

Massachusetts Port Authority Board Meeting

January 16, 2025



Public Comment

Chair's Comments

CEO Report
Richard Davey

Massport is Back!

Massport fully recovered from COVID setback and returned to growth in 2024

- Served record passenger levels at Logan Airport and Flynn Cruiseport Boston
- Achieved the highest passenger level at Worcester Regional Airport in 34 years
- Increased Conley Terminal container volume by 5%
- 2.6M passengers and employees rode Logan Express – the most ever
- 22% of Logan Airport passengers used MBTA, Logan Express or private bus – a new record



We invested in safety, security and emergency preparedness – our top priority

- Conducted successful full scale emergency drills at all three airports
- Completed critical airfield safety projects at all three airports



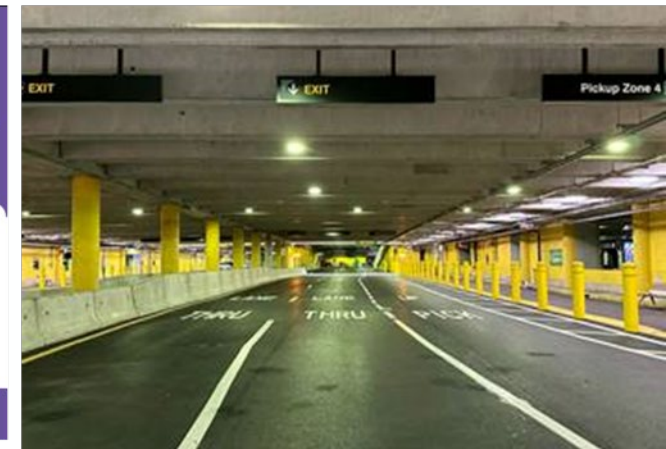
Advanced commercial real estate projects in a challenging market to support maritime

- Completed term sheet negotiation for the affordable housing project on Parcel D-4
- Reached agreement with developer to allow limited residential development on 776 Summer Street (former Boston Edison plant)
- Leveraged Fargo Street lot for cruise parking resulting in a 70% increase in cruise parking revenue



We invested in sustainable ground transportation options to move more people in fewer vehicles

- Relocated the North Shore **Logan Express** service to **Danvers** with 40% more parking capacity short term and a doubling of parking capacity upon construction completion
- Expanded employee HOV/transit options by adding 200 parking spots (+40%) to the **Quincy Employee Lot** and more than doubling the **Wonderland Employee Parking program** to 1,800 permits
- Broke ground on the **Framingham Logan Express** garage project to double parking capacity by adding three levels and nearly 1,000 spaces to the existing garage
- Opened a new **passenger pickup area at Terminal B** to enhance safety, reduce congestion and improve the passenger experience



We made solid progress on our Net Zero 2031 commitment

- Formed a Sustainable Aviation Fuel (SAF) working group with our state partners to increase the supply and adoption of SAF in Massachusetts
- Piloted renewable diesel at all of our facilities and will transition to 100% renewable diesel use in 2025
- Procured two fully electric zero-emission buses for Logan airside operations
- Worked with airline partners to increase use of electric ground support equipment (eGSE) at Logan – over 20% of airline-owned GSE at Logan Airport is zero-emissions
- Commissioned six hybrid rubber-tired gantry (RTG) cranes at Conley Terminal with each reducing greenhouse gas emissions by 30%-50%
- Announced \$60M shore power investment for Flynn Cruiseport Boston



We maintained strong financials enabling us to reinvest in our transportation infrastructure

- Exceeded \$1.2B in annual revenues – highest ever
- Generated \$201M in operating income to fund a portion of the \$3.2B FY24-FY28 Capital Improvement Plan
- Maintained our AA credit rating



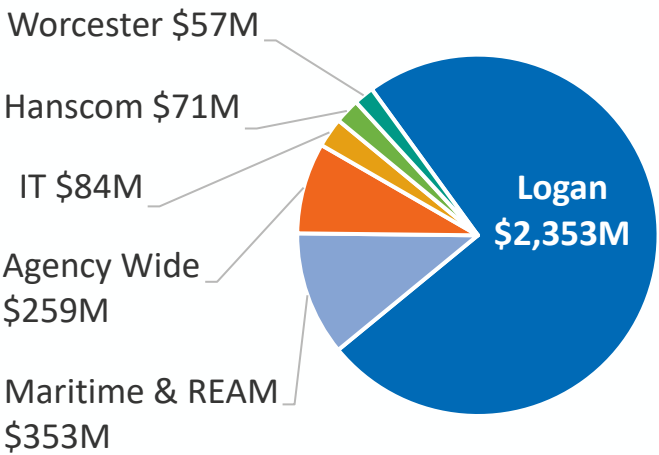
Fitch Affirms Massport Revenue Bonds at 'AA'; Outlook Stable

Wed 10 Apr, 2024 - 3:03 PM ET

Fitch Ratings - New York - 10 Apr 2024: Fitch Ratings has affirmed the ratings on approximately \$2.58 billion in outstanding revenue bonds issued by the Massachusetts Port Authority (Massport, authority) at 'AA'. The Rating Outlook is Stable.

RATING ACTIONS				
ENTITY / DEBT ↕	RATING ↕		PRIOR ↕	
Massachusetts Port Authority (MA) /Airport Revenues - First Lien/1 LT	LT	AA Rating Outlook Stable	Affirmed	AA Rating Outlook Stable

FY24-FY28 CIP by Business Line



Strengthened our relationships with neighboring communities

- \$1.3M for community foundations: East Boston Foundation/Senior Center, South Boston Foundation and Winthrop Foundation
- \$680K to fund 285 summer jobs for youth employed by 29 organizations - 40% of jobs went to students of color, exceeding our 33% goal
- \$340K for the East Boston Neighborhood Health Center
- \$279K in charitable contributions - 65% awarded to organizations predominately serving people of color, exceeding our 50% goal
- \$106K in civic sponsorships
- \$50K of scholarships awarded



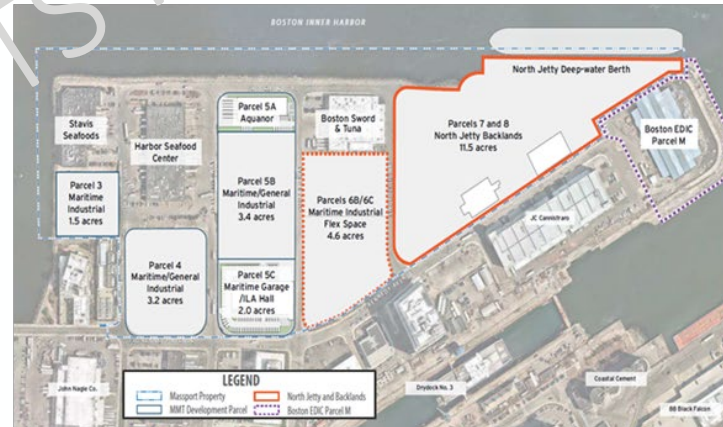
Invested in our greatest asset – our people

- Launched our first ever Employee Climate Survey
- Filled 149 positions encompassing a mix of new hires, backfills, and promotions
- Supported career growth for 30+ high potential employees through internal and external professional development programs
- 533 Outstanding Achievement Awards (individual and team awards) to Massport employees, 26 SAFE awards to Massport and tenant employees, and 17 STARS awards to Logan Airport tenant employees



2025 Priorities

1. Planning and Managing for Growth
2. Customer Satisfaction
3. Financial Performance
4. Massport as an Employer of Choice
5. Double Down on Fight Against Climate Change
6. Leadership



Massport is moving forward with the Strategic Plan initiative

Strategic Plan process:

- Issue RFP January 16, 2025
- Selection and Contracting February – April 2025
- Notice to Proceed April 2025
- Strategic Planning May 2025 – May 2026



Officer Matthew Flynn honored with the Hanna Award Medal of Honor

- The Hanna Award is the highest commendation for law enforcement officers in the Commonwealth, bestowed on those who demonstrate extraordinary bravery and courage in the face of extreme risk and certain and imminent danger
- On March 26, 2022, Massachusetts Port Authority Police Officer Flynn entered the frigid waters off Piers Park in East Boston to save the life of a civilian who jumped into the water during a mental health crisis
- Officer Flynn kept the civilian above the waterline until he and the civilian were removed from the water by the Massachusetts State Police Marine Unit
- Governor Healey recognized Officer Flynn at an awards ceremony at the State House in November



Report of the Director of Aviation
Ed Freni

Major Dante DeMarco selected as new commanding officer for Massachusetts State Police, Troop F

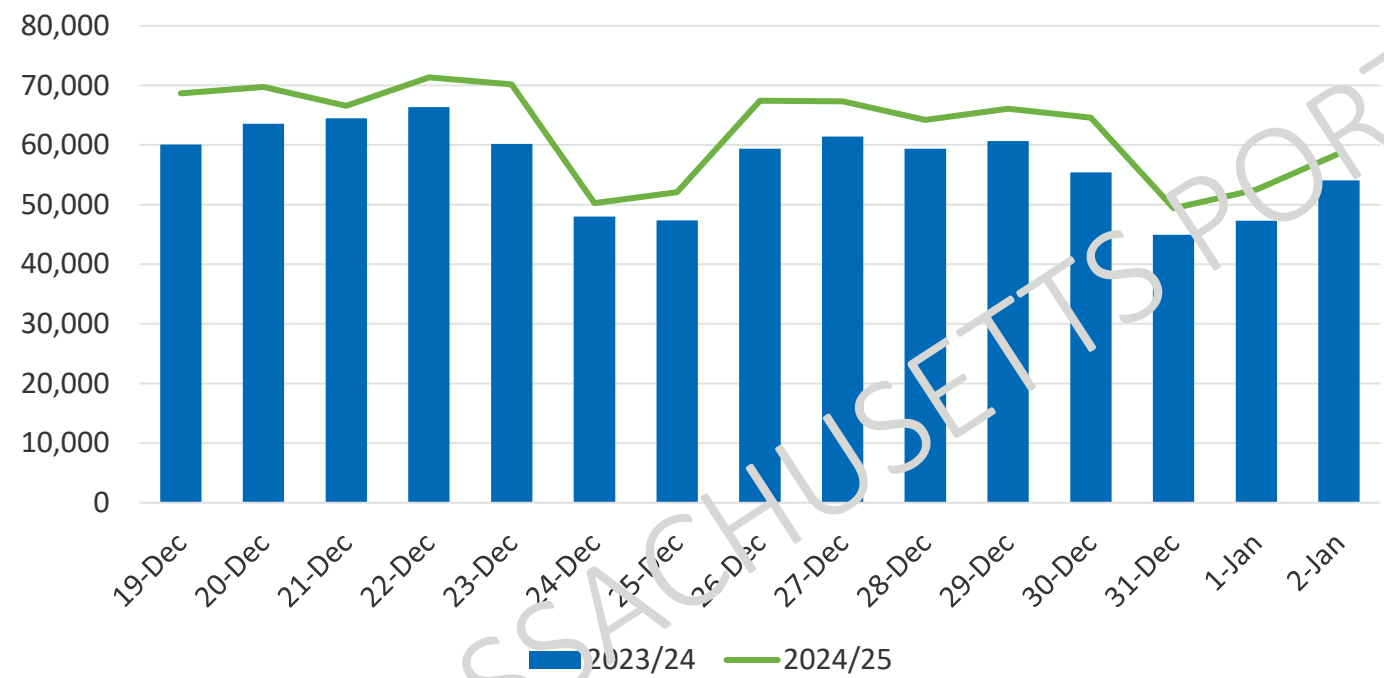
With over 31 years of service to the Massachusetts State Police (MSP), Major DeMarco has a wealth of law enforcement leadership experience, aviation security expertise, and a keen understanding of protecting critical infrastructure.



