

**BARNSTABLE MUNICIPAL AIRPORT
BOARDMAN-POLANDO FIELD**
480 BARNSTABLE ROAD, 2ND FLOOR
HYANNIS, MA 02601
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Office: 508-775-2020
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Katie R. Servis, Airport Manager
Matthew T. Elia, Assistant Airport Manager

BARNSTABLE MUNICIPAL AIRPORT COMMISSION

Tuesday, April 21, 2020

Meeting to be held On-line at 4:00 PM - Via link below:

Join Zoom Meeting

<https://zoom.us/j/94780611510>

Meeting ID: 947 8061 1510

One tap mobile

+13126266799,,94780611510# US (Chicago)

+16465588656,,94780611510# US (New York)

Dial by your location

+1 312 626 6799 US (Chicago)

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+1 253 215 8782 US

+1 301 715 8592 US

Meeting ID: 947 8061 1510

Find your local number: <https://zoom.us/u/aSXF5k3ee>

**** Ideally please join us Online so we can share the screen with you ****

1. Call to Order
2. Roll Call
3. Pledge of Allegiance
4. Minutes of the previous meetings:
January 18, 2020
February 18, 2020
5. Public Comment
6. Commissioners Response to Public Comment
7. Report from Sub-Committees **(no April 2020 meetings so no report this month)**
 - Finance *(Commissioners Weill, Flores, Bailey)*
 - Infrastructure & Marketing *(Commissioners Young, Lesinski, Bierwirth)*

Barnstable Municipal Airport Commission

John T. Griffin, Jr., Chairman; Elizabeth Young, Vice Chairman; Norman Weill, Clerk; Zachary Lesinski, Commissioner;
Wendy Bierwirth, Commissioner; John G. Flores, Ph.D., Commissioner; Bradley J. Bailey, Commissioner

AGENDA

8. Old Business

None

9. New Business

EXECUTIVE SESSION: Executive Session pursuant to G.L. c. 30A, § 21(a)(3) to discuss strategy with respect to collective bargaining with Teamsters Union Local 59 as a discussion in open session may be detrimental to the bargaining position of the Airport Commission.

EXECUTIVE SESSION: Executive Session pursuant to G.L. c. 30A, § 21(a)(6) to discuss and consider temporary amendments to lease agreements by and Between Barnstable Municipal Airport and Ross Aviation, Avis-Budget Rental Car, Clear Channel, and Reef Parking as an open meeting may have a detrimental effect on the negotiating position of the Commission.

The meeting will reconvene in open session after the Executive Session.

COM0420-01 – Review and Approve the Modified Airport Operating Budget for FY2021.

COM0420-02 – Review and Approve the Modified Airport Capital Improvement Plan for FY2021.

COM0420-03 – Approval of the Recommendation of Bid Award to Capeway Roofing Systems Inc. for Barnstable Municipal Airport ARFF Roof Replacement Project.

COM0420-04 – Approval of the Recommendation of Bid Award to Wassau Equipment for Barnstable Municipal Airport Procure and Deliver Rotary Plow with Carrier Vehicle Project.

COM0420-05 – Approval of the Recommendation of Bid Award to Oshkosh Airport Products for Barnstable Municipal Airport Procure and Deliver Class 1 Airport Rescue and Fire Fighting Vehicle Project.

COM0420-06 – Approval of the Recommendation of Bid Award to Firematic Supply for Barnstable Municipal Airport Procure and Deliver Equipment for Class 1 Airport Rescue and Fire Fighting Vehicle Project.

COM0420-07 – Discuss and Approve Aircraft Rescue Fire Fighting/Snow Removal Equipment Building Remodel Project.

10. Report of Special Committees

- Noise Report (July, October, January, April)
- Yarmouth Representative Comments
- Airport Manager's Report

11. Updates:

- Annual Nomination of Airport Commission Officers May 2020
- Proposed Airport Rates & Charges Modifications Workshop – On hold as we reassess budget
- Pilot Incentive Gear/Marketing Material – On hold as we reassess budget
- Event Pre-planning (all events cancelled through June 2020)
- Guidelines for Construction, Alteration and Improvements at the Barnstable Municipal Airport Policy – *May Infrastructure Meeting*
 - Background: Per discussions with the Infrastructure subcommittee the Airport Management is in the process of updating outdated Guidelines for Construction, Alteration and Improvements at the Barnstable Municipal Airport Policy
- Airport Marketing
 - Jumpstart 2020 (cancelled)
- Airport Master Plan Update
 - Inventory Chapter Review – Completed
 - Forecast Chapter – Completed
 - Environmental Chapter – Review in Progress
 - Planning Advisory Group (PAG) Meeting tentatively on for June but reassessing

Barnstable Municipal Airport Commission

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Wendy Bierwirth, Commissioner; John G. Flores, Ph.D., Commissioner; Bradley J. Bailey, Commissioner

- Airport Business Plan Update – FY Q4 (June 2020)
- Cape Air Rooftop Solar Array Update
- RFP Land Development Update – on hold until reviewed as part of Airport Master Plan Update
- Financial Update – on hold until we have a new data processing resource developed
- PFOS/Public Involvement Plan & Update
- Lease with Southern Airways Express – on hold

11. **Announcements** – Commissioner’s Comments

12. Matters not reasonably anticipated by the Chair

13. **Adjournment** – Next Meeting, May 19, 2020

Please Note: The list of matters, are those reasonably anticipated by the Chair, which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. It is possible that if it so votes, the Commission may go into executive session. The Commission may also act on items in an order other than they appear on this agenda.

