



CAPE COD GATEWAY AIRPORT
COMMISSION MINUTES OF THE REGULAR SESSION
Held at the Cape Cod Gateway Airport
TUESDAY, August 15, 2023

Commissioners Present:

John T. Griffin, Jr., Chair; John G. Flores, Vice Chair; Norman Weill, Clerk; Wendy Bierwirth; Bradley J. Bailey and Joseph DiGeorge

Commissioners not present:

Mark Guiod

Yarmouth Representative:

Christine Greeley

Airport Staff Present:

Katie Servis, Airport Manager; Matt Elia, Assistant Airport Manager; Suzanne Kennedy, Executive Assistant to the Airport Manager; and Chris Bostwick, Senior Project Manager/Airfield Compliance Supervisor

Public Members:

Gordon Starr, Town of Barnstable, Town Councilor

Call To Order:

Chairman Griffin called the regular meeting of the Cape Cod Gateway Airport Commission to order at 4:00 p.m. Attendance roll call was taken followed by the Pledge of Allegiance and thoughts and prayers for the people in Maui.

Minutes of the previous meetings:

The minutes of the July 18, 2023 Airport Commission meeting were approved and signed

Chris Bostwick introduced Samantha (Sam) Bunar. She has been instrumental in accomplishing a lot during her internship. A power point (attached) of her weekly takeaways and updates of weekly construction meetings was shared with the commissioners. Sam Bunar added additional reflection on her experiences during her time at the Airport and her new found love of aviation! She gave a synopsis of her interests and what led her to apply for the internship.

Public Comment:

None

Commissioners Response to Public Comments:

None

Finance Subcommittee (Commissioners Weill, Flores, and Bailey)

The Finance Subcommittee did not meet in August 2023.

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

Infrastructure & Marketing subcommittee did not meet in August 2023.

Old Business:

None

New Business:

COM0823-1 Renovations Update – Aloft Aviation Management LLC – 110 Mary Dunn Way

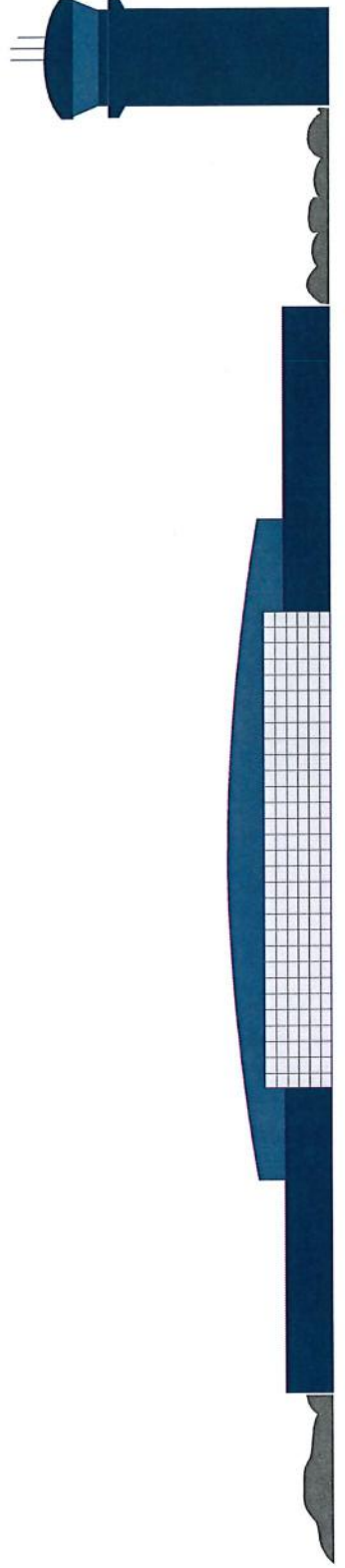
- Manager Servis reviewed a power point presentation of the renovation updates with photos of the progress.