- Approximately 17 years of experience as a member of Troop F
 - Previously held the positions of Sergeant, Lieutenant, and Captain
 - Led the Community Action Team
 - Brings an established network of safety and security partners from across federal, state, and local agencies
 - Has deep understanding of Massport's operations, business lines, and stakeholders
- Combat veteran of the United States Army
 - First Lieutenant, Field Artillery
- Education
 - National Preparedness Leadership Institute, Harvard University
 - Master's Degree in Criminal Justice, Anna Maria College
 - Bachelor's Degree in Mechanical Engineering, Norwich University
 - Broad array of training and certifications from federal law enforcement on national security, intelligence, and criminal enforcement

The holiday travel period at Logan Airport was especially strong

Logan Airport Holiday Travel
TSA Screened Passengers



- Nearly 939K passengers screened passengers from Dec 19 to Jan 2
 - 10% increase over last year (2023/24)
 - 7% increase over pre-COVID (2019/20)
- Peak travel days for outbound passengers:
 - Sunday, Dec 22 – 71,346
 - Monday, Dec 23 – 70,175

Logan Airport ended CY 2024 with 43.5M passengers - the highest ever

Logan Activity Summary
November, December and CY 2024

		2024	Prior Year	% Change Over 2023
November:	Passengers	3.4M	3.3M	3.5%
	Aircraft Operations	33.4K	31.6K	5.8%
December:	Passengers	3.5M	3.1M	12.1%
	Aircraft Operations	33.2K	30.4K	9.1%
CY 2024:	Passengers	43.5M	40.8M	6.5%
	Aircraft Operations	413.4K	395.1K	4.6%

We celebrated our 43 millionth passenger with Delta Air Lines



JetBlue boosts transatlantic and North America services from Boston Logan Airport

- Launching service to two European markets:
 - **Madrid and Edinburgh**
 - Daily summer seasonal service (May-Oct)
 - Flown with Airbus 321
- Adding summer seasonal services to four North America markets:
 - Halifax, Nova Scotia, Canada (eff Jun 26)
 - Islip, NY (eff Apr 30)
 - Norfolk, VA (eff Apr 30)
 - Traverse City, MI (eff Jun 5)
 - Wilmington, NC (eff Apr 30)
- JetBlue will offer service to **77 nonstop destinations** from Boston (52 domestic and 25 international), more than any other airline

JetBlue Transatlantic Network – Summer 2025



Boston Logan: Winter/Spring Break Campaigns

WINTER BREAK CAMPAIGN FLIGHT (2/2-2/23)

Print, 2/9

THE ULTIMATE BOSTON LOGAN TRAVEL PLAYBOOK WINTER BREAK EDITION

Ready to kick off your Winter Break like a travel pro? Get to the airport with ease by pre-booking your ticket for the Logan Express, catch the MBTA Blue or Silver Lines, book a private bus, or take the water ferry.

Insider's tip: Skip to the front of the security line with Ticket to Skip, when you take the Back Bay Logan Express and weekday water ferries.



- Download the FlyLogan app to check flights and get enhanced Wi-Fi
- Pre-order food for pickup with BOS260
- Traveling with kids? Visit a Kidport or stop by one of Boston Logan's shops

SCAN FOR MORE TRAVEL TIPS or visit FlyLogan.com

boston logan POWERING WHAT'S POSSIBLE

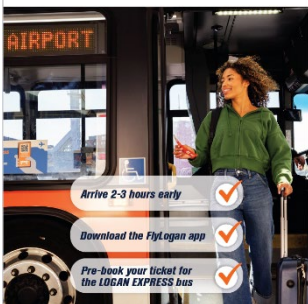
The Boston Globe Boston Herald



Paid Social, 2/2-2/23

Boston Logan Airport

Did you know travelers who plan their trip to the airport ahead of time have a more seamless experience?



- Arrive 2-3 hours early
- Download the FlyLogan app
- Pre-book your ticket for the LOGAN EXPRESS bus

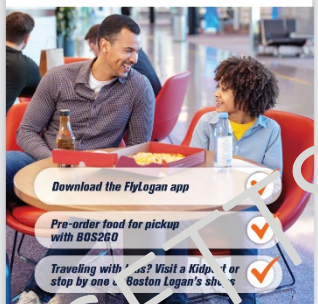
Navigate like a pro Boston Logan Travel Playbook [Learn more](#)

550 78 comments 19 shares

Like Comment Share

Boston Logan Airport

This Winter Break, upgrade your travel game with an airport plan. Check out the Boston Logan Travel Playbook: tips for families on the fly.



- Download the FlyLogan app
- Pre-order food for pickup with BOS260
- Traveling with kids? Visit a Kidport or stop by one of Boston Logan's shops

Airport Family Just not better [Learn more](#)

550 78 comments 19 shares

Like Comment Share



Radio, 2/3-2/23



SPRING BREAK CAMPAIGN FLIGHT (4/6- 4/27)

Print, 4/13

THE ULTIMATE BOSTON LOGAN TRAVEL PLAYBOOK SPRING BREAK EDITION

Get to the airport with ease by hopping on the Logan Express, catch the MBTA Blue or Silver Lines, book a private bus, or take the water ferry.

Insider's tip: Skip to the front of the security line with Ticket to Skip, when you take the Back Bay Logan Express and weekday water ferries.



- Arrive 2-3 hours early
- Download the FlyLogan app to check flights and get enhanced Wi-Fi
- Reserve parking early, as spots are limited and fill up quickly

SCAN FOR MORE TRAVEL TIPS or visit FlyLogan.com

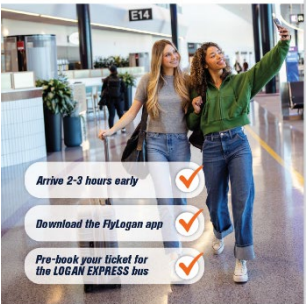
boston logan POWERING WHAT'S POSSIBLE

The Boston Globe Boston Herald

Paid Social, 4/6-4/27

Boston Logan Airport

Books down, wheels up. Spring Break is here. Check out Boston Logan's travel playbook.



- Arrive 2-3 hours early
- Download the FlyLogan app
- Pre-book your ticket for the LOGAN EXPRESS bus


Your Airport Travel Playbook Tips for Spring Break travel [Learn more](#)

550 78 comments 19 shares

Like Comment Share

Boston Logan Airport

Upgrade your travel game with an airport plan. The Boston Logan Travel Playbook: tips for Spring Break travel.



- Download the FlyLogan app
- Find Boston's best restaurants right here at the airport
- Pre-order food for pickup with BOS260

Your Airport Travel Playbook Tips for Spring Break travel [Learn more](#)

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Like Comment Share



Radio, 4/6-4/27



Worcester Regional Airport ended CY2024 with more than 229,000 passengers – the highest in 34 years

Monthly

- November: 17,500 passengers, up 15% over prior year
- December: 19,800 passengers, up 15% over prior year

FYTD 2025

- 104,800 passengers, 2% higher than over FYTD 2024

CY2024

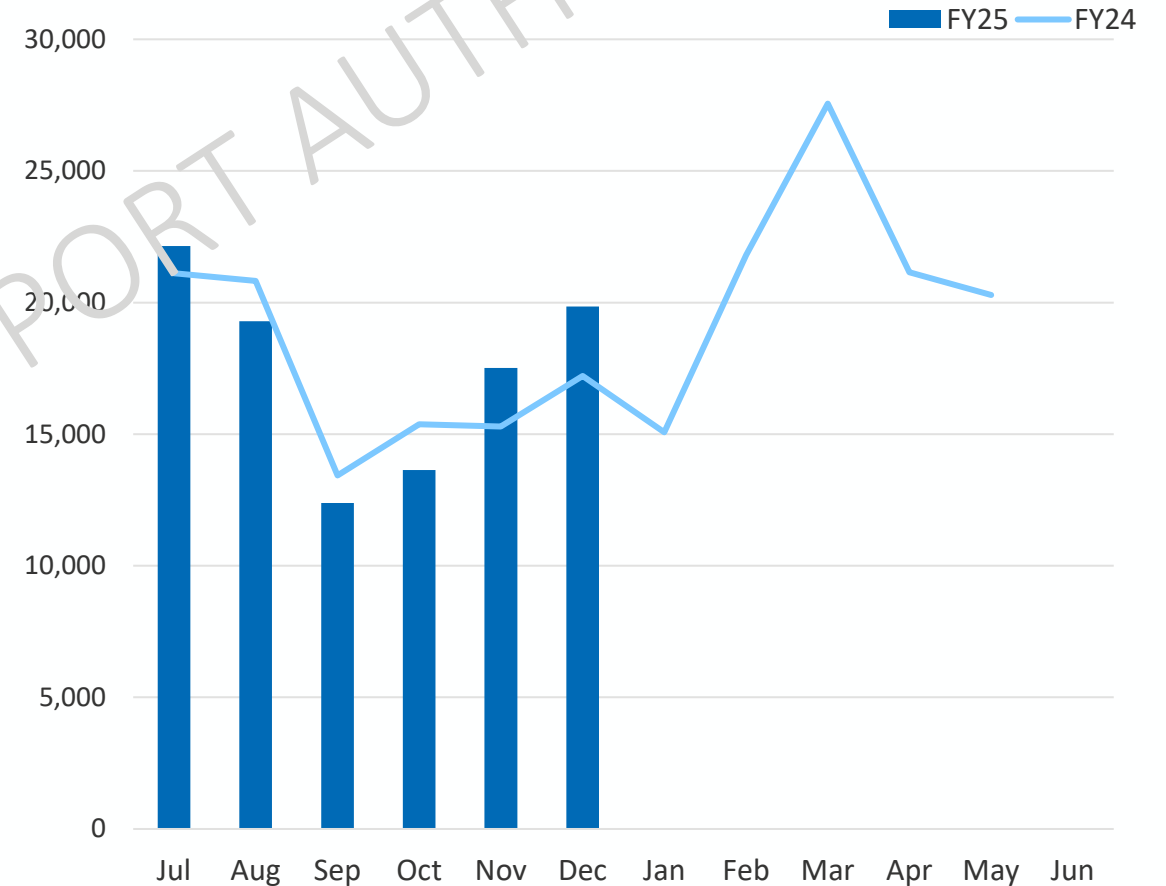
- 229,000 passengers, 12% higher than CY2023

Service Highlights

- Reflects new Nonstop JetBlue Fort Myers, FL seasonal service that launched in January and resumed this October



Worcester Regional Airport Passengers



Massport is hosting a Scouting America Aviation Exploring program for middle school students at Worcester Regional Airport

- **Sponsor:** The New England Council of Scouting America
- **Partners:**
 - Worcester Regional Chamber of Commerce
 - Worcester Public Schools
 - JetBlue
 - American Eagle
 - Delta
 - Atlantic Aviation
- **Aviation Exploring Program:** Combines exciting, hands-on activities and interactions with aviation professionals representing a wide range of careers
- **Massport's role:**
 - Hosted an Open House for students January 14, 2025
 - Host future meetings at the airport
 - Connect students with subject matter experts



Worcester Regional Airport: Winter/Spring Break Campaigns

WINTER BREAK CAMPAIGN FLIGHT (2/2-2/23)

Print, 2/7 (CA) & 2/9 (WTG)

THIS WINTER BREAK TRAVEL LIKE A

VIP ✈️ **VERY IMPORTANT PASSENGER**
WORCESTER REGIONAL AIRPORT

The gateway to your next adventure is closer than you think. Just 3 miles from downtown Worcester, you can enjoy affordable 57-a-day parking and quick security lines to kick off your trip.