AGENDA ITEMS

As Chair of the Airport Commission, I move to go into Executive Session pursuant to G.L. c. 30A, § 21(a)(3) to discuss strategy with respect to collective bargaining with Teamsters Union Local 59 as a discussion in open session may be detrimental to the bargaining position of the Airport Commission. And

As Chair of the Airport Commission, I move to go into Executive Session pursuant to G.L. c. 30A, § 21(a)(6) to discuss and consider temporary amendments to lease agreements by and Between Barnstable Municipal Airport and Ross Aviation, Avis-Budget Rental Car, Clear Channel, and Reef Parking as an open meeting may have a detrimental effect on the negotiating position of the Commission. The meeting will reconvene in open session after the Executive Session.

COM0420-01 – Review and Approve the Modified Airport Operating Budget for FY2021.

MOTION to approve the modified FY2021 Airport Operating Budget in the amount of \$6.832 million, a reduction of \$1.1M in revenues and \$996K in expenses. Modifications are as a result in a reduction of anticipated revenues due to COVID-19. **SPONSOR: Management (May be acted upon)**

COM0420-02 – Review and Approve the Modified Airport Capital Improvement Plan for FY2021.

MOTION to approve the modified FY2021 Airport Capital Improvement Plan Budget in the amount of \$1.7 million, a reduction of \$5 million. Modifications are as a result in a reduction of anticipated revenues due to COVID-19. **SPONSOR: Management (May be acted upon)**

COM0420-03 – Approval of the Recommendation of Bid Award to Capeway Roofing Systems Inc. for Barnstable Municipal Airport ARFF Roof Replacement Project.

MOTION to approve the recommendation of Bid Award to Capeway Roofing Systems, Inc. for the Barnstable Municipal Airport Aircraft Rescue Fire Fighting (ARFF) Roof Replacement Project in the amount of \$484,200.00. **SPONSOR: Management (May be acted upon)**

Barnstable Municipal Airport Commission

John T. Griffin, Jr., Chairman; Elizabeth Young, Vice Chairman; Norman Weill, Clerk; Zachary Lesinski, Commissioner;
Wendy Bierwirth, Commissioner; John G. Flores, Ph.D., Commissioner; Bradley J. Bailey, Commissioner

COM0420-04 – Approval of the Recommendation of Bid Award to Wassau Equipment for Barnstable Municipal Airport Procure and Deliver Rotary Plow with Carrier Vehicle Project.

MOTION to approve the recommendation of Bid Award to Wassau Equipment for the Barnstable Municipal Airport Procure and Deliver Rotary Plow with Carrier Vehicle Project in the amount of \$590,000.00.

SPONSOR: Management (**May be acted upon**)

COM0420-05 – Approval of the Recommendation of Bid Award to Oshkosh Airport Products for Barnstable Municipal Airport Procure and Deliver Class 1 Airport Rescue and Fire Fighting Vehicle Project.

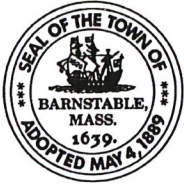
MOTION to approve the recommendation of Bid Award to Oshkosh Airport Products for the Barnstable Municipal Airport Procure and Deliver Class 1 Airport Rescue Fire Fighting (ARFF) Vehicle Project in the amount of \$355,893.00. **SPONSOR:** Management (**May be acted upon**)

COM0420-06 – Approval of the Recommendation of Bid Award to Firematic Supply for Barnstable Municipal Airport Procure and Deliver Equipment for Class 1 Airport Rescue and Fire Fighting Vehicle Project.

MOTION to approve the recommendation of Bid Award to Firematic Supply for the Barnstable Municipal Airport Procure and Deliver Equipment for Class 1 Aircraft Rescue Fire Fighting (ARFF) Vehicle Project in the amount of \$54,704.00 **SPONSOR:** Management (**May be acted upon**)

COM0420-07 – Discuss and Approve Aircraft Rescue Fire Fighting/Snow Removal Equipment Building Remodel Project.

MOTION to approve the Barnstable Municipal Airport Aircraft Rescue Fire Fighting (ARFF) / Snow Removal Equipment (SRE) Building Remodel Project to be funded 95% (excluding furniture) by the MassDOT. **SPONSOR:** Management (**May be acted upon**)



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**BARNSTABLE MUNICIPAL AIRPORT
COMMISSION MINUTES OF THE REGULAR SESSION
TUESDAY, APRIL 21, 2020**

Commissioners Present:

John T. Griffin, Jr., Chair; Elizabeth Young, Vice Chair; Norman Weill, Clerk; Zachery Lesinski; Wendy Bierwirth; John G. Flores; and Bradley J. Bailey.

The meeting was held at the Barnstable Municipal Airport in the Airport Conference Room, 480 Barnstable Rd., Hyannis, MA.

Commissioners not present:

None

Yarmouth Representative:

Not present

Airport Staff Present:

Katie R. Servis, Airport Manager; Mathew T. Elia, Assistant Airport Manager; and Suzanne Kennedy, Executive Assistant to the Airport Manager.

Public Members:

Bob Mallard and Steve Riesland , Airport Solutions Group

Call To Order:

Chairman Griffin called the regular meeting of the Barnstable Municipal Airport Commission to order at 4:00 p.m. Attendance roll call was taken followed by the Pledge of Allegiance.

Minutes of the previous meetings:

The minutes of the January 18, 2020 Airport Commission meeting were approved, Commissioner Bailey abstained, and they were signed. The minutes of the February 18, 2020 were approved and signed.

Public Comment:

None

Commissioners Response to Public Comment:

None

Manager Servis gave a brief explanation of how the Executive Session would occur in a breakout room in zoom.

