

NANTUCKET MEMORIAL AIRPORT COMMISSION

February 11, 2020

Agenda

1. Announcements
 - a. This Meeting is Being Both Audio & Video Recorded
2. Review and Approve:
 - a. Agenda
 - b. 1/14/20 Draft Minutes
 - c. Ratify 1/22/20 and 2/5/20 Warrants
3. Public Comment
4. **021120-1** Public Hearing to Consider Proposed Revisions to Airport's Rates and Charges
5. Pending Leases/Contracts as Set Forth on Exhibit 1, which Exhibit is Herein Incorporated by Reference
6. Pending Matters
 - a. **050916-1** Crew Quarters Development
 - b. **091019-01** Town Government Study Committee
7. **021120-2** Planning and Engineering RFQ Evaluation Committees (Commission Participation)
8. Finance
 - a. **021120-3** FY2020 Second Quarter Update
9. Manager's Report
 - a. Project Updates
 - b. RFP/Bid Status
 - c. Operations Update
 - d. Statistics
 - e. Personnel Report
 - d. Airport Manager Travel- Annual AAAE Conference
Denver, CO
May 10-13, 2020
10. Commissioner's Comments
 - a. Long Range Planning Sub-Committee Meeting Re-Schedule
11. Public Comment
12. Executive Session – G.L. c.30A, §21 (a)
 - a. Review ES minutes of 5/28/13, 9/10/13, 1/14/14, 2/25/14, 3/11/14, 3/25/14, 6/24/14, 4/14/15, 5/12/15, 8/11/15, 9/8/15, 12/8/15, 2/9/16, 9/13/16, 12/13/16, 1/10/17, 5/11/17, 6/13/17, 7/11/17, 8/8/17, 9/12/17, 10/10/17, 11/14/17, 12/12/17, 1/9/18, 2/13/18, 3/16/18, 4/10/18, 5/8/18, 6/12/18, 6/29/18, 7/10/18, 8/14/18, 9/11/18, 11/13/18, 12/11/18, 1/14/19, 2/12/19, 3/12/19, 4/9/19, 5/14/19, 6/11/19, 7/12/19, 8/13/19, 9/10/19, 10/8/19, 11/12/19, 12/10/19 for possible release; and 1/14/20 for review and possible release.
 - b. Clause 3: To discuss strategy with respect to the litigation regarding the Gatto Claim, where the Chair has determined that an open session may have detrimental effect on the litigating position of the Airport Commission.
 - c. Clause 3: To discuss strategy with respect to the litigation regarding Walsh, where the Chair has determined that an open session may have detrimental effect on the litigating position of the Airport Commission.
 - d. Clause 3: To discuss strategy with respect to collective bargaining, where the Chair has determined that an open session may have detrimental effect on the bargaining position of the Airport Commission.

Public Safety Facility

1st Floor Meeting Room

4 Fairgrounds Road

5:00 PM

Town of Nantucket
NANTUCKET MEMORIAL AIRPORT
14 Airport Road
Nantucket Island, Massachusetts 02554

Thomas M. Rafter, Airport Manager
Phone: (508) 325-5300
Fax: (508) 325-5306



Commissioners
Daniel W. Drake, Chairman
Arthur D. Gasbarro, Vice Chair
Anthony G. Bouscaren
Andrea N. Planzer
Jeanette D. Topham

DRAFT

AIRPORT COMMISSION MEETING
January 14, 2020

The meeting was called to order at 5:00 pm by Chairman Daniel Drake with the following Commissioners present: Jeanette Topham, Arthur Gasbarro, Anthony Bouscaren and Andrea Planzer.

The meeting took place in the 1st floor Community room at the Public Safety Facility, 4 Fairgrounds Rd. Nantucket MA.

Airport employees present were: Tom Rafter, Airport Manager, Noah Karberg, Assistant Airport Manager, Jamie Sandsbury, Business and Finance Manager, David Sylvia, Safety and Compliance Officer and Katy Perales, Office Manager.

Mr. Drake announced the meeting was being audio and video recorded.

Mr. Drake asked for comments on the Agenda; hearing none, the Agenda was adopted.

Mr. Gasbarro made a **Motion** to approve the draft minutes dated 12/10/19. **Second** by Ms. Planzer and **Passed** unanimously.

Ms. Planzer made a **Motion** to ratify the 12/18/19 and 1/8/20 Warrants. **Second** by Mr. Bouscaren **Passed** unanimously.

Public Comment

None.

Pending Leases/Contracts – Mr. Rafter presented for approval the following contracts:

- ➔ **Weston Solutions-** Contract in the amount of \$53,650 for Environmental Consulting Services and Site Assessment for per- and polyfluoroalkyl substances. This is an operating expense.
- ➔ **Jacobs Engineering Group, Inc.-** Task Order in the amount of \$337,187 for design services for the Fuel Farm Rehabilitation Project. This is a capital expense.
- ➔ **McFarland Johnson, Inc-** Task Order in the amount of \$22,700 for initial design services for the Fuel Farm Upgrades Phase III Project. This is a capital expense.

Mr. Gasbarro made a **Motion** to approve the contracts as presented, **Second** by Ms. Topham and **Passed** unanimously.

Pending Matters – Mr. Rafter reported on:

- **050916-1 Crew Quarters Development-** Topic will be discussed at the Long-Range Planning Sub Committee Meeting on February 7, 2020. Mr. Rafter will meet with Diana Brown from Nantucket Community Sailing to tour their new facility as potential off-season housing for Airport employees.
- **091019-01 Town Government Study Committee-** Mr. Rafter reported that questions regarding the warrant article were asked by the Town Government Study Committee and are being addressed.

011420-1 Rates and Charges Public Hearing proposed to be scheduled for February 11, 2020- Noah Karberg, Assistant Airport Manager, reviewed proposed draft changes to the Nantucket Memorial Airport Rates and Charges.

Mr. Drake and Mr. Gasbarro discussed and offered to the Commission a suggestion that all parking violations be \$50.00 per day. As of now the lower lot is a cheaper violation. The commission agreed that all parking violations should be \$50.00 per day and asked for this change to be made in the Rates and Charges.

Mr. Gasbarro asked how much of the study that was commissioned last year was used to develop these changes. Mr. Rafter explained that the study that was used last year, created a rates and changes model which provides guidelines to what areas to focus on and what the impacts will be.

Mr. Gasbarro asked if the advertising rates and charges were reviewed. Mr. Rafter explained that the advertising consultant recommended starting out with one rate, and as the program and volume develops to look at potential changes every few years. There were some increases in certain categories last year.

Mr. Drake asked how frequent other airports increase rates and charges. Mr. Karberg explained that most major commercial airports will do an annually or quarterly revision based on their methodology and level of activity.

Mr. Gasbarro asked about the APU overlap fee. Mr. Rafter explained that he will research the possibility of this addition and its impacts on the Airport. Mr. Rafter explained that the implementation could be challenging, as there are a number of reasons that an aircraft could be waiting. The Commission agreed to have APU overlap fees listed as TBD (To Be Determined) in the rates and charges. There will be an environmental subcommittee meeting planned for further discussion.

Finance- Mr. Rafter reported on:

111219-3 FY2021 Preliminary Budget- Mr. Rafter explained that there have been no changes since the last version that was presented at the December 2019 Commission meeting, which reflects no reliance on Retained Earnings. Expenses increased due to professional services, directly related to potential legal costs. Revenue increased due to CPI and land rentals.

Mr. Gasbarro made a **Motion** to approve the proposed FY2021 final budget as presented for the Nantucket Memorial Airport Enterprise Fund, **Second** by Ms. Topham and **Passed** unanimously.

011420-2 Capital Projects Update- Mr. Rafter presented the capital projects update, requesting supplemental funding for the Fuel Farm Rehabilitation.

Mr. Gasbarro made a **Motion** to approve the revised capital request summary for FY2021, **Second** by Ms. Topham and **Passed** unanimously.

011420-3 Parking Report- Mr. Rafter reviewed the parking report. In 2018-2019, gross revenues increased 10%, violations revenues increased 56%, total gross receipts increased 15% and net revenue increased 21% or \$14,299. Year to date reports shows gross revenue increased 20%, violation revenue increased 11%, total gross receipts increased 19% and net revenue increased \$23,422.

011420-4 Financial Statements and Schedule of Passenger Facility Charges and Expenditures FY2019- Mr. Rafter reported on the audit of the FY2019 financial statements and schedule of passenger facility charges and expenditures. The audit is clean, and the Airport is reported to be compliant with PFC charges and expenditures.

Manager's Report

Project Updates – Mr. Rafter reported:

- **Bunker Road Drainage-** Infiltrator has been installed and is working. The Maintenance Department will maintain the dry well and catch basins. Working with engineers to develop a drainage plan for the entire airport.
- **Security Project Phase I-** Contractors are completing security and safety training, getting badged and will begin work.
- **Security Project Phase II-** Bids available January 14th and are due February 25th. A meeting will be held on January 31st with FAA to determine the eligibility levels for the entire security project.
- **EA/EIS-** Environmental Notification Form (ENF) was submitted and a public meeting was held December 18, 2019, with one member from the public who attended. Comments from agencies are being addressed. Expecting a response this week.
- **PFC Application #2-** Sent consultation letter to FAA for approval.
- **Fuel Farm Rehabilitation-** Project was transferred to Jacob's Engineering Group, Inc. Project is planned for one construction season.. May be split into two projects, as one-part deals with firefighting and the other part deals with fuel, plumbing and piping.
- **Taxiway E-** 60% design complete. Meeting was held with FAA and MassDOT to go through the 60% design. Estimated cost has increased back to \$19 million.
- **TSA Floor Replacement-** replacing the flooring in TSA offices due to a flooding issue, which maintenance has resolved.

RFP/IFB Bid Status – Mr. Rafter reported on:

- **Request for Expression of Interest- Hangar Development-** Received one proposal expressing interest in building a Hangar which is under review.
- **Land Appraisals-** proceeding with appraisals for various properties in accordance with the Airport's previously established policy.
- **Request for Expression of Interest (REOI)- Freight Hangar-** Developing an REOI for the Freight Hangar.

Working on developing RFP's and Leases for the following-

- Hold Room Concession
- Fuel Farm Inspections

- On-Call Engineering
- Parking Management Services

Operations – Mr. Rafter reported:

- FAA made a public statement regarding revoking the license of Nantucket Express. According to the state website, Nantucket Express was disbanded in June 2019 by court order. Legal is looking into potential impacts on operators and pilots at the Airport.
- Transitioning to X-1 software in the Fixed Based Operation (FBO).

Statistics – Mr. Rafter reviewed the November 2019 statistics:

- Operations are up 12.58% from November 2018; and up 18.26% from last FYTD.
- Enplanements are down 12.01% from November 2018; and up 6.90% from last FYTD.
- Jet A Gallons are up 38.03% from November 2018; and up 2.46% from last FYTD.
- Jet A Gallons are up .01% from December 2018.
- AvGas Gallons are up 7.67% from November 2018; and down 3.52% from last FYTD.
- AvGas Gallons are up 22.25% from December 2018.
- Freight is down 11.55% from November 2018; and down .79% from last FYTD.
- 0 Noise complaints were filed for December 2019.

Personnel Report-

None.

Commissioners Comments-

11/26/19 Long Range Planning Draft Minutes- Will be submitted to the Committee for approval.

Mr. Drake reported that there will be a Long-Range Planning Sub-Committee Meeting Schedule for February 7, 2020.

Public Comment

None.

Having no further business for Open Session, Mr. Gasbarro made a **Motion** to go into Executive Session, under G.L. Chapter 30A, Section 21A, not to return to Open Session, to review Executive Session Minutes as enumerated on the Agenda; Clause 3: To discuss strategy with respect to the litigation regarding the Gatto claim, where the Chair has determined that an open session may have detrimental effect on the litigating position of the Airport Commission.; Clause 3: To discuss strategy with respect to the litigation regarding Walsh, where the Chair has determined that an open session may have detrimental effect on the litigating position of the Airport Commission; Clause 3: To discuss strategy with respect to collective bargaining, where the Chair has determined that an open session may have detrimental effect on the bargaining position of the Airport Commission. **Second** by Ms. Topham and **Passed** unanimously, by the following roll-call

vote: Mr. Bouscaren- Aye
Ms. Topham- Aye
Ms. Planzer- Aye
Mr. Gasbarro- Aye
Mr. Drake- Aye

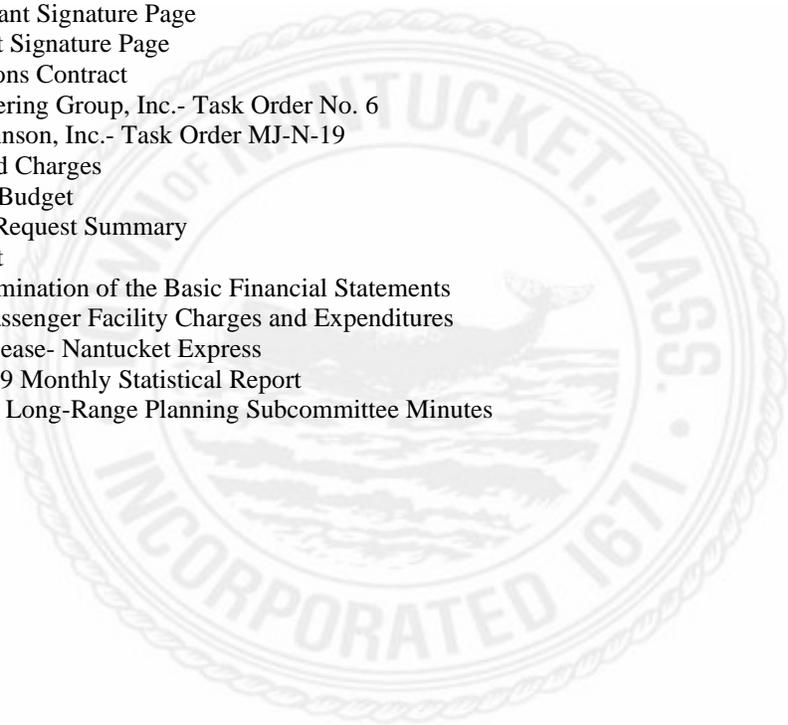
Meeting adjourned at 6:09pm.

Respectfully submitted,

Lillian Sylvia, Recorder

Master List of Documents Used

1/14/20 Agenda including Exhibit 1
12/10/19 Draft Minutes
12/18/19 Warrant Signature Page
1/8/20 Warrant Signature Page
Weston Solutions Contract
Jacobs Engineering Group, Inc.- Task Order No. 6
McFarland Johnson, Inc.- Task Order MJ-N-19
Draft Rates and Charges
FY2021 Final Budget
FY21 Capital Request Summary
Parking Report
Report on Examination of the Basic Financial Statements
Schedule of Passenger Facility Charges and Expenditures
FAA Press Release- Nantucket Express
November 2019 Monthly Statistical Report
11/26/19 Draft Long-Range Planning Subcommittee Minutes

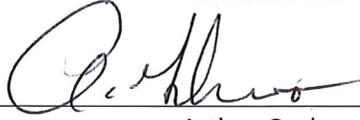


Warrant 01/22/2020

Please Sign and Date

 1/14/20

Daniel Drake

 1/14/20

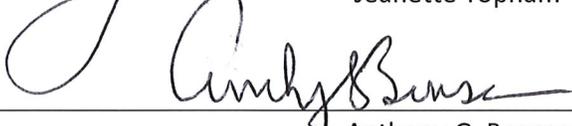
Arthur Gasbarro

 1/14/20

Andrea Planzer

 1/14/20

Jeanette Topham

 1/13/20

Anthony G. Bouscaren

Batch#	Total	Batch Date	Initial
4042	\$ 75,580.39	1/7/20	AK W D RP
4051	\$ 15,263.99	1/8/20	AK de W RP
4066	\$ 107,648 ⁸⁷	1/10/20	AK W D RP
4075	\$ 37,488 ⁴⁸	1/10/20	S AK W D RP
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**Nantucket Memorial Airport
Rates and Charges**
DRAFT for 2/11/2020 Public Hearing
Changes Below in RED

1. AERONAUTICAL FEES

I. Signatory Terminal User

Signatory is defined as having an annual lease in the Terminal that meets Airport established minimum standards and providing year-round service.

a. Business Operating Fee

\$1,500.00 annually, or any part thereof. Non-refundable.

b. Counter and Office Space

\$40.00 per ft² per year. Minimum of 250 ft².

c. Common Use Square Footage

\$10.00 per ft² per year.

Note: 2019 Agreements Included an assessment for the Outdoor Boarding area. Under existing R&C, this space is 1,850ft² or \$18,500 per each user if assessed annually. The Airport will assess this in a monthly fee of \$1,541.67, with a 4-month minimum of \$6,166.68. Additional operating months, based on published schedule, will be assessed at \$1,541.67 per month or partial month of operation.

d. Amount in Lieu of Taxes

Annual Assessment as Determined by the Town of Nantucket.

e. Fuel Discount

Jet A: Retail less \$0.95. AvGas: Retail less \$0.50.

f. Bag Belt Makeup Fee

*TBD

g. Ground Power Unit (GPU) Fee

*TBD

*TBD through a Rates and Charges study and adopted via a future public hearing process.

h. Boarding Ramp/Stair Use Fee

Waived for Signatory Airlines

i. Landing Fee

Landing Fee Assessment = 68% * ((MGTOW/1,000) * ~~\$3.03~~ **\$3.18**)

MGTOW: Maximum Gross Takeoff Weight (per certificate)

~~Existing Current Signatory Terminal User Landing Fees:~~

~~———— Cessna 402: \$14.85~~

~~———— Tecnam P2012: 16.28~~

~~———— King Air 300: 31.82~~

j. Ramp Fee

Ramp fees are waived for Signatory Terminal Users.

k. Remain Overnight (RON) Fee

Waived for Signatory Airlines.

l. Penalty for Operating Without Agreement

Additional \$1,000.00 per month, or any portion thereof.

m. Other Fees

Signatory Terminal Users are subject to other elected/required Aeronautical fees as listed under Heading VI – Use, Service and Administrative Fees, as well as other elected fees under Section 2. – NON AERONAUTICAL FEES.