- There is an 18 month window for planning how to develop a smart grid system and determining what is needed to install additional solar and wind technology to help feed the grid.
- Schedule:
 - 7/14/2023 = bid on the street
 - 7/26/2023 = pre-bid meetings (airport cannot be an evaluator)
 - 8/16/2023 = bids due
 - 8/30/2023 = bid award
 - 10/1/2023 = contract
 - 3/1/2025 = project completed
- Jeff DeCarlo, Administrator for MassDOT Aeronautics, has done a lot to find ways to implement new technology. He implemented a drone program for all of MassDOT to utilize. This is a next step to having airports use green technologies in aviation.
- Commissioner Weill commented on Archer Aviation and they should start to move forward now that their lawsuit has been settled. Management mentioned that BETA is installing their own charging stations in order to move forward with their company. Other companies are looking to the airports to install the charging stations, which will be planned for the future. Commonality in the plugs for the stations will be taken into account.
- WS Development Update
 - Access Road flooding impact to the catch basins has been remediated
 - The parking lot and buildings are being renovated
 - Floor & Décor
 - Whole Foods
- Projects Update/Status was provided by Chris Bostwick
 - Replacement of T-hangar CARES1 & Airport Operations Renovation
 - The windows, doors, tile and drywall have all been installed in the ARFF/OPS building. The cabinets and a section of the ceiling grid are being installed this week.
 - The T-hangars are erected, the drywall is complete, and all doors are installed and functioning. This project is 95% complete.
 - Runway 6/24 Reconstruction Project
 - The paving, electrical, and the first coat of painting is complete. Hydro-seeding and revegetation is being conducted. This project is 80% complete.
 - EMAS Replacement Project
 - This was on hold for some testing. This project will be restarted next week and should be completed mid-October.
- Procurement - Management has been delayed on these procurement prospects and will update the Commission once revisited
 - Airline Consultant
 - Café commercial kitchen or retail
 - Airport Signs and Tower Sign
 - Requires procurement due to construction of sign base.
- Airport Environmental Assessment Status (<https://flyhya.com/airport-info/environmental-assessment/>)
 - General Update – all the information has been updated on the website
 - Next meeting = October 18, 2023 with both a virtual and in-person meeting schedule
 - 2:00 virtual
 - 6:00 in-person at Town Hall
- PFOS/Public Involvement Plan & Update
 - PFAS Community Meeting – August 7, 2023 overview of the meeting. The meeting went quite well and the Airport received a round of applause for how the meeting was conducted and the information that was provided
 - Phase V Report = underway (October 2023 submittal)
- Upcoming Events:

Renovation Update

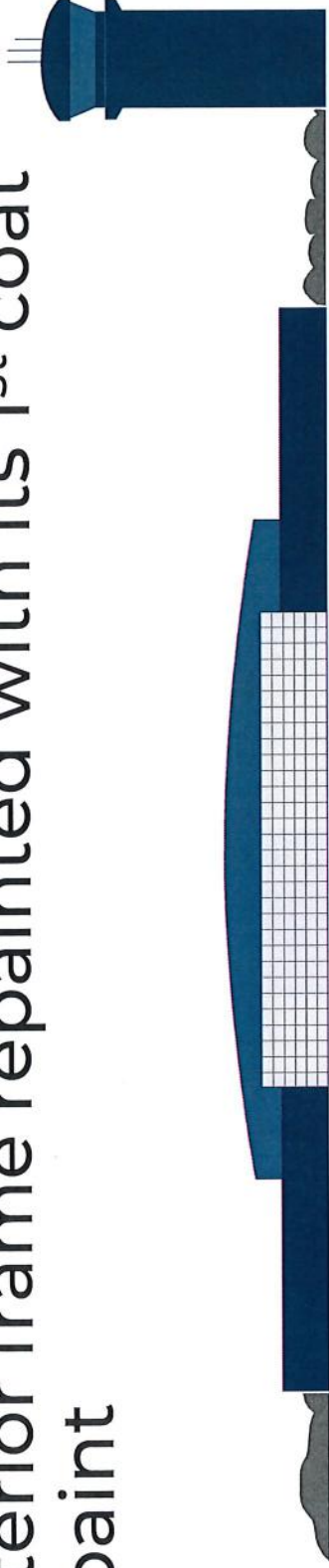
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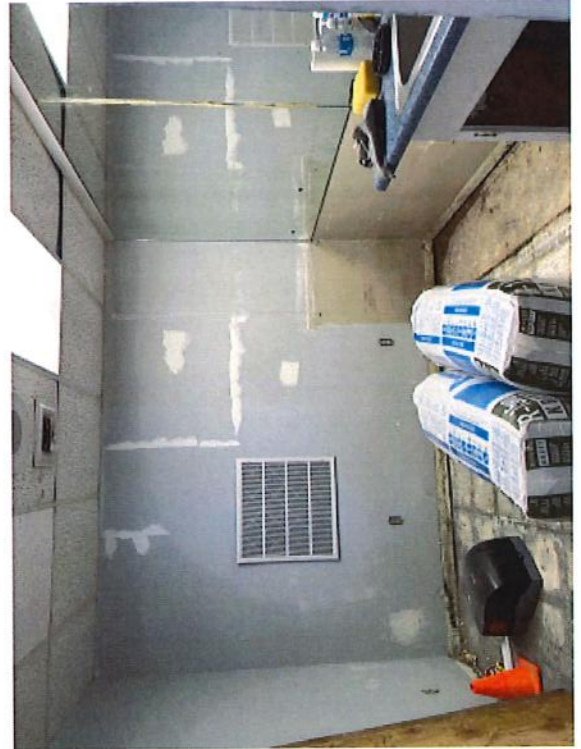
Aloft Aviation



Renovation is well underway (cont.)

- Interior renovation
 - Rug and tiles removed – 1st floor
 - Interior walls modified to allow for off-street reception and apron reception
 - Café built out on 1st floor
 - Interior walls reframed due to water damage
 - Hangar floors scrubbed and cleaned
- Roof replacement = coming soon
- Exterior frame repainted with its 1st coat of paint







Cape Cod Gateway Airport - Summer 2023 - Construction Project Summary



2023



Week 1: June 12 - June 18



Week 2: June 19 - June 25



Week 3: June 26 - July 2



Week 4: July 3 - July 9



Week 5: July 10 - July 16



Week 6: July 17 - July 23



Week 7: July 24 - July 30



Week 8: July 31 - August 6



Week 9: August 7 - August 13



Additional Information

Week 1: June 12 - June 18

ARFF/OPS Remodel



- Masonry
- Air barrier
- Electrical rough

Week 1 Takeaways

1. Meet with the project team to discuss the week's progress and the upcoming week's work. The meeting was held on June 12th.

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Runway 6-24 Reconstruction



- Grade & Compact P-209 on Taxiways
- Haul in P-209
- Pave Base Course
- Install Conduits
- Duct Banks
- Handholes
- Lighting Bases
- South Shoulder

T-Hangar Reconstruction



- Venting OWS
- Excavation of OWS & pipe replacement
- T-Hangar erection
- Sprinkler
- Framing
- Sprinkler Room



EMAS Bed Removal & Replacement

- Project commenced
- Staging area fencing worked on



T-Hangar Reconstruction

- Venting OWS
- Excavation of OWS & pipe replacement
- T-Hangar erection
- Sprinkler Framing
- Sprinkler Room



EMAS Bed Removal & Replacement

- Project commenced
- Staging area fencing worked on



Week 2: June 19–June 25

ARFF/OPS Remodel



- Airbarrier work completed
- Masonry work began
- Drywall

T-Hangar Reconstruction



- T-Hangar erection
- Rough electric
- Sprinkler
- Venting OWS
- Excavation
- OWS venting & pipe replacement

Week 2 Takeaways

Using 3D models and helping others understand the project is a key takeaway for this week. The team used 3D models to communicate the design and construction intent to the client and other stakeholders. This helped to ensure everyone was on the same page and that the project was being built according to the design and construction intent. The team also used 3D models to identify potential issues and risks early in the project, which allowed them to address them before they became a problem. This approach is a key takeaway for this week and will be used throughout the project.

