Project Hours	s Applicable Hours	1st Shift Union	1st Shift Non-Union	2nd Shift Union	2nd Shift Non-Union	3rd Shift Union	3rd Shift Non-Union
Bricklavers - Building	15,806	3,952	1,778	593	1,185	395	0	0
Bricklayers - H&H	316	0	0	0	0	0	0	0
Carpenters - Ruilding	17.784	4,446	2,001	299	1,334	445	0	0
Cement Masons	46	0	0	0	0	0	0	0
Flectrical Workers	8,788	2,197	686	330	629	220	0	0
Glaziers	2,451		0	0	0	0	0	0.
Heat & Frost Insulators	090:5	1,265	569	190	380	127	0	0
Iron Workers	16,091		1,810	603	1,207	402	0	0
ding	6,082	1,521	684	228	456	152	0	0
Laborers - H&H			0	0	0	0	0	0
Operating Engineers - Building	7,654	1,914	861	287	574	191	0	0
Operating Engineers - H&H			0	0	0	0	0	0
11:	٠.	Ó	0	0	0	0	0	0
Painters	5,729	1,432	645	215	430	143	0	0
Plumbers & Steamfitters			479	160	319	106	0	0
Roofers	1,046	0	0	0	0	0	0	0:
etal Workers	3,537	884	398	133	265	88	0	0
Sprinkler Fitters	580	0	0	0	0	0	0	0
Teamsters - Building	98	0	0	0	0	0	0	0
Teamsters - H&H	576	0	0	0	0	0	0	0
Total	107,547	22,697	10,213	3,404	6'809	2,270	0	0

**Shift Work** Appendix C

- Shift work is applicable to 25% of the total project hours (40% of applicable hours worked on a second shift, 10% for third shift (or less as specified in the current applicable CBA)
- Shift work is applicable to the following crafts:

Bricklayers - Building Assumptions:

Saratoga County Airport Improvements Project Bricklayers - Building Carpenters - Building Electrical Workers

Heat & Frost Insulators

Iron Workers

Laborers - Building

Operating Engineers - Building

Plumbers & Steamfitters

Sheet Metal Workers Sprinkler Fitters

			Cost Breakdown by Shift	n by Shift				
4	All Shifts	1st Shift	2nd Shift	2nd Shift	2nd Shift	3rd Shift	3rd Shift	3rd Shift
Craft	(No Differential)	(STD)	(STD)	(2%)	(MIN)	(STD)	(10%)	(Min)
Bricklayers - Building	\$ 157,024 \$	\$ 347,85	67,672	\$ 65,622 \$	65,622	•	\$	· •
Bricklayers - H&H	\$ 1	•	•	•		•	'n	·
Carpenters - Building	\$ 151,920 \$	\$ 869'06	65,473	\$ 63,489 \$	63,489	\$	S	S
Cement Masons	\$	•		·	•	S	· ·	S
	\$	•		•		•	\$	\$
Glaziers	\$ 48,819 \$	29,146 \$	21,039	\$ 20,402 \$	20,402	•	•	•
Heat & Frost Insulators	\$ 135,436 \$	\$ 758'08	58,369	\$ 56,600 \$	26,600	φ.	\$	S
Iron Workers	\$ .	· ·			• !	\$	•	ν.
ding	\$	·		10		<b>*</b>	\$	\$
Laborers - H&H	\$ -	\$		· ·		•	٠ •	· ·
Operating Engineers - Building	•	\$		<b>S</b>		\$	\$	S
Operating Engineers - H&H	\$ -	•		· ·		\$	· ·	٠ •
Operating Engineers - Tech								
Painters	\$ 44,319 \$	26,459 \$	19,100	\$ 18,522 \$	18,522	•	•	<b>~</b>
Plumbers & Steamfitters	\$ 51,636 \$	30,827 \$	22,254	\$ 21,579 \$	21,579	\$	\$	•
Roofers	\$ .	1		٠.	* :	· ·	<b>У</b>	S
Sheet Metal Workers	\$ 32,889 \$	\$ 759'61	14,178	\$ 13,746 \$	13,746	\$	<b>S</b>	σ.
Sprinkler Fitters	\$	•		\$		· ·	· · · · · · · · · · · · · · · · · · ·	v» +
Teamsters - Building	\$	•		•		·		ام
Teamsters - H&H	\$ -	-		\$		\$	S	\$
Total	\$ 622,043 \$	371,371	268,085	\$ 259,959 \$	\$ 259,959	·	·	·

