

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

Thomas M. Rafter, A.A.E., Airport Manager  
Phone: (508) 325-5300  
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*Commissioners*  
Daniel W. Drake, Chairman  
Arthur D. Gasbarro, Vice Chair  
Andrea N. Planzer  
Jeannette D. Topham

**DRAFT**

**AIRPORT COMMISSION MEETING**

**August 12, 2014**

The meeting was called to order at 5:12 PM by Chairman Daniel W. Drake with the following Commissioners present: Arthur D. Gasbarro, Vice Chair, and Jeanette D. Topham.

Commissioner Andrea N. Planzer participated remotely by phone due to geographical distance.

Mr. Drake announced that due to some conference phone issues Mr. Bouscaren, the newly appointed, but not yet sworn in, Airport Commissioner may not have been able to dial in and is not connected to the meeting.

The meeting took place in the 1<sup>st</sup> Floor meeting room at the Public Safety Facility, 4 Fairgrounds Rd.

Airport employees present were, Thomas Rafter, Airport Manager, Mae Williams, Administrative Assistant and Janine Torres, Office Manager.

Mr. Drake announced the meeting was being recorded.

Mr. Drake asked for comments on the Agenda. Hearing none the Agenda was approved.

Mr. Drake asked for comments on the four sets of minutes presented for approval: 6/10/14 and 6/24/14 regular meeting minutes; and 2/11/14 and 5/27/13 executive session minutes. Ms. Planzer noted a typographical error on the 6/10/14 minutes under Pending Matters, second to last line, "purview" is misspelled. Ms. Topham noted Mr. Sylvia's name was incorrectly spelled in the 6/24/14/ minutes under Statistics. Ms. Topham made a **Motion** to approve the four sets of minutes as corrected. **Second** by Mr. Gasbarro and **Passed** by the following roll-call vote:

Mr. Drake – Aye  
Mr. Gasbarro – Aye  
Ms. Planzer – Aye  
Ms. Topham - Aye

Mr. Gasbarro made a **Motion** to ratify the 7/23/14 and 8/6/14 Warrants. **Second** by Ms. Topham and **Passed** by the following roll-call vote:

Mr. Drake – Aye  
Mr. Gasbarro – Aye  
Ms. Planzer – Aye  
Ms. Topham - Aye

**Public Comment**

None.

**Pending Leases/Contracts – Mr. Rafter presented** the following Leases and Contracts:

- **RTT Concierge** – a license agreement for GA ramp driving privileges for fee income of \$1,500
- **Air Wisconsin Airlines (US Airways)** – a seasonal airline agreement for rental income of \$11,000, plus fee income of \$1,500, plus Landing fees.
- Sherrill Tree Inc – a contract for the purchase of a skid mounted sprayer for \$14,426 from the capital budget.
- Kevin Conrad Heating & Cooling – a contract amendment to extend the expiration date of the contract to install air conditioning in the gift shop by one (1) month with no additional cost.
- FAA – Other Transactional Agreement (OTA) for the Air Traffic Control Tower Modernization Project to increase the total funds available by \$420K bringing the total funds available to \$4,795,000.

Ms. Topham asked if RTT Concierge was the only company providing this service. Mr. Rafter explained there is one other company with ramp driving privileges noting the Airport also has fees for taxis, livery and courtesy buses picking up passengers at the Airport.

Mr. Gasbarro made a **Motion** to approve the license, lease agreement and contracts as noted on Exhibit 1. **Second** by Ms. Topham and **Passed** by the following roll-call vote:

Mr. Drake – Aye  
Mr. Gasbarro – Aye  
Ms. Planzer – Aye  
Ms. Topham – Aye

#### **Pending Matters**

**070913-1 TON Memorandum of Understanding (MOU) Update** – Mr. Rafter reported we are still waiting for the Procurement Office to issue the Town's updated Procurement Policy, explaining we are waiting for the update before drafting a new MOU.

