

## Questions for Connecticut Airport Authority Board of Directors Nominee

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### Connecticut Airport Authority ([CGS § 15-120bb](#))

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 it subsequently owns, operates, and manages. CAA's 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

#### *General*

1. You are being re-nominated to the CAA board. What challenges did the board face during your most recent term? What were its biggest successes? What are your priorities for the upcoming term?

#### *CAA's Management and Operations*

1. Describe how the management and operations of Bradley and the state's other airports changed after [PA 11-84](#) transferred most of the state's aviation functions to CAA.
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 prompted its creation?
3. How does CAA ensure that its capital projects are coordinated with the state's other transportation projects?

## ***Airport Operations and Revenue***

1. What role does CAA play in marketing the state's airports? 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?
2. What are the airports' principal revenue sources? Are they generating enough revenue to cover their current and future operating costs, build capital reserves, and secure future CAA bonds?
3. How do the airports' rates and fees compare to those in the surrounding states?

## ***Bradley Airport***

1. What are the latest trends in the airline industry? For example, are the airlines consolidating routes? Are ticket prices changing? How does the board monitor these trends? How does it use that information in its capital improvement plans?
2. Bradley has recently worked with airlines to secure daily flights to Los Angeles and Ireland. How are these new routes important to Bradley and the state? Are they worth the potential costs to the state? What other routes should the airport seek? How does the authority make these decisions, and what factors does it consider?
3. A recent J.D. Power survey gave Bradley low marks in customer satisfaction. However, a recent CAA-conducted survey found that customer satisfaction actually increased in 2016. What do you make of these surveys? What has Bradley and the CAA done to improve customer satisfaction? How can it be further improved?
4. According to the Department of Transportation, the New Haven-Hartford-Springfield (NHHS) line will start running in early 2018. How will this affect Bradley and its development? What impact will it have on the airport's use, and how is Bradley planning for this?
5. CAA recently released plans for a new transportation center at Bradley that will house rental cars at a central location, thus eliminating the need to shuttle customers to the rental car lots currently scattered around the airport. The plan also includes a proposed shuttle bus to connect the center to the NHHS rail line. Why is this project important for Bradley? How will it be funded, and do the benefits outweigh the costs?

## *Economic Development*

1. Has Bradley spurred new development? What kinds of businesses have sprung up around the airports?
2. Are the airport development zones working (i.e., Bradley and Waterbury-Oxford)? Did business development pick up after the zones' designation? Does the development complement the airports?
3. Generally speaking, CAA is limited in the amount of staff time and money it can spend on economic development activities. For example, recent legislation transferred airport development zone administration to the Department of Economic and Community development because the Federal Aviation Administration determined that CAA's administration of the program constituted an unlawful diversion of airport revenue ([PA 15-192](#)). How can CAA work within these constraints to spur economic growth around Bradley and throughout the state?
4. How do the state's airports promote tourism? Do they showcase Connecticut's cultural and natural attractions? How many out-of-state tourists travel through our airports and how many are bound for Connecticut destinations? How easy or difficult is it for them to get to those destinations, and what improvements, if any, should be made?

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