



CAPE COD GATEWAY AIRPORT  
COMMISSION MINUTES OF THE REGULAR SESSION  
Held at the Cape Cod Gateway Airport  
TUESDAY, August 20, 2024

**Commissioners Present:**

John G. Flores, Chair; Mark Guiod, Vice Chair; Norman Weill, Clerk, Wendy Bierwirth; Bradley J. Bailey; and Joseph DiGeorge

**Commissioners not present:**

None

**Yarmouth Representative:**

Christine Greeley

**Airport Staff Present:**

Katie Servis, Airport Manager; Matthew Elia, Assistant Airport Manager; Chris Bostwick, Project Manager, and Suzanne Kennedy, Administrative Assistant to the Airport Manager

**Public Members:**

Brad Schiff, Marci Tyldesley, Lisa Smith, Geoff Spillane, Beth Bullock-McGrail, and Dave Jensen, Pierce-Cote; John Griffin, Citizen and Bette Ludtke, Barnstable Town Council Liaison

**Call To Order:**

Chairman Flores called the regular meeting of the Cape Cod Gateway Airport Commission to order at 4:00 p.m. He stated this meeting of the Cape Cod Gateway Airport Commission is being recorded and broadcast on the Town of Barnstable's Government Access Channel. In accordance with Massachusetts General Laws Chapter 30A, Section 20, the Chair must inquire whether anyone else is recording this meeting and, if so, please make their presence known.

Attendance roll call was taken followed by the Pledge of Allegiance.

**Minutes of the previous meetings:**

A motion was made and seconded to approve the July 1, 2024, Commission meeting minutes. This was unanimously approved.

A motion was made and seconded to approve the July 16, 2024, Commission meeting minutes. This was unanimously approved.

**Public Comment:**

None

**Commissioners Response to Public Comments:**

None

### Finance Subcommittee (Commissioners Weill, Guiod, and Bailey)

The Finance Subcommittee did not meet during the month of August 2024.

### Infrastructure & Marketing Subcommittee (Commissioners DiGeorge, and Bierwirth)

The Infrastructure & Marketing Subcommittee did not meet during the month of August 2024.

### Old Business:

**COM0724-4 – Pierce Cote Presentation and Approval of FY2025 Option Renewal for the On-Call Contract by and between Cape Cod Gateway Airport and Pierce Cote for the PROFESSIONAL MARKETING & COMMUNICATIONS SERVICES.**

**MOTION** to approve the Contract Amendment #1 for the Second Year Option Term #1 to the On-Call Contract by and Between Cape Cod Gateway Airport and Pierce Cote effective July 16, 2024, for a not to exceed annual amount of \$90,000. **SPONSOR:** Finance Subcommittee **(May be acted upon)**

- This agenda item for the presentation by Pierce-Cote was moved and read by Chairman Flores and seconded by Commissioner Bailey.
- Prior to the Option renewal discussion, Pierce Cote staff provided a year-in-review power point presentation of marketing and communications efforts for Cape Cod Gateway Airport for FY2024. Chairman Flores asked that the presentation be brief.
- Brad Schiff, President of Pierce Cote, introduced the team that was present and gave an introduction and overview of the firm, and the work that was done for the Airport over the prior year.
- Pierce Cote is a Regan Communications Company that was founded in 1984 and is the largest full-service communications marketing firm south of Boston.
- Mr. Schiff reviewed their services and client list; and the team members reviewed methods and gave examples used by the company to focus on their three main goals over the past year:
  - Improving transportation options on Cape Cod
  - Expanding community outreach on key business issues
  - Strengthening Community Partnerships
- A quantitative report on website traffic, social media users report, and results from the summer digital campaign will be provided at the next meeting.
- Commissioner Bierwirth requested the report prior to the September Infrastructure & Marketing Subcommittee meeting.
- Commissioner Bailey requested that their future invoices show billing on 1/10 of an hour basis instead of 1/2-hour basis.
- Vice Chair Guiod stated the commission is aware of what Pierce-Cote does, but they have asked twice for an accounting of why so many hours were spent over the company's estimate during the first year, and the request for a 50% increase in the second year of the contract. Originally Pierce-Cote requested a \$30,000 increase because the Strategic Planning was not included in the pricing. This was not approved by the Commission, and now there is another \$30,000 request.
- Mr. Schiff outlined that the estimate was based on significantly less work (hours) than what was asked of them. They were asked by management and the commission to do considerably more work than what was originally planned. When asked why Pierce Cote did not go back and ask for more hours, Mr. Schiff stated that he had brought it to the attention and asked Manager Servis. Mr. Guiod asked why it was not brought to the Commission during the contract year, and not after the year was over.
- Manager Servis stated that Pierce Cote was not paid for the excess hours during the first contract year; and they are coming back now to negotiate the 2<sup>nd</sup> year contract. Pierce Cote has been in business since 1987, and Vice Chair Guiod did not understand the estimate discrepancy. Mr. Schiff stated that they brought it to management's attention that the tracked actual work hours by Pierce Cote were significantly over the initial monthly estimate.

- Commissioner Weill motioned to approve the Contract Amendment #1 for the Second Year Option Term #1 to the On-Call Contract by and Between Cape Cod Gateway Airport and Pierce Cote effective July 16, 2024, for a not to exceed annual amount of \$90,000. **SPONSOR:** Finance Subcommittee **(May be acted upon)** This was seconded by Commissioner Bierwirth.
- This agenda item was not approved by majority verbal vote–  

Flores – nay	Guiod – nay	Weill – aye
Bierwirth – aye	Bailey– nay	DiGeorge - nay
- The Chair stated that the commission needs more rationalization of the pricing and costs moving forward. Specifically, a detailed breakdown of the extra hours in the first year, month by month; and future invoicing in 1/10-hour breakdown. This will help the Commission understand where the overage was.

*Pierce Cote members left the meeting at 4:29 pm.*

**New Business:**

**COM0824-1 – Project Management Intern, Year-End Report, Lessons Learned**

- Sudeen Dwyer introduced herself. She is 19 and attending Smith College as a sophomore in the fall.
- She gave a presentation (attached) on her end of summer internship report with detailed information on what she learned during each week of her internship as the Project Assistant/Compliance Intern at the Airport from May 21<sup>st</sup> through August 23, 2024.
- She focused on the following areas and gave her takeaways on each: Airport Functionality, Communications & Ego, Trusting, Verifying & Empowerment, Being in Charge, Implementing New Systems, Maintenance & Operations Building Upkeep, HYA Project Tracker System, HVAC Tower Contract & Pre-bid Meeting, and Aviation Movies!
- She was tasked with watching aviation movies and reporting what she learned from them.
- She thanked everyone for the opportunity and the constant learning experience.
- Chairman Flores thanked Chris Bostwick for the time he took with Sudeen to introduce her to the world of aviation and project management and the teamwork involved.
- She is double majoring in Economics and Africana Studies.

**COM0824-2 Approval of the two GROUND LESSOR ESTOPPEL CERTIFICATES by and through the Cape Cod Gateway Airport Commission and CITIZENS BANK, NATIONAL ASSOCIATION, Sub-lessor of WS Development.**

**MOTION** to approve the GROUND LESSOR ESTOPPEL CERTIFICATE by and through the Cape Cod Gateway Airport Commission and CITIZENS BANK, NATIONAL ASSOCIATION, Sub-lessor of WS Development under the current lease agreement that expires on August 31, 2024. **SPONSOR:** Management **(May be acted upon)**

- This agenda item was moved and read by Commissioner Weill; and seconded by Commissioner Bailey.
- WS Development has finalized a lease with Citizens Bank, National Association, and they are now required to deliver a Ground Lessor Estoppel Certificate from the Airport Commission.
- WS Development and Citizens Bank negotiated some of the terms that differ from the form of Agreement initially approved by the Commission in 2018.
- The Airport’s attorneys from Anderson & Kreiger worked through the language and came to an agreement on behalf of the airport making very minor changes to the document.
- Citizen’s Bank has asked that a Ground Lessor Estoppel Certificate be provided under both the current lease agreement with WS Development that expires on 8/31/2024 and the new lease agreement that commences on 9/1/2024.
- The existing ground lease (1968 commencement) would remain intact through August 31, 2024, unless otherwise terminated by the parties. WS Development would continue making payments under this initial lease but would sign two new agreements:
  - 5-year Agreement for WS Development to continue as lessor under the initial 1968 lease
  - A new 49-year lease (approved by the airport commission and town council)

- This agenda item was unanimously approved by verbal vote.

**MOTION** to approve the **GROUND LESSOR ESTOPPEL CERTIFICATE** by and through the Cape Cod Gateway Airport Commission and **CITIZENS BANK, NATIONAL ASSOCIATION**, Sub-lessor of WS Development under the new lease agreement that commences on September 1, 2024. **SPONSOR: Management (May be acted upon)**

- This agenda item was moved and read by Commissioner Bierwirth; and seconded by Commissioner DiGeorge.
- This agenda item motion was described as discussed in the prior motion.
- This agenda item was unanimously approved by verbal vote.

**COM0824-3 Approval of Temporary License Agreement by and Between Cape Cod Gateway Airport and Northern Construction Service, LLC 1520 Park Street Palmer, MA.**

**MOTION** to approve the six-month Temporary License Agreement by and Between Cape Cod Gateway Airport and Northern Construction Service, LLC effective June 15, 2024, for 13,697 sq ft of land to stockpile construction material and equipment. **SPONSOR: Management (May be acted upon)**

- This agenda item was read by Commissioner Guidod, moved by Commissioner Bailey, and seconded by Commissioner DiGeorge.
- During the ongoing MassDOT Route 28 project, their construction crew began using our property for the stockpile of material, without our permission. After a bit of back and forth, Northern Construction agreed to lease the property from us.
- The temporary agreement will run from June 15, 2024 (Date they were notified of the illegal use of the property) – December 15, 2024, at a fair market value rate of \$1.49/square foot as detailed below. The revenue from this agreement is estimated at \$ 10,204.26 through December 15, 2024, the proposed termination date.

<b>PAYMENT SCHEDULE</b>	
<b>Area (square feet)</b>	<b>13,697</b>
<b>Current Leasing Rate</b>	\$1.49/square foot annually
<b>Annual Rate</b>	\$20,408.53
<b>Monthly Rate</b>	\$1,700.71

- This agenda item was unanimously approved by verbal vote.

**COM0824-4 – Discussion of future Fuel Cost Center Analysis Workshop**

- A Fuel Analysis was held via a workshop with the Airport Commission on November 17, 2020, and the Commission voted to maintain exclusive rights to the Jet Fuel business.
- Airport Management has been asked to reinvestigate the Jet Fuel Cost Center. Manager Servis reviewed a Power Point Presentation (attached).
- Historical information was provided including:
  - The Airport has exclusive right to sell jet fuel. The Airport gave up the right to sell AVGAS but maintained the right to sell jet fuel.
  - Rectrix Aviation sued in a lawsuit against the airport - disputing this right
  - Racketeering charges were brought forward by Rectrix Aviation – a charge was brought against Bud Breault (Airport Manager), Frank Sanchez (Assistant Airport Manager) and the Commission claiming that they were engaging in a pattern of illegal activity for profit, or a "racket".
  - This was dismissed by a federal judge
  - The FAA determined that the airport could maintain the exclusive right to sell jet fuel allowing the airport to remain self-sufficient
- 2020 Analysis Summary:

- Tenants then requested Airport Management review the airport fuel business
- Over a series of several weeks, Airport Management conducted 8 internal workshop meetings
  - Refined and defined the Airport's Jet Fuel Sales Purpose and Need Statement (P&N).
  - Defined Fuel Sale Business Goals.
  - Developed Alternative Fuel Program Options.
  - Analyzed and Screened Various Options (i.e. do the options meet the P&N and Goals Statements).
  - Recommended the Most Advantageous Option that Meets the P&N and Goals.
  - Designed the Chosen Option & Implementation Plan.
- Management also met with fueling & fiscal experts World Fuel and Mark Milne in September 2020 to verify that the process made sense
- Five Options were analyzed in 2020:
  - Option A – Status Quo – to continue with no modifications
  - Option B-HYA maintains fuel business, increases markup and modifies discount program
  - Option C - Allow others to sell JetA with a fuel flowage & maintenance fee for use of fuel farm with HYA maintaining the fuel farm (purchases, orders and sale of fuel by "others")
  - Option D - Allow others to sell JetA with HYA leasing fuel farm to others and receiving a land lease/farm lease and fuel flowage fee
  - Option E - Allow others to sell JetA with HYA selling the fuel farm and receiving a fuel flowage fee and land lease for the fuel farm space
- A Screening Protocol, The Purpose and Needs (P&N) Statement and Goals, was used to assess each Fuel Business Option.
  - Options that did not meet the Screening Protocol and/or were unreasonable were eliminated from further evaluation.
- Summary of Analysis 2020:
  - *Option B = ability to meet P&N and Goals= recommended*
  - Option A = inability to meet the P&N and Goals
  - Option C = deemed unreasonable as a result of not being operationally feasible
  - Options D and E = deemed unreasonable
    - All had the ability to meet the Purpose & Need and the Goals
    - All were deemed unreasonable from a business standpoint
- Since Option B was implemented, "Dynamic Fuel Pricing" began in June 2024 and the airport was able to generate \$543, 323 additional revenues between June 18, 2024 – August 20, 2024. Having control of the pricing program has been beneficial to the airport's jet fuel cost center.
- Key Takeaways from the 2020 Analysis:
  - It was verified by the attorneys that the recission of exclusive right to sell jet fuel would prohibit the Airport from ever getting that right back again.
  - Allowing others to sell fuel would reduce airport revenues unless others were able to pay the fuel flowage fees necessary to meet fuel program P&N, which is highly unlikely.
  - Other entities selling fuel may require significant increases in the fuel price which could potentially drive away business
- Manager Servis reviewed current considerations that may be affected by a change to the Current Option B, maintaining the Exclusive Right to sell Jet Fuel, which could include further lawsuits from the former Rectrix owner, loss of revenue to the Airport, loss of FBO Revenue, inability to maintain minimum Part 139 staffing, and reduce airport's ability to meet grant assurances.
- Grant Assurance No. 5 requires the Airport to charge fair market value for leases and maintain the best revenue value of business activities. This may be determined by the FAA to violate the grant Assurance by not maintaining the best revenue value of the Jet Fuel operations.

- Manager Servis outlined the benefits of Maintaining the Exclusive Rights and the ability for price setting and incentives for operators to visit the Airport.
- If the commission would like to delve into this further, it was suggested that a workshop be scheduled.
- The Commission responded with the following:
  - Requested Manager Servis determine how the Grant Assurances would affect the Exclusive Rights
  - If the Airport Gives up Exclusive Rights, but still sells Jet Fuel, the costs for the personnel, maintenance and upkeep costs would remain, with revenue decreasing.
  - The Fuel Operation is being reviewed quarterly in detail and is a very valuable contribution, why would the Airport want to give this up and change the revenue stream. This needs to be reviewed very carefully.
  - The need to determine the impact on the number of Operations because of how the fuel is transacted. He has heard from people that it has been a deterrent to bringing in more aircraft.
  - Invite FBOs and Pilots to attend a future meeting to present their concerns. If service issues are part of the impact, these could be addressed.
  - A goal within the Strategic Plan could be to address service issues.
  - Once the Strategic Plan is complete, a special Sub-committee could be formed to delve into these questions and review the Jet Fuel Operations.

**COM0824-5 –Approval of the Lease Subordination, Non-Disturbance, Recognition, and Attornment Agreement by and through the Cape Cod Gateway Airport Commission and Warby Parker Retail, Inc., Sub-lessor of WS Development.**

**MOTION** to approve the Lease Subordination, Non-Disturbance, Recognition, and Attornment Agreement by and through the Cape Cod Gateway Airport Commission and Warby Parker Retail, Inc., Sub-lessor of WS Development.

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

- This agenda item was moved and read by Commissioner Weill; and seconded by Commissioner DiGeorge.
- WS Development has finalized a lease with Warby Parker Retail, Inc., and they are now required to deliver a Recognition Agreement from the Airport Commission.
- WS Development and Warby Parker Retail, Inc., negotiated some of the terms that differ from the form of Recognition Agreement initially approved by the Commission in 2018.
- A subordination, non-disturbance, and attornment agreement (SNDA) is a leasing agreement between the Airport as the Owner and Warby the sub-lessor, that defines the relationship between these entities and the sub-tenant's landlord (defined as the "Current Landlord"), WS Development. This SNDA establishes the parties' rights and obligations if WS Development ("Current Landlord"), defaults on the mortgage or lease and asks the airport ("Owner") to recognize the Warby Lease in case default were to occur by the Current Landlord.
- The Airport's attorneys from Anderson & Kreiger have worked through the language and came to an agreement on behalf of the airport making very minor changes to the form of Recognition Agreement initially approved by the Commission in 2018.
- This agenda item was unanimously approved by verbal vote.

**COM0824-6 –Approval of the Lease Subordination, Non-Disturbance, Recognition, and Attornment Agreement by and through the Cape Cod Gateway Airport Commission and Nordstrom, Inc., Sub-lessor of WS Development.**

**MOTION** to approve the Lease Subordination, Non-Disturbance, Recognition, and Attornment Agreement by and through the Cape Cod Gateway Airport Commission and Nordstrom, Inc., Sub-lessor of WS Development.

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

- This agenda item was moved and read by Commissioner Bierwirth; and seconded by Commissioner Bailey.
- WS Development has finalized a lease with Nordstrom, Inc., (Nordstrom Rack) and they are now required to deliver a Recognition Agreement from the Airport Commission.

- WS Development and Nordstrom, Inc., negotiated some of the terms that differ from the form of Recognition Agreement initially approved by the Commission in 2018.
- This agenda item was unanimously approved by verbal vote.

#### 10. Report of Special Committees

- Noise Report (July, October, January, April)
  - Manager Servis reported that some modifications are being made to the Airport Website to make the Noise pages more user friendly.
- Yarmouth Representative Comments
  - Ms. Greeley requested a strengthening of recommendations to the airlines on the early morning flight times over the summer. With the windows open, it can be more disturbing. The Airport does have limited control over these but will look into it.

#### Updates:

- Hyannis Hangar LLC– up for sale
  - The airport did not want to assume ownership of this hangar when the 20-year lease expired. There are others on the airfield that are interested in purchasing the hangar.
- Strategic Planning Subcommittee Development Update – Mark Guidod (Chair)
  - Meeting dates are as follows and will be held on the 1<sup>st</sup> floor of the terminal, Gate 1 location.
    - Session 1: Training on the MVP Strategic Planning Model (Aug 26th)
    - 27 attendees as of 8/19/2024
    - Ms. Greeley– asked if the first meeting could be videotaped so someone could view if they really had a conflict. If they do not attend the first meeting, they would attend the subsequent meetings as an observer only.
- Airport Environmental Assessment Status (<https://flyhya.com/airport-info/environmental-assessment/>)
  - August 27 is the next public meeting of the Final Environmental Assessment (EA)(the federal action)/Environmental Impact Report (FEIR)– meeting #5 with a virtual meeting to be held at 2:00 and an in-person meeting to be held at 6:00 (Town Hall Hearing Room)
- PFOS/Public Involvement Plan & Update – Phase V
  - Next status report = October 2024
  - Two meetings have been held in conjunction with the Barnstable Fire Training Academy
  - Next public informational meeting for a status update to be done with the Academy in November 2024
- Upcoming Events:
  - September 2024–
    - CCYP September 18, 2024
    - Full Scale Emergency Exercise September 26, 2024
  - October 24, 2024 – 4th Annual SE MA Aviation Career Fair
    - Exhibitor emails sent to previous exhibitors (about 50).
    - School emails and invitations sent.
    - 20 exhibitors already signed up
    - 3 schools have already signed up–more have been invited this year
    -

Commissioner Bierwirth asked Katie to see if Commissioners could attend the CCYP event. She inquired about the meeting with the DBE enterprises. The meeting occurred last month with representatives from the State, the Diversity Offices, the FAA, and MassDOT Aeronautics, and Airport Solutions Group has reached out to the additional entities that Commissioner Bierwirth provided.

Ms. Greeley asked for information on the Full-Scale Emergency Exercise. The public will see message boards at strategic spots with information. The exercise takes place from 5:00– 8:00 pm so there will be activity of emergency vehicles for an hour or so before and after. The Cape Cod Hospital will also be participating with 10 active victims being transported. The airport will

still be open during the exercise. Commissioners were encouraged to participate. Press releases and information on the website and social media accounts will be available prior to the exercise.

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

Commissioner Bierwirth requested that Vice Chair Guiod specify the detail that he was requesting to receive from Pierce Cote. The question is why the budget was so underestimated. It is a mismanagement of the contract, and he is trying to understand as to how it got mismanaged to ask for a 50% increase after a previous increase that was denied.

Manager Servis will have Pierce Cote go back and outline the previous 12 months after verifying the specific information requested from the Commissioners.

Commissioner Weill commented that the Commissioners should not be approving invoices at their level. The Finance Subcommittee should do due diligence prior to moving to the full commission with transparent information. Commissioner Bailey commented that Management should provide enough information so that an intelligent decision is made to protect the integrity of the Commission and the Town.

Chairman Flores thanked Town Councilor Bette Ludtke for attending the meeting as the liaison for the Town Council. He hopes to see her at more of the meetings.

#### **12. Matters not reasonably anticipated by the Chair**

None

#### **13. Adjournment –**

Upon Motion duly made and seconded, the meeting was adjourned at 5:41 PM. The next meeting will be held on September 17, 2024.



NORMAN WEILL, CLERK

#### Documents attached:

Pierce-Cote Overview Presentation-August 20, 2024

Year 1 Pierce-Cote Contract Tracking

Sudeen Dwyer Summer 2024 Intern Presentation

Cape Cod Gateway Airport 2020 Fuel Analysis Summary – 2024 Discussion







# *Summer 2024*

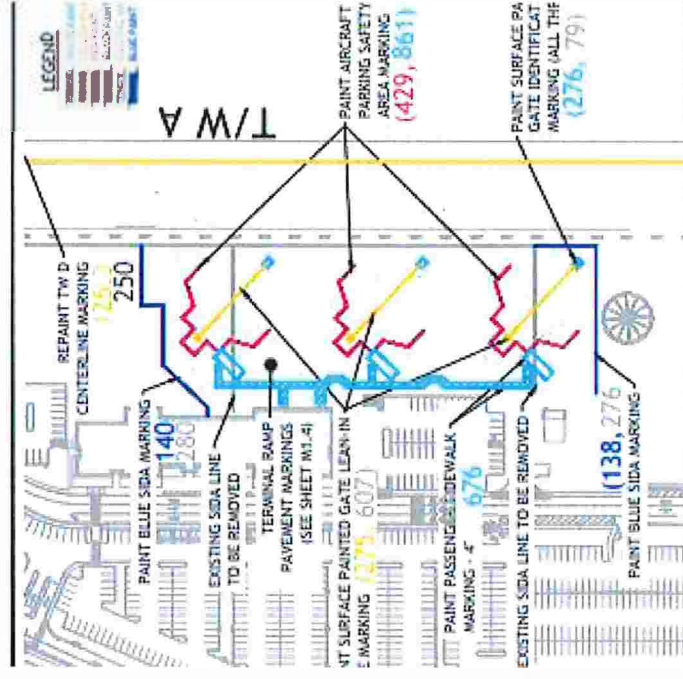
*May 21st - August 23rd*

# Week 1 & 2 - Airport Functionality

- How runways and taxiways work
- The different parts of the airport
  - Operations, Maintenance, Admin, Control Towers, Hangers etc. (what each of them do and how they function)
- Being escorted on the runway
- Introduction to Project Management and Compliances at the Airport
- The adjustment of the parking spots on the aprons

## Takeaways

- Always asking questions
- Diving into the heart of an airport and how much needs to be done for it to function properly
- Actively engaging in conversation and being able to brainstorm for the most efficient outcomes



# Week 3 - Communication and Ego

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- Ego and personality is just something, that you get and what matters the most is how you approach the person and situation to make the outcome efficient and you can see results
  - Focus on humility, effective communication, and problem-solving rather than personal agendas.
- Working with people who want different things
  - I learned the importance of clearing articulating my own perspective and what I need
  - Showing understanding and concern for other position and feelings while implementing change (for example requiring employees to wear reflective vests when outside)
- The importance of being explicate
  - Clearly stating your intentions, concerns, or questions without ambiguity.
  - Learning the limitations of emails and how things can be misconstrued.

