

Legislative Program Review and Investigations Committee

Scope of Study

Bradley International Airport

Bradley International Airport was created in 1981. It is linked to the Department of Transportation, but operated as a separate revenue-producing enterprise. The airport's FY 99 operating expenses were projected to be \$36 million and revenues estimated to be \$47.8 million. The state's Enterprise Fund is the mechanism through which Bradley's finances are handled. The surplus in the airport's operating budget is used to pay obligations and fund reserves required by the issuance of bonds. Bradley's operating budget is set by the Department of Transportation and the secretary of the Office of Policy and Management and is not subject to legislative approval.

Bradley International Airport has experienced increased activity between the mid-1980s and late-1990s. The number of passengers using the airport rose from 4.2 million in 1986 to 5.6 million in 1998, an increase of 33 percent. Similarly, the amount of freight handled rose from 47,700 tons to 142,000 tons during the same period, an increase of nearly 200 percent.

Over the past few years, much attention has been given to Bradley International Airport's potential role in promoting economic development in the region. The latest study, the Schiphol report, issued in November 1999, made a series of recommendations concerning Bradley's role in the economic development area, many of which would require legislative change. A number of the recommendations are considered controversial, and the program review committee believes further analysis is required before actions are taken.

Area of Focus

The purpose of the study is to determine if Bradley International Airport is optimally meeting the economic development objectives of Connecticut. If the study determines it is not, the study will identify the reasons why, and make recommendations for realizing Bradley International Airport's economic development potential.

Areas of Analysis

I. Governance of Bradley international Airport

- Determine what the governing structure of Bradley is;
- Determine what structure components must exist to meet Federal Aviation Administration and other federal and state requirements;
- Identify any obstacles the present structure creates to maximizing Bradley's potential as an economic development engine;
- Identify models that exist for governance of airports; and
- Determine which models, or model components, offer "best fit" to meet Bradley's full potential.

II. Planning for Bradley International Airport

- Determine what the current planning process is for Bradley, including parties involved in planning;
- Determine what the current plans entail, including the vision, mission, and economic development objectives for Bradley, and how those are communicated to all parties;
- Identify strategies and time frames in place to achieve the established mission and goals; and
- Assess how the plans and strategies compare to model plans or those for similar airports, and how airlines, businesses, passengers, neighboring communities, economic development experts, and others view the plans.

III. Management of Bradley International Airport

- Identify responsibility and authority for airport functions;
- Identify how parties are selected to perform those functions; and
- Assess the level of satisfaction with the performance of each function as expressed by airlines, businesses, passengers, neighboring communities, and others directly or indirectly affected.

IV. Competitiveness of Bradley International Airport

- Comparing Bradley International Airport with other selected airports;
- Assess contracts Bradley has with providers of services (e.g., airlines, rental car companies) to airport users;
- Assess contracts Bradley has for purchasing goods and services necessary to airport operations (e.g., facility maintenance, security);
- Assess availability, convenience, and cost of airport's attendant (retail, rental car, baggage) services; and
- Assess the marketing and promotion of Bradley.

V. Review of other studies

- Review and assess findings and recommendations of recent studies of Bradley International Airport; and
- Review and assess findings and recommendations of recent economic development studies in which Bradley is identified as a factor.