

# Massachusetts Port Authority Board Meeting

April 17, 2025



Chair's Comments

CEO Report  
Richard Davey

# **MASSPORT'S 2025 PRIORITIES**

**PLANNING  
& MANAGING  
FOR GROWTH**



**CUSTOMER  
SATISFACTION**



**FINANCIAL  
PERFORMANCE**



**MASSPORT  
AS AN EMPLOYER  
OF CHOICE**



**DOUBLE  
DOWN ON  
FIGHT AGAINST  
CLIMATE CHANGE**



**LEADERSHIP**



**SAFETY & SECURITY**





# Massport welcomed almost 700 attendees and over 100 volunteers to the Spring 2025 Wings for Autism event at Logan Airport



CUSTOMER  
SATISFACTION





## We introduced the Hidden Disabilities Sunflower program at Logan for passengers who need additional assistance, time, and patience

Customer  
Satisfaction

- The sunflower lanyard provides discreet support to people with disabilities or conditions that are not immediately apparent to others
- The Sunflower lanyard is used at hundreds of airports and other venues around the world
- No documentation is required, participation is voluntary, and passengers do not need to disclose the nature of their disability
- Over 100 lanyards were distributed at the Wings for Autism event





On opening day at Polar Park, we gave away four free roundtrip tickets to a family of WooSox fans curtesy of JetBlue



CUSTOMER  
SATISFACTION





# We welcomed Lieutenant Governor Kim Driscoll to our Women's History Month celebration



MASSPORT  
AS AN  
EMPLOYER  
OF CHOICE





# Massport's latest cohort of public safety professionals completed the Blue Sky leadership training program



- Massport partners with Babson College to train Fire Rescue, Aviation Security, and Port Police leaders on how to respond to public needs in challenging situations
- Participants honed their leadership skills by focusing on emotional and social competence, innovation, decision-making and leadership under stress
- Graduates received certificates and presented innovative ideas for improving communication, while promoting and utilizing team member skills in a collaborative way



# We're working with partners to host a Sustainable Aviation Regional Workshop in June

Double  
Down on Fight  
Against Climate  
Change

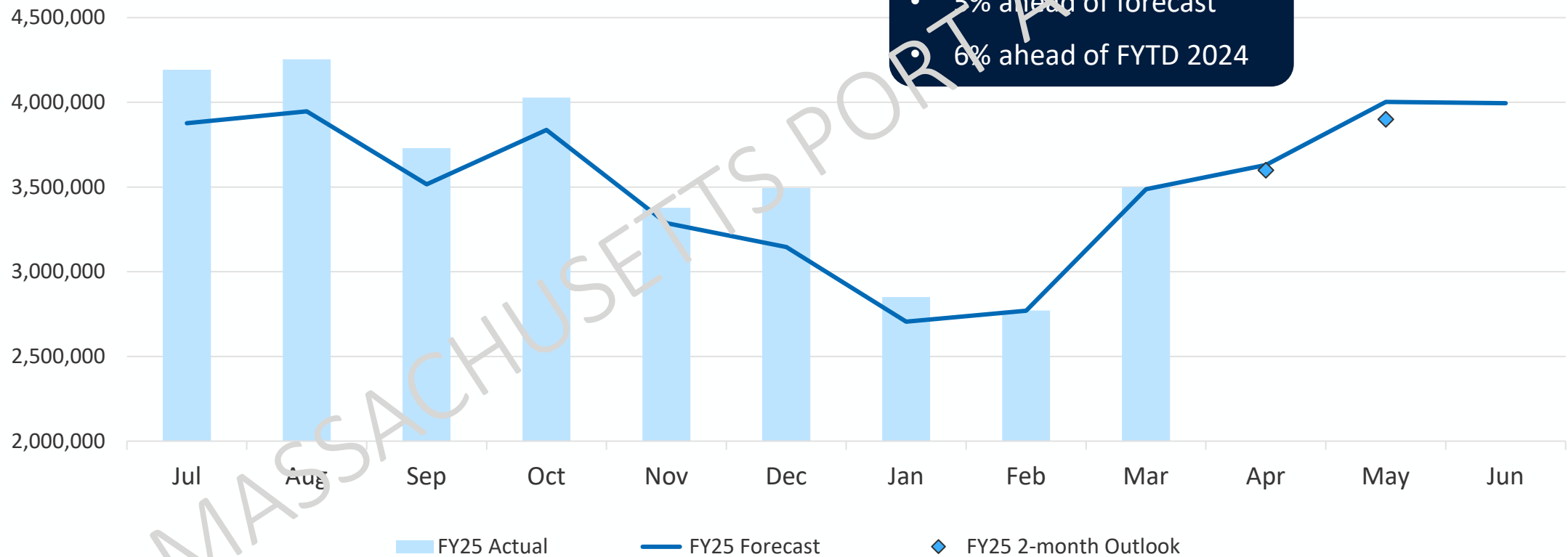
- Invite-only workshop of key stakeholders to accelerate the use of sustainable aviation fuel (SAF) in Massachusetts and New England
- A Massport collaboration with the Commonwealth, the Commercial Aviation Alternative Fuels Initiative (CAAFI), US DOT Volpe Center, MIT Laboratory for Aviation and the Environment, and the Massachusetts Clean Energy Center
- Objective is to identify practical steps for advancing the policies, technologies, and economics to support local and regional SAF deployment



# Logan served 32M passengers FYTD March, 5% better than forecast

Financial  
Performance

## Logan Passengers (Actual and Forecast)





# February 2025 Financial Results

Financial  
Performance

## Activity Highlights

- Logan served 2.8M passengers
- Conley Terminal processed 11,600 containers
- Real Estate revenues exceeded plan by \$0.4M
- Expenses were \$3.3M above budget

## Financial Results

Revenues	\$97M
Expenses	<u>(\$92M)</u>
Contribution	\$5M

*Net contribution will be used to fund the Capital Investment Program including Net Zero initiatives and HOV enhancements*



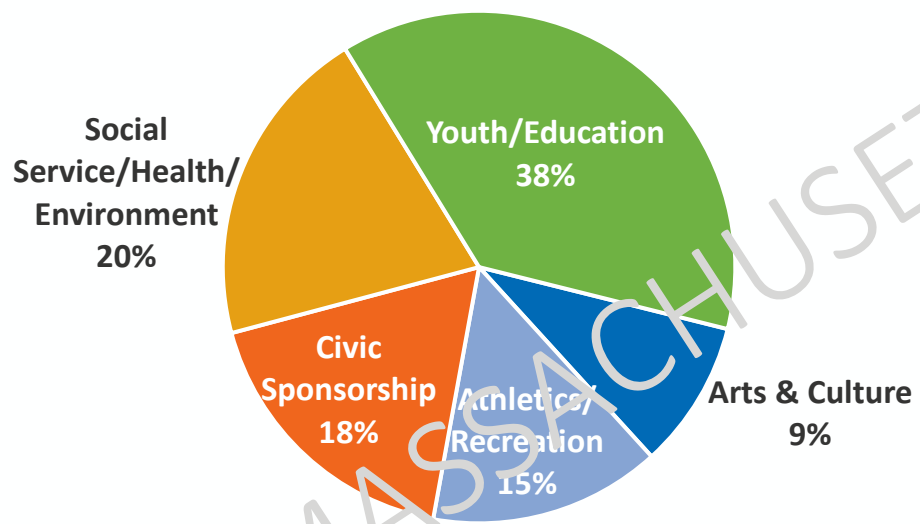


# Massport's Charitable Contribution Program continues to have a positive impact on local communities

Leadership

## Contributions through FY25 Q3

- \$208,500 in grants to 45 organizations
- \$136,500 in grants to 25 organizations that predominately serve people of color



