

Massachusetts Port Authority Board Meeting

May 8, 2025



Public Comment

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 selected a consultant team for the Authority-wide Strategic Plan Update

Planning &
Managing
for Growth



Team Lead



Aviation



Maritime Cruise



Maritime Cargo



Real Estate



Sustainability

Massport collaborated with MassDOT/RMV and TSA to launch a comprehensive Real ID awareness and enrollment campaign

Customer
Satisfaction

- This initiative spans all channels at Boston Logan and Worcester airports, complemented by a paid campaign across Massachusetts
- **Billboards:** Designed for MassDOT, the MBTA, and high-traffic locations such as Boston Garden and major highways
- **Press Conferences:** Held at our airports to promote the campaign
- **Website Redesign:** Partnered with the RMV to revamp their website landing page and streamline the Real ID appointment booking process

GET YOUR
REAL ID
BY MAY 7, 2025
TO BE CLEARED FOR TAKEOFF.

MASSACHUSETTS DRIVER'S LICENSE
EXPIRATION: 10/01/2024
DOB: 01/12/2023
SEX: M
EYES: BRO
HT: 5-04
SAMPLE
CORNER
102 NORTH MAIN STREET
APT. 1
NORTH QUINCY, MA 02171-1748
01/12/59

Starting May 7, 2025, you will need a REAL ID to fly within the U.S.

Scan to make an appointment at the RMV or visit mass.gov/realid

*or acceptable alternative

rmv
REGISTRY OF MOTOR VEHICLES

MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

BOS Boston Logan International Airport
Nov 4

The May 7, 2025 deadline is REAL! Beginning May 7, 2025, you will need a REAL ID to fly within the U.S. Contact the RMV and upgrade your Massachusetts Driver's License to a REAL ID.

GET YOUR
REAL ID
BY MAY 7, 2025
TO BE CLEARED FOR TAKEOFF.

MASSACHUSETTS DRIVER'S LICENSE
EXPIRATION: 01/12/2018
DOB: 01/12/2024
SEX: F
EYES: BRO
HT: 5-04
SAMPLE
CORNER
102 NORTH MAIN STREET
APT. 1
NORTH QUINCY, MA 02171-1748
01/12/54

TRANSPORTATION SECURITY ADMINISTRATION

rmv
REGISTRY OF MOTOR VEHICLES

Like Comment Share

Massport is providing hospitality training to front-line workers



CUSTOMER
SATISFACTION

- Hospitality training rolled out to Customer Service, Ground Transportation, Operations, Facilities, and Noise Abatement employees in April
- Trainings continuing in May
- Feedback
 - 4.7/5 overall rating
 - 100% felt the training will improve their customer service skills
 - 89% felt confident about applying what they learned in their daily tasks



Our customer care team now has handheld translation devices, enabling them to assist passengers in any language at any time

Customer Satisfaction

- Devices can translate into 40 different languages and 93 different accents

Key Features:

- Online and offline voice translation
- Image translation



We continued our mission to surprise and delight passengers at Logan Airport on “May the 4th Be With You”

Customer
Satisfaction



Logan served nearly 36M passengers FYTD April, 5% better than forecast

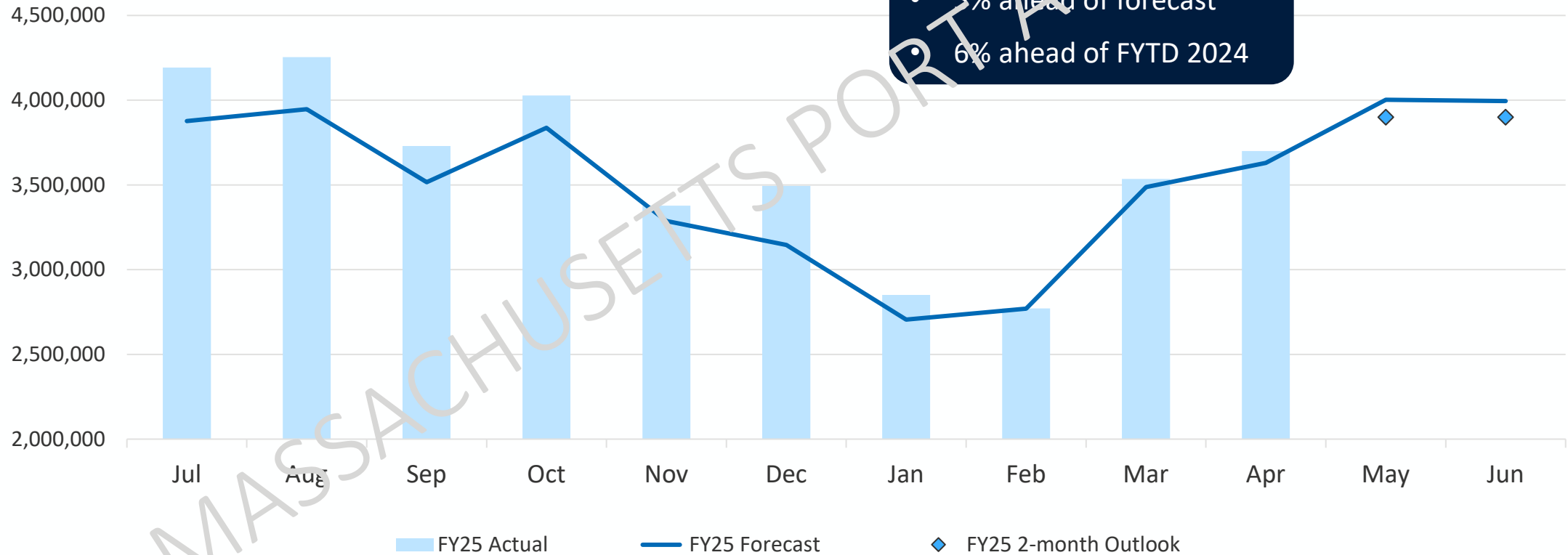
Financial
Performance

Logan Passengers (Actual and Forecast)

April is preliminary estimate based on 50% carrier reporting

FYTD April

- 36 million passengers
- 5% ahead of forecast
- 6% ahead of FYTD 2024



March 2025 Financial Results

Financial
Performance

Activity Highlights

- Logan served 3.5M passengers
- Conley Terminal processed 13,400 containers
- Real Estate revenues exceeded plan by \$0.1M
- Expenses were \$0.1M below budget

Financial Results

| | |
|--------------|----------------|
| Revenues | \$106M |
| Expenses | <u>(\$97M)</u> |
| Contribution | \$9M |

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



We deployed new handheld ticketing devices to optimize the enforcement and collections process for traffic and parking violations

Financial
Performance

- For tickets issued to employers, badge holders, taxis, limos, Ride Apps, Logan passengers at the curbs, in parking facilities and on the roadways, and at Massport-owned parking meters

Benefits

- Minimizes incomplete, incorrect and ineligible tickets
- Enables more robust enforcement
- Simplifies collection process as tickets are immediately available for online payment



We welcomed Phil Eng, MBTA General Manager, to our Asian American, Native Hawaiian and Pacific Islander heritage celebration

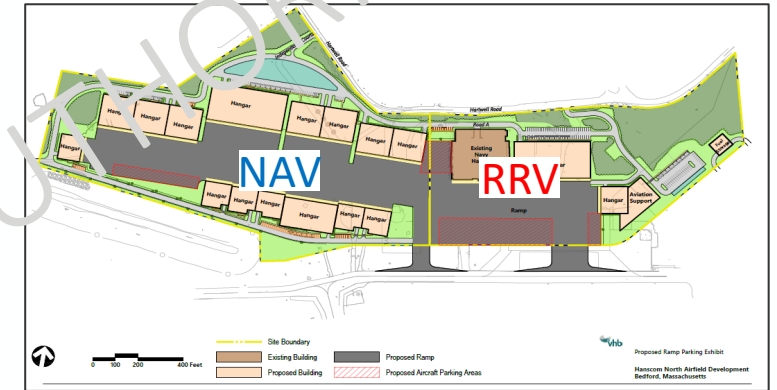
MASSPORT
AS AN
EMPLOYER
OF CHOICE



Runway Realty Ventures (RRV) to file Notice of Project Change for R&D use of the Navy Hangar Parcel adjacent to Hanscom Field

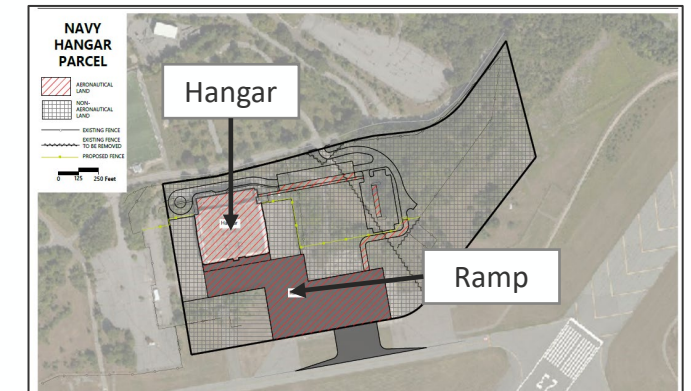
Leadership

- The North Airfield development, under MEPA review, is a master development of corporate hangars to support current and future aviation activity on two parcels:
 - North Airfield Ventures (NAV) site is located within the boundaries of Hanscom Field
 - **Navy Hangar** parcel is an adjacent private property owned by RRV
- RRV proposes to repurpose the Navy Hangar for two uses: research and development of next-generation flight software through a lease with Merlin Labs, and medical missions, instead of the originally planned corporate aviation use
- R&D use is consistent with the hangar's historic use
- Potential to add over 100 jobs, with an average salary of \$100,000+



Next Steps:

- **MEPA Process:** RRV to file Notice of Project Change and receive approval of proposed use
- **NEPA Process:** FAA to review and approve Notice of Proposed Construction or Alteration
- Massport Board to vote on Section 61 findings after MEPA and NEPA approvals
- Massport and RRV to execute previously approved through-the-fence agreement, land swap agreement and land conveyance
- RRV to obtain Town of Bedford Zoning and Building Permits



Massport hosted the 11th Annual Business Diversity Summit

Leadership

- **Over 250 attendees** participated in the May 5 event
- The Summit, themed “**Championing Change – The Power of Diversity in Business**”, featured workshops, business networking and business speed-networking opportunities
- **Makeeba McCreary**, President of the New Commonwealth Fund, delivered the luncheon address
- **C&W Services and MBE, Done Right Services**, were honored with the Diversity and Inclusion Award for their janitorial services contract at Logan Airport



We honored Norm Smith for nearly 45 years of dedication to the Snowy Owl Project at Logan Airport



LEADERSHIP

- Massport's partnership with Mass Audubon began in 1981
- Snowy owls and other migratory raptors are attracted to Logan Airport's low-cut grass and surrounding waters but also pose a safety hazard
- Norm Smith, who recently retired from Mass Audubon, captured and released more than 900 Arctic migratory birds from Logan Airport



The ICA opens its Season 8 exhibit at the ICA Watershed in East Boston on May 22



LEADERSHIP

- Season 8 features a new commission by Chiharu Shiota *Home Less Home*
- Shiota's work celebrates universal stories of migration, home, connection, memory and survival, and this installation features personal images and stories shared by the East Boston community
- Last year, the free-of-charge Watershed drew more than 25,000 visitors



Massport is proud to support youth athletics and recreational programs in nearby communities

Leadership



East Boston Little League Opening Day



Winthrop Little League Opening Day



Piers Park Sailing Center Opening Day Celebration

Report of the Director of Aviation
Ed Freni

A combination of factors are contributing to recent flight delays at Newark Liberty Airport

Newark Airport Conditions:

- **Staffing Shortages:** The FAA has been experiencing a shortage of air traffic controllers nationwide, particularly at the New York Terminal Radar Approach Control (TRACON) Facility, which manages flights in and out of the busy New York metropolitan area
- **Technical Issues:** There were equipment issues where air traffic controllers briefly lost contact with planes, leading to significant delays
- **Weather Conditions:** Inclement weather has also contributed to the disruptions
- **Runway Construction:** Ongoing airfield construction has further compounded the delays; Runway 4L-22R is fully closed for rehabilitation work from April 15 to mid-June 2025

Impacts at Logan Airport:

- Disruptions at Newark have a ripple effect causing some delays and cancellations of Boston flights bound for, connecting at or passing through Newark
- Inclement weather has led to ground stops at airports in the Northeast, including Newark and Boston
- Logan has handled flight diversions related to Newark disruptions
- In terms of staffing, Logan is adequately staffed for current air service levels

The New York Times

Controllers Briefly Lost Contact With Planes at Newark Last Week, Union Official Says



Since last week, travelers have faced lengthy delays at Newark Liberty International Airport because of staffing shortages, equipment problems, construction and inclement weather. Hiroko Masuike/The New York Times

Preliminary April passenger count for Logan is estimated at 3.7M, up nearly 3% over last year

Logan Activity April 2025

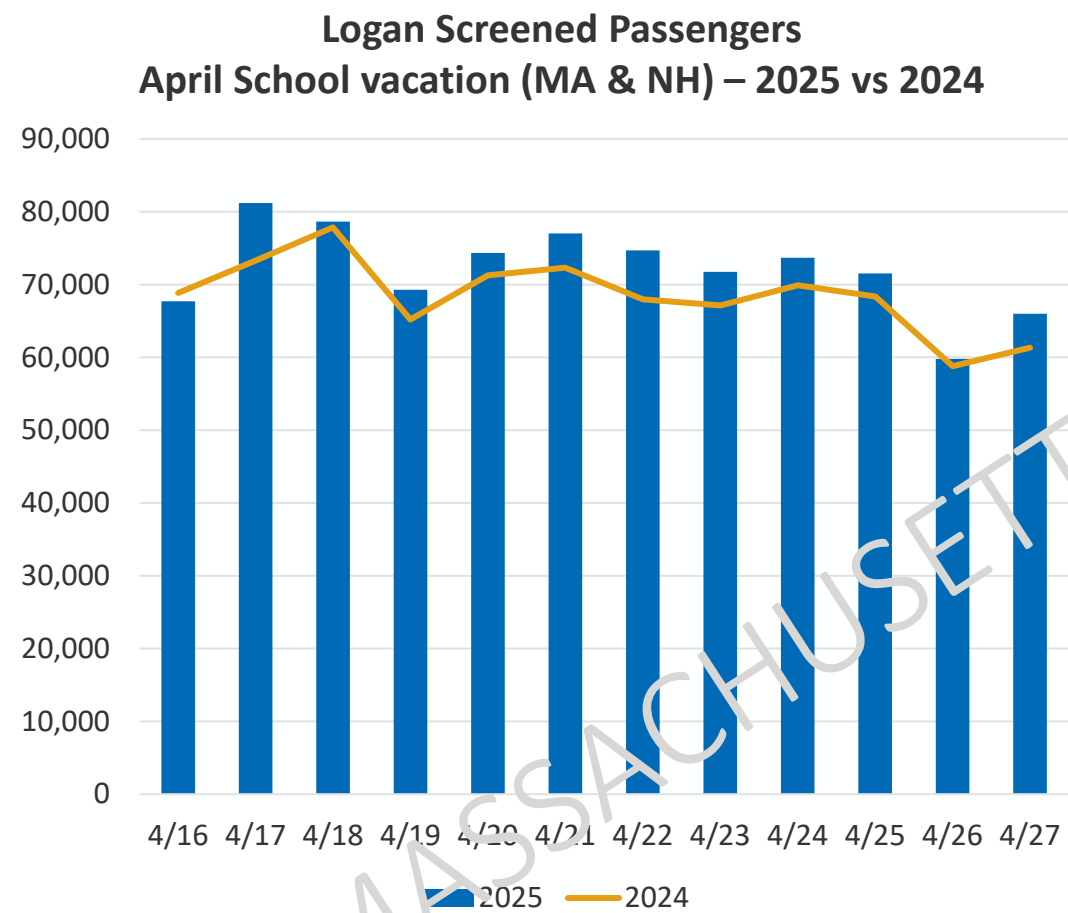
Preliminary Numbers Based on 50% Reporting

| | Month | Prior Year | % Change Over Prior Year | FYTD 2025 | FYTD 2024 | % Change Over FYTD 2024 |
|---------------------|-------|------------|--------------------------------|-----------|-----------|-------------------------------|
| Passengers | 3.7M | 3.6M | 2.8% | 35.9M | 33.9M | 5.9% |
| Aircraft Operations | 34.6K | 33.5K | 3.3% | 342.9K | 322.5K | 6.3% |

Preliminary numbers reflect estimates for incomplete reporting



Logan Airport activity had strong activity over the MA & NH April school vacation period



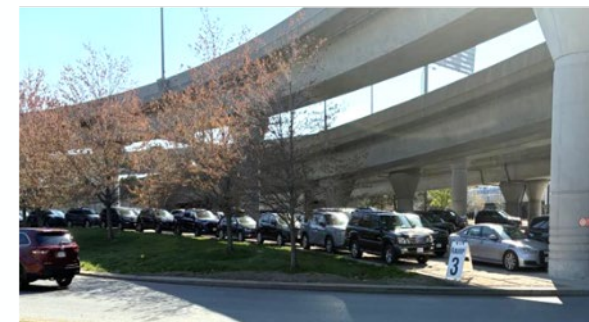
- 866K passengers screened by TSA over a 12-day period
 - 5% increase over 2024 (822K)
 - 10% higher than 2019 (786K)
- Thursday April 17 was the busiest day at 81K passenger screenings, highest count ever
- On eight days, counts exceeded 70K passengers

Note: April school vacation dates: (1) MA 4/21 to 4/21; (2) NH 4/28 to 5/26



With peak demand and on-airport parking constraints, Logan was in overflow parking operations from April 19 to May 1

- **2,700** cars were redirected to Terminal B, Economy, or overflow locations
 - 2,250 diverted from Central Parking
 - 450 diverted from Economy Garage
- **2,900** cars were valet parked
 - 2,000 in Central Parking
 - 900 on ramps
- **5,600** vehicles were not able to be parked in the passengers' preferred location
- The Terminal E Garage will enhance the customer experience by restoring parking spaces lost due to curb creation projects



Several new European services launch from Logan Airport this month

Porto, Portugal



4x weekly

May 14

Barcelona, Spain



3x weekly

May 22

Edinburgh, UK



7x weekly

May 22

Madrid, Spain



7x weekly

May 22

Milan, Italy



4x weekly

May 23

Worcester Regional Airport had a record-breaking passenger count for the month of April

