

Barnstable Municipal Airport

Mission Statement

The mission of the Barnstable Municipal Airport is to provide a superb air travel experience and high quality aviation activities to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility, our goal is not only to foster local economic growth, but to ensure that the airport remains as an integral part of the regional transportation plan in an effort to meet the demand for present and future air travel.



Description of Services Provided

The Barnstable Municipal Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation. For some, it provides very affordable

An Integral Part of the Regional Transportation Plan

RECENT ACCOMPLISHMENTS

1. Maintained compliance with all Federal & State airport safety and certification requirements
2. Completed the Final Environmental Impact Report as required by the Massachusetts Environmental Policy Act (MEPA)
3. Initiated construction of a new 23+ acres, 5.6 megawatt ground mounted solar photovoltaic array which will allow for a reduction in electric accounts and generate additional revenue.
4. Completed the block replacement and upgrade of the circa 2003 Runway 6/24 Engineered Material Arresting System (EMAS)
5. Completed entire airport perimeter property line and numerous leasehold property surveys
6. Completed installation of Phase 1 of the North Ramp groundwater bioremediation and oxidant injection system
7. Replaced 103 street and parking lot lights saving over \$98,000
8. Completed the third round of the new airport art program that exhibits artwork from local artists

and economic travel opportunities from Hyannis to other major destinations across the country, and yet for others, the airport provides a much needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard, for travel, tourism, and for a large professional labor force that commute to jobs. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division FY2011 Economic Impact Analysis, the Barnstable Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 2,246 people, with an annual payroll in excess of \$74.4 million, with a regional economic output in excess of \$227.3 million. The Airport supports over 103,000 aircraft operations; and about 200,000 passengers embark to, and debark from, a variety of locales. These figures do not include a vast array of general aviation activities that include private and corporate passenger and freight aviation flight services. From Hyannis, travelers are afforded many flight opportunities, to local and national destinations, including Nantucket and Martha's Vineyard, Boston, New York City and beyond.

The Barnstable Municipal Airport has met the requirements of the Title 49 USC, Subtitle VII – Aviation Program, and is authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed thereunder, including but not limited to, 14 CFR Part 139 and as approved in its Airport Certification Manual on file with the Federal Aviation Administration (FAA); and is approved as a public use airport in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts; and as such, is recertified on an annual basis by the FAA and the MassDOT Aeronautics Division.

The Barnstable Airport is managed by a seven member Airport Commission appointed by the Town Council. The Airport employs 25 full-time employees who operate and maintain the Airport 24 hours a day, 7 days a week, 365 days a year. The duties of airport personnel are both broad and varied, many of which are dictated by the FAA FAR Part 139 Airport Certification. The services are provided by three

separate and distinct Airport Departments: Airport Operations, Airport Maintenance, and Airport Administration – that work together as a whole to provide mandated and required services.

Operations Department - The ten full-time Operations employees are tasked with servicing tenant and transient aircraft, including transportation of passengers from these aircraft, and passenger transportation in the busy summer months to and from remote parking areas; performing wildlife management duties to keep flight operations safe; refueling aircraft; inspecting and ensuring a safe airfield; and responding to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the Federal Aviation Administration, must be able to respond to and reach an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any aircraft emergency.

Maintenance Department - Upkeep of the airfield and airport facilities by our nine full-time Maintenance employees takes precedence over all other maintenance tasks. Since Barnstable Airport is a certified FAA FAR Part 139 commercial service airport, any and all, airside discrepancies must be documented and corrected as expeditiously as possible. Their duties include maintaining runways, taxiways, and ramps; painting airfield markings; mowing all grass areas in the 683 acre airport property; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; and maintaining the fleet of vehicles needed to accomplish our mission.

Administration Department - The Administrative staff performs a myriad of administrative functions such as overseeing airport security, noise abatement and environmental response, billing, auditing and bookkeeping, contracting, construction oversight, budgeting, processing airport employee and tenant security identification files, and overseeing leases, and communications.