## Organizations Funded in Q3:



# Massport is preparing for the 2025 Atlantic hurricane season



SAFETY &  
SECURITY

- 2025 hurricane season is predicted to be above average
- Trainings and exercises on hurricane awareness, response, and recovery will be held during **Hurricane Preparedness Week, May 5-11**

## Schedule of Events:

- Day 1: Hurricane Helene lessons learned:
  - Presentation by **Tampa Airport** on the impacts of the 2024 storm to airport operations
  - **Southwest Florida Airport** presentation on the use of Geographic Information System (GIS) to assess damage
  - **Kleinfelder** - Logan Airport flood model update
- Day 2: **Port of Tampa** presentation on Hurricanes Helene/Milton impacts to maritime operations
- Day 3: Massport Maritime Hurricane Response Plan TTX
- Day 4: **National Weather Service** Hurricane forecast presentation
- Day 5: Logan Airport Hurricane Response Plan TTX and hurricane barrier deployment demonstration



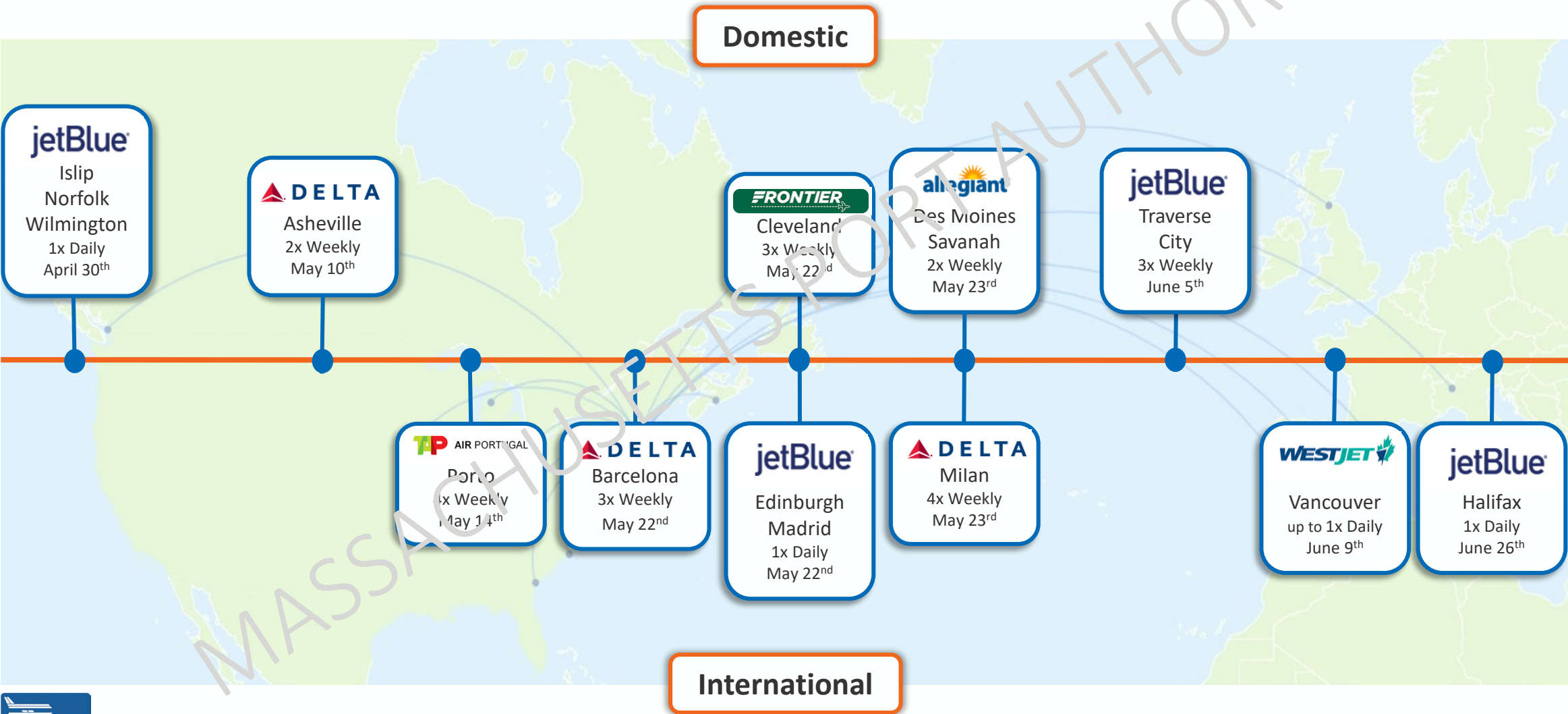
Report of the Director of Aviation  
Ed Freni

# Logan Airport served 3.5M passengers in March

Logan Activity  
March 2025

	Month	Prior Year	% Change Over Prior Year	FYTD 2025	FYTD 2024	% Change Over FYTD 2024
Passengers	3.5M	3.5M	2.3%	32.2M	30.3M	6.4%
Aircraft Operations	33.7K	32.1K	5.0%	309.4K	289.0K	7.1%

# Boston Logan International Airport New Service Summer 2025



# Worcester Regional Airport passenger volume down compared to 2024, but load factors improving

## Monthly Passengers

- 26,200, down 5% over March 2024
- April numbers expected to benefit from additional Orlando flights added for April school vacation

