



CONNECTICUT AIRPORT AUTHORITY BOARD OF DIRECTORS

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CONNECTICUT AIRPORT AUTHORITY (CAA)

PA [11-84](#) created CAA to assume the airport-related powers, duties, and functions performed by several agencies, including the Department of Transportation. In doing so, it authorized CAA to issue bonds, hire staff, and exercise other powers. It also made CAA a successor employer to the state, requiring it recognize existing state bargaining units and collective bargaining agreements.

CONNECTICUT AIRPORT AUTHORITY (CAA)

- CAA is a quasi-public agency responsible for developing, improving, and operating Bradley International Airport, the state's five other general aviation airports, and any other airports CAA subsequently owns, operates, and manages.
- CAA powers and duties include executing contracts, borrowing money, issuing bonds, and hiring employees.
- It is governed by an 11-member board comprised of gubernatorial and legislative appointees and state officials.

QUESTIONS

CAA's Quasi-Public Structure

1. Describe how the management and operations of Bradley and the other airports changed after the Department of Transportation (DOT) transferred these functions to CAA. Has DOT completed the transfer? If not, when does it plan to do so?
2. How does CAA's board measure and assess the authority's performance? How does it know whether the authority is successfully addressing the problems or issues that led to its creation?

Airline Industry Outlook

1. What are the latest technological innovations in commercial aviation and how do they affect Bradley? For example, are passenger and cargo planes getting bigger or smaller? Does Bradley have the runways and support facilities to accommodate these planes?
2. What are the latest trends in the airline industry? For example, are the airlines consolidating routes? Are ticket prices going up? Are more people riding buses and trains than before?
3. Is Bradley planning to add or drop services to specific foreign and domestic locations? How does it make these decisions? What factors does it consider?
4. How does CAA identify and assess commercial aviation trends? How often does it project future departures? How does it use that information in its capital improvement plans?

Airport Operations

1. What are the latest trends in airport operations? How do Bradley and the other general aviation airports compare to similar airports in other states? Which airports are Bradley's chief competitors and what can Bradley learn from them?
2. How well are the airports marketing themselves? What is the size of the airports' potential market and what is their share of that market? What does CAA need to do to increase the airports' market share?
3. What are the airports' principal revenue sources? Are they generating enough revenue to cover current and future operating costs, build capital reserves, and secure future CAA bonds?
4. How do the airports' rates and fees compare to those in the surrounding states?
5. Has CAA awarded new concessions? If so, what attracted them to Bradley and the other general aviation airports?
6. Are the designs for the proposed new terminal completed? What are the outstanding design issues? How many more passengers and departures is the terminal designed to accommodate?
7. Are there any outstanding collective bargaining issues?

Economic Development and Tourism

1. Airports are economic engines. Has new development taken off (no pun intended) around Bradley and the other airports? What kinds of businesses have sprung up around the airports? What role do Bradley and other airports play in stimulating business expansion and job creation?
2. The law designates a special low-tax zone around Bradley to encourage businesses to relocate or expand operations there and allows CAA to designate similar zones around the general aviation airports. Do these zones work? Has business development picked up after the zones' designation? Does the development complement the airports?
3. Are local and regional land use planning agencies encouraging development that could benefit from being near an airport?
4. How do the state's airports promote tourism? Do they showcase Connecticut's cultural and natural attractions? How many out-of-state tourists come through our airports and how many are bound for Connecticut destinations? Is it easy or hard for them to get to those destinations?

Integrated Transportation System

1. Airports, like seaports and bus and train stations, are facilities connecting travelers or goods to other means of transportation. What are the obstacles facing people and businesses going to and from the airports?
2. How does CAA ensure that its capital projects are coordinated with the state's other transportation projects?
3. Connecticut is proceeding with plans to improve rail service between New Haven, Hartford, and Springfield. How will these plans affect Bradley and its development? What impact will it have on the use of the airport, and how is Bradley planning for this? What role should CAA have in helping coordinate service between rail line and the airport? How can Bradley take advantage of the rail line to further its own goals?
4. How are energy costs affecting air travel and airport operations? How do these costs compare with those associated with bus, truck, rail, and ship transportation?
5. Looking 10 years ahead, how do you think Bradley's and the other airports' development will affect their respective regions? Do local and regional master land use plans address those effects? How can CAA help airport communities improve land use planning?

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