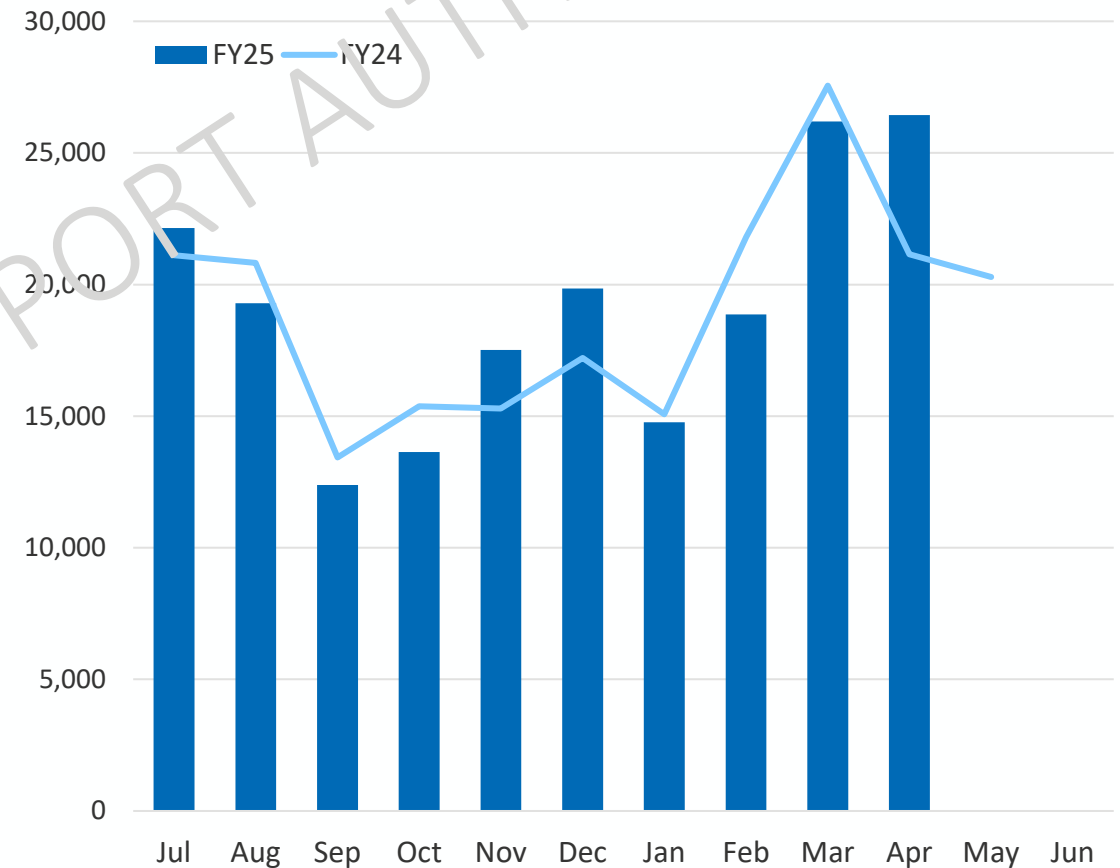
Monthly Passengers

- 26,443, up 25% over April 2024
 - Highest April volume under Massport ownership
 - 54% higher than 2019 (pre-COVID)
- JetBlue operated additional services to meet strong demand for April school vacation travel
 - Added a second daily Orlando service, operated 4x/week
 - Increased Fort Myers service to daily

FYTD April 2025

- 191,100, up 1% over FYTD 2024

Worcester Regional Airport Passengers



American Airlines is restoring service between Worcester and its Philadelphia connecting hub

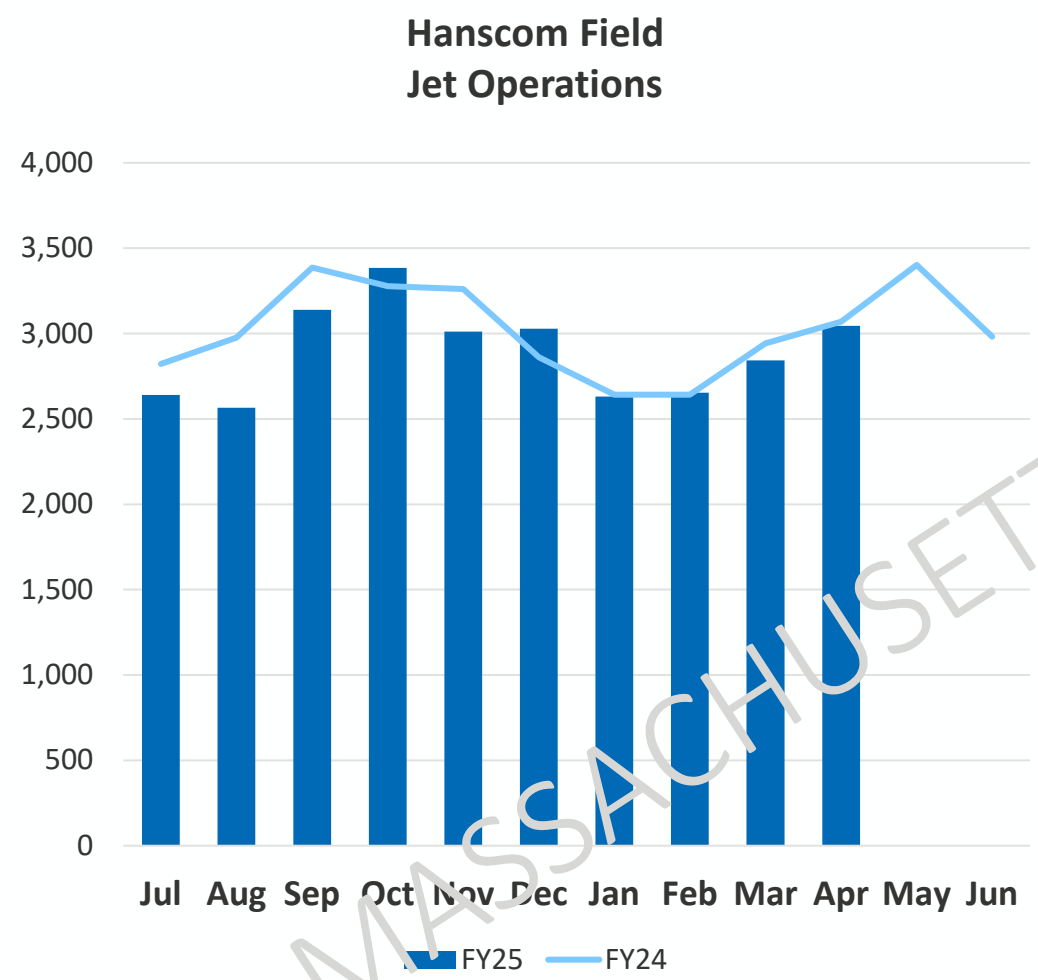


- Daily nonstop service starts July 5 with a 50-seat ERJ-145 regional jet
- American previously served the Philadelphia market from April 2018 through the end of 2021 with a brief hiatus during COVID
- The Philadelphia flight will replace American's current service to New York JFK
- Philadelphia offers convenient round-trip connections to more domestic and international destinations, including Miami, Dallas-Fort Worth, Houston, Austin, San Juan, Raleigh-Durham, Atlanta, Jacksonville, Dublin, and Amsterdam among others
- Tickets went on sale April 21

In recognition of Mental Health Awareness Month, Massport is rolling out the Hidden Disabilities Sunflower Program at Worcester Regional Airport on May 13



In April, Hanscom Field total operations declined 15% year over year, however, jets were nearly flat and up 15% compared to 2019



Month Activity:

April 2025

| | Jets | Total |
|-------------|-------|-------|
| Operations | 3,000 | 8,900 |
| Chg vs 2024 | -0.8% | -15% |
| Chg vs 2019 | 15% | -5% |

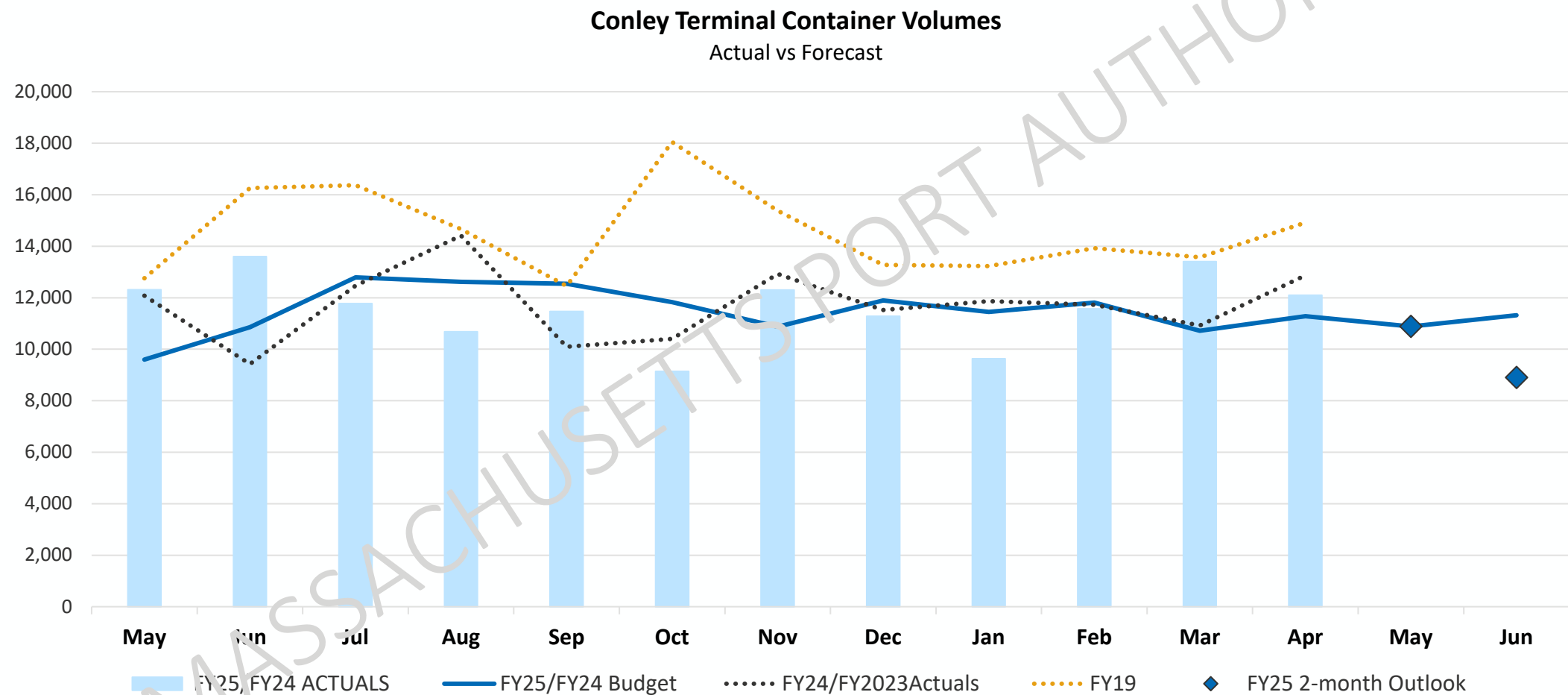
FYTD 2025 Activity:

| | Jets | Total |
|-------------|--------|--------|
| Operations | 28,900 | 91,800 |
| Chg vs FY24 | -3% | -8% |
| Chg vs FY19 | 13% | -7% |