# ***Week 4 & 5 - Trusting, Verifying, and Empowerment***

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- Highlighted the critical need to trust but verify information and actions daily
  - Ex) Mowing issue: When inspecting the cable on the grass, a piece of cable was found on the runway.
  - Ex) TW E Incident: The measurements of TW Echo being incorrect
  - Ex) Night Work: Incomplete tasks and tile found on TW Delta
- Encouraging accountability and continuous learning from mistakes.
- Adapting methods based on current challenges rather than historical reactions.
- Night Work:
  - Learning from different stressors and obstacles, such as reduced visibility impacting effectiveness.
  - Insights gained from observing night operations compared to daytime.

# Week 6 - When I was In charge

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- It was a bit nerve-racking
- Giving briefings
  - Telling everyone what the plan for the day is and what is already done
- I appreciated everyone's reaction
  - They took me seriously, I wasn't expecting it, overall, a good experience
- Briefed the paint crew and I thought everything would go well because they, came on time, unlike the previous one before them

## Challenges

- Weather issues: they couldn't work because of the wind, it would have blown the reflective beads in the paint away
- Painting contract was coming to an end
- They ended up coming back the next day to finish TW E and B

# *Week 7 - Implementing New Systems*

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- I re-did the organization system of all the project plans (consisted of old files and drawings that were over 30 - 80 years old) in the project office
- Upwards 7000 individual documents were recorded
- Challenges faced
  - Understanding Existing Processes: Initial hurdles in grasping current workflows and systems.
  - Pilot Testing: Implementing small-scale trials to assess feasibility and gather feedback.
- Takeaways:
  - Gained the ability to plan better, evaluation, communication and adaptability
  - Working closely with team members and supervisors to gather insights and refine ideas.

# *Week 8 - Maintenance and Operations Building Up-keep*

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- Inspection of the drainages and lentils
- Learning more about different parts of the airport
- Watching the scanning of the building so they could get measurements, to correctly install the drains.





# *Week 9 - 12 - HYA Project Tracker*

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- We created a new and efficient system for the Airport, The HYA Project Tracker
  - Tracks the Grant Documents, Project Invoices, and Project Finances,
  - Same lessons learned with my previous project, but new lessons learned with it being more digital based
- Takeaways:
  - My Excel, and organization skills have improved
  - The constant bouncing ideas from each other and teamwork is still prevalent
  - Asking others what they would like to see in this system has also been nice, including others needs.
  - Understanding the importance of adjusting priorities

# ***Week 13 - HVAC Tower Contract & Pre-Bid Meeting***

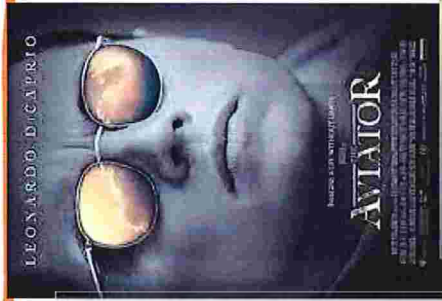
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- The necessity of the meeting to help bidders understand the project's requirements and expectations
- Reduces the likelihood of misunderstandings for the project, due to clear communication and transparency
- Ensures a level playing field, promoting fairness in the bidding process
- Takeaways
  - The timelines of a project and how much detail truly goes into it
  - Clarity and legal obligations on the required formats of contracts, other documentations
  - The importance of answers to specific questions and concerns raised by potential bidders

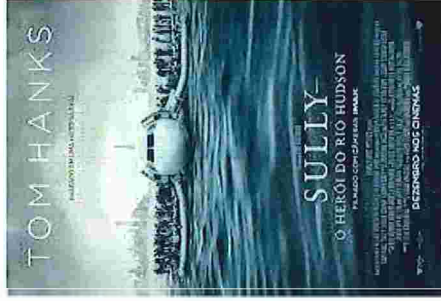
# Aviation Movies



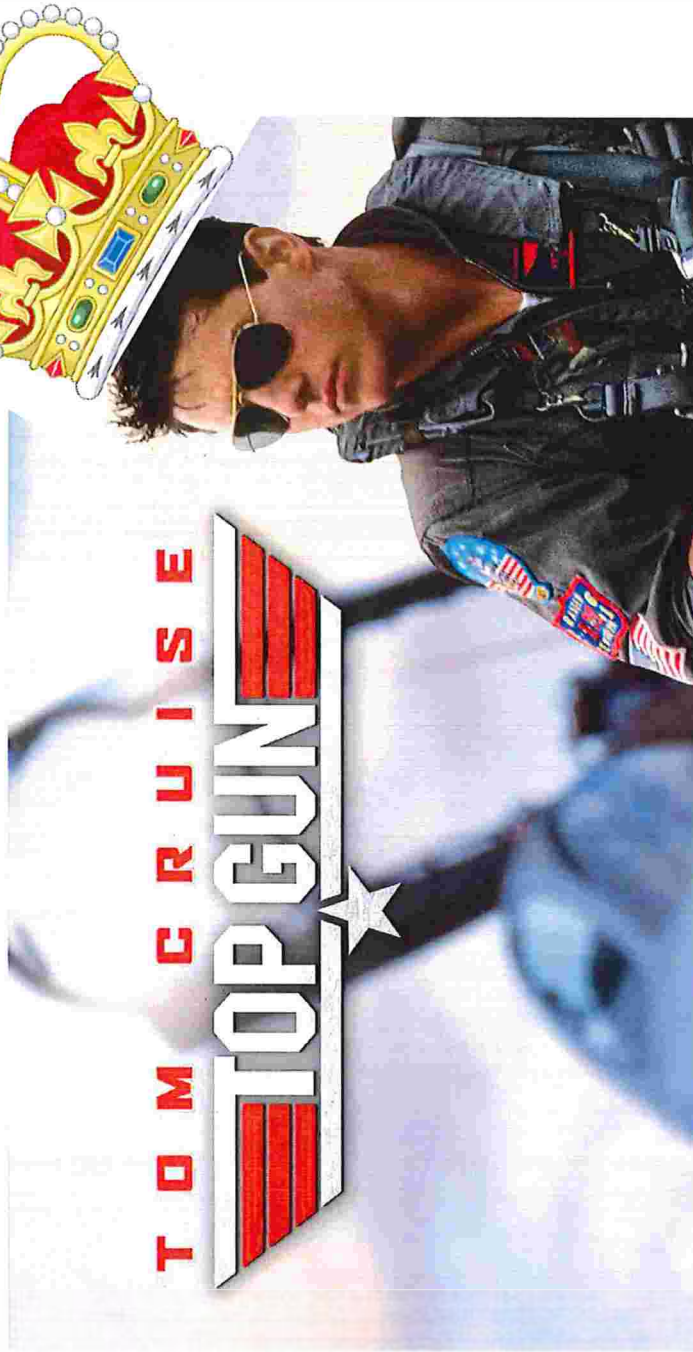
- The Aviator
  - H4-Hurcules
  - Tuskegee Airmen
  - Based on the first all African American Air Force squadron during WWII
- Sully
  - Inspiring
- The Right Stuff
  - Chuck Yeager, John Glenn, Gus Grimsom, Al Shepard, Gordon Cooper



- Top Gun Maverick
  - Not done yet
- Pearl Harbor
  - Bromance
- Flight
  - Good, I guess
- Disney Planes
  - Cute



*And last but definitely not least...*



***And that's it!***

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Thank you so much for giving me this opportunity! The constant learning and growing was invaluable!

# Summary

- Week 1 & 2: Airport Functionality
  - Diving into the heart of an airport and how much needs to be done for it to function properly
  - Actively engaging in conversation and being able to brainstorm for the most efficient outcomes
- Week 3: Communication & Ego
  - Working with people who want different things
  - The importance of being explicit
- Week 4 & 5: Trusting, Verifying, and Empowerment
  - Highlighted the critical need to trust but verify information and actions daily
  - Encouraging accountability and continuous learning from mistakes.
- Week 6: When I was Incharge
- Week 7: Implementing New Systems
  - I re-did the organization system of all the project plans in the project office
- Week 8: Maintenance and Operations Bulding Up-keep
  - Learning more about different parts of the airport
- Week 9 -12: HYA Project Tracker
  - We created a new and efficient system for the Airport, The HYA Project Tracker
  - Tracks the Grant Documents, Project Invoices, and Project Finances,
- Week 13: HVAC Tower Contract & Pre-Bid Meeting
  - The necessity of the meeting to help bidders understand the project's requirements and expectations

# AIRPORT COMMISSION MEETING

Overview of Pierce-Coté Partnership

August 20, 2024



Pierce-Coté  
A REGAN  
COMMUNICATIONS  
COMPANY



## About Us



- We are the largest full-service marketing communications firm on Cape Cod, with 12 employees in their Osterville office.
- Founded in 1984, Regan Communications Group (RCG) is a fully-integrated marketing & communications agency and the ninth largest privately-held public relations firm in the nation.
- Regan Communications Group has offices in Boston & Cape Cod, MA; New York, NY; Providence, RI; Hartford & New London, CT; Washington, D.C.; Charleston, SC; Newark, DE, Jupiter and West Palm Beach, FL.
- We have a history of providing integrated marketing services to a multitude of corporate, non-profit and municipal organizations.



## Our Services

- **Public Relations, Communications Management, and Community Outreach Services**
- **Advertising & Marketing**
- **Collateral and Design**
- **Social and Emerging Media Integration**
- **Media Planning and Purchasing**
- **Event Support**
- **Digital channels**
- **Strategic Planning**
- **Website Design and Management**
- **Content Creation**

# Pierce-Coté

A REGAN  
COMMUNICATIONS  
COMPANY

## Partial Client List

- Barnstable County Regional Substance
- Bay Cove Health Services
- Big Brothers Big Sisters
- Cape Cod Chamber of Commerce
- Cape Cod Fairgrounds
- Cape Cod Healthcare
- Cape Cod Oyster Company
- Cape Cod Regional Transit Authority
- Children's Cove
- Community Health Center
- Duffy Health Center
- Hanscom Federal Credit Union
- Harwich Chamber of Commerce
- Horsley Witten Group
- John F. Kennedy Hyannis Museum
- Marketplace Logan (Retail, Restaurants)
- Mashpee Commons
- Nantucket Chamber of Commerce
- Ryan Family Amusements
- SBLI
- Shepley Wood Products
- The Cooperative Bank of Cape Cod
- The Steamship Authority
- Town of Chatham
- Town of Mashpee
- Town of Sandwich
- Town of Nantucket

# Pierce-Coté

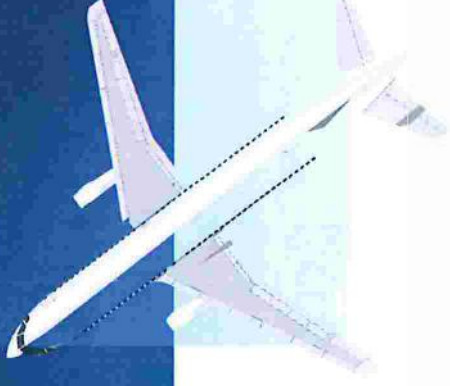
A REGAN  
COMMUNICATIONS  
COMPANY

## Our Approach

- We act as a **trusted marketing partner**, working side by side with our clients to address business challenges.
- Every member of our team has **deep experience** on both sides of the industry, having worked on the client-side, in the media, and for marketing communication agencies.
- Specifically for Cape Cod Gateway Airport, our focus is on supporting the Cape Cod Gateway Airport Master Plan Pillars with particular focus on **enhancing airport image & branding**.
- As your **new strategic plan is developed**, we will help you enhance that plan.