Runway 6–24 Reconstruction

- Grade & Compact P-209 on Taxiways
- Haul in P-209
- Pave Base Course
- Install Conduits
- Duct Banks
- Handholes
- Lighting Bases
- South Shoulder



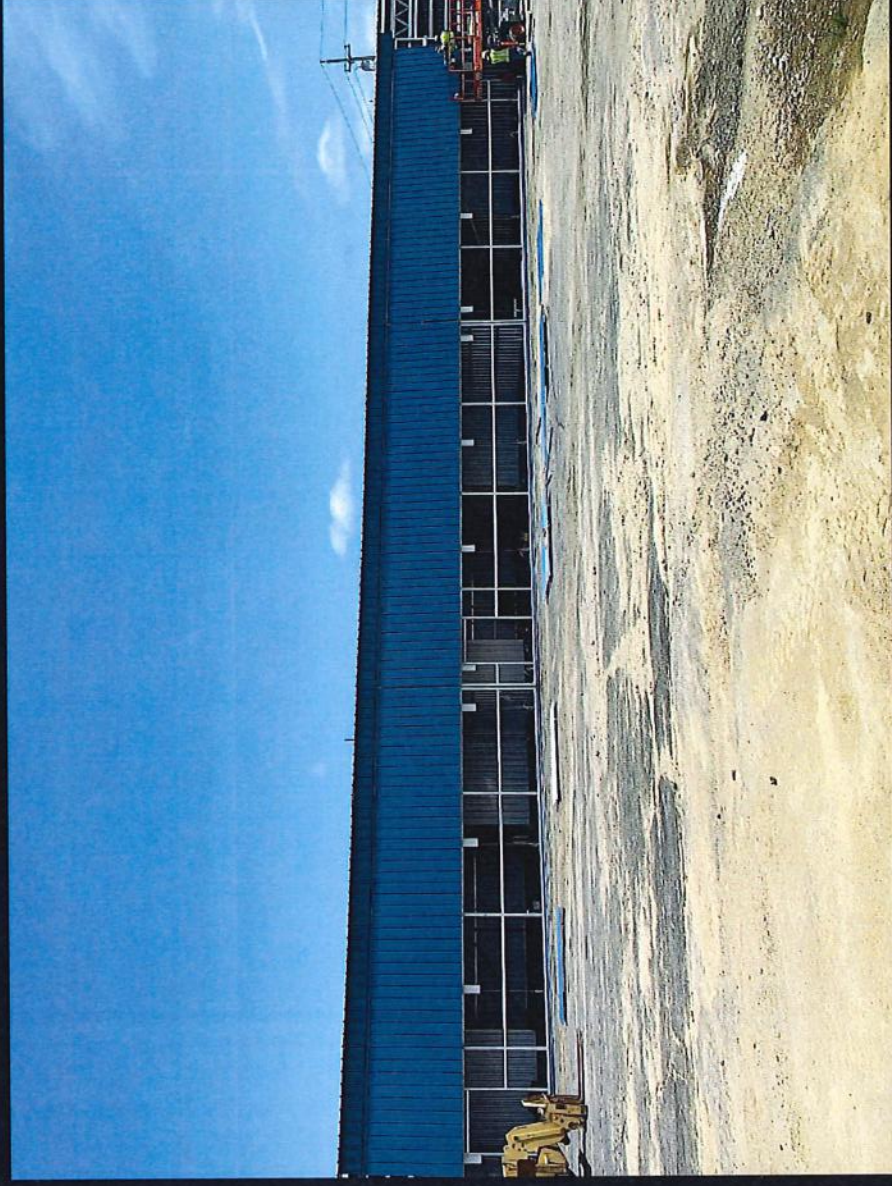
EMAS Bed Removal & Replacement



- CLF at staging area installed with 3 strands of barbed wire, and a 20 ft gate
- Snow fence installed to delineate work area
- Low Profile Barricade installed at TOFA prior to start of EMAS work
- 8 temp construction signs installed
- Survey exist. conditions w/alt survey
- Constructed Gravel access road for contractor access to EMAS bed
- Located all utilities prior to digging with help from FAA, FAA utilities under the road
- Removed existing debris deflector