Summary	U	ost	Savings
enti	\$	639,456 \$	
% 2nd Shift/10% 3rd Shift Differentials or Less	s	631,330 \$	8,126
Differentials	v	622,043 \$	17,413

#### **Assumptions:**

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:

Carpenters (5% of total hours)

Electrical Workers (2% of total hours)

Iron Workers (2% of total hours)

Plumbers & Steamfitters (2% of total hours)

Sheet Metal Workers (5% of total hours)

Craft	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Tot	al Savings
Bricklayers - Building	\$ 62.59	15,806	0%	20%	\$	-
Bricklayers - H&H	\$ 62.67	316	0%	20%	\$	-
Carpenters - Building	\$ 57.77	17,784	5%	20%	\$	10,274
Cement Masons	\$ 62.17	46	0%	20%	\$	<b>-</b>
Electrical Workers	\$ 75.76	8,788	2%	20%	\$	2,663
Glaziers	\$ 57.66	2,451	0%	20%	\$	-
Heat & Frost Insulators	\$ 62.82	5,060	0%	20%	\$	
Iron Workers	\$ 64.68	16,091	2%	20%	\$	4,163
Laborers - Building	\$ 57.97	6,082	0%	20%	\$	-
Laborers - H&H	\$ 62.59	8,901	0%	20%	\$	-
Operating Engineers - Building	\$ 78.11	7,654	0%	20%	\$	· · · · · · · · · · · · · · · · · · ·
Operating Engineers - H&H	\$ 80.17	2,336	0%	20%	\$	-
Operating Engineers - Tech	\$ 71.61	423	0%	20%	\$	·
Painters	\$ 49.74	5,729	0%	20%	\$	-
Plumbers & Steamfitters	\$ 76.04	4,255	2%	20%	\$	1,294
Roofers	\$ 56.45	1,046	0%	20%	\$	-
Sheet Metal Workers	\$ 73.46	3,537	5%	20%	\$	2,598
Sprinkler Fitters	\$ 66.97	580	0%	20%	\$	-
Teamsters - Building	\$ 56.56	86	0%	20%	\$	
Teamsters - H&H	\$ 64.03	576	0%	20%	\$	
Total		107,547			\$	20,992
			Unio	n Participation		75%
	Total Sav	vings through	the Use of Offs	ite Fabrication	\$	15,744

### Work Break Time Reduction Appendix C

Due Diligence Study McFarland-Johnson, Inc

#### Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Craft	Union Rates	Project Hours	Workers per Week	Estimated Days	Tot	al Savings
Bricklayers - Building	\$ 39.54	15,806	9	220	\$	6,510
Bricklayers - H&H	\$ 40.76	316	2	20	\$	134
Carpenters - Building	\$ 34.00	17,784	10	222	\$	6,299
Cement Masons	\$ 39.54	46	1	6	\$	19
Electrical Workers	\$ 45.00	8,788	10	110	\$	4,119
Glaziers	\$ 35.91	2,451	6	51	\$	917
Heat & Frost Insulators	\$ 38.40	5,060	6	105	\$	2,024
Iron Workers	\$ 33.50	16,091	9	223	\$	5,615
Laborers - Building	\$ 34.54	6,082	7	109	\$	2,188
Laborers - H&H	\$ 36.60	8,901	7	159	\$	3,394
Operating Engineers - Building	\$ 47.32	7,654	3	319	\$	3,773
Operating Engineers - H&H	\$ 49.42	2,336	3	97	\$	1,203
Operating Engineers - Tech	\$ 43.51	423	3	18	\$	192
Painters	\$ 30.79	5,729	6	119	\$	1,837
Plumbers & Steamfitters	\$ 48.30	4,255	9	59	\$	2,141
Roofers	\$ 33.55	1,046	4	33	\$	366
Sheet Metal Workers	\$ 37.20	3,537	8	55	\$	1,371
Sprinkler Fitters	\$ 40.81	580	4	18	\$	247
Teamsters - Building	\$ 29.02	86	1	11	\$	26
Teamsters - H&H	\$ 34.35	576	4	18	\$	206
Total		107,547			\$	42,579
			Union	Participation		75%
	Total Sav	ings through	the Reduction of	<b>Work Breaks</b>	\$	31,934

Saratoga County Airport Rev 2 2023-03-20.xlsm

#### Assumptions:

- Assume all craft hous with Heavy & Highway classification be reclassified as Building
- All reclassifed work subject to Building rates only