Take off on your next vacation at FlyWorcester.com

worcester regional airport
POWERING WHAT'S POSSIBLE

jetBlue DELTA American Airlines

Paid Social, 2/2-2/23

Worcester Regional Airport

Go from your car to your gate in no time. Traveling from Worcester Regional Airport doesn't get any easier than this.

TRAVEL LIKE A VIP ✈️ **VERY IMPORTANT PASSENGER**
WORCESTER REGIONAL AIRPORT

Vacation like a VIP
[Fly Worcester](http://FlyWorcester.com) [Learn more](#)

Radio, 2/3-2/23



Billboard, 2/3- 3/3

DIRECT FLIGHTS TO FLORIDA AND NYC

jetBlue

FlyWorcester.com

worcester regional airport
POWERING WHAT'S POSSIBLE

TELEGRAM & GAZETTE



Community Advocate

SPRING BREAK CAMPAIGN FLIGHT (4/6- 4/27)

Print, 4/11(CA) & 4/13 (WTG)

THIS SPRING TRAVEL LIKE A

VIP ✈️ **VERY IMPORTANT PASSENGER**
WORCESTER REGIONAL AIRPORT

The runway to your next adventure is closer than you think. At Worcester Regional Airport, enjoy 57-a-day parking, fast check-ins, and direct flights to warm destinations like Orlando, Fort Lauderdale, and seasonal service to Fort Myers, or to NYC, which connects to the world.

Dive into your next vacation and book your flight today at FlyWorcester.com

worcester regional airport
POWERING WHAT'S POSSIBLE

jetBlue DELTA American Airlines

Paid Social, 4/6-4/27

Worcester Regional Airport

Go from your car to your gate in no time. Traveling from Worcester Regional Airport doesn't get any easier than this.

TRAVEL LIKE A VIP ✈️ **VERY IMPORTANT PASSENGER**
WORCESTER REGIONAL AIRPORT

Vacation like a VIP
[Fly Worcester](http://FlyWorcester.com) [Learn more](#)

Radio, 4/7-4/27



Billboard, 4/7- 5/5

DIRECT FLIGHTS TO FLORIDA AND NYC

jetBlue

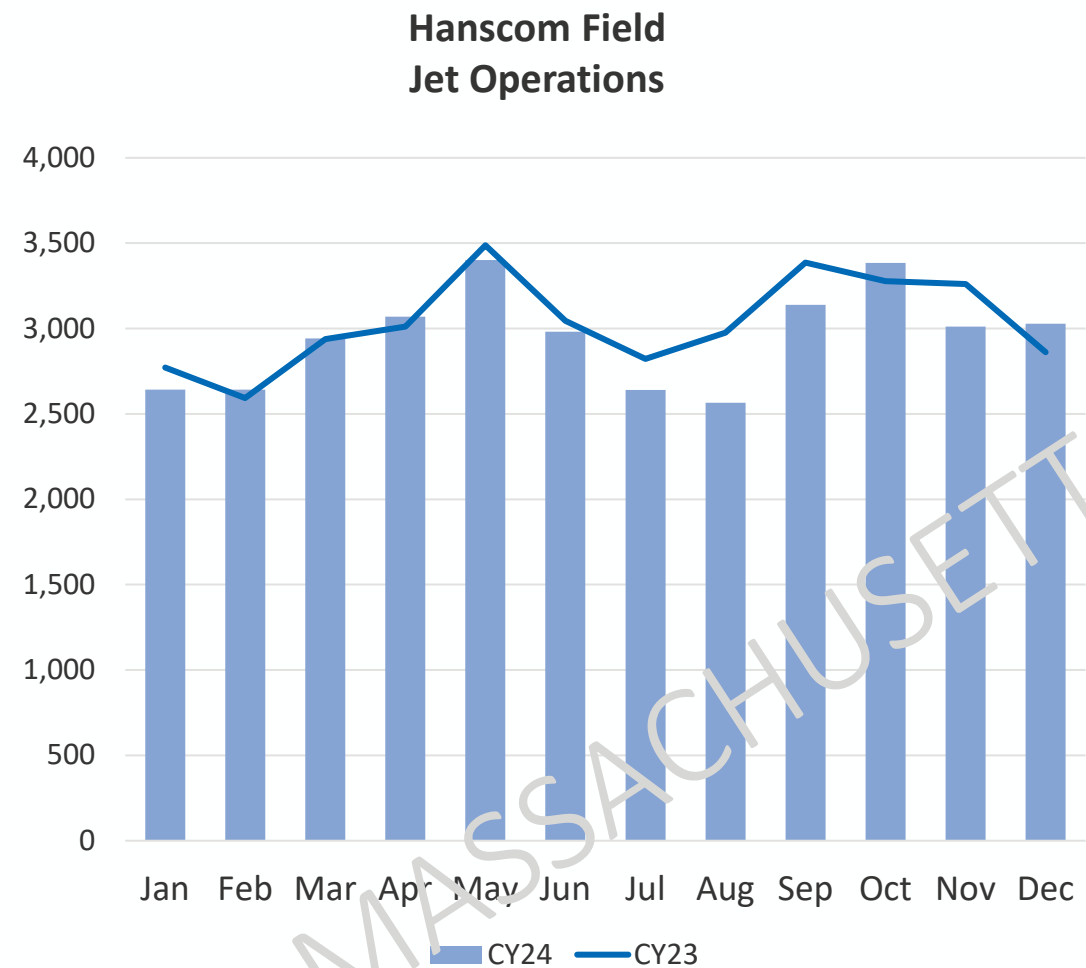
FlyWorcester.com

worcester regional airport
POWERING WHAT'S POSSIBLE

TELEGRAM & GAZETTE

Community Advocate

Total operations at Hanscom Field declined by 3% in CY2024



December 2024 Activity:

	Jets	Total
Operations	3,000	8,500
Chg vs 2023	5.8%	-3.1%
Chg vs 2019	21.2%	-14.3%

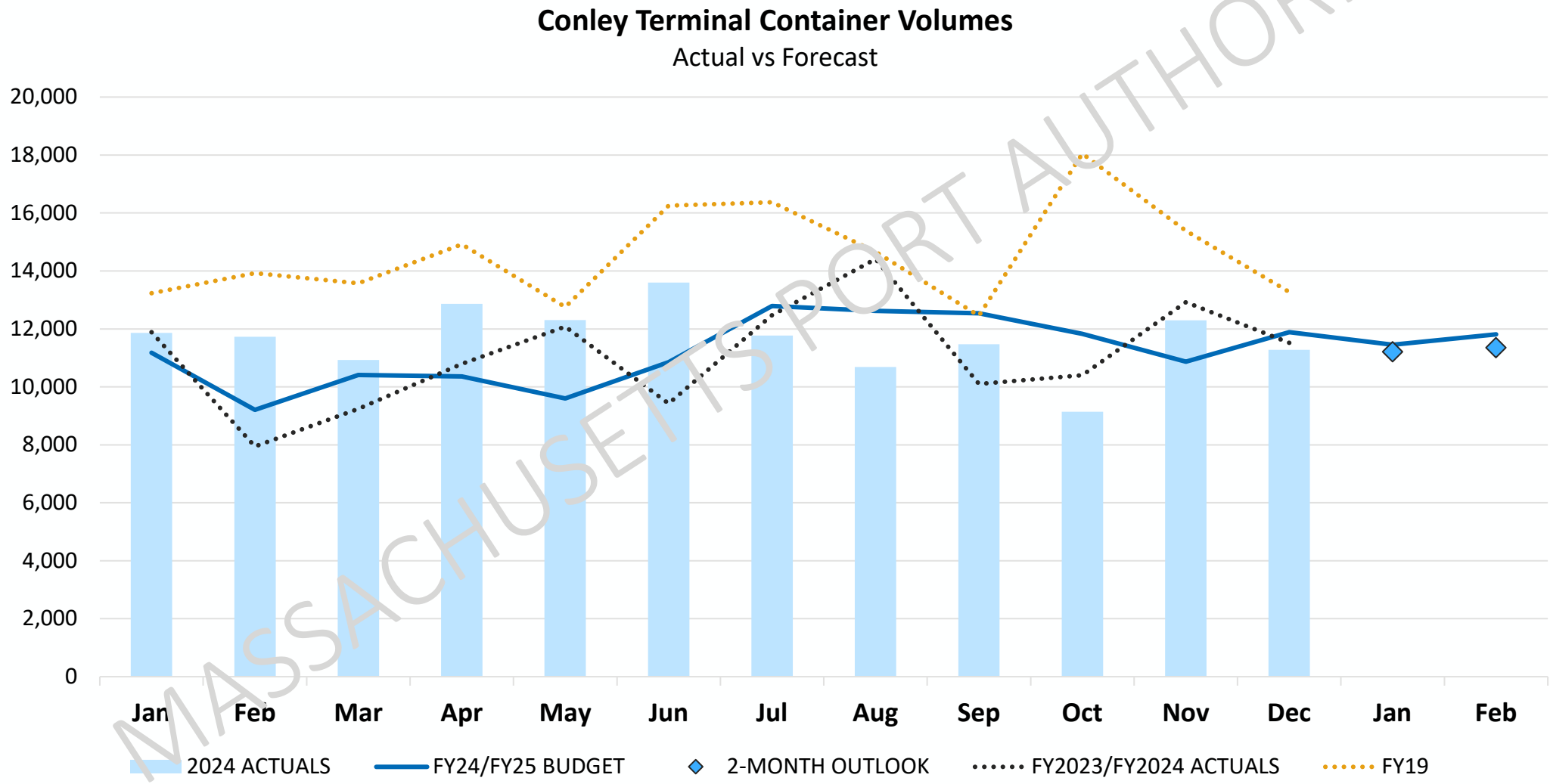
CY2024 Activity:

	Jets	Total
Operations	35,400	119,100
Chg vs 2023	-2.7%	-3.0%
Chg vs 2019	10%	-7.4%



Report of the Director of Maritime
Lauren Gleason

Conley Terminal handled 32 vessels and processed over 23,000 containers in November and December, bringing the total for 2024 to more than 139,000 containers



The International Longshoremen's Association (ILA) and the U.S. Maritime Alliance (USMX) reached a tentative deal to avoid a work stoppage on January 8

Journal of Commerce

ILA, USMX reach tentative deal that avoids another port strike



- The tentative deal reached includes language that addresses port automation
- Details of the agreement were not publicly disclosed, pending final approval by both sides
- The deal was reached a week before a January 15 strike deadline
- The 45,000 dockworkers at East and Gulf coast ports will work under the current contract until the tentative agreement is ratified by the wage-scale committees of local unions

Maritime Container Shipping News Port News North American ports Longshore labor

Michael Angell, Senior Editor | Jan 8, 2025, 3:03 PM EST

Flynn Cruiseport Boston celebrated a record-breaking 2024 season with significant infrastructure and sustainability investment announcements



- Celebrated record 2024 season of over 480,000 passengers
- Announced a \$100M Flynn Cruiseport investment
 - \$60M to install “ship-to-shore” electrical
 - \$40M for infrastructure improvements
- Boston will be the first port in New England with shore power