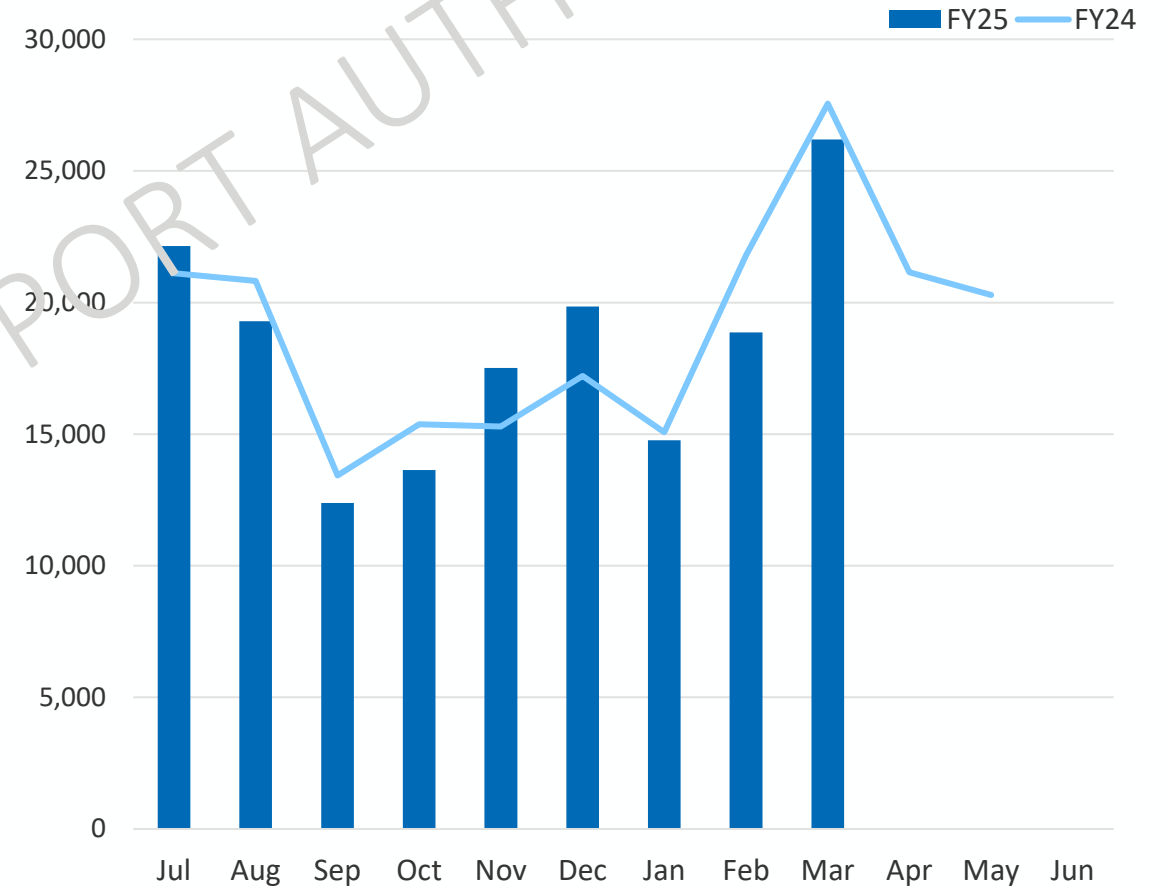
## Load Factors

- Passenger load factors improved in March compared to February, especially in the Florida markets:
  - Fort Lauderdale 81% vs 74% prior month
  - Fort Myers 83% vs 76% prior month
  - Orlando 85% vs 81% prior month
  - NYC markets 24% vs 27% prior month

## FYTD March 2025

- 164,600, down 2% over FYTD 2024

Worcester Regional Airport Passengers



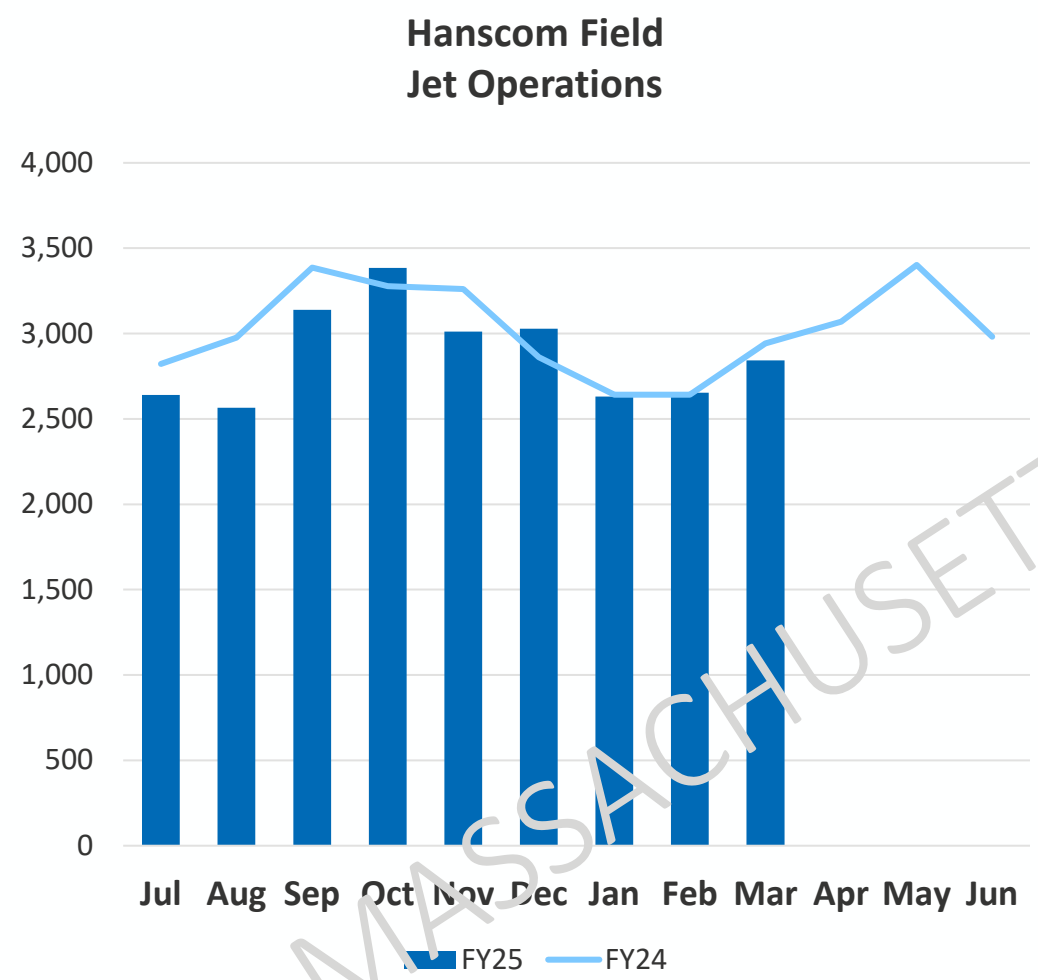


# Massport welcomed Canine Companions to Worcester Regional Airport



- Canine Companions is a national organization dedicated to providing highly trained service dogs to people with disabilities at no charge
- About 10 dogs and 12 volunteers came to Worcester airport to train the dogs in a real-world airport environment
- This marks the third time the airport has hosted Canine Companions and their service dogs.

# In March, total activity at Hanscom Field declined year over year; jets still higher than 2019



### Month Activity:

March 2025		
	Jets	Total
Operations	2,800	7,700
Chg vs 2024	-3%	-7%
Chg vs 2019	5%	-23%

### FYTD 2025 Activity:

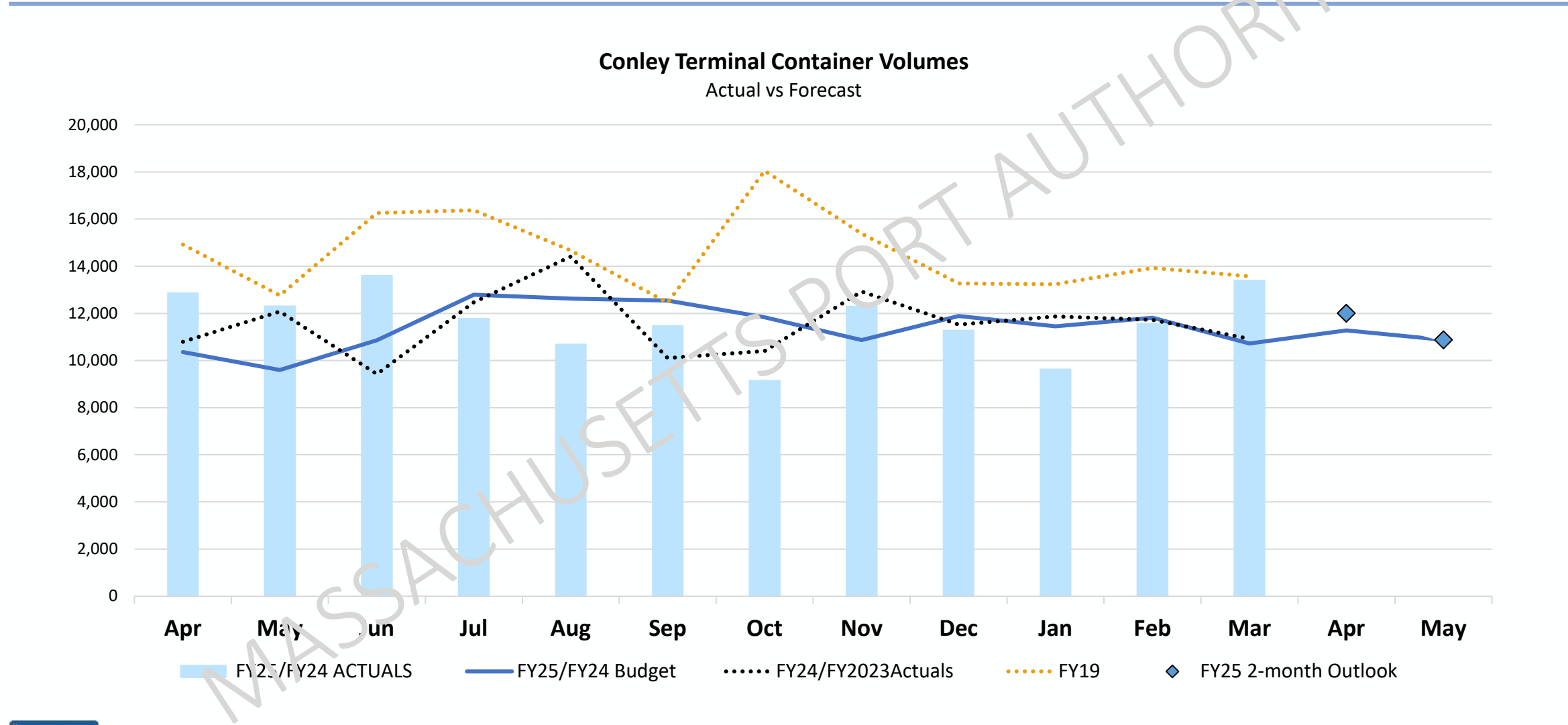
	Jets	Total
Operations	25,900	75,200
Chg vs FY24	-3%	-8%
Chg vs FY19	14%	-7%