Report of the Director of Maritime
Lauren Gleason

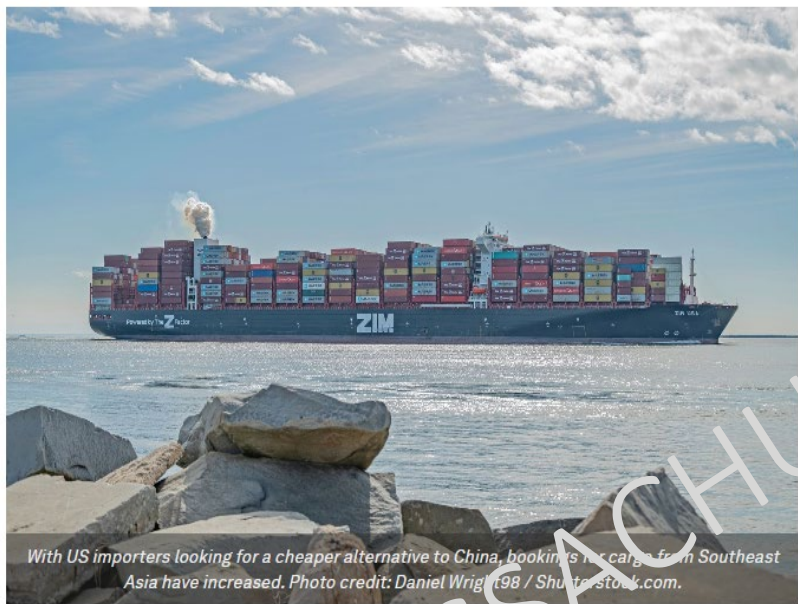
Conley Terminal handled 19 vessels and processed over 12,000 containers in April; Massport continues to assess global tariffs impact as we approach the end of FY2025



Cargo volumes from China continue to decline

Journal of Commerce
by S&P Global

Trans-Pacific capacity cuts accelerating amid sharp reduction in Chinese cargo

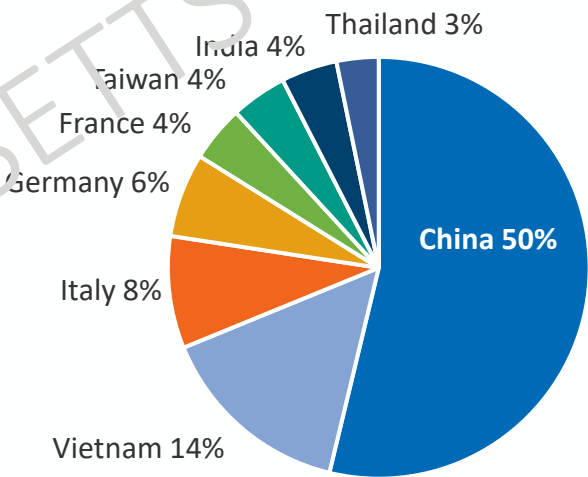


With US importers looking for a cheaper alternative to China, bookings for cargo from Southeast Asia have increased. Photo credit: Daniel Wright 198 / Shutterstock.com.

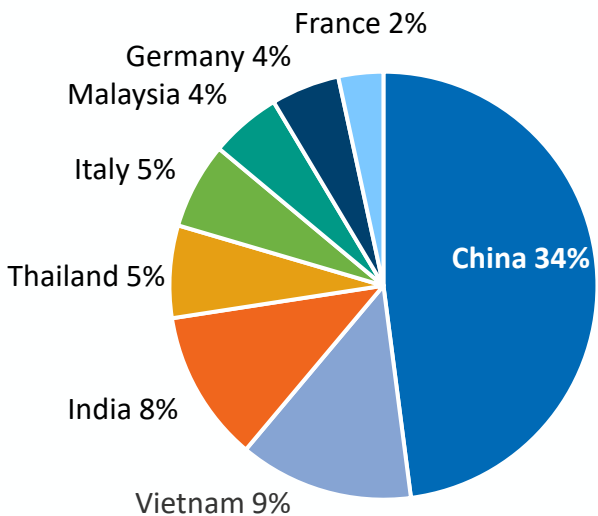
Container Shipping News | Maritime | Container lines | Trans-Pacific | North America ports |
Laura Robb, Associate Editor | Apr 28, 2025, 2:43 PM EDT
🖨️ ✉️ 🔗 🌐 📱

- Ocean carriers are reducing vessel capacity on trans-Pacific routes due to the ongoing U.S.-China trade dispute
- Import bookings from China to the U.S. declined by 54% in the last week of April
- The Port of Los Angeles projects a 35% drop in imports within two weeks if tariffs remain unchanged

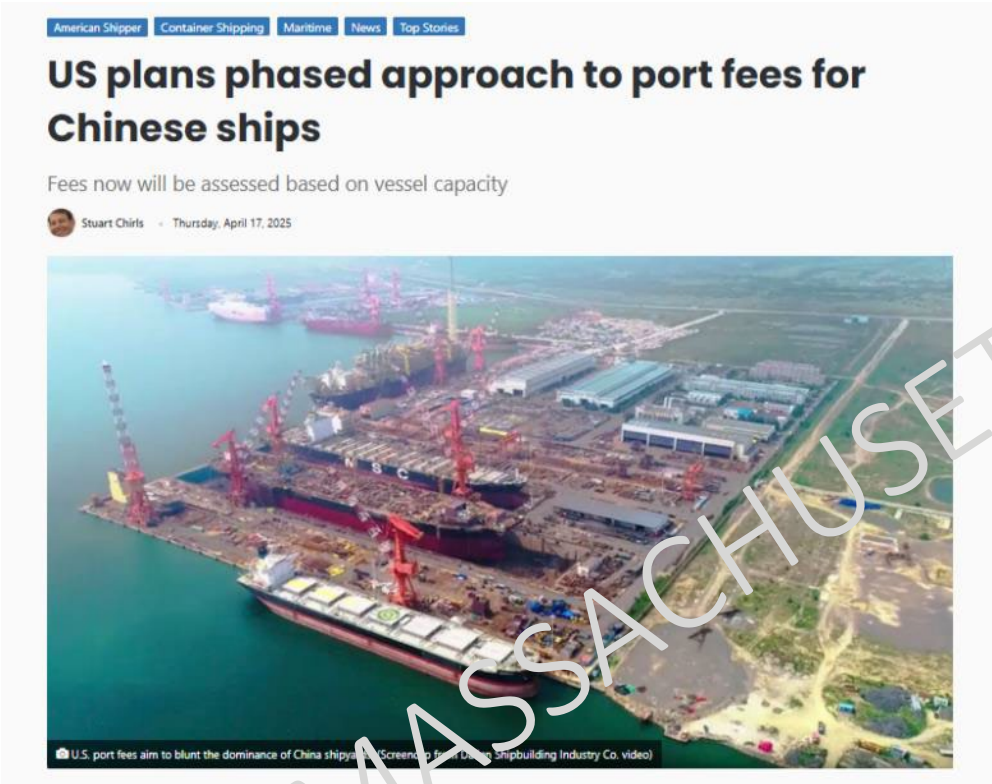
Conley Volume – Import Volume Only
(CY2024)



Conley Total Volume - Full Imports + Exports
(CY2024)



New fee structure proposed by the USTR for Chinese-owned and built vessels calling U.S. ports to become effective October 2025

