

VALUE PROPOSITION

CAPITAL PROGRAMS & ENVIRONMENTAL AFFAIRS



VISION:

Transform our industry through innovation;
create value for our clients and *deliver* “best-in-class” infrastructure projects for our customers.



MISSION:

Excel in delivering projects that enhance our customers' experience by programming, designing and building safe, efficient and sustainable infrastructure.

We commit to doing this by being *inclusive*, *leveraging technology* and finding opportunities to *continuously improve* in our project management and delivery.





“A common mistake in this step is to focus on what the organization looks like (its reporting structure, for instance) and forget about how it works (management and business processes and systems; and the numbers, capabilities, mindsets, and behaviors of its people). In our experience, the latter is usually more important than the former.”

*Getting Reorgs Right – S. Heidari-Robinson & S. Heywood
<https://hbr.org/2016/11/getting-reorgs-right>*

Steps Taken:

- Met with all directors and major stakeholders
- Develop a first pass of a SWOT analysis.
- Meeting with internal staff



VALUE PROPOSITION

4+1 Value Streams

PERFORMANCE OPTIMIZATION & EXCELLENCE:

- Develop and Maintain a culture of “standard work” and true “best practices”
- Ensure exceptional execution planning across Value Streams
- Close loop discipline (“EWBEWBEW” Exactly What By Exactly Who By Exactly When)
- Ensure consistency in management and business practices

CAPITAL PROGRAM DEVELOPMENT AND MANAGEMENT

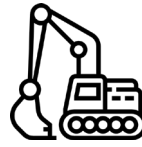
1



- Develop and maintain capital program
- Support operations units in understanding facility needs
- Collaborate with Strategic Planning and other Massport Departments to coordinate capital program with strategic plan
- Collaborate with operating units when changes to the capital program need to be implemented
- ...

PROGRAMMING, DESIGN AND CONSTRUCTION MANAGEMENT

2



- Maintain and update database of current assets
- Develop and maintain facilities master plan
- Manage procurement process
- Manage project programming and design process
- Promote universal design
- Manage construction and safety oversight
- Manage commissioning and turnover
- Complete POEs (Post Occupancy Evaluation) - PDCA
-
- *In-house engineering and architectural expertise*

ENVIRONMENTAL MANAGEMENT – SUSTAINABILITY & RESILIENCY

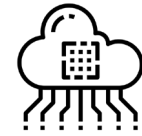
3



- Assure regulatory compliance: MCP, stormwater permitting, tank permitting and management
- Assure universal waste compliance
- Provide capital projects support: development and review of specifications
- Complete tenant alteration agreement environmental audits
- Monitor and report performance on sustainability and resiliency
- EMS certifications
- Develop and coordinate design guidelines
- ...

DESIGN & CONSTRUCTION TECHNOLOGIES INTEGRATION

4



- Maintain physical Assets data: utilities, buildings
- Provide support for and maintain BIM, Civil3D, GIS/ESRI, Maximo systems
- Support internal projects by providing existing condition data
- Provide technical expertise with technologies for visual representation, design/const. Phasing ...
- Produce graphics for entire Authority
- Coordinate with Aviation Business Office to support the financial system
- Digital Twins Impl.
- ...





*“High-quality execution is the **single most important determinant** of relative performance. What does it take to drive excellent execution?”*

Getting Reorgs Right – S. Heidari-Robinson & S. Heywood

<https://hbr.org/2016/11/getting-reorgs-right>

Luciana Burdi, Intl. Assoc. AIA, CCM
Director of Capital Programs and Environmental Affairs
Massachusetts Port Authority

lburdi@massport.com

THANK YOU!

