

MVPStrategic™

MVPStrategic™ Plan 2025



Cape Cod Gateway Airport

Town of Barnstable, Massachusetts

Version 1.0



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1. Introduction

Cape Cod Gateway Airport (CCGA), located on Cape Cod in Hyannis, Massachusetts provides commercial and general aviation services to Boston, New York, Washington, D.C. and the islands of Martha’s Vineyard and Nantucket. It is owned by the Town of Barnstable and managed by the Cape Cod Gateway Airport Commission and airport staff. Located on 623 acres, the airport is home to Cape Air and Nantucket Airlines along with other charter, corporate and general aviation aircraft operators. American Airlines and JetBlue operates daily service to New York and Washington D.C. in season with additional service being added by American to and from Chicago and Philadelphia in 2025.

The airport consists of a 35,000 sq. ft. passenger terminal, 85 ft. air traffic control tower, extensive parking facilities, new aircraft ramps, taxiways, an airport rescue firefighting team, maintenance building and an aircraft fuel farm. More than 40 private tenants lease hangar space on parts of the airport property. Passengers are served by airline ticket counters, car rental agencies, an art gallery/shop, TSA security checkpoint and a flight tracking system allowing real time views of arriving and departing aircraft.

CCGA has a direct economic impact to the Cape Cod community of approximately \$91.3 million a year. As an indirect benefit, an additional \$65.9 million a year is produced by the recirculation of money spent locally by airport businesses and the people employed there. Overall, CCGA generates 1,724 jobs, an \$73.8 million payroll and \$ \$175.2 million a year in direct and indirect benefits.

CCGA has operated under a business plan and a Mission statement but no statements of Vision or Philosophy. Although this plan served its purpose, the CCGA Commission and airport management wished to develop a fully constructed long term MVPStrategic™ Plan. At the June 25th, 2024 Airport Commission meeting, it was unanimously approved to utilize the MVPStrategic™ planning model to develop CCGA’s long term MVPStrategic™ Plan.

Key to this effort is working with CCGA stakeholders to assess current capabilities, identify futures needs, perform gap analysis, and develop and establish a MVPStrategic™ Plan which will become the roadmap for critical actions necessary for the continued successful operation and community service to the Cape Cod and Islands region.



2. Background

In undertaking any major task, a MVPStrategic™ Plan can be an extremely effective asset in ensuring that those involved follow a carefully mapped out process to obtain the desired outcome. A MVPStrategic™ Plan creates the framework for those designed decisions and actions.

For an organization's MVPStrategic™ Plan to have the greatest efficacy, there needs to be a set of guiding principles that helps to maintain the focus not only on where the organization is going, but why it is going and how will it act as it proceeds. This creates a common fabric by which the organization creates the finished cloth that will become its desired Future State.

There must also be a set of Goals that are derived from the context created by the guiding Principles, and for each goal that is established, there must be a set of tangible, measurable actions that will help to accomplish the Goal. These are called Objectives.

No plan is perfect from its inception through execution and completion. While Goals and their supporting Objectives may be well designed at the start, there are bound to be unforeseen circumstances that will require the plan to be adjusted. To ensure the organization stays on track, there must be a periodic review of its design and adjustments made to ensure it does not lose sight of where it is going. Continuous validation is a critical part of a successful MVPStrategic™ Plan.

There must also be a financial perspective which keeps things both realistic and reachable. Before the organization embarks on its strategic journey, it needs to ascertain the financial requirements upfront. The MVPStrategic™ Plan would not be successful halfway through its accomplishment if falls apart due to lack of funding.

As such, the critical elements essential for a successful MVPStrategic™ Plan are:

- Overarching guiding principles
- Long term goals
- Specific measurable objectives
- Financial perspective
- Periodic reviews and course corrections as needed

Mission and Vision statements are familiar artifacts in many organizations. They hang on walls in corporate offices, are posted on websites of non-profit organizations, even hotels and restaurants use them to profess their view of how things in their "world" should be. Not as frequently seen but still out there in the conceptual landscape are Values statements, also called Philosophy statements. Values or Philosophy statements usually are pretty true to purpose. They express the beliefs an organization holds dear in their intent to be successful in what it is that they do. The terms Values and Philosophy are unambiguous and tend to provide clear direction on what should be contained



within these statements. Mission and Vision, however, are a little more ambiguous. It is not uncommon to see Mission statements that are actually an articulation of an organization's Vision, and vice versa. To create a solid foundation of these overarching principles, it is essential that statements are developed that are true to each of their purposes, as each serves a critical role in guiding the organization along in its strategic journey. If an organization's Vision statement captures what its purpose is, then when where is it really heading?