Report of the Director of Maritime  
Lauren Gleason

# Conley Terminal handled 16 vessels and processed over 13,000 containers in March

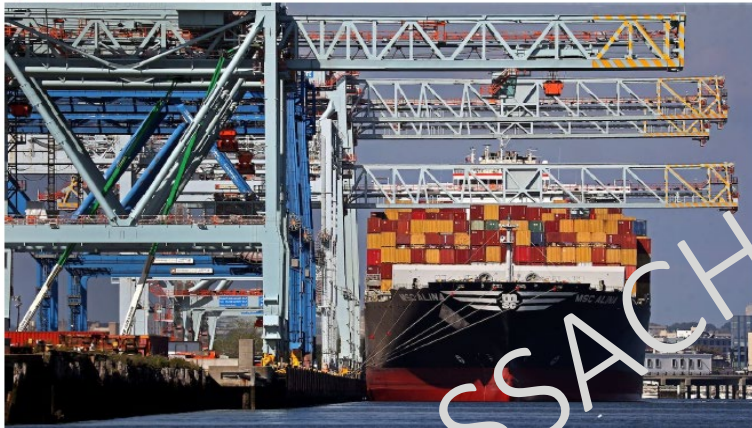


# Uncertainty around tariffs continues

The Boston Globe

## **‘Tumult and uncertainty’: Massport gets ready for potential slowdown at shipping terminals, Logan Airport**

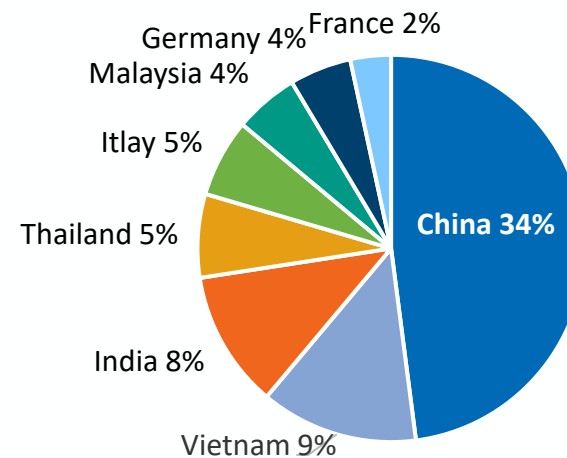
By Jon Chesto Globe Staff, Updated April 10, 2025, 1 hour ago



A cargo ship docked at the Conley Container Terminal in South Boston unloads in 2022. DAVID L. RYAN/GLOBE STAFF

- On April 9, the Trump administration postponed all reciprocal tariffs for 90 days and implemented a baseline 10% tariff on all countries except China
- The U.S. simultaneously implemented a 145% tariff against China, who retaliated with a 125% tariff against the U.S.
- High tariffs on China are expected to reduce cargo volumes, causing a shift towards Southeast Asia, with shippers expected to expedite their cargo movements to capitalize on the 90-day postponement

Conley Volume by Country of Origin



# Maritime sector continues to monitor Trump Administration announcements related to the shipping industry, including proposed \$1.5 million fee per U.S. port call

Journal of Commerce  
by S&P Global

## Trump signs order for US shipbuilding, but stays mute on port fees



The USTR said it wants to balance the new port fees on Chinese ships with the needs of US exporters.  
Photo credit: Sherry Fitzgerald / Shutterstock.com.

Michael Angell, Senior Editor | Apr. 9, 2025, 6:38 PM EDT

- The USTR Office has proposed fees of \$1.5 million per U.S. port call for any ships built in China, flagged in China, or associated with Chinese companies
  - Over 80% of the global shipping fleet would be subject to the proposed fees
- Over 60 entities, including New England-based trade associations and Conley Terminal importers, testified in Washington, D.C. the week of March 24
- USTR Jamieson Greer appeared before the Senate Finance Committee, stating his office is seeking to adjust the proposal so U.S. exports remain competitive globally



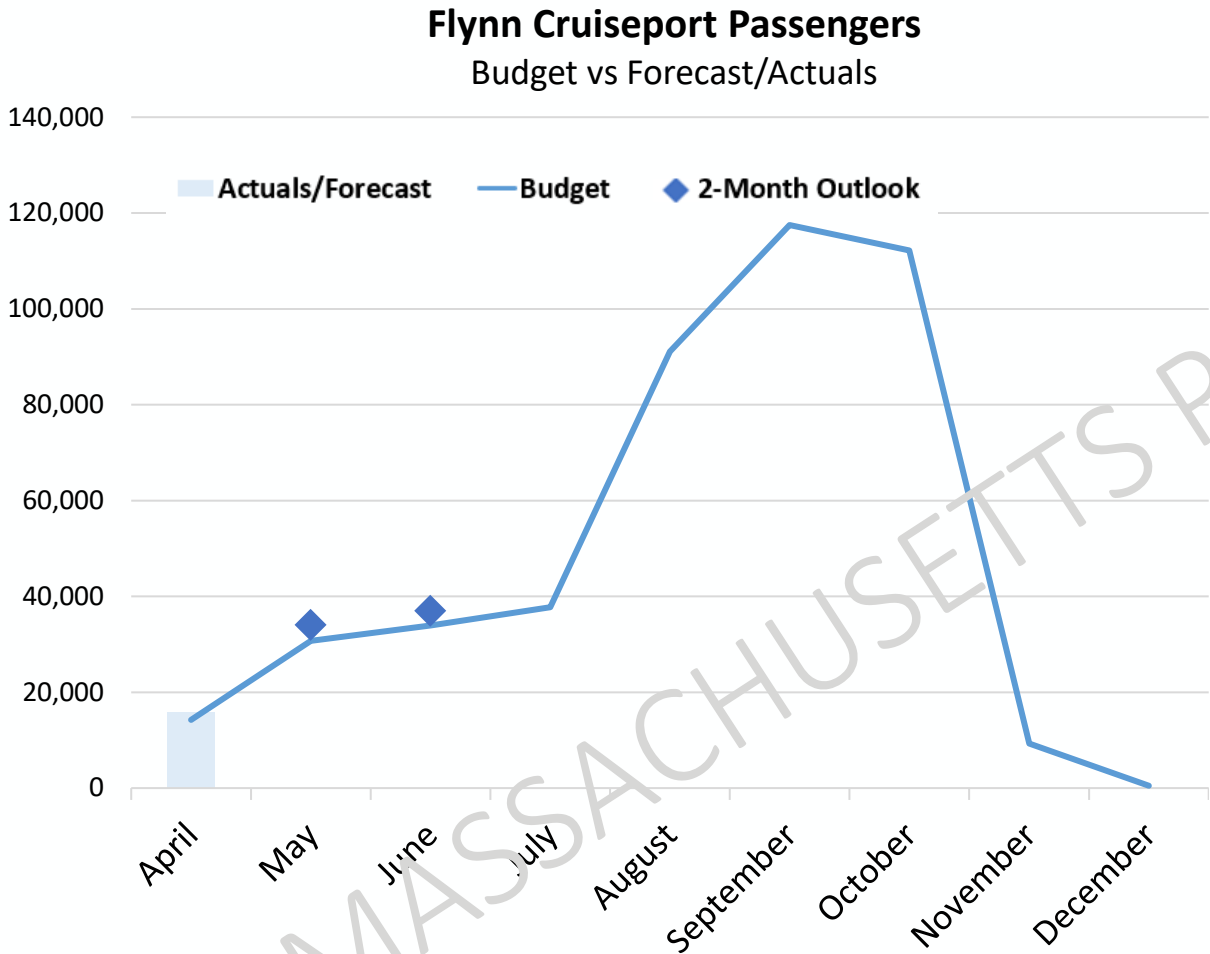
## Massport welcomed ZIM CEO, Eli Glickman, alongside elected officials, Conley customers, and port stakeholders at an event on April 7