**042214-2 Formerly Used Defense Site (FUDS) Status** – Mr. Drake noted the Army Corps of Engineers (ACE) letter was discussed with Town Counsel who pointed out the investigation could involve risks beyond the MRS site. Mr. Drake stated the Commission needs to make a decision on the proposed lease with GJ Smith, Inc. without knowing the extent of the risks if we were to proceed with the lease. Ms. Topham made a **Motion** to terminate the open Bunker Lease Procurement matters. **Second** by Mr. Gasbarro. During discussion, Mr. Gasbarro expressed his disappointment; but added there is too much risk for the Airport. Ms. Topham concurred. Ms. Planzer asked if there were any other options to which Mr. Drake responded only against the advice of Counsel. The Motion **Passed** by the following roll-call vote:

Mr. Drake – Aye  
Mr. Gasbarro – Aye  
Ms. Planzer – Aye  
Ms. Topham – Aye

Discussion moved to other options, away from Bunker Road, that may be available noting if there were, it would have to be put out to bid and there was no guarantee Mr. Smith would be the winning bidder. A **Motion** was made by Ms. Topham directing the Airport Manager to seek other land that may be available to put out to bid for leasing purposes. **Second** by Mr. Gasbarro and **Passed** by the following roll-call vote:

Mr. Drake – Aye  
Mr. Gasbarro – Aye  
Ms. Planzer – Aye  
Ms. Topham – Aye

## Various Personnel Matters

- **Job/Classification Plan Study Update** – Mr. Rafter reported a meeting with Mr. Jacobs to discuss the scope has been scheduled.
- **Ratify Changes to Non-Union Personnel Manual** – Mr. Rafter presented the proposed revision to Section III “Work Schedules and Overtime” of the Administrative Personnel Manual noting Town Counsel has made revisions. Mr. Drake noted Counsel had stricken “whenever practicable” from the Exempt Employee section. Mr. Drake had suggested the language foreseeing instances where the Manager may not be available to approve overtime. Mr. Drake suggests adopting the policy as amended but revisiting this phrase. Ms. Planzer objected to the term “whenever practicable” stating its meaning was too broad. Mr. Gasbarro suggested “or designee” as alternate language. After brief discussion, the matter was tabled to allow Town Counsel to suggest better language.

## 071514-1 FY14 Financial Update

Mr. Rafter presented the 4<sup>th</sup> Quarter report for FY14 that will be presented to the Board of Selectman on August 20<sup>th</sup> noting the subsidy from the Town is \$305K, down from \$1.1M subsidy needed in FY13. Of the \$1.3M of Retained Earnings applied to balance the budget, only \$172K was used allowing \$1.169M to be rolled over into Retained Earnings.

Mr. Rafter noted a re-payment agreement to the Town is being drafted for the advance made by the Town.

Mr. Rafter also reported the Airport is working with the Town on the Fixed Asset listing.

Mr. Gasbarro commented the results of FY14 were due to a reduction of Expenses and hopes the Master Plan process will suggest opportunities to increase Revenue’s through the overall Rate Structure, such as a Peak Seasonal Pricing concept for ramp parking, so that the General Fund Subsidy can be eliminated altogether. Mr. Rafter agreed with the concept of increasing revenue’s but cautioned where the emphasis should be, noting there are other opportunities and alternatives in creating revenue. Mr. Gasbarro noted the timing of the Master Plan process is crucial to the formulation of FY16 Budget. Mr. Rafter added the Town has asked for a financial forecast to aide in the re-payment agreement; and the Master Plan Financial consultant will be producing a 5 Year Forecast which will be a valuable tool.

**022613-2 Master Plan and Sustainability Program Update** – Mr. Rafter noted the consultant [Jacobs] has not provided a weekly report for several weeks and will reach out to Mr. Chamberlain.

Mr. Rafter reported meeting with Jacobs to review Chapter 6, “Facility Requirements” and it is in the process of being finalized.

Mr. Rafter reported receiving the analysis on the terminal special needs and will be meeting with the consultant later in the week to review noting this will be part of the overall Alternatives Analysis.

Mr. Rafter will also discuss with Mr. Chamberlain the scheduling of the next Advisory Group meeting.

Mr. Rafter presented a MassDOT Grant Award noting it is not additional money, but simply a carryover of previously awarded money into the new fiscal year.

Mr. Gasbarro made a **Motion** to accept the MassDOT Grant in the amount of \$22,341.81. **Second** by Ms. Topham and **Passed** by the following roll-call vote:

Mr. Drake – Aye  
Mr. Gasbarro – Aye  
Ms. Planzer – Aye  
Ms. Topham – Aye

**GA/Administration Building Change Order Update** – Mr. Rafter presented revised Change Order #19 for the hand dryers explaining that the original Change Order was rejected and negotiated to the amount presented, \$5,963.31. It was noted there is approximately \$10K on additional change orders that are currently in contention.