The overarching, guiding principles must connect directly to what an organization does in its day-to-day. This is important because if the map of its actions lies along a path that is different than its conceptual map, the organization's intent and the organization's actual accomplishments will be two different things.

3. Process

As the CCGA Commission and airport management embarked on this MVPStrategic™ Planning journey, it was agreed that it was important to identify stakeholders to participate in the process. It was suggested that possible participants would include:

- Airport Supervisors
- Union representation
- Civic Association representation
- Town Council Representation (liaison)
- Airport Tenants

Airport Manager Katie Servis and Commission Vice Chair Mark Guidod formulated a participant list, an agenda, and an invitation letter to be sent to the listed participants. The process involved a series of four meetings scheduled as follows:

- Session 1: Training on the MVPStrategic™ Planning Model (Aug 26th)
- Session 2: Development of statements of Mission, Vision, and Philosophy (Sept 9th)
- Session 3: Development of Goals and Objectives (Sep 16th)
- Session 4: Final review of the Airport MVPStrategic™ Plan (Sept 30th)

The process that was utilized in this MVPStrategic™ Planning process is called the MVPStrategic™ planning model. MVP stands for Mission, Vision, Philosophy. The MVPStrategic™ planning model comprehensively ties statements of Mission, Vision and Philosophy, Goals, Objectives and Financials together into a cohesive unified map. It provides clarity around an organization’s Purpose, Future State, and Values. It creates goals derived from the Future State, and objectives designed to accomplish these goals. It articulates an organization’s reason for being and the way it will behave as it sets about its tasks. And it creates a line of sight between its day-to-day and its guiding principles.

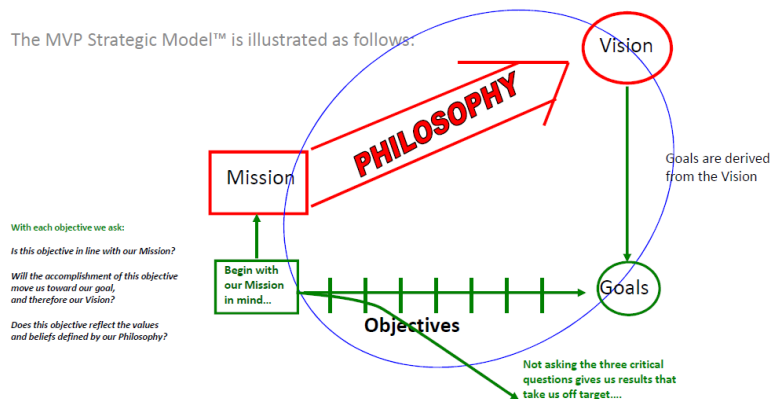


Figure 1 The MVPStrategic™ Planning Model



On July 31, 2024, the following invitation was sent out to those on the participant list:



July 31, 2024

The Cape Cod Gateway Airport (the "Airport") is about to embark on the development of a long-term strategic plan. To do so, the Airport believes that the involvement of a broad representation of the airport community and the area it serves will provide the most comprehensive outcome. This message serves as an invitation to participate in the development of Airport's strategic plan.

In undertaking any major task, strategic planning can be extremely effective in ensuring that those involved follow a carefully mapped out process to obtain the desired outcome. A Strategic Plan creates the framework for those designed decisions and actions. The Airport Commission, in conjunction with Airport Management, has selected the MVP Strategic Planning Model to use as a framework in developing its strategic plan. MVP stands for Mission, Vision, Philosophy.

An effective strategic planning model comprehensively ties statements of Mission, Vision and Philosophy, Goals, Objectives and Financials together into a cohesive unified map. It provides clarity around an organization's Purpose, Future State, and Values, creates Goals derived from the Future State, and Objectives designed to accomplish those Goals. It articulates an organization's reason for being and the way it will behave as it sets about its tasks. And it creates line-of-sight between its day-to-day and its guiding principles. The MVP Strategic Planning Model does all of this.



480 Barnstable Rd, Hyannis, MA 02601 | flyHYA.com | 508.775.2020

KATIE RILEY SERVIS Airport Manager | MATTHEW T. ELIA Assistant Airport Manager

Figure 2 Invitation to participate in CCGAs MVPStrategic™ Planning process.



