CAPE COD GATEWAY AIRPORT COMMISSION
INFRASTRUCTURE & MARKETING SUBCOMMITTEE MEETING
Tuesday, October 5, 2021
10:30 AM
Accessible via ZOOM

Call to Order
10:33 a.m.

Commissioners Present:
Commissioner Elizabeth Young, Commissioner Wendy Bierwirth, and Commissioner Joseph DiGeorge

Commissioners Not Present:
None

Airport Staff Present:
Katie Servis, Airport Manager; Matthew Elia, Assistant Airport Manager; and Suzanne Kennedy, Administrative Assistant to the Airport Manager

Public Members Present:
Helyne Mederios, Ross Aviation; John Griffin, Citizen; Jim Wolf, Cape Air; and Sam Hobbs, BETA Technologies (consultant to Cape Air)

Agenda of the Day:
Minutes of the May 4, 2021, June 1, 2021, July 20, 2021, August 3, 2021, and September 8, 2021 were approved and will be signed at a later date.

UNFINISHED BUSINESS:
I0721-02 – Review and Discuss Ross Aviation Electric Vehicle Charging Station Development and Site Host Agreement.

- NSTAR had approved the recent Site Host Agreement that was provided to them
- This will be on the agenda for approval at the October Commission meeting
- Ross Aviation stated that there will be 8 chargers installed (4 duel ports) in their parking lots for availability to their employees and customers
- It will take 6 to 8 weeks for the installation after the approval by the commission
- ***This agenda item was moved to the full commission for review and approval.***

I0721-03 – Review and Discuss in Detail FY2022 Business Plan Goals and Objectives

- Management made modifications to the plan as suggested by the sub-committee which included prioritizing the FY2022 initiatives (prioritizing the priorities) into sound and realistically achievable goals that can be accomplished within the FY2022 window
- Manager Servis discussed each of the high priority tasks and gave an update on their progress.
- ***This agenda item was moved to the full commission for review and approval.***

Jim Wolf left the meeting at 11:00 am

NEW BUSINESS:

IN1021-1 Review and Discuss Ross Aviation Sign Plan

- Ross Aviation is in the process of modifying all Rectrix signage to match the revised company name, logo and branding.
- There are five (5) signs total that need to be upgraded.
    - Of the five (5) signs…
        - One (1) is LED illuminated and mostly acrylic (this is the one on the secure side of the building facing the ramp)
        - All other signs are aluminum with 3M vinyl lettering and/or graphics
- Ross Aviation provided:
    - Detailed construction plans/engineering drawings for each sign
    - All Town of Barnstable permits
    - Liability Insurance listing the Airport additionally insured prior to construction
- Sign Dealz provided Signage Drawings and Engineering for Ross Aviation Signage
- ***This agenda item was moved to the full commission for review and approval.***

IN1021-2 Review and Discuss the Sign Plan Modifications for Airport Access Road to Meet Rebranding Efforts

- The Airport will be requesting quotes to replace the following: Terminal building sign, Wooden airport signs, Existing airport access road signs, and Highway signs.
- The Terminal sign will be replaced with our new logo, font and colors as soon as possible.
- Existing 27 airport access road signs will be reskinned and possibly lit for night visibility.
- The Wooden signs will be redesigned with the new logo and replaced prior to spring.
- Of the 22 green and white Highway signs, only 4 or 5 need to include the new name on the sign. These will be updated by MassDOT Aeronautics.
- The projected schedule for sign replacements:
    - Terminal Building ASAP
    - Fall/Winter Access Road & Wooden
    - Highway – unknown – waiting for feedback from MassDOT
- ***This agenda item was moved to the full commission for review and approval.***

IN1021-3 Review and Discuss the Cape Cod Gateway Airport Fixed Based Operation (FBO) Remodel

- The Marketing and Infrastructure Subcommittee has asked that this project be of the highest priority and implemented ASAP using CARES Act funds. With the events that are scheduled for FY2022 and response to pilot's needs, the building's interior space needs a facelift and safety protocols implemented to place the door in the appropriate location.
- In speaking to the architects, and based on accessibility law, the Airport cannot modify the pilot space without upgrading and updating the restrooms to meet accessibility requirements/code.
- Regulation requires that the following evaluation is used to analyze the building code requirements:
    - The building is assessed between $1M - $3M
    - Public spaces in building (entry & lobby, WC if provided for public) = 5% of building area.
    - Assessed value of public spaces = $150k.
    - 30% of that is $45k.
    - The recent roof upgrade ($592,334.25) counts towards the % and analysis so the 30% Rule triggers full accessibility upgrades for public spaces:
        - If you spend more than $45k on patching the roof or other maintenance, you need to fully upgrade public spaces. (Doors, counters, fire alarm horn strobes, etc.). With the recent roof project, we have most likely tripped this level so any additional work will require upgrades.
        - $100k RULE: If you spend more than $100k upgrading the space (maintenance or reroofing is exempt up to $500K), you have to provide an accessible entrance, restroom, and drinking fountain (if public restrooms and drinking fountains are provided). This likely wouldn't apply unless maintenance is over $500k (prorated for the % of public space).

- 20% RULE: If you spend any money remodeling or upgrading a space, you are required to spend up to 20% of that value to correct accessibility deficiencies along the path of travel to that space or in that space. Specific employee work areas are excluded, but all other public and employee areas are included: breakrooms, hallways, WC, etc.

