



MASSACHUSETTS AERONAUTICS COMMISSION

MASSACHUSETTS STATEWIDE AIRPORT SYSTEM PLAN (MSASP)

PROJECT MANAGEMENT TEAM (PMT) MEETING #1

MEETING NOTES

Friday, August 28, 2009 (10 AM – 12 PM)

MAC Offices

Massachusetts Transportation Building

Boston, MA

1. MEETING ATTENDANCE

PMT Member Attendees:

<i>Member Name</i>	<i>Affiliation</i>
William Benjamin	MAC Commissioner
Chris Willenborg	MAC - Executive Director
Denise Garcia	MAC – Manager of Aviation Planning
Paul Nelson	Massachusetts Executive Office of Transportation (EOT)
Flavio Leo	Massport
Michelle Ricci	Federal Aviation Administration (FAA)
Arthur Robert	Massachusetts Office of Business Development (MOBD)
Russ Maguire	Massachusetts Airport Management Association (MAMA)
Dean Saucier	National Business Aviation Association (NBAA)
Craig Dotlo (via phone)	Aircraft Owners and Pilots Association (AOPA)
Harold Bevis	Delta Airlines / Air Transport Association (ATA)

Absent PMT Member Attendees:

None

Other Meeting Attendees:

Steven Rawding	MAC - Aviation Planner
Katie Servis	MAC - Environmental Analyst
Bob Mallard	Airport Solutions Group (ASG) / Study Project Manager
Pam Keidel-Adams	Wilbur Smith Associates
James Miklas	Wilbur Smith Associates
Marc Champigny	Louis Berger Group
Joe Brevard	Planners Collaborative

A copy of the sign-in sheet is attached to these meeting notes.

2. MEETING PURPOSE

The purpose of this meeting was to accomplish the following:

- Introduce the purpose and role of Project Management Team (PMT)
- Review of MSASP purpose, process & schedule
- Establish / refine a vision for the airport system
- Identify goals for the airport system
- Agree upon performance measures that should be used to evaluate the airport system
- Identify current prevalent / important aviation issues in Massachusetts
- Discuss airport role factors and nomenclature

3. MEETING HANDOUTS

At the meeting, the following handouts were provided to the attendees (please see contact at the end of these meeting notes for additional copies):

- PMT membership listing
- PMT Meeting #1 presentation handouts
- Draft MSASP Goals and Performance Measures
- Draft MSASP data collection source protocol
- Final MSASP Outreach Plan

4. MEETING AGENDA TOPICS / POINTS OF DISCUSSION

A. Meeting Opening

Chris Willenborg began the meeting by reviewing the origin and goals of the study, as well as describing the purpose of the two-hour meeting. Mr. Willenborg also acknowledged and thanked the FAA for their support of this important planning effort. He stated that the purpose of the study is largely based on MAC's requirement to plan for an efficient and effective aviation system for the Commonwealth of Massachusetts – a system that has considerable variation among its 37 public use airports with respect to their function/role, size, user type, and other factors. Mr. Willenborg said that the purpose of the Massachusetts Statewide Airport System Plan is to define a strategic approach for the development of an airport system that would better serve the Commonwealth's overall transportation system and economy.

Additionally, Mr. Willenborg informed the group about the reorganization of the transportation agencies under the Transportation Reform Bill and its implications for MAC. Among other things, the bill reorganizes the Executive Office of Transportation agencies into a Massachusetts Department of Transportation (MassDOT), within which MAC and its staff will become the Division of Aeronautics on November 1, 2009. This change will also include a move from their current location within the Massachusetts Transportation Building to Massport offices located on Logan Airport. This move should be completed by September 28, 2009. It is important to note that the new Division of Aeronautics will only be occupying space within the Massport offices and will not become part of Massport itself.

B. PMT Role and Responsibility

Bob Mallard provided an overview of the purpose and expectations of the PMT's role within this study process. Primary points from this overview including the following:

- The purpose of the PMT members is to appropriately represent their constituents by serving as advisors to MAC and the project team in helping to ensure that the MSASP is developed in such a way as to address key issues facing the statewide airport system.
- PMT members will be asked to review and comment on study assumptions (such as goals, performance measures, benchmarks, roles, etc.) and draft copies of various study work products
- PMT members will be expected to act as liaisons for airports, agencies and other constituencies to the MSASP planning process with the intent that such coordination and communication will help ensure a successful project.
- It is anticipated that the MSASP process will include six PMT meetings (which includes PMT Meeting #1). Most PMT meetings will be held in Boston, but there is a possibility that one will be held at the FAA or elsewhere in the state.