Mr. Rafter reported an “interim” final pay requisition is currently being processed; and the Airport is still waiting for the “actual” final pay requisition to be received. The actual final will include the credits for the punch list items completed by the Airport. Mr. Drake asked for the punch list items for the next meeting.

Mr. Rafter reported receiving quotes to install irrigation and grass/sod at the building and any required contracts will be presented at the next meeting.

### **Manager’s Report**

**Other Project Updates** – Mr. Rafter reported:

- **Air Traffic Control Tower** – The 10% design review meeting took place. There are some long lead items, for example the rotating beacon that will be purchased in advance. Discussion regarding the project schedule indicated completion may be back on track for May 2015 completion. The preliminary construction cost estimate is high and the team is working to refine it.
- The contracts for both the **Security Upgrades** and **ARFF Vehicle** have been sent to MassDOT for final signature.
- Mr. Karberg has arranged a group of Worcester Polytechnic Institute students to provide re-design of the Airport’s website beginning in October.

**Discussion of ID Deposit Complaint** – Mr. Rafter acknowledged a complaint from one individual concerned over the \$300 refundable deposit requirement for an Airport ID badge. Mr. Rafter explained the past history of significant amount of lost/unreturned badges within our general aviation community and the increase to \$300 several years ago resulted in the reduction of the loss/unreturned rate. The Transportation Security Administration (TSA) conducts audits each year and has established a very low limit as an acceptable loss ratio. Exceeding this limit can be very costly and time consuming to the Airport because it would require rebadging everyone. There are currently over 400 badges issued.

**Operations** – Mr. Rafter reported:

- A meeting took place this week with Bill McGrath to review terms of a new lease agreement for his hangar.
- Our required full-scale emergency drill exercise is scheduled for September 24<sup>th</sup>. There is a requirement that airport commissioners and airport administrative personnel take certain NIMS (National Incident Management Systems) training. Dates are being coordinated with the consultant to provide this training.
- Fuel sales over the Boston Pops weekend were down over \$40K from last year.
- The Lease agreement with Parks & Rec for the Delta fields has expired and we are researching the terms of that agreement before drafting a new one.
- Loss of revenue from the parking lot operations is being identified and will be rectified through several means including the police department, internal procedures and system training by the manufacturer. Mr. Gasbarro suggested additional signage indicating a penalty for violators which may deter some of the scofflaw’s.

**Statistics** – Mr. Rafter reported the June 2014 statistics:

- Operations are up 8.39% compared to June 2013. FYTD Operations are down 5.72%
- Enplanements are down .03% compared to June 2013. FYTD Enplanements are down 0.68%
- Jet fuel gallons sold is down 8% from June 2013. FYTD Jet fuel gallons sold is up 2.58%.

- Avgas gallons sold is up 32% from June 2013. FYTD AvGas gallons sold is down 1%.
- Noise complaints were up 76% from June 2013. FYTD Noise complaints are down 29.63%. Mr. Rafter noted Mr. Karberg has a good handle on the complaint process and is working on recommendations to the tracking system to present to the Sub-Committee.

### **Sub-Committee Reports**

None.

### **Commissioner's Comments**

Mr. Drake pointed out the TON's Electronic Communication Policy has been included in the meeting packet.

### **Public Comment**

None.

Having no further business, Ms. Topham made a **Motion** to enter into Executive Session, not to reconvene in Open Session, to review Executive Session Minutes as enumerated on the Agenda as well as to conduct strategy session with respect to collective bargaining where if held in Open Session could have a detrimental effect on the bargaining position of the Airport Commission. **Second** by Mr. Gasbarro and **Passed** by the following roll-call vote:

Mr. Drake – Aye  
 Mr. Gasbarro – Aye  
 Ms. Planzer – Aye  
 Ms. Topham – Aye

Meeting adjourned at 6:01 pm.