II. Non-Signatory Terminal User

Non-Signatory Terminal Users (aka “seasonal service” or “seasonal users”) provide service at a frequency less than year-round.

a. Business Operating Fee

\$1,500.00 annually, or any part thereof. Non-refundable.

b. Counter and Office Space

\$40.00 per ft² per year. Minimum of 250 ft².

c. Common Use Square Footage

\$10.00 per ft² per year.

Note: 2019 Agreements Included an assessment for the Outdoor Boarding area. Under existing R&C, this space is 1,850ft² or \$18,500 per each user if assessed annually. The Airport will assess this in a monthly fee of \$1,541.67, with a 4-month minimum of \$6,166.68. Additional operating months, based on published schedule, will be assessed at \$1,541.67 per month or partial month of operation.

d. Amount in Lieu of Taxes

Annual Assessment as Determined by the Town of Nantucket.

e. Bag Belt Makeup Fee

*TBD

f. Ground Power Unit (GPU) Fee

*TBD

g. Boarding Ramp/Stair Use Fee

\$25 per scheduled aircraft turn

h. Landing Fee Assessment

Landing Fee Assessment = (MGTOW/1,000) * ~~\$3.03~~ \$3.18

MGTOW: Maximum Gross Takeoff Weight (per certificate)

*TBD through a Rates and Charges study and adopted via a future public hearing process.

i. Seasonal Ramp Access Fees

Seasonal Ramp Access Fees are paid in advance based on published schedule.

Up to 7 turns daily (based on scheduled peak day per month):

Airport assigns *Preferential use position

~~\$\$\$3,000.00~~ **\$3,150.00** per month of operation, paid in advance. May – September operations require a 4-month minimum payment.

Daily scheduled turns of 8 to 14 (based on scheduled peak day per month):

Airport assigns 2nd *Preferential use position

Subject to availability and assignment by Airport.

Based on schedule and operation restrictions.

~~\$\$\$3,000.00~~ **\$3,150.00** per month of operation, paid in advance (no 4-month min).

Or:

Airport assigns operationally-restricted, *Common use or *Joint use access-

~~\$200~~**\$210.00** per aircraft turn, payable in advance.

Daily Scheduled turns >15 (based on scheduled peak day per month):

Negotiated with the airport on basis of operational availability.

***Preferential use.** Position is assigned by Airport and not typically shared with other carriers. Position location is stable unless notified by Airport in advance.

***Joint use.** Position is assigned by Airport and shared with one other carrier based on published schedule. Position location is stable unless otherwise notified.

***Common use.** Position is assigned by airport and shared with other carriers. Position location is variable and subject to availability based on published schedule.

j. Remain Overnight (RON) FEE

RON Fees apply to overnighting aircraft present any part of 2300-0600. Prior Approval with Airport Operations is required.

MGTOW (#)	FEE – Common/Joint Use	Fee - Preferential Use
<6,000	\$5.00	\$2.50
6,001 – 10,499	\$25.00 \$26.00	\$12.50 \$13.00
10,500 – 24,999	\$55.00 \$57.00	\$22.50 \$29.00
25,000 – 49,999	\$165.00 \$174.00	\$82.50 \$87.00
50,000 – 99,999	\$275.00 \$296.00	\$137.50 \$148.00
>100,000	\$375.00 \$413.00	\$187.50 \$207.00

MGTOW: Maximum Gross Takeoff Weight (per certificate)

*TBD through a Rates and Charges study and adopted via a future public hearing process.

III. Penalty for Operating Without an Agreement

Additional \$1,000.00 per month, or any portion thereof.

IV. Other Fees

Non-Signatory Terminal Users are subject to other elected/required Aeronautical fees as listed under Heading VI – Use, Service and Administrative Fees, as well as other elected fees under Section 2. – NON AERONAUTICAL FEES.

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*TBD through a Rates and Charges study and adopted via a future public hearing process.

V. Fixed Base Operator (FBO) Users – Scheduled Service

This category includes operators utilizing the FBO that provide “Scheduled Service” as defined under 14 CFR 110.2 utilizing aircraft with passenger seating capacity of 9 or fewer seats. Operators may be Part 135 Commuter or Part 135 On Demand. Current known operators of this service include Tradewinds, Tailwinds, Reliant, and Spectacular, with further determinations ongoing.

a. Business Operating Fee

\$1,500.00 annually, or any part thereof. Non-refundable.

b. Penalty for Operating without an Agreement

\$150.00 per aircraft turn.

c. Landing Fee

All aircraft <6,000 lbs MGTOW: \$5.00 per landing

All other aircraft: Landing Fee Assessment = \$33.00 + ((MGTOW-6,000)/1,000)*~~\$3.03~~ \$3.18

All Landing Fee weights are MGTOW as determined by Manufacturer. MGTOW: Maximum Gross Takeoff Weight (per certificate).

d. Ramp Fee

Ramp Fees are per Trip, for a Max 24 hr period.

Category (MGTOW #)	Fee
0 - 6,000	\$10.00
6,001 - 10,499	\$50.00 \$52.00 (2.5%)
10,500 – 24,999	\$110.00 \$113.00 (2.5%)
25,000 – 49,999	\$330.00 \$347 (5%)
50,000 – 99,999	\$550.00 \$592.00 (7.5%)
>100,000	\$750.00 \$825.00 (10%)

MGTOW: Maximum Gross Takeoff Weight (per certificate).

e. Other Fees

Fixed Base Operator (FBO) Users – Scheduled Service are subject to other elected/required Aeronautical fees as listed under Heading VI – Use, Service and Administrative Fees, as well as other elected fees under Section 2. – NON AERONAUTICAL FEES.

*TBD through a Rates and Charges study and adopted via a future public hearing process.

VI. Fixed Base Operator (FBO) Users

This category includes transient Part 91 General Aviation operators and Part 135 On Demand operators not providing a “Scheduled Service” as defined by 14 CFR 110.2. Part 380 Charters require advanced coordination with Airport operations.

a. Landing Fee

All aircraft <6,000 lbs MGTOW: \$5.00 per landing. The ramp Fee for aircraft <6,000 lbs is waived with the purchase of 10 gallons of fuel.

All other aircraft: Landing Fee Assessment = \$33.00 + ((MGTOW-6,000)/1,000)*~~\$3.03~~ \$3.18

All Landing Fee weights are MGTOW as determined by Manufacturer. MGTOW: Maximum Gross Takeoff Weight (per certificate).

b. Ramp Fee

Ramp Fees are per Trip, for a Max 24 hr period.

Category (MGTOW - lbs)	Fee
0 - 6,000	\$10.00
6,001 - 10,499	\$50.00 \$52.00
10,500 – 24,999	-\$110.00 \$113.00
25,000 – 49,999	\$330.00 \$347
50,000 – 99,999	\$550.00 \$592.00
>100,000	\$750.00 \$825.00

MGTOW: Maximum Gross Takeoff Weight (per certificate).

c. Fee Waiver

All landing and Ramp Fees are waived for Military/Government/Medical related (MedFlight, Angel Flight, etc.), Holidays for Heroes, and Flight School Operations. Waiver must be pre-arranged with FBO.

d. Other Fees

FBO Users are subject to other elected/required Aeronautical fees as listed under Heading VI – Use, Service and Administrative Fees, as well as other elected fees under Section 2. – NON AERONAUTICAL FEES.

*TBD through a Rates and Charges study and adopted via a future public hearing process.

VII. Tie Down Holder/Hangar Tenant

a. Tie Down Fees

Annual Reserved Ramp: \$1,500.00. Price is for aircraft weighing 6,000 lbs MGTOW or less. Additional charge of \$100.00 per each \$1,000.00 lbs or portion thereof.

Annual Reserved Grass: \$900.00 (limit 6,000 lbs MGTOW).

MGTOW: Maximum Gross Takeoff Weight (per certificate)

Tie Down fees includes 1 vehicle Parking Permit. Tie Down holders are not assessed landing and ramp fees for their non-Commercial operations, GPU fee or Pre-heater Fee.

b. Hangar Rental

Hangars *2&4 (non-heated)

Jet and Multi engine turbo prop.....	\$150.00 Daily	\$1,500.00 Monthly
Single Turbo prop ≥ 6001# MTOW.....	\$90.00 Daily	\$900.00 Monthly
Multi Engine Piston.....	\$60.00 Daily	\$600.00 Monthly
Single Engine Piston & Single Engine turbo prop ≤6000# MTOW :.....	\$50.00 Daily	\$300.00 Monthly

Hangar 3 (heated)

Jet and Multi engine turbo prop.....	\$180.00 Daily	\$1,800.00 Monthly
Single Turbo prop ≥ 6001# MTOW.....	\$120.00 Daily	\$1,200.00 Monthly
Multi Engine Piston.....	\$80.00 Daily	\$800.00 Monthly
Single Engine Piston & Single Engine turbo prop ≤6000# MTOW:.....	\$60.00 Daily	\$400.00 Monthly

*Hangar 2 to become heated after which heated hangar rates would apply.

T-Hangars \$400.00 Monthly

c. Other Fees

Tie Down and Hanger users are subject to other elected/required Aeronautical fees as listed under Heading VI – Use, Service and Administrative Fees, as well as other elected fees under Section 2. – NON AERONAUTICAL FEES.

d. Future Fee Waiver

CONCEPT: Tenant aircraft to receive a rent rebate in exchange for providing flight opportunities to children. Details TBD via official future policy for AirCom Approval.

*TBD through a Rates and Charges study and adopted via a future public hearing process.

VIII. Use, Service and Administrative Fees

a. Ground Power Unit (GPU) Fee

\$15 per use/max 2 Hr. period

b. APU Overuse Fee

*TBD

c. Boarding Ramp/Stair Fee

\$25 per turn

d. Gate Overstay Fee

~~TBD~~ Warning: First aircraft turn
 \$50.00: 2nd turn.
 \$100 3rd turn.
 \$500 subsequent turns.

e. Bag Belt Makeup Fee

*TBD

f. Deicing

Market Rate per gallon (minimum of 10 gallons).
 \$150.00 Call back fee (11pm to 7am)

g. Lavatory Service

\$100.00/use.

h. Pre-Heater/Electrical Outlet Supply

\$25.00/max 8 hr period, per use

i. Equipment Storage Fee

Off season: \$500.00 per month per piece.
 Abandoned equipment Disposal: \$2,000.00 per piece.

Off Season is defined as the period from 1 month after the expiration of an airline operating agreement to 1 month prior to the agreement start date.

*TBD through a Rates and Charges study and adopted via a future public hearing process.

j. Derelict Aircraft Storage Fee

Months 1-6: \$600.00 per month (Pro-rated for partial months)

Months 7-9: \$100.00 per day

Months 10+ \$150.00 per day

k. Freight/Mail

\$0.05 per lb of gross weight (inbound only), + applicable Landing and ramp Fees.

Freight/Mail is based on MGTOW unless a carrier is a Signatory Terminal User.

l. Security – Fingerprinting

\$50.00 per individual.

m. Security – SIDA Badge

\$300.00 (Refundable Deposit).

n. Security – AOA escort

\$300.00 for the first hour or any portion thereof.

\$100.00 each additional hour (Max 4 hours).

o. Aeronautical Business Lease Application Fee

\$1,000.00 per Lease.

p. Aeronautical Land Lease Rate

Minimum 50% Fair Market Value (FMV) in ft² per year, subject to Annual CPI with reviews as per agreement.

q. 3rd party aeronautical services

\$1,500.00 Annually or any part thereof (non refundable)

r. Special Events Permit

Tenant-owned building: \$1,000.00 for event.

Airport-owned building: \$2,000.00 for event.

Plus reimbursement of associated airport expenses. Requires approved Airport Special Events Permit as well as any applicable Town Permits. Permits are limited to

*TBD through a Rates and Charges study and adopted via a future public hearing process.

existing tenants in good standing with the Airport and at the discretion of the Airport Manager.

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*TBD through a Rates and Charges study and adopted via a future public hearing process.

2. NON_AERONAUTICAL FEES

I. Ground transportation

a. Rental Car Fees – On Airport

Business Operating fee: \$1,500.00 annually or any part thereof (non-refundable).
 Counter and office space: \$45.00 per ft² per year.
 Common Use Space: \$10.00 per ft² per year.
 Gross receipts: 10% Per month
 Customer Facility Charge: \$4.00 per rental day/per vehicle
 Reserved parking: \$200.00 Per assigned space annually
 Remote Parking \$1,000.00 Annually

b. Rental Car Fees – Off Airport

Business Operating Fee: \$1,500.00 Annually or any part thereof (non-refundable)
 Gross receipts: 10% per month

c. Taxi/Livery/Charter/Courtesy Van

\$400.00 per vehicle annually

d. Technology-enabled Provider (Uber, Lyft, etc)

\$3.25 per originating fare.
 Payable by Application provider monthly. Fare applicable pending legislative approval.

e. Tour Bus Permit

\$300.00 per vehicle annually.

f. Livery Ramp Access Permit Fee

\$1,500.00 Annual business fee (up to 5 permits)
 \$300.00 per each additional permit (non-refundable)

Operator must provide plate # per each permit. Permit covers livery service above.
 Non-transferable.

g. Ramp Access Escort Fee without Permit

~~\$10.00~~-\$75.00 per vehicle, per escort assessed to aircraft operator.

*TBD through a Rates and Charges study and adopted via a future public hearing process.

II. Vehicle Parking

a. Front Section of Main Lot (closest to Terminal)

Per 24 Hour Period or any Portion Thereof:

0-3 hrs	Free
3-8 hrs	\$12.00
>8 hrs	\$20.00
Weekly	\$120.00
Monthly	\$400.00

b. Back Section of Main Lot (Farthest from Terminal)

Per 24 Hour Period or any Portion Thereof:

0-3 hrs	Free
3-8 hrs	\$6.00
>8 hrs	\$10.00
Weekly	\$60.00
*Monthly	\$200.00
*6 Month	\$875.00
*Annual	\$1,500.00

*Must Park in dedicated section.

c. Airport Tenant Employees

*Monthly	\$10.00
*Annual	\$100.00

No Overnight parking: \$50.00 per day fine in employee section only.

*Must park in dedicated section.

d. Violations

Front Section of Main Lot:	\$50.00 1 st day	\$20.00 each additional day
Back Section of Main Lot:	\$50.00 1 st day	\$20.00 each additional day
General Aviation Lot:	\$50.00 per day (authorized vehicles only – Permit required)	
Hangars 1-4 Parking lot:	\$50.00 per day (Permit required)	
	\$20.00 each additional day	
Reserved car Rental Spaces/Assigned Lots:	\$50.00 per day (Medallion required)	
	\$20.00 each additional day	

*TBD through a Rates and Charges study and adopted via a future public hearing process.

Advertisinge. Literature Rack – year round (May-April)

Locations: Terminal Air taxi Arrivals area/FBO

Small Single rack – Under 8.5 x 11” \$540.00 per location/per publication
 Medium single rack – under 9 x 12” \$600.00 per location/per publication
 Large single rack - over 9 x 12” \$660.00 per location/per publication
 Large Multi-rack – less than 2 x 4’ \$1,800.00 per location

Partial years are not pro-rated.

f. Literature Rack – seasonal (May-October)

Location: Terminal Summer Arrivals

Small Single rack – Under 8.5 x 11” \$270.00 per publication
 Medium single rack – under 9 x 12” \$300.00 per publication
 Large single rack - over 9 x 12” \$330.00 per publication
 Large Multi-rack – less than 2 x 4’ \$900.00

Partial years are not pro-rated.

g. Display Cases

Location: Terminal

Air taxi arrivals/Departures	12 month: \$3,600.00	6 month: \$1,800.00
Security Screening hallway	12 month: \$2,400.00	6 month: \$1,200.00

h. LCD Monitors

Annual: \$5,400.00	6 month: \$3,900.00	3 Month: \$2,700.00
--------------------	---------------------	---------------------

i. Vehicle Wrap

\$7,200.00 annual (cost of wrap, or wrap removal not included)

j. FBO Landside Static Display

Contract for 45+ days within a calendar year = \$200 per day
 Contract for 25+ days within a calendar year = \$300 per day
 Contact for 10+ days within a calendar year = \$400 per day
 Product is not available for < 10 days.

k. Wi-fi Landing Page

Annual: \$5,400
 6-Month: \$3,900

*TBD through a Rates and Charges study and adopted via a future public hearing process.

III. Non-Aeronautical Use and Service Fees

a. Business Operating Fee

\$1,500.00 annually or any portion thereof (non-refundable)

b. Lease Application Fee

\$3,000.00 per lease

c. Retail space

Space varies.

Common use space: Negotiated.