C. MSASP Process

Pam Keidel-Adams provided an overview of the system planning process and the anticipated role that the MSASP will play in the airport decision-making process. She provided a summary of the proposed MSASP planning process, which generally included the following approach:

- Be Visionary in Establishing Goals
- Establish Performance Measures
- Project Aviation Demand
- Determine the Functional Role of Each Airport
- Benchmark the Adequacy of the Current & Future Airport System
- Prioritize Future System Development
- Create Sustainability in the Planning Process
- Implement a Plan to Help Frame Transportation Decision-Making
- Quantify Direct Aviation-Related Employment

It is expected that initial results of the study will be available in approximately 12 months and that completion of the entire study and project deliverables could require up to an additional six months, resulting in a total project schedule of up to 18 months. Additional information related to this can be found in the PMT Meeting #1 presentation handouts.

D. Vision for the State Airport System

An overall “vision” for the Massachusetts airport system is required by the system planning process to help establish goals and performance measures within the MSASP. As such, the PMT agreed that an appropriate long term “vision” for Massachusetts and the MSASP is for them to:

Provide a safe and efficient airport system that accommodates demand, supports economic and transportation needs, and maximizes funding resources

E. System Goals

Following the establishment of the system vision, the next step in the system planning process is to identify specific system goals that will be used to help define the adequacy of the airport system. The consultant team presented a set of draft system goals to the PMT for their review and consideration. Mr. Mallard noted that any comments from the PMT with respect to these goals would be considered; the parties agreed that the PMT will follow-up with additional comments, if any, within one week (i.e. by September 4, 2009).

The draft system goals of the MSASP were defined as follows:

- Standards: The Commonwealth of Massachusetts should be served by a system of airports that are safe, secure, and meet applicable FAA design standards that will satisfy the current and future needs of aviation.
- Environmental Compliance & Stewardship: The Commonwealth of Massachusetts should be served by a system of airports that complies with all federal, state, and local environmental regulatory requirements.
- Economic: The Commonwealth of Massachusetts should identify the economic impact of the Massachusetts' system airports and the economic benefit of incremental investment in the aviation system.
- Preservation: The Commonwealth of Massachusetts should be served by an efficient airport system with sufficient facilities and services to maintain the state airport system and address the current/future needs of the aviation community.
- Public Outreach: The Commonwealth of Massachusetts should be served by a system of airports that promote and support aviation educational programs and community outreach programs.
- Transportation Integration & Accessibility: The Commonwealth of Massachusetts should be served by a system of airports that is easily accessible from both the ground and the air, and supports integration with other modes of transportation.

The PMT agreed with the goals and definitions described above. However, the PMT also has until September 4, 2009 to provide additional comments for consideration.

F. Performance Measures

Performance Measures are defined and utilized as a quantitative means to measure system performance for achieving system goals. Draft performance measures were identified for each of the previously-defined system goals and presented to the PMT for discussion. (Note that it is critical for the system planning process that a comprehensive and appropriate set of performance measures be formally established since these measures have a direct impact on the inventory/data collection effort associated with this study. This data collection effort will initially take the form of a formal survey to be distributed to the airports.) The following summarizes the comments and primary points of discussion received from the PMT with respect to draft performance measures for each system goal:

Standards

- Ms. Keidel-Adams emphasized that data related to Standards is needed to create baselines for later comparison. She also stated that data on performance measures can

- inform the process of assessing the capabilities of each individual airport to expand capacity. The study should indicate whether each airport is physically up to AIP standards.
- Indicate the degree to which the performance measures ultimately selected apply to future conditions.
 - Indicate what previous studies have been done: Master Plans, Airport Layout Plans (ALPs), Part 150 studies, etc.
 - The PMT agreed to collect the following additional data:
 - percent of airports with a plan for snow & ice control / winter operations
 - percent of airports with a Wildlife Hazard Management Plan
 - percent of airports with adequate Snow Removal Equipment (SRE)
 - percent of airports with adequate Airfield Maintenance Equipment
 - Determine whether an airport makes an equipment purchase under the ASMP and/or the AIP program.
 - System expansion is more important, for purposes of this study, than facility expansion.
 - Identify the local factors affecting the outlook for growth, including factors that constrain increases in system capacity.
 - Indicate the presence of law enforcement support.
 - State whether emergency medical services (EMS) operations or based EMS are available.

Environmental Compliance & Stewardship

- Indicate whether an airport has a Part 150 program with noise contours and information on noise compatibility.
- Identify noise abatement programs in place at each airport.
- Include a standard that addresses wildlife management programs / plan.
- Consider including the wildlife hazard program in the grassland management plan.

Economic

- Regarding the calculation of economic impact, it was stated that this study will be limited to assessing direct impacts (i.e. not including multiplier impacts); additional economic analysis will occur in a separate, subsequent statewide economic impact study.
- Indicate whether there is an economic development plan for each airport.
- Identify whether or not each airport has been incorporated in the local land use planning process.
- Identify if an airport has relationships with regional planning agencies, and planning boards.
- Identify opportunities for off-airport development (aviation and/or non-aviation)
- Include standards addressing tourism, hotel rooms, drive-times to certain trip attractors, etc.
- Identify the availability of commercial service, non-scheduled charter, and cargo.
- Make sure that the smaller airports are included relevant to business users (not all business travelers utilize turbine-powered aircraft).