Respectfully submitted,

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Janine M. Torres, Recorder

#### Master List of Documents Used

8/12/14 Agenda including Exhibit 1  
 6/10/14 Draft Minutes  
 6/24/14 Draft Minutes  
 2/11/14 Executive Session Minutes  
 5/27/14 Executive Session Minutes  
 7/23/14 Warrant Approval Sheet  
 8/6/14 Warrant Approval Sheet with accompanying emails:  
     7/26/14 Planzer to Crooks re Merchants Bonding Co Invoice Payment  
     7/29/14 Planzer to Torres/Crooks subject 8.6.14 Warrant Batches  
     7/29/14 Drake to Crooks/Torres re Merchants Bonding Co Invoice Payment  
 RTT Concierge 2014 License Agreement  
 Air Wisconsin 2014 Lease Agreement  
 Sherrill Tree Inc Contract  
 Proposed Revision / Existing Language Section III Administrative Personnel Manual  
 4<sup>th</sup> Quarter FY14 Enterprise Update  
 MassDOT Standard Contract Form re Master Plan Update  
 GA/Admin Bldg Construction Change Order Log  
 8/7/14 Email from Turner to Torres/Rafter/Tallman subject: ID Deposit Waiver  
 Town of Nantucket Electronic Communication Policy effective 6/4/14  
 June 2014 Statistics



# NANTUCKET AIRPORT MASTER PLAN

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## Airport Commission Meeting

Tuesday, September 9, 2014



# Commission Review/Comment Coordination?



# ACK Master Plan Schedule

	Summer 2013	Fall 2013	Winter 2013	Spring 2014	Summer 2014	Fall 2014	Winter 2014	Spring 2015
<b>TASK</b>								
Inventory/GIS Mapping/Air Service Trends/Benchmarking Study		█			█			
Environmental Sustainability	█	█	█					
Forecasts/Fleet Mix				█				
Coastal Process Analysis	█			█				
Alt. Concepts Potential Impacts				█	█			
Implementation Plan/Airport Layout Plan						█	█	
Financial Feasibility Plan							█	
Environmental Overview/ENF	█	█	█	█	█	█		█
Airport Layout Plan (ALP)							█	█
Public Outreach		---*	*---	*---		*		
FAA Approvals - ★				★			★	