## Strategically Focused on:

- Improving transportation options on Cape Cod
- Expanding community outreach on key business issues
- Strengthening Community Partnerships



**Pierce-Coté**  
| A REGAN  
| COMMUNICATIONS  
| COMPANY

## Improving Transportation Options on Cape Cod

### How?

Deploy a Seasonal  
Push to 'Fly HYA'

#### PRIMARY TACTICS:

- Summer Digital Campaign - digital ads using a strong comparisons on cost, time and (less) stress versus traveling to BOS and PVD
- High impact multi-channel launch for American Airlines' new seasonal service
- Ensure continued awareness of JetBlue and Cape Air



jetBlue

# Improving Transportation Options on Cape Cod

## How?

Deploy a Seasonal  
Push to 'Fly HYA'

### CHANNELS:

- Social Media
- E-Newsletter Content
- Website updates including a new Landing Page for American Airlines
- TV, Radio, Print interviews
- Chamber of Commerce Publication Ads and Map



# Improving Transportation Options on Cape Cod

Flying directly to HYA puts less between you and your vacation. American offers direct flights from DCA starting at

**\$272**



\*Dependent on flight dates and fares. Check website for your fare.

**CURIOUS ABOUT FARES  
CLICK HERE**



Make connections where they count. American offers direct flights from DCA starting at

**\$272**



**CURIOUS ABOUT FARES  
CLICK HERE**

\*Dependent on flight dates and fares. Check website for your fare.

LET HYA BE YOUR AIR CARRIER GATEWAY

Connections can be made at any of these airports to travel the world.

**The best trips start close to home.**

jetBlue American Airlines Cape Air

tyhya.com

**Elevating more than just planes.**  
We take pride in helping our community reach new heights.

**A Community Transportation Hub and Community Partner**  
DCA has a history of serving the community. Cape Cod Gateway Airport is a vital link to the region, providing access to the world's largest airport. The airport's location in the heart of the community makes it a natural choice for a transportation hub. Cape Cod Gateway Airport is a vital link to the region, providing access to the world's largest airport. The airport's location in the heart of the community makes it a natural choice for a transportation hub.

**An Economic Engine for Barnstable County**  
Cape Cod Gateway Airport is a vital link to the region, providing access to the world's largest airport. The airport's location in the heart of the community makes it a natural choice for a transportation hub.

jetBlue American Airlines Cape Air tyhya.com

## DIGITAL ADVERTISING AND PRINT ADS

# Improving Transportation Options on Cape Cod

## SOCIAL MEDIA

**Cape Cod Gateway Airport**  
February 17 · 🌐  
Got travel plans this long weekend? Don't forget you can pick up a rental car right here at the airport.  
<https://flyhya.com/parking-transportation/car-rental/>



**Cape Cod Gateway Airport**  
July 15 at 8:41 AM · 🌐  
3 reasons flying from Cape Cod Gateway Airport takes the "hustle" and the "bustle" out of the busy summer travel season:  
🚗 No fighting traffic in Boston or Providence  
🚗 Easy parking - just \$12/day  
🚗 Daily non-stop flights to Boston, NY and DC and beyond - don't forget with American, Cape Air and JetBlue. Flights from Cape Cod mean that you can get just about anywhere in the world where these airlines fly or through various codeshare airline agreements.  
#flyhya #travelkeapro #americanairlines #jetblue #capeair



**Cape Cod Gateway Airport**  
June 14 · 🌐  
Have breakfast on the Cape and enjoy dinner in the Big Apple or the Nation's Capital. American is now offering seasonal direct flights from Hyannis to NY (LaGuardia) and soon to DC (Regan National). Getting away is more convenient than ever!  
#wanderlust #travel #exploretheworld #flyhya #seetheworld



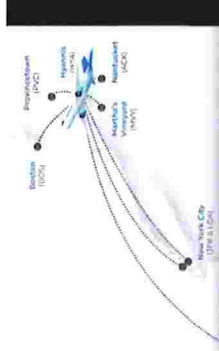
**Cape Cod Gateway Airport**  
May 3 · 🌐  
Put less between you and your favorite Cape Cod beach with a direct flight to Hyannis from NY or DC! American and JetBlue are offering non-stop service seasonally.  
#capecodtravel #visitcapecod #flyhya

Flying directly to HYA puts less between you and your vacation.  
American and JetBlue offer direct flights from JFK and LGA to HYA starting at

# \$262

\*Dependent on flight date and times. Check website for your fare.

**Cape Cod Gateway Airport**  
February 22 · 🌐  
NYC or Washington D.C. flights from Cape Cod Gateway Airport are headed to all of your favorite destinations! Plan your upcoming flights through Cape Cod Gateway Airport with JetBlue, Cape Air, or American Airlines (coming June 2024).  
#FunFactFriday #travel #airport



**Cape Cod Gateway Airport**  
October 20, 2023 · 🌐  
WCVB Channel 5 Boston · 🌐  
October 13, 2023 · 🌐

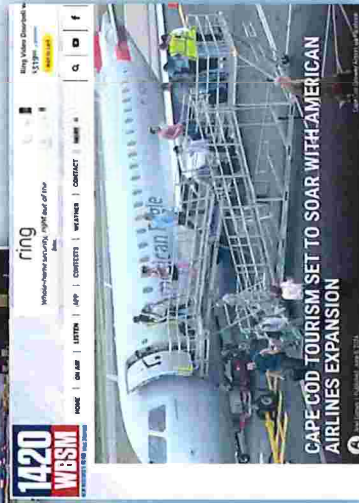
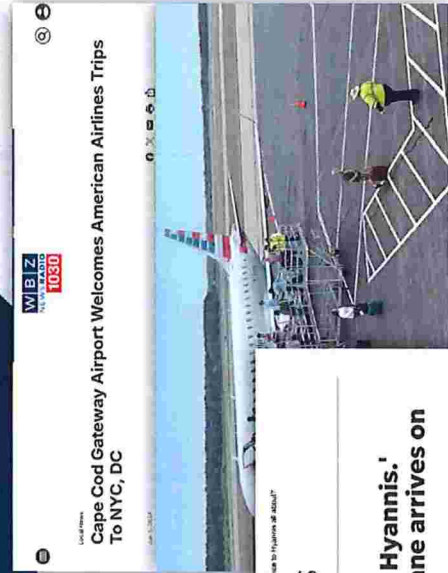
Ticket sales for the summer flights will begin later this month, for trips starting in June.



**Major airline launching new service to Cape Cod, Islands**  
Ticket sales for the summer flights will begin later this month, for trips star...



# Improving Transportation Options on Cape Cod



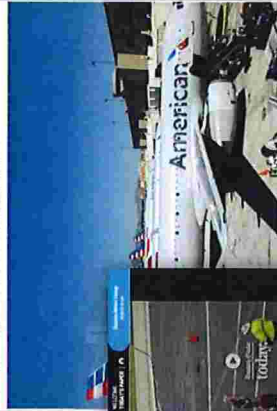
## PUBLIC RELATIONS



### American Airlines Begins Cape Cod Airport Relationship

Flights from New York City and Washington, D.C., began Wednesday. Over 80 destinations across North America now have access to the Cape.

Published May 21, 2024 at 11:56 am ET



### Cape air travel gets an upgrade Friday, July 5th - Segment

American Airlines now offers nonstop service from select airports to Cape Cod Gateway Airport in Hyannis. But, the venture comes with challenges. Travel experts and industry stakeholder Butler explains why not everyone is as bullish.

# Improving Transportation Options on Cape Cod

**CapeCod.com**

NEWS LIFESTYLE ENTERTAINMENT EVENTS PHOTOS CAPE WIND NEWS ABOUT THE CAPE

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You are here: Home / News / Cape Cod / Gateway Airport To Celebrate Inaugural Landing In New Partnership With American Airlines

## Gateway Airport To Celebrate Inaugural Landing In New Partnership With American Airlines

June 3, 2024

### Massachusetts woman making aviation history on Cape Cod

WCVB - TV Channel 5 Doug Meehan Interview w/ Kallie  
[This Mass. woman is making aviation history on Cape Cod - YouTube](#)



### American Airlines adds more ways to escape to the Cape and coves of New England in 2024



Cape Cod Times

## 'Evidence of your belief in Hyannis.' American Airlines' first plane arrives on Cape Cod

Walker Armstrong, Cape Cod Times  
 June 6, 2024, 1:13 pm EDT

American Airlines flight 4601 arrives Wednesday at the Cape Cod Gateway Airport in Hyannis from Longfellow Airport in New York, as the airline's inaugural flight to the Cape with a welcoming spray.

CAPE COD TIMES

## American Airlines to begin service out of Cape Cod Gateway Airport next summer

Walker Armstrong, Cape Cod Times  
 June 6, 2024, 12:55 pm EDT

American Airlines will add seven new routes to its summer 2024 schedule, one of which is to the Cape's very own hubbard — Cape Cod Gateway Airport in Hyannis. Beginning June 2 next year, Gateway Airport manager Kate Scrymgeour said American Airlines will commence daily flight service from New York's LaGuardia Airport and from Washington, D.C.'s Ronald Reagan Airport on June 23.

"This is very exciting for us," Scrymgeour said, adding she was in year-long negotiations with American about bringing commercial airline service to Hyannis. She said airline representatives visited the airport on several occasions, and she finally got the notification on Wednesday "that it's definite" they're coming starting in June next year.

WCVB 5

## American Airlines launching new service to Cape Cod, Martha's Vineyard and Nantucket, Massachusetts

Daily summer service beginning in June

Share

WCVB 5 Updated: 12:55 PM EDT Oct 13, 2022

Minute 2:00 | Enabled

Phil Tenner  
 Digital Video Manager

# PUBLIC RELATIONS

# Improving Transportation Options on Cape Cod

Content Advertising CPB Events Magazine Editions Calendar

## American Airlines to add Service to Cape Cod Gateway Airport Next Summer



10 months ago  
By **Carel K. Dumas**

Filed Under: News

Starting June 8, 2024, American Airlines will add service for the first time ever to Hyannis, with new daily service from Logansport Airport in New York and Washington Reagan National Airport.



Local News

## American Airlines Flying High Over Hyannis

Jun 6, 2024

# PUBLIC RELATIONS

The screenshot shows a news website interface. At the top left is the 'NEWSRADIO 95 WXTK YOUR LOCAL STATION' logo. Below it are navigation tabs: BOSTON 25 WEATHER, VIDEO, LOCAL, NATIONAL, SPORTS, TRENDING. The main content area features a large image of an American Airlines aircraft on a runway. Below the image is a headline: 'Major airline launching flights to Cape Cod & Islands'. A weather widget at the bottom of the image shows '68° 50°' and 'PARTLY CLOUDY'. The bottom right corner of the screenshot shows the text 'KAREN READ MURDER'.

# Expanding Community Outreach

## How?

Position Cape Cod Gateway Airport as a responsible business member of the Town of Barnstable & Cape Cod community

### AUDIENCES:

Maintaining open lines of communication with all facets of the community:

- Citizens
- Town Councilors
- State Reps
- Federal Delegation
- Business Partners

# Expanding Community Outreach

## How?

Position Cape Cod Gateway Airport as a responsible business member of the Town of Barnstable & Cape Cod community

### PRIMARY TACTICS:

- E-Newsletter Content
- Social Media
- Print Media Pitches
- Radio interviews (Pat Desmaris, Ed Lambert)
- Responses to “letters to the editor”
- Crisis management
- Employee write-ups
- Aviation Digest Ad and Advertorial
- Federal Delegation Outreach
- Community Outreach Events (Katie visits Rotary Clubs, etc)



# Expanding Community Outreach



## SOCIAL MEDIA

**Cape Cod Gateway Airport**  
December 11, 2023

We are happy to announce that our fourth public meeting is tomorrow, December 12, 2023. We invite you to join us, whether virtually via Zoom from 2-4 pm (<https://townofbarnstable.com>) or in person from 6-8 pm at the James F. Crocker Jr. Hearing Room (367 Main Street Hyannis, Mass., 02601). This public meeting is a fantastic opportunity to learn about the environmental analysis and draft documentation completed since 1... See more



## COMMUNITY FORUM

December 12, 2023



**Cape Cod Gateway Airport**  
June 16

Cape Cod Gateway Airport is more than just an arrival and departure point for residents and tourists. We play a critical role as a gateway for Boston MedFlight, transporting critically ill patients or accident victims to off-Cape hospitals. We also serve as a vital link between Cape Cod and the rest of the state. Cape Cod Gateway Airport is proud to be a part of the Cape Cod Gateway. See more

**Cape Cod Gateway Airport**  
January 26

Cape Cod Gateway Airport isn't just a transportation hub; it's an economic powerhouse for the region. A 2019 state study revealed that the airport has a direct annual economic impact of \$91.3 million on Cape Cod. This includes job creation, tax revenue, and the additional \$65.9 million annually through the local circulation of money spent by airport business... See more

**Cape Cod Gateway Airport**  
March 27

Meet Dan Wolf - founder and board chairman of Cape Air! Dan started the airline in 1989 with just one plane and one route between Boston and Provincetown. In fact, Dan still has the original Cessna 440 aircraft he used to start the business! With a current fleet of over 100 aircraft in service, the airline maintains its home base of operations at Cape Cod Gateway Airport.