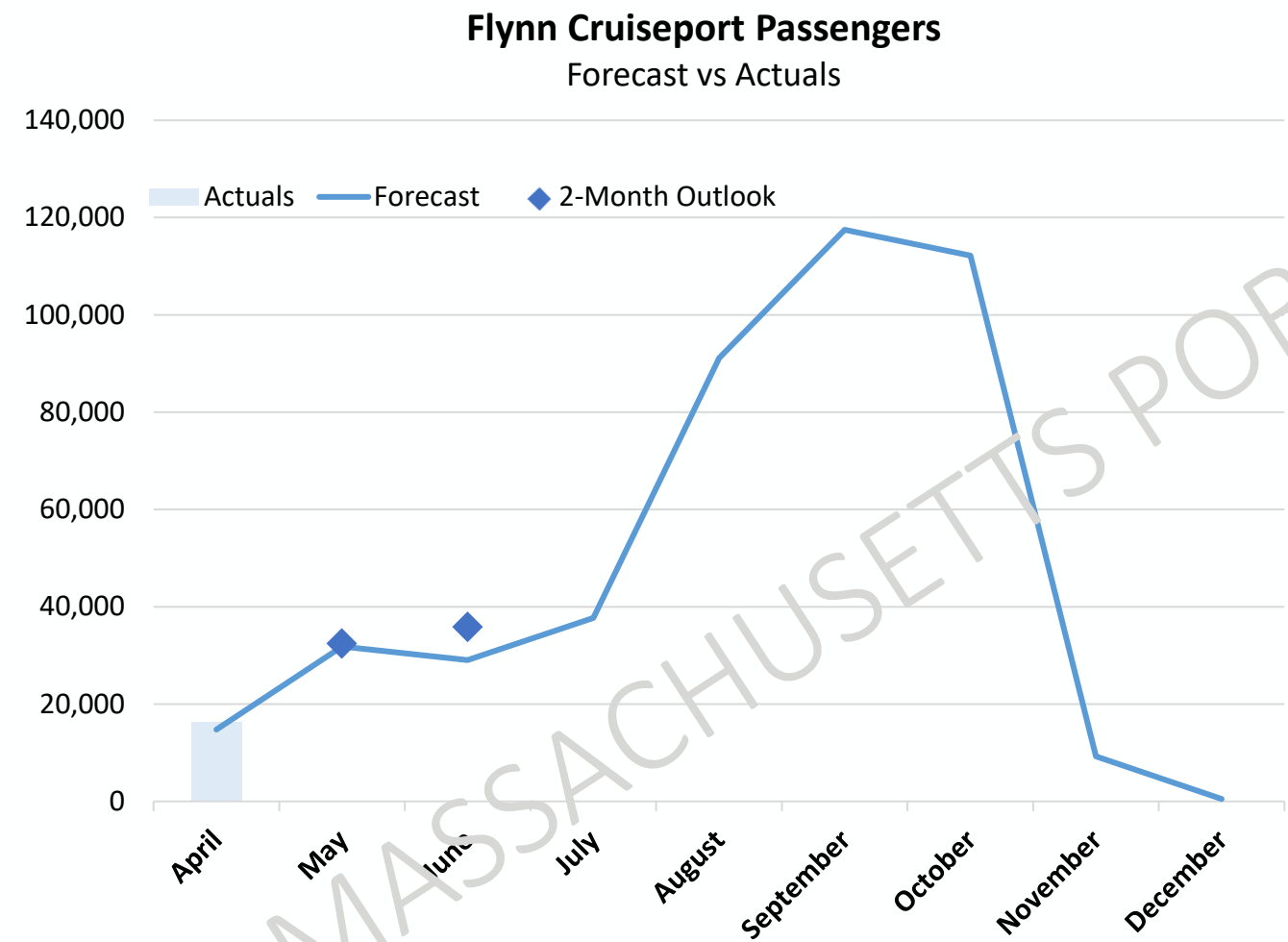


- Effective October 14, 2025, Chinese-owned or operated ocean vessels will face a fee of \$50 per net ton per voyage to the U.S., increasing annually until reaching \$140 per net ton in 2028
- Non-Chinese carriers using Chinese-built ships will be charged based on net tonnage or discharge container volume, whichever is greater, starting at \$18 per net ton and \$120 per container, with annual increases until 2028
- In CY2025 to date, Conley Terminal has not received any calls from Chinese-owned or operated vessels, but in 2024, the port recorded 21 visits from Chinese-built ships

| | Chinese-Owned or Operated Vessels | Operators of Chinese-Built Vessels |
|-------------------|-----------------------------------|---|
| Effective Date #1 | October 14, 2025 | October 14, 2025 |
| Fee #1 | \$50 per net ton | \$18 per net ton or \$120 per container |
| Effective Date #2 | April 17, 2026 | April 17, 2026 |
| Fee #2 | \$80 per net ton | \$23 per net ton or \$153 per container |
| Effective Date #3 | April 17, 2027 | April 17, 2027 |
| Fee #3 | \$110 per net ton | \$28 per net ton or \$195 per container |
| Effective Date #4 | April 17, 2028 | April 17, 2028 |
| Fee #4 | \$140 per net ton | \$33 per net ton or \$250 per container |



In April, Flynn Cruiseport Boston welcomed 4 vessels and over 16,000 passengers



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 |



Cruise lines are reporting record first quarter results, showing no signs of slowing sales despite current economic uncertainty

Cruise Industry News

Number 1 in Industry Reporting

Royal Caribbean: Record April, No Impact Yet from Macro Environment

April 29, 2025



Norwegian Cruise Line Holdings:

- 12-month forward booked position remains optimal amid macroeconomic volatility
- First quarter passenger occupancy rates at 101.5%
- Advance ticket sales up 2.6% year-over-year

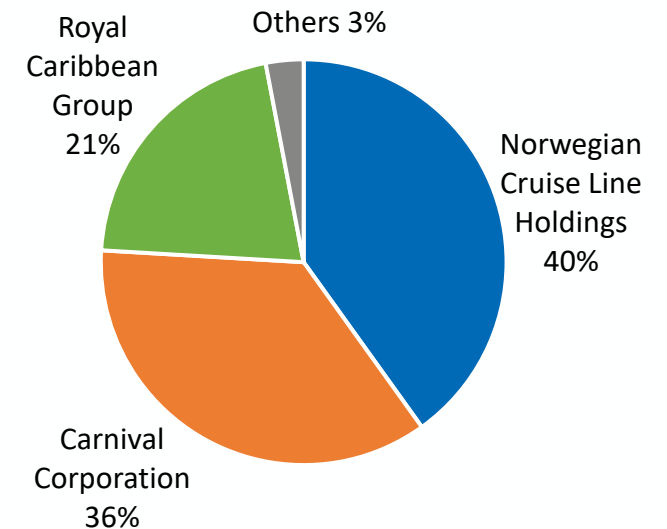
Carnival Corporation: Including Holland America and Princess Cruises

- Record first quarter results, beating revenue expectations by 7.5% year-over-year
- Record bookings for 2025/2026, even at higher prices
- Projected increase in occupancy rates, boosting revenue

Royal Caribbean Group:

- First quarter bookings outpaced last year, occupancy rates at 109%
- Most successful wave season in history
- Bookings for 2025 are on track

2025 Cruise Season Market Share Flynn Cruiseport Boston



Human Resources, Diversity and Compensation

Employee Climate Survey Results

David Gambone

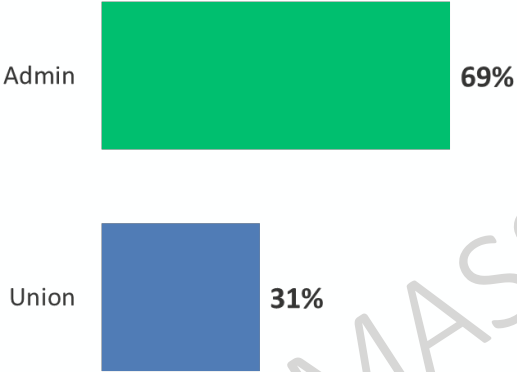
May 8, 2025

Approach & Methodology

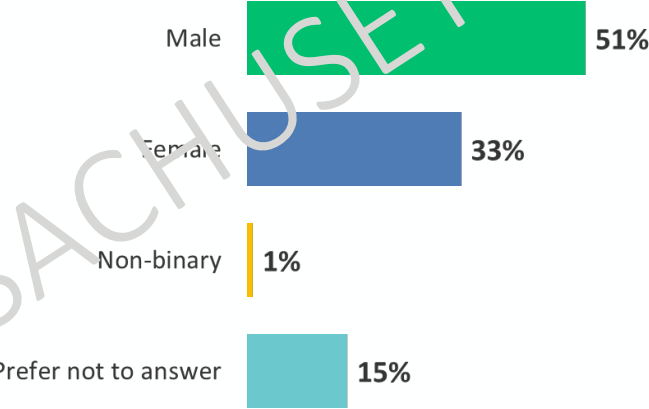
Survey and Focus Group Methodology

- Two methods of feedback:
 - 29-question survey released in October 2024
 - 1-hour live, digital focus group on January 28, 2025
- 71% of employees participated, providing interesting insights into the sentiment behind working for Massport

By Admin/Union



By Gender



Key Themes for Focus Group:



Total Rewards



Career Development & Advancement



Leadership, Communication & Morale

What We Heard

Massport's strengths



Interesting Work

There is varied, important, mission-driven work that employees are proud of and look forward to every day.



The People

There is a strong sense of teamwork across all levels at Massport. When asked to rank their favorite aspect of working for Massport, colleagues are consistently rated high on the list.



Learning & Development

Participants appreciate the variety of career development resources, such as Emerging Leaders, ElevateU, and Massport Momentum. Additionally, employees are eager for clear guidance on career advancement and enhanced managerial support to fully leverage these opportunities.



Opportunities for improvement



Leadership Communication

More consistent, timely, and transparent communication is needed from leadership. Many feel disconnected and want regular updates, open dialogue, and accountability to better understand priorities and goals. Silos create unclear priorities and barriers to collaboration, highlighting the need for improved cross-functional coordination and more responsive leadership.



Career Advancement & Development

There is concern about unclear career pathways, succession planning, and perceived favoritism in talent decisions. A more structured and transparent approach to career growth is needed, including clearer communication about opportunities, better support for development programs, and cross-department training and mentorship.



Rewards and Recognition

Consistent recognition, especially through monetary rewards like pay raises, bonuses, and promotions, is needed. Clearer merit-based systems for pay increases and greater transparency in compensation decisions will address concerns and boost employee morale.

Actions Underway

Actions Underway - Communication



Improved Performance Evaluation Process

To enhance top-down communication, we are introducing a new performance review process for Fiscal Year 2026. Managers will conduct quarterly check-ins with employees, in addition to annual performance evaluations. The evaluation criteria will also evolve to provide more accurate assessments of employee performance.



Authority-Wide Communication

To increase visibility into Massport's projects and progress, Board Meetings will now be recorded and posted to the internal Massport SharePoint site. This will allow employees to stay informed about important initiatives. Additionally, department heads are encouraged to host Town Halls to discuss projects that directly impact employees.