# MASTER PLAN ISSUES

## 1. Safety and Security

- ✓ Existing Needs/FAA Standards

## 2. Capacity

- ✓ Terminal Spatial Needs/Status Quo Forecast

## 3. Efficiency

- ✓ Airfield Operational Efficiencies

## 4. Revenue Enhancements

- ✓ Aviation/Non-Aviation Revenue Options

## 5. Environmental/Sustainability Concepts

- ✓ Alternative Energy
- ✓ Resource Protection
- ✓ Sustainability Concepts



# MASTER PLAN STATUS

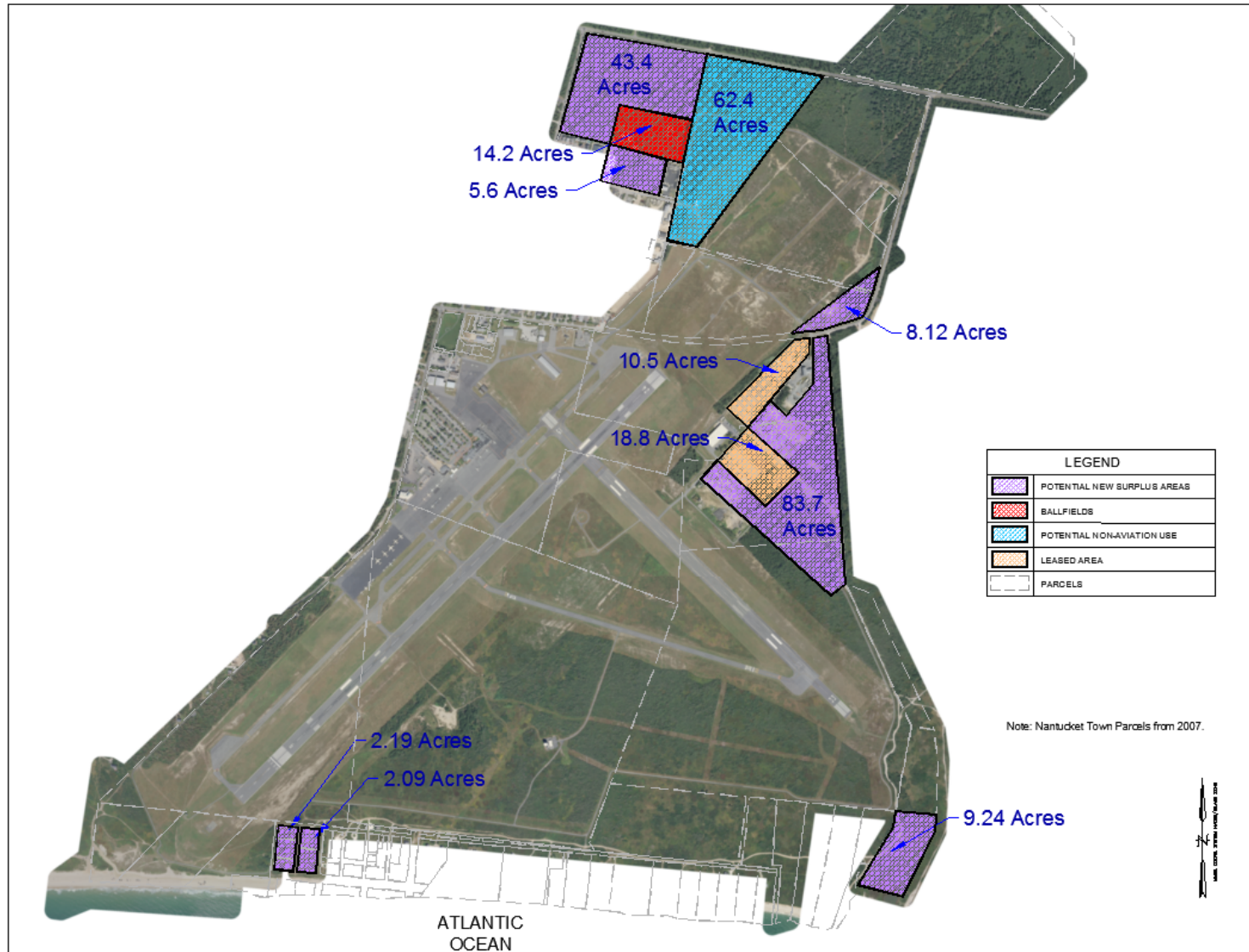
1. **Facility Needs** – Chapter 6 - (Current DRAFT)
  - Safety and Security (FAA Design Standards)
  - Capacity (Existing Deficiencies)
  - Efficiency (Improved Equipment and Facilities)
  - Revenue Enhancements (Surplus Parcels/Rates & Fees)
  - Environmental/Sustainability Concepts
2. **Alternative Improvement Concepts** – Chapter 7 - (Current DRAFT)
  - Triggers & Costs
  - Pro's & Con's
  - Timing (3-5 Yrs./ 5-10 Yrs./ 10-20 Yrs.)
3. **Priorities/Implementation Plan** - Chapter 8 (Oct/Nov)
4. **Financial Feasibility Plan** - Chapter 9 (Nov/Dec)
5. **Airport Layout Plan (ALP)** – Chapter 10 (Dec)



# Non-Aviation Revenue Sources

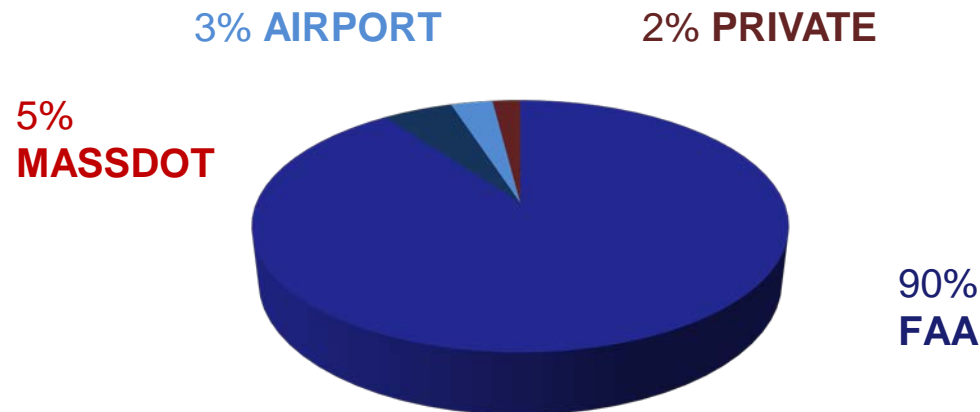
- **New Bunker Area Lease Parcels**
  - ✓ Needed light industrial/"LULU" uses
- **Surplus Parcels Sell/ Lease/ Swap**
  - ✓ Nobadeer Beach/Thompson Parcels
  - ✓ Delta Parcels/mixed use rezoning
- **Potential Major Solar Development**
  - ✓ Southerly Bunker Area
  - ✓ Adjacent Runway 24/Delta Parcel
- **Terminal/Admin. Bldg. flex-space rentals**
  - ✓ Modest revenue potential