Participation fee: Negotiated.

d. Land lease

Minimum Fair Market Value (FMV) ft² per year. Annual CPI with reviews as per agreement.

e. Amount in Lieu of Taxes

Annual assessment as determined by the town of Nantucket.

f. Special Events Permit

Tenant-owned building: \$1,000.00 for non-tenant event.

Airport-owned building: \$2,000.00 for non-tenant event.

\$0-500.00 for tenant event (depending on event size).

Plus reimbursement of associated airport expenses. Requires approved Airport Special Events Permit as well as any applicable Town Permits. Permits are limited to existing tenants in good standing with the Airport and at the discretion of the Airport Manager.

g. Meeting Room

Seats 8-10 people. \$300.00 per hour, with audio/visual additional \$75.00 per hour.

Tenant Discount: 16 hours free with 50% discount thereafter.

h. Artwork Concession Fee

15% of sale price.

*TBD through a Rates and Charges study and adopted via a future public hearing process.

i. Catering

25% of total invoice.

j. Security – Fingerprinting

\$50.00 per individual.

k. Security – SIDA Badge

\$300.00 (Refundable Deposit).

l. Security – AOA escort

\$300.00 for the first hour or any portion thereof.

\$100.00 each additional hour (Max 4 hours).

DRAFT

Exhibit 1
Pending Leases/Contracts/Agreements
2/11/2020

Type	With	Amount	Other Information	Source of Funding
Agreement	ACK Surf School, LLC	\$1,500	Licence Agreement for Operation of Surf School	Income
			at Nobadeer Beach	
Contract	Jacobs Engineering, Inc.	\$41,202	Design and Project Admin for Pavement Marking Project	Capital
			Runway 15-33 and 12-30	
			Task Order No. 7	
Contract	McFarland Johnson Inc.	\$22,200	Tank Compliance Services	Operating
			Task Order MJ-N-21	
Pending				

LICENSE AGREEMENT

THIS LICENSE AGREEMENT, dated the ____ day of _____, 20__ by and between the NANTUCKET MEMORIAL AIRPORT COMMISSION, (hereafter referred to as LICENSOR) with a principal place of business at 14 Airport Road, Nantucket, MA 02554 and **ACK SURF SCHOOL, LLC**, (hereafter referred to as LICENSEE) with its principal address at **c/o 4 Millbrook Road, Nantucket, MA 02554**.

A. The LICENSOR is the owner of record of a certain parcel of land located at Nobadeer Beach, Nantucket Massachusetts, (hereafter referred to as the "Land") and more particularly described in Exhibit A attached hereto. The Land is held for Airport purposes, and is now unoccupied.

B. The LICENSOR desires to grant a non-exclusive license in accordance with the terms hereof;

NOW, THEREFORE, in consideration of the mutual covenants contained herein, and the payment of which is hereby acknowledged, the parties hereby enter into a license agreement upon the terms and conditions set forth herein.

1. Grant of License. The LICENSOR hereby grants to LICENSEE a non-exclusive license to enter upon and use the Land subject to the following specified terms and conditions. The terms of this License are not to be construed as a grant of the exclusive use of the Land to the LICENSEE.

2. Term. The term of this License shall commence on **June 1, 2020**, and shall terminate on **September 30, 2020** unless earlier terminated as set forth in Section 12, below. An extension or renewal of the term and conditions of this License, by an amendment to same, may be granted by the LICENSOR at its sole discretion.

3. Permitted Use. The rights of this License shall be exercised by the LICENSEE solely for the purpose of conducting a mobile surf school upon the land and the sale of branded apparel associated with the surf school, including any additional activities as approved in writing by the Airport Commission. Vehicles may use the worn vehicle paths and are prohibited from the sand dunes. The surf school truck and trailer is to be parked in one spot at the entrance to the beach not obstructing other pedestrian or vehicle traffic. Vehicle is only allowed dawn to dusk.

4. License Fees. In consideration for the use of this License, the LICENSEE agrees to pay the LICENSOR the following annual business license fee of \$1,500, prior to exercising this license.

5. Conduct.

a. Entry and use under this License by the LICENSEE and its contractors, agents, representatives, employees, assignees and invitees, shall, at all times, be subject to review and control by duly designated representatives of the LICENSOR.

b. During the exercise of rights hereby granted, LICENSEE shall at all times conduct itself so as not to interfere with operation of the LICENSOR within the Land or LICENSOR'S property adjacent to the land.

c. The LICENSOR shall have the right, at all reasonable times, to enter onto and inspect the Land and to make such improvements or repairs as it reasonably deems necessary.

d. LICENSEE shall observe and obey directives from the authorized representative of the LICENSOR, as well as all other applicable laws, statutes, ordinances, regulations and permitting or license requirements.

e. The LICENSEE, its contractors, agents and/or representatives shall provide and maintain an emergency contact person and telephone number with the LICENSOR'S representative during the term hereof.

f. The LICENSEE shall be responsible for the upkeep and maintenance of the Licensed Premises. Such maintenance shall include, but not be limited to, the removal of debris from areas frequented by the LICENSEE and LICENSEE'S patrons. The Town will continue to empty the Town trash barrels.

6. Limited Use of Space. The space shall be used and occupied by LICENSEE solely for its intended use stated above. The space may not be used for any other purpose. No other commercial activity of any kind whatsoever shall be conducted by LICENSEE in, from, or around the space without written consent of the LICENSOR. The LICENSEE agrees to and shall comply with all applicable ordinances, resolutions, rules and regulations established by Federal, State, Local Government Agency, or by the LICENSOR.

7. LICENSOR Rights Reserved. LICENSOR reserves for itself the following rights, which LICENSEE agrees to observe, and LICENSEE agrees that the same may be exercised by LICENSOR and that any such exercise of said rights shall not be deemed to effect an eviction or to render LICENSOR liable for damages by abatement of the license fee or otherwise to relieve LICENSEE from any of its obligations.

(a) To adopt from time to time rules and regulations not inconsistent with terms of this lease for the use, protection and welfare of Nantucket Memorial Airport and its occupants, with whom LICENSEE agrees to comply.

(b) To enter upon any premises and facilities of the LICENSEE upon reasonable advance notice for that purpose of inspection or for any purpose incident to the performance of its obligations hereunder, in the exercise of any of its governmental functions or by others with the permission from the LICENSOR. LICENSOR in such case is to use its best efforts to avoid disruption of LICENSEE'S operation.

8. APPROVALS AND PERMITS. All local licenses and permits are the responsibility of the LICENSEE. A copy is to be provided to the Airport Manager's office and kept on file. The obligations of the LICENSEE are conditional upon his obtaining and holding all said approvals, permits and licenses necessary for the operation of a mobile surf school, from all agencies, boards and officers having jurisdiction over the same.

9. **INSURANCE: THE LICENSEE SHALL DEPOSIT WITH THE LICENSOR CERTIFICATES FOR ALL INSURANCE REQUIREMENTS LISTED BELOW PRIOR TO THE COMMENCEMENT OF THEIR TERM, AND THEREAFTER WITHIN THIRTY (30) DAYS PRIOR TO THE EXPIRATION OF ANY SUCH POLICIES. ALL SUCH INSURANCE CERTIFICATES SHALL PROVIDE THAT SUCH POLICIES SHALL NOT BE MATERIALLY CHANGED, ALTERED OR CANCELED WITHOUT AT LEAST TEN (10) DAYS PRIOR WRITTEN NOTICE TO EACH ASSURED NAMED THEREIN.**

Additional insured:

All certificates will indicate the "**Town of Nantucket/Nantucket Memorial Airport (Licensor)**" as an **additional insured**, under liability coverage, but only as respects operations of the Named Insured as their interests may appear.

Indemnification. LICENSEE shall indemnify and hold harmless the LICENSOR, its Commissioners, officers, agents and employees, from all claims and demands of third persons, including employees and members of the LICENSEE but not limited to those for death, for bodily injuries, or for property damage arising out of the acts or omissions of the LICENSEE, its officers, members, employees, agents, representatives, contractors, customers, guests, invitees and other persons using LICENSEE'S premises or otherwise arising out of any acts or omissions of the LICENSEE'S employees, members, agents, and

representatives, with the exception of Town of Nantucket/Nantucket Memorial Airport's gross negligence or willful misconduct.

Liability Insurance. The LICENSEE shall maintain, with respect to the leased premises, comprehensive public liability insurance, in the amount of \$1,000,000, with property damage insurance in limits of \$500,000, in responsible companies qualified to do business in Massachusetts, and in good standing therein, insuring the LICENSEE as well as LICENSOR against injury to persons or damage to property as provided (unless different amounts specified on front page of contract).

Worker's Compensation Insurance. The LICENSEE shall maintain and keep in force Workers' Compensation Insurance, which is recognized by the Commonwealth of Massachusetts.

10. General Use of Airport and Facilities: LICENSOR shall have the right to operate in the manner authorized by proper governmental authority and agencies, and shall have the following specific rights and privileges:

a. The LICENSOR reserves unto itself, its successors and assigns, for the use and benefit of the public a right of flight for the passage of aircraft in the airspace above the surface of the real property as described in the License Agreement, together with the right to cause in said airspace such sound as may be inherent in the operation of aircraft, now known or hereafter used for the navigation of or flight in said airspace, together with the emission of fumes or particles incidental to aircraft navigation, and for the use of said airspace for the landing on, taking off from or operating on Nantucket Memorial Airport.

b. The LICENSEE expressly agrees for itself, its successors and assigns to prevent the use of the premises for purposes which will create or result in hazards to flight such as, but not limited to, purposes which will (a) produce electrical interference with radio communications, (b) make it difficult for pilots to distinguish between airport lights and others, (c) project glare in the eyes of the pilots, (d) impair visibility in the vicinity of the airport, or (3) otherwise endanger the landing, take-off or maneuvering of aircraft.

c. The LICENSOR retains the continuing right in the subject property to prevent the erection or growth of any building, structure, tree, or other objects extending in to the airspace (10 feet above ground level) and to remove from said airspace, at the LICENSEE'S expense or at the sole option of the LICENSEE, as an alternative, to mark and light as obstructions to air navigation, any such building, structure, tree, or other object now upon, or which in the future may be upon the property together with the right of ingress to, passage over, and egress from LICENSEE'S property for the above purposes. Exceptions to the ten foot height limitation will be reviewed individually upon written submission by LICENSEE.

d. The LICENSEE expressly agrees for itself, its successors and assigns, that the reservations and restrictions set forth in this instrument shall run with the land which shall be the servient tenement, it being intended that the lands now and hereafter comprising the Airport shall be the dominant tenement; excepting, however, that such reservations and restrictions shall become void and of no force and effect on such date as the lands comprised in the aforesaid Airport shall cease to be used for Airport purposes.

e. The LICENSEE for themselves, their heirs, personal representatives, successors in interest and assigns do hereby agree that if any services or activities are to be offered, performed or conducted upon the Land that:

In the exercise of the rights and privileges granted for the furnishing of services to the public, LICENSEE will

(1) furnish said service on a fair, equal, and not unjustly discriminatory basis to all users thereof, and

(2) charge fair, reasonable, and not unjustly discriminatory prices for each unit or service; provided that the LICENSEE may be allowed to make reasonable and nondiscriminatory discounts, rebates or other similar types of price reductions to volume purchasers.

f. It is mutually understood and agreed by the parties hereto that nothing contained in this Agreement shall be construed as granting or as authorizing the granting of an exclusive right within the meaning of Section 308 (a) of the Federal Aviation Act of 1958.

g. The LICENSEE for themselves, their heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, do hereby covenant and agree as a covenant running with the land that in the event facilities are constructed, maintained, or otherwise operated on the said property described in this lease for a purpose for which a DOT program or activity is extended or for another purpose involving the provision of similar services or benefits, the LICENSEE shall maintain and operate such facilities and services in compliance with all other requirements imposed pursuant to 49 CFR, PART 21, Nondiscrimination in Federally assisted Programs of the Department of Transportation, and as said Regulations may be amended.

h. The LICENSEE for themselves, their personal representatives, successors in interest, and assigns as a part of the consideration hereof, do hereby covenant and agree as a covenant running with the land that: (1) no person on the grounds of race, color, handicap, or national origin shall be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land and in the furnishing of services thereon, no person on the grounds of race, color, handicap, or national origin shall be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination, (3) that the LICENSEE shall use the premises in compliance with all other requirements imposed by or pursuant to 49 CFR PART 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation, and as said Regulations may be amended.

11. Independent Contractor. It is agreed that LICENSEE is an independent contractor hereunder and not an agent or employee of LICENSOR with respect to its acts or omissions.

12. Breach of Covenants. That in the event of breach of any of the above covenants, the Nantucket Memorial Airport shall have the right to terminate the license and to re-enter and repossess said premises and the facilities thereon, and hold the same as if said license had never been made or issued.

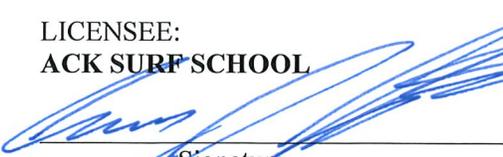
13. Assignment. This License is not transferable and no privilege contained herein may be sublet or assigned to any other person or organization without the express written consent of the LICENSOR.

SIGNATURE PAGE TO FOLLOW:

IN WITNESS HEREOF, the parties hereto have caused this License Agreement to be executed as a sealed instrument the day and year first written above.

LICENSEE:
ACK SURF SCHOOL

LICENSOR:
NANTUCKET MEMORIAL AIRPORT COMMISSION



Signature

Chairman

Gwen J Noster

Print Name

Owner

Title

1/21/20

Date

Date



Airport Enterprise Fund

*Quarterly Financial Report
Second Fiscal Quarter Ended
December 31, 2019*



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Airport Financial Highlights

Airport Revenues

Revenue is up 2% (\$281K) over YTD FY2019. Passenger Facility Charge revenue was up 23% over the first six months of 2019, an increase of \$88K. While the “other income” category represents a 48% decrease from the first six months year over year, it is contributed to the timing of the reimbursements received from the purchase of a new bag belt during a terminal project from around 2009. FBO revenue was up 5%, an increase of \$120K over the first six months of 2019.

Airport Expenses

Operating expenses, excluding Debt Service for the first six months of FY2020 were down 2% compared to last year and made up 55% of the annual budget. Payroll expenses have decreased \$81K (-5%) over the first six months of last year. The fuel expenses has decreased \$252K (-7%) over YTD FY2019. Administration costs have increased 12% over YTD FY2019, a total of \$60K. It should be noted that there were no Retirement expenses in Q2 and will be something we look for next quarter.

Debt service finished the six month period down 1% compared to last year and amounted to 51% of the annual budget allocation.

Airport Summary

TOWN OF NANTUCKET
AIRPORT - ENTERPRISE FUND
Operating Revenues and Expenses for the Six Months Ended December 31, 2019

	Budget	Six Months Ended Dec 31,	
	FY2020	FY2020	FY2019
Revenue - Includes Airport Revolving Fund	\$ 14,519,400	\$ 12,204,899	\$ 11,923,826
Expenses - Includes Airport Revolving Fund	14,983,461	8,218,836	8,379,654
Net Earnings	(464,061)	3,986,062	3,544,172
Transfer from Retained Earnings	0	0	429,938
Net Earnings after Retained Earnings Transfer	\$ (464,061)	\$ 3,986,062	\$ 3,974,110
Net Sources / (Uses):			
Encumbrance Carryforwards	64,061	42,291	57,371
Fuel Revolver Fund Balance Unavailable for Retained Earnings Calculation	-	(1,709,289)	(1,456,460)
Transfer from Special Revenue Funds (Fuel Revolver)	-	-	400,000
Transfer from Passenger Facility Charge Reserve (Retained Earnings)	400,000	400,000	400,000
Transfer from Stabilization Fund	-	-	
Surplus(Deficit)	0	\$ 2,719,064	\$ 3,375,021
Certified Retained Earnings As of July 01, 2019	\$ 3,582,219		
Plus: Current Surplus as of December 31, 2019	\$ 2,719,064		
Less: Passenger Facility Charge Revenue unavailable for R/E calculation	468,481		
Projected Balance as of December 31, 2019 ⁽¹⁾⁽²⁾	\$ 5,832,803		

(1) Revenues remain a projection, until certified by the the Department of Revenue, therefore this is only a projection as of this point in time, until Retained Earnings go through the Certification process.

(2) Actual balance will be lower due to encumbrances that are carried forward

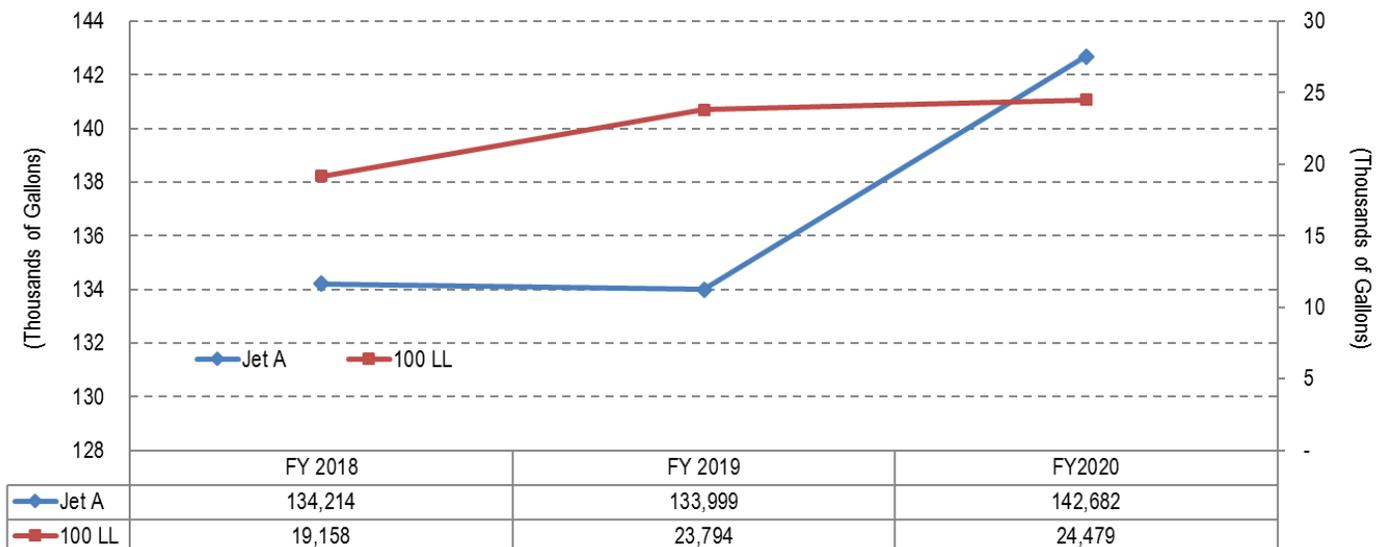
Airport Revenues

Where does the money come from?