T-Hangar Reconstruction

- T-Hangar erection
- Rough electric
- Sprinkler
- Venting OWS
- Excavation OWS venting & pipe replacement



EMAS Bed Removal & Replacement

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- Removed existing debris deflector



Week 3: June 26-July 2

ARFF/OPS Remodel



- Most of the drywall was completed
- Masonry work and electrical services that need to be put into the building was being compiled
- End date is at the end of August
- They requested for two more hours to their working day

T-Hangar Reconstruction



- Paneling all complete
- Working on the oil and water separator in the next weeks
- Apron work will be done in the next two weeks
- Planned to be complete in about 3 weeks

Week 3 Takeaways

As the hangar reconstruction progresses, it is important to stay on top of the safety requirements and ensure that all workers are properly trained and equipped. The team has been working hard to complete the reconstruction on time and within budget. The project has been a success, and the team is proud of their work.

6-24 Runway Reconstruction



- Base course complete on runway and taxiways
- Intermediate course test strip down
- Grating and field work done
- Inspection walk of work done so far: David Loan, Bob, Chris, Sam, Val

EMAS Bed Removal & Replacement



- Plans for EMAS bed removal are being made, in response to inactive Worcester Rail yard
- Testing of samples of the beds were done since PFAS testing was required due to the water and moisture content of the blocks

T-Hangar Reconstruction

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EMAS Bed Removal & Replacement

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T-Hangar Reconstruction

- Framing the Sprinkler room
- T-Hangar erection
- Rough electric
- Sprinklers
- Excavation OWS Venting & Pipe Replacement



EMAS Bed Removal & Replacement

- Project on hold



Week 4 Takeaways

- Voicing your companies priorities while simultaneously listening to your collaborators priorities in order to find middle ground
 - Ex.) Management meeting with ASG in regards to the Runway 6-24 project, as engineers, ASG, have the nature to strive for the best quality product, so during the process they want to use processes that will result in their ideal product, they are always searching for a more effective method. Although the method may be the most efficient, it may conflict with the priorities and responsibilities of the customer (HYA). In the meeting both sides expressed their priorities, and HYA agreed that the engineers and contractors request for their methods are reasonable and efficient but the methods do not comply with the airports responsibility for human capital among their staff. Internally the airport cannot staff enough people to oversee the engineers and contractors requests, since oversight is necessary for compliance with TSA regulation and security procedures at HYA.
- Holding weekly meetings to check in with advocates for each project that is happening at the airport
 - Ex.) I was given the chance to hold the STOP meeting, and represented the airport, to understand what should be expected in the next week for each project and a brief progress report up to date. Other goals include the review of movement area closures, if any, and confirming available escorts.
- Security protocol and violations
 - Ex.) There was a security violation and it had to be monitored at the T-Hangar site. Overseeing the contractors and subcontractors to verify that they find a solution to the open hole under a security gate that came about due to excavation for plumbing work.
- Reemphasis of priorities and expectations
 - Ex.) Making it clear to LLC and ASG that the paving crew has to be done working and off the site by 5:00 pm, the end time in their contract. This time was declared due to staffing shortage at the airport.
- Drone Surveillance Imaging
 - Ex.) I learned about the imaging process, and how markers are placed around the construction site, paired with satellite connection the drone is programmed with specific movement and positions in order to take precise and clear photos
 - Ex.) In order to go through with drone imaging, the cloud ceiling was taken into consideration and the ceiling needed to clear 600 feet in order to complete the drone imaging