Craft	Project		Union	Co	nession		bor Cost		bor Cost	Total
Bricklayers - Building	Hours 15,806	\$	Rates 39.54	\$	<b>Rates</b> 39.54	 	//o Con.) 624,969	<u>।</u> ं \$	w/ Con.) 624,969	\$ avings
the contraction from the contract of the first of the first of the contract of	an tanah di Ari di di dan an				4 40 6 40 6	•	and the second			 200
Bricklayers - H&H	316	\$	40.76	\$	39.54	\$	12,880	\$	12,495	\$ 386
Carpenters - Building	17,784	\$	34.00	\$	34.00	\$	604,656	\$	604,656	\$ 
Cement Masons	46	\$	39.54	\$	39.54	\$	1,819	\$	1,819	\$ _ 
Electrical Workers	8,788	\$	45.00	\$	45.00	\$	395,460	\$	395,460	\$ <del>-</del> :
Glaziers	2,451	\$	35.91	\$	35.91	\$	88,015	\$	88,015	\$ -
Heat & Frost Insulators	5,060	\$	38.40	\$	38.40	\$	194,304	\$	194,304	\$ <u></u>
Iron Workers	16,091	\$	33.50	\$	33.50	\$	539,049	\$	539,049	\$ <u>-</u>
Laborers - Building	6,082	\$	34.54	\$	34.54	\$	210,072	\$	210,072	\$ <b>-</b> '
Laborers - H&H	8,901	\$	36.60	\$	34.54	\$	325,777	\$	307,441	\$ 18,336
Operating Engineers - Building	7,654	\$	47.32	\$	47.32	\$	362,187	\$	362,187	\$ 
Operating Engineers - H&H	2,336	\$	49.42	\$	47.32	\$	115,445	\$	110,540	\$ 4,906
Operating Engineers - Tech	423	\$	43.51	\$	43.51	\$	18,405	\$	18,405	\$ -
Painters	5,729	\$	30.79	\$	30.79	\$	176,396	\$	176,396	\$ -
Plumbers & Steamfitters	4,255	\$	48.30	\$	48.30	\$	205,517	\$	205,517	\$
Roofers	1,046	\$	33.55	\$	33.55	\$	35,093	\$	35,093	\$ -
Sheet Metal Workers	3,537	\$	37.20	\$	37.20	\$	131,576	\$	131,576	\$ -
Sprinkler Fitters	580	\$	40.81	\$	40.81	\$	23,670	\$	23,670	\$ -
Teamsters - Building	86	\$	29.02	\$	29.02	\$	2,496	\$	2,496	\$ -
Teamsters - H&H	576	\$	34.35	\$	29.02	\$	19,786	\$	16,716	\$ 3,070
Total	107,547					\$ 4	4,087,571	\$ 4	4,060,874	\$ 26,697
							Union	Part	icipation	 75%
		To	tal Savin	gs t	hrough th	e Us	e of Wage	Con	cessions	\$ 20,023

#### Saratoga County Airport Improvements Project

## Managements Rights Appendix C

Due Diligence Study McFarland-Johnson, Inc

#### Assumptions:

- 2% for large, long duration, complex projects
- 1% for smaller, shorter duration, less complex projects
- 1/4% to 1/2% savings reduction resulting from jurisdictional restrictions on small projects
- 1/4% to 1/2% savings reduction resulting from efficiencies already available through Design/Build Contracts

Management Rights Savings	Project	Project Cost	Percent Union	Tota	al Savings
0.25%	SCA	\$ 27,500,000	75%	\$	51,563
Total			,	\$	51,563
Total	Savings through	a Strong Managemen	its Rights Clause	Ś	51,563

Saratoga County Airport Improvements Project

### Wicks Law Exemption Appendix C

Due Diligence Study McFarland-Johnson, Inc

#### Assumptions:

- Wicks Law is applicable to all Building & MEP work
- Assume a modest ten (10) percent reduction in project cost