Aviation Fuel Revolving Fund - FY2020 vs. FY2019

	FY2020	FY2019
Fuel Sales	\$ 6,443,969	\$ 6,508,788
Less: Fuel Purchases	(3,490,711)	(3,743,540)
Gross Profit	2,953,258	2,765,248
Revolver Purchase Cap *	5,200,000	5,200,000
Less: Purchases	(3,490,711)	(3,743,540)
Unallocable Portion of Gross Profit	1,709,289	1,456,460
Profit to be Applied to Op Budget	\$ 1,243,969	\$ 1,308,788

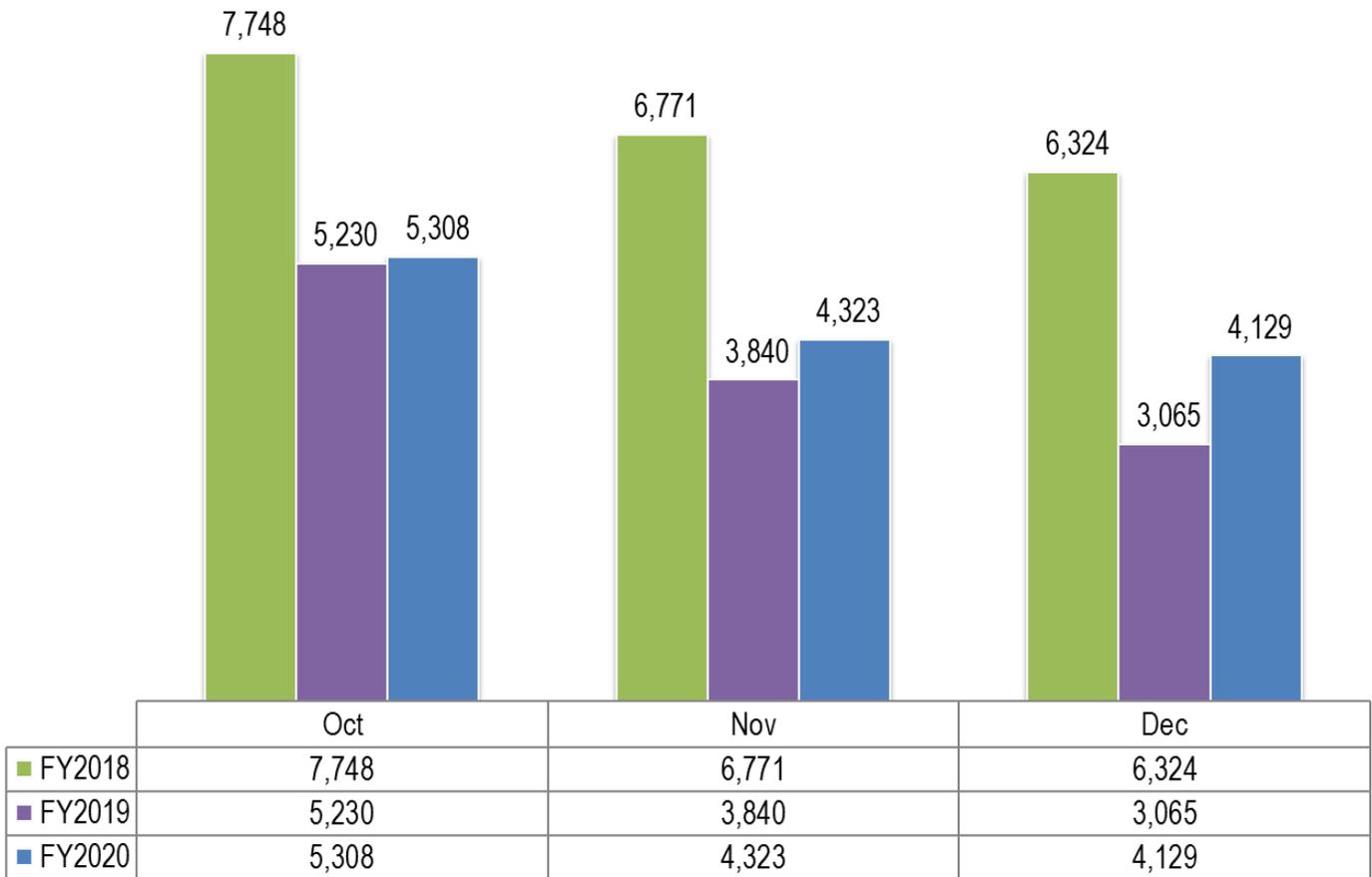
Second Quarter Fuel Sales - FY2018 to FY2020



Airport Revenues

Where does the money come from?

Second Quarter Airport Operations Count - FY2018 to FY2020





Airport Revenues

Operating Revenue for the Quarter Ended December 31, 2019

REVENUE	Quarter Ended Dec 31,		QTR/QTR		FY2020 Budget	Variance to Budget
	FY2020	FY2019	\$ Change	% Change	Annual w/ Carryfwd	
Fixed Base Operations (FBO)	\$ 411,792	\$ 416,182	\$ (4,390)	(1%)	\$ 2,982,000	\$ (515,975)
Revolver: Fuel Sales	-	-	-	na	5,200,000	-
Jet Fuel Sales in Excess of Revolving Fund	881,070	1,031,324	(150,254)	(15%)	2,000,000	(756,031)
Passenger Facility Charge	173,563	119,102	54,461	46%	525,000	(56,519)
Rental Income	518,632	478,259	40,374	8%	1,942,600	(800,140)
Fee Income	320,904	392,545	(71,641)	(18%)	1,397,000	(119,342)
Vehicle Income	24,067	19,800	4,268	22%	114,500	(6,394)
Interest on Investments	-	-	-	na	25,000	14,561
Other Income	99,242	90,659	8,583	9%	333,300	(74,661)
Total Revenue*	\$ 2,429,271	\$ 2,547,870	\$ (118,599)	(5%)	\$ 14,519,400	\$ (2,314,501)
OTHER FINANCING SOURCES	FY2020	FY2019	\$ Change	% Change	Annual w/ Carryfwd	Variance to Budget
Transfer from Special Revenue Funds (Fuel Revolver)	-	-	-	na	-	-
Transfer from Passenger Facility Charge Reserve (Retained Earnings)	-	-	-	na	400,000	(400,000)
Transfer from Stabilization Fund	-	-	-	na	-	-
Encumbrance Carryforward	42,291	57,371	(15,080)	(26%)	64,061	(21,770)
Fuel Revolver Fund Balance Unavailable for R/E Calculation	604,617	717,810	(113,194)	(16%)	-	(1,709,289)
Voted Use of Certified Retained Earnings - Operations	-	-	-	na	-	-
Total Other Financing Sources	\$ 646,907	\$ 775,181	\$ (128,274)	(17%)	464,061	(2,131,059)
TOTAL REVENUE AND OTHER FINANCING SOURCES	\$ 3,076,178	\$ 3,323,051	\$ (246,873)	(7%)	\$ 14,983,461	\$ (4,445,560)

*Note: Governments operate on a budgetary basis; therefore revenue earned in excess of the certified budget is not available to offset expenditures in the current fiscal year. Excess revenue and expenditure turnbacks must go through the State of Massachusetts retained earnings certification process before they can be appropriated at a subsequent annual and/or special town meeting. Once certified, retained earnings can only be appropriated at an annual and/or special town meeting.



Airport Revenues

Operating Revenue for the Six Months Ended December 31, 2019

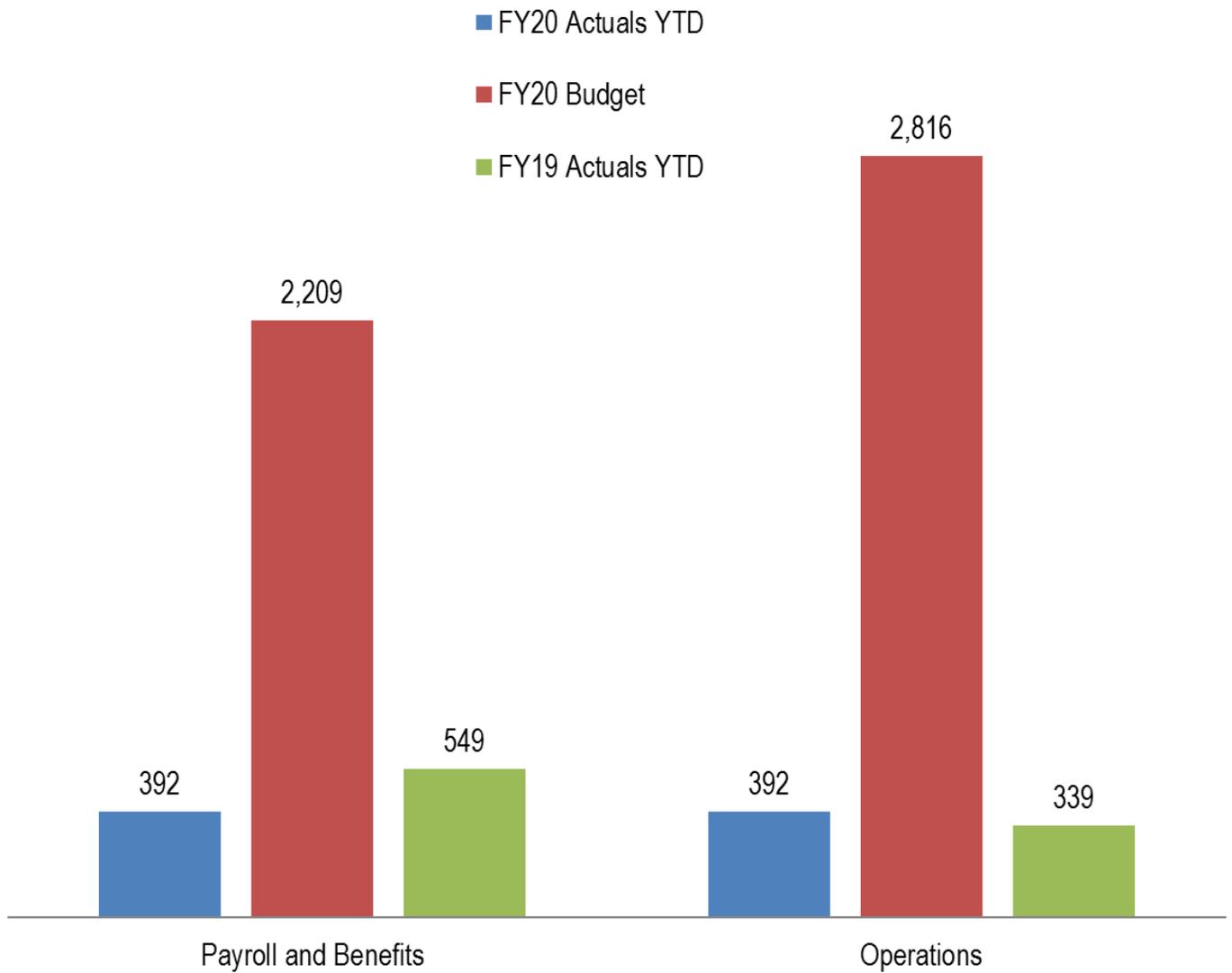
REVENUE	Six Months Ended Dec 31.		YTD/YTD		FY2020 Budget	Variance to Budget
	FY2020	FY2019	\$ Change	% Change	Annual w/ Carryfwd	
Fixed Base Operations (FBO)	\$ 2,466,025	\$ 2,345,382	\$ 120,643	5%	\$ 2,982,000	\$ (515,975)
Revolver: Fuel Sales	5,200,000	5,200,000	-	0%	5,200,000	-
Jet Fuel Sales in Excess of Revolving Fund	1,243,969	1,308,788	(64,819)	(5%)	2,000,000	(756,031)
Passenger Facility Charge	468,481	380,086	88,394	23%	525,000	(56,519)
Rental Income	1,142,460	869,589	272,871	31%	1,942,600	(800,140)
Fee Income	1,277,658	1,190,905	86,753	7%	1,397,000	(119,342)
Vehicle Income	108,106	94,576	13,530	14%	114,500	(6,394)
Interest on Investments	39,561	35,320	4,242	12%	25,000	14,561
Other Income	258,639	499,180	(240,542)	(48%)	333,300	(74,661)
Total Revenue*	\$ 12,204,899	\$ 11,923,826	\$ 281,073	2%	\$ 14,519,400	\$ (2,314,501)
OTHER FINANCING SOURCES	FY2020	FY2019	\$ Change	% Change	Annual w/ Carryfwd	Variance to Budget
Transfer from Special Revenue Funds (Fuel Revolver)	-	400,000	(400,000)	(100%)	-	-
Transfer from Passenger Facility Charge Reserve (Retained Earnings)	-	-	-	na	400,000	(400,000)
Transfer from Stabilization Fund	-	-	-	na	-	-
Encumbrance Carryforward	42,291	57,371	(15,080)	(26%)	64,061	(21,770)
Fuel Revolver Fund Balance Unavailable for R/E Calculation	(1,709,289)	(1,456,460)	(252,828)	17%	-	(1,709,289)
Voted Use of Certified Retained Earnings - Operations	-	-	-	na	-	-
Total Other Financing Sources	\$ (1,666,998)	\$ (999,089)	\$ (667,909)	67%	464,061	(2,131,059)
TOTAL REVENUE AND OTHER FINANCING SOURCES	\$ 10,537,901	\$ 10,924,736	\$ (386,836)	(4%)	\$ 14,983,461	\$ (4,445,560)

*Note: Governments operate on a budgetary basis; therefore revenue earned in excess of the certified budget is not available to offset expenditures in the current fiscal year. Excess revenue and expenditure turnbacks must go through the State of Massachusetts retained earnings certification process before they can be appropriated at a subsequent annual and/or special town meeting. Once certified, retained earnings can only be appropriated at an annual and/or special town meeting.

Airport Expenses

Where does the money go?

Top Expenditure Categories YTD (in thousands)





Airport Expenses

Operating Expenses for the Quarter Ended December 31, 2019

OPERATING EXPENSES WITHOUT DEBT	Quarter Ended Dec 31,		QTR/QTR		FY2020 Budget	Variance to Budget
	FY2020	FY2019	\$ Change	% Change	Annual w/ Carryfwd	
Payroll - Salary	\$ 794,393	\$ 871,332	\$ (76,938)	(9%)	\$ 3,373,000	\$ (1,762,871)
Medicare P/R Tax Expense	11,519	12,634	(1,116)	(9%)	48,900	(25,597)
Medical Insurance	188,416	176,759	11,657	7%	905,000	(555,406)
Barnstable County Retirement	-	-	-	na	692,000	10,699
Fixed Based Operatbins	128,986	127,838	1,148	1%	689,118	(142,705)
Revolver: Cost of Fuel	604,617	717,810	(113,194)	(16%)	5,200,000	(1,709,289)
Jet Fuel Expense in Excess of Revolving Fund	-	-	-	na	-	-
Operations	14,468	14,287	181	1%	86,200	(66,892)
Service & Maintenance	122,305	119,916	2,389	2%	934,239	(686,985)
Administration	317,032	236,450	80,582	34%	1,323,246	(766,555)
General Insurance	-	24,794	(24,794)	(100%)	174,800	(131,433)
Indirect Costs	50,000	50,000	-	0%	200,000	(100,000)
Other	-	-	-	na	310,620	(310,620)
Total Expenditures - Excluding Debt Service	\$ 2,231,734	\$ 2,351,820	\$ (120,086)	(5%)	\$ 13,937,123	\$ (6,247,655)
DEBT SERVICE	FY2020	FY2019	\$ Change	% Change	Annual w/ Carryfwd	Variance to Budget
Principal	\$ 355,000	\$ 360,000	\$ (5,000)	(1%)	\$ 680,000	\$ (325,000)
Interest	\$ 76,356	\$ 86,281	(9,925)	(12%)	316,338	(155,332)
Issuance Costs	\$ -	\$ -	-	na	-	-
BAN Costs, Principal, Interest	13,362	-	13,362	na	50,000	(36,638)
Other	-	-	-	na	-	-
Total Debt Service	\$ 444,719	\$ 446,281	\$ (1,563)	(0%)	\$ 1,046,338	\$ (516,969)
TOTAL OPERATING EXPENSES AND DEBT SERVICE	\$ 2,676,453	\$ 2,798,101	\$ (121,648)	(4%)	\$ 14,983,461	\$ (6,764,625)

Target Debt Service to Total Expense Ratio 12% 12%

Current Debt Service to Total Expense Ratio 17% 16%

*Note: Governments operate on a budgetary basis; therefore revenue earned in excess of the certified budget is not available to offset expenditures in the current fiscal year. Excess revenue and expenditure turnbacks must go through the State of Massachusetts retained earnings certification process before they can be appropriated at a subsequent annual and/or special town meeting. Once certified, retained earnings can only be appropriated at an annual and/or special town meeting.