# Potential Non-Aviation Surplus Parcels



# Aviation Revenue Sources

- **AIP Entitlement Funds/FAA Discretionary Funds**
  - ✓ \$4 million FAA Air Traffic Control Tower Earmark
- **MassDOT 80% Airport Safety and Maintenance Funds**
- **Revised Rates and Charges**
  - ✓ Benchmarking comparable airports' rates and charges
  - ✓ Equitable restructuring of ACK rates and charges (landing fees, weight based, GA Hangar/Commercial Combo space, ground leases etc. )



# Next Steps, Milestones & Schedule

- ✓ **Commission Review & Comment to Prioritize 5/10/20 Year Improvements Plan (September)**
- ✓ **Working Group/Advisory Committee Meeting (October)**
- ✓ **Public Workshop (November)**
- ✓ **Financial Feasibility Plan (November/December)**
- ✓ **Airport Layout Plan (ALP) with Future Improvements for FAA approval (December)**

**ACK Master Plan: Priority Projects – DRAFT**

Universe of projects is listed. Priority projects in **bold**.

	<b>0 years – 5 years</b>	<b>6 years – 10 years</b>	<b>11 years – 20 years</b>
<b>1) Safety and Security</b>			
1. RW 6 RSA (Runway Safety Area) deficiencies			<b>X</b>
2. Separation of Taxiways 'E' and 'G'	<b>X</b>		
3. Separation of Taxiways 'E' and 'F'		<b>X</b>	
4. Relocate Stub Taxiways 'A', 'B', and 'C'		<b>X</b>	
5. TW 24 Exit Taxiway	<b>X</b>		
6. Runway 33 Exit Taxiway		<b>X</b>	
7. Terminal Apron Repaving in 5 Phases	<b>X</b>	<b>X</b>	<b>X</b>
8. South Apron Redesign/Expansion	<b>X</b>	<b>X</b>	
9. Bunker Area Remote GA Jet Parking			<b>X</b>
10. RW24 DME/Localizer Facility Relocation – Coastal Flood Hazard Zone (FAA Project)		<b>X</b>	
11. RW 15 RPZ (Runway Protection Zone) Overlay Zone	<b>X</b>		
12. North Ramp Part 77 Aircraft Tail Heights	<b>X</b>		
13. Perimeter Security and Electronic Security Systems	<b>X</b>		
14. Information Technology Pathways	<b>X</b>		
15. Information Technology Systems	<b>X</b>		
<b>2) Capacity/Terminal Airfield Concepts</b>			
1. Terminal Secure Hold Room	<b>X</b>		<b>X</b>
2. Air Carrier Bypass Taxiway/Hold Areas		<b>X</b>	
<b>3) Efficiency/Accessory Needs</b>			
1. Reconstruct North Ramp/Relocate Hangars 5&6		<b>X</b>	
2. GSE Storage Expansion	<b>X</b>		
3. SRE Storage Expansion		<b>X</b>	
4. Airport Manager's/Thompson House Rehab	<b>X</b>		
<b>4) Revenue and Enhancement Concepts</b>			
1. North Apron GA Hangars		<b>X</b>	
2. Combo GA Hangar/Commercial Space	<b>X</b>		
3. Potential Large GA Jet Hangars			<b>X</b>
4. Parking Lot Operations: Hourly vs. Overnight rates/Access Gate Upgrades	<b>X</b>		
5. Bunker Road Commercial Vehicle Parking Area	<b>X</b>		
6. Expand Bunker Area Industrial Development/Continue FUDS Clean Up	<b>X</b>		
7. Delta Parcel/Town Employee Affordable Housing/Microtel Concept	<b>X</b>	<b>X</b>	
8. Delta Parcel/Seasonal Dormitory Use	<b>X</b>	<b>X</b>	
9. Flat Top/Double Wide Re-Use	<b>X</b>		
10. Airport Rates and Charges	<b>X</b>		
11. Wingspan vs. Weight-based Fees	<b>X</b>		