ARFF/OPS Remodel

- Masonry was completed
- Drywall was installed and almost complete



Runway 6-24 Reconstruction

- Continuing to Pave intermediate course
- Install Conduits
- Duct Banks
- Handholes
- Lighting Bases
- South Shoulder Excavation



Week 5 Takeaways

- **Balancing administrative tasks and active construction oversight and compliance**

- Ex.) During the work day, allotting time in the office for engagement with administrative tasks such as emails, paperwork's, and meetings, while also leaving time in the day to visit the construction sites on the airfield. There are responsibilities in Construction management that requires coordination with contractors, engineers, and architects through meetings, reports, and emails to ensure good communication and compliance to the original design plans of projects. Then, active oversight and actively engaging with contractors and subcontractors on the site, allows for trust to be built and verification of any indirect communication that has been made.

- **Evaluation of a concerning issue that needs to be fixed and turned into a project**

- Ex.) In order to find vendors for seal coating the obliterated non-movement area boundary, we could go through the OSD and Massachusetts contracts, which simplify the procurement process for the airport, since the vendors are aware of the state processes and rules. In addition to evaluation and analysis of the current condition of the asphalt, there needed to be proper communication and reach out to the vendors in order to find a solution for a preservative treatment.

- **Actively engaging in meetings for projects**

- Ex.) Listening and taking notes as the representative for the Cape Cod Gateway project team in a meeting with Finnicks & McCreedy

- **Emphasizing the priorities of the airport**

- Ex.) It was made clear that the airport in the past had been scrutinized about checking the invoices from contractors and subcontractors, and were accused of paying contractors without deep analysis of the scope of work they were billing for, since state funding is being used. A study had referred to this airport, so this was used as a reason to why it was brought up about a TRAC subcontractors billed for airport safety and security training.

- **Adapting to inhibiting weather changes**

- Ex.) Watching for encroaching lightning strikes to ensure construction workers safety and quality of their production. Communicating with the contractor to see what their protocols for lightning are and acting solely as a feeder of information.

ARFF/OPs Remodel

- Drywall was finished
- Painting of interior walls began



Runway 6-24 Reconstruction

- Finished paving the intermediate course,
- Worked on installing Conduits, Duct Banks, Hand holes
- Installed Runway signs
- Lighting Bases
- South Shoulder Excavation



Week 6 Takeaways

- Documentation and records of all written correspondence or drawing plans for each project is necessary for the airport to have downloaded and organized
 - Ex.) Reaching out to F & M for agendas of weekly progress meetings and 3 week look aheads, in addition to downloading and moving all the meeting minutes I tracked and 3 week look aheads I had since starting into the same folder. Using Procore, construction management software that TRAC uses to download drawings & figures, RFIs, submittals, SPECS, and pictures.
- Comparison of quotes for a project
 - Ex.) I began analyzing the two quotes we received from Indus and City Seal Coating for the seal coating project on the obliterated non-movement boundary. I created an excel sheet that compared the two side by side and showed that City Seal coating was more economical, but Indus has more experience with airport work.
- Persistently making the contractors and engineers of compliance measurements throughout the construction process
 - Ex.) We measured the distance between the prospective edge of the marking for the edge line of the pavement to the center of the light can, and in order to be in compliance the distance needs to be 10 feet or less. Multiple measurements showed that the distance is exactly or even slightly over, so it was necessary to remind and we will continue to remind the contractors and engineers of this distance to avoid having to move the light cans after the runway is completed.
- Environmental concerns and compliance to environmental procedures
 - Ex.) SWPPP documents that outlines the response to and records of storm water. There was miscommunication between the engineer consultant group and contractor on this vital task and who was responsible for this. We had to get to the bottom of this to make sure there have been records taken since the start.
- UAS at the Cape Cod Gateway Airport
 - Collaboration between the airport, FAA, and ASG for a spectacle drone launch for aerial imaging, meetings took place prior to and after the launch to ensure the safety compliances of the procedure and learn about the data that is gained from the imaging and data collection. A 3D visual compiled of millions of points was made for the millings pile. We also learned about the FAA's research at other airports about UAS and its applications such as construction monitoring and FOD detection.
- Learning about the communication and collaboration between the safety and emergency response departments for the airport.
 - Ex.) Reviewing the AEP plan for the airport with all the departments to open the opportunity for modifications and additions that any department picked up on