Airport Expenses

Operating Expenses for the Six Months Ended December 31, 2019

OPERATING EXPENSES WITHOUT DEBT	Six Months Ended Dec 31,		YTD/YTD		FY2020 Budget	Variance to Budget
	FY2020	FY2019	\$ Change	% Change	Annual w/ Carryfwd	
Payroll - Salary	\$ 1,610,129	\$ 1,691,308	\$ (81,179)	(5%)	\$ 3,373,000	\$ (1,762,871)
Medicare P/R Tax Expense	23,303	24,481	(1,177)	(5%)	48,900	(25,597)
Medical Insurance	349,594	361,122	(11,528)	(3%)	905,000	(555,406)
Barnstable County Retirement	702,699	637,150	65,548	10%	692,000	10,699
Fixed Based Operatoinis	546,413	495,175	51,238	10%	689,118	(142,705)
Revolver: Cost of Fuel	3,490,711	3,743,540	(252,828)	(7%)	5,200,000	(1,709,289)
Jet Fuel Expense in Excess of Revolving Fund	-	-	-	na	-	-
Operations	19,308	17,015	2,293	13%	86,200	(66,892)
Service & Maintenance	247,254	238,998	8,256	3%	934,239	(686,985)
Administration	556,691	496,474	60,217	12%	1,323,246	(766,555)
General Insurance	43,367	40,910	2,457	6%	174,800	(131,433)
Indirect Costs	100,000	100,000	-	0%	200,000	(100,000)
Other	-	-	-	na	310,620	(310,620)
Total Expenditures - Excluding Debt Service	\$ 7,689,468	\$ 7,846,172	\$ (156,704)	(2%)	\$ 13,937,123	\$ (6,247,655)
DEBT SERVICE	FY2020	FY2019	\$ Change	% Change	Annual w/ Carryfwd	Variance to Budget
Principal	\$ 355,000	\$ 360,000	\$ (5,000)	(1%)	\$ 680,000	\$ (325,000)
Interest	\$ 161,006	\$ 173,481	(12,475)	(7%)	316,338	(155,332)
Issuance Costs	\$ -	\$ -	-	na	-	-
BAN Costs, Principal, Interest	13,362	-	13,362	na	50,000	(36,638)
Other	-	-	-	na	-	-
Total Debt Service	\$ 529,369	\$ 533,481	\$ (4,113)	(1%)	\$ 1,046,338	\$ (516,969)
TOTAL OPERATING EXPENSES AND DEBT SERVICE	\$ 8,218,836	\$ 8,379,654	\$ (160,817)	(3%)	\$ 14,983,461	\$ (6,764,625)
Target Debt Service to Total Expense Ratio	12%	12%				
Current Debt Service to Total Expense Ratio	6%	6%				

*Note: Governments operate on a budgetary basis; therefore revenue earned in excess of the certified budget is not available to offset expenditures in the current fiscal year. Excess revenue and expenditure turnbacks must go through the State of Massachusetts retained earnings certification process before they can be appropriated at a subsequent annual and/or special town meeting. Once certified, retained earnings can only be appropriated at an annual and/or special town meeting.



POLICY

NANTUCKET MEMORIAL AIRPORT TERMINAL AREA NORTH RAMP HARDSTAND ASSIGNMENTS

Applicability

This policy applies to all Aeronautical Terminal tenants utilizing the North Ramp Secure SIDA Ramp, and Non-secure SIDA Ram (collectively, 'Commercial Ramp').

Policy

It is the policy of the Nantucket Memorial Airport Commission to manage the Commercial Ramp to maximize safety, efficiency, and capacity.

Purpose

This policy is adopted to ensure that the Airport maximizes the limited area of Commercial Ramp effectively. This policy recognizes that the area available for Hardstand boarding positions is limited during periods of peak activity. Safe and efficient management of this resource is necessary to ensure Airport compliance with Grant Assurances – specifically protection of Part 77 Surfaces, to maintain efficient operation of the Airfield, and to minimize unnecessary taxiing of Large Air Carrier Aircraft on the Movement Area.

Procedures

- I. Secure SIDA – Large Air Carrier
 1. The Airport will review market share, schedule, and equipment information for each large air carrier.
 2. The Airport will assign Hardstand location(s) as best as practicable according to aircraft activity levels and equipment.
 3. The Airport will make its best effort to assign available Hardstand spaces based on the following criteria A) Aircraft tail height B) Aircraft length and wingspan C) Aircraft and passenger activity levels
 4. The Airport will create Operating Procedures for joint-use, shared use, and irregular/delayed operations use of assigned and overflow hardstands, and provide to tenant Air Carriers.
 5. The CY2020 Assignments and Procedures are attached as Exhibit A.
 6. Policy will remain in place until modified by the Airport.

- II. Secure SIDA – Small Air Carrier

Reserved for Future Revision

- III. Non-Secure SIDA – Small Air Carrier



POLICY

NANTUCKET MEMORIAL AIRPORT
TERMINAL AREA NORTH RAMP HARDSTAND ASSIGNMENTS

Reserved for Future Revision

IV. Notification and Distribution

Draft revisions to this policy shall be distributed to affected airlines and ATC for comments. Final approved policy copies shall be provided to all affected tenants following approval.

-----END-----

By VOTE taken on August 13, 2019

Daniel W. Drake, Chairman

Andrea N. Planzer, Commissioner

Arthur D. Gasbarro, Vice Chair

Jeanette D. Topham, Commissioner

Anthony G. Bouscaren, Commissioner



POLICY

**NANTUCKET MEMORIAL AIRPORT
TERMINAL AREA NORTH RAMP HARDSTAND ASSIGNMENTS**

Exhibit A: CY2020 Secure SIDA Large Air Carrier Ramp Assignments and Procedures

For CY2020, Market Share Data and Gate (i.e. Hardstand) Assignments are as follows:

Carrier	PAX Enplanements (Sum of Jun-Aug)					Adj. Gates (of 5)	Aircraft Turns (Sum of Jun-Aug)					Adj. Gates (of 5)	Gate Summary	
	2017	2018	2019	Sum	% Total		2017	2018	2019	Sum	% Total		# of Gates, by market share	# Gates, Assigned
JetBlue	33,006	34,027	41,486	108,519	65%	3.2	476	503	678	1,657	57%	2.9	3.0	2
American	7,788	9,051	12,554	29,393	18%	0.9	144	150	208	502	17%	0.9	0.9	1
United	3,370	6,442	7,846	17,658	11%	0.5	117	159	205	481	17%	0.8	0.7	0.5
Delta	4,756	5,121	2,293	12,170	7%	0.4	109	94	59	262	9%	0.5	0.4	0.5
Total	48,920	54,641	64,179	167,740	100%	5.0	846	906	1,150	2,902	100%	5.0		

JetBlue is assigned Preferential use of Hardstands 3 & 4.

American is assigned Preferential use of Hardstand 2A.

Delta and United are assigned Joint use of Hardstand 1.

Hardstand 5 is assigned as a Common Use Spot/Overflow, subject to the following Conditions:

Hardstand 5 Conditions (June 26, 2020 to Sept 6, 2020):

NOTE – Hardstand #5 is a Tow-in/Tow-out spot only!

1. The Primary use for Hardstand 5 is to minimize movement area congestion by providing an overflow gate available for arriving aircraft. If upon arrival, an Air Carrier’s hardstand is occupied, and no other advance arrangements have been made, ground crew should expect that the arriving aircraft will be directed by Air Traffic Control (ATC) to Hardstand 5, where tow-in is required. This is the default expectation, unless one of the following are undertaken by airline personnel:

a. **Exception 1: Gate Sharing Policy.**

If a dual operation or IROP is known in advance, and an adjacent hardstand is available, airline personnel may informally agree to temporary use/sharing of the hardstand. In this circumstance, the initiating airline Station Manager will 1) Document the arrangement with the Station Manager providing the temporary use, 2) Notify Airport Operations at 508-325-7569, and 3) Contact aircraft crew with the hardstand assignment so they may inform ATC of the alternate temporary hardstand.

b. **Exception 2: Imminent push back.**

If an air carrier aircraft is expected to arrive while the hardstand is occupied, but pushback from the hardstand is imminent, airline ground crew should contact aircraft crew and communicate the situation. Aircraft crew may then contact ATC to inform of the duration until pushback, and request that ATC hold the arriving aircraft on the movement area. ATC will determine if they can honor the request.

2. Hardstand #5 is not explicitly designated on a first-come, first-used basis. While generally used on a first-available basis for single events, the Airport reserves the right to assign Hardstand #5 availability at its discretion in the event of multiple conflicts. The general terms of such



POLICY

NANTUCKET MEMORIAL AIRPORT TERMINAL AREA NORTH RAMP HARDSTAND ASSIGNMENTS

assignments are listed below, though their actual application may differ based on real-time events. Guiding Airport priorities are:

- a. Arriving aircraft with a PAX medical emergency, PAX unruly behavior, or other emergency.
- b. Airport operational necessity to accommodate an arrival with a non-delayed (or lesser delayed) associated departure to create Hold Room Occupancy Space.
- c. Long On-Board, or potential for Long-Onboard flight status.
- d. Inability of Ground Crew to deplane arriving aircraft.

Under these circumstances, Airport personnel will coordinate Hardstand #5 assignment directly with ATC, notifying airline personnel verbally.

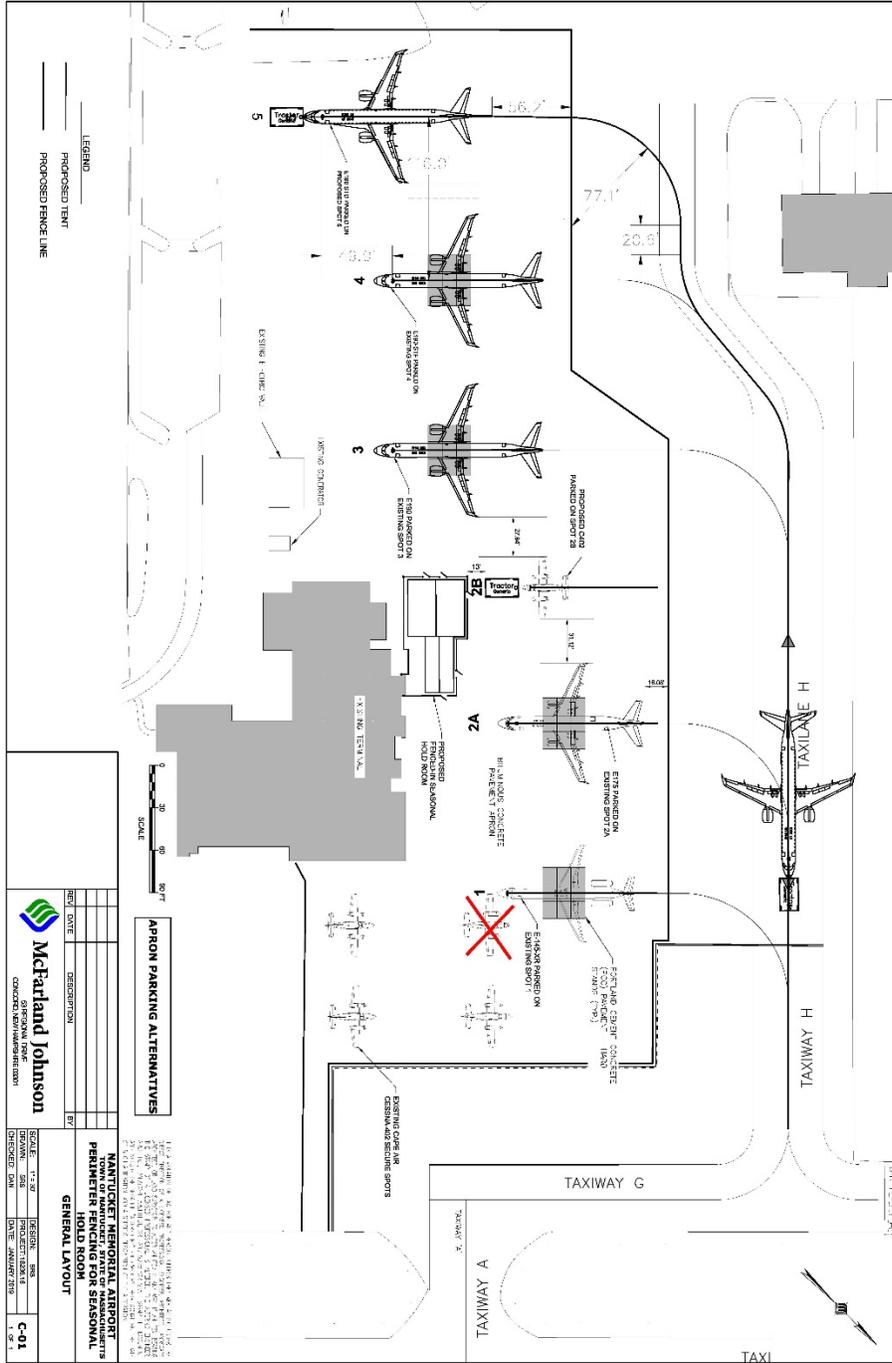
3. The primary purpose of Hardstand #5 is to minimize movement area congestion, not to accommodate mechanical delays. However, use for mechanical delays may be considered under limited conditions:
 - a. All mechanical delays utilizing Hardstand #5 must be approved by the Airport.
 - b. Ground crew must have the ability to relocate the aircraft from Hardstand 5 via tug if directed by Airport staff, potentially on an operation by operation basis.
 - c. RON Charges apply, and Gate Overstay Fees, if applicable, may also be assessed.
4. Nantucket Memorial Airport staff reserve the ability to substitute Hardstand Assignments at any time with minimal notice in order to preserve safe and efficient operation of the Airport.
5. Failure to adhere to these policies will result in warnings and assessment of Gate Overstay Fees as specified in approved Rates and Charges.



POLICY

NANTUCKET MEMORIAL AIRPORT
 TERMINAL AREA NORTH RAMP HARDSTAND ASSIGNMENTS

External Project: ACK Terminal Area North Ramp Hardstand Assignments, 1/23/2014 10:17 AM



McParland Johnson
 CHARTERED ARCHITECTURAL ENGINEERS

NO.	DATE	DESCRIPTION	BY

APRON PARKING ALTERNATIVES

NANTUCKET MEMORIAL AIRPORT
 PERIMETER FENCING FOR SEASONAL
 HOLD ROOM
 GENERAL LAYOUT

1. This drawing is the property of McParland Johnson, Inc. and shall not be used for any other project without the written consent of McParland Johnson, Inc. 2. The client is responsible for providing accurate information and for obtaining all necessary permits. 3. The client is responsible for providing accurate information and for obtaining all necessary permits. 4. The client is responsible for providing accurate information and for obtaining all necessary permits. 5. The client is responsible for providing accurate information and for obtaining all necessary permits.