Finance Subcommittee (Commissioners DellaMorte, Weill and Bierwirth)

The Finance Subcommittee did not meet in April 2020.

Infrastructure & Marketing Subcommittee (Commissioners Young, Lesinski and Bierwirth)

The Infrastructure & Marketing subcommittee did not meet in April 2020.

Old Business

None

New Business:

As Chair of the Airport Commission, I move to go into Executive Session pursuant to G.L. c. 30A, § 21(a)(3) to discuss strategy with respect to collective bargaining with Teamsters Union Local 59 as a discussion in open session may be detrimental to the bargaining position of the Airport Commission.

And

As Chair of the Airport Commission, I move to go into Executive Session pursuant to G.L. c. 30A, § 21(a)(6) to discuss and consider temporary amendments to lease agreements by and Between Barnstable Municipal Airport and Ross Aviation, Avis-Budget Rental Car, Clear Channel, and Reef Parking as an open meeting may have a detrimental effect on the negotiating position of the Commission. The meeting will reconvene in open session after the Executive Session.

The motion was seconded, and a roll call vote was taken to go into executive session at 4:14 PM.

Griffin	yes	Young	yes	Weill	yes		
Lesinski	yes	Bierwirth	yes	Flores	yes	Bailey	yes

The Airport Commission voted to reconvene in open session at 5:27 PM. This was seconded and a roll call vote was taken.

Griffin	yes	Young	yes	Weill	yes		
Lesinski	yes	Bierwirth	yes	Flores	yes	Bailey	yes

COM0420-01 – Review and Approve the Modified Airport Operating Budget for FY2021.

MOTION to approve the modified FY2021 Airport Operating Budget in the amount of \$6.832 million, a reduction of \$1.1M in revenues and \$996K in expenses. Modifications are as a result in a reduction of anticipated revenues due to COVID-19. **SPONSOR:** Management (**May be acted upon**)

- This agenda item was moved and read by Chairman Griffin and was seconded by Commissioner Flores.
- Manager Servis reviewed the PowerPoint presentation attached.
- Due to the unknown effects of the COVID-19 pandemic and directives from the Town Manager, modifications were made to the originally completed FY2021 Operating Budget as follows:
 - Revenues (Projected **\$7,964,223** FY2021)
 - Revenues Modified (Projected **\$6,832,836** FY2021)
 - A reduction of **-\$1,131,386.25**
 - Expenses (Projected **\$7,817,547** FY2021)
 - Expenses Modified (Projected **\$6,823,076** FY2021)
 - A reduction of **-\$996,471**
- The industry depicts an initial decline in aviation of 17% to 40%. Manager Servis reviewed particulars of the reductions.
- Manager Servis reviewed the areas of funding assistance available to the Airport. MassDOT will be funding some projects at 100%; and CARES Act funding formulated at \$17.9 million over a four year period will be allocated to the Airport from the US Treasury General Fund.
- The proposed CARES Act funding use was discussed and the priorities were outlined in the following four tiers:
 - Operating Budget Priorities
 - Deferred Operating Priorities (deferred projects and resiliency Project implementation)
 - Safety and Capital Project Priorities
 - Business Plan Project Priorities
- Commissioners discussed prospective ways to best use the funds. The Town of Barnstable is on board with the Airport’s approach and priorities. Expense of these funds will be tracked separately with regular gates and thresholds established to control the funds. Once the Airport expends costs, CARES Act funds will be requested and reimbursed to cover these operating costs.
- Management will continue to work with the Town of Barnstable to develop standards and directives to expend the funds appropriately.
- This agenda item was unanimously approved by roll call vote.

Barnstable Municipal Airport Commission

John T. Griffin, Jr., Chairman; Elizabeth Young, Vice Chairman; Norman Weill, Clerk; Zachary Lesinski, Commissioner; Wendy Bierwirth, Commissioner; John G. Flores, Ph.D., Commissioner; Bradley J. Bailey, Commissioner

COM0420-02 – Review and Approve the Modified Airport Capital Improvement Plan for FY2021.

MOTION to approve the modified FY2021 Airport Capital Improvement Plan Budget in the amount of \$1.7 million, a reduction of \$5 million. Modifications are as a result in a reduction of anticipated revenues due to COVID-19. **SPONSOR: Management (May be acted upon)**

- This agenda item was moved and read by Chairman Griffin and was seconded by Commissioner Flores.
- Manager Servis reviewed the attached PowerPoint presentation and Capital Improvement Plan (CIP) table.
- The deleted four items may be deferred to the FY2022 CIP budget or they could be requested by an appropriation order change if the funds become available. It is also a possibility that these projects could be covered by CARES Act funds if the operating expenses remain low.
- This budget will be reviewed at the monthly Commission meetings.
- This agenda item was unanimously approved by roll call vote.

COM0420-03 – Approval of the Recommendation of Bid Award to Capeway Roofing Systems Inc. for Barnstable Municipal Airport ARFF Roof Replacement Project.

MOTION to approve the recommendation of Bid Award to Capeway Roofing Systems, Inc. for the Barnstable Municipal Airport Aircraft Rescue Fire Fighting (ARFF) Roof Replacement Project in the amount of \$484,200.00. **SPONSOR: Management (May be acted upon)**

- This agenda item was moved and read by Chairman Griffin and was seconded by Commissioner Flores.
- The bid opening was on April 15, 2020
- Lowest apparent bidder of the four bids was Capeway Roofing Systems
- The bid has been analyzed by Fennick McCredie
- The work would commence in June or July 2020.
- Project funded 100% by FAA for the roof area situated over equipment Local share by HYA for roof over office space (could qualify for CARES Act Funding)
- This agenda item was unanimously approved by roll call vote.