Strategic Plan

Ground Transportation Update

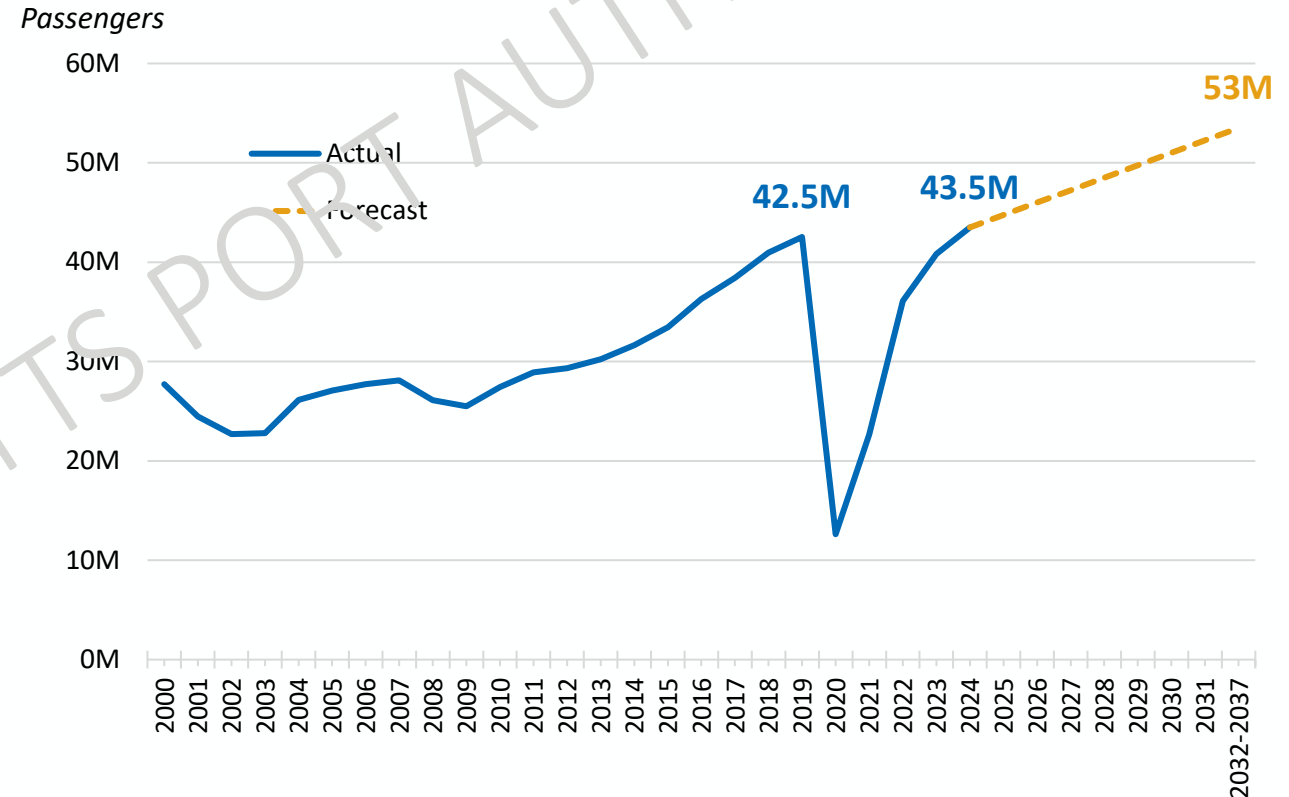
Rich Davey

January 16, 2025

Boston Logan is expecting continued growth in air passenger levels that will require ground transportation planning and investments

- After nearly five years of recovery, Logan Airport is back – achieving 43.5M passengers in 2024 – the highest ever
- Massport anticipates growth to 53M passengers in the next 10-15 years
- Landside operations will be the key challenge
- Greater passenger utilization of HOV/transit modes will be necessary to promote efficient ground access and campus roadways, while supporting net zero goals

Logan Airport Actual and Forecast Passengers



Source: Boston Logan International Airport - 2022 Environmental Status and Planning Report (ESPR) May 2024.

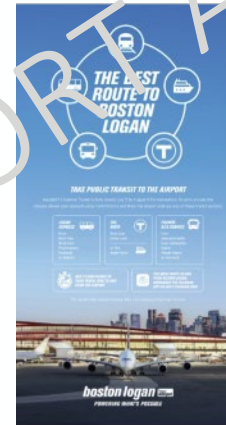
Massport's strategies to promote and boost transit options have been successful

Investments, collaborations and incentives to increase transit use:

- \$40M for new enhanced Silver Line 1 (SL1) service
- Additional direct shuttle services from MBTA Blue Line Airport Station
- Two new off-site employee shuttles from Quincy and Wonderland
- A 25% discount for online Logan Express (LEX) tickets
- Expanded cover bus fleet to improve LEX and shuttle schedule reliability
- Water transportation incentive - "Ticket to Skip to the Front of the Line" for airport checkpoint screening
- Comprehensive bus prioritization on Logan campus
- High frequency Bus Route 104, first new MBTA service to Logan Airport in a decade
- Ongoing expansion of parking at Logan Express Framingham and Danvers sites

Strategies are working:

- 2.6M Logan Express riders in 2024 – highest ever
- 1.7M private bus riders in 2024 – highest ever



Managing future growth to 53M passengers will require strategies to move more people in fewer vehicles

- Boston Logan has one of the highest rates of transit ridership among U.S. airports with more than 1 in 5 air passengers arriving by public or private transit
- Massport is achieving its HOV goals, with more than 40% of passengers arriving in transit or commercial vehicles with two or more passengers
- In the future, we need to shift more passengers to transit and optimize usage of parking and rental cars

Average vehicle trips per party:

Less than one



Public/private transit,
water transportation

Two



Long-term parking,
rental cars

Approx. three



Taxi / ride app / limo

Up to four

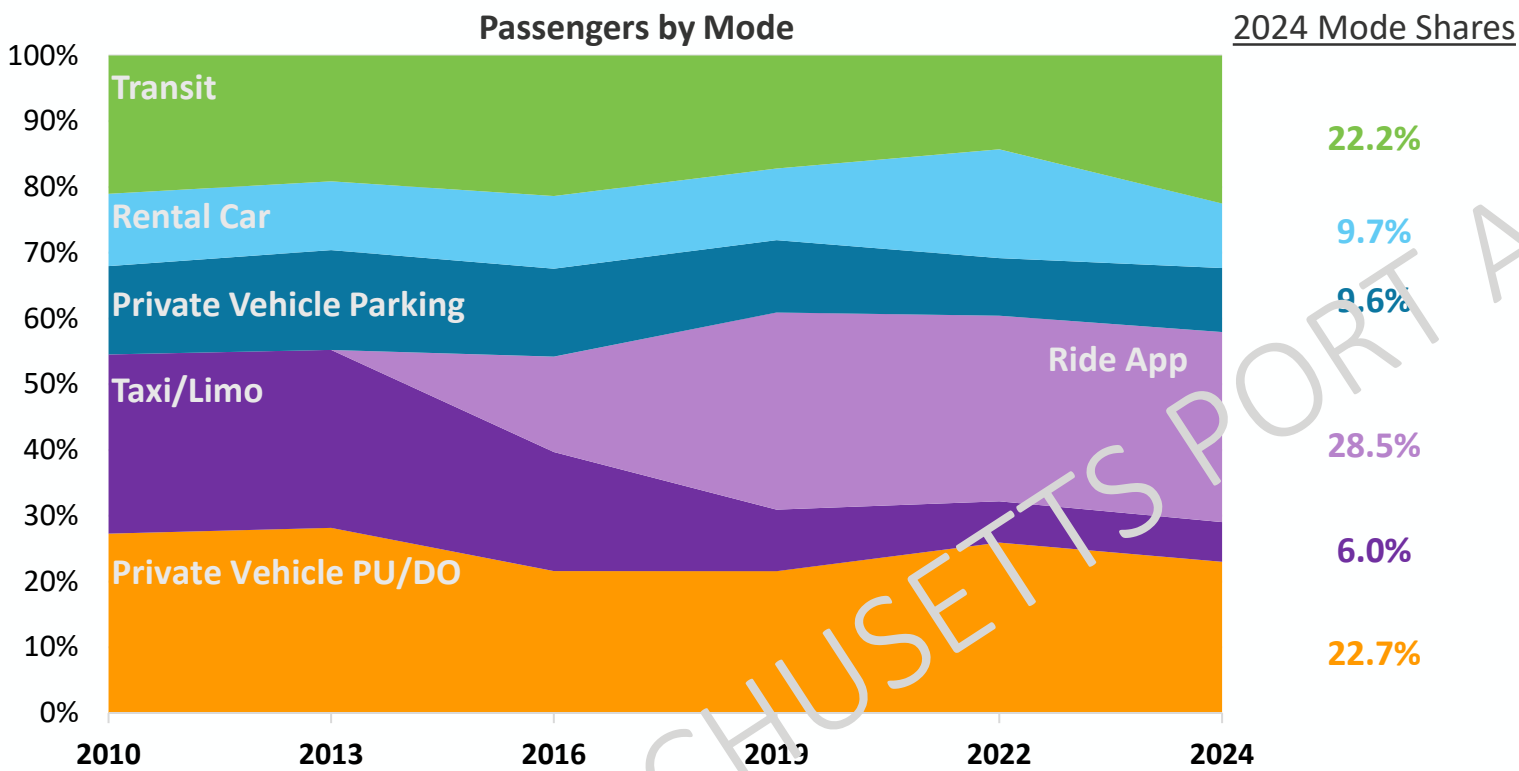


Drop-off / pick-up

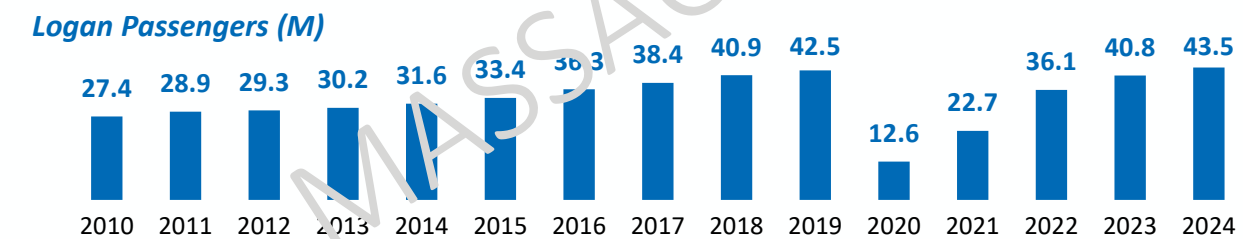
Most efficient

Least efficient

Transit mode share is higher than ever, but private vehicle pick up/drop off and Ride Apps remain a challenge to manage

