

Massachusetts Port Authority Board Meeting

September 18, 2025



Public Comment

Chair's Comments

Report of the Director of Aviation
Ed Freni

The Logan Airport community marked the 24th Anniversary of 9/11



Moskow Linn Architects



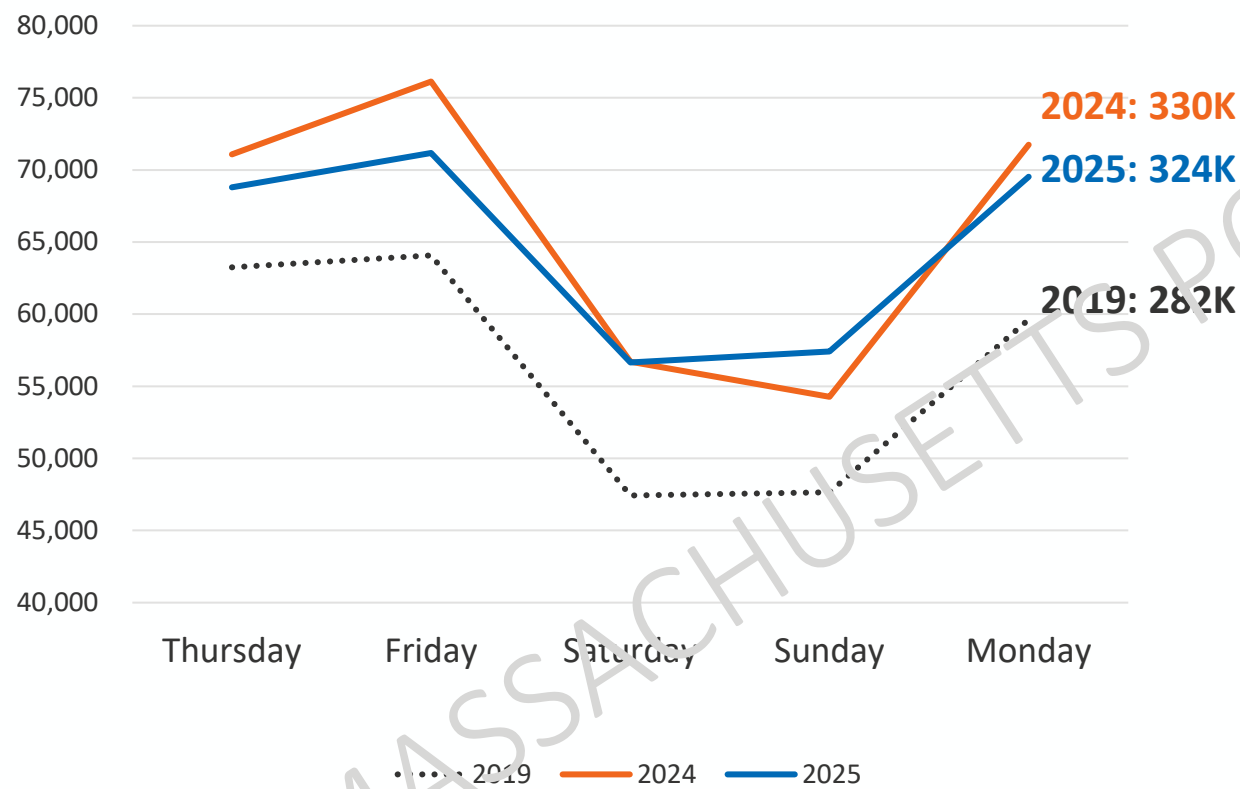
Summer activity at Logan was a little softer than last year

Logan Activity Summary

		2025	Prior Year	% Change
July:	Passengers	4.2M	4.2M	-0.2%
	Aircraft Operations	38.1K	38.2K	-0.4%
August:	Passengers	4.2M	4.3M	-2.2%
	Aircraft Operations	38.4K	38.8K	-1.0%
CYTD August:	Passengers	29.1M	28.9M	0.9%
	Aircraft Operations	274.2K	271.6K	0.9%

Logan saw a slight decline in activity over the Labor Day holiday weekend

Logan Airport - TSA Screened Passengers



- 324K passengers screened over four days (Thursday to Monday)
- 2% below last year
- Less demand due to more school districts in session pre-Labor Day and economic uncertainty

Enhancing Runway Safety at Logan: Runway 27 EMAS project underway requiring a full closure of the runway September 2 through mid-November



JetBlue is expanding Winter 2025 Florida and Caribbean services from Boston Logan

New Domestic Service

- **Vero Beach, FL** – *New market*
 - Launch: Dec 11, 2025 | Daily, year-round
- **Daytona Beach, FL** – *New market*
 - Launch: Dec 4, 2025 | Daily, year-round

Expanded International Service

- Daily Flights Starting Dec 18, 2025:
 - **St. Thomas**
 - **Liberia, Costa Rica**
 - **St. Maarten**
 - **Nassau, Bahamas**
- Saturday Service Increases:
 - **Grand Cayman:** 2x weekly (Dec 20)
 - **Bridgetown, Barbados:** 2x weekly (Jan 10)

Significance:

- JetBlue now offers most flights from BOS to Florida and Latin America/Caribbean
- Reinforces BOS as a JetBlue focus city and leisure hub



JetBlue retired the Embraer E190, a fleet modernization milestone

- JetBlue officially **retired its last Embraer E190**, concluding nearly **20 years of service**, with the final revenue flight operated Sept 9, 2025 from **JFK to BOS**
- JetBlue held a commemorative event at Logan
- The E190 fleet enabled JetBlue to expand into smaller markets and connect underserved cities

Fleet Transition Highlights:

- E190 replaced by the **Airbus A220-300**
- JetBlue now operates a streamlined all-Airbus fleet: A220-300, A320-200, A321-200, and A321neo
- A220 offers **efficiency and sustainability**:
 - **140 seats vs. E190's 100**
 - Lower fuel burn and operating costs
 - Expanded range for transcontinental routes
 - Enhanced customer experience



Delta Expands European Reach from Boston Logan

New Nonstop Routes Launching May 2026:

- **Madrid** – Daily service begins May 16
- **Nice** – 3x weekly service begins May 17 – Logan's 60th international destination

Expanded European Network:

- Delta now serves **12 European destinations** from Boston
- Additional service enhancements:
 - **Barcelona** – Increasing to daily, May 7

Boston as a Global Gateway:

- Delta's BOS network has grown from 25 to **≈70 destinations** in 20 years
- **≈20 daily international flights** across Europe and Latin America



Spirit Airlines filed for repeat Chapter 11 restructuring on August 29, 2025

Key Drivers:

- **Q2 Net Loss:** \$245.8M vs. projected \$252M full-year profit
- **Fleet Challenges:** Geared turbofan engine issues grounding aircraft
- **Demand Headwinds:** Domestic travel softness and economic uncertainty

Strategic Objectives:

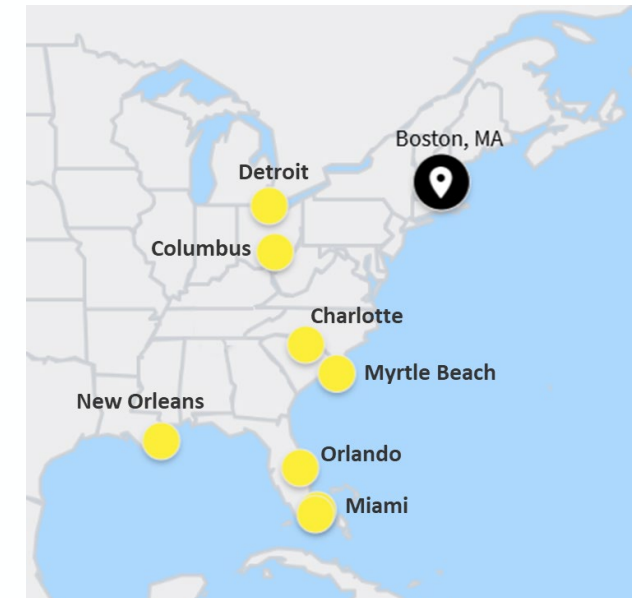
- **Fleet Downsizing:** Reducing leased Airbus aircraft to cut debt
- **Network Focus: Exiting underperforming markets**
- **Cost Restructuring:** Targeting significant annual savings
- **Brand Refresh:** “Project Bravo” aims to attract higher-yield passengers
- **Financing Efforts:** Drawing on \$275M credit facility to maintain operations

Key Takeaways for Massport:

- **Minimal Operational Impact at BOS:** Boston remains a non-focus city; no immediate changes to gate usage or route planning
- **ULCC Market Volatility:** Highlights ongoing instability in the ultra-low-cost carrier segment amid competitive fares

spirit[®]

Nonstop Destinations
from Logan



Hawaiian Airlines to exit the Boston market – November 2025

- Hawaiian Airlines will suspend its Boston-Honolulu route (4x weekly) starting November 19, 2025

Reason for Suspension:

- Broad network adjustment to boost capacity in high-demand international and domestic Hawaiian markets
- Boston route underperformed post-pandemic despite efforts since its launch in 2019

Passenger Options:

- Hawaiian passengers can connect to HA flights via Alaska Airlines through Seattle, Portland, San Francisco and San Diego
- Multiple connecting options available on other airlines



Worcester Regional Airport: FYTD August passengers down 15% year over year

Monthly

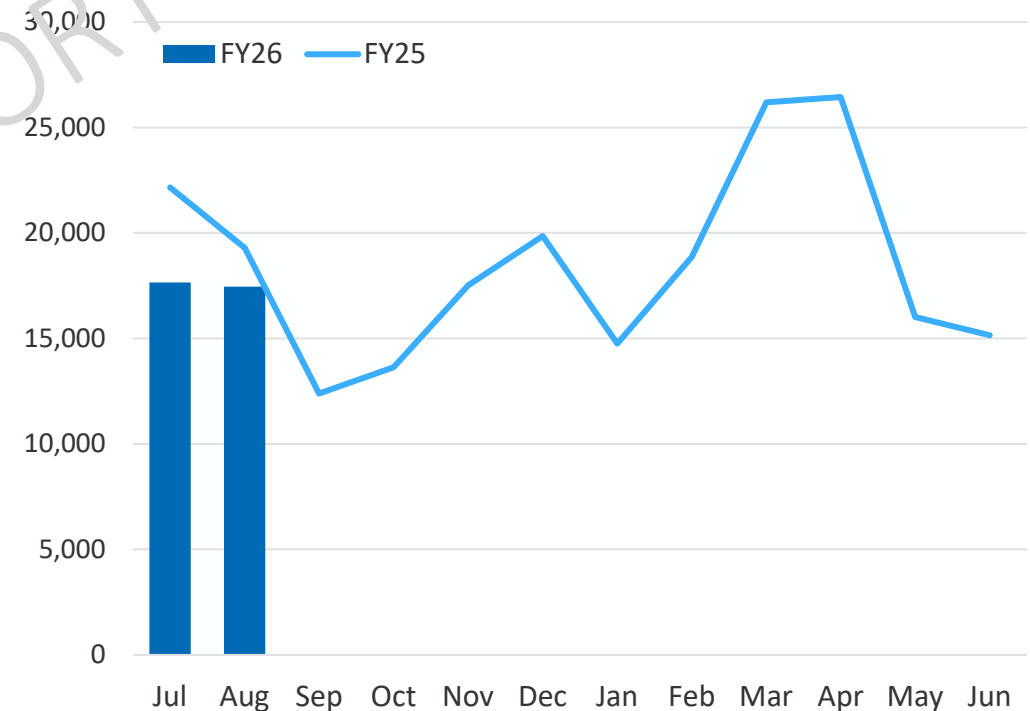
- July: **17,600** passengers, down 20% over FY25
- August: **17,500** passengers, down 9% over FY25
- Reflects economic uncertainty and lower capacity with aircraft right-sizing:
 - JetBlue: New 140-seat A220s replaced 162-seat (Fort Lauderdale)
 - American: Started Philadelphia service with a 50-seat regional jet, replacing 76-seater to New York