COM0420-04 – Approval of the Recommendation of Bid Award to Wausau Equipment for Barnstable Municipal Airport Procure and Deliver Rotary Plow with Carrier Vehicle Project.

MOTION to approve the recommendation of Bid Award to Wausau Equipment for the Barnstable Municipal Airport Procure and Deliver Rotary Plow with Carrier Vehicle Project in the amount of \$590,000.00. **SPONSOR: Management (May be acted upon)**

- This agenda item was moved and read by Chairman Griffin and was seconded by Commissioner Flores.
- This is for a Snow Blower with rotary plow attachment to replace to 20 year old blower at the Airport.
- Project falls under FY2020 CIP that was approved by Commission in the 1st quarter of CY2019
- Lowest apparent bidder, of the four bids received, was Wausau Equipment
- Project funded 100% by FAA
- Local share by HYA is 0%
- Bid did come in much lower than budgeted in CIP
- This agenda item was unanimously approved by roll call vote.

COM0420-05 – Approval of the Recommendation of Bid Award to Oshkosh Airport Products for Barnstable Municipal Airport Procure and Deliver Class 1 Airport Rescue and Fire Fighting Vehicle Project.

MOTION to approve the recommendation of Bid Award to Oshkosh Airport Products for the Barnstable Municipal Airport Procure and Deliver Class 1 Airport Rescue Fire Fighting (ARFF) Vehicle Project in the amount of \$355,893.00. **SPONSOR: Management (May be acted upon)**

- This agenda item was tabled.
- Airport Solutions Group had concerns over the bid proposal that was received.
- This will be rebid.

COM0420-06 – Approval of the Recommendation of Bid Award to Firematic Supply for Barnstable Municipal Airport Procure and Deliver Equipment for Class 1 Airport Rescue and Fire Fighting Vehicle Project.

MOTION to approve the recommendation of Bid Award to Firematic Supply for the Barnstable Municipal Airport Procure and Deliver Equipment for Class 1 Aircraft Rescue Fire Fighting (ARFF) Vehicle Project in the amount of \$54,704.00 **SPONSOR: Management (May be acted upon)**

- This agenda item was tabled.

Barnstable Municipal Airport Commission

John T. Griffin, Jr., Chairman; Elizabeth Young, Vice Chairman; Norman Weill, Clerk; Zachary Lesinski, Commissioner;
Wendy Bierwirth, Commissioner; John G. Flores, Ph.D., Commissioner; Bradley J. Bailey, Commissioner

- The two bid proposals left out some of the equipment, so it will be rebid.

COM0420-07 – Discuss and Approve Aircraft Rescue Fire Fighting/Snow Removal Equipment Building Remodel Project.

MOTION to approve the Barnstable Municipal Airport Aircraft Rescue Fire Fighting (ARFF) / Snow Removal Equipment (SRE) Building Remodel Project to be funded 95% (excluding furniture) by the MassDOT. **SPONSOR:** Management (**May be acted upon**)

- This agenda item was moved and read by Chairman Griffin and was seconded by Commissioner Flores.
- This project has been revisited as MassDOT now has available money to fund the project.
- The original cost estimates were compared with the proposed funding and a potential savings of \$106,858.00 was the result.
- The commission needs to determine if the airport should proceed forward with the project in our unknown financial future; and to determine if we should proceed forward with the project given the fact that MassDOT can pay for 95% (excludes furniture).
- There would be a mandatory June 30, 2020 completion deadline to be able to receive the MassDOT reimbursement funds.

	Estimated Cost	Original Funding				Proposed Funding			
		Local Share		MassDOT/ASMP		Local Share		MassDOT/ASMP	
			%	Share	%		%	Share	%
Engineering & Design	\$32,040.00	\$32,040.00	100%	\$0.00	0%	\$1,602.00	5%	\$30,438.00	95%
Interior Vestibule Construction	\$95,100.00	\$19,020.00	20%	\$76,080.00	80%	\$4,755.00	5%	\$90,345.00	95%
Interior Renovation	\$54,900.00	\$54,900.00	100%	\$0.00	0%	\$2,745.00	5%	\$52,155.00	95%
Furniture	\$10,000.00	\$10,000.00	100%	\$0.00	0%	\$10,000.00	100%	\$0.00	0%
Totals	\$192,040.00	\$115,960.00		\$76,080.00		\$19,102.00		\$172,938.00	
<i>Could hold off on new furniture FY2020 and use old for now</i>						\$9,102.00			
<i>Savings Potentially Realized</i>						\$106,858.00			

- The general consensus is that this project is long overdue.
- This agenda item was unanimously approved by roll call vote.

Report of Special Committees

None

Updates

Manager Servis will email the updates to the Commissioners.

Announcements – Commissioner’s Comments

Chairman Griffin complimented the entire Airport crew and office staff for all of the good communication under these tough conditions. He hoped that the remote participation for meetings could continue once all of this was over.

Adjournment:

Upon Motion duly made and seconded, the meeting was adjourned at 6:25 PM
The next meeting will be held on April 28, 2020.