Fiscal Year 2015 Goals and Objectives

Short Term

1. Complete the reconstruction and replacement of the circa 1956 Taxiway Alpha, the circa 1935 Aircraft Parking Apron, and a new centralized deicing pad to improve airport operations and safety and reduce hazardous materials use.
2. Depending upon FAA and MassDOT funding availability:
 - a. Complete the reconstruction of the circa 1970 East Ramp aircraft parking apron to improve airport operations and safety;
 - b. Complete the design for the reconstruction of the circa 1966 Taxiway Charlie, and the circa 1985 Runways 15/33 and 6/24;

- c. Complete the design and Phase 1 construction to improve the access road and security fencing on the east side of the airfield;
 - d. Complete the design, and commence construction of a new 60,000 gallon above-ground jet fuel storage tank facility and removal of the old circa 1992 underground storage tank containing 20,000 gallon jet fuel;
 - e. Continue to improve, repair, maintain and/or replace, various airport fixed assets and replace various pieces of snow removal equipment, as required and as approved, in the Capital Improvement Plan.
3. Take steps to increase airport revenues by increasing General Aviation (GA) business at the Airport:
 - a. Research and provide enhanced high quality facilities and services, and provide better business management to retain and increase GA business and revenues;
 - b. Complete the permitting and installation of a 30 acre ground mounted solar PV system to start to become energy independent and reduce the airport carbon footprint;
 - c. Continue working with the Cape Cod Community College to develop an aviation airframe and power plant certificate program at the airport;
 - d. Develop all available airport properties including any potential spin-off from the Joint Base Cape Cod selection as an unmanned aircraft systems (UAS) test site.
 4. Develop market strategies to attract prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel.
 5. Complete the permitting and commence obstruction clearance in the Runway Visibility Zone to improve aviation safety.
 6. Complete the airport master plan and Cape Cod Commission (CCC) Development Agreement; and complete the Cape Cod Commission (CCC) requirements for the 2007 DRI Final Certificate of Compliance.
 7. Continue the Cape Light Compact LED lighting conversion program Airport-wide.
 8. Develop a 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures, and major capital systems and equipment.
 9. Continue to improve community relations with consideration to develop support for the Airport's future plans and to address efforts for noise and pollution abatement.
 10. Evaluate available technologies for improving noise, and storm-water, and groundwater management.
 11. Review and obtain appropriate airport software to provide real time information regarding revenues sources, expenses, and other financial information.

Long Term

1. Work with tenants and potential developers to build new general aviation facilities and public facilities to meet the needs of general aviation demand; be in keeping with the FAA approved Airport Layout Plan and the new CCC Development Agreement; and provide an airport operated Fixed Base Operation (FBO) program to meet projected demand.
2. Continue to develop market strategies to attract prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel.
3. Serve as an integral component of the Cape Cod Transportation Plan in order to more effectively promote the use of mass transit transportation.
4. Complete the Airport comprehensive property leasehold survey.
5. Depending upon FAA and MassDOT funding availability:
 - a. Complete the reconstruction of the circa 1966 Taxiway Charlie, and the circa 1985 Runways 15/33 and 6/24;
 - b. Complete the Phase 2 construction to improve the access road and security fencing on the east side of the airfield;
 - c. Design the reconstruction of the circa 1962 Taxiway Bravo, and the circa 1976 Taxiway Delta;
 - d. Complete the design and permitting for the installation of a Town sewer line to existing buildings on the East Ramp and to accommodate future growth in the area and improve airport water quality within the Zone of Contribution to the Maher Well Field;
 - e. Design and construct a new snow removal equipment storage building and T-Hangar, and replace the airfield vault emergency generator;
 - f. Design and construct a new fiber optic airfield lighting control system (ALCS);
 - g. Design and permitting to clear vegetation along the airport perimeter fence line buffer zone, and in FAA airspace obstruction offending areas.

Fiscal Year 2015 Department Financial Data

Factors Affecting Revenues

Airport activities are financed primarily through jet fuel sales and user fees collected from airlines and concessionaires. Significant factors in the projection of airport revenues are passenger traffic, enplanements and fuel sales. These three items represent actual measures of airport and aviation services. Fuel sales are also a measure of the Airport's competitiveness in the marketplace.

Passenger traffic is expected to increase slightly each year. Fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclic trends in the aviation industry. Fuel sales, however, are expected to increase annually as past trends will substantiate. New fees including a passenger facility charge are included in the budget which will contribute towards repaying the bond issue to construct the new terminal. Six months of revenue from the excess energy generated by the new solar array are also included in the revenue estimates.

Factors Affecting Expenses

Expenses for functions associated with operations and maintenance will rise in response to projected increases in inflationary costs and union contracts. Additionally, the construction of a new terminal will impact this area of the budget. The new terminal is similar in size to the former terminal. It is more energy efficient; requires less reactionary maintenance but more preventative maintenance. No additional personnel are anticipated in order to operate the new terminal. The annual loan payment for a bond issue to construct the new terminal is included in the budget. The volume of fuel sales and the cost of fuel are two other factors affecting this budget. The budget for utilities has been reduced as a result of the anticipated new solar array coming online in FY15.