FYTD 2026

- 35,100 passengers, down 15% over FYTD 2025

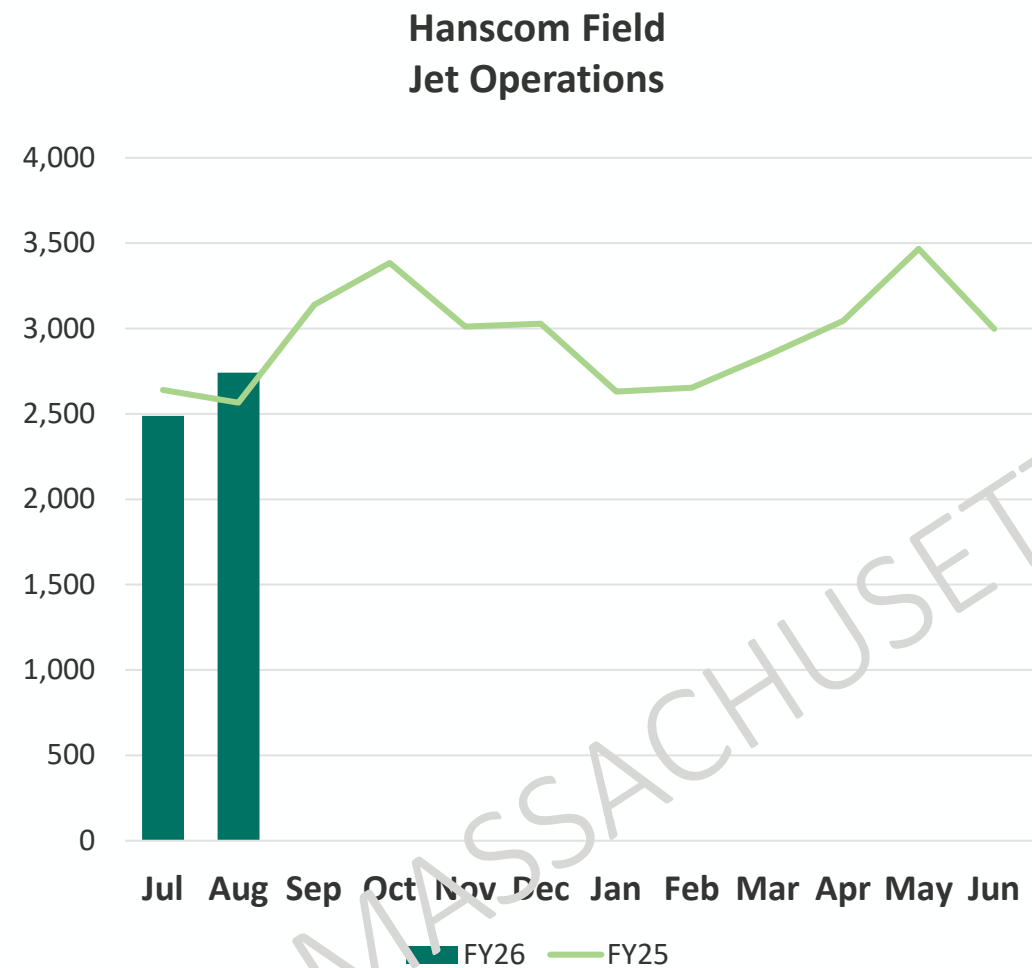
Worcester Regional Airport Passengers



Massport participated in Pride Worcester Festival and hosted a Wings for Autism event that drew families from across New England beyond



Hanscom Field activity was up this summer primarily due to increases in pilot training, small engine and military activity (Marine Week August 2025)



July + August Activity:		
	Jets	Total
Operations	5,200	24,000
Chg vs FY25	0.4%	13.7%
Chg vs FY19	17.3%	7.5%

- Jets roughly flat compared to summer 2024
- Increases for training and single engine operations, reflect the closure of Runway 5-23 for repaving in August 2024