Policy Updates

To better meet the needs of our current and future workforce, we are reviewing our hiring and workplace policies to make recommended edits that align with industry best practices.

Actions Underway – Learning & Development



Additional Training & Development Opportunities

This year, Human Resources is launching Massport Momentum, a 6-month program to enhance entry-level employees' soft and hard skills. We're also introducing Massport Advise, enabling employees to work with HR to develop their individualized career paths.



Tuition Funding

Human Resources recently increased our tuition reimbursement limit to the IRS maximum of \$5,250 for full-time employees and \$2,625 for part-time employees.



Strategic Workforce Planning

Human Resources is working with department heads to create succession plans for upcoming retirements and high-risk positions. This includes identifying skill gaps, assessing needs, and developing workforce plans to prepare employees for advancement.

Actions Underway – Benefits, Compensation & Recognition



Compensation Study

To define and promote our compensation philosophy HR will conduct a comprehensive compensation study. HR will communicate the resulting pay philosophy authority-wide for employees to gain a better understanding of our pay structure.



Updated Outstanding Achievement Awards

In recent years, the annual Outstanding Achievement Awards have evolved from its inception. This year, we have taken employees' feedback into account and ensured that the 2025 Outstanding Achievement Awards truly honor those who have made significant contributions to Massport's mission.

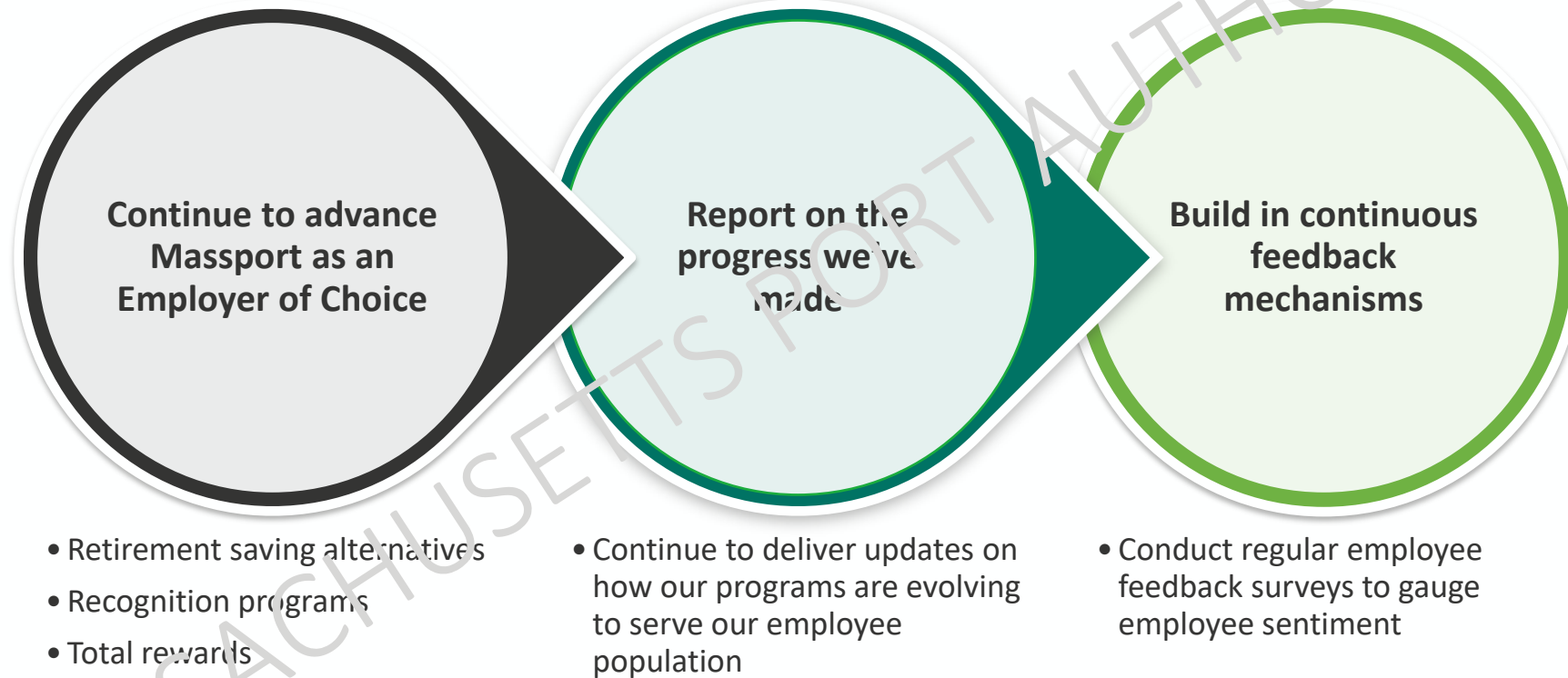


Small Perks

Small perks or “fringe” benefits are simple ways we can work to improve the in-office experience for employees. One small perk we already offer is the monthly public transportation benefit: employees receive up to \$300 in transportation benefits for public transportation options.

Next Steps

Next Steps



Personnel Announcement

David Gambone: Retiring this month after 21 years of exceptional service as Massport's HR Director



Thank you and congratulations!!!

- Oversaw the hiring and promotion of an impressive 4,000 employees
- Directed 4 CEO searches and played a pivotal role in numerous senior management appointments
- Expanded Massport's employee benefits program with initiatives like Health & Wellness, Deferred Compensation, Flexible Work Policy, and Bereavement Policy
- Created Massport's Outstanding Achievement awards program to recognize exceptional contributions
- Established OPEB to fully fund the Retiree Healthcare Trust
- Implemented Success Factors, Massport's first-ever performance management system
- Engaged in well over 100,000 conversations, meetings, and career counseling sessions with employees
- Greatest legacy: "Leaving Massport with the most talented, committed, passionate, and caring Human Resources staff in my entire tenure."

Chief People Officer- Appointment

Taylor Casey – Appointment to Chief People Officer



- Taylor is a vision-driven Human Resources executive with over 15 years of experience leading workforce strategy, organizational transformation, and talent optimization across high-growth environments
- Recognized for aligning HR initiatives with business objectives to drive operational excellence, enhance employee engagement, and accelerate revenue growth, Taylor has a proven track record of leading HR strategy across companies ranging from startups to large enterprises

Recent Experience:

- **Vice President of People and Culture at Ideon (2022-Present):** Directed organizational strategy, managed equity distribution, and led talent development initiatives
- **Chief People Officer at Transformative Healthcare (2018-2022):** Oversaw People Operations, led executive recruitment, and managed M&A transitions
- **Chief People Officer at Call9 (2015-2018):** Partnered with the CEO and Board for national expansion, managed equity distribution, and led People Operations

Education:

- MBA from Saint Joseph's College of Maine
- B.S. in Human Resource Management from Salem State University

Facilities and Construction

Airside Electrical Infrastructure Upgrades and Duct Bank Installation (L1642)

Luciana Burdi

May 8, 2025

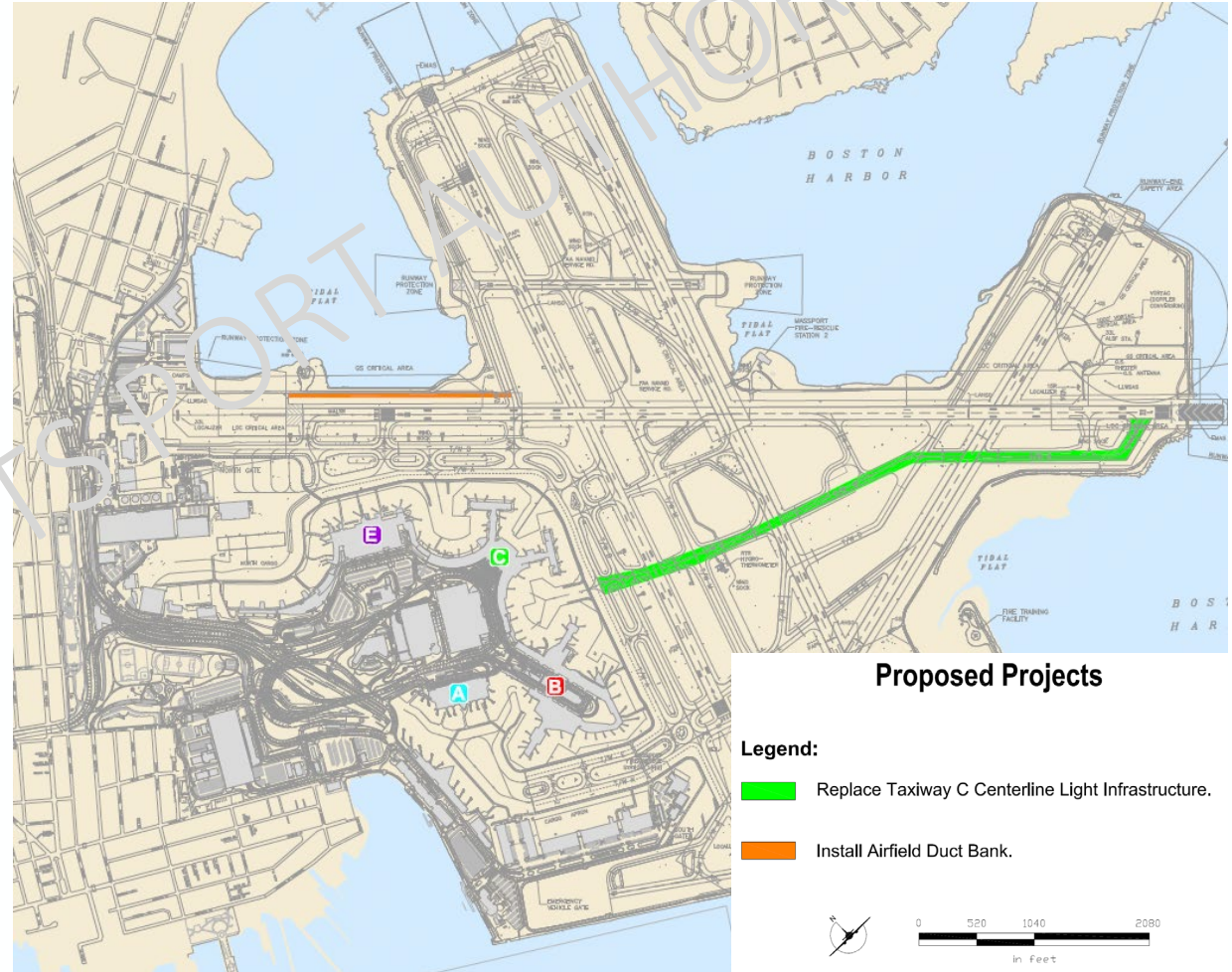
The Airside Electrical Infrastructure Upgrades and Duct Bank project will replace end of life infrastructure and plan for future airfield redundancy