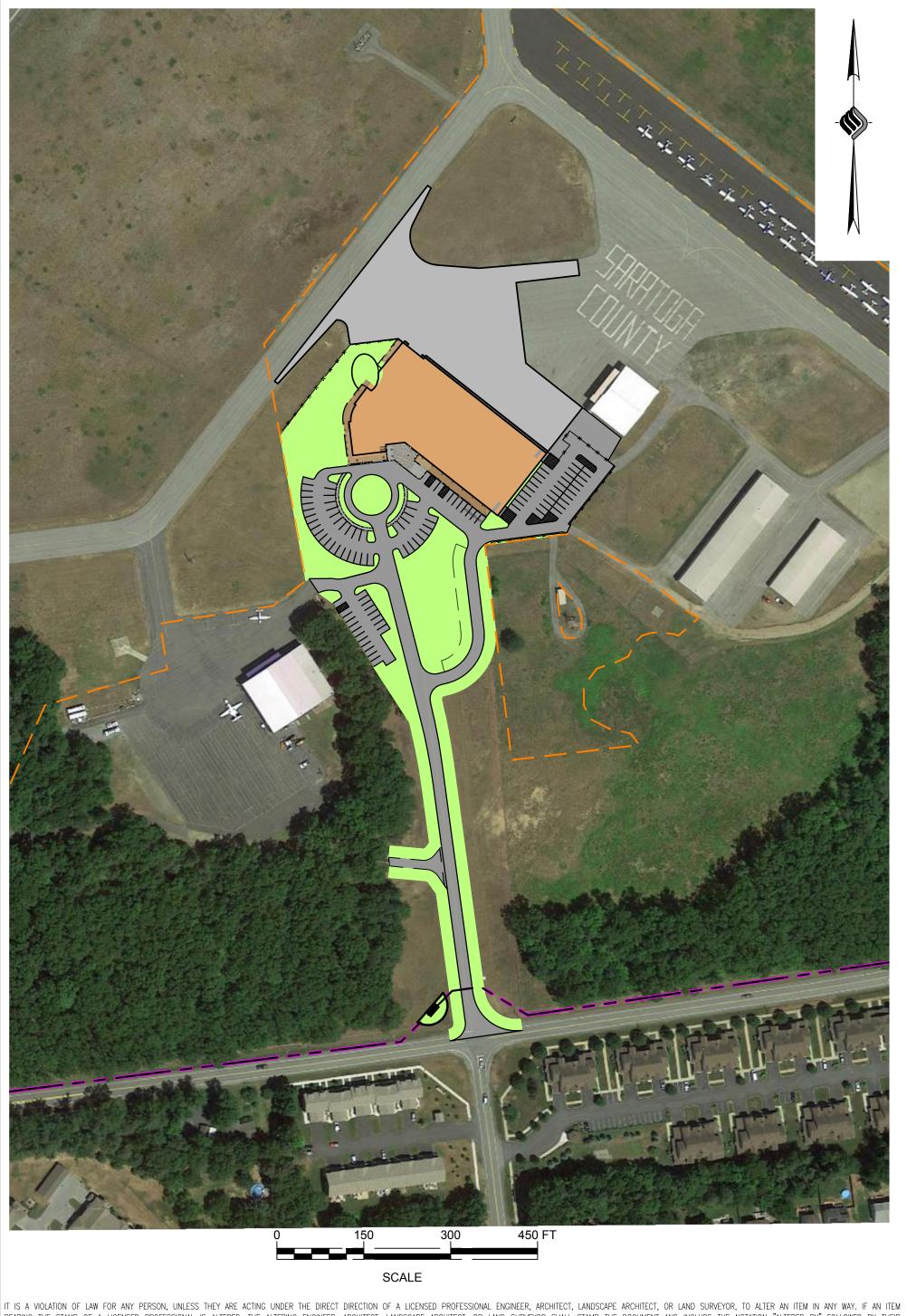
#### Narrative:

Recent state legislation includes a provision that allows the Project Owner to aviod the use of Wicks Law if a Project Labor Agreement is implemented. Wicks Law requires that public works projects of this nature use multiple prime contractors, in a designated fashion, rather than allowing a single contractor on a construction projects.

Reports prepared by the New York State Division of Budget (May 1987) and New York State School Boards Association (March 1991) indicate that elimination of the requirement to comply with Wicks Law would reduce construction costs by 20 to 30 percent.

Project	Project Cost	Wicks Law Reduction	Prog	ram Cost
SCA	\$ 2,977,050	10%	\$	297,705
Total			\$	297,705
	Total Savings through the	Avoidance of Wicks Law	\$	297,705

### **End of Document**



IT IS A VIOLATION OF LAW FOR ANY PERSON, UNLESS THEY ARE ACTING UNDER THE DIRECT DIRECTION OF A LICENSED PROFESSIONAL ENGINEER, ARCHITECT, LANDSCAPE ARCHITECT, OR LAND SURVEYOR, TO ALTER AN ITEM IN ANY WAY. IF AN ITEM BEARING THE STAMP OF A LICENSED PROFESSIONAL IS ALTERED, THE ALTERING ENGINEER, ARCHITECT, LANDSCAPE ARCHITECT, OR LAND SURVEYOR SHALL STAMP THE DOCUMENT AND INCLUDE THE NOTATION "ALTERED BY" FOLLOWED BY THEIR SIGNATURE, THE DATE OF SUCH ALTERATION, AND A SPECIFIC DESCRIPTION OF THE ALTERATION.