Capital Program

The Airport makes annual expenditures for required airfield rehabilitation projects. Grants to fund airport capital projects consist of costs being shared in a threefold process: the Federal Aviation Administration (FAA) at 95 percent, the Massachusetts Aeronautics Commission (MAC) at 2.5 percent, and a local (Airport) share of 2.5 percent. The FY14 capital plan includes \$10.1 million in improvements mainly to the airfield area. \$592,000 of airport reserves and \$9.5 million in new bond issues will finance the program. If federal and state grants are secured then the bond authorizations will be rescinded as they will no longer be necessary.

Expense Category	Actual FY 2013	Approved FY 2014	Projected FY 2014	Proposed FY 2015	Change FY14 - 15	Percent Change
Personnel	\$ 1,563,142	\$ 1,660,534	\$ 1,650,000	\$ 1,712,617	\$ 52,083	3.14%
Benefits	365,713	419,476	400,000	439,855	20,379	4.86%
Operating Expenses	4,434,327	4,649,451	5,000,000	4,538,708	(110,743)	-2.38%
Capital Outlay	119,275	112,500	112,000	103,000	(9,500)	-8.44%
Debt Service	50,850	55,100	55,100	54,500	(600)	-1.09%
Transfers Out	313,603	333,586	333,586	465,128	131,542	39.43%
Subtotal Operating Budget	6,846,910	7,230,647	7,550,686	7,313,808	83,161	1.15%
Capital Program	2,896,579	10,096,000	10,000,000	3,718,125	(6,377,875)	-63.17%
Total Expenses	9,743,489	17,326,647	17,550,686	11,031,933	(6,294,714)	-36.33%
Permanent full-time equivalent employees	25.30	25.50		25.50	-	
Funding Sources						
Intergovernmental Aid	1,660,894	87,600	9,600,000	2,244,800	2,157,200	2462.56%
Fees, Licenses, Permits	705,752	645,191	625,000	683,922	38,731	6.00%
Charges for Services	6,222,379	6,446,856	6,800,000	6,490,886	44,030	0.68%
Interest and Other	57,918	51,000	50,000	51,400	400	0.78%
Borrowing Authorizations	-	9,504,000	-	1,205,000	(8,299,000)	-87.32%
Total Sources	8,646,943	16,734,647	17,075,000	10,676,008	(6,058,639)	-36.20%
Excess (Deficiency) cash basis	(1,096,546)	(592,000)	(475,686)	(355,925)	\$ 236,075	
Adjustment to accrual basis	1,121,768	-	8,000,000	-		
Beginning Net Assets per CAFR	\$ 70,231,405	\$ 70,256,627	\$ 70,256,627	\$ 77,780,941		
Ending Net Assets per CAFR	\$ 70,256,627	\$ 69,664,627	\$ 77,780,941	\$ 77,425,016		
Invested in capital assets, net of related debt (1)	\$ (64,808,838)					
Invested in inventory (1)	\$ (67,175)					
User fees receivable (1)	\$ (378,481)					
Reserved for continuing appropriations (2)	\$ (1,839,690)					
Reserved for subsequent year's budget (3)	\$ (592,000)					
Reserved for encumbrances (4)	\$ (373,850)					
Other post employment benefits obligation (5)	\$ 689,970					
Compensated absences (5)	\$ 109,637					
Net assets available for appropriation (free cash) (6)	\$ 2,996,200					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This represents the portion of the airport enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2013.

(3) This amount represents the net assets appropriated for the subsequent year's (FY14) capital program budget.