Participation involves attending a series of meetings over the course of four weeks. Each meeting will be held from 5 to 7 PM and will be broken down into the following sessions:

- Session 1: Training on the MVP Strategic Planning Model (Aug 19th)
- Session 2: Development of statements of Mission, Vision, and Philosophy (Aug 26th)
- Session 3: Development of Goals and Objectives (Sep 9th)
- Session 4: Final review of the Airport MVP Strategic Plan (Sep 23rd)

We ask that participants commit to attending all four sessions. Participant must receive training on the model to participate in subsequent sessions.

If you would like to participate and can attend all 4 sessions, please RSVP by replying to Suzanne Kennedy, Executive Assistant to the Airport Manager, at skennedy@flyhya.com (place "Strategic Plan Participant" in the emails reference line) indicating your willingness to join in this effort.

We look forward to working with you in designing the future for the Cape Cod Gateway Airport!



480 Barnstable Rd, Hyannis, MA 02601 | flyHYA.com | 508.775.2020
KATIE RILEY SERVIS Airport Manager | MATTHEW T. ELIA Assistant Airport Manager

Figure 3 (continued) Invitation to participate in CCGAs MVPStrategic™ Planning process.



The invitation was sent out to 179 potential participants. A total of 31 invitees responded to the invitation saying that they would attend. As stated in the invitation, in order to participate in the entire MVPStrategic™ Planning process, participants had to attend the entire first session to receive training on the MVPStrategic™ model. One participant did not attend the entire session and became an observer in the remaining three sessions.

The list of participants and their affiliation is presented in Table 1.

Name	Affiliation
Katy Acheson	Cape Cod Chamber of Commerce
David Anthony	Director, Asset Management – Town of Barnstable
Wendy Bierwirth	Airport Commissioner
Linda Bollinger	Hyannis Park Civic Association
John Cox	Cape Cod Community College
Joe DiGeorge	Airport Commissioner
Eric Drugge	Aloft Aviation
Matt Elia	Assistant Airport Manager
Brad Everson	Airport Operations
Peter Farrell	Cape Air
David Fisichella	Cape Cod Aero Club
John Flores	Chair, Airport Commission
Mark Frangiosa	Everest Fuel, Resident
Jeff Geigler	Hertz Inc.
Christine Greeley	Yarmouth Town Representative
Dave Hom	Falmouth Resident
Sue Kennedy	Executive Assistant to the Airport Manager
Christina Loundsbury	Airport Operations
Margarete Maillho	Former Airport Commissioner
Mary McDonald	Airport Operations
Kim McDonald	Airport Operations
Helyne Medeiros	Atlantic Aviation
Paul Niedzwiecki	Cape Cod Chamber of Commerce
Kyle Pedicini	Planning – Town of Barnstable
Carol Schachinger	Resident
Katie Servis	Airport Manager
Gordon Starr	Town Council – Town of Barnstable
Robert Stewart	Resident
Bob Surette	Resident
Norman Weill	Airport Commissioner
Betsy Young	Greater Hyannis Civic Association

Table 1 Lists of MVPStrategic™ Planning process participants & their affiliation

At the first session held on August 26th, 2024 the group agreed to utilize consensus decision making for all decisions reached during the MVPStrategic™ Planning process. The following definition



of consensus was agreed to and employed by the group as they reached critical decisions in developing components of the MVPStrategic™ Plan:

CONSENSUS:

“I have had the opportunity to express my point of view, and I believe I have been heard. Although this decision may not be my first choice, it is a good one and I can and will support it.”

The group then proceeded in developing the guiding principles of Mission, Vision and Philosophy. This involved reaching a common understanding as to what each of these principal statements mean, how they differ from each other, and what role they play in the MVPStrategic™ Planning Model. The group also reviewed the existing CCGA Mission Statement. The group agreed that CCGA’s current Mission Statement no longer suited the organization’s needs.

A Mission Statement articulates an organization’s purpose for being. It tells why the organization exists. It does not convey what it desires to achieve, nor does it discuss its values and beliefs. It is simply a statement that says, “we are here because....”

A Vision Statement articulates an organization’s highest aspirations. It signals the direction the organization is moving towards and shares what, in a perfect world, the organization strives to achieve. It should be lofty, far reaching, and inspirational. A good Vision statement should be describing something that is currently beyond the organization’s reach – and, in fact, the organization may never reach the Future State described in its Vision.