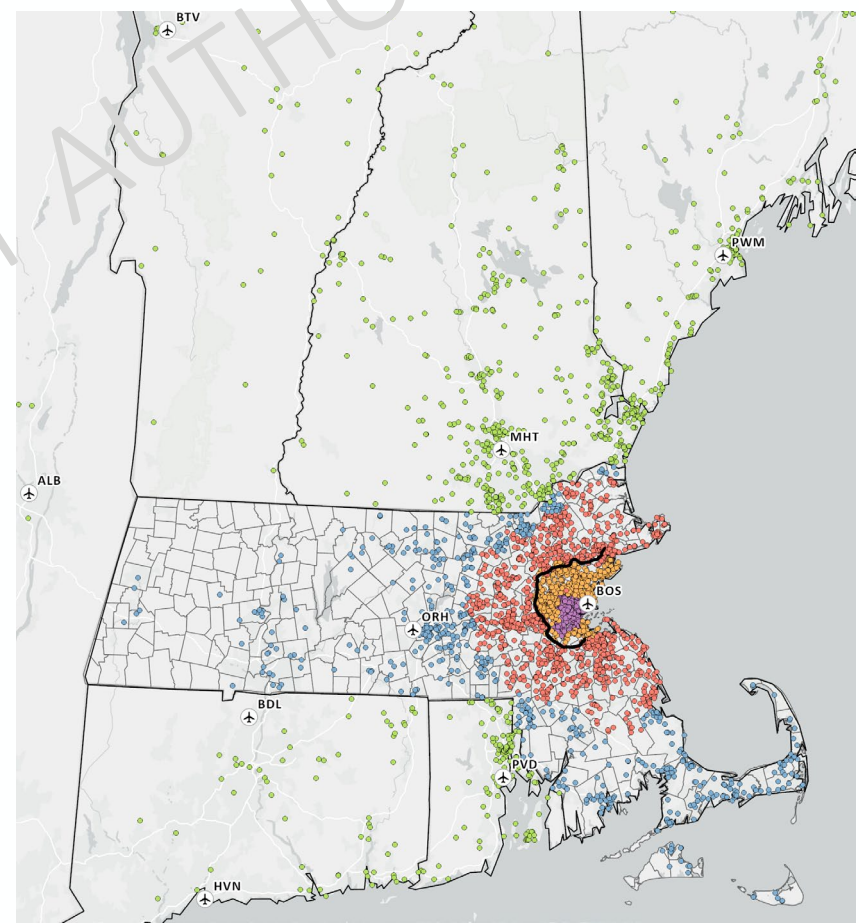
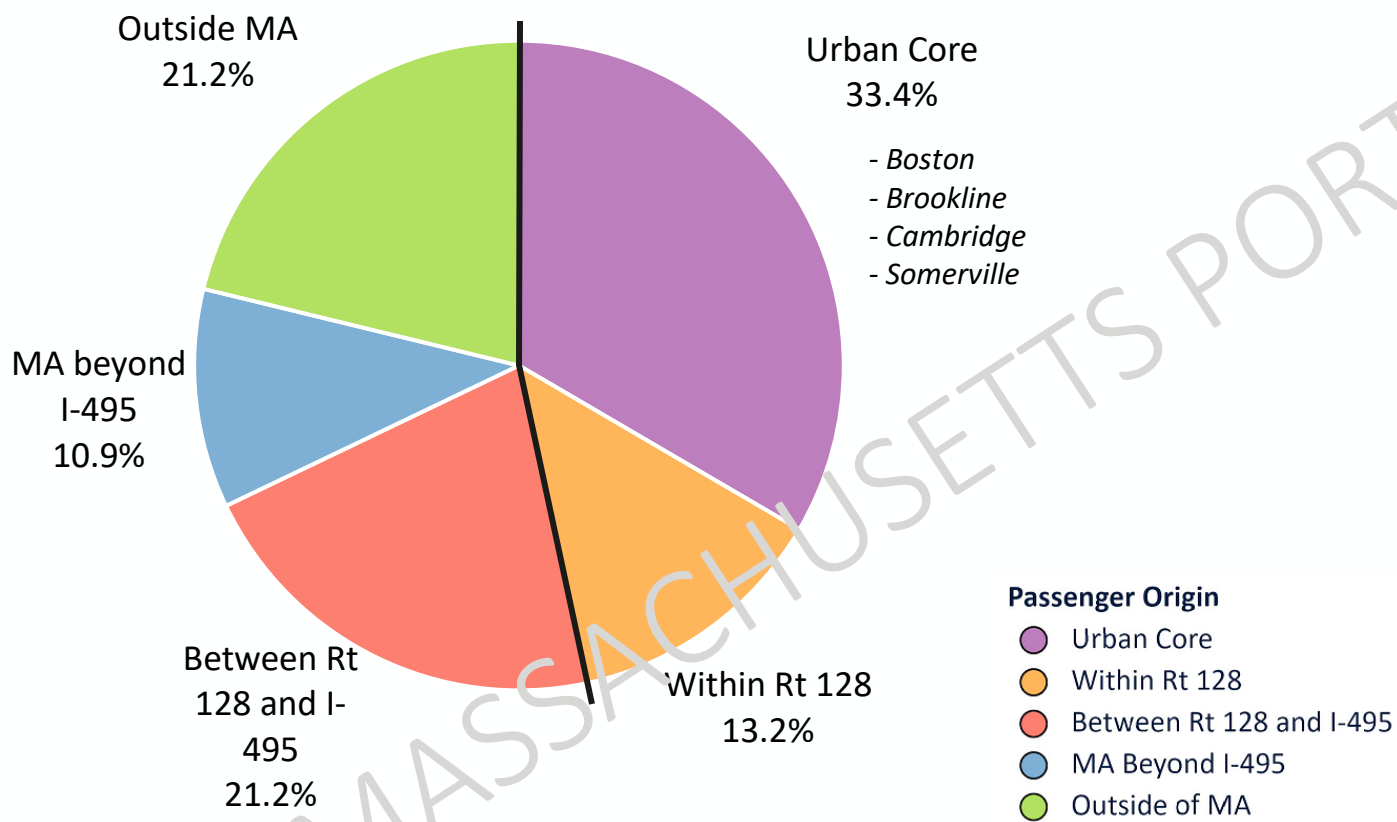


- Transit share, including LEX, the MBTA and private buses, has increased to 22.2% - a new high
 - Up from 17.6% in 2019 – pre-pandemic
 - Up from 14% in 2022
- Parking has declined as a mode share, but durations have increased
- Ride Apps are the dominant mode at 28.5%
- Private pickup/drop-off is the second most utilized mode at 22.7%



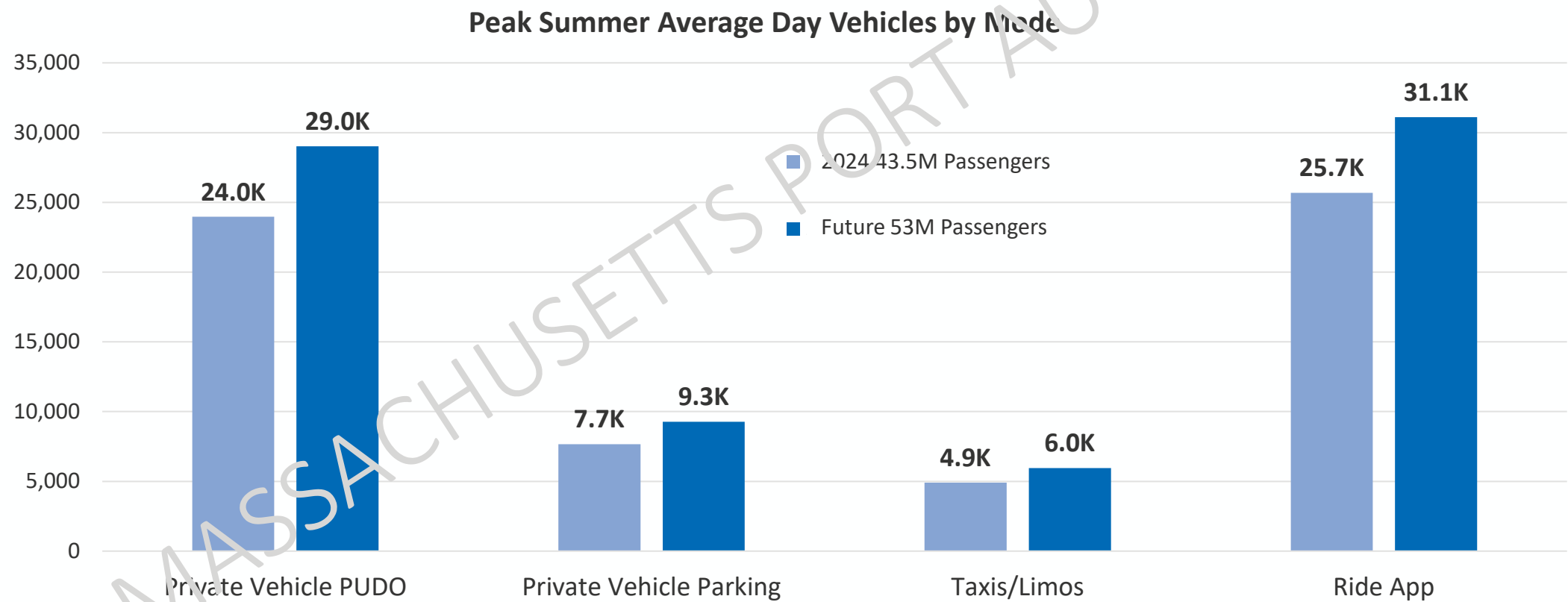
While Logan serves the entire New England region, almost half of passengers originate from cities and towns inside I-95/Rte. 128

Logan Airport Passengers by Origin



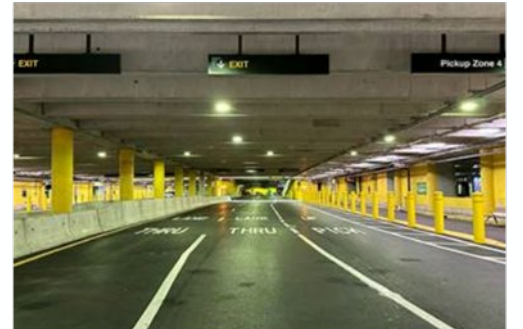
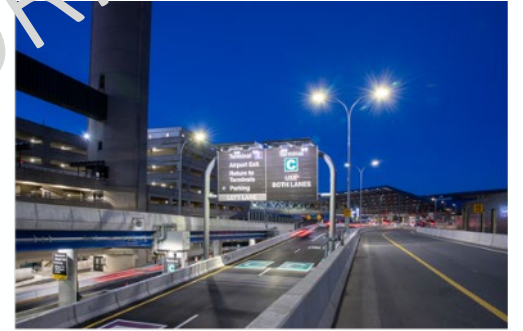
Without further action, 53M passengers could add 13,000 more vehicles to already constrained gateways, roadways and curbs

Private Pick Up/Drop Off and Ride Apps account for 80% of increase, or 10,500 vehicles



Accommodating the forecast 53M passengers efficiently will require a multi-faceted strategy

- Improve and expand HOV/transit services
 - Increase LEX services through more frequencies, expanded parking and new locations
 - Continue collaboration with MBTA and private bus operators
 - Explore remote terminals
 - Expand Silver Line 1 service
 - Improve Blue Line access
 - Continue partnering with private bus operators
- Improve Logan's on-campus infrastructure
 - Roadways
 - Curbs
 - Parking
- Explore policies to incentivize greater passenger use of efficient ground transportation modes
- Work with partners to address gateway constraints



Aside from HOV/transit, Massport is investing in other ground transportation infrastructure and initiatives

Roadways:

- Reconstructing roadway between Terminal C and Terminal E and roadway from Terminal E to gateways
- Adding a Deputy Director of Roadway Management position

Parking:

- Constructing previously permitted garage/transportation center in front of Terminal E
- Adding real time parking availability signs and post on website

Curbs:

- Improving bus wayfinding
- Relocating Ride App operations (from Central to Garage at E, for example), modifying pick up/drop off operations, and optimizing routings between SWSA and Terminals/Garages
- Optimizing Terminal E curbside operations and traffic on Transportation Way/Harborside Drive

Challenge: Identifying new resources to advance necessary initiatives and new ground transportation investments

- Significant capital investment for ground transportation will add pressure to the capital program
- Increasing HOV services and building new infrastructure will result in higher operating costs (e.g., expanding LEX service frequencies requires additional buses, drivers, and maintenance increasing annual outlays to vendors)
- Beyond HOV/transit expansion, Net Zero commitments to decarbonize the LEX and on-campus bus fleets and develop EV charging infrastructure will require additional investment
- Collectively, these initiatives will require approximately \$2.0B+ in additional resources over 10 years