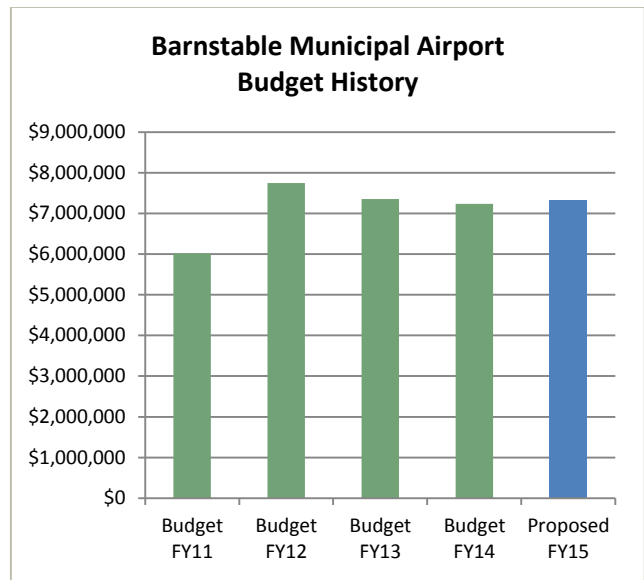
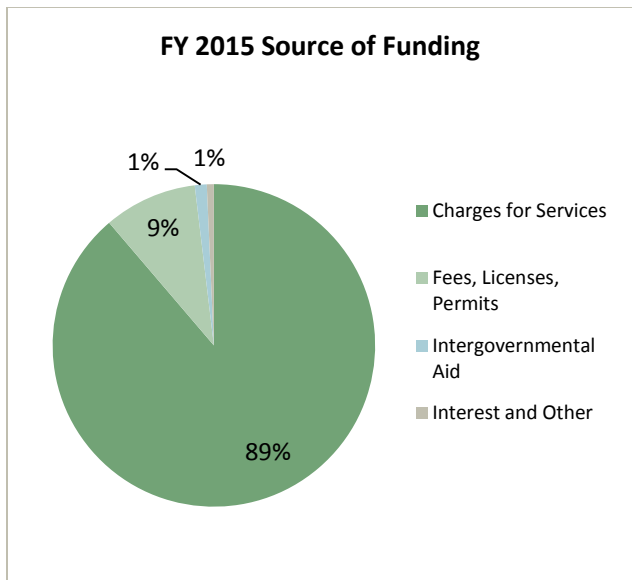
(4) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The FY15 proposed operating budget is increasing \$83,161 or 1.15%. Personnel costs are increasing \$52,083 and include all contractual pay increases. There are no proposed changes to staffing levels. Benefits are increasing \$20,379 or 4.86%. This is principally due to an increase in the retirement assessment from the Barnstable County Retirement System. Operating expenses are declining \$110,743 largely due to the anticipated reduction in electricity from the new solar array which should go on-line early in the FY15 budget season, as well as a reduction in the cost budgeted for FAA security standards. Additional funds of \$44,500 are provided for an Air Service Development Consultant. \$103,000 is provided for operating capital for a roof replacement and equipment replacements. Transfers out are increasing \$131,542. This is a reimbursement to the general fund for indirect cost. The significant increase in FY15 includes \$72,000 in worker’s compensation paid, on behalf of airport employees in FY13, out of the general fund. Revenue generated by the airport operations will cover the additional \$83,161 budget increase.



Additional Funding Recommended

1. Air Service Development Consultant

\$44,500 Requested
\$44,500 Recommended

Based upon public and business requests for additional air carrier service from Hyannis to other airport hubs, and support from the Cape Cod Chamber of Commerce and other similar entities, a specialized

consultant is needed to assist the Airport Commission in this effort. The Airport Commission and Airport Management do not generally possess the specific expertise and points of contact required in the pursuit of these very competitive air carrier services. The services, of a known and recently successful consultant possessing these skills, is mandatory if the Airport is to be successful in obtaining new air carrier services that are essential to the continued viability of the Airport.

2. Operating Capital (Systems)

\$25,000 Requested

\$25,000 Recommended

An existing airport owned circa 1985 electrical vault building of approximately 800 square feet, is in need of a new roofing system to extend its useful life, and ensure the safety of airport and airfield electrical systems contained within the vault building that could be damaged by water or other weather elements causing failure of essential airport and airfield flight safety systems.

3. Operating Capital (Equipment)

\$78,000 Requested

\$78,000 Recommended

The Airport has approximately 50 pieces of equipment which are acquired or replaced with the operating capital budget. This equipment consists of items ranging from front end loaders, trucks, sanders, plows, aircraft servicing equipment, and mowing equipment. As replacement cost needs exceed available funds, replacement of equipment has been deferred. The backlog has continued to grow with the FY2015 backlog continuing to exceed \$650,000, a portion of which may be eligible for FAA reimbursement. Equipment being replaced are in "poor" condition, are unsafe to operate, or are beyond economical repair and still need to be replaced. The Airport is also trying to reduce the number of pieces of equipment used at the airport through attrition. One pick-up truck is replacing two other vehicles. The mower was the subject of a recent Department of Labor inspection following an unfortunate personnel injury while trying to repair the mower. The new scissor lift is necessary to repair, replace, or service items in the new terminal and to work on lighting fixtures in the parking lot that cannot be reached by conventional ladders. If work is necessary at this point in time, we must contract for a crane or scissor lift at considerable cost. The new universal tow bar is necessary to provide fixed base operator-type services through our Operations Division when an aircraft needs to be towed for any reason. A "universal" tow bar can be used on a multitude of different aircraft in lieu of several different aircraft specific tow bars. It is used in conjunction with a towing tug or "mule".