**Cape Cod Gateway Airport**  
May 1

Think you know all that goes on at Cape Cod Gateway Airport? Airport Manager Katie Servis recently joined reporter Pat Desmaris on Heart radio to talk about a range of happenings, including the exciting debut of American Airlines on June 5th. Take a listen to the interview below.

HEART.COM  
The Pat Desmaris Show - Pat Desmaris Show | Heart

**Cape Cod Gateway Airport**  
August 16

Did you know that Cape Cod Gateway Airport is home to more women in aviation than the national average? Although women have been a part of the aviation industry since the beginning, Cape Cod Gateway Airport is proud to see more women in the air and on the tarmac.

**Cape Cod Gateway Airport**  
July 17

We were honored for the recent Blue Challenge when industry leaders and community members gathered to talk about the future of our blue economy and the electrification of aviation. We ended the conference with the annual Battle of the Robots, where high school students battled for the "best" robot title.

**Cape Cod Gateway Airport**  
December 11, 2023

Cape Cod Gateway Airport has established a Qualified Small Business Enterprise (QSBE) Program in accordance with U.S. Department of Transportation (DOT) Federal Acquisition Regulation (FAR) Part 19.101-7. The program is designed to help small businesses (SMBs) compete for contracts with the airport. See more





# Expanding Community Outreach

## PUBLIC RELATIONS



# Strengthening Community Partnerships



## How?

Generate interest and excitement around Cape Cod Gateway Airport and the function it serves to the community and establish community partnerships that will serve the airport for years to come.

### PRIMARY TACTICS:

- Promote partnerships (Boy Scouts, Island Café, Green Industries, Electric Automation)
- For events, support Katie Servis and team with script writing, thought partner on agendas, collateral and promotion materials
- Launch of the Island Café Express

# Strengthening Community Partnerships



## How?

Generate interest and excitement around Cape Cod Gateway Airport and the function it serves to the community and establish community partnerships that will serve the airport for years to come.

### CHANNELS:

- Social Media
- E-newsletter Content
- Media Pitches
- Development of Collateral, Signage, and Ads

# Strengthening Community Partnerships



## FLYERS, SIGNAGE

**A GREAT DAY AT**  
Nurturing the Spirit of Flight

CAPE COD GATEWAY AIRPORT - HYANNIS

SEPTEMBER 23, 2023 | 11:00 AM - 4:00 PM

**FREE EVENT | FREE PARKING**

- Four color guard teams opening the day's ceremonies
- Guest speaker Captain Bob Peffer from The U.S. Coast Guard
- Skyline Demonstrations
- Aviation Kid's Theatre
- Static Display and Civilian Aircraft Displays

**AVIATION EDUCATIONAL ACTIVITIES**

- City of Aviation Programs
- Aviation for Kids
- Flight Simulators
- Food Sampling

**FOOD TRUCKS & ARTISAN VENDORS**

WELCOME TO OUR NEW FOOD TRUCK AND ARTISAN VENDOR MARKET! We are excited to have you here!

**MUSIC** - Live Entertainment: The Cape Cod Gateway Airport Band

**FIRST OFFICER SPONSORS** | **ASG** | **CAPE AIR**

**CAPTAIN SPONSOR** | **CAPE AIR**

**Lemonade Fundraiser**  
for Tommy's Place at Cape Cod Gateway Airport

Wednesday, July 10 from 10:30 until 3pm

A help for Cape Cod's Most Homeless with the help of Friends and Family, will be holding a knowledge based fundraiser inside the Island Gateway Airport terminal.

ROCKLAND

**OH HO HO**

Join us For The Southwestern Massachusetts Aviation Career Fair 2024  
Thursday, October 24, 2024  
9:00AM - 2:30PM  
AT THE CAPE COD GATEWAY AIRPORT TERMINAL IN HYANNIS

**AVIATION & AEROSPACE**

FREE ADMISSION FOR STUDENTS & TEACHERS  
MEET AVIATION AND AEROSPACE INDUSTRY PROFESSIONALS  
LEARN ABOUT AVIATION AND AEROSPACE INDUSTRY CAREERS  
AIRPORT TOURS AND AIRCRAFT VIEWING

ATTENTION! ATTENTION! ATTENTION! ATTENTION! ATTENTION!

Capitol Square, Matt's Pizzeria!

FREE ADMISSION FOR STUDENTS & TEACHERS  
MEET AVIATION AND AEROSPACE INDUSTRY PROFESSIONALS  
LEARN ABOUT AVIATION AND AEROSPACE INDUSTRY CAREERS  
AIRPORT TOURS AND AIRCRAFT VIEWING

OH HO HO

Join us For The Southwestern Massachusetts Aviation Career Fair 2024  
Thursday, October 24, 2024  
9:00AM - 2:30PM  
AT THE CAPE COD GATEWAY AIRPORT TERMINAL IN HYANNIS

**CAPE COD AIRPORT**

jetBlue

Now serving at the Airport café...

**Island café & Grill Express**

**ANNUAL Festivities ON THE FLIGHT LINE**

June 13, 2024  
6:00-9:00 p.m.  
(Rain date: June 20)

Think it's just a 4am, but also a 4am

CAPE COD AIRPORT

Think it's just a 4am, but also a 4am

MARK GREEN & SON

# Strengthening Community Partnerships



## SOCIAL MEDIA

SAVE THE DATE!

**A GREAT DAY AT THE GATEWAY**

📅 SEPTEMBER 29, 2023 | 10:00 a.m. - 4:00 p.m.

📍 CAPE COD GATEWAY AIRPORT, HYANNIS

**FREE EVENT! FREE PARKING**

**Cape Cod Gateway Airport**  
July 12

We're thrilled to welcome Island Cafe & Grill Express to the terminal! They're well-known to Cape Codders for their Caribbean-inspired wraps, burgers and entrees. Now travelers and locals can take advantage of this new, second location. Grab-and-go or dine in!

CAPECODTV.COM  
Hyannis airport

**Cape Cod Gateway Airport**  
July 12

Thank you to all of the travelers and airport employees who supported Mason and his family for their donation to the terminal! We were able to raise \$4,000 for Tommy's Place, double last year's fundraiser! A special shout out to Island Cafe Express (our exciting new restaurant in the terminal) for hosting them and making a generous donation. But the biggest thank you goes to Mason and Harper for helping bring smiles to children and families battling cancer.

Learn more... See more

**Cape Cod Gateway Airport**  
August 12

We have another fun event happening down in the terminal. We are so excited to host our Social Place 400 from the "Towers of Savannah" for an annual elevator ride. We have a special event for our terminal and participants in our activities to earn more about careers in aviation.

**Cape Cod Gateway Airport**  
August 5

One of our favorite community events is the "Scout" "A Night at the Terminal". This year, we welcomed Scout Pack 46 of Sandwich for the annual scout sleepover at the airport. The weekend was "packed" with aviation activities like flight simulator training in Cape Air's C442 sim, a tour of the control tower and an aeronautical chart (flight map) to plan a trip, as well as many more. We thank our va... See more

**Cape Cod Gateway Airport**  
June 13

Tonight's the night! We can't wait to welcome you for delicious food, whiskey music at our annual festivities on the Flight Line. A few tickets still remain. Thanks to our generous partners TULP Outdoor, The Mark Creek Band, and Island Cafe & Grill.

**ANNUAL Festivities ON THE FLIGHT LINE**  
June 13, 2024  
6:00-9:00 p.m.  
(from 6:00 a.m. to 2:00 p.m.)

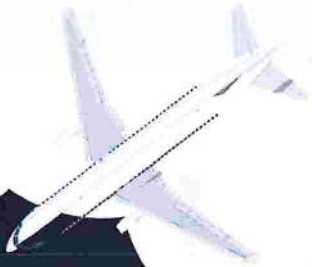
EVENTSITE.COM  
Enjoy Festivities on the Flightline

**Cape Cod Gateway Airport**  
October 24

Calling all future pilots! The 4th Annual Southeastern Massachusetts Aviation Career Fair, in partnership with the Massachusetts Air and Space Museum, will be held at the airport on October 24, 2024. This is an awesome opportunity for students interested in the aviation industry to learn from the pros! Click on the link below for registration info.

SEMA Aviation Career Fair | Plymouth | Cape Cod Gateway Airport  
4th Annual SE. MA. Aviation Career Fair, October 24, 2024. Space Registration

# Strengthening Community Partnerships



## E-NEWSLETTERS



### GATEWAY CONNECTION

#### COMMUNITY EVENT SERIES



### A Great Day at the Gateway

September 23, 2023 11am-4pm

#### 4th Annual SE MA Aviation Career Fair - October 24, 2024

With 1 hour of hands-on activities, hands-on learning, and career information, this is a must-attend event for all aviation enthusiasts.

The sky is the limit for area students enquiring a future in flight. The Massachusetts Aviation Career Fair is held at Cape Cod Gateway Airport, Massachusetts Air and Space Museum, to provide future pilots and the aviation industry the opportunity to meet and speak to over 45 aviation

### YOUNG AVIATORS



Attention middle and high school students interested in a career in aviation! Join us for the annual Southeastern Massachusetts Aviation Career Fair on September 22 (9:00AM - 2:30PM) at Cape Cod Gateway Airport. This is an exciting opportunity to learn about the many different career opportunities, both on the ground and in the sky, from industry pros. Students will have the



### COMMUNITY EVENT SERIES

A Night in the Terminal March. Part of Cape Cod Gateway Airport's continuing effort to educate Cape area elementary school students about aviation as a career choice. The annual sleep-over with various aviation related learning activities looks

# Strengthening Community Partnerships



## PUBLIC RELATIONS

Meet the artists in our Barnstable Town Hall Artist Spotlight Program!

ARTS BARNSTABLE

Home • Events • Cape Cod Gateway Airport Events

Search • Specialties • Events Info • Artist Resources • Contact

### Cape Cod Gateway Airport Events

This event has passed.

Event Series: Cape Cod Gateway Airport Events

DETAILS

VENUE

CAPE COD TIMES

A GREAT DAY AT THE GATEWAY / CAPE COD GATEWAY AIRPORT

ADD TO MY CALENDAR

Event Series: Cape Cod Gateway Airport Events

Location: Cape Cod Gateway Airport

Phone: 508-325-4400

Website: www.cape-cod-gateway-airport.com

### Upcoming Cape Cod Gateway Airport Events!

- March 22, 2024 - A Night in the Terminal - (closing underway)
- April 20, 2024 - Cape Cod Blue Economy Foundation's Event: Big Blue Conference!
- April 15, 16, 17, 18, 19, 20, 2024 - Exhibitions on the Runway
- September 2024 -
- Nov 1st Day at the Gateway, 10:00 AM - 2:00 PM
- Full Scale Event @ 10:00 AM, 2024
- October 26, 27, 28 - 4th Annual US Mix & Match Career Fair

### A Night in the Terminal/ March

Part of Cape Cod Gateway Airport's Community Event Series and continuing effort to educate Cape area elementary school students about aviation as a career choice. The annual sleep over with various aviation related learning activities looks forward to hosting Sandwiches "Pack 46" Cub Scouts this year!