SARATOGA COUNTY AIRPORT SARATOGA COUNTY, NEW YORK

NEW FIXED BASE OPERATOR TERMINAL BUILDING PROJECT OVERVIEW

SCALE:	1 = 150	
DRAWN:	N.O.	
CHECKED:	T.B.	
DESIGN:	N.O.	
PROJECT:	18763.03	
DATE:	05/2023	

**01** 01 of 01

# **Project Renderings**

ENTRANCE ROADWAY | SOUTH FACADE



### **DRAFT – SUBJEC TO CHANGE**

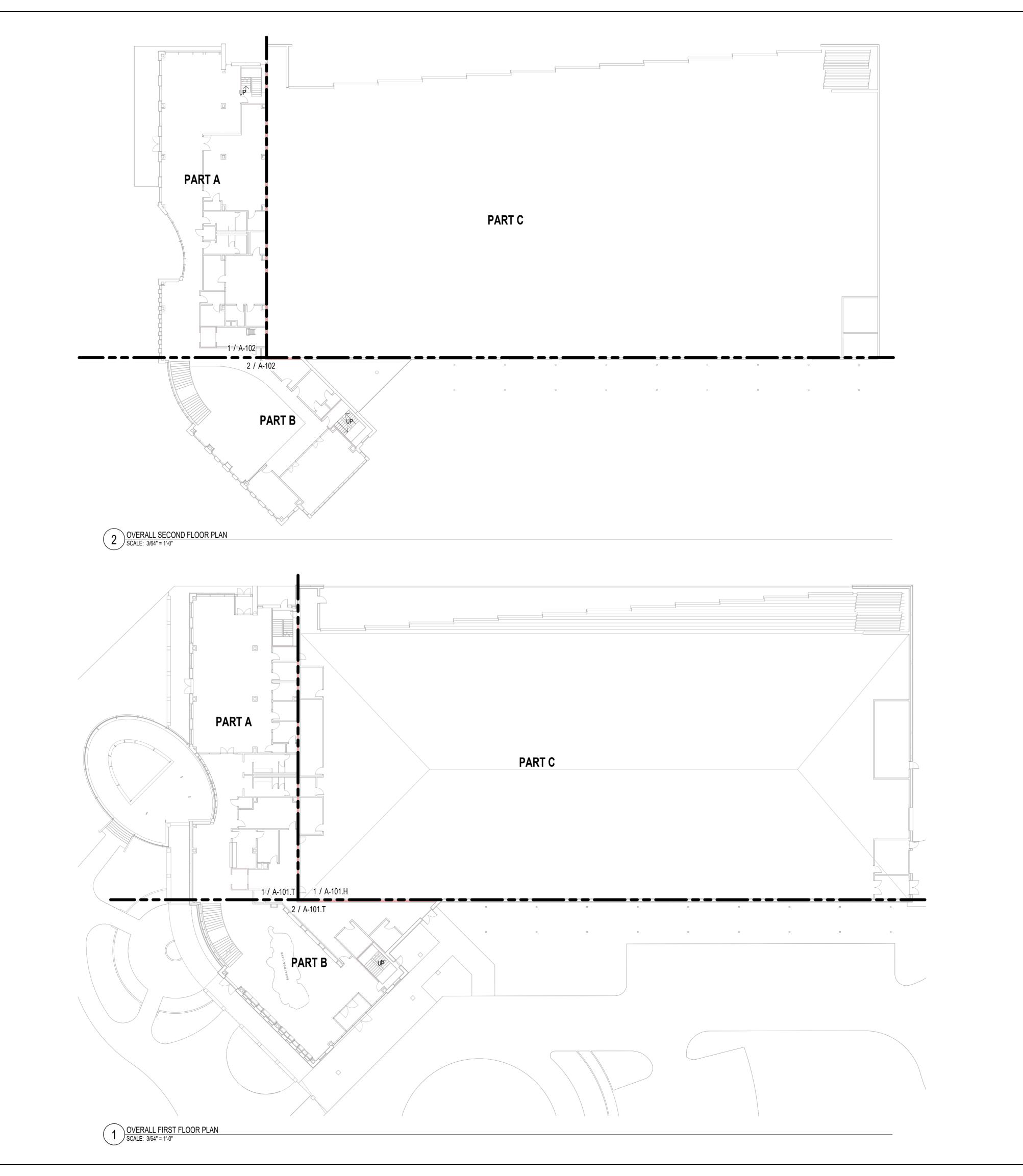
SARATOGA GA TERMINAL UPDATED RENDERINGS













McFarland Johnson
90 East Ave
Saratoga Springs, NY 12866
P: 607.723.9421 | ww.mjinc.com