Next Steps:

- Discuss capital needs and financing options with Joint Audit and Finance and Facilities and Construction Committee (February)
- Present Capital investment and Financing plans to the Joint Audit and Finance and Facilities and Construction Committee (March)
- Present Capital investment and Financing plans for a Board vote (March)
- Incorporate longer term actions/ideas into Strategic Plan

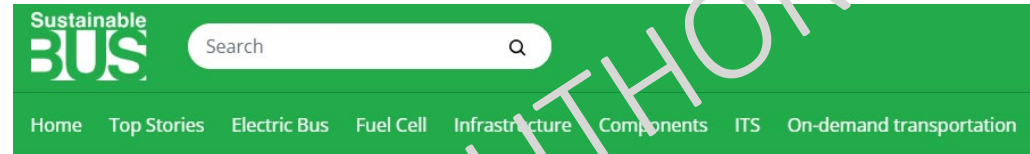
Electric Bus Procurement from the MBTA

Joel Barrera

January 16, 2025

Massport proposes to partner with the MBTA to replace on-airport shuttle buses with electric versions

- Massport has an opportunity to procure electric buses through the MBTA's procurement contract
- The MBTA has a contract for up to 460 Xcelsior CHARGE NG 40-foot battery electric buses from New Flyer, the leading North American bus manufacturer
- The Xcelsior CHARGE NG buses meet the 70% Buy America requirement with final assembly in the US
- Leveraging the MBTA's contract allows Massport to expedite the procurement of electric buses to retire and replace Airport Shuttle bus vehicles, modernizing our fleet while aligning with Massport's 2031 Net Zero goal



Up to 460 New Flyer e-buses headed to Boston (starting with 80 units)

Massachusetts Bay Transportation Authority (MBTA) has awarded New Flyer a contract for up to 460 next-generation Xcelsior CHARGE NG 40-foot battery-electric transit buses (BEBs). The contract includes a firm order for 80 vehicles, including 48 buses with New Flyer's standard two-door configuration and 32 buses with an additional streetside door for dual-side boarding, plus options for an [...]

2 May 2024 by Editorial Staff



Replacement of the on-airport shuttle bus fleet is consistent with Massport's goals to increase transit/HOV use and achieve Net Zero emissions by 2031

- The current on-airport fleet consists of:
 - 31 40- and 42-foot CNG buses, and
 - 32 60-foot articulated hybrid diesel-electric buses
- Massport proposes to procure up to 50 electric buses, at a cost of approximately \$1.5M per bus, to replace the 31 40/42-foot CNG buses
- Purchasing up to 50 replacement buses allows for additional spare buses that may be required for electric operating characteristics, as well as expansion of various shuttle services
- The zero-emission buses will eliminate approximately 1,900 MTCO₂e emissions annually
- Buses ordered in early 2025 would be delivered beginning Spring 2027



Board Recommendation and Next Steps

Today's Board Vote:

Authorize staff to negotiate, execute and deliver an Interagency Agreement with the MBTA providing for the acquisition of up to 50 new battery electric buses to be procured by the MBTA for the Authority's ownership and use

Next Steps:

- Negotiate and enter into an Interagency Agreement with the MBTA
- Include the appropriate funding for the procurement in the FY25-29 CIP (March Board vote)
- Once Interagency Agreement is executed, there will be a future Board vote to authorize funding

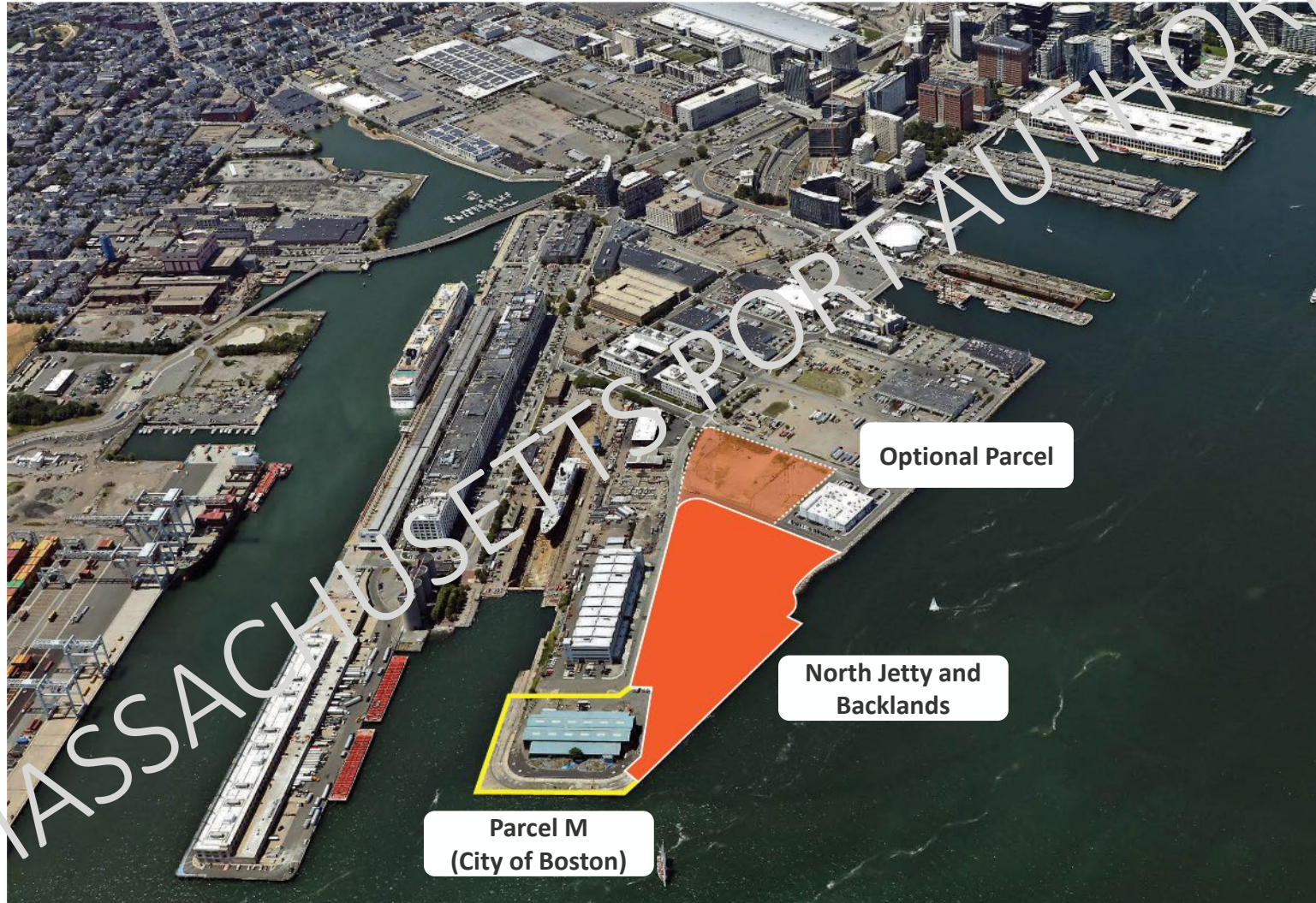
Real Estate and Strategic Initiatives

Development of the North Jetty and Backlands

Andrew Hargens

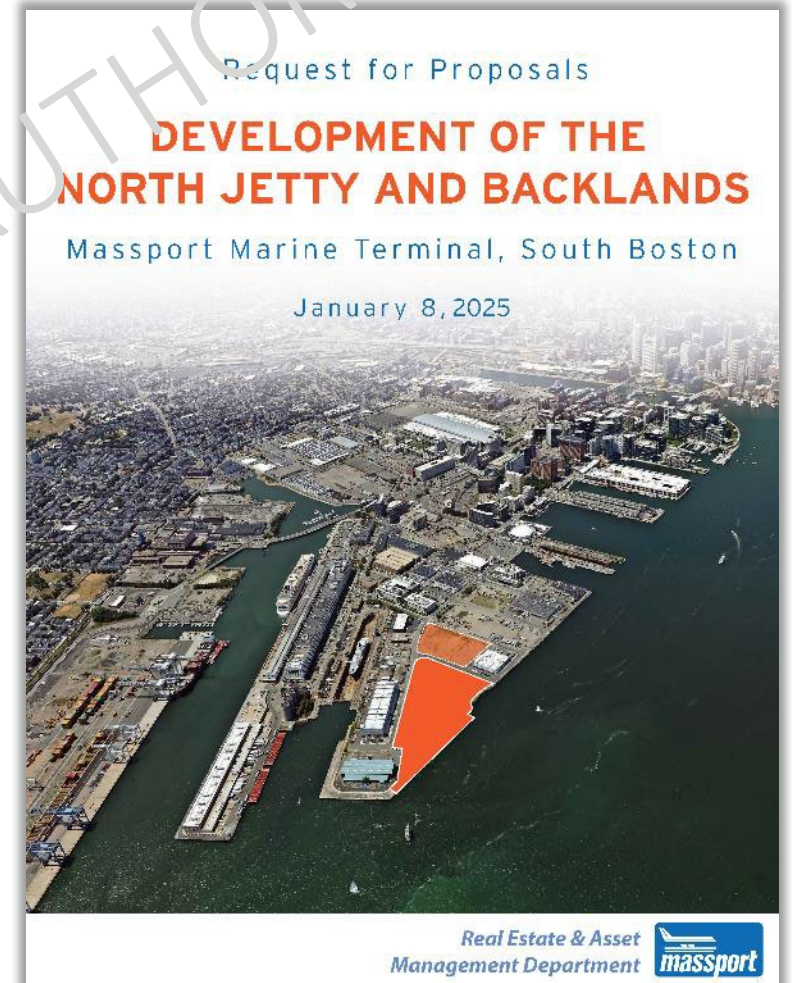
January 16, 2025

Massport issued an RFP for the North Jetty berth and 16-acre backlands to create a multi-use bulk marine terminal in parallel with the City's RFP for adjacent Parcel M



Revitalizing the deep-water North Jetty berth supports Massport's broader maritime mission and will increase the competitiveness of the Port of Boston

- New developer/operator to be selected in Spring 2025
 - Massport has secured \$1 million in Federal funding and \$20 million in State funding, including \$10 million from the 2024 Economic Development Bill
- Objective is to establish a flexible, multi-purpose cargo terminal to:
 - Meet steady demand for non-containerized cargo handling
 - Support evolving offshore wind industry
 - Leverage opportunities with emerging blue economy/blue tech partners
- Parallel but separate City of Boston RFP for adjacent 3-acre "Parcel M"
 - Exploring synergies across Massport and City properties
- Pre-RFP networking/outreach: "teaser" issued in December 2024; RFP issued early January; bids due in late February
- Developing strategy to apply for grant funding under Federal Port Infrastructure Development Program in April