A Philosophy Statement essentially speaks to an organization’s behavior. Belief systems ferment values and values drive behavior. So, the Philosophy Statement articulates what beliefs and values the organization subscribes to and talks about how it will behave. This then becomes the mirror that the organization must look into to ensure that its reflection is in line with its Philosophy. When an organization has articulated its Philosophy, it also conveys that challenging its behavior in light of that Philosophy has legitimacy.

After working through the consensus decision making process, the group developed a new Mission statement for CCGA:

CCGA Mission:

We provide access to safe, reliable, convenient air transportation and related aviation services for the Cape Cod region, while managing assets that provide economic support and sustainability to the airport.

The group then worked through the consensus decision making process and developed a new Vision statement for CCGA:

CCGA Vision:

To create a thriving aviation gateway linking the Cape Cod region to the world, while fostering efficiency and sustainability, as we develop and maximize opportunities that lead the way towards the future of aviation.



Finally, the group worked through the consensus decision making process to develop CCGA's first Philosophy statement:

CCGA Philosophy:

The Cape Cod Gateway Airport is committed to achieving the highest levels of safety, security and stewardship for the present and future benefit of the airport and the community and the environment.

Our actions are dedicated to the long-term success and growth of the airport to bolster the airport as an economic driver for the region, and a commitment to environmental sustainability and community service.

- *We are dedicated to respectful responsiveness to all facets of our community;*
- *We value the diversity of our employees, and our tenants and their customers;*
- *We believe in hiring the best people, paying them competitively, and providing them with exceptional training and opportunities for advancement;*
- *We respect individuality and foster teamwork;*
- *We reward innovation;*
- *We leverage new technology;*
- *We strive to balance the needs of the community and the operation of the airport;*
- *We demonstrate integrity in all we say and do.*

As discussed in the overview of the MVP model. Goals are derived from the Vision statement. In developing CCGA's Vision statement, the group answered these three questions:

Where are we headed?

What do we aspire to achieve?

What will we look like when we get there?

Having established the answers to these questions, the next challenge is "How do we get there?". The answer lies in establishing Goals. As previously mentioned, Goals are long term and help CCGA to move towards its Future State or *Vision*. They are broadly defined although specific enough to ascertain success in achieving them.

The group was divided into 3 subgroups who met in separate breakout areas to develop Goals and Objectives. Subgroups were arranged to have balanced representation of private citizens, community representatives, and airport officials. The subgroups proceeded to use the consensus making process to identify 15 Goals derived from the Vision statement:



- Promote Economic Stability
- Engage Community Stakeholders
- Engage the Community and Improve Collaboration
- Improve Regional Transportation Network
- Enhance Aviation Education Opportunities
- Identify and Address Environmental Issues
- Engage with New Technology in Air Transportation, Safety and Noise Abatement
- Pursue and Implement Opportunities for Increasing Revenue
- Support Electric Aircraft Including eVOTLs
- Enhance Jet Fuel Purchase Programs
- Involve Stakeholders
- Expand Commercial Service Year Round
- Identify Additional Revenue Sources
- Promote And Implement Emerging Technologies
- Increase Annual Airport Operations¹

In reviewing these 15 Goals, it becomes apparent that some of them address similar initiatives. For example, three Goals address economic stability and increasing revenue:

- Promote Economic Stability*
- Pursue and Implement Opportunities for Increasing Revenue*
- Identify Additional Revenue Sources*

The first two Goals were then combined into a new Goal:

- Pursue and Implement Opportunities for Increasing Revenue to Promote Economic Stability*

The third Goal, *Identify Additional Revenue Sources*, will be added as an Objective under this Goal.

Three other Goals address strengthening engagement and collaboration and engagement with the community:

¹ This Goal as added by CCGA Airport Commission Vice Chair Mark Guidod during the post meeting development of the Plan



Engage Community Stakeholders

Engage the Community and Improve Collaboration

Involve Stakeholders

These three Goals were then combined into a new Goal:

Involve and Engage Community Stakeholders and Improve Collaboration

Two other Goals address increasing operations at CCGA:

Expand Commercial Service Year Round

Increase Annual Airport Operations

These Goals were split into a Goal and an Objective. The surviving Goal is:

Increase Annual Airport Operations

The other Goal, *Expand Commercial Service Year-Round*, became an Objective under the surviving Goal.