- ZIM executives were honored at the State House in the Senate (led by Senator Collins) as well as a meet-and-greet with Lt. Governor Kim Driscoll
- ZIM has been conducting business at Conley Terminal since 2022, connecting Boston to Southeast Asia, including Vietnam
- ZIM has emerged as Conley's fastest-growing carrier, moving over 100,000 TEUs on the ZIM eXpress Boston (ZXB) service, greatly enhancing trade efficiency and direct connectivity between Southeast Asia and the Commonwealth and New England regions



# Flynn Cruiseport Boston began its 2025 season with the Norwegian Jewel's first sailing to Bermuda; 15,000 passengers expected in April



2025 Cruise Ship Schedule

Months	Home Ports	Ports-of-Call	Total
April-June	15	11	26
July-September	37	37	74
October-December	19	33	52
Total	71	81	152

## Human Resources, Diversity and Compensation

## Director of Aviation Facilities and Passenger Services - Appointment



# Sharon Williams – Appointment to Director of Aviation Facilities and Passenger Services

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- Sharon has over 30 years of experience in airport operations and facilities management at Massport, with a focus on safety, regulatory compliance, and stakeholder coordination
- She has served as Director of Hanscom Field since 2013, overseeing all aspects of airport operations, capital improvements, and community and agency engagement
- Previously, she held multiple leadership positions at Logan International Airport, including Deputy Director of Aviation Services, Manager of Airport Facilities, and Manager of Terminal B
- Sharon began her Massport career in 1994 as Airport Operations Shift Manager at Hanscom Field and later returned as Manager of Airport Administration
- At the age of 17, Sharon received her private pilot's license and has been a commercial pilot for 36 years
- She earned a B.S. Aviation Management & Flight Technology from the Florida Institute of Technology and an M.S. Aviation & Aerospace Operations and an M.S. Aviation & Aerospace Management from Embry-Riddle Aeronautical University

**Board vote required**

## Chief Strategy Officer - Appointment

## Emir Skokic – Appointment to Chief Strategy Officer

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- Emir Skokic has more than 12 years of experience at Boston Consulting Group (BCG) leading large scale transformation projects, advising on growth and go-to-market strategies, and executing cost optimization and operational improvement strategies for clients
- He joined BCG as an Associate in 2012 and has served as a Principal since 2023
- His experience at BCG includes:
  - Leading an organizational re-structuring project for a major shipping container carrier, identifying 3-5% savings on personnel cost through re-designed processes and digitization of manual workflows
  - Developing a 5-year growth strategy for a \$1B food ingredient company to enter new growth segments and fortify its position in core markets
  - Performing service level diagnostic for a Fortune 100 alcoholic beverage player, developing tear-down by SKU/format and understanding root causes for service level disruptions
- He has an M.B.A. from the University of Chicago Booth School of Business and a B.A. from Harvard University

**Board vote required**

## Chief Climate and Resilience Officer - Appointment

## Jill Valdes Horwood – Appointment to Chief Climate & Resilience Officer

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- Jill has over a decade of experience advancing environmental policy, climate resilience, and community engagement, paired with a strong background in maritime operations and governance
- She is the Director of the Waterfront Initiative at the Barr Foundation, where she oversees a \$4.5 million philanthropic portfolio for Boston nonprofit organizations focused on creating a waterfront that is resilient, publicly accessible and equitable
- She joined Boston Harbor Now in 2014 and served as Policy Director from 2016 to 2019, responsible for developing and implementing policy reforms to improve coastal resilience, promote public access, and enhance waterfront equity
- Jill has a maritime legal background with extensive knowledge of state and federal environmental regulations as well as the ability to lead projects requiring rigorous compliance and stakeholder engagement
- She is currently an adjunct professor at Massachusetts Maritime Academy
- She earned an M.S. Maritime Business Management from the Massachusetts Maritime Academy, a L.L.M. Maritime Law from University of Miami School of Law, and J.D. Public Interest Law from DePaul University School of Law and a B.A. Psychology from the University of Miami

**Board vote required**

## Director Project Delivery - Appointment

## Michael Guilmet – Appointment to Director of Project Delivery

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- Mike has more than 35 years of experience in engineering, construction management, and project oversight across both public and private sectors
- Mike has served as the Assistant Director – Vertical Projects, at Massport since June 2021, overseeing major Logan Airport capital projects including terminal expansions, canopy construction, and infrastructure upgrades
- Previously, he served as Senior Project Manager at Massport from 2013 to 2021, managing large-scale construction projects totaling more than \$700 million
- Before joining Massport, Mike held leadership roles in the private sector, including Vice President at New England Construction and Managing Partner at Allen & Major Associates, a 55-person structural/civil engineering and land survey firm, where he oversaw engineering operations and corporate management
- He holds a B.S. Civil Engineering from Wentworth Institute of Technology

**Board vote required**

Director, L.G. Hanscom Field



## Chris Willenborg – Director, L. G. Hanscom Field

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- Chris Willenborg was hired to be Director, L. G. Hanscom Field
- Chris has over 25 years of senior leadership experience as an airport manager, state aeronautics director, and airport consultant
- He serves as the Airport Manager of Westfield-Barnes Regional Airport in Westfield Massachusetts, a position he held from 1999-2008 and most recently since 2020
- Chris was Executive Vice President at Airport Solutions Group from 2016 to 2020, where he participated in the 2019 Massachusetts Statewide Economic Impact Study
- He previously served as the Aeronautics Division Administrator at MassDOT from 2009 to 2015 and as the Airport Operations, Projects/Facilities Manager and Operations Manager at Morristown Municipal Airport from 1993 to 1999
- Chris is a current and past President of the Massachusetts Airport Management Association
- He has a B.S. Aviation Business Administration from Embry-Riddle Aeronautical University

Chief Information Officer

## Jarret Wright – Chief Information Officer

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- Jarret was promoted to Chief Information Officer, responsible for leading Massport's digital transformation, overseeing cybersecurity operations, and building high-performing teams fostering collaboration and innovation
- He previously served as Massport's IT Deputy Director and Chief Information Security Officer, responsible for protecting IT and Operational Technology assets, assessing third-party data risks, and developing governance policies
- Prior to joining the IT Dept, he served as Massport's Deputy Director of Corporate Security and Emergency Preparedness
- Before Massport, Jarret served in various strategic and technical roles in the US military and Federal workforce as a security and risk subject matter expert
- Jarret holds an M.S. in Cybersecurity Policy and Governance and a B.A. in History, both from Boston College