Project Scope:

- Replace Taxiway C's centerline lighting conduit, cable, and light bases at the end of their service life
- Enhance Taxiway C's lighting system by upgrading to modern LED fixtures, improving visibility and efficiency
- Install a new duct bank and manhole to support a future second airfield lighting vault on the north side, providing redundancy and enhancing reliability

Milestones:

- Construction anticipated to start June 2025
- Construction complete by the end of 2025



Board Recommendation

Approve a project budget in the not-to-exceed amount of \$25 million

Terminal B Roadway and Garage Optimization (L1697)

Revised Partial Project Budget

Luciana Burdi

May 8, 2025

Terminal B Roadway & Garage Optimization Project Background

Background:

- Built in the 1970s
- 5-level structure
 - Level 1: Arrivals with 4-lane access; buses & taxis at curb
 - Level 2: Departures with 3-lane access; Ride Apps occupy garage, only cars have curb access
 - Levels 3-5: Customer parking
- Last major renovation in 2009

Project Goals:

- Improve traffic flow on Levels 1 and 2
- Perform structural repairs on all levels
- Enhance safety, accessibility, and the overall passenger experience



Project Scope – Level 1

Level 1 Upgrades:

Taxi & shuttle stands moved to Level 1 curbside - **completed**

Passenger pick-ups relocated inside garage with new travel lanes - **completed**

Limousine area moved to Level 2 - **completed**

Enhanced safety by separating buses and private vehicles – **completed**

Sidewalk Repair - **in progress**

New ADA ramps - **in progress**

Repaving of Level 1 roadway - **scheduled**

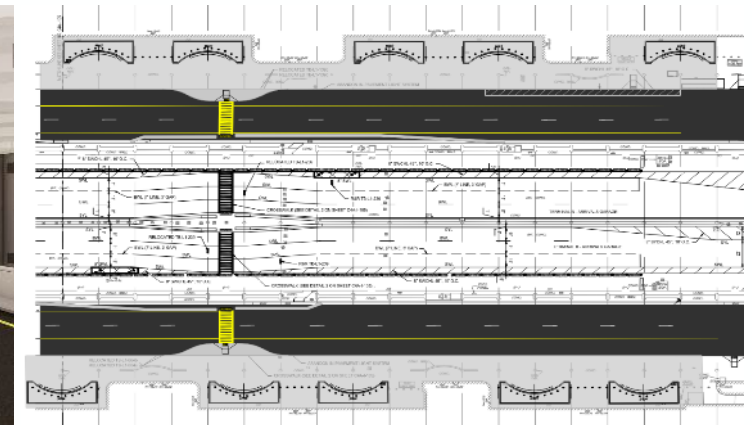
Painting - **scheduled**



Level 1: Completed Passenger Pick-up/Drop-off



Level 1: Sidewalk and Accessibility Upgrades (In progress)



Level 1: Roadway Repaving (Scheduled)

Project Scope – Level 2

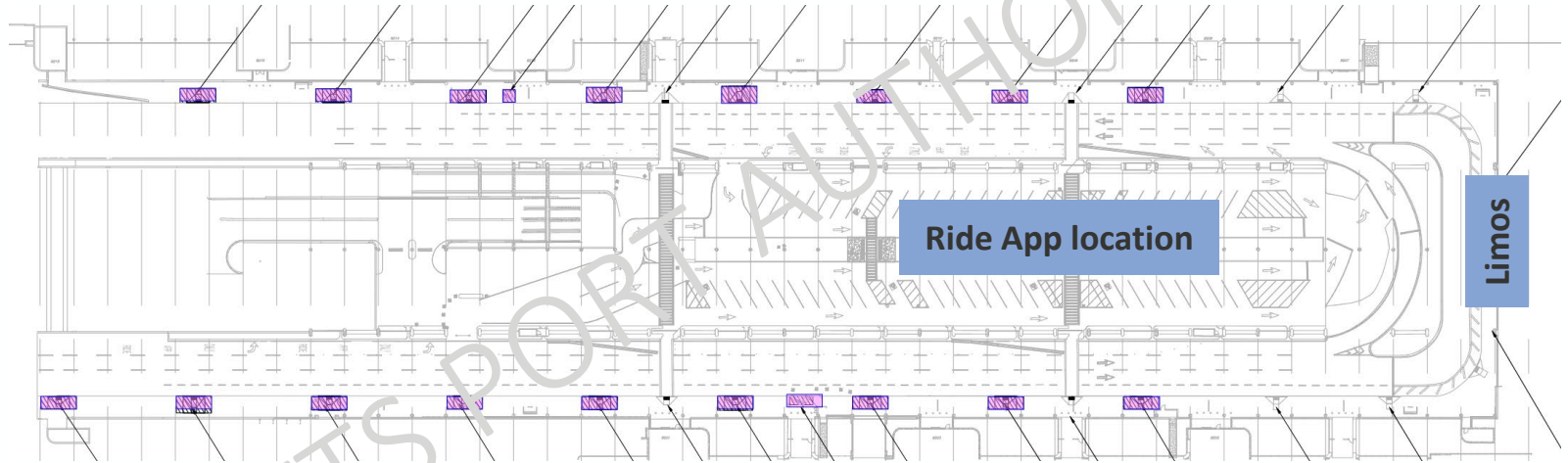
Level 2 Upgrades:

Improved Ride App pick-up area - **completed**

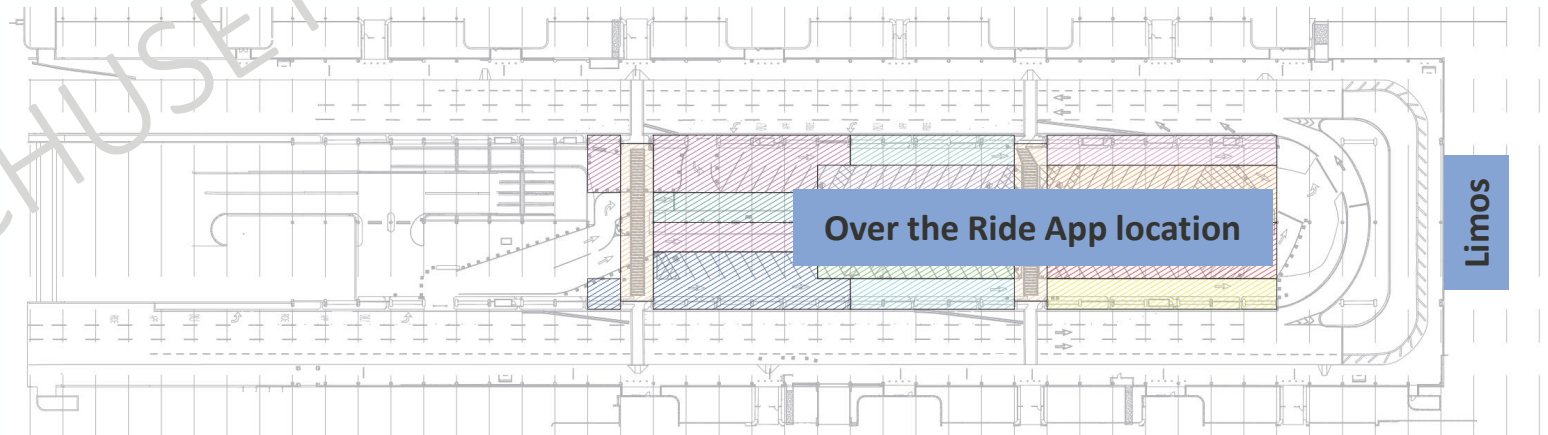
New limousine standing area established - **completed**

New ADA ramps - **in progress**

Painting - **scheduled**



Level 2: New ADA Ramps (In progress)