Audit and Finance

Rates and Charges FY25 Mid-Year Adjustment

- **Logan Baggage Screening Facility Fee**
- **Logan Landing Fee**

Daniel Gallagher

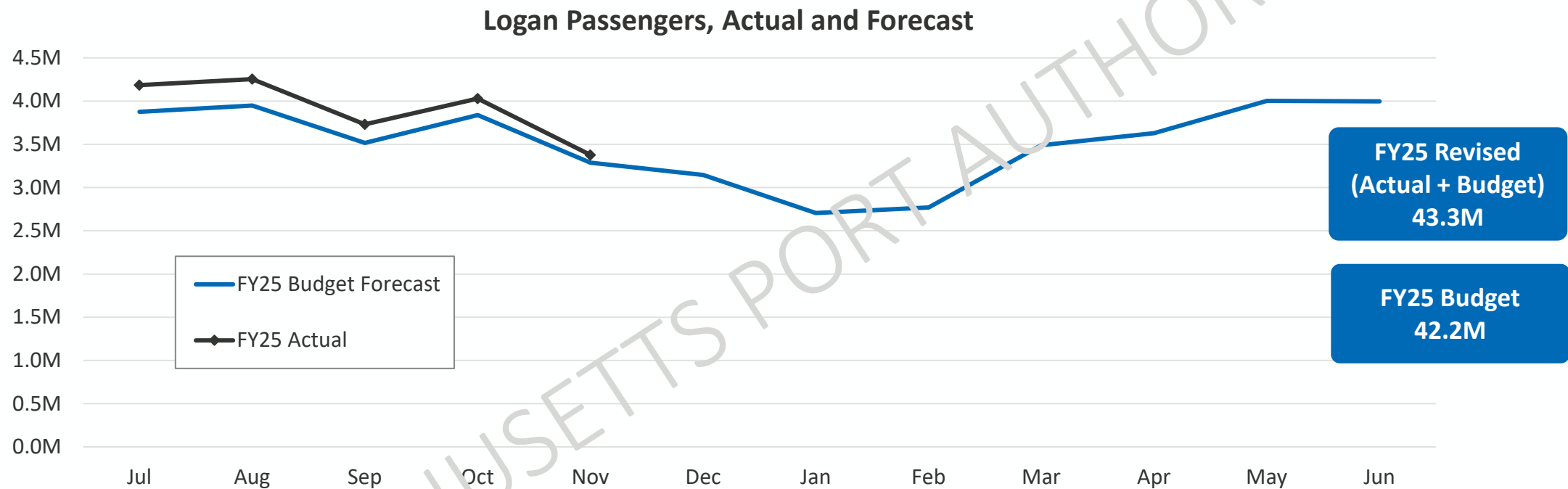
January 16, 2025

FY25 Board Voted Rates

FY25 Activity Fee Rates

Activity Fee (Units)	Recovery Cost	FY25 Activity (Original Forecast)	Board Voted FY25 Rate
Landing Fee (per 1,000 lbs.)	\$168M	25.4M (1,000 lbs)	\$6.61
Baggage Screening Fee (per checked bag)	\$23.8M	11.8M bags	\$2.02
International Inbound Fee (per pax)	\$56.9M	3.8M pax	\$15.04
International Outbound Fee (per pax)	\$16.9M	3.2M pax	\$5.36
Terminal E Check-in Fee (per pax)	\$25.6M	2.8M pax	\$9.02

FY25 Passenger Forecast – Budget vs Revised

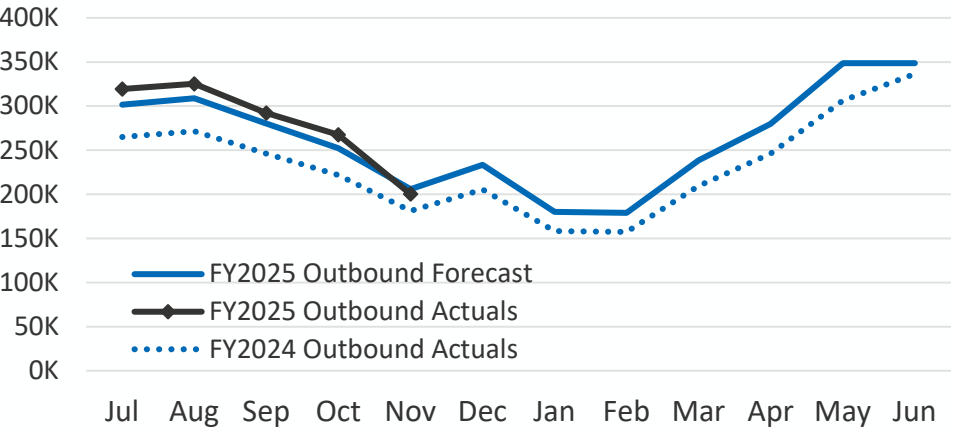


Passengers (in millions)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY25 Revised Forecast	4.2	4.3	3.7	4.0	3.4	3.2	2.7	2.8	3.5	3.6	4.0	4.0	43.3

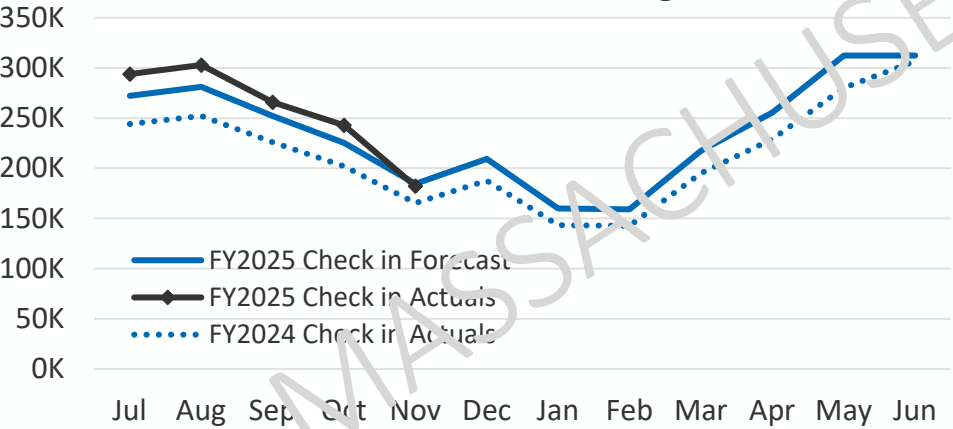


FY25 Terminal E Passenger Activity Performance

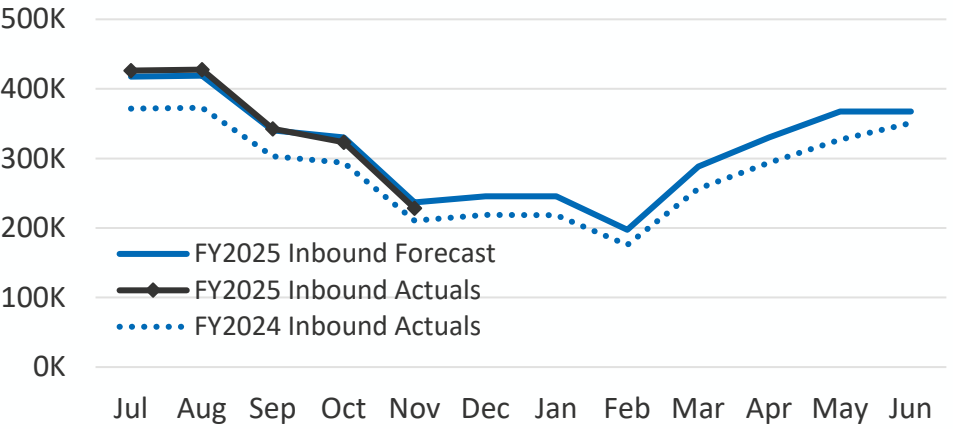
Terminal E Outbound Passengers



Terminal E Check-in Passengers

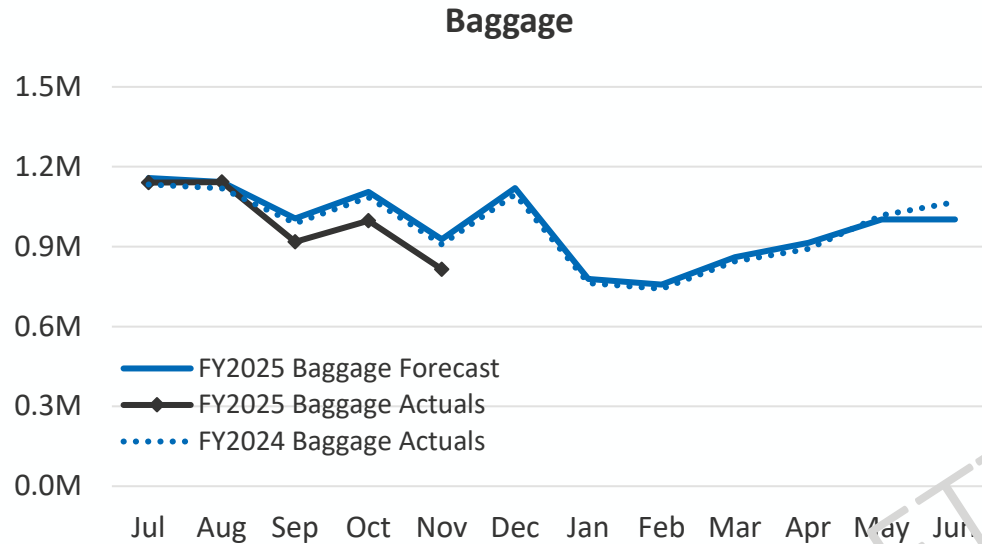


Terminal E Inbound Passengers

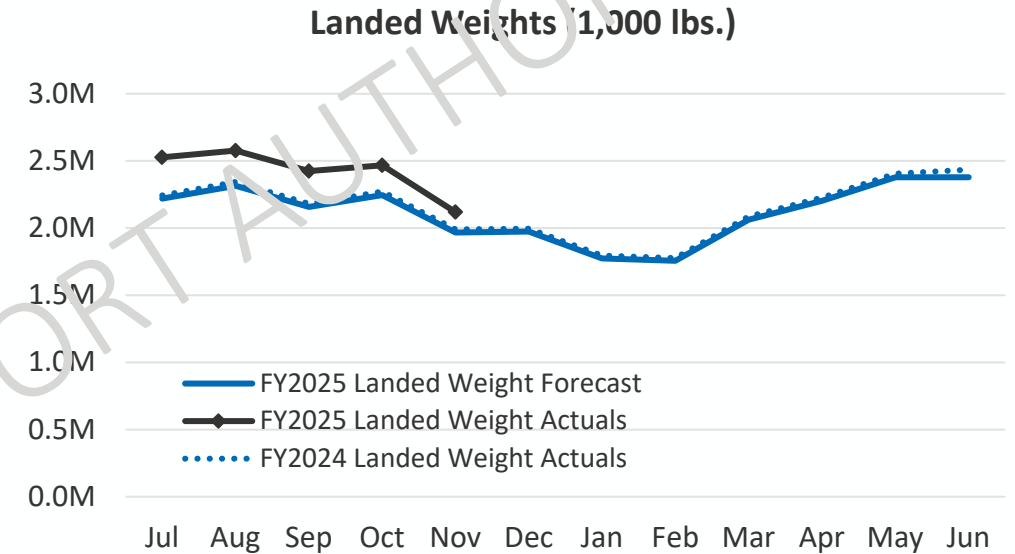


- Terminal E International passenger volumes are forecast to remain at budgeted levels in all three activity fee areas
- Activity performance:
 - Service to Europe, the Middle East and Asia will likely meet budget
 - Service to Latin America will not likely meet budget
 - Overall passenger activity during second half of FY25 is forecast to offset any prior shortfall

FY25 Baggage and Landed Weight Performance



- Baggage volumes are expected remain below forecast
- Feedback from carriers confirms that passengers are checking fewer bags overall
- Unanticipated expenses for baggage system repairs will need to be recovered
 - These expenses are under review for potential capitalization



- Landed weights are above forecast due to aircraft up-gauging and airlines restoring frequencies to existing services
- Overall landed weights for FY25 will likely exceed budget

Board Recommendation

- Based on fiscal year-to-date activity and budget performance, staff recommends the following rate adjustments:

Activity Fee (Units)	Potential Budget Adjustment (+/-)	FY25 Activity FYTD (5 months)	Board Voted FY25 Rate (eff 7/1/2024)	Adjusted Rate (eff 2/1/2025)
Landing Fee (per 1,000 lbs.)	-\$0.5M	7.6%	\$6.61	\$6.10
Baggage Screening Fee (per checked bag)	\$0.6M	-7.3%	\$2.02	\$2.35

- Adjusted rates would be effective February 1, 2025

MBTA Wonderland Garage License Amendment

Daniel Gallagher

January 16, 2025

Wonderland Employee Parking Program

Background

- Wonderland Employee Parking Program began July 2023
- Massport licenses 500 parking spaces at the MBTA's Wonderland facility and distributes MBTA LinkPass cards to Logan employees parking at Wonderland
- These 500 spaces provide for roughly 1,800 employee permits
- Location is convenient for employees that live on the North Shore
- Reduces congestion on the Route 1A corridor
- Leverages existing rail infrastructure and promotes HOV use
- MBTA installed additional public restrooms at Wonderland on Massport's behalf
- Massport provides shuttle bus service during MBTA Blue Line off hours
- MBTA enhanced access for the Massport's shuttle-bus service; Massport to pay MBTA \$200K for its share of costs



Board Recommendation

Staff requests that the Board adopt the Vote to authorize staff to negotiate, execute, and deliver an Amendment with the MBTA for the Wonderland Garage extending the term for five years through June 30, 2029 at a monthly license fee of \$25,000

Logan Airport Terminal C Lounge Lease Agreement

Daniel Gallagher

January 16, 2025

Massport issued a Request for Proposals (RFP) for the design, construction and operation of full service premium passenger lounge facility at Logan Airport Terminal C

- Proposed two-story 20,000 sf location at Terminal C, adjacent to Gate C10
- Massport to construct base building space and provide shell condition premises to successful Respondent
- Successful Respondent to pay Massport \$59.5M in recognition of Massport's capital costs associated with shell space
- Construction of lounge to meet LEED Gold certification

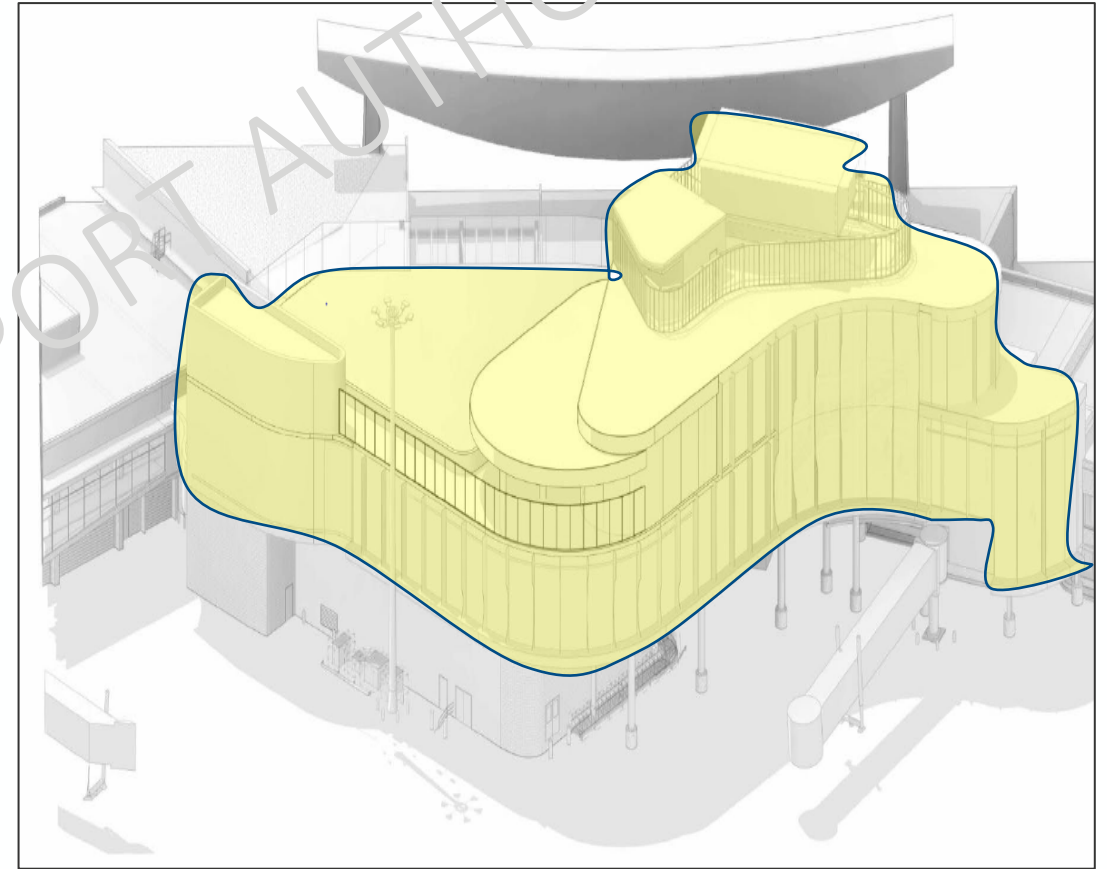


RFP Process

- Timeline:
 - August 16, 2024 – RFP issued
 - September 12, 2024 – Pre-submission conference and site tour
 - October 18, 2024 – Proposal submissions were due
- One proposal was received from American Express Travel Related Services Company, Inc. (“American Express”)
- Massport requested a best and final offer from American Express

Proposal Summary

- Concept:
 - American Express Centurion Lounge
 - Two-story Premises with outdoor terrace
- Extensive Experience:
 - By 2026, American Express will operate 33 Centurion Lounges worldwide (17 in the U.S. and 16 internationally)
- Design:
 - American Express to collaborate with Massport's design team on final design of lounge premises
- DE&I Commitment:
 - 20% MBE and 5% WBE - construction
 - 25% MBE and 30% WBE - overall operations



Renderings of Proposed American Express Centurion Lounge: *The Bar*



Renderings of Proposed American Express Centurion Lounge: *The Hearth*



Renderings of Proposed American Express Centurion Lounge: *The Rooftop Terrace*



American Express Best and Final Offer

Proposal Summary	Best and Final Offer
Initial Term	15 years
Option Term	10 Years – American Express' option
Premises Investment Payment to MPA	\$59.5M <ul style="list-style-type: none"> • 1st payment - \$10M upon execution of lease • 2nd payment - \$20M 6 months from execution • 3rd payment - \$29.5M at date of beneficial occupancy
American Express Interior Buildout Investment	\$40M
Fixed Rent Payment	\$10.3M/year (\$257.5M over 25 years)
Additional Club User (commission) Fee (25%)	\$10.2M estimated over 25 years
Advertising Commitment	\$7.5M over 25 years
Mid-Term Reinvestment	\$8.0M
Annual Facilities Upkeep	\$325K/year (\$8.1M over 25 years)
Total Financial Commitment	\$391M

Board Recommendation

Staff requests that the Board approve the Vote to authorize staff to negotiate, execute and deliver a Lease Agreement with American Express for the development, lease and operation of the Terminal C Lounge

Facilities and Construction

Terminal C Lounge and Upgrades (L1836)

Luciana Burdi

January 16, 2025



A future American Express Lounge in Terminal C will include Logan Airport's first green roof and an outdoor patio

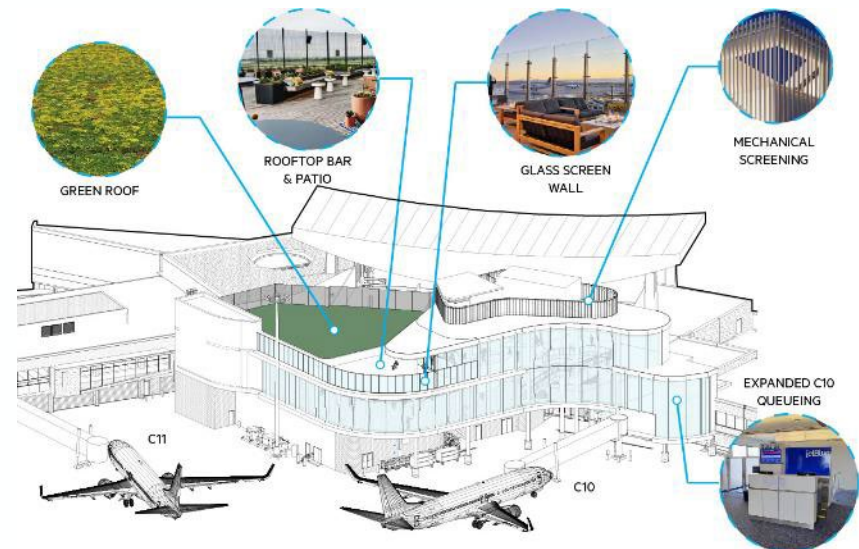
Project Scope:

- Design and construct an approximately 20,000 square foot two-story shell space for the future American Express Lounge over the Terminal C C3 bag room
- Expand the hold room at gate C10 by approximately 900 square feet to improve passenger queuing and the hold room experience
- Relocate and replace the existing C3 switching station, currently located outside of the C3 bag room, to the roof of Terminal C Pier A
 - Existing switching station is below the flood elevation and at end-of-life
- Improve the plumbing in the Terminal C crawl space to support the building function

Existing 2024



Proposed 2027



Project Implementation and Board Recommendation

Key Conditions of Satisfaction:



- Minimize disruptions to Massport operations
- Maintain strict adherence to Massport's Sustainability, Net Zero, & Resiliency Guidelines
- Improve the experience of departing and arriving passengers at Terminal C Gate C10

Timeline:



- Construction is anticipated to start in Spring 2025



Board Recommendation: Approve a partial project budget in the not-to-exceed amount of \$75 million

Runway 27 Safety Area Improvements (L1633)

Luciana Burdi

January 16, 2025

The Runway 27 Safety Area Improvements project will enhance the safety area consistent with FAA standards

- This is a required FAA safety project that does not extend the runway or change the operational capacity of the runway

Project Scope:

- Construct a pile supported deck over Boston Harbor to extend the runway safety area (RSA) to a length of 650' from the runway threshold with an engineered materials arresting system (EMAS) within the new RSA footprint
- Construct emergency access ramps on either side of the deck



The project includes installation of an EMAS on the pile supported deck

What is an EMAS?

- EMAS is a safety system consisting of lightweight crushable concrete blocks in the runway safety area that can safely slow an aircraft in an overrun situation
- Each EMAS is designed for the specific aircraft fleet utilizing the runway
- EMAS is an FAA-approved measure for achieving safety standards
- Massport currently has four EMAS – two at Logan and two at Worcester



An FAA Airport Infrastructure Grant (AIG) funded by the Bipartisan Infrastructure Law will fund 75% of project costs



Key Conditions of Satisfaction:

- Avoid impacts to scheduled airline services
- Enhance Runway 27 safety area end consistent with FAA Runway 9-27 Runway Safety Area (RSA) Alternatives Study



Milestones:

- Year 1 construction is scheduled to start after July 1, 2025
- Year 2 is scheduled to start after July 1, 2026
- Both construction years require the closure of Runway 9-27
- Construction will be complete in Fall 2026



Project Funding

- 75% of eligible costs will be funded with an FAA Airport Infrastructure Grants (AIG) funded by the Bipartisan Infrastructure Law

Board Recommendation:

Approve a partial project budget in the not-to-exceed amount of \$110 million

Assent Agenda