## Facilities and Construction

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# **Worcester Solar Project Site Lease and Alternative On-Bill Credit (AOBC) Agreement**

Luciana Burdi

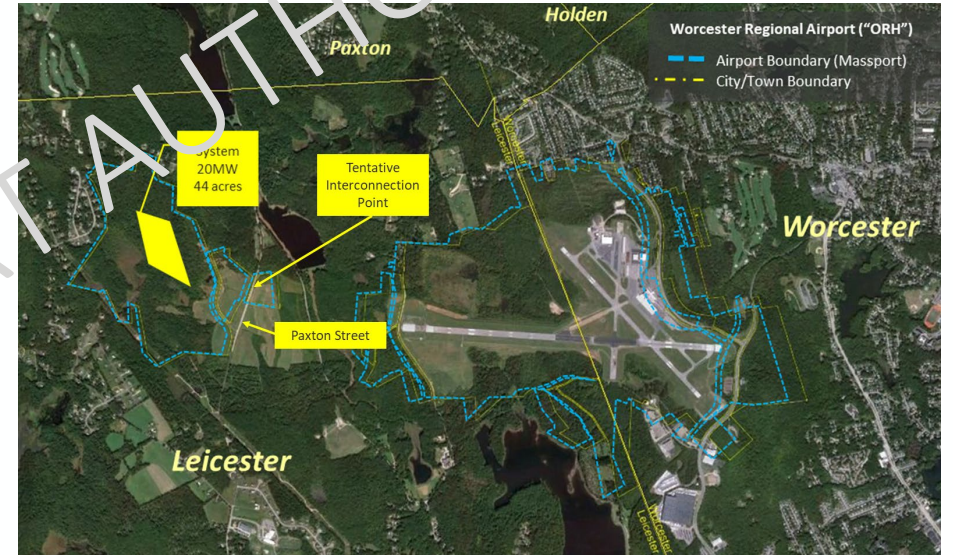
April 17, 2025



# Kearsarge Solar, LLC will design, construct, operate and maintain a 20-megawatt solar system at Worcester Regional Airport

## Background

- **February 2019:** Massport issued an RFP for Solar Energy Management Services at Worcester Regional Airport
- **July 2019:** Massport selected Kearsarge as the developer of an approximately 44-acre parcel at Worcester Regional Airport
- **January 2024:** Massport and Kearsarge executed a non-binding Letter of Intent for development of the system
- **October 2024:** Massachusetts DPU issued regulatory approval for the utility upgrades
- **November 2024:** Governor Healey signed "An Act Promoting a Clean Energy Grid, Advancing Equity, and Protecting Ratepayers" (Chapter 239 of the Acts of 2024), which includes provisions for alternative on-bill credit (AOBC) transfers across utility service regions and allows the project to be financially feasible and proceed
- **April 2025:** Staff completed negotiations with Kearsarge on the terms of a solar site lease (Lease) and an AOBC sales agreement (AOBC Agreement)





# Recommendation

## Project Scope:

- 20-megawatt direct current, 5-megawatt alternating current photovoltaic cell panel array
- Battery storage system

## Benefits:

- The system will generate an estimated 22.3 million kilowatt-hours annually
- When completed, the Worcester solar system will be one of the largest solar arrays in Massachusetts (*as of Spring 2025*)
- The 20-megawatt installation will produce zero-emission power roughly equivalent to all of Massport's overall electricity use (excluding tenant electricity use)
- Massport will purchase the AOBCs from Kearsarge at a discount and receive the full value of the credits on its electric utility bills
- Massport will benefit from approximately \$21 million of AOBC credits over the 20-year term

## Lease Term:

- 20 years after the final project completion date, which may be extended for up to two five-year extension periods



**Board Recommendation: Authorize staff to negotiate, execute, and deliver a Lease and AOBC Agreement with Kearsarge Solar LLC or its nominee(s) for the development of a solar project at Worcester Regional Airport**



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# **Framingham Logan Express Garage Optimization (L1629)**

## **Revised Partial Project Budget**

Luciana Burdi

April 17, 2025

# Framingham Logan Express Garage Optimization project will double parking capacity to accommodate more Logan Express/HOV passengers

## Project Scope:

- Construct a three-level garage addition that will add approximately 1,000 spaces for a total of approximately 2,037 spaces
- Relocate all existing garage parking to the nearby Natick Mall (former Wegman's site) during construction to ensure customer service continuity and accelerate the construction process
- Lower carbon emissions by including:
  - Photovoltaic panels (PV) capable of producing enough energy to offset 56% of the building's electricity needs
  - Electric vehicle charging stations (EV)
- Improve the terminal building layout for better passenger flow and queuing
- Install electronic signage for the Parking Access Revenue Control System (PARCS)



# The project supports Massport's strategy to increase HOV options for Logan Airport passengers and employees and will be online in fall 2025

## Current Status:

- In Construction (photo as of 3/24/25)
- CM@Risk: Consigli
- Substantial Completion – Fall 2025

## Key Conditions of Satisfaction:

- First garage project Authority wide to submit **for Parksmart Silver Certification**; equivalent to a LEED Gold certification for a typical building project
- Building integrated photovoltaic panels to produce enough energy to offset 56% of the building's electricity needs

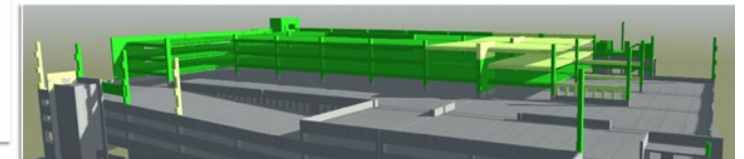
## Board Recommendation:

**Approve a revised partial project budget in the not-to-exceed amount of \$55 million**



### A2. Construction Progress (continued)

- MLC300 Started Erecting Precast on the north side on 4/2
- Southeast corner of building turned over to MEP Trades



MLC650 Productivity Tracking					
Data through: 4/2/2025		Production Rates			
Pieces	Duration	Total	Pre FAA	Post FAA	
Total Pieces Installed:	392 ea 37 day(s)	10.6 / day	3.3 / day	12.3 / day	
Total Pieces Remaining:		104 ea 19 day(s)	5.5 / day		
MLC300 Productivity Tracking					
Data through: 4/2/2025					
Pieces	Duration	Total Production Rate			
Total Pieces Installed:	9 ea 1 day(s)	9.0 / day			
Total Pieces Remaining:		349 ea 41 day(s)	8.5 / day		
Current Summary of Precast					
Data through: 4/2/2025		Percent Complete			
Pieces					
Total Pieces Installed:	401 ea	MLC650 (South Crane)	79%		
Pieces Stored onsite:	5 ea	MLC300 (North Crane)	3%		
Pieces Stored at TDK Drop Lot:	40 ea	Overall	47%		
Pieces available at Blakely (CT):		408 ea			



L1629-C2 Framingham Logan Express Garage Expansion Bi-Weekly Project Update

Construction Completion Date: Friday, November 21, 2025  
Targeting Friday, October 31, 2025 Early Completion

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# **Terminal E Garage, Roadways and Curb Program Revised Partial Project Budget**

Luciana Burdi

April 17, 2025



# Terminal E Garage, Roadways and Curb Program

## Project Background:

- In 2017, MassDEP approved an amendment to the Logan Airport Parking Freeze Regulation that allows 5,000 additional on-airport parking spaces
- In 2020, the work on the project stopped due to COVID financial constraints
- In Summer 2023, the project restarted but the design criteria were revisited with a new programming phase