SCALE	REVISION	DATE
1" = 20'		
1" = 20'		
1" = 20'		

C-01



Nantucket Memorial Airport

Monthly Statistical Report

(December 2019)



Operations FY2019 - FY2020

	CY 2019						CY 2020						TOTAL
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Air Carrier	674	676	278	72	2	0							1,702
Air Taxi	8,421	8,406	6,237	3,453	2,633	2,428							31,578
General Aviation	5,208	5,196	3,232	1,703	1,543	1,495							18,377
Military	47	79	51	58	21	45							301
Intinerant	14,350	14,357	9,798	5,286	4,199	3,968							51,958
Civil	14	10	28	22	122	152							348
Military	0	0	4	0	2	9							15
Local	14	10	32	22	124	161							363
Operations	14,364	14,367	9,830	5,308	4,323	4,129							52,321
% Change	22.85%	19.97%	22.68%	1.49%	12.58%	34.71%							

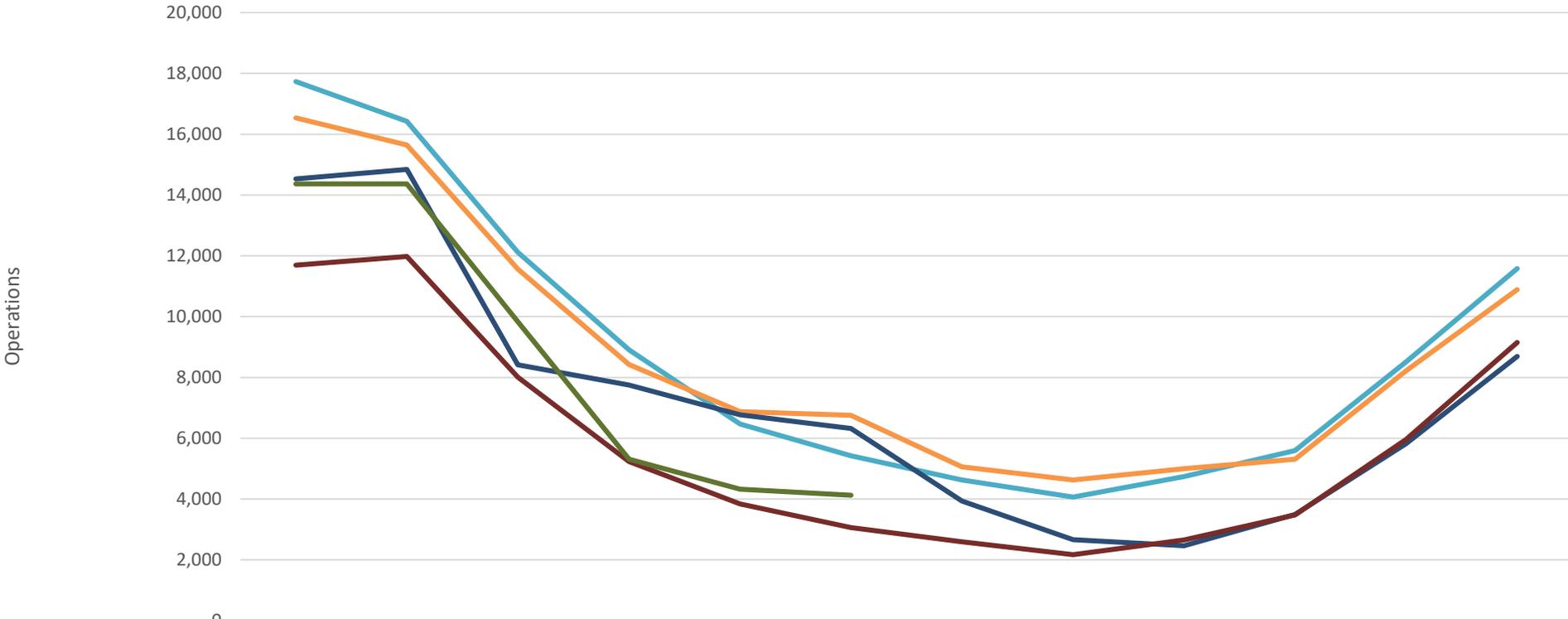
December 2019 – December 2020 UP 34.71%
YTD Up 19.41%

	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change
Operations FY2015	16,805	17,470	11,337	8,463	6,276	6,861	67,212	
Operations FY2016	17,735	16,423	12,117	8,909	6,465	5,419	67,068	-0.21%
Operations FY2017	16,538	15,647	11,562	8,426	6,876	6,756	65,805	-1.88%
Operations FY2018	14,530	14,843	8,418	7,748	6,771	6,324	58,634	-10.90%
Operations FY2019	11,692	11,975	8,013	5,230	3,840	3,065	43,815	-25.27%
Operations FY2020	14,364	14,367	9,830	5,308	4,323	4,129	52,321	19.41%

Nantucket Memorial Airport



Operations FY 2015-2018



	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Operations FY2016	17,735	16,423	12,117	8,909	6,465	5,419	4,628	4,062	4,742	5,594	8,508	11,584
Operations FY2017	16,538	15,647	11,562	8,426	6,876	6,756	5,061	4,630	4,996	5,312	8,219	10,890
Operations FY2018	14,530	14,843	8,418	7,748	6,771	6,324	3,933	2,664	2,462	3,490	5,822	8,695
Operations FY2019	11,692	11,975	8,013	5,230	3,840	3,065	2,597	2,169	2,655	3,473	5,955	9,153
Operations FY 2020	14,364	14,367	9,830	5,308	4,323	4,129						

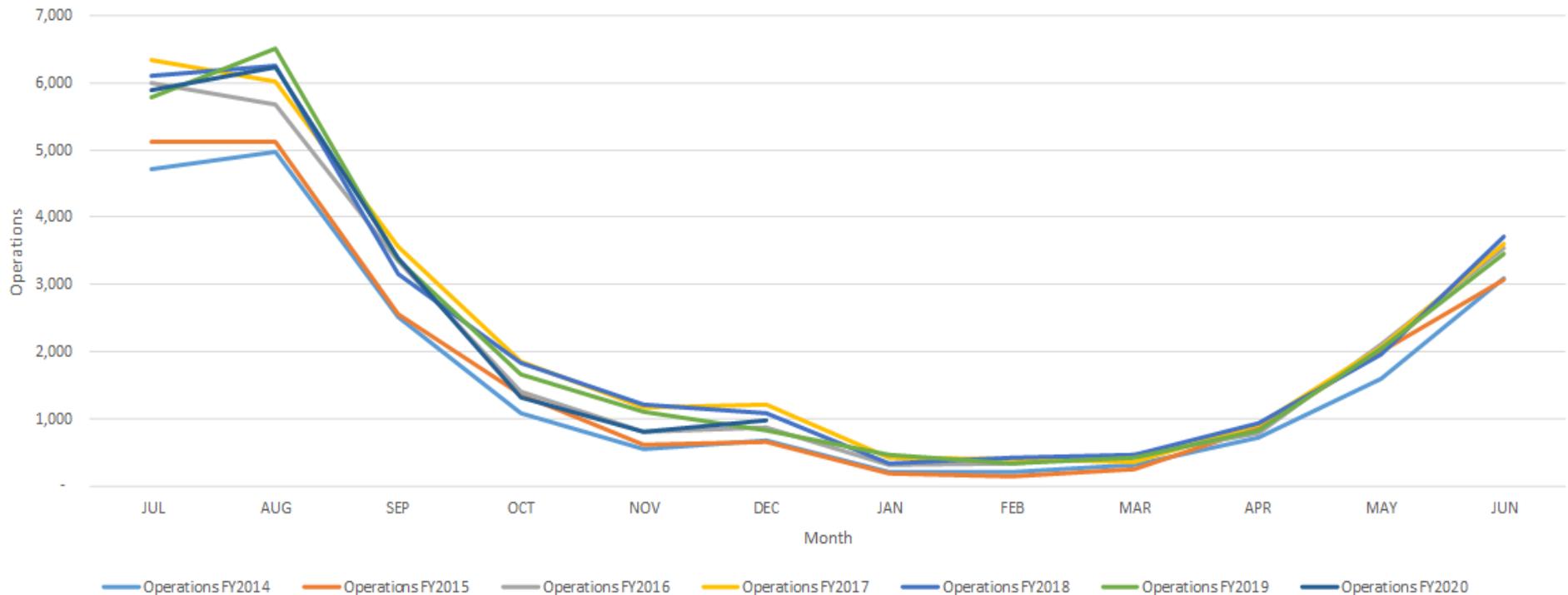


Nantucket Memorial Airport

Southwest Ramp General Aviation Operations

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Total	% Change
Operations FY2014	4,710	4,974	2,518	1,082	544	678	212	218	310	726	1,598	3,090	20,660	
Operations FY2015	5,112	5,120	2,558	1,358	606	654	178	146	242	868	2,004	3,070	21,916	5.7%
Operations FY2016	5,988	5,680	3,344	1,414	800	868	312	344	462	794	2,120	3,536	25,662	14.6%
Operations FY2017	6,334	6,026	3,570	1,858	1,180	1,214	430	410	362	916	2,064	3,600	27,964	8.2%
Operations FY2018	6,096	6,262	3,146	1,834	1,208	1,082	336	418	468	940	1,962	3,702	27,454	-1.9%
Operations FY2019	5,780	6,500	3,370	1,664	1,116	824	462	342	426	832	2,038	3,452	26,806	-2.4%
Operations FY2020	5,884	6,222	3,398	1,314	808	980								
Dec 2020 vs. Dec 2019 Up 19%														

Southwest Ramp General Aviation Operations FY2014-2020





Passenger Enplanements FY2019 - FY2020

		CY 2019						CY 2020						
FY2019	AIRLINE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
	Cape Air (KAP)	4,761	4,420	4,425	2,419	1,424	1,840							19,289
	United Airlines	3,363	3,792	887	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED		8,042
	Delta Airlines	887	897	49	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED		1,833
	JetBlue Airways	15,233	17,295	9,345	2,311	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED			44,184
	Nantucket Air (ACK)	985	998	881	789	694	876							5,223
	Tradewind Aviation	1,592	1,492	838	296	96	256							4,570
	AMERICAN	5,129	5,886	565	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED		11,580
	Southern Airways	113	261	184	62	CLOSED	CLOSED							41
	Rectrix Aviation	949	1,033	855	786	591	CLOSED							4,214
	Monthly Total	33,012	36,074	18,029	6,663	2,805	2,972							98,976
	% Change Prior Year	8.09%	12.34%	4.27%	-8.07%	-12.01%	0.95%							

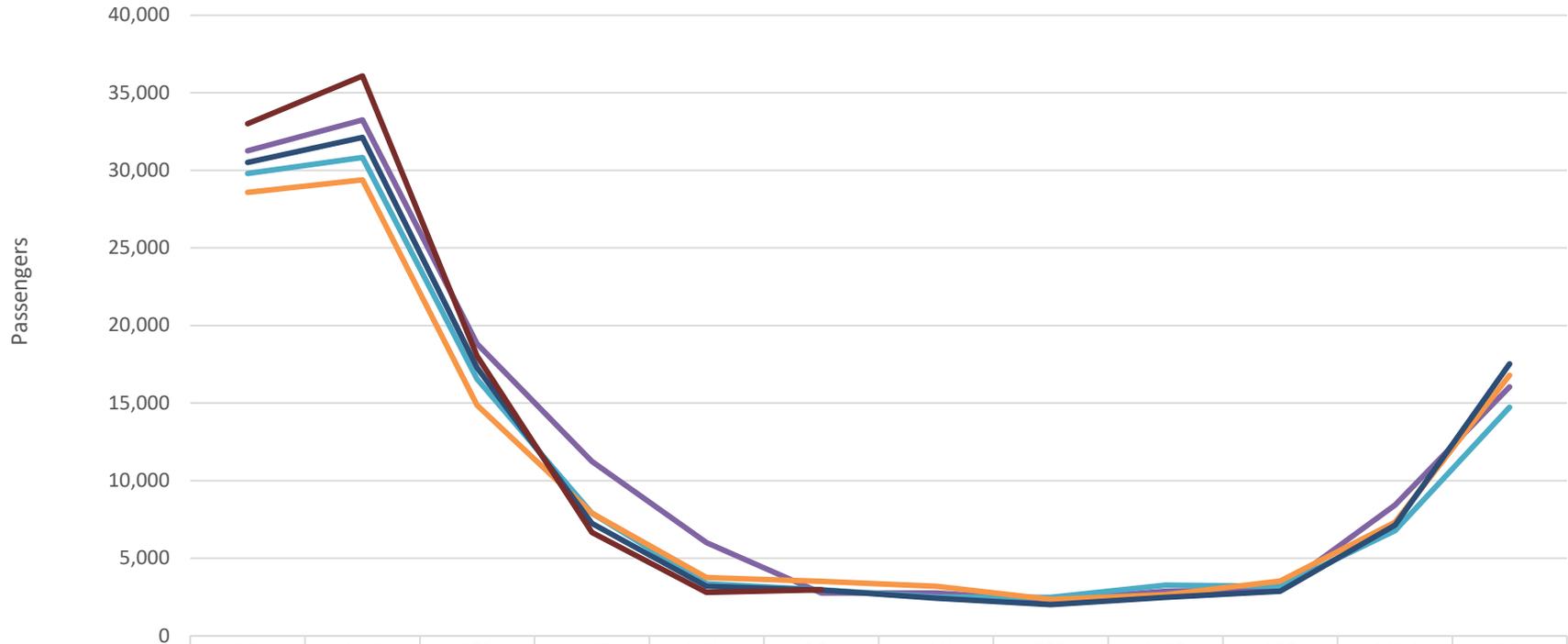
December 2019 –December 2020 UP 0.95%
YTD Up 6.71%

	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change
Enplanements FY 2016	31,250	33,252	18,822	11,246	6,007	2,752	103,329	
Enplanements FY 2017	29,787	30,830	16,542	7,899	3,358	2,959	91,375	-11.57%
Enplanements FY 2018	28,582	29,375	14,856	7,902	3,764	3,512	87,991	-3.70%
Enplanements FY 2019	30,511	32,112	17,291	7,248	3,188	2,944	93,294	6.03%
Enplanements FY 2020	33,012	36,074	18,029	6,663	2,805	2,972	99,555	6.71%



Nantucket Memorial Airport

Passenger Enplanements



	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Enplanements FY 2016	31,250	33,252	18,822	11,246	6,007	2,752	2,766	2,287	2,879	3,022	8,432	16,037
Enplanements FY 2017	29,787	30,830	16,542	7,899	3,358	2,959	2,501	2,480	3,260	3,196	6,785	14,724
Enplanements FY 2018	28,582	29,375	14,856	7,902	3,764	3,512	3,202	2,353	2,646	3,526	7,329	16,792
Enplanements FY 2019	30,511	32,112	17,291	7,248	3,188	2,944	2,421	2,006	2,474	2,871	7,138	17,529
Enplanements FY 2020	33,012	36,074	18,029	6,663	2,805	2,972						



Operations /Enplanements

AIRLINE	OPERATIONS			ENPLANEMENTS		
	FY18 DEC	FY19 DEC	% Diff.	FY18 DEC	FY19 DEC	% Diff.
Cape Air (KAP)	322	396	23%	1,608	1,840	14%
United Airlines	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Delta Airlines	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
JetBlue Airways	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Nantucket Air (ACK)	105	173	65%	448	876	96%
Tradewind Aviation	32	67	109%	198	256	29%
Rectrix Airlines	152	CLOSED	CLOSED	690	CLOSED	CLOSED
USAirways (AMERICAN)	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Southern Airways	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Monthly Total	611	636	4%	2,944	2,972	1%



Nantucket Memorial Airport

Cape Air Average Load Factor ACK-EWB

Nantucket Memorial Airport Total Passenger Enplanements CAPE AIR 9 Seats (EWB)								
		2019					2018	
	Enplanements	# of flights	Average # of Pax per flight	Capacity	Average Load Factor %	Enplanement Change %	Enplaned	Deplaned
January	233	49	4.76	9	53%	-9%	256	278
February	147	38	3.87	9	43%	-43%	259	223
March	143	46	3.11	9	35%	-61%	364	327
April	172	46	3.74	9	42%	-62%	450	405
May	242	52	4.65	9	52%	-65%	683	650
June	335	79	4.24	9	47%	-58%	791	873
July	756	156	4.85	9	54%	-21%	959	1001
August	771	142	5.43	9	60%	-25%	1034	1138
September	501	95	5.27	9	59%	-36%	779	802
October	286	67	4.27	9	47%	-50%	570	542
November	205	57	3.60	9	40%	-27%	280	288
December	133	57	2.33	9	26%	-39%	217	198



Cape Air, ACK Air and Rectrix Average Load Factor ACK-HYA

Nantucket Memorial Airport Total Passenger Enplanements CAPE AIR 9 Seats (HYA)								
	2019					2018		
	Enplanements	# of flights	Average # of Pax per flight	Capacity	Average Load Factor %	Enplanement Change %	Enplaned	Deplaned
January	38	18	2.11	9	23%	-65%	108	55
February	7	15	0.47	9	5%	-79%	33	14
March	5	12	0.42	9	5%	-81%	26	24
April	2	21	0.10	9	1%	-98%	117	113
May	17	49	0.35	9	4%	-93%	227	221
June	13	41	0.32	9	4%	-96%	305	312
July	14	58	0.24	9	3%	-95%	264	248
August	23	56	0.41	9	5%	-88%	196	199
September	12	51	0.24	9	3%	-94%	203	165
October	2	36	0.06	9	1%	-98%	112	99
November	3	18	0.17	9	2%	-50%	6	0
December	19	15	1.27	9	14%	27%	15	3

Nantucket Memorial Airport Total Passenger Enplanements ACK AIR 9 Seats (HYA)								
	2019					2018		
	Enplanements	# of flights	Average # of Pax per flight	Capacity	Average Load Factor %	Enplanement Change %	Enplaned	Deplaned
January	470	110	4.27	9	47%	-49%	916	925
February	344	86	4.00	9	44%	-47%	644	668
March	507	108	4.69	9	52%	-32%	751	730
April	433	112	3.87	9	43%	-38%	704	751
May	526	125	4.21	9	47%	-7%	568	604
June	674	222	3.04	9	34%	22%	551	573
July	985	309	3.19	9	35%	28%	771	772
August	998	295	3.38	9	38%	16%	863	815
September	881	312	2.82	9	31%	18%	748	731
October	789	214	3.69	9	41%	22%	645	604
November	694	166	4.18	9	46%	25%	553	503
December	876	173	5.06	9	56%	96%	448	310



Nantucket Memorial Airport

HYA Market

HYA	Dec	Dec	Change	% Chnge
	2018	2019		
Cape	15	19	4	27%
ACK	448	876	428	96%
Rectrix	690	0	-690	-100%
	1153	895	-258	-22%



Jet A Gallons sold FY 2016 – FY 2020

	<u>July</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>June</u>	<u>Total</u>
FY16	390,746.00	338,874.00	148,694.00	50,854.00	17,610.00	23,635.00	6,024.00	9,169.00	8,265.00	14,978.00	77,123.00	191,256.00	1,277,228.00
FY17	402,398.00	341,424.00	145,201.00	52,648.00	19,657.00	25,742.00	3,535.00	7,751.00	6,339.00	25,649.00	80,204.40	199,254.00	1,309,802.40
FY18	384,477.00	359,991.00	156,476.00	68,930.00	37,252.00	28,032.00	5,751.00	9,210.00	8,783.00	32,660.00	72,878.00	197,662.00	1,362,102.00
FY19	375,956.00	430,235.00	201,124.00	66,758.00	43,835.00	23,406.00	7,878.00	12,091.00	7,721.00	27,197.00	68,438.00	219,951.00	1,484,590.00
FY20	407,550.00	435,334.00	200,320.00	75,088.00	27,165.00	23,409.00							1,168,866.00
	8.40%	1.19%	-0.40%	12.48%	-38.03%	0.01%							