The Big Blue Conference - It's Electric! Apr 30 & May 1, Cape Cod Gateway Airport will serve as the gateway to the future as The Cape Cod Blue Economy Foundation showcases an impressive display of advances in electric aviation, transportation, wind energy, solar, and marine interests. Also be sure to catch the Robotics competition as local high schoolers face

### 'A blend of our cultures.' Jamaican-inspired restaurant opens at Hyannis airport

**Denise Coffey** Cape Cod Times  
Published 5:03 a.m. ET July 6, 2024 | Updated 5:03 a.m. ET July 6, 2024

HYANNIS — Fancy some Jamaican-inspired food under the clear blue skies of a Cape Cod summer day? You can find it at the [Island Cafe and Grill Express](#) at the Cape Cod Gateway Airport.

Erica and Patrick Sterling have been busy getting the restaurant ready for the opening. As of Tuesday, the Jamaican husband and wife team are now offering some of their signature dishes in a 1,339-square-foot space inside the airport terminal.

### Island Cafe Express Opens Cape Cod Airport Restaurant

The restaurant is an extension of the beloved Hyannough Road business and will offer sandwiches, wraps and Jamaican cuisine.

Restaurants & Bars

Local News

Events

Local Businesses

Class

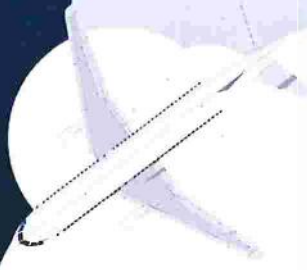
Subscribe

Your town or ZIP code

Nearby

f t in g

# Cape Cod Gateway Airport's Website Updates/Improvements



## How?

Ensure maintenance, speed of site, and page design for best User Experience (UX)

The website supports ALL the work in the three strategic and tactical areas outlined.

### PRIMARY TACTICS:

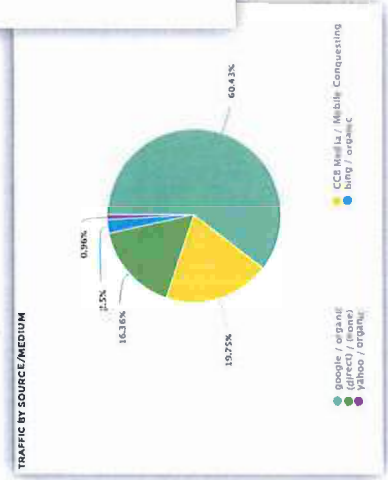
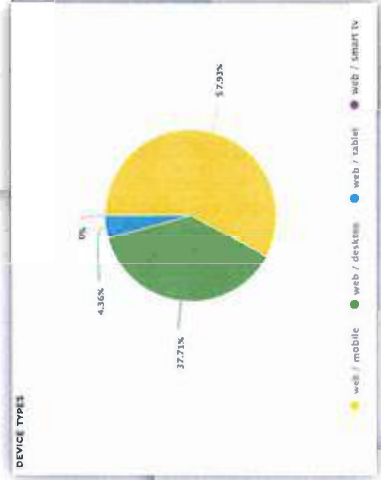
- **Website Maintenance:** Update plugins, core software/code, and theme files monthly. Debug and troubleshoot technical issues as they arise.
- **Technical Search Engine Optimization:** Improved loading speed by **minifying code**, reducing code bloat, and **adding server-side caching** and browser caching.
- **User Experience:** Improved user experience by **re<sub>OC</sub>ating menu items**, changing **page layouts**, and adjusting content.



# Cape Cod Gateway Airport's Website Updates/Improvements



- ✓ The website is reaching more consumers compared to last year.
- ✓ Consumers are finding the website via Google Search for a more comprehensive volume of keywords.
- ✓ Consumers are spending more time on the site and visiting the site more frequently (more sessions per person).



# Cape Cod Gateway Airport's Website Updates/Improvements



## UPDATES, ENHANCEMENTS

EVENTS | FLIGHTS | INFO | VISIT CAPE COD

JUNE 2024

jetBlue American Airlines Cape Air

WHERE WE FLY

jetBlue American Airlines Cape Air

Circle the 10 cities with direct service. Additional destinations are available. Connectivity with one-stop to destinations around the world. [View Map](#)

**ROUTEMAP**

AIRPORT EVENTS

UPCOMING EVENTS

ANNUAL EVENTS

PUBLIC MEETINGS

EDUCATIONAL EVENTS

EVENT FORMS

## October Commission Meeting

We are working on a year-end report to include:

- An update on website traffic via Google Analytics
- Report/Results from Summer Digital Campaign
- An update on Seasonal Passenger Traffic Counts (June through mid September)



We value our  
partnership  
with Cape Cod  
Gateway Airport!

Thank you!



Pierce-Coté

A REGAN  
COMMUNICATIONS  
COMPANY



Pierce-Coté

A REGAN  
COMMUNICATIONS  
COMPANY

Appendix

Your Agency Team

Pierce-Coté  
A REGAN  
COMMUNICATIONS  
COMPANY

## Brad Schiff, President

Bradford comes to Pierce-Coté from the “client side,” where he has spent his entire 35-year career. Prior to Pierce-Coté, he held the Chief Marketing Officer position for both Papa Gino’s and Friendly’s and was the Executive Vice President of Marketing for the Ninety-Nine Restaurants. Previously, he held increasing levels of marketing management responsibility at General Mills, Dunkin’ Donuts, and Ocean Spray. Brad has a Bachelor of Science degree from Boston College and received his MBA from Tulane University.

Your Agency Team

Pierce-Coté  
A REGAN  
COMMUNICATIONS  
COMPANY

## PUBLIC RELATIONS

### Geoff Spillane, Vice President

Geoff Spillane is an experienced communications professional and award-winning journalist who joined Pierce-Coté as a senior account executive in 2020. Spillane has a proven track record of developing, managing and executing high-impact marketing communications programs for a wide range of organizations ranging from technology start-ups to publicly traded Fortune 500 corporations.

During his career, Spillane has held senior positions at two of the nation's largest public relations firms and has served in corporate marketing leadership roles in the technology and healthcare industries. Spillane was a news and political reporter for the Cape Cod Times, the region's daily newspaper of record, from 2015 to 2020. While at the Times, he won several New England Newspaper & Press Association awards for transportation, environmental, government, business/economic and history reporting. He was also a regular contributor to the weekly news roundup show on WCAI, the National Public Radio affiliate serving Cape Cod and the Islands. Spillane is a graduate of Babson College.

Your Agency Team

Pierce-Coté  
A REGAN  
COMMUNICATIONS  
COMPANY

## Gregg Jensen, Account Executive

Gregg Jensen works within the scope of public relations at Pierce Coté. A background in radio news broadcasting provides him a valuable vantage point on how press releases are received by media outlets, which story pitches gain attention, and which do not. Time spent on air for all news – format radio amounts to a combined 30 years in New York City and Boston, plus a total of 5 other smaller markets across the country. Gregg was on air for the events of Sept 11, 2001, in New York, and for just about all significant national or international events since the early 1990's including political campaigns and elections.



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## DIGITAL/WEBSITE

### Dave Jensen, President, Regan Digital Services

David Jensen is a tech-savvy, strategic marketing executive with a demonstrated blend of analytical and creative acumen. David brings a 20+ year proven track record of strategic and tactical leadership in digital marketing and technology innovation. A highly motivated leader, with a solution-focused mindset and an entrepreneurial spirit. He has held leadership positions at several of New England's top marketing and communications agencies and has been instrumental in helping companies innovate and build digital ecosystems. David has the experience, temperament and technical aptitude to effect positive change for any organization and marketing initiative.

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## SOCIAL MEDIA

### Marci Tyldesley, Account Director

Marci is a seasoned publicist who has been with the company for nearly twenty years. She spent her early days with our parent company, Regan Communications in Boston, where she managed some of the agency's marquee accounts, including the New England Patriots, WEEI Sports Radio and Chatham Bars Inn. A move from Boston to Brewster brought her to Pierce-Coté, where she currently specializes in media relations, community relations, strategic planning and content development. A talented writer, she often ghost-writes articles, blogs and other materials for clients. Marci was awarded a "40 Under 40 Award" by Cape & Plymouth Business Magazine in 2010. Her early career days also included public relations roles with The New England Revolution and Boston Breakers soccer teams. She received her Bachelors degree from Boston College where she graduated Cum Laude.

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## ACCOUNT LEADERSHIP

### Beth Bullock-McGrail, Vice President, Client Relations

Beth brings decades of experience on both the agency and client side of the business. Her leadership style of strong relationship building, paired with creative thinking, has resulted in strong business growth throughout her career.

After a decade in advertising, where she helped to create award-winning advertising for a variety of B2C and B2B clients, Beth moved to the client side, working in progressive marketing leadership roles for McDonald's Corporation. As the Chief Marketing Officer for over 650 McDonald's restaurants across New England, she was recognized with numerous awards for sales and transaction growth, product introductions, and public relations initiatives. Beth earned her Bachelor of Arts in French from Hamilton College and a Brand Mastery Certification from Northwestern University.

### Lisa Smith, Vice President, Advertising Client Relations

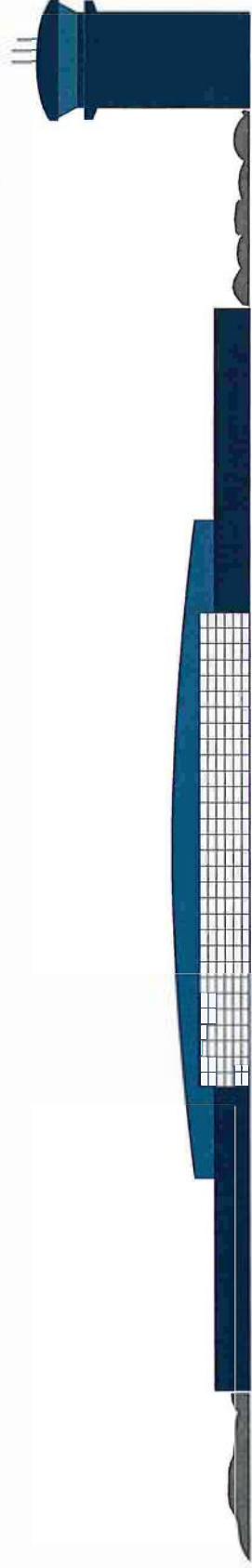
Lisa is a seasoned marketer with over 20 years of experience in marketing, digital, and social media. She has worked on both the agency and client sides throughout her career for Fortune 100 and 500 companies. A proud UMass Boston alumna, Lisa credits her MBA with helping her become a well-rounded businessperson.

Year 1 Pierce-Coste Contract Tracking							
Month	Year	Contractual Monthly Effort (Hours)	Contractual Monthly Effort (Fee)	Actual Monthly Effort (Hours)	Actual Monthly Effort (Fee)	Airport Payments	PC Loss
January	2024	33.3	\$ 5,000.00	65.25	\$ 9,787.50	\$ 5,000.00	\$ (4,787.50)
February	2024	33.3	\$ 5,000.00	44	\$ 6,600.00	\$ 5,000.00	\$ (1,600.00)
March	2024	33.3	\$ 5,000.00	32.75	\$ 4,912.50	\$ 5,000.00	\$ 87.50
April	2024	33.3	\$ 5,000.00	37.5	\$ 5,625.00	\$ 5,000.00	\$ (625.00)
May	2024	33.3	\$ 5,000.00	63.25	\$ 9,487.50	\$ 5,000.00	\$ (4,487.50)
June	2024	33.3	\$ 5,000.00	34.5	\$ 5,175.00	\$ 5,000.00	\$ (175.00)
July	2023	33.3	\$ 5,000.00	43	\$ 6,450.00	\$ 5,000.00	\$ (1,450.00)
August	2023	33.3	\$ 5,000.00	93	\$ 13,950.00	\$ 5,000.00	\$ (8,950.00)
September	2023	33.3	\$ 5,000.00	54.5	\$ 8,175.00	\$ 5,000.00	\$ (3,175.00)
October	2023	33.3	\$ 5,000.00	45.75	\$ 6,862.50	\$ 5,000.00	\$ (1,862.50)
November	2023	33.3	\$ 5,000.00	28.75	\$ 4,312.50	\$ 5,000.00	\$ 687.50
December	2023	33.3	\$ 5,000.00	41.5	\$ 6,225.00	\$ 5,000.00	\$ (1,225.00)
		<b>400</b>	<b>\$ 60,000.00</b>	<b>583.75</b>	<b>\$87,562.50</b>	<b>\$ 60,000.00</b>	<b>\$(27,562.50)</b>