Finally, three other Goals involved supporting new and emerging technology:

Engage with New Technology in Air Transportation, Safety and Noise Abatement

Support Electric Aircraft Including eVOTLs

Promote And Implement Emerging Technologies

Two of these Goals, *Engage with New Technology in Air Transportation, Safety and Noise Abatement* and *Promote And Implement Emerging Technologies* are very similar and were combined into one Goal:

Promote, Engage and Implement New and Emerging Technology in Air Transportation, Safety and Noise Abatement

The third Goal, *Support Electric Aircraft Including eVOTLs*, became an Objective under this new Goal.

After making these combinations, eight Goals remain:

Goal 1: *Pursue and Implement Opportunities for Increasing Profitability to Promote Economic Stability*

Goal 2: *Involve and Engage Community Stakeholders and Neighbors (Residents) and Improve Collaboration*

Goal 3: *Improve Regional Transportation Network*

Goal 4: *Enhance Aviation Education Opportunities*

Goal 5: *Identify and Address Environmental Issues*



Goal 6: Promote, Engage and Implement New and Emerging Technology in Air Transportation, Safety and Noise Abatement

Goal 7: Increase Annual Airport Operations

Goal 8: Enhance Jet Fuel Purchase Programs

After having developed these Goals, the group then worked collaboratively to develop Objectives for each of these Goals. For each Goal and Objective agreed to, three questions needed to be answered:

1. Is this in line with our Mission?
2. Will this move us toward our Vision?
3. Does this reflect the values and beliefs defined by our Philosophy?

In order for the Goals to be accepted as part of the MVPStrategic™ Plan, the group had to be able to answer “Yes” to all three questions.

This assembly of Goals and Objectives became the foundation of CCGA’s MVPStrategic™ Plan for 2021.

The following sections map out CCGA’s MVPStrategic™ Planning Model covering Mission, Vision, Philosophy, Goals and Objectives.



4. CCGA MVPStrategic™ Plan

Vision drives our direction

Our Philosophy guides our organizational behavior

The Cape Cod Gateway Airport is committed to achieving the highest levels of safety, security and stewardship for the airport, the communities and neighbors we serve, and the environment. Our actions are dedicated to the long-term success and growth of the airport, to bolster the airport as an economic driver for the region, and a commitment to environmental sustainability and community service.

- We are dedicated to respectful responsiveness to all facets of our community;
- We value the diversity of our employees, and our tenants and their customers;
- We believe in hiring the best people, paying them competitively, and providing them with exceptional training and opportunities for advancement;
- We respect individuality and foster teamwork;
- We reward innovation;
- We leverage new technology;
- We strive to balance the needs of the community and the operation of the airport;
- We demonstrate integrity in all we say and do.

To create a thriving aviation gateway linking the Cape Cod region to the world, while fostering efficiency and sustainability, as we develop and maximize opportunities that lead the way towards the future of aviation.

Begin with our Mission in mind

We provide access to safe, reliable, convenient air transportation and related aviation services for the Cape Cod region, while managing assets that provide economic support and sustainability to the airport.

Objectives

1.1 Expand secondary transportation services offered by the airport	2.1 Develop a neighborhood and business work group that meets regularly with airport management	3.1 Explore micro transit system to and from downtown Hyannis	4.1 Solicit Cape Cod Community College (CCCC) for aviation maintenance training facility	5.1 Educate pilot community and future air service stakeholders on recommended noise abatement procedures	6.1 Develop an Incubation Centre for new technology	7.1 Increase passenger traffic by 50% by expanding direct flight offerings	8.1 Evaluate existing program for providing jet fuel
1.2 Identify new non-aviation revenue	2.2 Enhance communications using a variety of media (print/non-print)	3.2 Identify and evaluate similar regional transportation systems in US	4.2 Solicit Career Day involvement from different schools	5.2 Reduce emissions from 2025 baseline	6.2 Entice tech companies for future self-sufficiency	7.2 Establish new airlines and routes	8.2 Enhance programs for providing jet fuel
1.3 Establish new airlines and routes	2.3 Develop new methods to communicate and solicit feedback	3.3 Conduct regional transportation study	4.3 Solicit Career Day involvement from different speakers	5.3 Avoid chemical impact on ground water and environment through use of proper products	6.3 Develop and implement an Airport App for ease of parking, checking in, and all airport services	7.3 Increase general aviation operations	8.3 Perform data capture of fuel service event cycle
1.4 Evaluate infrastructure to support four season aviation	2.4 Establish community liaisons for interest groups		4.4 Implement yearly aviation education programs in local schools		6.4 Support electric aircraft including eVOTLS		8.4 Enhance programs for providing jet fuel
			4.5 Enhance High School Intern Program		6.5 Identify new technology readily available in air transportation		

