

**COMMONWEALTH OF MASSACHUSETTS**  
Executive Office of Housing and Economic Development

**OFFICE OF PERFORMANCE MANAGEMENT & OVERSIGHT**

**Massachusetts Port Authority**

**FISCAL 2016 ANNUAL PLAN**



## **INTRODUCTION**

The Massachusetts Port Authority Fiscal 2016 Annual Plan complies with the requirements of the Office of Performance Management Oversight created by Chapter 240 of the Acts of 2010 – An Act Relative to Economic Development Reorganization. It includes goals set for the year and the performance measurements by which to evaluate goals, programs, and initiatives.

## **AGENCY OVERVIEW**

The Massachusetts Port Authority (Massport) operates an integrated transportation system that delivers world-class safety, security, facilities, and customer services in an environmentally responsible manner. The Authority’s facilities include airport properties, comprising Boston-Logan International Airport, Worcester Regional Airport and Laurence G. Hanscom Field (“Hanscom Field”); maritime properties including the Paul W. Conley Marine Terminal (“Conley Terminal”); the Black Falcon Cruise Terminal (“Cruiseport Boston”); and various maritime and industrial port properties, located in Charlestown, South Boston and East Boston; and various commercial and residential properties, located primarily in South Boston and East Boston. Massport is a key economic development engine for Massachusetts and New England.

## FISCAL YEAR 2016 ANNUAL PLAN

GOALS	STRATEGY	MEASUREMENTS
<b>I. Safety and Security</b>		
	<ul style="list-style-type: none"> <li>• Receive annual Federal Aviation Administration Operating Certificate for Massport airports.</li> </ul>	<ul style="list-style-type: none"> <li>• Certificates of Approval by the FAA.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase emergency preparedness.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct exercises to address specific emergency preparedness needs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Enhance Airport Rescue and Firefighting (ARFF) functions at Hanscom Field and Worcester Regional Airports</li> </ul>	<ul style="list-style-type: none"> <li>• Procure new firefighting vehicles and equipment; develop training programs; assume primary responsibility for ARFF program at Hanscom Field; complete construction of temporary ARFF facility at Hanscom and start design of permanent ARFF building</li> </ul>
<b>II. Customer Service:</b>		
	<ul style="list-style-type: none"> <li>• Build customer amenities to improve Logan Airport and Cruiseport Boston services.</li> </ul>	<ul style="list-style-type: none"> <li>• Overhaul Massport website to improve the customer experience</li> <li>• Complete construction of new 2050-space Logan Parking garage addition.</li> <li>• Start construction of the Terminal E Renovations and Enhancement Project</li> <li>• Complete construction of the Terminal C to Terminal E Connector to allow seamless domestic to international passenger connections</li> <li>• Install Digital Signage including new Flight Information Displays (FIDS) and new interactive way-finding stations in Terminals C &amp; E.</li> <li>• Add multi-lingual Public Service Representatives in Terminal E to meet the needs of new international services and minimize custom</li> </ul>

processing times.

- Install way-finding signs on Black Falcon Ave. to improve navigation and alleviate congestion

### III. Worcester Regional Airport

- Invest in assets to improve commercial service and general aviation activities at this Massport facility
- Complete permitting/planning and start construction of the CAT III Instrument Landing System and Taxiway project.
- Support newly opened Rectrix Aviation FBO and aircraft maintenance facility (opening June 2015).

### IV. Be an Economic Engine for the Commonwealth

- Increase the economic impact of Logan Airport
- Secure new international and domestic non-stop service at Logan.
- Reach 32.8 million passengers at Logan Airport.
- Increase the economic impact of Worcester Regional Airport
- Attract additional commercial airline services to Worcester Regional Airport.
- Support jobs in construction and related industries
- Number of jobs created through Massport's construction and capital investment projects.
- Support tourism and economic development in the Seaport District
- Evaluate market demand for a new hotel development on Parcel D3.
- Develop the Air Rights Garage to expand parking options in the Seaport District.
- Implement Cruise Incentive Program to add new/larger ships and new itineraries to Cruiseport Boston.
- Support the fishing and seafood processing industries
- Sponsor the Boston Fisheries Foundation 2015 Seafood Festival.

## V. Improve Maritime Operations

- Increase ship container volumes and cruise passengers at our facilities in the Port of Boston
- Number of containers serviced at Conley Terminal.
- Number of Cruise passengers serviced by Cruiseport Boston.
- Complete construction of the Conley Dedicated Freight Corridor in South Boston.
- Advance the U.S. Army Corps of Engineers Boston Harbor Dredging Project by securing state share of local funding for FY16.

## VI. Community Collaboration – Good Neighbor

- Establish partnerships with organizations in neighboring communities around shared goals
- Support Department of Public Health and the East Boston Community Health Center initiatives to improve respiratory health in the neighborhoods surrounding Logan Airport.
- Support the East Boston Foundation by making milestone payments for Strategic Plan initiatives at Logan.

## VII. Hanscom Airport

- Increase private capital investment and promote stronger community dialogue
- Support design and construction of improved Jet Aviation FBO facility.
- Acquire Navy Hangar site to allow for further private corporate hangar development.

## VIII. Financial Health & Internal Controls

- Develop financial plans necessary to maintain strong financial results and lower internal audit findings
- Balance budget and develop Five Year financial plan.
- Maintain AA Bond Ratings.
- Reduce number of internal audit findings.

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