12. Revenue and Enhancement Concepts - Flex Space Terminal/GA Building Rental Opportunities	X		
13. GA Revitalization/Special Events/Owner type Group Fly-ins	X		
<b>5) Environmental/Sustainability Concepts</b>			
1. Solar Array Development	X	X	
2. Endangered Species Master Plan	X	X	
3. Coastal Management Initiative	X	X	X
4. Convert Airport Maintenance Fleet to Alternative Fuels		X	
5. Increase NRTA Seasonal Service Frequency	X		
6. Advertise Rental Cars/Cabs/Bike Parking/Courtesy Vans	X		
7. Preferential Parking for Alternative-Fuel Cars and Additional EV Charging Stations		X	
8. Bike Share or Loan/Bike Rental	X		
9. Security Bike Parking/Bike Parking/Bike Path Extension		X	
10. "Fly Friendly" Aircraft Noise Mitigation Measures	X	X	X
11. Ramp Electrification/Ground Power Carts	X		
12. Apron Lighting Control/PCL Dimmer Concept	X		



**PROPOSED REVISION to:**

**NANTUCKET MEMORIAL AIRPORT  
Administrative Personnel Manual**

**III Work Schedules and Overtime**

• **WORK WEEK**

The normal workweek is 40 hours per week. Work hours are scheduled by each department and may include weekends and holidays.

• **OVERTIME COMPENSATION**

**Eligibility:** An employee's eligibility for payment of overtime depends on whether his or her position is classified as "Non-Exempt" or "Exempt" under the Fair Labor Standards Act.

**Non-Exempt employees** are paid at one and one-half times their regular hourly rate for the hour worked in excess of forty (40) in any workweek if authorized by their supervisor or by the Airport Manager.

**Exempt employees** are not entitled to overtime pay. However, because the workload may require disruption of an Exempt employee's personal schedule, such employees shall be granted compensatory time off of one hour, up to a total of 50 hours in any fiscal year (July 1 – July 30), for each hour actually worked in excess of forty (40) in any workweek. Such work in excess of forty (40) hours per week shall be approved in advance by the Airport Manager **or by designee in absence of Airport Manager**. Such compensatory time off must be used by December 31 of the calendar year in which the fiscal year ends. Any accrued but unused compensatory time shall be forfeited without compensation if they are not used by said December 31, and shall also be forfeited without compensation if the employee leaves the employment of Nantucket Memorial Airport for any reason.

The use of compensatory time shall be subject to the approval of the Airport Manager. The employee shall submit every two weeks to the Airport Manager or his/her designee a statement of hours accrued (by date for the current period), hours used and the remaining balance available.

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Date

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## EXISTING LANGUAGE

### III. Work Schedules

- **WORK WEEK**

The normal workweek is Monday through Sunday. Hours of operation are scheduled according to department.

- **OVERTIME COMPENSATION**

***ELIGIBILITY***

An employee qualifies for payment of overtime depending on his/her employment classification:

***Exempt employees*** are not entitled to overtime pay. If, however, the job requires frequent and extended periods of work in excess of normal hours, in lieu of overtime compensation, compensatory time off at a rate not less than one hour for every hour worked in excess of normal hours. The Airport Manager will approve any over time hours in advance and may approve compensatory time off, if requested by the employee. The employee may accrue not more than 100 hours of compensatory time for hours worked. Any employee that has accrued 100 hours of compensatory time off shall, for additional overtime hours of work, be paid overtime compensation and a rate of time and one half for every hour worked. If compensation is paid to an employee for accrued compensatory time off, such comp time shall be paid at the regular rate earned by the employee at the time the employee receives such payment. All comp time shall be paid or used on an annual basis each calendar year. An employee who has accrued compensatory time off shall, upon termination of employment, be paid for the unused compensatory time at their current rate of pay.

The employee shall, at least on a monthly basis, submit to the manager's office, a record of comp time used and accrued. If no changes have been made, monthly submittal need not occur.

***Non-Exempt employees*** are paid at one and one-half times their regular hourly rate for the hours worked in excess of forty (40) in any workweek, if authorized by their direct supervisor or Airport Manager.