4. Funding for Hiring Process and For New Assistant Airport Manager

\$30,773 Requested

\$30,773 Recommended

The current Assistant Airport Manager is planning to retire by not later than March 1st, 2015. Additional funding is required for the following purposes:

- a. Reimbursement for 35 days of unused vacation time in the amount of \$13,048
- b. Reimbursement for 150 days of unused sick time in the amount of \$3,750;

c. Provide funds to contract for part-time consulting services for up to 12 weeks to train new Assistant Airport Manager in the amount of \$11,975; plus reimbursement for expenses not to exceed \$2,000. Discussions with the Human Resources Department indicated that in order for the Airport to properly train the replacement for the Assistant Airport Manager, we could not hire a new replacement and carry over the incumbent; and that we would have to retire the incumbent, hire the replacement; and then bring back the now retired former Assistant Airport Manager as a consultant for a brief period of time. The expertise of the current incumbent will be almost impossible to replace due to his 20 years of experience with all aspects of the airport and his knowledge of all systems, equipment, FAA Part 139 Regulations, operations, procedures, and so forth. Management feels it absolutely necessary to have an extensive overlap of the two individuals to assure that the knowledge of the airport is passed along to the new Assistant Airport Manager.



**Aerial view: Barnstable Municipal Airport looking North / Northeast.
Sandy Neck Point and Barnstable Harbor are in the top left corner of photograph.**

Performance Measure

Measure: To maintain a noise complaint ratio of less than 1 per 1,000 Airport Operations (includes landings/take-offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Projected
Airport Operations	98,855	101,815	103,857	105,935	106,993
Noise Complaints Received	88	62	58	65	68
Noise Complaints/1000 Airport Operations	0.89	0.610	0.56	0.61	0.64

Measure: Increase parking revenue per enplanement

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Projected
Gross Parking Revenue	\$732,927	\$749,780	\$784,394	\$776,550	\$768,785
Enplanements (departing passengers)	113,645	98,114	90,332	85,815	84,099
Gross Parking Revenues/Enplanement	\$6.45	\$7.64	\$8.68	\$9.05	\$9.14

Measure: Increase rental car revenue per deplanement

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Projected
Deplanements (arriving passengers)	122,396	100,233	94,687	98,000	98,000
Gross Rental Car Revenues/Deplanement	\$30.02	\$32.76	\$40.63	\$42.35	\$42.78

Measure: Increase the gallons of jet fuel contracted

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Projected
Gallons of Jet Fuel Dispensed	725,094	699,031	762,264	800,377	800,377
Gallons of Jet Fuel Contracted	N/A	N/A	275,000	267,000	250,000
Percentage of Jet Fuel Sales Contracted	N/A	N/A	36%	33%	31%

Measure: Generate a positive budget variance every year

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Projected
Surplus Used to Balance Budget	(\$720,000)	None	None	None	None
Surplus Generated (Used)	\$676,358	\$338,441	\$209,037	\$200,000	\$250,000
Positive Variance	\$1,396,358	\$338,441	\$209,037	\$200,000	\$250,000

Workload Indicators

WORKLOAD INDICATORS (Measures of Activity)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Projected
Indicator: Number of airport flight operations recorded. Airport Operations (includes landings/take-offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)	98,855	101,815	103,857	105,935	106,993
Indicator: Number of airport noise complaints received	88	62	58	65	68
Indicator: Number of passengers arriving and departing on scheduled flights					
Deplanements (arriving passengers)	122,396	100,233	94,687	98,000	98,000
Enplanements (departing passengers)	113,645	98,114	90,332	85,815	84,099
Indicator: Number of gallons of jet fuel dispensed (sold) to individual aircraft and contracted	725,094	699,031	762,264	800,377	800,377
Indicator: Gross parking revenues - all pay parking lots	\$732,927	\$749,780	\$784,394	\$776,550	\$768,785
Indicator: Gross rental car revenues - all concessions at airport	\$3,379,442	\$3,190,655	\$3,715,399	\$3,678,245	\$3,641,463
Indicator: Customer Facility Charges (CFC) from Car Rental Concessions for Terminal Cost Apportionment - Limit \$730,208	\$155,698	\$155,173	\$159,363	\$116,770	None