- It was suggested that signage be updated for the East Ramp facilities at the same time as the other signs.
- A scope of work will be provided by Fennick McCredie that will identify what work has been done and the newly requested renovations.
- ***This agenda item was moved to the full commission for review and approval.***
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The Quotient Group has been provided with some better photos to use on the proposed website and manes of airport websites that the Commissioners liked. These will be incorporated and provided at the November meeting.

Sam Hobbs gave a brief background of his scope of work with Cape Air. Beta Technologies is a OEM and is in the process of certifying an Electric Vertical Aircraft (EVA) in Vermont. They are building out a charging network for their aircraft and other EVA in this area.

Updates:

- Management gave a synopsis of the status of the PFAS mitigation at the Airport. The FAA is still investigating to find a replacement for the current specifications for the approved Fire Fighting foam by January 2023.
- Congratulations to Matt Elia and Katie Servis for a successful Mass Casualty Drill.

Adjournment: Having no other business to discuss, the meeting was adjourned at 12:03 p.m.

Elizabeth Young **02/20/2022**

Elizabeth Young, Commissioner ***Date***
Infrastructure Subcommittee

Documents attached:
FY2022 Business Plans Goals and Objectives Priority Ranking 10-5-21
Ross Aviation Sign Plan

BARNSTABLE MUNICIPAL AIRPORT

Infrastruture & Marketing Subcommittee Meeting
Tuesday, October 5, 2021
10:30 a.m.
attended remotely via ZOOM
SIGN IN SHEET

NAME (PLEASE PRINT)	ORGANIZATION	PHONE
Helyne Medeiros	Ross Aviation	
John Griffin	Citizen	
Sam Hobbs	Beta Technologies - Cape Air	
Jim Wolf.	Cape Air.	

Priority Ranking FY2022
- High Priority
- Medium Priority
- Low Priority

Task Status
- Completed
- On Track
- Under Development
- Behind Schedule

Goal	Objective	Task	Start Date	Due Date	Task Status	Measurement (Meets Goal, Is Achievable, and Relevant)	Management Notes
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Identify existing players and categories: Initiate the development of a recreational flying club			FY2019	COMPLETED	
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Develop calendar of scheduled events: Compile what we already do and look for opportunities to include new membership organizations and new event opportunities (such as compile Wings of Freedom with CAPA, etc.)	7/1/2021	6/30/2022	FY2022	Measurement – Develop an event list for FY2022 that incorporates ownership types listed above. Develop at least 3 (monthly summer season only June, July and August) GA event entitled, "HYA Hangars and Hamburgers". Develop one (1) Annual event to coincide with either (June Father's Day Car Show or August Pops by the Sea). For the June Father's Day Car Show (normally held on a Sunday) we can hold our event on a Saturday entitled, "Gateway Greats" or "Classics and Coffee". OR for the Pops by the Sea (normally held on a Sunday - planned for Sunday, August 14, 2022 @5PM) we can hold our event before in the morning or on Saturday entitled, "Aircraft & Arts" or "Gateway to Aircraft	Draft FY2022 completed
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Improve accessibility to/from the Airport to the Town of Barnstable (bike rentals, shuttle service, connection to bikeway/Cape Cod Rail Trail connection): Work with the TOB and RTA to develop airport/town connections			FY2019	COMPLETED	The Sealine travels from downtown Hyannis, along Route 28 to Centerville and Osterville Centers, to Mashpee Commons, Falmouth Center, and the Falmouth bus terminal to Woods Hole with an airport stop on request. The airport stop was added in 2018 but ridership is low so it remains
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Recruit flight schools to operate at airport (private flight schools open to the general public)			FY2021	COMPLETED	Aloft Aviation
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Determine best use for aviation and non-aviation property: Inventory available parcels	6/1/2019	8/15/2019	FY2020	COMPLETED	This will set the stage for the next series of parcels that will need to go out for RFP
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Determine best use for aviation and non-aviation property: Conduct cost/benefit analysis and determine need (commercial vs aviation)	4/1/2019	12/31/2019	FY2020	COMPLETED	Cost included in position salary
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Prioritize airport properties for lease/development: List non-aviation properties outside of those already identified in FY2019 (Priority parcels 1, 2, and 3)	8/16/2019	12/31/2019	FY2020	COMPLETED	Completed for non-aviation but need to modify leases to be attached to RFP. May need to hold off on Mildred's (potential impact with future runway length)
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Prioritize airport properties for lease/development: Identify zoning and any conflicts with proposed used by working with TOB Planning and Development Department and Town Council (non-aviation)	12/31/2019	6/30/2020	FY2020	COMPLETED	Completed for non-aviation with the prioritization task but need to see what other possible roadblocks exist
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Seek grant opportunities for future airport development	6/25/2020	6/25/2020	FY2020 FY2021	COMPLETED - CARES Act	
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Identify optimal size of aircraft in an airlines fleet that could be accommodated at Hyannis	5/1/2019	6/30/2020	FY2020	COMPLETED in AMPU	
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Market Jet-A fuel sales and contract opportunities: Confirm World Fuel has the HYA Jet Fuel Discount Program for promotional purposes each fiscal year	2/1/22	6/1/22		Measurement = Promote HYA via World Fuel publications or promotional advertisement. HYA to appear in at least 1 online source or written article	Request to be sent to Had Fuller III. Katie will inquire about promotional services offered by World Fuel.
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Market Jet-A fuel sales and contract opportunities: Leverage membership organizations to promote HYA Jet Fuel Discount Program (NBAA, AOPA)	2/1/22	6/1/22		Measurement = Promote HYA via NBAA and AOPA publications or promotional advertisement. HYA to appear in at least 1-2 online sources or written articles.	Request coverage via NBAA and AOPA. See what outreach options may be available (online outreach, newsletter, featured article)
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Seek additional fuel contract opportunities: Get new contract signed with a new "never before contracted" Aviation entity FY22	2/1/22	6/1/22		Measurement = Airport and corporate user sign a new annual contract for this FY	
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Seek additional fuel contract opportunities: Get new contract signed with Everest FY22	9/1/21	10/1/21		Measurement = Airport and corporate user sign a new annual contract for this FY	Record sales FY2020 and FY2021. Well over 300,000 gallons
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Engage corporate businesses to learn more about the airport: Network with corporate flight departments - invite businesses to a meeting at the airport for site visit	11/1/21	2/1/22		Measurement = Develop a brochure that can be used for the NBAA 2022 event (and for further networking opportunities) that provides airport information that is important/relevant to corporate users such as the discount fuel program, ease of access (i.e. frequent business travelers can avoid the crowds at larger airports (BOS/PVD) and fly to SE MA with ease, with several FBOs, jet fuel 24/7 operations, nearby amenities (hotel, restaurant, etc.). A hassle-free experience.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Engage corporate businesses to learn more about the airport: Attend NBAA events (schedulers & dispatchers, NBAA Regional, NBAA National)	1/18/22	1/21/22		Measurement = Attend 2022 NBAA event. Determine next steps for 2023 and future marketing ideas. Report back to Commission	Matt and Katie to attend the 2022 event as participants and observers. Depending on outcome, we may attend as exhibitors in 2023.
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Outreach to corporate aviation business community: Utilize various flight magazines/media outlets to promote the Airport for Corporate	2/1/22	6/1/22		Measurement = Promote HYA via publications or promotional advertisement in at least 2 of the following publications: Flying, Aviation Safety, and IFR.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Outreach to corporate aviation business community: Leverage internet potential to increase HYA awareness	7/1/21	6/30/22		Measurement = Use social media, the airport website and other means to boost corporate travel and advertisement for corporate users. Plan to promote corporate use at least 1-2 times per week on Airport Social Media pages. Additionally, advertise the airport on 1-2 of following sites: Airnav (https://www.airnav.com), FltPlan (https://www.fltplan.com), Ultimate Aviation Links (http://www.ultimateaviationlinks.com), ForeFlight (https://foreflight.com/), AOPA, NBAA, AVweb, and AeroNews Network	
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Leverage internet potential to increase HYA awareness: Identify sites being used by the GA community (Airnav, ForeFlight, and Avweb). Research other sources used by GA community such as other applications and define where advertising opportunities may exist.	7/1/2021	6/30/2022	FY2022	Measurement = Promote HYA via GA publications or promotional advertisement. HYA appear in at least 1-2 GA publications or promotional advertisement pieces.	

Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Improve event coordination with the Town of Barnstable and surrounding communities: Work with Director of Community Services for the TOB to identify community events and possible linkage for the airport such as Father's Day Car Show, Christmas Stroll, other)	7/1/2021	6/30/2022	FY2022	Measurement = Set up a meeting with the Director of Community Services annually to go over airport and town events to identify coordination efforts. See above event list development.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Improve accessibility to/from the Airport to the Town of Barnstable (bike rentals, shuttle service, connection to bikeway/Cape Cod Rail Trail connection)	7/1/2021	6/30/2022	FY2022	Measurement = incorporate bike lanes in the Mary Dunn Way Extension project and identify bike rental opportunities. Set up 1-3 meetings with representatives of the Cape Cod Rail Trail connection.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Promote local (Barnstable and Cape and the Islands events) to attract aviation to our area: AOPA (advertising only - AOPA Pilot and AOPA Flight), EAA, Sport Aviation, Aviation Digest, Plane & Pilot, Flying.	7/1/2021	6/30/2022	FY2022	Measurement = Promote HYA via GA publications or promotional advertisement. HYA to appear in at least 1-2 GA publications or promotional advertisement pieces.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Provide Best-in Region Aviation Facilities & Experience	Explore who we are now and what we want to be in the future: Complete a SWOT Analysis & survey for FBO positioning. Step 1: Develop SWOT Analysis & survey framework	9/1/2021	1/1/2022	FY2022	Measurement = Complete a SWOT analysis using the steps to the right.	Step 1: Develop SWOT Analysis & survey framework
Goal A: Maximize General Aviation Activity at HYA	Objective: Provide Best-in Region Aviation Facilities & Experience	Explore who we are now and what we want to be in the future: Step 2: Include the following in the SWOT: 2 pilot Commissioners; 2 Airport Management; 2 Airport Operations; World Fuel; 2 Corporate users	9/1/2021	1/1/2022	FY2022		Step 2: Include the following in the SWOT: 2 pilot Commissioners; 2 Airport Management; 2 Airport Operations; World Fuel; 2 Corporate users
Goal A: Maximize General Aviation Activity at HYA	Objective: Provide Best-in Region Aviation Facilities & Experience	Explore who we are now and what we want to be in the future: Step 3: Analyze data feedback	9/1/2021	1/1/2022	FY2022		Step 3: Analyze data feedback
Goal A: Maximize General Aviation Activity at HYA	Objective: Provide Best-in Region Aviation Facilities & Experience	Explore who we are now and what we want to be in the future: Explore the opportunity for specialized FBO office administrative staff (this may be more long-term)	9/1/2021	2/1/2022	FY2022 FY2023	Measurement = Determine needs post-SWOT analysis and add staff positions to budget if deemed necessary for FY2023	Step 1: Determine budget and staffing needs for such a venture. Determine hours of work/shift work? Number of positions and other tasks to be performed. Union or non-union? Refer to Operating budget.
Goal A: Maximize General Aviation Activity at HYA	Objective: Provide Best-in Region Aviation Facilities & Experience	Improve FBO facility: Phase I - Pilot lounge and bathrooms only (needs to be modified only for our staff now that we have other "through the fence" options - Air Cape Cod or at the end of the new t-hangar)	10/15/2021	4/30/2022	FY2022	Measurement = Determine needs post-SWOT analysis (perhaps in the Air Cape Cod facility or at the end of the t-hangar redevelopment project)	
Goal A: Maximize General Aviation Activity at HYA	Objective: Provide Best-in Region Aviation Facilities & Experience	Evaluate modifications to TSA/SIDA to allow for terminal GA parking	1/1/2022	5/15/2022	FY2022	Measurement = Plan and outline modification developing a ramp entrance to terminal area, request modification of TSA/SIDA location to Homeland Security, modify and implement change.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Provide Best-in Region Aviation Facilities & Experience	Improve Mary Dunn Way access (implementing functional and welcoming access to the east side of the airport)	2/1/2021	12/1/2022	FY2021 FY2022	Measurement = Rehabilitate and extend Mary Dunn Way	Funding and construction slated for Winter 2021/2022
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Research land use based on impacts to aviation: Research land needs (runway and approach surface environment protections) to develop airport to serve larger aircraft (master plan process)	5/1/2019	6/30/2022	FY2022 FY2023	Measurement = Develop compatibility plan for land use associated with runway extension	Cost is embedded in AMPU. This will be processed as part of the Airport Master Plan Update. Depends on alternatives assessed for Runway 15/33 extension.
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Research land use based on impacts to aviation: Identify airport design criteria needs for future airfield configuration to avoid future non-aviation land development impacts	5/1/2019	6/30/2022	FY2022 FY2023	Measurement = Develop compatibility plan for land use associated with Airport Master Plan	Cost is embedded in AMPU. This will be processed as part of the Airport Master Plan Update. Depends on alternatives assessed for Runway 15/33 extension.
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Consider hangar development/more hangars for multi-use facility	1/1/2021	12/31/2022	FY2022 FY2023	Measurement = develop, or have developed, at least 1 new hangar unit at HYA	
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Survey current hangar wait list to determine actual need/interest	7/1/2021	10/1/2021	FY2022	Measurement = have staff verify hangar wait list/interest for this FY	
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Develop RFP/RFI for various airport properties (non-aviation/for aviation we may qualify under aviation exemption)	7/1/2021	6/30/2022	FY2022	Measurement = develop 1-2 RFPs for non-aviation parcels (for example, areas for parking such as Mildred's/grass parking lot)	Started for non-aviation but need to modify leases to be attached to RFP. Need to hold off on Mildred's (potential impact with future runway length).
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Consider opportunities to leverage properties to further enhance environmentally friendly (alternative energy) sources of revenue	1/1/2021	6/30/2022	FY2021 FY2022	Measurement = plan, design and develop parking lot solar as part of the CVEC program (Round 6) and/or roof top solar on airport properties	
Goal B: Diversify Revenue Streams	Objective: Identify New Airport Revenue Potential	Market the airport: Facilities/land for development	7/1/2021	6/30/2022	FY2022	Measurement = Develop RFPs for 3 available vacant parcels (Mildred's, grass parking lot, lot across the street from Cape Air)	Started for non-aviation but need to modify leases to be attached to RFP. Need to hold off on Mildred's (potential impact with future runway length).
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Evaluate what other airports have done to attract business: Determine which airports have grown in corporate air traffic (engage AAAE NE and Airport Management, GAMA, NYAMA). Step 1: Email airport leadership to determine what they have done to grow air traffic in their regions. Find out the success stories.	10/1/21	12/1/21		Measurement = Contact other airports and create a log/report of success stories	Step 1: Email airport leadership to determine what they have done to grow air traffic in their regions. Find out the success stories.

Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Step2: Identify success stories and lessons learned that can be implemented at HYA	10/1/21	12/1/21		Measurement = Use viable success stories that could be implemented HYA and develop a plan for implementation.	Step2: Identify success stories and lessons learned that can be implemented at HYA
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Step 3: Implement practice	10/1/21	12/1/21		Measurement = Develop at least 1 new marketing program or incentive program to engage with corporate users	Step 3: Implement practice
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Evaluate what other airports have done to attract business: Develop a list of airports to research based on recent GA events/news at other airports	7/1/2021	6/30/2022	FY2022	Measurement = Develop list of potential "other" airport events used to attract business and identify what can be implemented and added to the HYA event list.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Utilize various flight magazines/media outlets to promote the Airport: AOPA (advertising only - AOPA Pilot and AOPA Flight), EAA, Sport Aviation, Aviation Digest, Plane & Pilot, Flying.	7/1/2021	6/30/2022	FY2022	Measurement = Promote HYA via GA publications or promotional advertisement. HYA appear to in at least 1-2 GA publications or promotional advertisement pieces.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Engage Recreational General Aviation Market	Improve event coordination with the Town of Barnstable and surrounding communities: Research Cape and island community events and define event contacts for the 15 cape communities (chambers)	7/1/2021	6/30/2022	FY2022	Measurement = Include other "Cape Cod Town" events that can be used to promote fly-ins to HYA and add those to the event list.	
Goal A: Maximize General Aviation Activity at HYA	Objective: Provide Best-in Region Aviation Facilities & Experience	Communicate simplicity of access to promote FBO movement areas (TSA/GA Security video)	2/1/2022	4/1/2022	FY2022	Measurement = Reestablish discussions with Channel 18 from January 2020 to continue filming the ease of access video for social media content. Complete the video for social media.	Work with Paula Hersey - Channel 18. Work with AOPA to promote ease of access for local and transient pilots.
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Seek additional fuel contract opportunities: Get new contract signed with NetJets FY22	2/1/22	6/1/22		Measurement = Airport and corporate user sign a new annual contract for this FY	Per discussions in FY2021, NetJets was not interested in signing a new contract
Goal A: Maximize General Aviation Activity at HYA	Objective: Identify and Create Corporate Aviation Opportunities	Seek additional fuel contract opportunities: Get new contract signed with Fly Exclusives FY22	2/1/22	6/1/22		Measurement = Airport and corporate user sign a new annual contract for this FY	Per discussions in FY2021, Fly Exclusives was only interested in signing a new contract if the tier was below 50,000 gallons
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Plan and host airport events with aviation education as a theme: Plan for aviation educational career events	7/1/2021	6/30/2022	FY2022	Measurement = Plan and implement at least 1 aviation educationally themed event per year. This should include the SE MA Aviation Career Fair (October).	
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Plan and host airport events with aviation education as a theme: Aviation themed tours	7/1/2021	6/30/2022	FY2022	Measurement = Plan and implement at least 1-2 aviation themed tours for this FY	
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Plan and host airport events with aviation education as a theme: Boy/Girls Scouts Merit Badge "A Night at the Terminal"	7/1/2021	6/30/2022	FY2022	Measurement = Plan and implement at least 1 "Night at the Terminal" event for this FY	
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Plan and host airport events with aviation education as a theme: Other Aviation Educational Series	7/1/2021	6/30/2022	FY2022	Measurement = Plan and implement at least 1-2 "Young Eagles" events for this FY	
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Explore partnerships to develop aviation educational opportunities (internships, summer programs, etc.): Engage Heritage Turbines and Atlantic Aero Support to determine how they promote their internships/start program	7/1/2021	6/30/2022	FY2022	Measurement = Coordinate with tenants and introduce students via tours or other means to promote internship opportunities	
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Explore partnerships to develop aviation educational opportunities (internships, summer programs, etc.): Work with airport tenants to replicate internship program. Find out what they have in place	7/1/2021	6/30/2022	FY2022	Measurement = Gain an understanding of internship opportunities at the airport to market to aviation students	Target this discussion during quarterly tenant meetings
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Engage educational community (Bridgewater State University, Cape Cod Community College, Barnstable Public Schools, MA Air and Space, National Aviation Academy): Recruit aviation schools with emphasis and focus on working with aviation higher education establishments (Bridgewater State University and Cape Cod Community College) and in coordination with tenants (Cape Air, Allies Air, Ross Aviation, Griffin)	7/1/2021	6/30/2022	FY2022	Measurement = Engage at least 1 aviation school to locate and establish a presence at HYA	
Goal A: Maximize General Aviation Activity at HYA	Objective: Foster Aviation Education	Engage educational community (Bridgewater State University, Cape Cod Community College, Barnstable Public Schools, MA Air and Space, National Aviation Academy): Develop partnerships with MA Air and Space Museum	7/1/2021	6/30/2022	FY2022	Measurement = Engage MASM to establish a presence at HYA on the East Ramp	Already started and working on development of museum pieces in the terminal on display, at The Landing at Hyannis and soon on the East Ramp
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Prioritize airport properties for lease/development: List aviation properties	12/31/2019	6/30/2022	FY2022		Revealed as part of the AMPU process
Goal B: Diversify Revenue Streams	Objective: Maximize Airport Properties (non-aviation & aviation)	Redevelop the east side of the airport for both aviation and non-aviation uses	1/1/2021	6/30/2022	FY2021 FY2022	Measurement = complete the Mary Dunn Way Extension and Rehab Project	Move up based on non-aviation parcel development as necessary
Goal B: Diversify Revenue Streams	Objective: Identify New Airport Revenue Potential	Conduct airport rates & charges study	2/1/2019	6/30/2022	FY2022	COMPLETED in 2019. Consider update in October 2021	Underway
Goal B: Diversify Revenue Streams	Objective: Identify New Airport Revenue Potential	Determine what businesses use employees that require transport to/from the islands	7/1/2021	6/30/2022	FY2022	Measurement = Compile a list of businesses that use aviation. This should be part of the Environmental Assessment and justification for runway length	
Goal B: Diversify Revenue Streams	Objective: Identify New Airport Revenue Potential	Explore local Cape and Island industry opportunities where business aviation divisions could utilize the airport more often	7/1/2021	6/30/2022	FY2022	Measurement = Compile a list of businesses that use aviation. This should be part of the Environmental Assessment and justification for runway length	
Goal B: Diversify Revenue Streams	Objective: Identify New Airport Revenue Potential	Engage the Economic Development Council, Planning and Development Department, Cape Cod Technology Council, and others to better utilize the airport	7/1/2021	6/30/2022	FY2022	Measurement = Engange entities to compile a list of businesses that use aviation as part of the Environmental Assessment and justification for runway length	
Goal B: Diversify Revenue Streams	Objective: Identify New Airport Revenue Potential	Market the airport: Ease of access for local business community	7/1/2021	6/30/2022	FY2022	Measurement = Reestablish discussions with Channel 18 from January 2020 to continue filming the ease of access video for social media content. Complete the video for social media.	Work with Paula Hersey - Channel 18. Work with AOPA to promote ease of access for local and transient pilots.