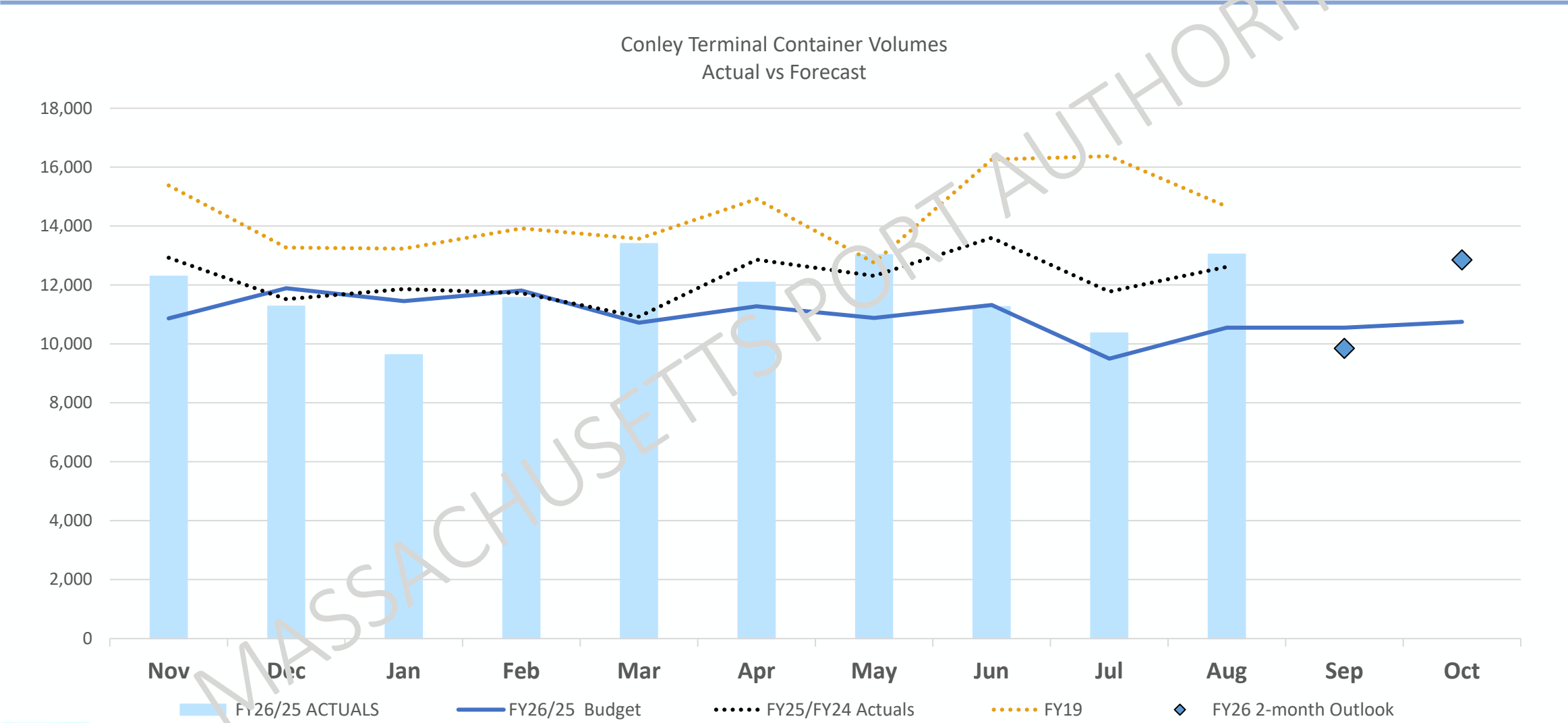


Massport participated in Town of Burlington Touch a Truck event



Report of the Director of Maritime
Lauren Gleason

Conley Terminal handled 34 vessels and over 23,000 containers in July and August, as shippers advanced volume in anticipation of the holiday season and global trade uncertainties



Massport applied for a Port Infrastructure Development Program grant to help fund the strategic modernization of Conley Terminal



Maintenance Building Redevelopment

Redevelop a state-of-the-art maintenance facility to improve operational efficiency, for a 25% downtime reduction

Reefer Rack Expansion

Expand the reefer rack capacity to enhance refrigerated cargo handling by 50%, significantly boosting terminal efficiency



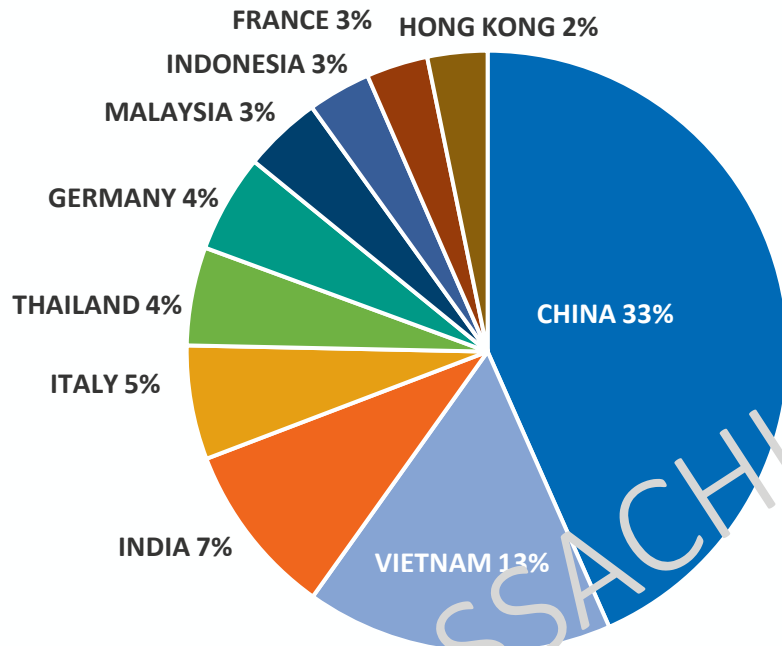
Conley Terminal Digital Twin

Implement an advanced digital twin interlaced with the Terminal Operating System to enhance real-time management and optimize terminal operations

- Massport applied for a **\$19.65M federal PIDP grant** for a **\$39.3M modernization project** at Conley Terminal
- The project will modernize New England's only full-service container terminal through three integrated upgrades:
 - Reconstruction of **maintenance facility**
 - Implementation of a cutting-edge **digital twin system**
 - A **50% expansion of refrigerated cargo capacity**
- Expected outcomes:
 - \$2M in annual revenue
 - Faster vessel turnaround times
 - Improved cargo handling and long-term competitiveness
- MARAD will announce grant selections no later than December 31, 2025

The U.S. administration has reached agreements with most major trading partners

Conley Total Volume
Full Imports + Exports FY2025 YTD



China

- Tariffs on Chinese imports reduced from 145% to 30% until November 10
- China lowered its retaliatory tariffs on U.S. goods from 125% to 10%

Vietnam

- 20% tariff imposed on Vietnamese imports to the U.S, reduced from the previous 46%
- No tariffs for U.S. exports to Vietnam

India

- Imposed an additional 25% tariff, bringing the total tariff rate to 50% due to India's significant reliance on Russian oil