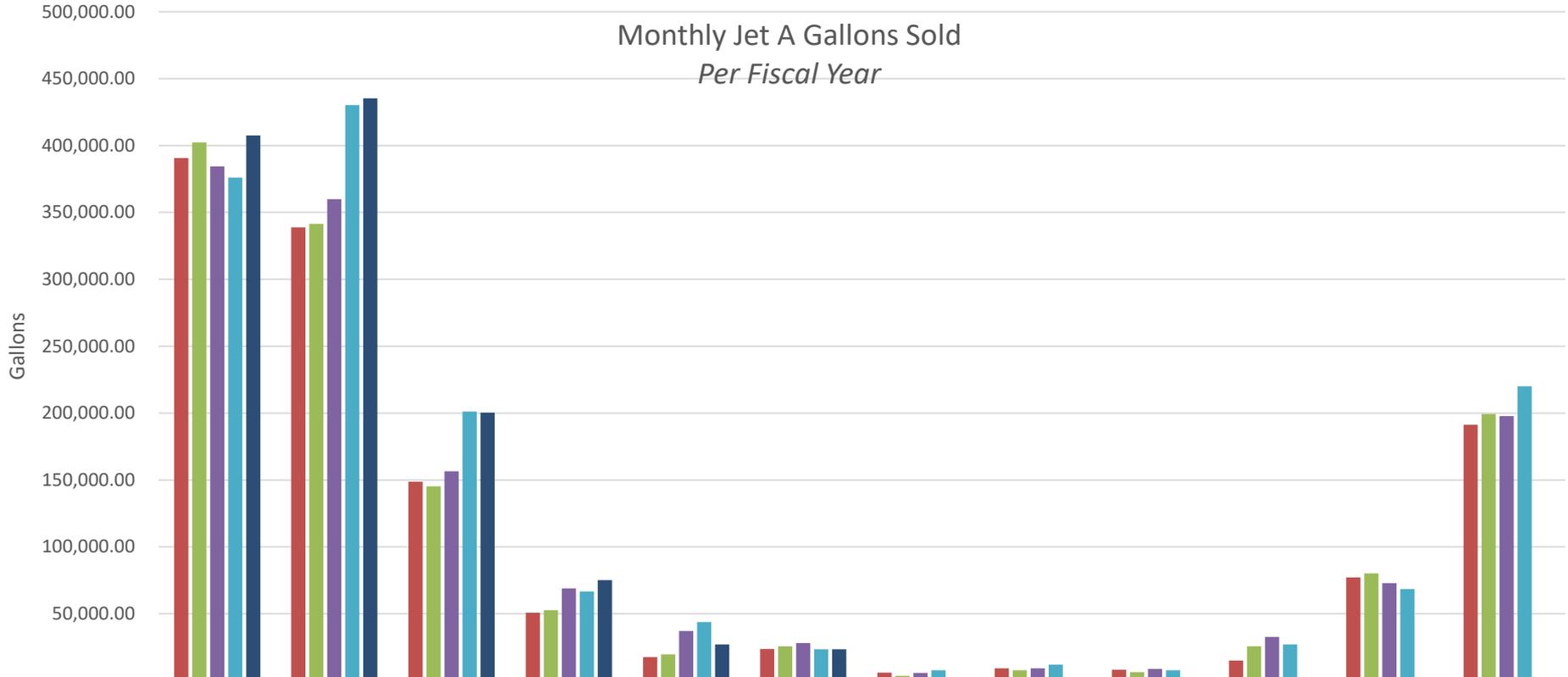
December 2019 – December 2020 UP 0.01%
YTD Up 2.41%

	<u>July</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>YTD Total</u>	% Change
2016 Jet A	390,746.00	338,874.00	148,694.00	50,854.00	17,610.00	23,635.00	970,413.00	#REF!
2017 Jet A	402,398.00	341,424.00	145,201.00	52,648.00	19,657.00	25,742.00	987,070.00	1.72%
2018 Jet A	384,477.00	359,991.00	156,476.00	68,930.00	37,252.00	28,032.00	1,035,158.00	4.87%
2019 Jet A	375,956.00	430,235.00	201,124.00	66,758.00	43,835.00	23,406.00	1,141,314.00	10.26%
2020 Jet A	407,550.00	435,334.00	200,320.00	75,088.00	27,165.00	23,409.00	1,168,866.00	2.41%



Nantucket Memorial Airport

Monthly Jet A Gallons Sold
Per Fiscal Year



	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
FY16	390,746.00	338,874.00	148,694.00	50,854.00	17,610.00	23,635.00	6,024.00	9,169.00	8,265.00	14,978.00	77,123.00	191,256.00
FY17	402,398.00	341,424.00	145,201.00	52,648.00	19,657.00	25,742.00	3,535.00	7,751.00	6,339.00	25,649.00	80,204.40	199,254.00
FY 18	384,477.00	359,991.00	156,476.00	68,930.00	37,252.00	28,032.00	5,751.00	9,210.00	8,783.00	32,660.00	72,878.00	197,662.00
FY19	375,956.00	430,235.00	201,124.00	66,758.00	43,835.00	23,406.00	7,878.00	12,091.00	7,721.00	27,197.00	68,438.00	219,951.00
FY 20	407,550.00	435,334.00	200,320.00	75,088.00	27,165.00	23,409.00						

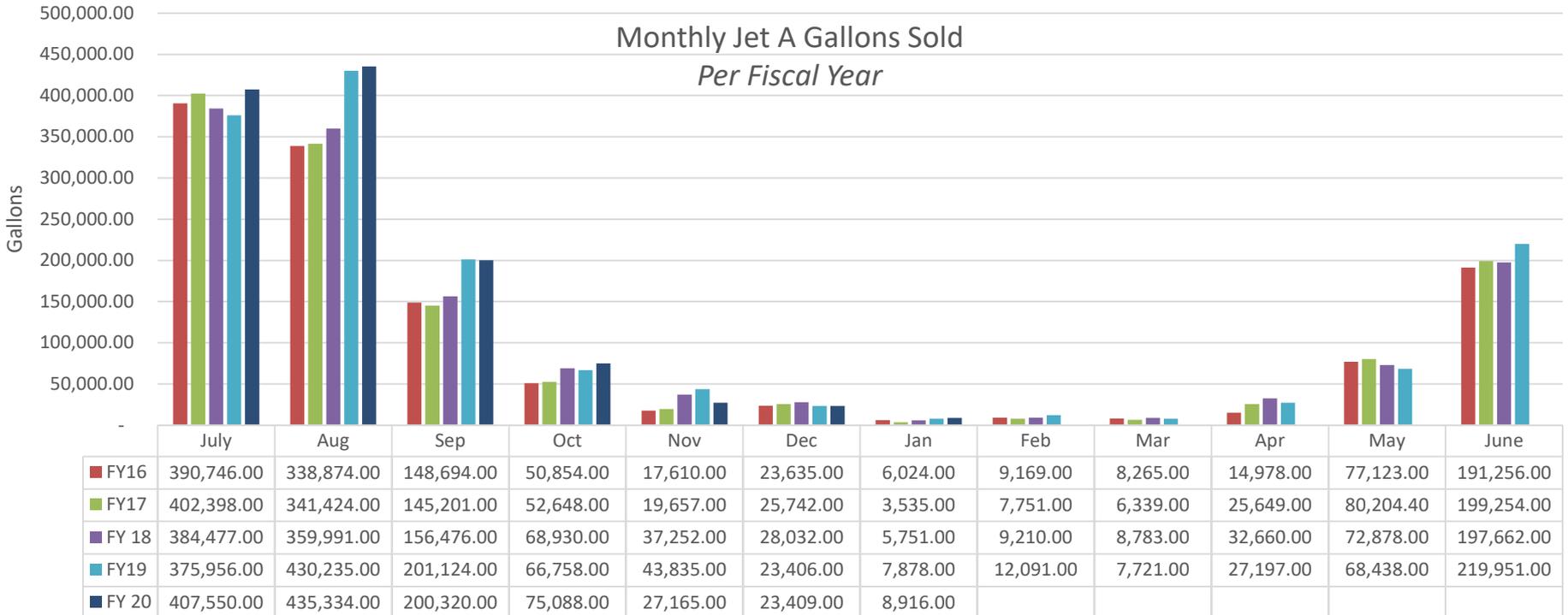


January vs. January Up 13.18%

Jet A

	<u>July</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>June</u>	<u>Total</u>
FY16	390,746.00	338,874.00	148,694.00	50,854.00	17,610.00	23,635.00	6,024.00	9,169.00	8,265.00	14,978.00	77,123.00	191,256.00	1,277,228.00
FY17	402,398.00	341,424.00	145,201.00	52,648.00	19,657.00	25,742.00	3,535.00	7,751.00	6,339.00	25,649.00	80,204.40	199,254.00	1,309,802.40
FY 18	384,477.00	359,991.00	156,476.00	68,930.00	37,252.00	28,032.00	5,751.00	9,210.00	8,783.00	32,660.00	72,878.00	197,662.00	1,362,102.00
FY19	375,956.00	430,235.00	201,124.00	66,758.00	43,835.00	23,406.00	7,878.00	12,091.00	7,721.00	27,197.00	68,438.00	219,951.00	1,484,590.00
FY 20	407,550.00	435,334.00	200,320.00	75,088.00	27,165.00	23,409.00	8,916.00						1,177,782.00
	8.40%	1.19%	-0.40%	12.48%	-38.03%	0.01%	13.18%						

Monthly Jet A Gallons Sold
Per Fiscal Year





AvGas (100LL) Gallons Sold FY2016 - FY2020

	<u>July</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>June</u>	<u>Total</u>
FY 2016	23,067.00	25,091.20	15,027.90	8,579.40	5,301.30	4,658.10	2,714.00	2,096.30	3,271.40	4,275.60	9,889.40	13,732.30	117,703.90
FY 2017	26,296.70	25,032.40	16,766.80	11,119.60	5,527.00	5,334.00	3,167.00	2,750.00	3,111.50	5,176.00	10,535.50	13,789.40	128,605.90
FY 2018	19,705.40	21,362.20	13,381.80	9,774.90	5,313.50	4,070.00	2,982.80	2,939.10	3,998.10	6,661.60	11,402.30	15,457.70	117,049.40
FY 2019	21,609.20	24,059.70	14,611.30	10,169.60	7,483.10	6,141.30	4,988.90	3,441.80	5,691.20	6,532.10	11,433.00	15,636.70	131,797.90
FY 2020	21,303.10	21,364.00	15,548.00	8,914.00	8,057.00	7,508.00							82,694.10
	-1.42%	-11.20%	6.41%	-12.35%	7.67%	22.25%							

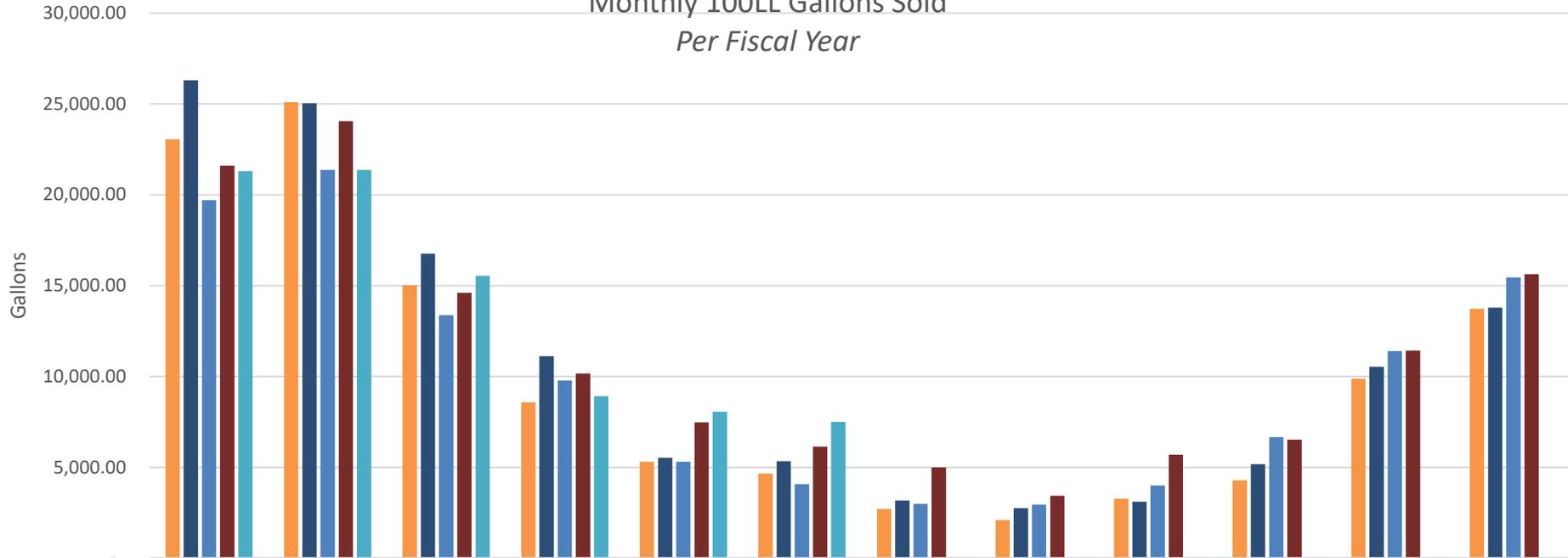
December 2019 – December 2020 UP 22.25%
YTD Down – 1.64%

	<u>July</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>YTD TOTAL</u>	<u>% Change</u>
2016 AvGas	23,067.20	25,091.20	15,027.90	8,579.40	5,301.30	4,658.10	81,725.10	
2017 AvGas	26,296.70	25,032.40	16,766.80	11,119.60	5,527.00	5,334.00	90,076.50	10.22%
2018 AvGas	19,705.40	21,362.20	13,381.80	9,774.90	5,313.50	4,070.00	73,607.80	-18.28%
2019 AvGas	21,609.20	24,059.70	14,611.30	10,169.60	7,483.10	6,141.30	84,074.20	14.22%
2020 AvGas	21,303.10	21,364.00	15,548.00	8,914.00	8,057.00	7,508.00	82,694.10	-1.64%



Nantucket Memorial Airport

Monthly 100LL Gallons Sold
Per Fiscal Year



	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
■ FY 2016	23,067.00	25,091.20	15,027.90	8,579.40	5,301.30	4,658.10	2,714.00	2,096.30	3,271.40	4,275.60	9,889.40	13,732.30
■ FY 2017	26,296.70	25,032.40	16,766.80	11,119.60	5,527.00	5,334.00	3,167.00	2,750.00	3,111.50	5,176.00	10,535.50	13,789.40
■ FY 2018	19,705.40	21,362.20	13,381.80	9,774.90	5,313.50	4,070.00	2,982.80	2,939.10	3,998.10	6,661.60	11,402.30	15,457.70
■ FY 2019	21,609.20	24,059.70	14,611.30	10,169.60	7,483.10	6,141.30	4,988.90	3,441.80	5,691.20	6,532.10	11,433.00	15,636.70
■ FY 2020	21,303.10	21,364.00	15,548.00	8,914.00	8,057.00	7,508.00						