Goal C: Regional Air Transportation Leader	Objective: Determine Transportation Needs of Local Area (Business and Leisure)	Explore the transportation needs of the region (ferry, train, bus, highway and identify opportunities and threats): Engage the chambers of commerce (Cape and Islands) to determine business transportation needs	7/1/2021	6/30/2022	FY2022	Measurement = Compile a list of businesses that use aviation. This should be part of the Environmental Assessment and justification for runway length	(See B2 (2))
Goal C: Regional Air Transportation Leader	Objective: Determine Transportation Needs of Local Area (Business and Leisure)	Explore the transportation needs of the region (ferry, train, bus, highway and identify opportunities and threats): Research existing studies already completed	7/1/2021	6/30/2022	FY2022	Measurement = Compile a list of reports and report back on results for use in establishing transportation needs for the region.	(See B2 (2))
Goal C: Regional Air Transportation Leader	Objective: Determine Transportation Needs of Local Area (Business and Leisure)	Survey local businesses/services that use the airport (Barnstable County, hospitals, etc.)	7/1/2021	6/30/2022	FY2022	Measurement = Compile a list of businesses that use aviation. This should be part of the Environmental Assessment and justification for runway length	
Goal C: Regional Air Transportation Leader	Objective: Determine Transportation Needs of Local Area (Business and Leisure)	Survey inbound/outbound passengers	7/1/2021	6/30/2022	FY2022	Measurement = Develop a survey and share results as part of the Environmental Assessment and justification for runway length	
Goal C: Regional Air Transportation Leader	Objective: Determine Transportation Needs of Local Area (Business and Leisure)	Identify the needs of charter operators/travel agencies	7/1/2021	6/30/2022	FY2022	Measurement = Develop a survey and share results as part of the Environmental Assessment and justification for runway length	
Goal C: Regional Air Transportation Leader	Objective: Determine Transportation Needs of Local Area (Business and Leisure)	Identify all charter operators/agencies (develop contact list)	7/1/2021	6/30/2022	FY2022	Measurement = Compile a list as part of the Environmental Assessment and justification for runway length	
Goal C: Regional Air Transportation Leader	Objective: Determine Transportation Needs of Local Area (Business and Leisure)	Reach out to AAAE, ACI and other agencies for referrals of aviation success stories	7/1/2021	6/30/2023	FY2022 FY2023	Measurement = Attend Jumpstart events and other airline engagment events. Interact with airports that have new service and log how it was accomplished.	
Goal C: Regional Air Transportation Leader	Objective: Communicate Transportation Options Available to the Public	Develop marketing campaign to communicate transportation options avilable to the public: Conduct a quarterly inventory of flight options	7/1/2021	6/30/2022	FY2022	Measurement = install FIDS program and monitor historical flight options	To be completed 4 times per year
Goal C: Regional Air Transportation Leader	Objective: Communicate Transportation Options Available to the Public	Develop marketing campaign to communicate transportation options avilable to the public: Develop marketing focus on airline transportation	5/6/2019	ongoing	all FY	Measurement = develop and implement annual (in-season) radio ads for air transportation	Work with CCB to develop radio broadcast highlighting airline transportation (May, June, July broadcasts each season). Also look into print media for the same.
Goal C: Regional Air Transportation Leader	Objective: Communicate Transportation Options Available to the Public	Develop marketing campaign to communicate transportation options avilable to the public: Develop marketing focus on local transportation	5/6/2019	ongoing	all FY	Measurement = develop and implement annual (in-season) radio ads for air transportation	Work with RTA and TOB to identify options for transport to/from airport locally and within the Cape community
Goal C: Regional Air Transportation Leader	Objective: Communicate Transportation Options Available to the Public	Market ease of access: Market cheaper and accessible parking	5/6/2019	ongoing	all FY	Measurement = develop and implement annual (in-season) radio ads for air transportation	Work with Liz Harsgrove and the Park Happy program. Make sure that HYA is on all parking maps within the region as an option.
Goal C: Regional Air Transportation Leader	Objective: Communicate Transportation Options Available to the Public	Market ease of access: Market available airline partners and NAS connections	5/6/2019	ongoing	all FY	Measurement = develop and implement annual (in-season) radio ads for air transportation	Identify connections available from HYA to other airports/other possible connections. This is an ongoing effort as flights change throughout the year.
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Develop brochure and marketing materials for airline discussions	5/6/2019	ongoing	all FY	Measurement = develop 1-2 reports/documentation for Jumpstart and other Airline Events	This effort began in FY2019 in preparation for the Jumpstart event (June 2019). This effort will be on going
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Increase coordination with existing airline partners	5/6/2019	ongoing	all FY	Measurement = Attend at least the Jumpstart event and at least 1 other airline engagment event annually.	
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Set and schedule quarterly meetings with carrier partners	5/6/2019	ongoing	all FY	Measurement = Reach out to airline partners during Jumpstart events and other airline engagment events at least quarterly.	
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Engage in discussion with new airline partners	5/6/2019	ongoing	all FY	Measurement = Attend at least the Jumpstart event and at least 1 other airline engagment event annually.	
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Target discussions to airlines using regional jets/similar sized aircraft	5/6/2019	ongoing	all FY	Measurement = Attend at least the Jumpstart event and at least 1 other airline engagment event annually.	
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Research airports of similar size with air carrier activity	5/7/2019	ongoing	all FY		
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Use OAG to converse with the airlines regarding connectivity improvements	5/6/2019	ongoing	all FY	Measurement = Attend at least the Jumpstart event and at least 1 other airline engagment event annually.	

Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Educate potential airline partners about the Cape, Islands, and Southeastern Massachusetts	5/6/2019	ongoing	all FY	Measurement = Attend at least the Jumpstart event and at least 1 other airline engagment event annually.	
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Develop a fact sheet for the region	5/6/2019	ongoing	all FY	Measurement = develop 1-2 reports/documentation for Jumpstart and other Airline Events	
Goal C: Regional Air Transportation Leader	Objective: Engage Airlines to Develop Partnerships for the Cape and Island Market	Coordinate with airlines: Educate potential airline partners about the facilities at Hyannis	5/6/2019	ongoing	all FY	Measurement = Attend at least the Jumpstart event and at least 1 other airline engagment event annually.	
Goal D: Enhance Airport Image & Branding	Objective: Define the Airport	Create branding implementation plan to various audiences (recreational, corporate, commercial aviation operators; business and residential community; funding agencies; and other stakeholders)	7/1/2021	6/30/2022	FY2022	Measurement = Work with The Quotient Group to develop templates for various audiences for marketing purposes such as "Gateway to GA" or Gateway to Community Access"	August/September 2021 meetings with TQG outlined to steps and groups
Goal D: Enhance Airport Image & Branding	Objective: Define the Airport	Develop one brand, one message, one logo - includes marketing materials, uniforms, business cards, signage, etc (funding impacts)	5/1/2020	12/31/2020	FY2021	COMPLETED	
Goal D: Enhance Airport Image & Branding	Objective: Define the Airport	Determine name change acceptability from a federal standpoint	5/1/2020	12/31/2020	FY2021	COMPLETED	
Goal D: Enhance Airport Image & Branding	Objective: Define the Airport	Find opportunities to implement - this should be wide-reaching and intense publicity	5/1/2020	ongoing	All FY	Measurement = Work with The Quotient Group to develop templates for various audiences for marketing purposes such as "Gateway to GA" or Gateway to Community Access"	
Goal D: Enhance Airport Image & Branding	Objective: Define the Airport	Define the airport as an environmental steward					
Goal D: Enhance Airport Image & Branding	Objective: Define the Airport	Fact sheet for solar/green technologies	1/1/2021	6/30/2021	FY2021	COMPLETED	
Goal D: Enhance Airport Image & Branding	Objective: Define the Airport	Fact sheet for SWPPP/SPCC - working with TOB on messaging	1/1/2021	6/30/2021	FY2021	COMPLETED	