# Cape Cod Gateway Airport

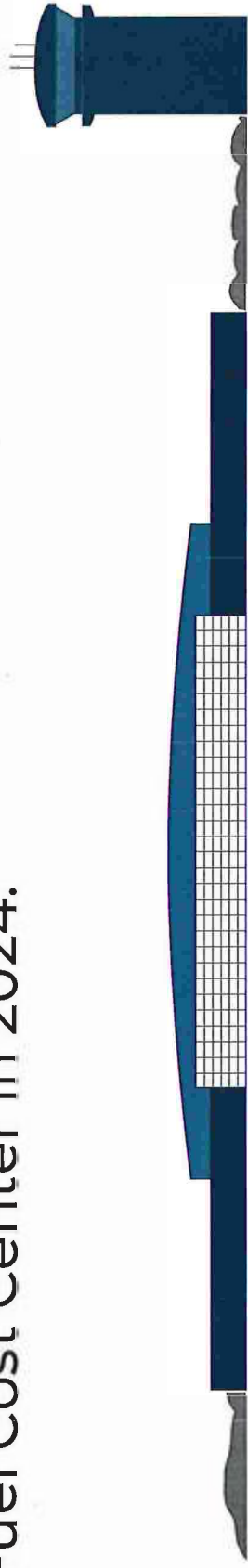
2020 Fuel Analysis Summary

2024 Discussion



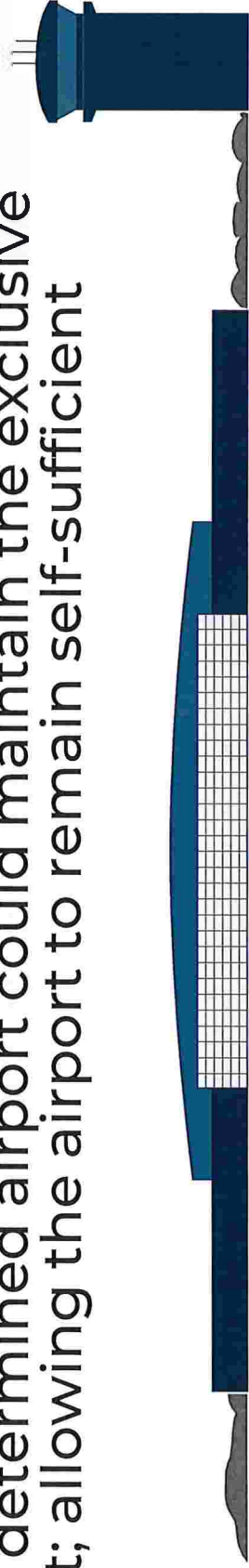
# Airport Fueling Analysis

- The Fuel Cost Center = evaluated in 2020
- Analysis = involved and complex
- The commission voted (Nov, 2020) = maintain exclusive rights to the jet fuel business
  - The following commissioners were present: John T. Griffin, Jr., Elizabeth Young, Norman Weill, Wendy Bierwirth, John G. Flores, and Bradley J. Bailey.
- Airport Management was asked to re-investigate the Jet Fuel Cost Center in 2024.



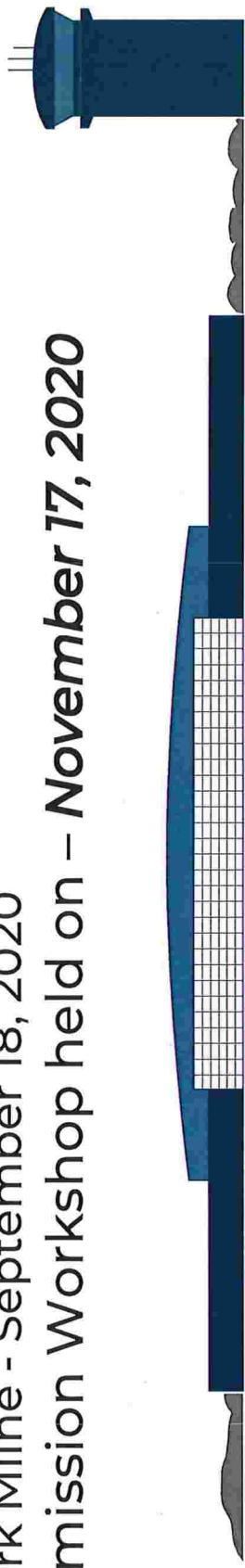
# Recent Airport Fueling History

- Airport = exclusive right to sell jet fuel.
  - Gave up exclusive right to sell AVGAS ONLY
- Rectrix Aviation disputed this right = filed a lawsuit
- Racketeering charges were brought forward – against Bud Breault (Airport Manager), Frank Sanchez (Assistant Airport Manager) and the Commission claiming that they were engaging in a pattern of illegal activity for profit, or a "racket".
- Charge was dismissed by a federal judge
- FAA determined airport could maintain the exclusive right; allowing the airport to remain self-sufficient



# 2020 Airport Fuel Business Analysis

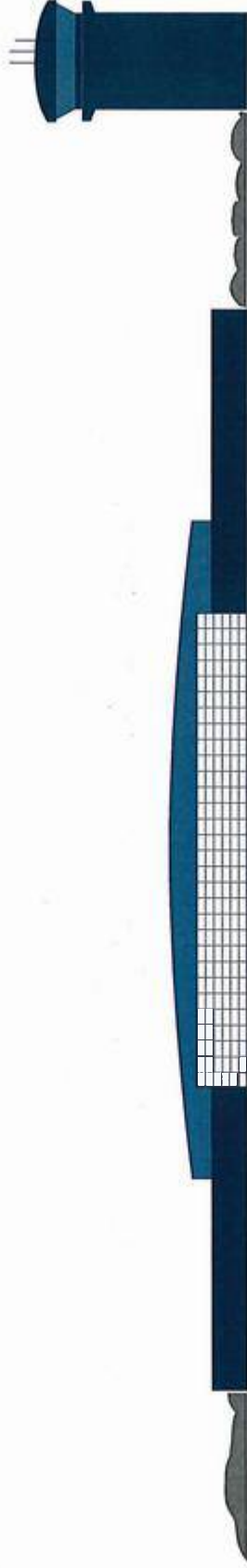
- Tenant requested Airport Management review business
- Airport Management conducted 8 internal meetings to:
  - Refine the Airport's Jet Fuel Sales Purpose and Need Statement;
  - Define Fuel Sale Business Goals;
  - Develop Alternative Fuel Program Options;
  - Analyze and Screen Various Options (i.e. do the options meet the P&N and Goals Statements);
  - Recommend the Most Advantageous Option that Meets the P&N and Goals; and
  - Design the Chosen Option & Implementation Plan.
- Management also met with fueling & fiscal experts:
  - World Fuel - September 9, 2020
  - Mark Milne - September 18, 2020
- Commission Workshop held on – **November 17, 2020**





# 2020 Five Options Analyzed

- **Option A** – Status Quo
- **Option B** - HYA maintains fuel business, increases markup and modifies discount program
- **Option C** - Allow others to sell JetA with a fuel flowage & maintenance fee for use of fuel farm with HYA maintaining the fuel farm (purchases, orders and sale of fuel by “others”)
- **Option D** - Allow others to sell JetA with HYA leasing fuel farm to others and receiving a land lease/farm lease and fuel flowage fee
- **Option E** - Allow others to sell JetA with HYA selling the fuel farm and receiving a fuel flowage fee and land lease for the fuel farm space



# 2020 Purpose & Need Statement - Airport Fuel Business

1. *Guarantee the supply and continuity of high-quality aviation fuel in a safe and timely manner to our aviation customers; and*
2. *Remain economically viable as an Enterprise Fund of the Town of Barnstable*
  - *Economically viable = net is at least 20% of gross jet fuel revenue in baseline scenario (FY2020) or at least \$850,000 net revenue.\**

*\*note that in FY2020, the airport's net of gross jet fuel revenue was \$854,056 or 21.4% (\$3,997,187 in jet fuel revenue - \$3,137,131 in COGS)*

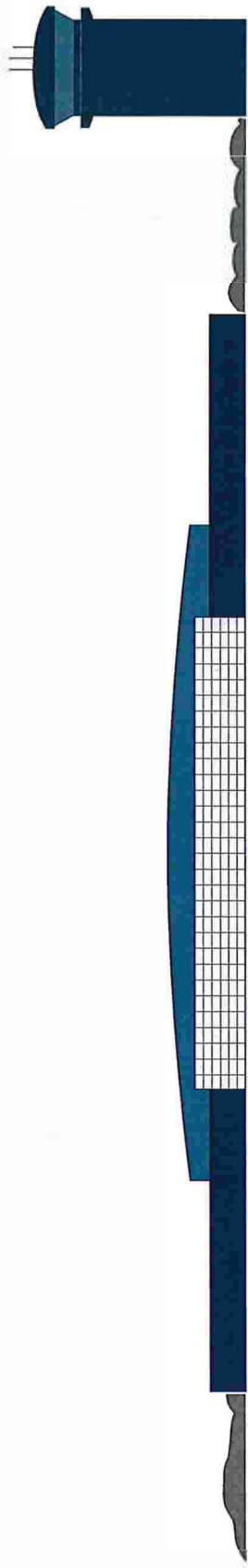


# 2020 Goals - Airport Fuel Business

→ Management identified optimal goals based on past discussions with the Airport Commission/industry experts:

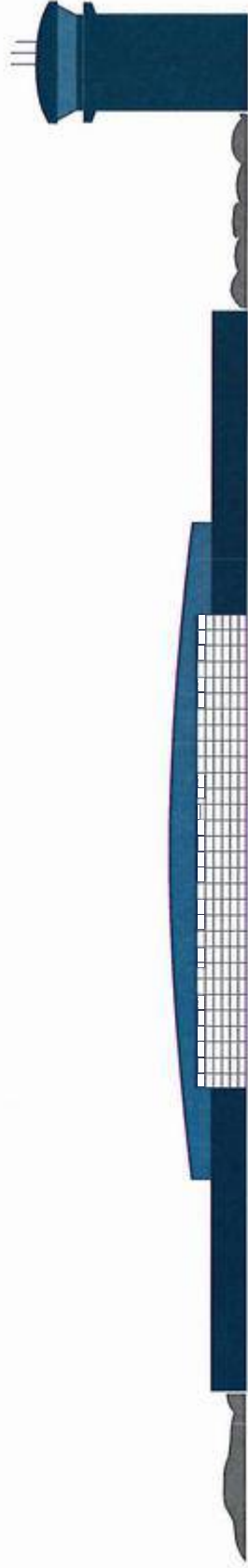
→ Goals:

1. *Maximize the sale of aviation fuel;*
2. *Cover our costs; and*
3. *Grow its economic viability = i.e. increase baseline net (FY2020) by 10%*



# 2020 Screening Protocol - Airport Fuel Business Options

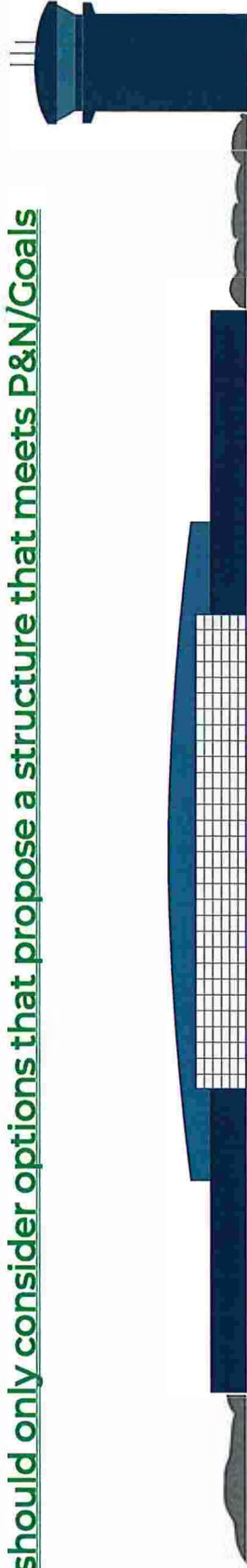
- Does the Option meet the Fuel Business Purpose & Need?
- Does the Option provide the opportunity to meet the Fuel Business Goals?
- Is the Option Reasonable?
- Options that did not meet the Screening Protocol and/or were unreasonable were eliminated from further evaluation.