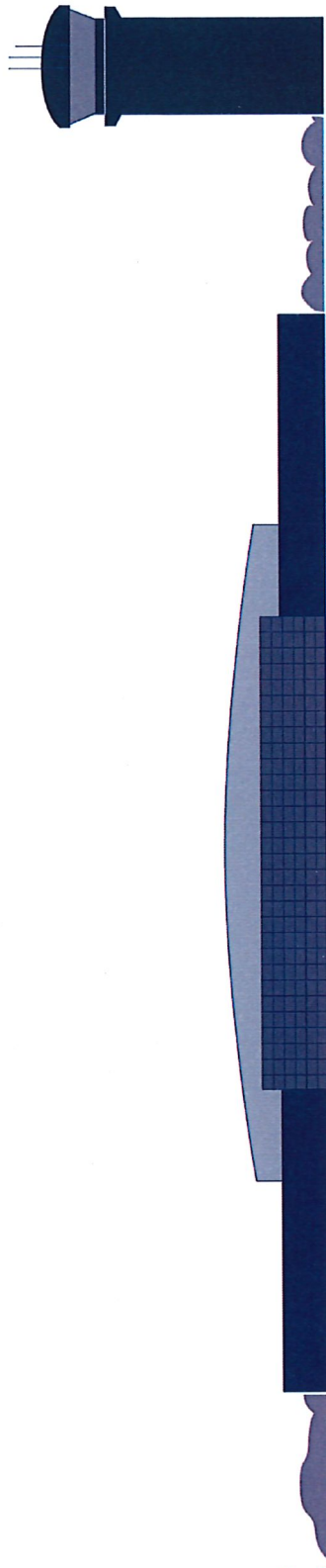

NORMAN WEILL, CLERK
FOR

Barnstable Municipal Airport

FY2021 Budget Modified (COVID-19)

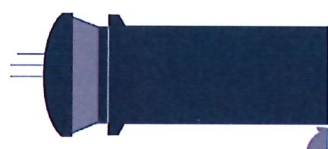
Airport Commission Presentation

April 21, 2020



Revenues FY2021 Summary

- ➔ Revenues (Projected \$7,964,223 FY2021)
- ➔ Revenues Modified (Projected **\$6,832,836** FY2021)
 - A reduction of **-\$1,131,386.25**
 - The industry depicts a 17-40% initial decline in aviation followed by a slow return in the first quarter of 2021.
 - HYA was in recovery before COVID-19 and we assume we will continue in a steady decline through the entire fiscal year and into FY2022
 - All airline revenues = 30% decline
 - Corporate aviation revenues = 20% decline (we see them making quicker recovery)
 - Land/facility leases = declines or termination of leases by airlines (zero revenue depicted for Southern Airways or Rectrix Shuttle in budget)
 - Car parking = 30% decline – tied closely to aviation
 - Car rentals = 20% decline – still a lot of off-airport business



Expenses FY2021 Summary

- ➔ Expenses (Projected \$7,817,547 FY2021)
- ➔ Expenses Modified (Projected **\$6,823,076** FY2021)
 - A reduction of **-\$996,471**
 - Reduced salaries = standard 2% Step 0% COLA
 - Reduced seasonal = 3 rather than 5
 - Reduced repair & maintenance funds by 5% (some were already reduced below 2020 #s)
 - Reduced elective training/conference funding
 - Reduced some on-call contracts & other low priority items
 - Significant reduction in capital outlay



Areas of Assistance

- ➔ MassDOT funding some projects at 100%
 - Mowers
 - Tree clearing Phase I Design & Engineering
 - Actual construction (split funding TBD)
- ➔ CARES Act for Aviation
 - FAA will fund 100% FY2020 Airport Improvement Program (AIP) projects with no local match
 - ARFF Roof Replacement (office space excluded)
 - ARFF Truck & Equipment Replacement
 - SRE (Snow Blower & Plow) Replacement
 - New money based on enplanements, reserves and debt service formula = \$17.9M to HYA



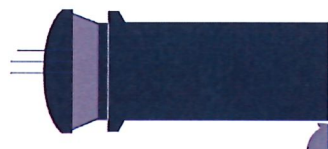
CARE Act Funding Options

- CARE Act funding is **NOT** coming from the AIP but the US Treasury General Fund
- Funding is allowed to cover operating expenditures such as utilities, payroll, and other operating expenses not normally covered by FAA plus development and equipment projects.
- Funding reimbursed based on incurred costs with backup and audit.
- May need as early as FY2020 as tenant's have requested rent abatement and/or deferment.
- HYA needs to be prepared for a slower recovery = may need funding over a 2-4 year period.



Proposed CARE Funding HYA Use Categories

- Management suggests grouping CARES Act Funding into 4 priority categories:
 - **Tier 1 - Operating Budget Priorities** - used to cover recurring debt
 - **Tier 2 - Deferred Operating Priorities** - used for projects deferred during COVID-19 crisis FY2020 and FY2021 and resiliency project implementation
 - **Tier 3 - Safety & Capital Project Priorities** - used for safety & local share capital match
 - **Tier 4 - Business Plan Project Priorities** - used for business plan development



Tier 1 - Operating Budget

Priorities

- Recurring debt that cannot be modified due to existing contracts and/or necessity includes **(\$4.025M)**:
 - Personnel salaries, overtime, benefits = ~\$2.3M
 - Utilities = ~\$330K
 - Tower equipment contracts = ~\$38K
 - Maintenance contracts = ~\$21K
 - Indirect fees = ~\$750K
 - General obligation bonds = \$250K
 - Maintenance contracts = ~\$21K
 - Insurance = ~\$260K
 - Equipment rentals (Fuel trucks) = \$72K
 - Staff required training to meet FAA requirements = ~\$25K
- Other expenses include typical operating expenses such as repair and maintenance, supplies, and other expenses that can be modified/reduced as necessary from year to year but not completely eliminated.