- Consider the availability of utilities for on/off-airport development properties.

Preservation

- The Commonwealth's airports should ensure that existing airport facilities are maintained in such a way as to ensure that future needs are met, including expansion where appropriate to accommodate larger aircraft.
- The study should look at ways to increase inter-airport collaboration.
- The PMT agreed to collect the following additional data:
 - deicing and oxygen capabilities of airports for general aviation activities
 - commercial service
 - cargo
 - pipeline patrol
 - electronic news gathering
 - law enforcement
 - immigration
 - Angel Flight

Public Outreach

- The Commonwealth's airport system should support aviation education programs and outreach to nearby communities.
- MAMA does a great job at the state level.
- Identify whether or not an airport utilizes a "political outreach" program such as meetings conducted with members of the state congressional delegation, state reps, and local politicians.
- Evaluate the signage connecting an airport to distributor-collector roadways both for passengers and freight movement.
- Indicate the airport's involvement in any local comprehensive planning activities (see Economic above).
- Consider including a standard that can help to create more of a regional awareness among the airports.

Transportation Integration and Accessibility

- Address how local land use planning may be a factor in transportation access to each airport.
- Indicate whether providing or improving public transportation would positively affect operations.
- Identify public transportation / intermodal connections to the airport: car, bus, rail, ferry.
- Identify the airport's relationships with the regional transportation authority.
- Consider whether the primary roads providing access to the airports are identified within the National Highway System.

It was noted to the PMT that the issues discussed above (as well as any additional comments submitted by the PMT by September 4, 2009) will be considered and integrated into the system planning effort as appropriate.

G. Airport Issues

Mr. Mallard reviewed the general airport issues with respect to the Massachusetts airport system that have been identified to date. These were collected through comments from various airport managers and included the following:

- Compatible Land Use Development
- Real Estate Disclosures
- Environmental Compliance & Considerations
- New Instrument Approaches
- Airport Sponsorship Alternatives
- Statewide Heliport Considerations
- State Funding Support (funding levels)
- State Funding Support (private-owned vs. public-owned)
- Quantify Economic Impact
- Identify the Value of Aviation to the State Transportation System

Mr. Mallard acknowledged MAC's previous outreach efforts with this task and noted the detailed responses provided by various Airport Managers. He informed the PMT that the project scope already includes those items MAC wants to pursue, indicating that only a few issues were not included per the direction of MAC. The PMT agreed that the list noted above combined with new issues discussed at today's PMT meeting will serve as the basis for moving forward on this task, with a possibility of additional issues being added as a result of the upcoming MAMA Conference at the end of September. Mr. Mallard encouraged the PMT to offer additional comments by September 4, 2009.

H. Airport Role Factors and Nomenclature

Ms. Keidel-Adams invited the PMT to begin to think about and report any preferences for the wording used to refer to, and classify, the various airports in reference to size or types, etc. These will form the basis of the airport roles analysis that will be conducted later in the study effort.

5. NEXT STEPS

It was resolved by the PMT that the next steps and actions to be taken as part of this planning effort would include the following:

- The PMT will provide any comments related to the meeting by September 4, 2009 directly to Robert Mallard (ASG) at rmallard@airportsolutionsgroup.com
- The consultant team will consider all PMT comments regarding MSASP goals, performance measures, and state airport issues and respond appropriately. (Such responses could include updating the draft performance measures, expanding inventory gathering, etc.) Depending on the number of comments, the consultant team should have updated information to MAC for review as early as September 14, 2009.
- The MAC and the consultant team will make a presentation at the Massachusetts Airport Management Association's (MAMA) annual conference on September 30,

2009. It is anticipated that this presentation will be very similar to that which was presented at PMT Meeting #1 and will provide MAMA members with the opportunity to understand the process and what will be expected of them throughout the project.
- Mr. Mallard indicated the consultant team has already initiated the inventory phase by establishing a draft inventory survey form. Depending on comments received from the PMT, the consultant team should have a draft survey form submitted to MAC for review as early as September 14, 2009.
 - Note that MAC and the consultant team are anticipating 100% participation by the 37 public use airports in providing inventory data for the study. This effort will be promoted by the MAC, MAMA and the consultant team during the upcoming MAMA conference.
 - The consultant team will initiate communication / outreach efforts that will include a website and two newsletters; it was agreed to launch the website prior to the MAMA Conference.
 - In closing, Chris announced that the next PMT meeting will be held in late October or early November. A formal announcement will be made and sent to the PMT membership.

For additional copies of meeting documentation, please contact Joe Brevard (Planners Collaborative) at jb@thecollaborative.com

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MASSACHUSETTS STATEWIDE AIRPORT SYSTEM PLAN (MSASP)

PROJECT MANAGEMENT TEAM (PMT) MEETING #1
Friday, August 28, 2009 – 10:00 a.m. (EST)

SIGN IN SHEET
(Please print clearly)

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Name	Company / Organization	Phone Number	Email Address
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