# Option Recommended Nov. 2020

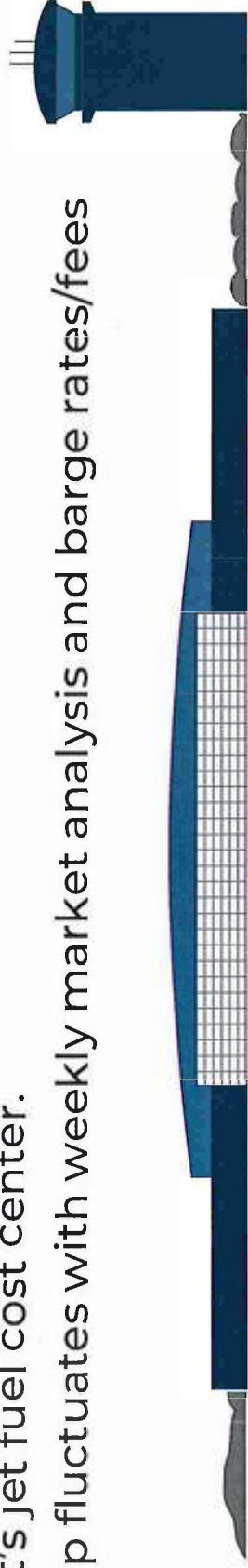
- Option B = ability to meet P&N and Goals = recommended
- Option A = inability to meet the P&N and Goals
- Option C = deemed unreasonable as a result of not being operationally feasible
- Options D and E = deemed unreasonable
  - All had the ability to meet the *Purpose & Need* and the *Goals*
  - All were deemed unreasonable from a business standpoint if they are to meet our P&N and Goals. Uneconomical for other entities to assume the role of fuel sales.
  - Airport costs/desired revenue to be economically viable were unreasonable.
  - Fuel flowage fee presented by FBOs = \$0.25/gallon.
  - Meeting P&N and Goals = fuel flowage fee of \$1.14 - \$1.19/gallon

→ Airport should only consider options that propose a structure that meets P&N/Goals



# Since Option B

- Original Airport Markup, Option B, increased incrementally at different times throughout the year
  - \$7.10, \$2.20, \$2.60, \$2.70, \$2.85 and etc...
  - Based on = Airport Rates & Charges Study flat markup necessary to cover cost of doing business
  - But still not aggressive enough within the marketplace
- Tocoy's Dynamic Pricing Markup<sub>10</sub> - Started June 2024
  - Weekly market study and analysis (Monday and Tuesday)
  - Pricing control of the pricing program has been beneficial to the airport's jet fuel cost center.
  - Markup fluctuates with weekly market analysis and barge rates/fees

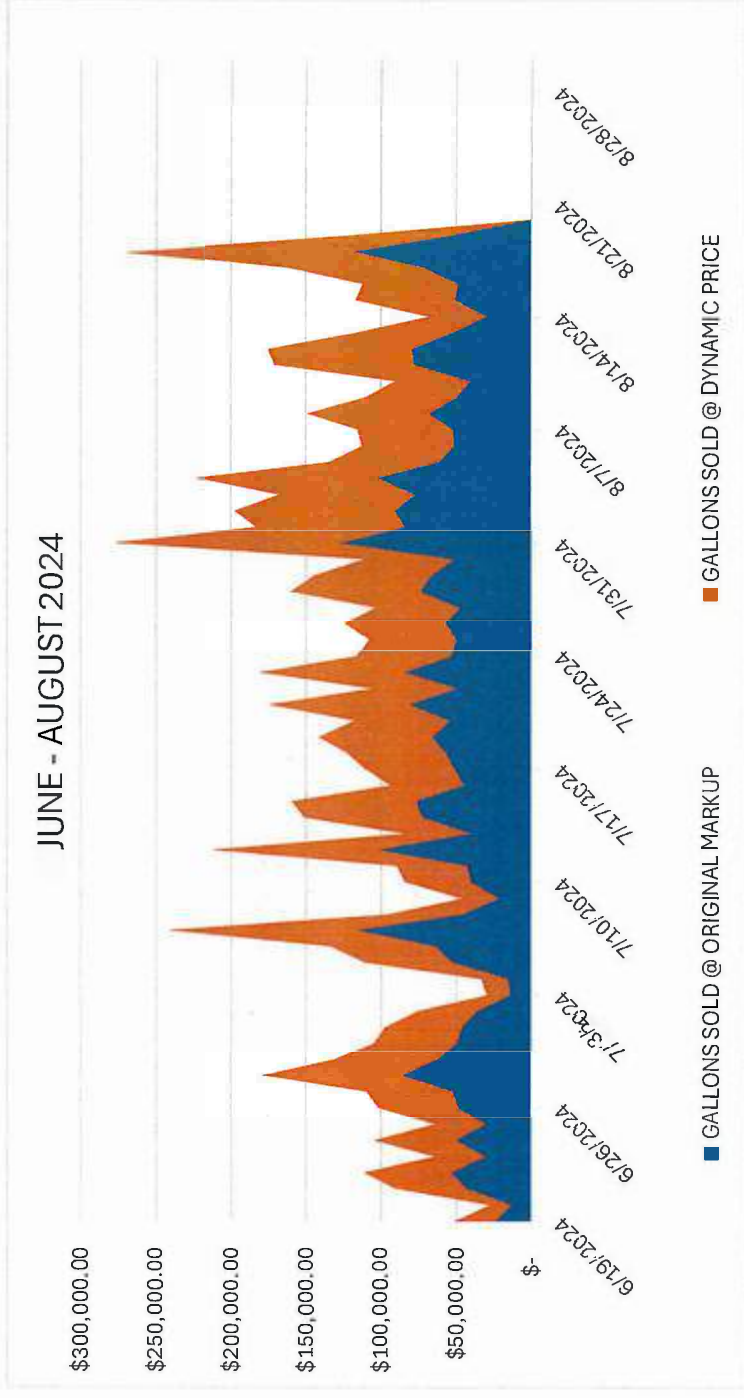


# Since Option B (Cont.)

→ Dynamic pricing markup started 6/18/2024

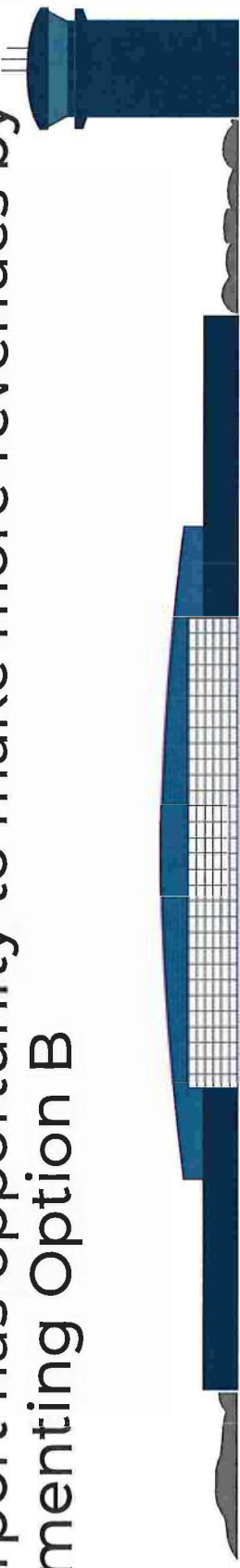
→ Total added income = \$543,323.78

Added Income by Month	June 2024	July 24	August 24	Total added income since 6/18/2024
	\$47,849.50	\$223,797.89	\$271,676.39	\$543,323.78



# Key Takeaways from 2020 Analysis...

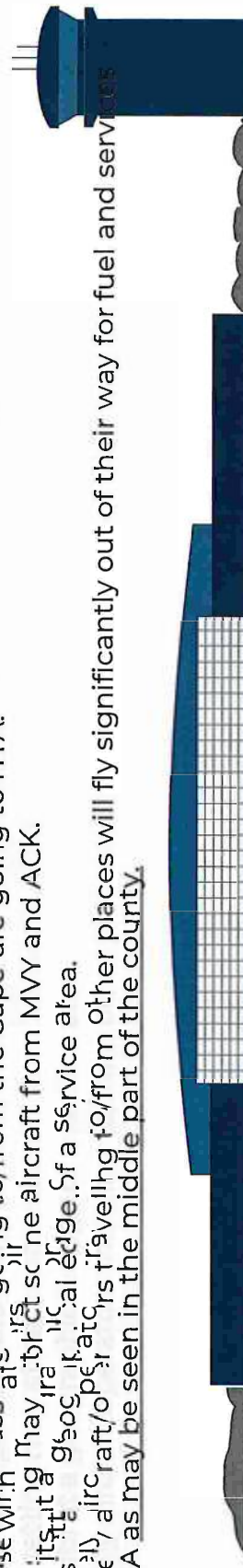
- Removal of exclusive right = we will never get it back per attorney discussions.
- Allowing others to sell fuel = reduce airport revenues
- Other entities selling fuel may require significant increases in the fuel price and could drive away business
- Loss of FBO revenue from other gross sales and other services
- The airport has opportunity to make more revenues by implementing Option B





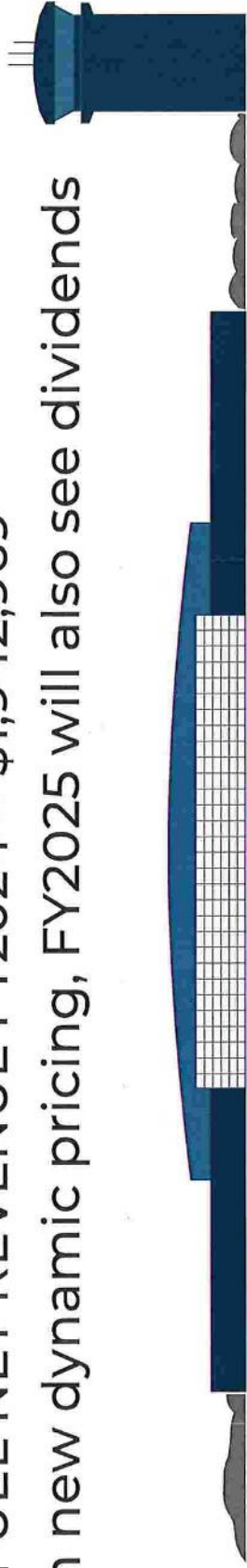
# 2024 Considerations...

- Include all 2020 key takeaways plus...
- Relinquishing exclusive right =
  - May bring on further lawsuits from the former Rectrix owner
  - Loss of revenue/hit on budgets (regardless of the option implemented)
  - Loss of FB revenue from groceries of other services
  - Loss in significant percentage of fuel cost center revenues by allowing FBO fueling
  - Loss of budget known forecast for fuel sale revenue generator (due to existing contracts)
  - Loss of synergical of the fuel business or inability for price setting & incentives
  - Loss of assets & fuel will not be available (Give AVGAS call-back example)
  - Airport will continue to maintain a minimum staffing to meet 139 (24/7 Ops. Dept.)
    - Fuel cost center for the services
  - Knowing fuel duties airport's ability to meet grant assurances = minimizes Rights and Powers
  - Potential for an increase but may be slight in comparison to the drawbacks noted above.
    - **Capitol Fuel Purchasers (Everest, NetJets and World Fuel) have told us that HYA is a destination for a significant portion.**
    - Aircraft with passengers going to/from the Cape are going to HYA.
    - Price it's going to pay for the aircraft from MVY and ACK.
    - HYA is the only local area.
    - Unlike other airports traveling to/from other places will fly significantly out of their way for fuel and services at HYA as may be seen in the middle part of the county.



# 2024 Considerations (cont.)...

- Include all 2020 key takeaways plus...
- Maintaining exclusive right =
  - Maintaining leverage and ability to increase revenues
  - Maintaining the ability for price setting & incentives for operators to visit HYA vs. more expensive locations such as MVY and ACK
  - Ability to leverage dynamic pricing = paid significant dividends (see previous slides)
  - JET FUEL NET REVENUE FY2024 = \$1,942,969
  - With new dynamic pricing, FY2025 will also see dividends



# Question - Does the commission want to delve into this further?