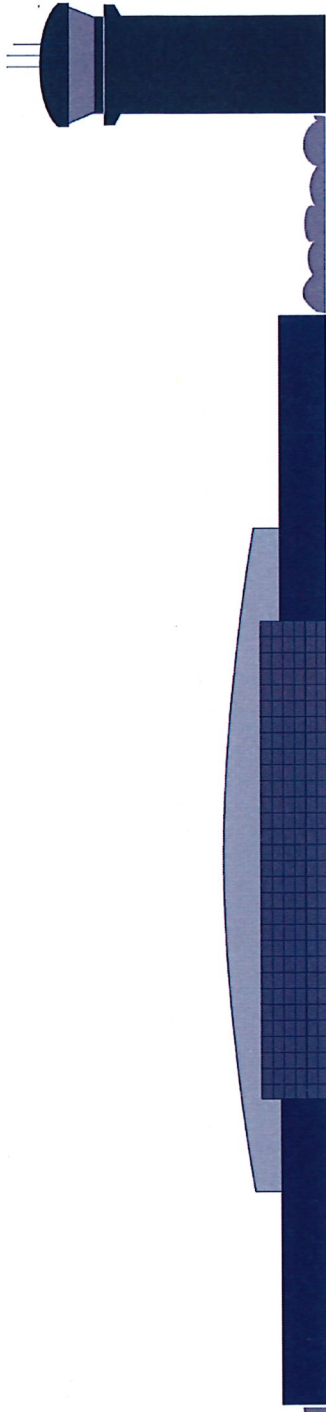
Tier 2 - Deferred Operating Priorities

- Deferred maintenance and deferred operating improvements
- Also includes resiliency & operational continuity planning - implementing processes to allow for more effective workforce.
 - Working though COVID-19 has taught us a great deal about our operation and forced us to be creative in new ways to do business (almost) “as usual”
 - Leverage lessons learned/experience working through COVID-19 to make “normal” operations more effective/efficient with various changes to “normal”



Tier 3 - Safety & Capital Project Priorities

- Safety related projects that require implementation due to safety concerns or to be in compliance with FAA regulations
- Local share of federal and state funded projects
- Local funding for projects where grant awards are not covered (certain environmental projects)



Tier 4 - Business Plan Project

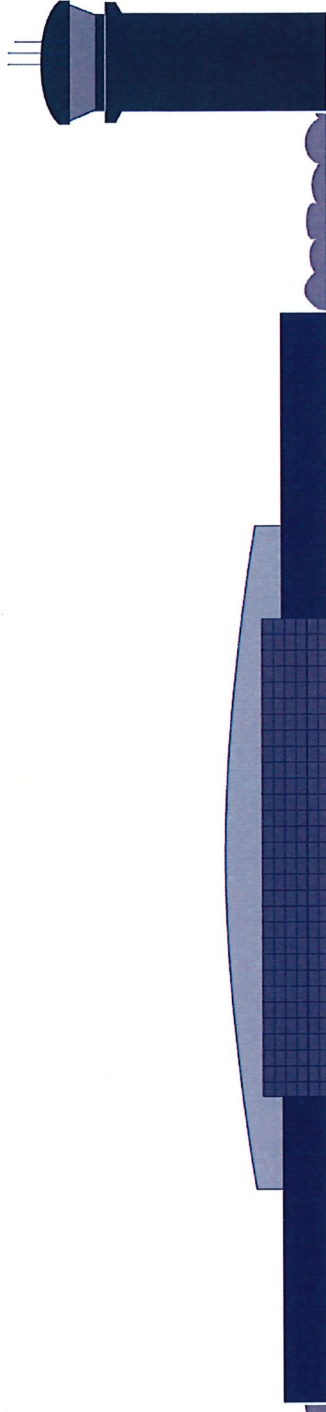
Priorities

- ➔ Implementation of projects or funding requirements to meet business plan goals and objectives.
 - Goal A - Maximize General Aviation Activity at HYA
 - Goal B - Diversity Revenue Streams
 - Goal C - Become Regional Air Transportation Leader
 - Goal D - Enhance Airport Image & Branding
- ➔ Examples include:
 - Conference attendance (Jumpstart & NBAA Schedulers & Dispatchers)
 - Marketing funds
 - Mary Dunn Way Extension



Implement Gates and Thresholds

- Expense Gates Established
 - Weekly, monthly and/or quarterly thresholds established to control cost
- Revenue Thresholds Established
 - Weekly, monthly and/or quarterly revenue thresholds established to assess movement into the 2nd, 3rd, or 4th expense tier



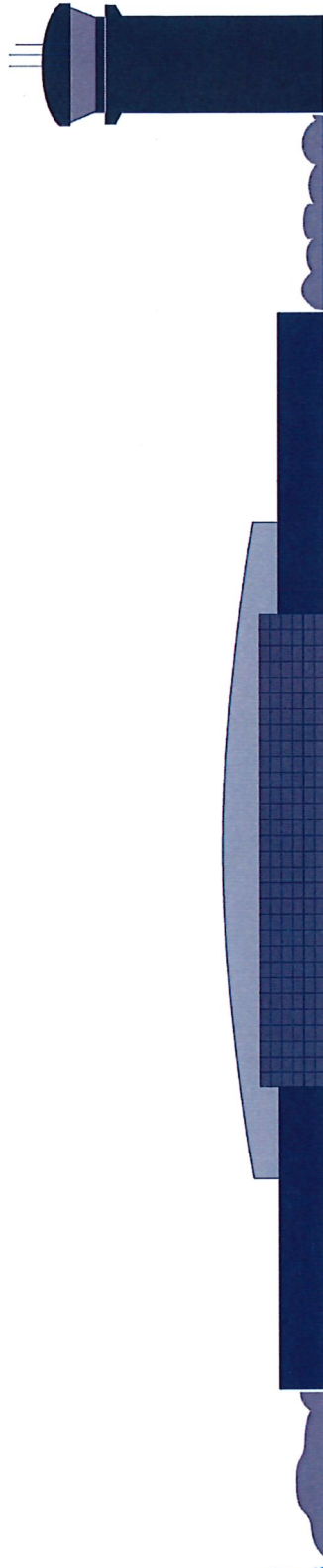
Gates and Thresholds (Cont.)