European Union

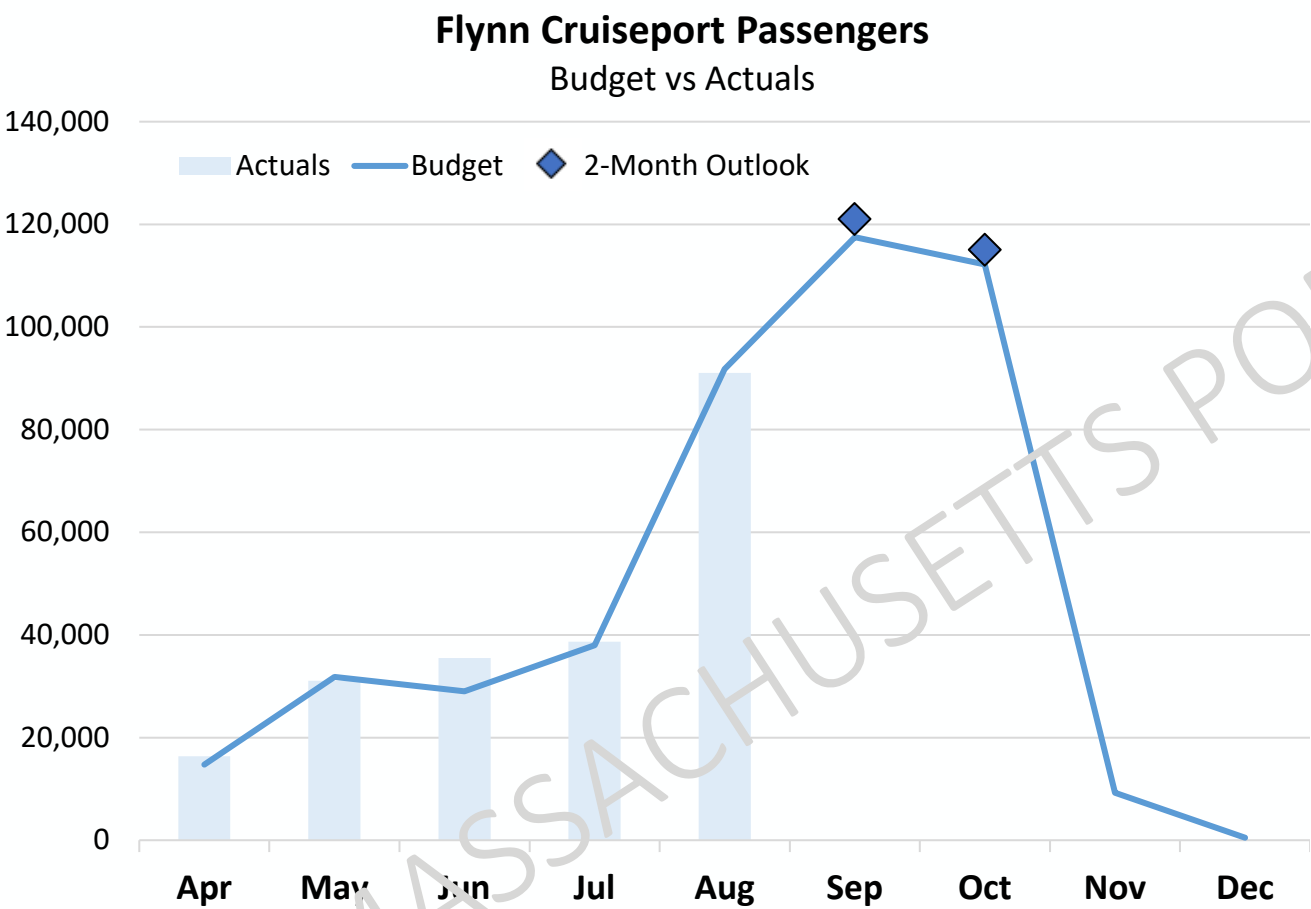
- Reduced tariffs on most EU imports from 30% to 15%
- The EU will eliminate tariffs on all U.S. industrial goods and improve market access for certain U.S. agricultural goods

Conley Terminal: Hybrid crane retrofit advances net zero goals



- Massport completed a major sustainability milestone at Conley Terminal: retrofitting **seven rubber-tired gantry (RTG) cranes** from diesel to **hybrid-electric power**, reducing emissions by **30–50% per unit**
- The RTGs are the workhorses of the Conley yard, transporting containers to and from over-the-road trucks and yard tractors
- **45% of the RTG fleet is now hybrid-powered**, supporting our goal of **net zero emissions by 2031**

Flynn Cruiseport Boston continued to see high passenger counts during the summer travel season, welcoming 28 vessels and 129,000+ passengers in July & August



2025 Cruise Ship Schedule

Months	Home Ports	Ports-of-Call	Total
April-June	15	11	26
July-September	37	36	73
October-December	18	33	51
Total	70	80	150



Flynn Cruiseport Boston welcomed new cruise brand *Virgin Voyages* with a special inaugural event for their maiden call to Boston



- Virgin Voyages made its Boston debut yesterday with the arrival of *Brilliant Lady*, a 2,700-passenger ship
- This visit marks the start of the brand's inaugural Canada/New England season, which includes three scheduled calls to the Port of Boston
- Passengers were greeted with refreshments and live music, creating a festive welcome
- Massport participated in a ceremonial plaque exchange

Human Resources, Diversity and Compensation

CEO Performance Review

Rich Davey

September 18, 2025

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



Launched Authority wide strategic plan refresh

Planning &
Managing
for Growth

Objective:

- Update Massport's 2014 Strategic Plan to position the Authority for the next decade

Approach:

- Engaged Boston Consulting Group
- Cross-functional team assessing trends, vision, and roadmap through 2035
- Project launched June 2025; on track for completion by year-end

Organizational Strengthening:

- Hired Chief Strategy Officer
- Expanded Strategic & Business Planning team
- Integrating data analytics into core operations to enhance strategic decision-making and efficiency



Advancing ground transportation initiatives

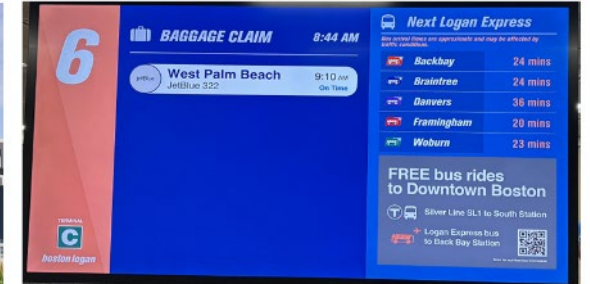
Planning &
Managing
for Growth

Key Initiatives:

- **Framingham LEX Garage:** Doubling capacity by *Fall 2025*
- **Remote Terminal Pilot:** Launching at Framingham in *early 2026*
- **Terminal B Roadway & Garage Optimization:** New pickup area open; *full completion Summer 2026*
- **Terminal E Development:** New transportation center and garage underway
- **Danvers LEX Enhancements:** Improved parking and amenities
- **Route 104:** Collaborated with MBTA on new frequent service bus to Logan

Operational Improvements:

- Improving LEX ticketing
- Added real time bus arrival times signage to curbs & baggage claims
- Created dedicated role to manage curb and roadway operations – *Deputy Director of Roadway Management*



Collaborated with Ride Apps to drive sustainable growth and aligned ground transportation pricing with future infrastructure needs

Planning &
Managing
for Growth

Ride App Partnerships:

- Resumed lower cost **shared ride products**
- **Increased rematch dwell times** reducing canceled trips, passenger wait times, and deadheads
- **Joint pilots:** HOV shuttles, Logan Express last-mile, tech to reduce congestion, improved marketing and tech infrastructure, and tech/policies to enhance enforcement and roadway operations
- **Extended terminal curbside drop-off window** from 10AM to 11AM
- New EV **charging stations**

Other Updated Ground Transportation Fees:

- **Ride App** fees increased to fund infrastructure needs
- **Taxi and limo fees** were long-standing and were updated to better align with evolving service patterns and support infrastructure investment
- **Parking fees** (employee, Central, and Economy) were also raised to align with usage and operational needs
- **\$1.1B in new revenues** over 5 years will fund infrastructure investments to support anticipated passenger growth, including: **Terminal E garage, remote terminals, roadway improvements and congestion relief**



Made customer satisfaction a top organizational priority

Customer
Satisfaction

- Our Logan Airport Five Point Customer Service Plan is informed by customer surveys

Customer Experience

Safe, Clean,
Calming and
Accessible
Facilities



Courteous Staff



Seamless
Intuitive
Transportation



Uniquely
Tailored
Concessions



Surprise &
Delight





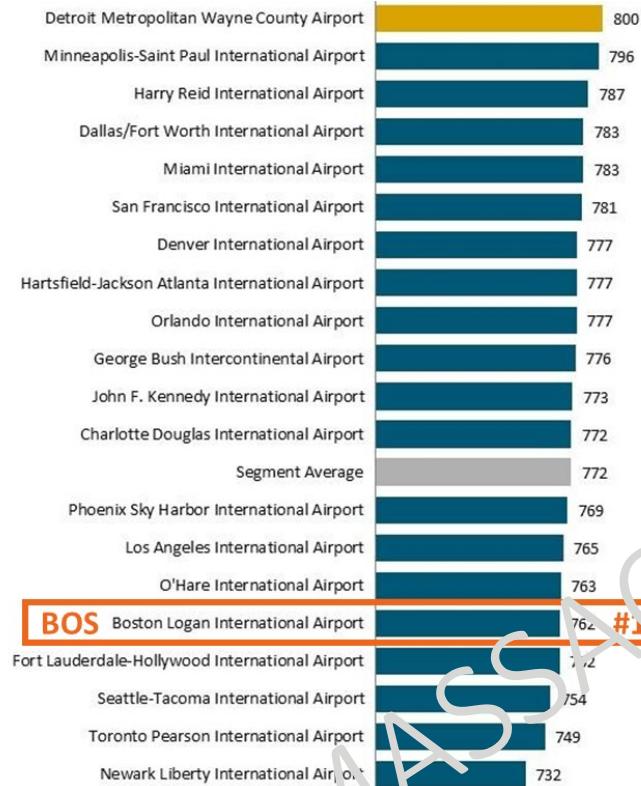
CUSTOMER
SATISFACTION

Our efforts at Logan are already paying dividends

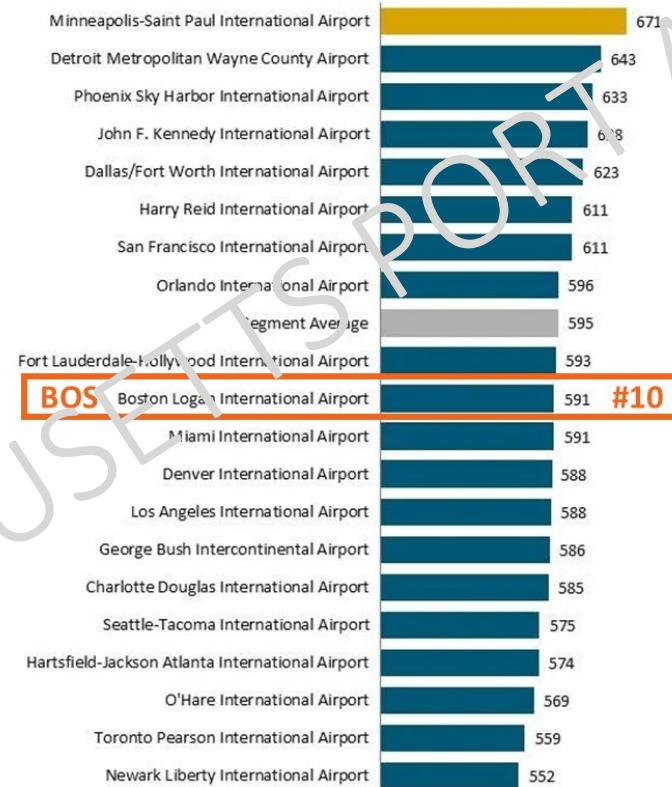
J.D. Power North America Airport Satisfaction Study: Overall Customer Satisfaction Ranking