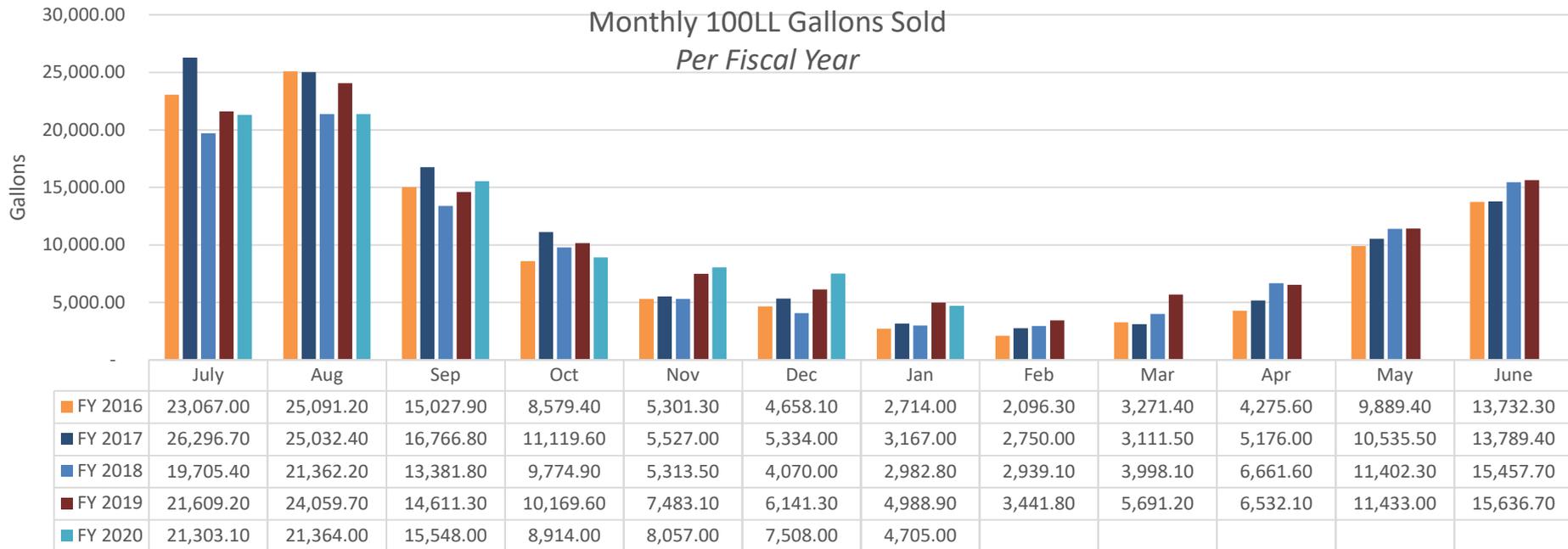


January vs. January Down -5.69%

AVGAS 100LL

	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
FY 2016	23,067.00	25,091.20	15,027.90	8,579.40	5,301.30	4,658.10	2,714.00	2,096.30	3,271.40	4,275.60	9,889.40	13,732.30	117,703.90
FY 2017	26,296.70	25,032.40	16,766.80	11,119.60	5,527.00	5,334.00	3,167.00	2,750.00	3,111.50	5,176.00	10,535.50	13,789.40	128,605.90
FY 2018	19,705.40	21,362.20	13,381.80	9,774.90	5,313.50	4,070.00	2,982.80	2,939.10	3,998.10	6,661.60	11,402.30	15,457.70	117,049.40
FY 2019	21,609.20	24,059.70	14,611.30	10,169.60	7,483.10	6,141.30	4,988.90	3,441.80	5,691.20	6,532.10	11,433.00	15,636.70	131,797.90
FY 2020	21,303.10	21,364.00	15,548.00	8,914.00	8,057.00	7,508.00	4,705.00						87,399.10
	-1.42%	-11.20%	6.41%	-12.35%	7.67%	22.25%	-5.69%						

Monthly 100LL Gallons Sold
Per Fiscal Year





- FY 2020 monthly freight -

AIRLINE	2019						FY20						TOTAL
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Cape Air (KAP)	98,626	95,418	73,995	71,229	53,315	58,936	39,122	30,014	36,734	50,734	54,028	101,145	763,296
Wiggins-FedEx	103,597	81,938	39,948	33,272	27,062	33,286	30,607	32,527	41,164	66,471	96,255	90,482	676,609
Wiggins-UPS	7,768	9,196	10,216	13,391	12,996	6,908	4,789	5,108	6,457	19,994	18,527	10,934	126,284
Allies Air Freight	15,090	14,100	10,776	9,561	8,683	5,768	8,068	5,911	6,961	8,469	12,782	12,994	119,163
Monthly Total	225,081	200,652	134,935	127,453	102,056	104,898	82,586	73,560	91,316	145,668	181,592	215,555	1,685,352
% Change Prior Year	4.75%	-0.98%	-3.70%	3.21%	-11.55%	3.47%	16.83%	14.12%	10.11%	39.12%	15.41%	4.87%	

December 2019 – December 2020 UP 3.47%
YTD Down – 0.31%

Freight	July	Aug	Sep	Oct	Nov	Dec	Total	% Change
FY 2016	336,625.00	278,904.00	201,486.00	157,429.00	115,875.00	92,853.00	1,183,172.00	
FY 2017	200,823.00	190,768.00	131,947.00	96,783.00	70,228.00	106,220.00	796,769.00	-32.66%
FY 2018	204,698.00	197,802.00	124,036.00	104,165.00	113,084.00	120,250.00	864,035.00	8.44%
FY 2019	214,878.00	202,628.00	140,118.00	123,490.00	115,382.00	101,381.00	897,877.00	3.92%
FY 2020	225,081.00	200,652.00	134,935.00	127,453.00	102,056.00	104,898.00	895,075.00	-0.31%



Monthly Freight

	Dec-18	Dec-19	Lbs Inc/(Dec) over PY	% Inc/(Dec) over PY
Cape Air Freight		- 3,542	3,542	#DIV/0!
USPS (Cape Air)	50,602	55,394	4,792	9%
Fed Ex (Wiggins)	35,187	33,286	(1,901)	-5%
UPS (Wiggins)	7,285	6,908	(377)	-5%
Allies Air Freight	8,307	5,768	(2,539)	-31%



Nantucket Memorial Airport

January 2020 Noise Complaints

	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total	% Change
FY 2016 Calls	72	55	14	1	2	11	0	1	2	0	10	15	183	
FY 2017 Calls	25	19	14	2	0	4	1	0	0	1	7	18	91	-50.27%
FY 2018 Calls	25	50	4	1	0	1	0	0	0	1	1	17	100	9.89%
FY 2019 Calls	59	21	3	1	1	0	2	1	0	0	5	9	102	42.00%
FY 2020 Calls	57	38	7	0	2	0	1						105	



January Noise Complaint Summary:

January 2020 – 1 Noise Complaint

1 complaint was received from 1 resident. Upon investigation the complaint involved an aircraft operating under IFR during VFR conditions.



Nantucket Memorial Airport



92nd Annual AAAE Conference & Exposition

May 10-13, 2020 | Denver

Find out what the 92nd Annual AAAE Conference offers you by making a selection below:

Agenda

Date/Time Event

TBA

May 9

8:00 am— **Exhibitor Move-In**

5:00 pm

May 9

8:00 am— **Registration**

5:00 pm

May 9

8:30 am— **AAAE Accreditation Final Interviews**

5:00 pm

May 9

9:00 am— **Volunteer Event**

3:30 pm

May 9

Volunteer Event

9:00 am—

3:30 pm Habitat for Humanity

May 9

12:45 pm— **AAAE Board of Directors/Policy Review Committee Meeting**

4:45 pm

May 10

8:00 am— **Exhibitor Move-In**

3:00 pm

May 10

8:00 am— **Registration**

6:30 pm

AAAE Chapter Meetings

May 10

8:30 am—

9:45 am

Sponsored by: [Amadeus](#)

May 10

8:30 am— **AAAE Accreditation Proctored Essay**

12:00 pm

Date/Time Event

May 10

9:00 am— **AAAE Accreditation/Certification Exam**

12:00 pm

May 10

10:00 am— **Foundation Committee Meeting**

10:45 am

May 10

10:00 am— **Training Committee Meeting**

10:45 am

May 10

Student Session

10:15 am—

11:45 am (all delegates welcome)

May 10

AAAE Executive Business Meeting

11:00 am—

12:15 pm (open to all AAAE Airport Members)

May 10

12:00 pm— **AAAE Corporate Committee Meeting**

2:00 pm

Lunch for Airport and Academic Members Only

May 10

12:15 pm—

1:15 pm

Sponsored by: [Signature Flight Support](#)

May 10

1:30 pm— **Academic Relations Committee Meeting**

2:30 pm

May 10

1:30 pm— **AAAE Committee Meetings**

2:45 pm

May 10

1:30 pm— **Facilities and Technical Services Committee Meeting**

2:45 pm

May 10

1:30 pm— **Operations/Safety/Planning/Emergency Management Committee Meeting**

2:45 pm

Date/Time Event

May 10
2:00 pm— **Airport Board Members and Commissioners Session**
2:45 pm

May 10
2:45 pm—
3:15 pm

Refreshment Break

Sponsored by: [Schulte Industries Ltd.](#), [Flagship Aviation Services](#)

May 10
3:15 pm— **Educational Sessions**
4:45 pm

Leveraging Technology for Smart Airport Initiatives

May 10
3:15 pm— Smart technology is everywhere, but how are your peers using it to make their airports run
4:45 pm more efficiently? Attend this panel for examples of smart tech in action and bring your own examples to share.

Mitigating UAS Risks

May 10
3:15 pm— As the number of UAS incidents increase, it is now more important than ever that an
4:45 pm airport maintain a strategy for managing these risks. Learn how airports and their federal and local partners are working together on this initiative during this can't-miss session.

What's Next in Airport Infrastructure Funding & Economic Deregulation

May 10
3:15 pm— The U.S. House of Representatives has extended FAA programs for another five years, and
4:45 pm Congress is considering a number of related ideas on infrastructure that are yet to be established. This session focuses on several bills currently under consideration in the House and Senate, and what the impact of each will be on your airport.

Exhibit Hall Grand Opening and Welcome Reception

May 10
5:00 pm—
6:30 pm

Sponsored by: [Avis Budget Group, Inc.](#)

May 10
5:00 pm— **Young Professional/Student Mixer**
6:30 pm

May 11
7:30 am— **Registration**
5:00 pm

Date/Time Event

May 11

7:45 am— **AAAE Committee Meetings**

9:00 am

May 11

7:45 am— **Air Service Committee Meeting**

9:00 am

May 11

7:45 am— **Environmental Services Committee Meeting**

9:00 am

May 11

7:45 am— **Industrial Aviation/Military Relations Committee Meeting**

9:00 am

May 11

7:45 am— **Transportation Security Services Committee Meeting**

9:00 am

May 11 **Breakfast with Exhibitors**

8:00 am—

9:00 am

Sponsored by: [Vitra, Inc.](#), [Proterra Inc.](#)

May 11

8:00 am— **Visit with Exhibitors**

10:15 am

May 11

8:15 am— **AAAE Committee Meetings**

9:00 am

May 11

8:15 am— **Finance & Administration Committee Meeting**

9:00 am

May 11

8:15 am— **NAC Committee Meeting**

9:00 am

May 11

8:30 am— **AAAE Student Chapter and Faculty Adviser Workshops**

10:00 am

Date/Time Event

May 11
9:00 am— Exhibitor Innovation and Solutions Theaters Presentations
9:20 am

May 11
9:00 am—
10:00 am **Refreshment Break with Exhibitors**

Sponsored by: [Wallace Perimeter Security](#)

May 11
9:40 am— Exhibitor Innovation and Solutions Theaters Presentations
10:00 am

May 11
10:15 am— **Official Conference Opening Ceremonies**
11:00 am

May 11
11:00 am—
12:00 pm **General Session I**

Sponsored by: [Hudson Group](#)

May 11
12:00 pm—
1:00 pm **Lunch with Exhibitors**

Sponsored by: [Robinson Aviation \(RVA\), Inc.](#)

May 11
12:00 pm— **IAAE Committee Meeting**
2:00 pm

May 11
12:00 pm— **International Association of Airport Executives (IAAE) Board of Directors Meeting**
2:00 pm

May 11
12:00 pm— **Student Research Project Contest**
2:00 pm

May 11
12:00 pm— **Visit with Exhibitors**
3:30 pm

May 11
1:20 pm— Exhibitor Innovation and Solutions Theaters Presentations
1:40 pm

Date/Time Event

May 11
1:30 pm— **Student Session**
3:00 pm

May 11
2:00 pm— **Exhibitor Innovation and Solutions Theaters Presentations**
2:20 pm

May 11
2:15 pm— **Student Session**
3:30 pm

May 11
2:30 pm— **Refreshment Break with Exhibitors**
3:00 pm

May 11
2:40 pm— **Exhibitor Innovation and Solutions Theaters Presentations**
3:00 pm

Airport Concession Trends of the Future

May 11
3:30 pm— From serving a fundamental need to providing thoughtful experiences, airport concessions have and continue to evolve. Join industry thought-leaders for a close encounter of the concession kind as we explore what their future holds.
5:00 pm

May 11
3:30 pm— **Educational Sessions**
5:00 pm

Measuring Up - How Metrics Can Help & Harm Your Airport

May 11
3:30 pm— Data and metrics collected throughout your airport can be a goldmine of insight into trends and anticipated problems, so long as you are using the right information effectively. Participate in this lively discussion on the benefits and pitfalls of using metrics in the airport environment.
5:00 pm

One-on-One with the Office of Airports

May 11
3:30 pm— Get answers to your burning questions in this lively session moderated by AAAE's Melissa Sabatine. Hear from the senior leadership of the FAA Office of Airports on the most current information on funding, compliance, planning and safety issues before the mic gets turned over to you.
5:00 pm

May 11
6:00 pm— **Host Airport Event**
8:30 pm Empowered Fun at Mile High Stadium - Hosted by Denver International Airport

Date/Time Event

May 12

8:00 am— **Breakfast with Exhibitors**

9:00 am

May 12

8:00 am— **Visit with Exhibitors**

10:30 am

May 12

8:00 am— **Registration**

2:00 pm

May 12

8:30 am— **AAAE Student Career Fair - Networking Session**

10:30 am

May 12

9:00 am— **U.S. Contract Tower Association (USCTA) General Membership Meeting**

10:00 am

May 12

9:00 am— **Refreshment Break**

10:15 am

May 12

10:00 am— **Exhibitor Innovation and Solutions Theaters Presentations**

10:20 am

General Session II

May 12

10:30 am—

11:45 am **Sponsored by: [C&S Companies](#), [Kimley-Horn and Associates, Inc.](#), [Landrum & Brown, Inc.](#), [McFarland-Johnson, Inc.](#), [HMSHost Corporation](#), [L3Harris Technologies](#)**

May 12

12:00 pm— **Lunch with Exhibitors**

1:00 pm

May 12

12:00 pm— **Visit with Exhibitors**

2:00 pm

May 12

12:00 pm— **AAAE Student Career Fair - Interviews**

5:00 pm

Date/Time Event

May 12
12:20 pm— **Exhibitor Innovation and Solutions Theaters Presentations**
12:40 pm

May 12
1:00 pm— **Exhibitor Innovation and Solutions Theaters Presentations**
1:20 pm

May 12 **Airport Tours**
1:00 pm—
5:00 pm Choose between "Behind the scenes at DEN" and "Where do the bags go?!"

Airports & the Experience Economy
May 12
2:00 pm— Travel is increasingly as much about the journey as the destination. Airports are not simply
3:30 pm passthroughs, they are gateways to the communities and people they serve. Explore your
airport's role in the experience economy and how your peers are measuring the ROI.

Educational Sessions
May 12
2:00 pm—
3:30 pm **Sponsored by: [Woolpert](#)**

Generation Z: How to Develop & Recruit the Next Generation
May 12
2:00 pm— With millennials already climbing the ladder, it's time to cultivate generation Z for entry
3:30 pm and advancement into the airport workforce. Gain tips and strategies for filling a robust
recruitment pipeline in this dynamic session.

Security & Facilitation Policy Roundtable
May 12
2:00 pm— Ask senior leaders from TSA and CBP about the security and facilitation issues most
3:30 pm important to you. This open forum will allow you to bring home answers on the most
critically important issues your airport faces today, while preparing for tomorrow.

May 12
2:00 pm— **Exhibitor Move-Out**
6:00 pm

General Aviation Airports: Management Strategies
Align your airport's management philosophy with industry best-practices in this dynamic
and highly-interactive workshop. Explore the best practices relating to leasing land and
improvements and ensuring fair market value is received.

May 12
3:45 pm—
5:00 pm **Presenters:**
Mr. David Benner, C.M., *Managing Consultant, Aviation Management Consulting Group*

Date/Time Event

Mr. Bryan E. Johnson, A.A.E., *Senior Aviation Consultant*, Aviation Management Consulting Group

General Aviation Airports Networking Reception

May 12
5:00 pm—
6:00 pm

Sponsored by: [TILT-A-WAY](#)

May 13

7:30 am—
2:30 pm

Registration

May 13

8:00 am—
8:45 am

AAAE Executive Business Breakfast and Corporate Cup Presentation

All delegates welcome

Airport Growth Aligned to Community Growth

May 13

9:00 am—
10:30 am

The economic footprint an airport can have on its community is vast. Understand this connection and explore ways in which the mutually beneficial relationship between airport and community can thrive during this lively panel discussion.

May 13

9:00 am—
10:30 am

Educational Sessions

May 13

9:00 am—
10:30 am

The Hidden Challenges of Invisible Disabilities

Discover how airports are recognizing and handling the challenges of invisible disabilities in both employees and passengers.

UAM New Entrants & Their Impact on Airports

May 13

9:00 am—
10:30 am

Urban Air Mobility (UAM) is shaping the future of transportation and is therefore bound to make a significant impact on airport operations and airspace. Find out what the new reality of the airport environment will look like and learn about what you can do to prepare.

May 13

9:00 am—
12:30 pm

AAAE Student Career Fair Interviews

May 13

10:30 am—
11:00 am

Refreshment Break

May 13

11:00 am—
12:30 pm

Educational Sessions

Date/Time Event

Emergency Management - Planning for the Unexpected

May 13

11:00 am— Understand the steps to take in planning for the things that “can’t be planned for.” Leave
12:30 pm this session better prepared for responding to and recovering from a completely
unexpected event.

Environmental Hot Topics

May 13

11:00 am— Explore existing concerns and get ahead of what’s developing in the realm of airport
12:30 pm environmental issues. Find out what your peers are doing now and bring home fresh ideas.

Remote ATC Towers

May 13

11:00 am— Are remote ATC towers the wave of the future? Hear from your airport colleagues on their
12:30 pm implementation experiences and better understand the costs and benefits to determine if
this could be the right move for your airport.

May 13

12:30 pm— **AAAE Awards Luncheon**
2:30 pm

May 13

2:45 pm— **AAAE Board of Directors/Policy Review Committee Meeting**
3:15 pm

May 13

5:30 pm— **Chair's Reception**
6:30 pm

May 13

6:30 pm— **92nd Annual Conference Final Banquet**
8:45 pm Hosted by Denver International Airport