- Expense Gates Established
 - Based on developing caps on controllable expenses such as those “other expenses” not tied to salaries, utilities, etc...
 - Gates implemented via encumbered funds
 - Set level of encumbered funds not to be increased/exceeded within a specified timeframe (monthly or quarterly)
 - Set level based on a % lower than approved budget
- Revenue Thresholds Established
 - Based case (FY2019) revenue for comparative analysis
 - Compare FY2021 to FY2019 - monitor growth or decline
 - Develop “what-if” based set of scenarios to move into the next tier



Next Steps

- Continue working with the TOB of plan and by-in.
- Develop standard for gates and thresholds - present to Commission.
- Present course of action to staff and provide clear directive.
- Implement plan.
- Other?





Airport Enterprise Fund Modified Capital Improvement Plan FY2021

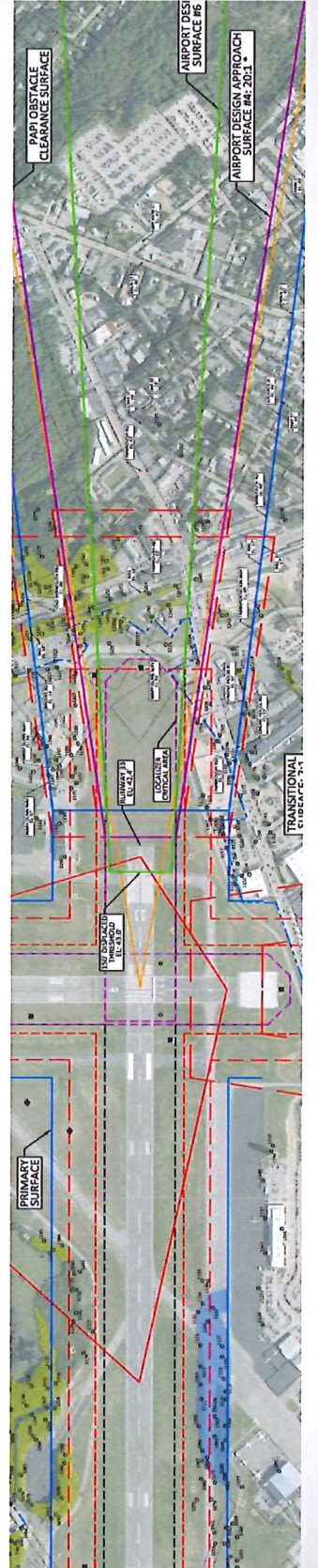
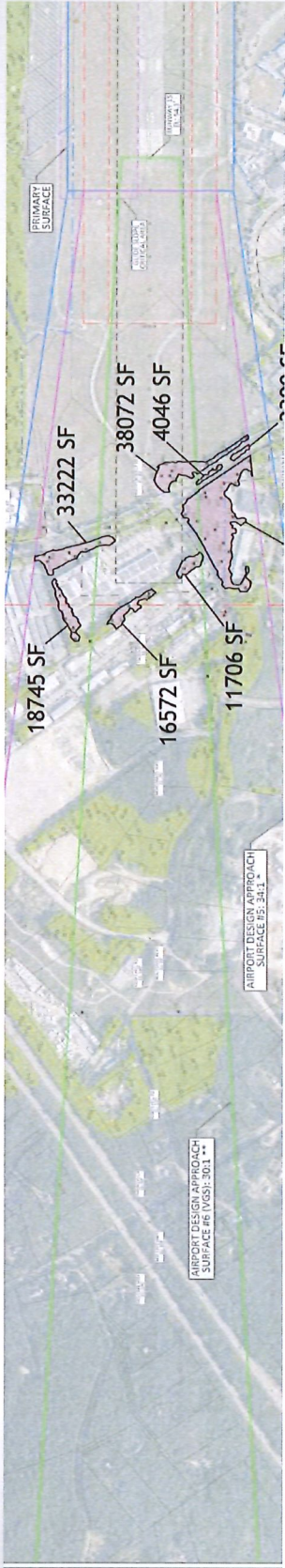
Project Number	Priority	Project Title	FY2021	FY2021 Modified COVID-19	Reductions Noted for FY2021
AIR-21-1	1	Design & Construct Tree Clearing- Phase II (Phase III 2022).	\$300,000	\$300,000	None
AIR-21-2	2	Airport Security Camera Upgrades to meet TSA requirements	\$200,000	\$0	100%
AIR-21-3	3	Reporting, Testing, Mitigation, Monitoring (PFOS Soils) Phase II	\$250,000	\$250,000	None
AIR-21-4	4	Extend Mary Dunn Way to Limit of Future Development including drainage and utilities. (Phase II)	\$3,400,000	\$0	100%
AIR-21-5	5	MEPA, NEPA and Cape Cod Commission Development Agreement for Airport Master Plan Projects (AGIS) & Permitting Phase I for Short-Term Airport Master Plan Update Projects	\$1,150,000	\$1,150,000	None
AIR-21-6	6	Design and Construct New Hangar/FBO Offices (Deferred from FY2018)	\$700,000	\$0	100%
AIR-21-7	7	Design and Construct New Avgas tank on existing fuel farm or Self Service fuel facility	\$700,000	\$0	100%
Projects Total Cost for Fiscal Year			\$6,700,000	\$1,700,000	-74.63%
Anticipated Grants (FAA)			\$1,215,000	\$1,035,000	-14.81%
Anticipated Grants (MassDOT)			\$1,427,500	\$297,500	-79.16%
Anticipated Grants (Other such as MassDOT, Mass Works, etc.)			\$3,400,000	\$0	-100.00%
Airport Enterprise Fund Cost			\$657,500	\$367,500	-44.11%