GOALS (derived from Vision)

1. Pursue & Implement Opportunities for Increasing Profitability to Promote Economic Stability
2. Involve & Engage Community Stakeholders and Neighbors (Residents) & Improve Collaboration
3. Improve Regional Transportation Network
4. Enhance Aviation Education Opportunities
5. Identify and Address Environmental Issues
6. Promote, Engage & Implement New and Emerging Technology in Air Transportation, Safety & Noise Abatement
7. Increase Annual Airport Operations
8. Enhance Jet Fuel Purchase Programs

With each Goal and Objective, we ask:

- Is this in line with our Mission?
- Will this move us toward our Vision?
- Does this reflect the values and beliefs defined on our Philosophy?



5. Timeline

2025	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Goal 1 Pursue & Implement Opportunities for Increasing Profitability to Promote Economic Stability	◆											
Goal 2 Involve & Engage Community Stakeholders and Neighbors (Residents) & Improve Collaboration	◆											
Goal 3 Improve Regional Transportation Network	◆											
Goal 4 Enhance Aviation Education Opportunities	◆											
Goal 5 Identify and Address Environmental Issues	◆											
Goal 6 Promote, Engage & Implement New and Emerging Technology in Air Transportation, Safety & Noise Abatement	◆											
Goal 7 Increase Annual Airport Operations	◆											
Goal 8 Evaluate and Enhance Jet Fuel Purchase Programs	◆											



6. Goals & Objectives

GOAL 1: Pursue & Implement Opportunities for Increasing Profitability to Promote Economic Stability

#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
1.1	Expand secondary transportation services offered by the airport				Secondary transportation system plan is developed and pitched to transportation system stakeholders
	Task		Status	Results	
	1.1.1 Identify current transportation systems		Not Started		
	1.1.2 Develop plan to include CCGA as a transportation stop		Not Started		
	1.1.3 Approach transportation system stakeholders and pitch plan		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
1.2	Identify new non-aviation revenue				Plan to secure new non-aviation revenue sources is developed and presented to the airport commission for action
	Task		Status	Results	
	1.2.1 Develop list of potential non-aviation revenue sources		Not Started		
	1.2.2 Identify target sources		Not Started		
	1.2.3 Develop plan to secure target sources		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
1.3	Establish new airlines and routes				Marketing presentation pitched to at least 3 new air carriers
	Task		Status	Results	
	1.3.1 Solicit main, discount, and regional carriers		Not Started		
	1.3.2 Develop marketing presentation on CCGA potential as a desirable O&D airport		Not Started		
	1.3.3 Pitch marketing presentation		Not Started		



#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
1.4	Evaluate infrastructure to support four season aviation				Funding proposal is submitted to town of Barnstable
	Task		Status		Results
	1.4.1 Solicit architectural/ engineering firm to assess present and future needs to develop terminal redesign options to include up to 3 jetways		Not Started		
	1.4.2 Select preferred design		Not Started		
	1.4.3 Submit funding proposal to town		Not Started		
	1.4.4 Evaluate CCGA cold weather operations		Not Started		



GOAL 2: Involve & Engage Community Stakeholders and Neighbors (Residents) & Improve Collaboration

#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
2.1	Develop a neighborhood (residents) and business work group that meets regularly with airport management				Work group participants are established, and meetings are scheduled
	Task		Status	Results	
	2.1.1 Identify potential neighborhood and business interests		Not Started		
	2.1.2 Solicit participation in work group		Not Started		
	2.1.3 Set work group schedule for the year		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
2.2	Enhance communications using a variety of media (print/non-print)				Plan using a variety of print/non-print media sources has been implemented
	Task		Status	Results	
	2.2.1 Identify communication sources not in use		Not Started		
	2.2.2 Select which sources are a good fit to enhance communications		Not Started		
	2.2.3 Develop and implement communications plan		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
2.3	Develop new methods to communicate and solicit feedback				New feedback mechanism plan is implemented
	Task		Status	Results	
	2.3.1 Identify new feedback mechanisms and their target market		Not Started		
	2.3.2 Select preferred mechanism and develop implementation plan		Not Started		
	2.3.3 Implement new feedback mechanism plan		Not Started		



#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
2.4	Establish community liaisons for interest groups				Liaisons have been assigned and outreach efforts underway
	Task		Status		Results
	2.4.1 Identify interest groups		Not Started		
	2.4.2 Assign liaisons for each group		Not Started		
	2.4.3 Develop and implement outreach efforts		Not Started		



