

## THE MASSACHUSETTS PORT AUTHORITY

BY EPHRAIM A. BREST\*

THE Massachusetts Port Authority is basically the redesign of a governmental function to meet the needs of our Commonwealth. It is a synthesis of government and business to reduce costs, develop efficiency, encourage investment, and create jobs.

The Massachusetts Port Authority is a new governmental body for government and business cooperation. It synthesizes the needs of the public welfare and private enterprise far better than the railroads, the steamship companies, or transit companies were able to do in the past—or various types of governmental agencies are able to do at present.

The Massachusetts Port Authority was created by Chapter 465 of the Acts of 1956, and signed into law by Governor Christian A. Herter on June 21, 1956.

I was named chairman, and all members were sworn into office on June 23, 1956. The other members of the Authority are: Philip H. Theopold, partner of Minot, DeBlois & Maddison, real estate; O. Kelley Anderson, president of the New England Mutual Life Insurance Company; Nicholas P. Morrissey, New England representative of the International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America; Vice Chairman Carl J. Gilbert, chairman of the Board, the Gillette Company; Secretary Treasurer William B. Carolan, President of the Union Savings Bank of Boston; and John S. Pfeil, retired vice president of Stone and Webster, Inc.

In 1958, an amendment was enacted by the Legislature and signed by Governor Foster Furcolo permitting the interest ceiling on the bonds to be raised from 4 per cent to 5 per cent.

The Massachusetts Port Authority marketed \$71,750,000 of revenue bonds and took over operation of the Mystic River Bridge, Logan International Airport, Hanscom Field, and the Port of Boston facilities on February 17, 1959.

The Massachusetts Port Authority paid the State \$21,722,157

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\* Chairman, Massachusetts Port Authority.

for funds advanced to the Authority in 1956, and for retirement of over \$21 million of outstanding airport bonds.

Operation of the facilities had cost the taxpayers of the Commonwealth over \$50 million since the war. Under the Massachusetts Port Authority investment has been substituted for taxation. All expenses of the facilities will be met from bridge, airport and port revenues.

The Authority will spend \$19 million on making Logan International Airport ready for the jet age. The terminal building will be re-designed and a second floor constructed with a spacious dining room overlooking the field. Plane loading positions will be increased to 78. Finger ramps will extend onto landing apron to give sheltered access to airliners. Baggage will be handled speedily in newly designed areas. Runways, taxiways, aprons and access roads will be improved. A double-deck parking area may be designed in the near future.

The Authority will spend \$3 million on improvements and repairs to the Port of Boston facilities. The initial improvements of the Port Properties, which will take two years to complete, include the following:

Castle Island Terminal—Replace fender system, patch deteriorated concrete, construct new firewalls, replace untreated piling, install cathodic protection to steel piling, pave roads, relocate railroad tracks and install drainage system.

Commonwealth Pier No. 5—Replace water supply and sprinkler system, realign building columns, replace cargo doors, clean and paint structural steel, modernize wiring and heating system, reroof, repair external walls, etc.

Hoosac Pier No. 1—Install cathodic protection for bulkheading and miscellaneous repairs.

Hoosac Grain Elevator—Install fire protection standpipe system and dust collection system.

Mystic Pier No. 1—Install cathodic protection.

East Boston Pier No. 1—Install cathodic protection.

East Boston Grain Elevator—Install fire protection standpipe system and dust collection system.

A summary of the estimated cost of these initial improvements follows:

Castle Island Terminal	\$ 784,000
Commonwealth Pier No. 5	1,343,000
Hoosac Pier No. 1	111,000
Hoosac Grain Elevator	127,000

Mystic Pier No. 1	100,000
East Boston Pier No. 1	100,000
East Boston Grain Elevator	127,000
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Estimated Cost for Improvements	\$2,692,000
Contingencies	269,000
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Total	\$2,961,000

Now, what else do we propose to do?

One of the first things our Authority is going to do is to explore the possibilities of more trade with Cuba, Puerto Rico, Brazil and other Latin American countries. (Perhaps our coast now extends to Rio de Janeiro—rather than to Miami.)

New England has a big investment in Latin America—40.7 per cent of the foreign investment of New England's corporations and other organizations is in Latin America. One of New England's leading economists estimates that Latin America is already a \$400 million market for New England manufacturers. By the year 2000—two years after our bonds will have been retired—Latin America is expected to have a population of almost 600 million. This total will be more than double that of the United States in the year 2000:

It has been estimated that approximately 63,000 of New England's 1,436,700 manufacturing jobs are dependent on exports to South America today. To Venezuela alone, Beverly is shipping shoe findings and machinery . . . Cambridge—cameras, carbon paper, films, industrial chemicals, ink, insulated cable, office supplies, shoe fabrics, shoe findings and machinery, textiles, wire and cable . . . Everett—duplication machines . . . Framingham—paper tags, labels and seals . . . Lynn—chemical specialties, shoe blacking . . . Malden—paints and pigments . . . Waltham—electronic equipment . . . And we could mention other Greater Boston communities.

Preparations for jet operations by commercial airlines at Logan International Airport will require the expenditure of approximately \$4 million for work to begin this summer. Jet airliners will carry about 125 passengers, compared to about half that number on present day propeller planes. Jet aircraft weigh almost twice as much as old style planes.

Jet airliners burn up 1000 pounds of fuel just taxiing to the end of the runway. A new fuel system will be required to fill their tanks.

At present these planes are carrying 17,000 gallons, but before long they may be carrying considerably more.

The improvements to the field at Logan will include:

1. Rehabilitation of Runway 15R-33L and South Taxiway	\$ 493,000
2. Rehabilitation of Central Taxiway	80,000
3. Paving Open Areas in Apron in Vicinity of Terminal Building	1,443,000
4. Riprap, and Fill area between Runways 27 and 33L	775,000
5. Approach Light Pier for Runway 33L	500,000
6. Fill for Localizer at end of Runway 15R	27,000
7. Complete Paving between Inner and Outer Taxiways — North Apron Area	700,000
Total Project Costs, incl. engineering and contingencies	<u>\$4,018,000</u>

The Massachusetts Port Authority is faced with a challenge in the expansion of the airport and the promotion of the port. We believe that we have the management brains on the Authority, thanks to my colleagues, to do the job.