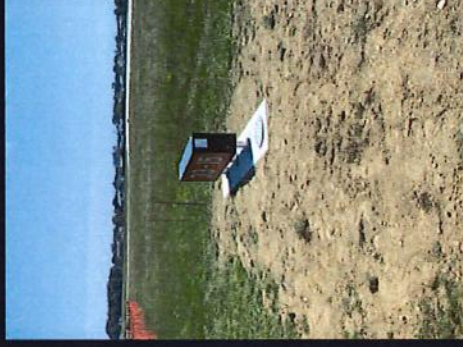
ARFF/OPS Remodel

- Painting was completed
- Progress on window installation
- The ceiling grid was worked on
- Floor tiling began and wall pre



Runway 6-24 Reconstruction

- Final course of pavement completed Friday 7/28/2023
- Runway/Taxiway lights and signs were installed
- South shoulder excavation work almost complete
- Began to spread top soil to the edge of the pavement
- Installation of drainage
- Utilities location in 15-33 RSA
- Phase 2 work commenced in areas 1, 8, and 9



Week 7 Takeaways

- **Responding to failing systems and finding temporary solutions, and determine a long time answer**
 - Ex.) Responded to the failing HVAC system in the ATCT, which is a necessary cooling system for withstanding high temperatures during the summer, especially in the Cab of the tower since it is all glass. A temporary solution of renting a HVAC unit, connected to a separate generator, and added tubing to the side of the building for supply and return of the air.
- **Communication between tenants and the airport in regards to procedures and operations**
 - Ex.) Creating a presentation that informs tenants about using Gate X-ray, describing the necessary safety procedures of using gates at this airport.
- **Dealing with conflicting priorities between a contractor and the airports**
 - Ex.) LLC had announced they were changing the locations of where the removed EMAS Bed blocks would be sent to. Instead of sending them to Michigan they announced they changed it to Pennsylvania, other collaborators on the project were unaware of this change. Further communication, compromise, and decision-making is necessary to resolve this conflict, and the project was put on hold.
- **Multi-tasking and managing multiple projects at a time**
 - Ex.) I had been at the ATCT for the HVAC project, but had to quickly transition from this project to a meeting about the 6-24 project and had to voice in the meeting reminders of flag placement on trucks, and

ARFF/OPS Remodel

- Window installation
- Floor tile and wall pre
- Ceiling grid/WD ceiling
- Rough electric
- Millwork installation
- Sprinkler finish
- Painting



Runway 6-24 Reconstruction

- Runway Markings
- South Shoulder Excavation
- Drainage Installation
- Landscaping
- Began Phase 2 Night electrical work



Week 8 Takeaways

- **Adapting to changing phases of construction projects**

- Ex.) The RW 6-24 Reconstruction Project entered Phase 2, and in addition to day work they commenced night work. The night work consists of electrical work on signs that impact RW 15-33. I learned about NOTAM's and their purpose for alerting all aircraft that the airport would be closed for the working hours of 11:00 pm – 5:00 am. I was able to experience a night at the airport and the unique atmosphere that it becomes. I learned that the RW lights are turned on my remotes located in the incoming airplanes. I was taught about the inspection process of night work and the importance of accounting for every tool and piece of equipment to avoid having any FOD near the RW. Beginning, middle, and end check-ins are necessary to inspect the work being done and ensure safety, cleanliness, and efficiency. I saw the sacrifices that needed to be made to execute, oversee, and manage a complex and multi-layer construction project.

- **Transitioning gears between different project meetings, since the people, goals, and issues are all different**

- Ex.) We had an EMAS Bed PFAS discussion meeting, RW 6-24 weekly project meeting, and ASG project discussion meeting all in the span of a couple hours. Each meeting has discussions tailored to its own purpose, and the people involved and issues that arise in the meeting are entirely different. There is a mutual theme of the airport expressing their priorities, but the collaboration and communication that goes on the meeting are different. I have learned that you have to quickly change mental perspectives and most importantly be prepared on how to voice and defend the airports priorities.