## Project Need:

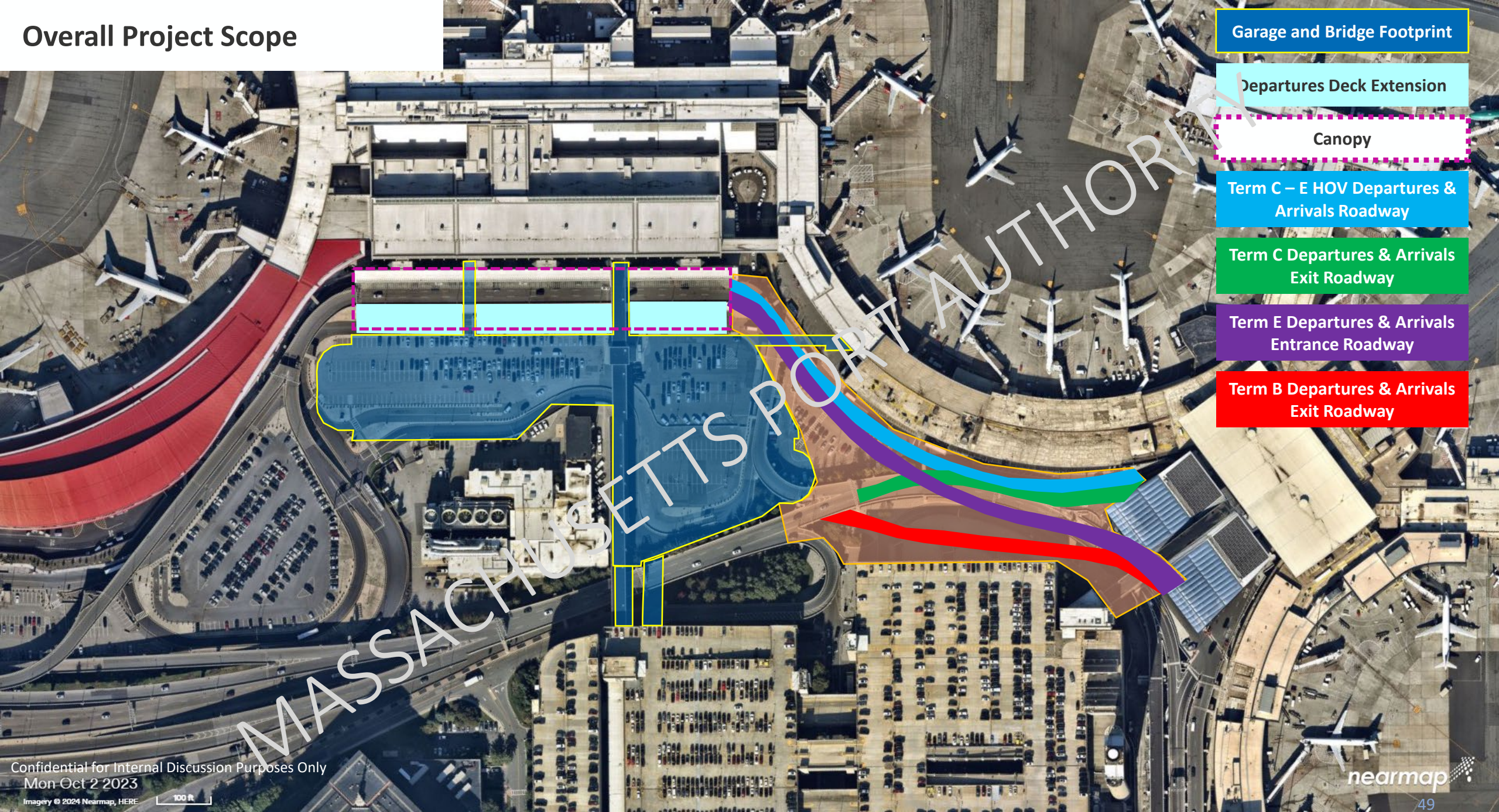
- Valet and overflow parking operations are frequent and expensive
- Traffic weave between Terminal's C and E is already congested on the Arrivals level on a regular basis
- Existing landside infrastructure will not meet the demands of 53.5M passengers and will impede overall airport operations
- Curbside operations are currently at capacity during peak hours



View of Terminal E Garage from new Departures Entrance Roadway



# Overall Project Scope



- Garage and Bridge Footprint
- Departures Deck Extension
- Canopy
- Term C – E HOV Departures & Arrivals Roadway
- Term C Departures & Arrivals Exit Roadway
- Term E Departures & Arrivals Entrance Roadway
- Term B Departures & Arrivals Exit Roadway



## Project elements will enhance the customer experience

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Garage, departures deck extension, canopy and new arrivals/ departures roadways



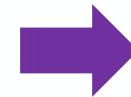
**Improve curbside utilization**

Garage and vehicular bridge



**Improve customer parking**

Garage, elevators and pedestrian bridge



**Improve passenger circulation**

Garage, canopy and roadways



**Improve wayfinding**

Garage and roadways



**Reduce vehicle dwell times**

Garage, canopy and roadways



**Improve vehicular circulation**



# Terminal E Garage & Roadway Projects support Massport's ground transportation strategy

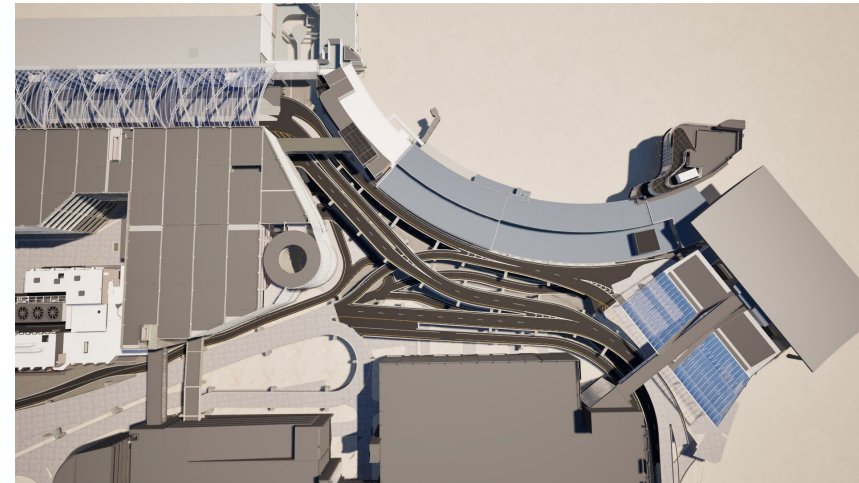
## Multipurpose Garage:

- Structure with approximately 4,000 spaces
- New curb space for Ride App, limo and private vehicle passenger pickup on the Ground Level
- Ride App recirculation within garage improves re-match capabilities significantly reducing deadheads
- Vehicular bridge connection to Central Parking