Action ID#	Ranking within Objective	Task	Start Date	Due Date	FY	Measurement (Meets Goal, Is Achievable, and Relevant)	Management Notes
Goal D: Enhance Airport Image & Branding	Objective: Implement Branding	Implement airport name change/overall branding message			FY2021	COMPLETED	Concerted effort to implement new name
Goal D: Enhance Airport Image & Branding	Objective: Implement Branding	Communicate airport name change			FY2021	COMPLETED	
Goal D: Enhance Airport Image & Branding	Objective: Implement Branding	Educate the general public and stakeholders about the value of the airport (emergencies, travel, businesses, etc.)	5/1/2020	ongoing	All FY	Measurement = Host or attend at least 1-2 events annually to educate airport offerings; Develop public marketing material	
Goal D: Enhance Airport Image & Branding	Objective: Implement Branding	Educate Chambers of Commerce about the airport and coordinate marketing efforts	5/1/2020	ongoing	All FY	Measurement = Host at least 1-2 chamber events annually to educate members	
Goal D: Enhance Airport Image & Branding	Objective: Implement Branding	Communicate to the media the value of the airport (TOB media, local and regional media, aviation media)	5/1/2020	ongoing	All FY	Measurement = Develop at least 4 Press Releases about various events at the airport annually to coomunicate "happenings" at the airport	
Goal D: Enhance Airport Image & Branding	Objective: Implement Branding	Develop marketing materials for various audiences (recreational, corporate, commercial aviation operators; business and residential community; funding agencies; and other stakeholders)	5/1/2020	ongoing	All FY	Measurement = Work with The Quotient Group to develop templates for various audiences for marketing purposes such as "Gateway to GA" or Gateway to Community Access"	

Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Foster the development of aviation membership groups at the airport					
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	CAPA	on going	on going	on going	Measurement = Airport Management will continue working with CAPA on events, meetings and outreach	On going efforts
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	EAA	6/1/2018	7/1/2019	FY2020	COMPLETED	
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Develop special event calendar (Airport, Local, Regional) to use for marketing	7/1/2021	6/30/2022	FY2022	Measurement = Develop an event list for FY2022 that incorporates ownership types listed above. Develop at least 3 (monthly summer season only June, July and August) GA event entitled, "HYA Hangars and Hamburgers". Develop one (1) Annual event to coincide with either (June Father's Day Car Show or August Pops by the Sea). For the June Father's Day Car Show (normally held on a Sunday) we can hold our event on a Saturday entitled, "Gateway Greats" or "Classics and Coffee". OR for the Pops by the Sea (normally held on a Sunday - planned for Sunday, August 14, 2022 @5PM) we can hold our event before in the morning or on Saturday entitled, "Aircraft & Arts" or "Gateway to Aircraft and Arts"	This would be for chamber and local community events that involve the community
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Identify 3 local events that would be a draw for aviation communities/fly-in groups	7/1/2021	6/30/2022	FY2022	Measurement = Develop an event list for FY2022 that incorporates ownership types listed above. Develop at least 3 (monthly summer season only June, July and August) GA event entitled, "HYA Hangars and Hamburgers". Develop one (1) Annual event to coincide with either (June Father's Day Car Show or August Pops by the Sea). For the June Father's Day Car Show (normally held on a Sunday) we can hold our event on a Saturday entitled, "Gateway Greats" or "Classics and Coffee". OR for the Pops by the Sea (normally held on a Sunday - planned for Sunday, August 14, 2022 @5PM) we can hold our event before in the morning or on Saturday entitled, "Aircraft & Arts" or "Gateway to Aircraft and Arts"	
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Work with 5-10 local establishments to draw aviation users to local businesses (create coupons and discount tickets, etc)	7/1/2021	6/30/2022	FY2022	Measurement = implement discounts in coordination with 5-10 local establishments to draw aviation users to local businesses (create coupons and discount tickets, etc)	Farmers Market/Art Shanties in terminal. Work with hotels and restaurants and other establishments to provide coupons
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Market airport to fly-in groups					
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Research active fly-in groups	7/1/2021	6/30/2022	FY2022	Measurement = Develop list of aircraft ownership type groups, local flying clubs, Saturday/Sunday breakfast club attendees for future marketing and event invitations	
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Market the East Ramp with light aircraft events during shoulder season and various summer weekends	7/1/2021	6/30/2022	FY2022	Measurement = Develop at least 1 fall event similar to "HYA Hangars and Hamburgers" that invites light aircraft to the airport	
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Coordinate with local radio and media for marketing purposes	7/1/2021	6/30/2022	FY2022	Measurement = Develop social media, radio, press release or other means to market events occuring at the airport based on event list for FY2022. Incorporate at least 1-2 radio spots about a particular event.	

Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Develop fly-ins or other events at the airport for recreational aircraft users					
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Develop FAASTeam events	7/1/2021	6/30/2022	FY2022	Measurement = Plan and host at least 1 FAASTeam event at HYA annually	
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	EAA Young Eagles	7/1/2021	6/30/2022	FY2022	Measurement = Plan and implement at least 1-2 "Young Eagles" events for this FY	
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Above the Clouds	7/1/2021	6/30/2022	FY2022	Measurement = Plan and host at least 1 Above the Clouds event at HYA annually	
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Boy and Girl Scouts "Night at the Terminal"	7/1/2021	6/30/2022	FY2022	Measurement = Plan and implement at least 1 "Night at the Terminal" events for this FY	
Goal D: Enhance Airport Image & Branding	Objective: Increase Aviation Community Involvement at HYA	Incorporate aircraft into local Cape events	7/1/2021	6/30/2022	FY2022	Measurement = Develop event list for FY2022 that incorporates one Annual event to coincide with othe Cape events; either (June Father's Day Car Show or August Pops by the Sea. For the June Father's Day Car Show (normally held on a Sunday) we can hold our event on a Saturday entitled, "Gateway Greats" or "Classics and Coffee". OR Pops by the Sea (normally held on a Sunday - planned for Sunday, August 14, 2022 @5PM) we can hold our event before entitled, "Aircraft & Arts"	See tasks in other areas

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Company History

Signdealz was born out of the great recession in 2010, from our customer's desire to purchase quality electric business signs at reasonable prices. William Hayes, the owner, re-engineered the way signs were designed, manufactured, and installed in able to lower costs and focus our efforts on what was essential to our customers.

Signdealz model incorporates several advantages to enable our process of delivering a higher level of customer service and product quality.

- **Vendor Network:** We have developed a mature network of high quality and efficient manufacturing and installation partners whom we reward for delivering excellent customer service.
- **Data Management Approach:** We focus on data. Our integrated approach includes a centralized data management platform for project financials, communication, purchasing, and project delivery. A 360-degree view in one place for all team members to see the project through its life cycle.
- **Team-Based Approach:** Every member of our team, including our customers, employees, and vendors, focus on delivering a quality product, on time, and on budget. We don't have the distraction of managing other processes that are not critical to project delivery like our competition.

Fabrication/Installation

Signdealz created an expansive network of wholesale fabricators with virtually unlimited capabilities. Our fabrication partners offer the most state-of-the-art computerized design and manufacturing equipment staffed by some of the most experienced sign fabricators committed to consistently delivering the highest quality products at the most competitive prices in the industry.
Our market-based approach to sign fabrication gives us the ability to offer more products for less money, giving you opportunities to maximize your advertising investment.

Project Management

Project management is the core of our organization. Crafted from hundreds of sign projects over 10 years, we developed a process with one single purpose, growing happy customers! It starts the best project managers in the business. Sprinkle in state-of-the-art technology and you get that perfect recipe for project success.

Service & Warranty

Signdealz Warranty

Signdealz will warranty all signage products with a 5 year parts and labor warranty.
We proudly stand behind the US made products manufactured by our partner network.
You can expect service calls to be carried out within a 48 hours. Some exceptions may exist with our LED Sign products based on parts availability.

5 YEAR WARRANTY ALL PARTS, LABOR & SIGNAGE