Mega Airports

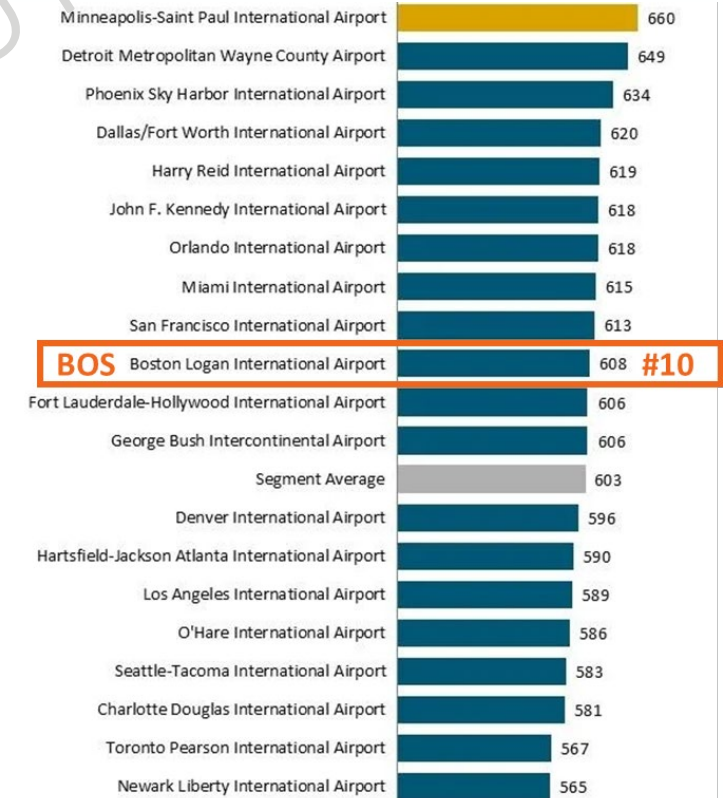
2023



2024



2025



Source: J.D. Power 2023 North America Airport Satisfaction StudySM

Source: J.D. Power 2024 North America Airport Satisfaction StudySM

Source: J.D. Power 2025 North America Airport Satisfaction StudySM



The team has made meaningful progress at Logan in year 1

Customer
Satisfaction

Terminal Enhancements:

- New Terminal B passenger pickup area improves safety, reduces congestion, and enhances overall arrival experience
- Terminal E expanded ticket counters and elevators ready for the peak season

Restroom Modernization:

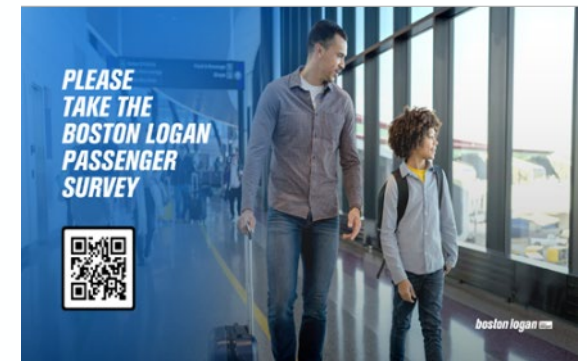
- Refreshing the ten most outdated restrooms - *completion in early 2026*

Improved Wayfinding and Signage:

- New digital signs at curbs showing real-time bus arrivals and at garages showing live space availability
- Smarter digital signage inside terminals with QR codes for gate and flight info on mobile devices, urgency indicators, and clearer check-in signage at Terminal E

Technology and Feedback:

- Utilizing a targeted Logan Passenger Survey through the airport's Wi-Fi network to gather real-time feedback
- Responded to customer input and upgraded Logan's Wi-Fi infrastructure, resulting in a 200% increase in bandwidth – *more to come*



The team has made meaningful progress at Logan in year 1, *continued*

Customer
Satisfaction

Staff Training and Accessibility:

- Provided hospitality training for front-line staff
- Equipped customer care team with handheld translation devices

Concessions Expansion:

- New food and retail offerings, including the opening of Shake Shack and Chick-fil-A

New Idea Pilots:

- Live music and interactive trivia games at selected bag claims



Now turning our focus to elevating customer satisfaction at Flynn Cruiseport Boston

Customer
Satisfaction

The Problem:

- Flynn Cruiseport facilities consistently rank poorly in cruise line guest satisfaction surveys

Launched \$105M Cruiseport Modernization Project:

- \$45M Terminal Enhancements:** New hold room, escalators, balcony, and an additional boarding bridge to accommodate larger vessels and improve passenger experience
- \$60M Shore Power:** Electrical connections at two berths to reduce vessel emissions and support sustainable cruise operations

Early Action Items:

- Updated signage branding
- Clearly communicated door identification/exits
- Improve street side signage indicating positions/modes for transportation
- Enhance process for efficient ride app passenger flow



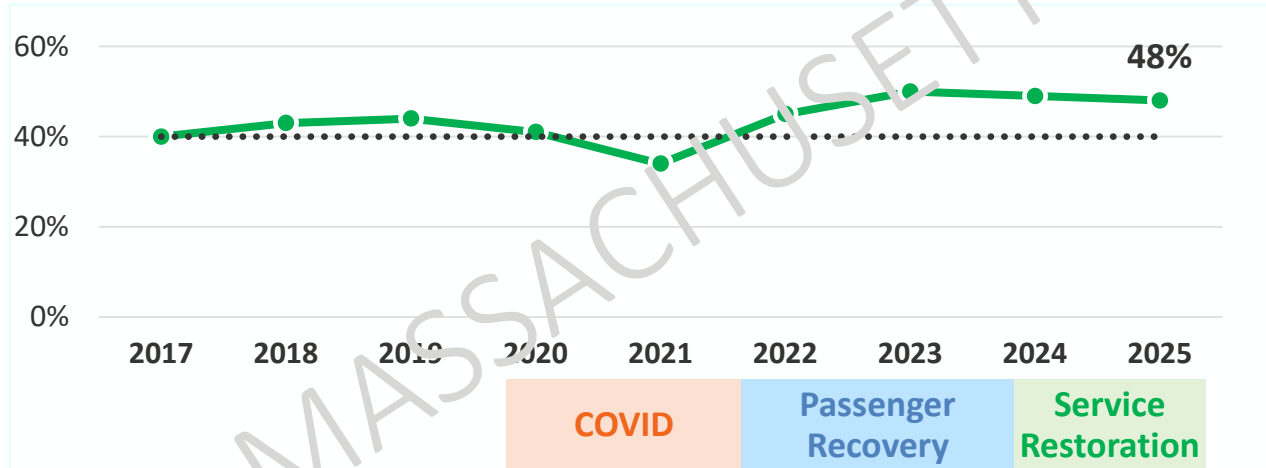
Strong FY25 Financial Results: Revenue and expenses outperform targets creating financial capacity to fund 5-year CIP

Financial
Performance

Preliminary FY25 Financial Performance (Millions of \$)

	Actual	Budget	Variance
Total Revenue*	\$1,307	\$1,182	\$ 125
Operating Expenses	681	687	(-6)
Net Contribution	\$ 130	\$ 0	\$ 130