2020-093

Appropriation and Loan Order in the amount of **\$300,000** be appropriated for the purpose of funding the design and construction of the Airport's Phase II Tree Clearing project as outlined in the Fiscal Year 2021- Fiscal Year 2025 Capital Improvement Plan
(Public Hearing) (Roll Call 2/3).....18

- ✈️ **Project Description:** Design & Construct Tree Clearing within airport approaches (Phase II) – vegetation growth creating surface clearance violations/airspace flight obstructions.
- ✈️ **Project Justification:** Vegetation has regrown in certain areas where it is creating an airspace flight obstruction/airspace obstruction that require removal to protect federal airspace and runway approaches and meet FAA design and safety criteria.
If not removed, there is not only a safety concern but also a concern for a reduction in the federal funding of future projects if obstructions are not removed.
- ✈️ **Project Funding:** Eligible for FAA and MassDOT funding @ 80%-95%

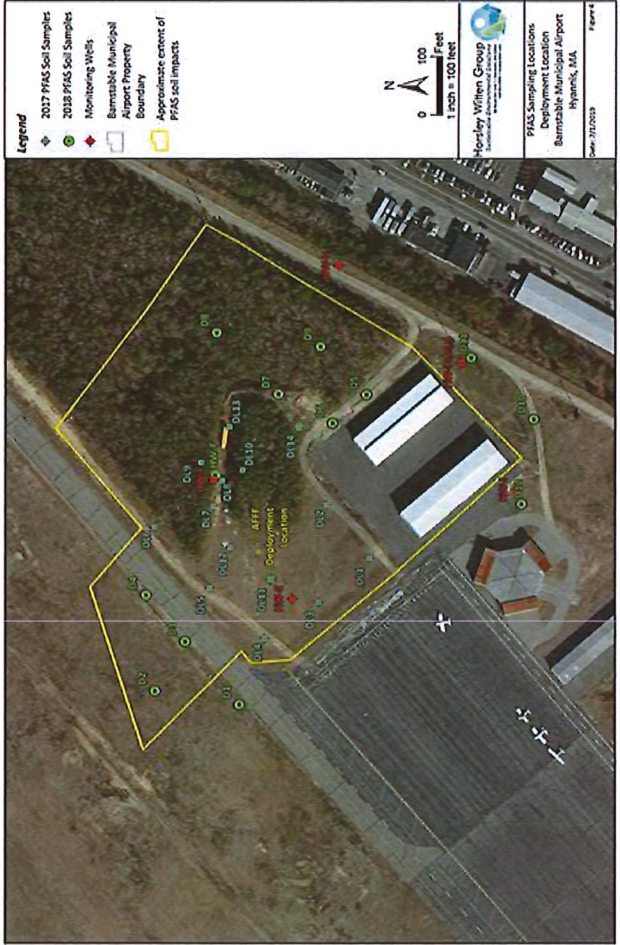


2020-095

Appropriation and Transfer Order in the amount of \$250,000 for the purpose of funding the Airport's PFOS Soils Reporting, Testing, Mitigation, and Monitoring Phase II project as outlined in the Fiscal Year 2021 Fiscal Year 2025 Capital Improvement Plan (Public Hearing)(Roll Call Majority).....20

- ✈ **Project Description:** The Federal Aviation Administration (FAA) requires airports to carry chemical agents that are effective in smothering fuels and other onboard liquids.
 - ✈ Only approved chemical = aqueous film-forming foams (AFFF)
 - ✈ PFAS = a group of synthetic chemicals within AFFF
 - ✈ Identified boundaries of Airport site = approximately 2.25-acres of 639-acre parcel. (Mitigation of site to occur May/June 2020)
- ✈ **Project Justification:** The project will respond to MassDEP mitigation requirements (continuous monitoring, etc.).
- ✈ ***Failure to implement project will be in direct violation with DEP requirements for hazardous materials.***
- ✈ **Project Funding:** 100% Local

Annual Testing and Tri-Annual Drill Site Location (~1.79-acres)



AFFF Truck Storage & Maintenance Site Location (~0.46 acres)



2020-097

Appropriation and Loan Order in the amount of \$1,150,000 for the purpose of funding the Airport's Environmental Review for Airport Master Plan Project as outlined in the Fiscal Year 2021 Fiscal Year 2025 Capital Improvement Plan (Public Hearing) (Roll Call 2/3)22

- ✈ **Project Description:** Environmental Review of Airport Master Plan Projects to evaluate and assess the potential environmental impacts associated with various airfield safety improvements proposed
- ✈ **Project Justification:** The Environmental Review will examine the Airport's proposed improvements and any impacts associated w/improvements.
- ✈ ***To postpone funding of this capital project will not allow the Airport to be in full compliance with FAA directives/environmental analysis/permitting.***
- ✈ **Project Funding:** Eligible for FAA and MassDOT funding @ 95%