GOAL 3: Improve Regional Transportation Network

#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
3.1	Explore micro transit system to and from downtown Hyannis				A viable model of a micro transit system is developed and presented to the airport commission for action
	Task		Status		Results
	3.1.1 Identify viable micro transit modes		Not Started		
	3.1.2 Identify route map with stops		Not Started		
	3.1.3 Develop micro transit system model		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
3.2	Identify and evaluate similar regional transportation systems in US				A proposed model of a transportation network is developed and presented to the airport commission for action
	Task		Status		Results
	3.2.1 Identify airports similar to CCGA		Not Started		
	3.2.2 Research transportation networks at identified airports		Not Started		
	3.2.3 Develop model of transportation network proposed for CCGA		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
3.3	Support the conduct of a regional transportation study				Study findings are presented to airport commission and town of Barnstable
	Task		Status		Results
	3.3.1 Elicit study sponsors (FAA, MASS DOT, Congress etc)		Not Started		
	3.3.2 Facilitate and contribute to study		Not Started		
	3.3.3 Present study findings to airport commission and town of Barnstable		Not Started		



GOAL 4: Enhance Aviation Education Opportunities

#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
4.1	Solicit Cape Cod Community College (CCCC) for aviation maintenance training facility				Pitch for aviation maintenance training facility is made to appropriate party at CCCC
	Task		Status		Results
	4.1.1 Identify appropriate party at CCCC to solicit		Not Started		
	4.2.2 Develop proposal for aviation maintenance training facility		Not Started		
	4.2.3 Pitch proposal to appropriate party		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
4.2	Solicit Career Day involvement from different schools				Targeted schools have agreed to participate in Career Day
	Task		Status		Results
	4.2.1 Identify schools to target for participation		Not Started		
	4.2.2 Develop Career Day schedule for participation		Not Started		
	4.2.3 Secure participation agreement from targeted schools		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
4.3	Solicit Career Day involvement from different speakers				Targeted speakers have agreed to participate in Career Day
	Task		Status		Results
	4.3.1 Identify speakers to target for participation		Not Started		
	4.3.2 Develop Career Day schedule for participation		Not Started		
	4.3.3 Secure participation agreement from targeted schools		Not Started		



#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
4.4	Implement yearly aviation education programs in local schools				Proposed aviation education programs are presented to targeted schools
	Task		Status		Results
	4.4.1 Identify schools to target for education programs				
	4.4.2 Coordinate with FAA Aviation Education Counselor at New England Regional Office and other aviation organizations to develop programs				
	4.4.3 Present proposed programs to targeted schools				
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
4.5	Enhance High School Intern Program				Enhanced High School Intern Program is presented to airport commission
	Task		Status		Results
	4.5.1 Survey/interview past high school interns for recommendations on how to enhance the program				
	4.5.1 Solicit aviation businesses at CCGA to participate in intern program				
	4.5.3 Develop enhanced intern program and present to airport commission				



GOAL 5: Identify and Address Environmental Issues

#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
5.1	Educate pilot community and future air service stakeholders on recommended noise abatement procedures				Quarterly noise complaint reporting includes analysis of efficacy of marketing campaign and improvements related to it
Task			Status	Results	
	5.1.1 Review existing noise abatement procedures for enhancements		Not Started		
	5.2.1 Develop noise abatement procedure marketing campaign that includes future air service stakeholders		Not Started		
	5.2.3 Monitor noise complaints for improvement over 2024		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
5.2	Reduce emissions from 2025 baseline				Emission reduction plan is implemented, 10% emission reduction achieved in 2026
Task			Status	Results	
	5.2.1 Establish emissions baseline for 2025		Not Started		
	5.2.2 Develop proposed emission reduction plan		Not Started		
	5.2.3 Implement plan and monitor results		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
5.3	Avoid chemical impact on ground water and environment through use of proper products				New environmentally safer chemical products are identified and transitioned to
Task			Status	Results	
	5.3.1 Survey chemicals in use at CCGA		Not Started		
	5.3.2 Identify alternative applications		Not Started		
	5.3.3 Transition to new products		Not Started		



GOAL 6: Promote, Engage & Implement New and Emerging Technology in Air Transportation, Safety & Noise Abatement