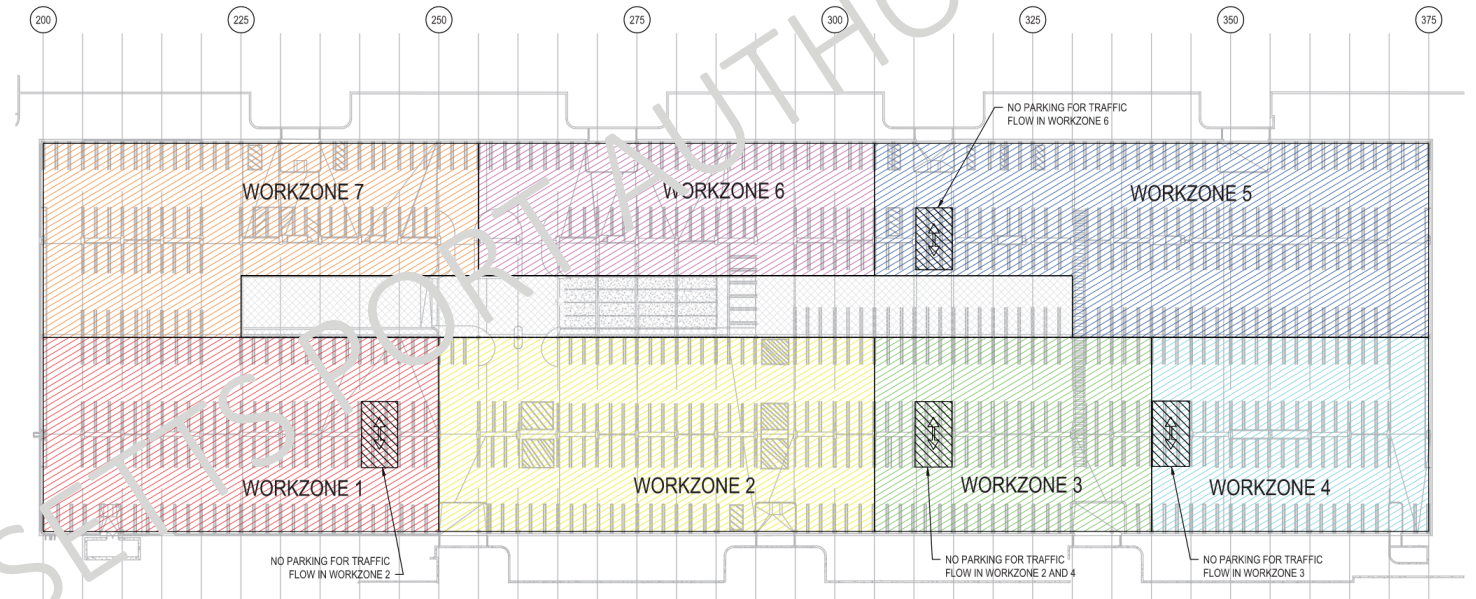
Level 2: Painting (Scheduled)

Project Scope – Structural and Accessibility

Structural & Accessibility Improvements:

Structural repairs on all levels (1–5) - **scheduled**

New ADA ramps on all levels (3–5) - **scheduled**

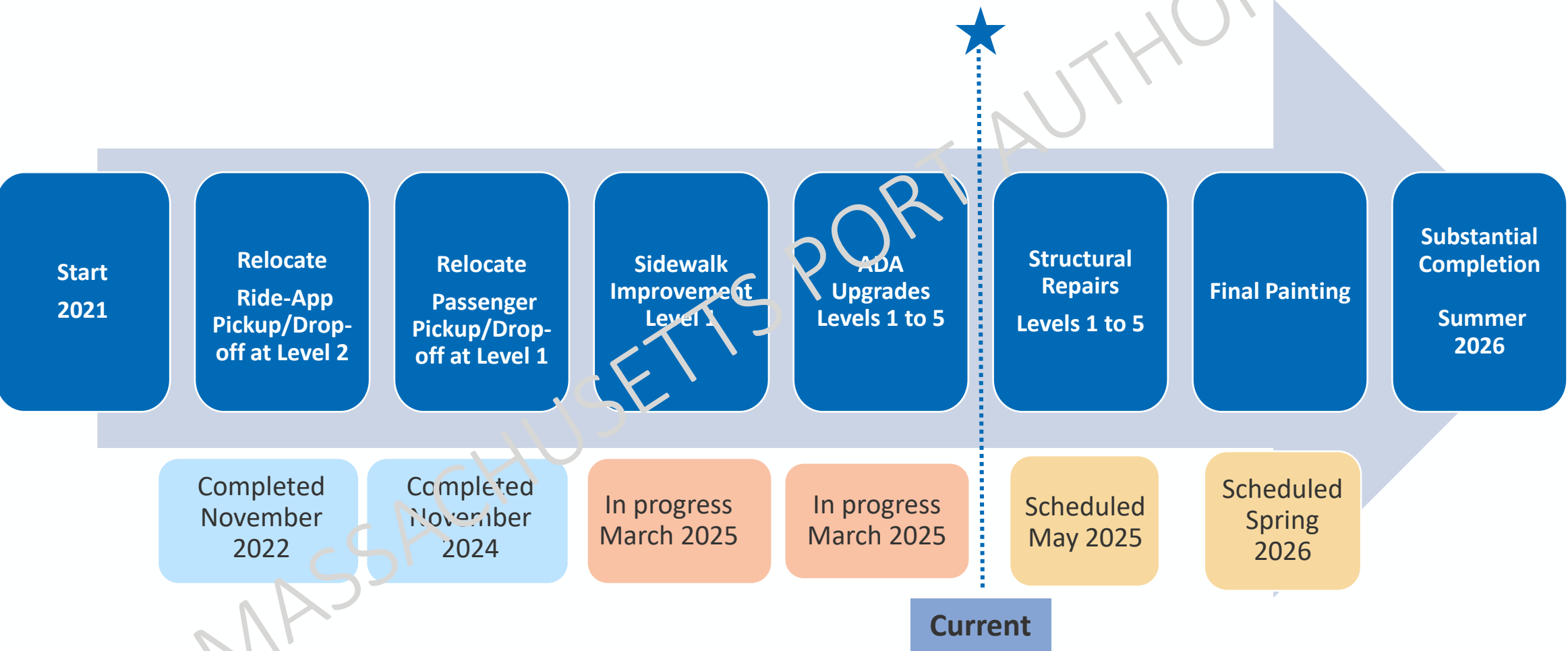


PLAN - LEVEL 3 CLOSURE

Level 3: Structural Improvement (Scheduled)

Example showing work zones during the structural repairs.

Project Schedule and Milestones



Terminal B Roadway & Garage Optimization Recommendation

- Massport applied for federal BIL grant in 2023 (not awarded)
- Board previously approved a partial project budget of \$40 million in February 2024

Board Recommendation: Approve a partial project budget in the not-to-exceed amount of \$60 million

Terminal B HVAC Replacement – Fan Rooms 10 and 12 Modernization (L1781)

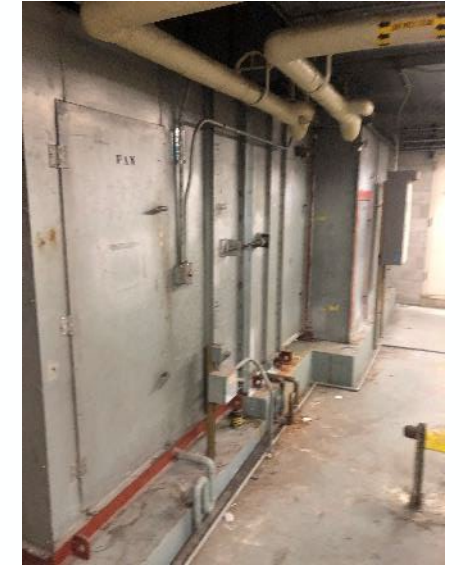
Luciana Burdi

May 8, 2025

Terminal B HVAC Replacement – Fan Rooms 10 and 12 Modernization

Background:

- Current original HVAC equipment is at the end of service life and requires frequent repairs and maintenance
- Relacing these units will avoid service disruptions that could negatively impacting passengers and employees in Terminal B



- Install five new air handling units (AHUs) on a phased basis
- Install two new energy recovery units
- Remove and replace existing reheat coils in the terminal and replace duct mounted reheat coils with “variable air volume boxes” (VAV) terminals with hot water reheat coils to take full advantage of energy and operational savings
- Install new direct digital controls for all new systems, to allow direct control from Central Facilities Office
- Install new related mechanical, electrical, plumbing and fire protection system to ensure continuity of operation and minimal impact on passenger experience

The diagram shows the mechanical layout for the New Recovery Units and New Air Handler Units. Key components and labels include:

- New Recovery Units:** Two large blue rectangular units labeled "ERU 25-26".
- New Air Handler Units:** Two large red rectangular units labeled "AHU 25" and "AHU 26".
- Other Units:**
 - AHU 25 (top left, red)
 - AHU 26 (bottom right, red)
 - AHU AA (bottom left, white)
 - AHU TEMP (middle right, white)
 - 20X48 RA DOWN (top center, white)
 - 36X18 RA DOV (top right, white)
 - 38X34 RA DOWN (far right, white)
 - 22X20 SA DOWN (far right, white)
 - 50X36 SA DOWN (middle right, white)
- Flow and Connections:**
 - Red arrows indicate air flow from the New Air Handler Units to the existing AHU 25 and AHU 26.
 - Blue arrows indicate air flow from the New Recovery Units to the existing AHU 25 and AHU 26.
 - Black arrows indicate air flow from the existing AHU 25 and AHU 26 to the New Recovery Units.
- Other Labels:**
 - 5" MPS UP (top left)
 - 28X36 SA DOWN (top left)
 - 4" CHWR DOWN / 4" CHWS DOWN (top center)
 - 4" CHWR DOWN / 4" CHWS DOWN (middle right)
 - 4" HWS DOWN / 3" HWS DOWN (middle right)

Terminal B HVAC Replacement – Fan Rooms 10 and 12 Modernization

Key Conditions of Satisfaction:

- Increase reliability and ensure continuity of operation by providing a new and effective HVAC system serving the public spaces of Terminal B
- Improve passenger experience and temperature comfort level for passengers transiting through Terminal B with the implementation of a Variable Air Volume HVAC System

Sustainability Impact:

- New energy efficient equipment will reduce energy consumption by 25%

Board Recommendation:

Approve a partial project budget in the not-to-exceed amount of \$23 million