- **Dealing with unforeseen issues that come about**

- Ex.) The width of the newly paved RW 6-24 seems to taper in at the header, and where it connects to the 6 end. The part of the RW that had been redone when RW 15-33 was done appears to be a foot short, so 149 feet instead of 150 feet wide, and LLC and ASG connected the newly paved RW 6-24, and now there is a section of the runway that is too short in width. Evaluation of design plans had to be done, and making sure a solution was proposed and put into plan.

- **Understanding the procurement process and utilizing OSD contractors for finding vendors**

- Ex.) The Massachusetts OSD contract provides the airport with access to vendors for services, maintenance, and equipment/technology that are needed for overall functioning. I was able to use the OSD contract to find and email multiple vendors to inquire about a condenser coil replacement for an HVAC unit on the top of the airport terminal.

ARFF/OPS Remodel

- Window installation
- Ceiling Grid/WD Ceiling
- Light fixtures, fire alarm, wire mold
- Sprinkler finish
- Low voltage
- Floor tile and wall pre
- Millwork installation
- Painting



Runway 6-24 Reconstruction

- Runway markings
- South shoulder excavation
- Drainage installation
- Landscaping
- Night electrical work



Week 9 Takeaways

- **Trial processes and testing the production of certain equipment being used for projects**

- Ex.) A trial run of painting a line was done, with ASG, LLC, and HYA all in attendance to assess the quality, process, and equipment for the painting process for markings on Runway 6-24. These markings will be the lasting appearance of the runway and can impact the overall runway product.

- **Coordinating with the contractor and monitoring company's for the airport**

- Ex.) The contractor was looking for information from the airport's monitoring company for the fire alarm programming, so that they could begin the start-up process for the fire alarm systems. I coordinated with Mary to help get in touch with Cape Cod Alarm to get the requested information for TRAC, and we were able to give track the transmission formats and account information.

- **Meeting weekly with the consulting project management the airport hired**

- Ex.) A weekly check-in with ASG was held to do an overview and pressing matters for each project they are involved with at the airport. This meeting showed me the importance of periodically getting updates on each project, in order to manage so many at one time. Also it showed me how many different parts, projects, repairs, and services an airport needs to function. I saw the interactions and relationship between the company and consultant.

- **Independently participating in meetings and coordination with contractors, architect, and engineers**

- Ex.) This week, since Chris was on vacation, I independently participated in weekly progress meetings for the projects, and I was representing the airports priorities. I had freedom and the responsibility to coordinate and correspond with the project team on different requests of information's or questions.

-Cape Cod Gateway Airport-

-Summer 2023-

-Construction Project Summary-



2023

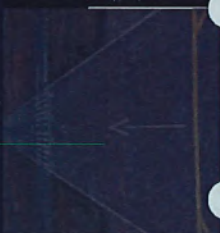


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Week 2: June 19 - June 25

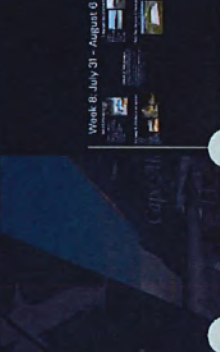
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Week 6: July 17 - July 23

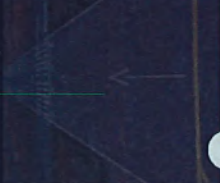


Week 8: July 31 - August 6

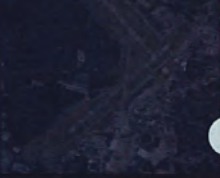


Additional Information

Week 3: June 26 - July 2



Week 5: July 10 - July 16



Week 7: July 24 - July 30



Week 9: August 7 - August 13



ARFF/OPS Remodel Project



Runway 6-24 Project