#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
6.1	Develop an Incubation Center for new technology				Incubation Center model for CCGA is presented to airport commission
	Task		Status	Results	
	6.1.1 Research incubation center modelling		Not Started		
	6.1.2 Select proposed model for CCGA		Not Started		
	6.1.3 Present model to airport commission for action		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
6.2	Entice tech companies for future self-sufficiency				Proposals are presented to airport commission for action
	Task		Status	Results	
	6.2.1 Identify services that could be replaced by self-sufficient tech		Not Started		
	6.2.2 Solicit proposals from tech companies		Not Started		
	6.2.3 Present proposals to airport commission for action		Not Started		



#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
6.4	Support electric aircraft including eVOTLs				
	Task		Status	Results	
	6.4.1 Develop a project plan		Not Started		
	6.4.2 Identify infrastructure requirements		Not Started		
	6.4.3 Determine charging station locations		Not Started		
	6.4.4 Implement infrastructure changes		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
6.5	Identify new technology readily available in air transportation				
	Task		Status	Results	
	6.5.1 Establish viability of new technology		Not Started		
	6.5.2 Investigate/evaluate how to utilize new technology		Not Started		
	6.5.3		Not Started		



GOAL 7: Increase Annual Airport Operations

#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
7.1	Increase passenger traffic by expanding direct flight offerings				Passenger traffic is increased by at least 50% over 2024
	Task		Status	Results	
	7.1.1 Develop marketing pitch to present to main and discount carriers		Not Started		
	7.1.2 Pitch marketing campaign to existing carriers for service into/out of CCGA		Not Started		
	7.1.3 Provide incentives to secure deal		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
7.2	Establish new airlines and routes				At least two new routes and 1 new airline are added in 2025
	Task		Status	Results	
	7.2.1 Develop marketing pitch to present new service main and discount carriers		Not Started		
	7.2.2 Pitch marketing campaign to new carriers for service into/out of CCGA		Not Started		
	7.2.3 Provide incentives to secure deal		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
7.3	Increase general aviation operations				Increase GA operations over 2024 by at least 15%
	Task		Status	Results	
	7.3.1 Develop quarterly “fly-in” events to entice GA pilots to HYA		Not Started		
	7.3.2 Develop marketing campaign to advertise HYA to NE GA community		Not Started		
	7.3.3 Work with FAA Boston Consolidated TRACON to inform desire to use HYA for practice IFR approaches		Not Started		



GOAL 8: Evaluate and Enhance Jet Fuel Purchase Programs

#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
8.1	Evaluate existing program for providing jet fuel				Jet fuel program improvement plan is presented to airport commission for action
	Task		Status		Results
	8.1.1 Compare existing jet fuel program to other sellers in Northeast US		Not Started		
	8.1.2 Identify improvement in process and price		Not Started		
	8.1.3 Develop improvement plan to present to airport commission for action		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
8.2	Develop and solicit jet fuel customer service survey				Achieve 30% improvement in customer service survey results in repeated survey
	Task		Status		Results
	8.2.1 Analyze survey results		Not Started		
	8.2.2 Develop action items to address survey issues		Not Started		
	8.2.3 Repeat survey in 6 to 9 months to evaluate improvement		Not Started		
#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
8.3	Perform data capture of fuel service event cycle				Demonstrate a 30% gain in fuel service efficiency after 6 months
	Task		Status		Results
	8.3.1 Create service log that captures time of request and time of delivery completion		Not Started		
	8.3.2 Brief staff and emphasize service improvement targets		Not Started		
	8.3.3 Analyze results after 6 months of data capture		Not Started		



#	Objective	Target Start Date	Target Finish Date	Lead Resource	Success Criteria
8.4	Enhance programs for providing jet fuel				
	Task		Status		Results
	8.4.1 Identify a purchase manager		Not Started		
	8.4.2 Work with vendors to develop volume purchase discounts		Not Started		
	8.4.3 Investigate future contract purchase opportunities		Not Started		



7. Financials

#	Goal	Target Start Date	Target Finish Date	Lead Resource	Goal Cost	Funding Source
1	Pursue & Implement Opportunities for Increasing Profitability to Promote Economic Stability					
2	Involve & Engage Community and Stakeholders and Neighbors (Residents) & Improve Collaboration					
3	Improve Regional Transportation Network					
4	Enhance Aviation Education Opportunities					
5	Identify and Address Environmental Issues					
6	Promote, Engage & Implement New and Emerging Technology in Air Transportation, Safety & Noise Abatement					
7	Increase Annual Airport Operations					
8	Evaluate and Enhance Jet Fuel Purchase Programs					