No. Date Revision

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SARATOGA COUNTY AIRPORT
TOWN OF MILTON, NY

NEW OPERACHITE CAN OF A LICENSED PROFESSION OF

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Stamp:

SCHEMATIC DESIGN

 Job No.:
 1239

 Drawn By:
 Author

 Checked By:
 Checker

 Date:
 05/03/23

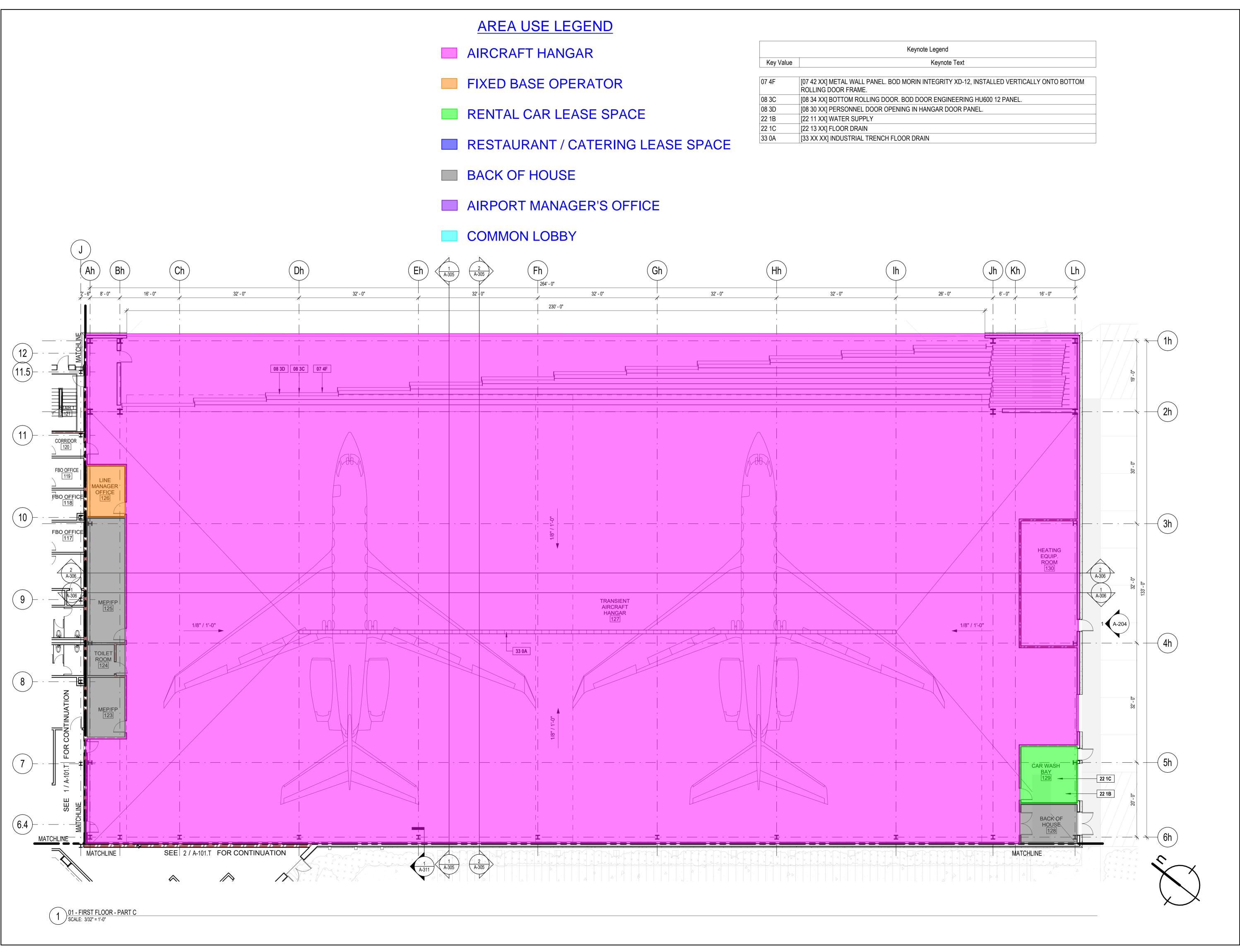
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Drawing Title:

OVERALL FLOOR PLANS

Drawing No.:

A-030





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TOWN OF MILTON, NY

oject:

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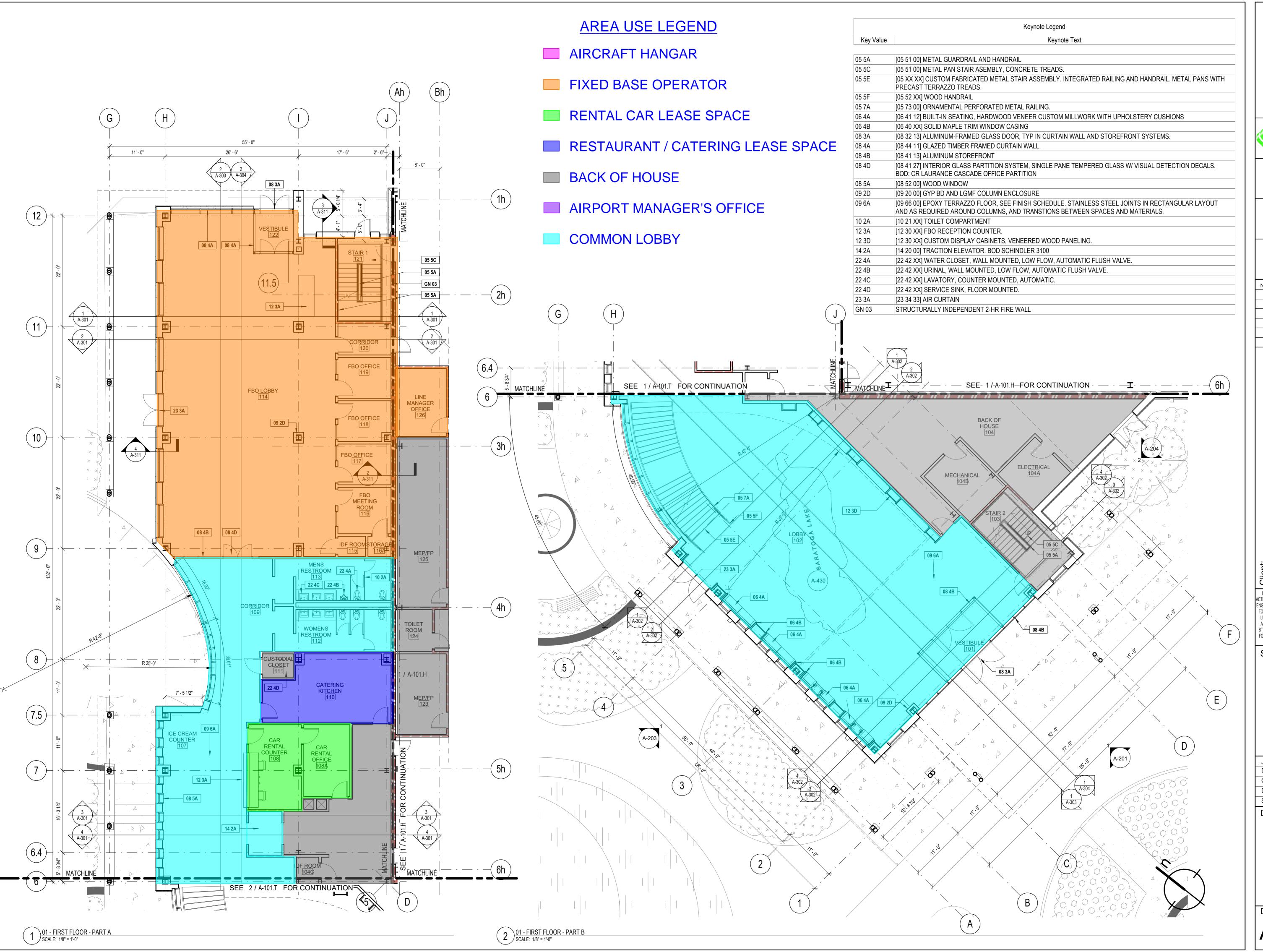
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Checked By:	Checker
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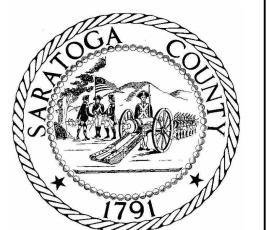
Drawing Title:

FIRST FLOOR PLAN - PART C

Drawing No.:

A-101.H





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3A COUNTY AIRPORT

Project:

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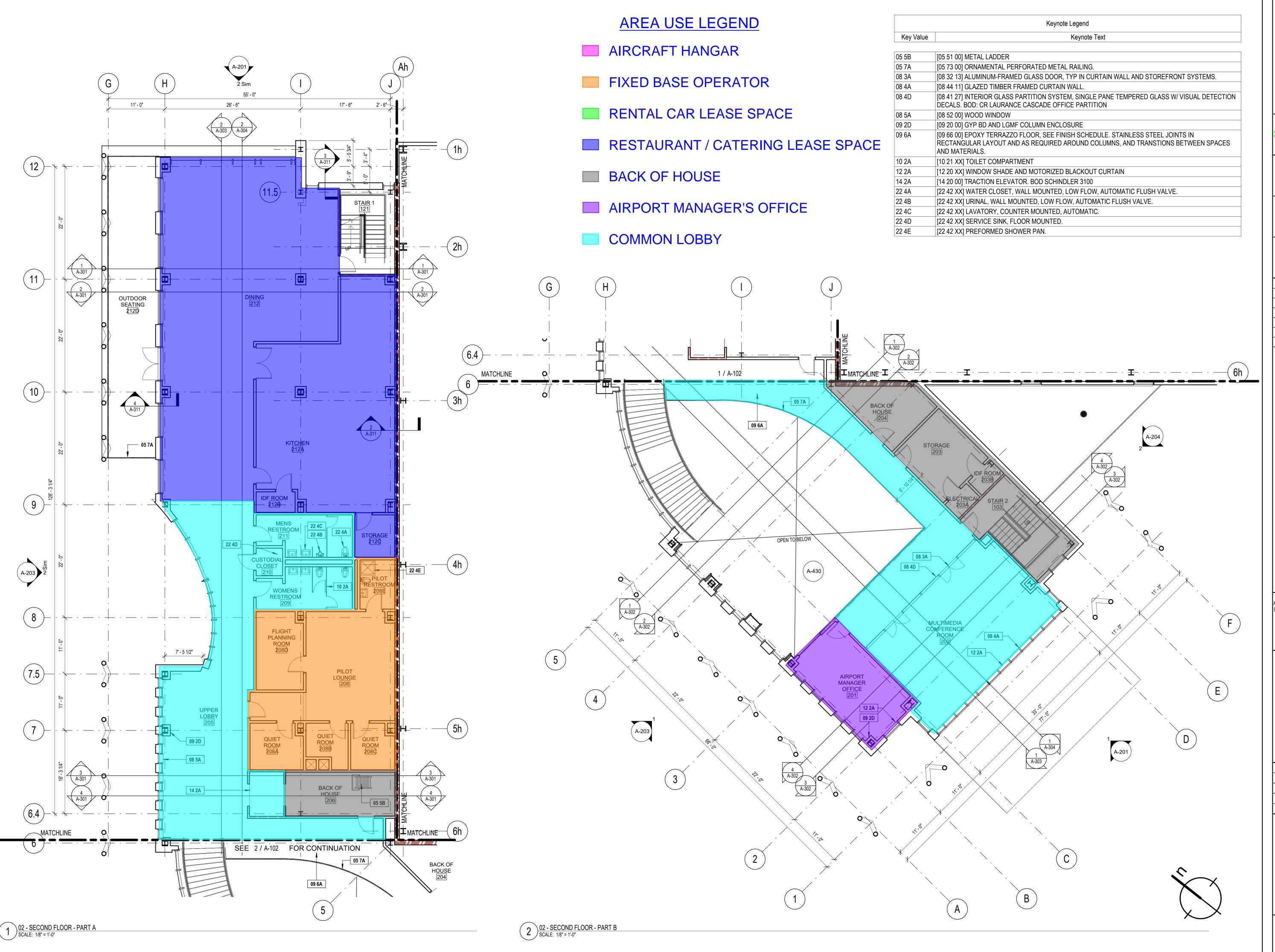
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Drawn By:	Author
Checked By:	Checker
Date:	05/03/23
Scale:	1/8" = 1'-0"

Drawing Title:

FIRST FLOOR PLAN - PART A & B

Drawing No.:

A-101.T





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Stamp:

SCHEMATIC DESIGN

Job No.:	1239
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Checked By:	Checker
Date:	05/03/23
Scale:	1/8" = 1'-0"

Drawing Title:

SECOND FLOOR PLAN

Drawing No.:

A-102