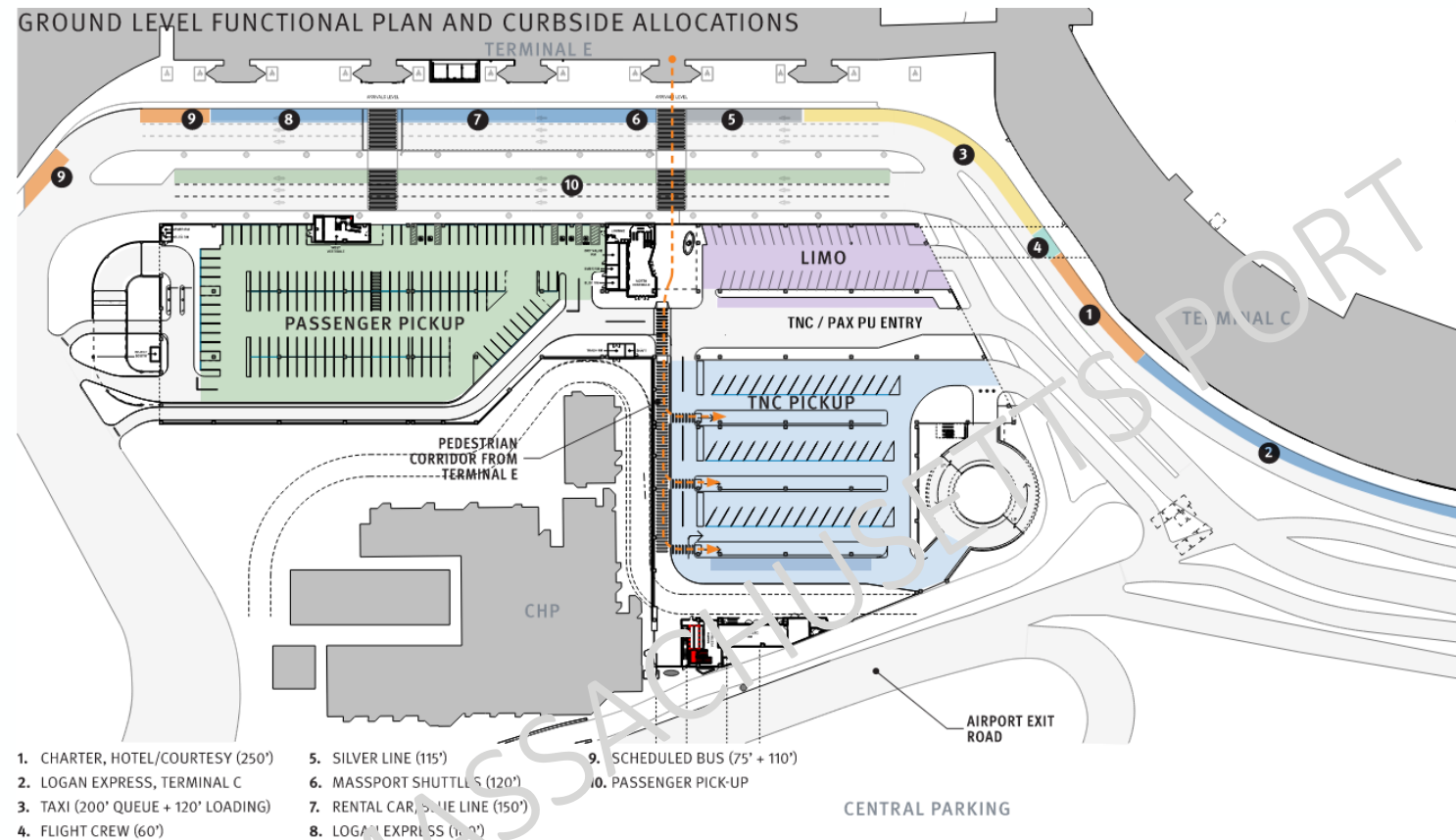
## Roadway Projects:

- Create a dedicated HOV lane for Departures and Arrivals
- Deconflict the weave condition on the Arrivals and Departures levels
- Expand the Departures curb and add a second curb and more lanes
- Optimize Arrivals level curb assignments
- Create dedicated roadways:
  - Ride App drop-off entrance roadway
  - Ride App pickup exit roadway



# Terminal E Garage – Ground Floor

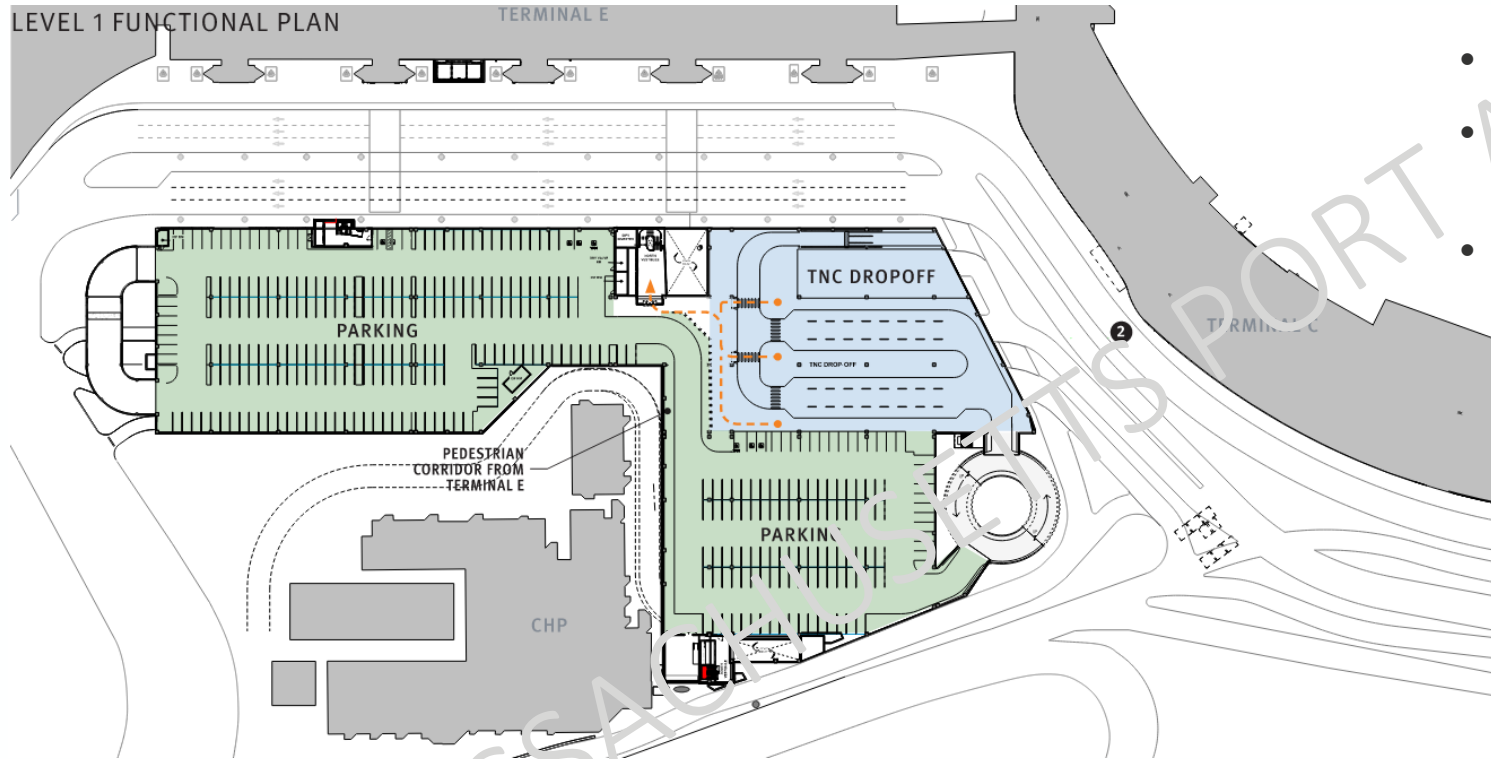
## Garage Ground Floor Plan and Arrivals Curbside



- Approx. **150** passenger pickup spaces
- **50** limo spaces
- **42** Ride App pickup spaces
- Arrivals crosswalks will align with Terminal E doors and with limo, Ride App and passenger pickup areas in the garage

# Terminal E Garage – Level 1

## Garage Level 1 Plan



- **24** Ride App drop off spaces
- Can use elevator core to Departures level
- Ability to rematch with Ride App pickup on the Ground Level
- Remainder of floor is for revenue parking

## Board Recommendation

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Approve a revised partial project budget for MPA Project Numbers L1820, L1835, and L1860 (Terminal E Garage, Roadways and Curb Program), in the not-to-exceed amount of \$425 million

## Assent Agenda