FY25 operating margin exceeded the Board's approved target of 40%



- Favorable financial results reflect:
 - Strong operational performance
 - Disciplined expense management
 - Increased business activity
- New labor agreements across existing bargaining groups enhance long-term financial stability
- Strong Bond Ratings
 - **Rental Car Facility** bonds **upgraded** to A2+, the **highest rating of all U.S. airport** rental car facility bonds
 - **Maintained industry leading AA** rating for general revenue bonds



Note: FY25 results are preliminary pending airline rates and charges true-up

* Includes investment income

Creating a High-Performing, Inclusive Workplace

Massport
as an
Employer
of Choice

Listened to Employees

- Launched **Employee Climate Survey**
- Key outcomes:
 - Improved performance evaluations
 - Enhanced internal communications
 - Updated hiring and workplace policies

Compensation System Evolution

- **Compensation study** underway to ensure equity and competitiveness
- Introduced **discretionary performance bonuses** to reward high-performing employees

Investing in Employee Growth

- **Momentum Program:** Entry-level development in communication, collaboration, leadership
- **Advise Program:** One-on-one coaching, training, education reimbursement
- **Elevate-U:** Targeted training in leadership, communication, and career advancement for union employees

Engagement

- **Coffee with Rich:** Informal small-group conversations with employees to build connection, share ideas, and strengthen cross-functional insight
- **All Hands:** New Format with shorter awards, games and more time to connect



Empowering a high-impact leadership team



MASSPORT
AS AN
EMPLOYER
OF CHOICE

Key Senior Hires, Promotions and Succession Planning

- Chief of Staff
- Chief Information Officer
- Chief Strategy Officer
- Chief People Officer
- Created New Role: Chief Climate Officer
- Port Director
- Chief Legal Officer- *Vote Today*
- Succession planning in Aviation underway

Reinforced Massport's commitment to Net Zero by 2031 focusing on immediate impact ...

Double
Down on Fight
Against Climate
Change

- Transitioned to **100% renewable diesel** use in Massport-operated diesel fleets across all facilities
- Fast-tracked **on-site solar generation** projects:
 - Hanscom Field – *completed*
 - Piers Park 2 – *completed*
 - Several others underway
- Deployed Oscar **AI-powered waste sorting devices** at Logan Airport
- Advanced **electric bus procurement**, *awaiting MOU from MBTA*



...and long-term transformation

Double
Down on Fight
Against Climate
Change

Regional Collaboration on Sustainable Aviation Fuel

- Launched Massachusetts SAF Workgroup
 - Industry, government, academic collaboration
 - Recommendations delivered to Governor
- Co-hosted Regional SAF Workshop
- Planning a SAF Hub to drive adoption and innovation

Maritime Sustainability in South Boston

- Committed \$60M for shore power at Flynn Cruiseport Boston to reduce emissions from docked vessels

Massport as a Climate Leader

- Integrated approach across aviation, maritime, and facilities
- Partnerships driving regional sustainability leadership
- Continued investment in technology, infrastructure, and policy



Strengthened relationships & public engagement across the ecosystem

Leadership

Direct Engagement with Communities, Customers, Partners, and Elected Officials

- 16 formal speaking events
- 25+ media interviews
- Community events

Strategic Development Partnerships

- RFI for Anderson RTC (Woburn) with MassDOT and MBTA

Equity, Inclusion & Workforce Investment

- Hosted business diversity outreach events and summit
- Participated in Boston Pride Parade for the first time



Invested in our neighboring communities

Leadership

- **Over \$260M** contributed to neighboring communities and the Commonwealth:
 - **\$226M in taxes and fees** from our properties and tenant activities
 - **\$29M in PILOT** payments, rents, and contributions
 - **\$8M in community benefits** (parks, youth jobs, scholarships, Neighbor Health and foundation support)



EAST BOSTON SENIOR CENTER



Winthrop Foundation

NeighborHealth

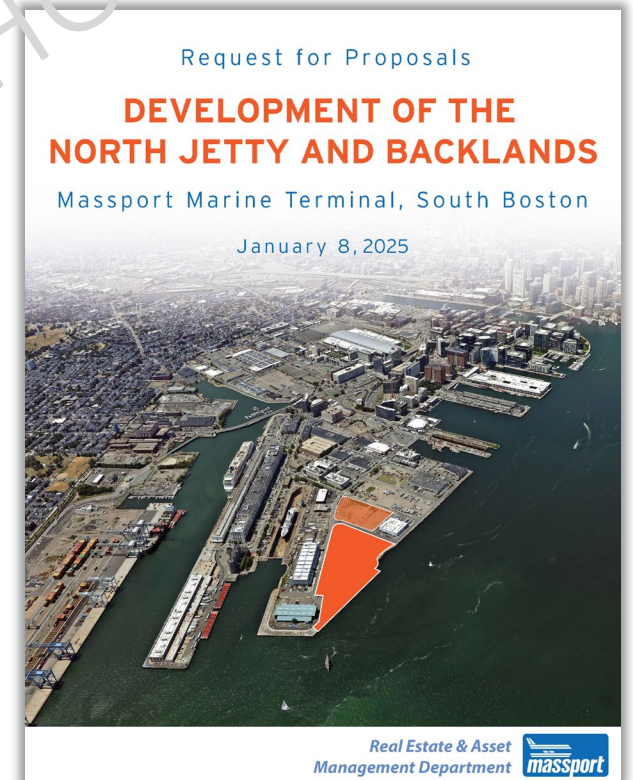


Economic Leadership: Positioning the Port of Boston for future growth

Leadership

Advancing Port Competitiveness: North Jetty Redevelopment

- Issued RFP for North Jetty berth + 16-acre backlands for a multi-use bulk marine terminal development
- Strategic location near navigation channels and Ted Williams Tunnel
- Longstanding goal to establish a flexible bulk terminal complementing Conley Terminal
- Aligns with City's Parcel M RFP
- Developer selection underway; decision expected Fall 2025



Economic Leadership: Catalyzing the Blue Economy

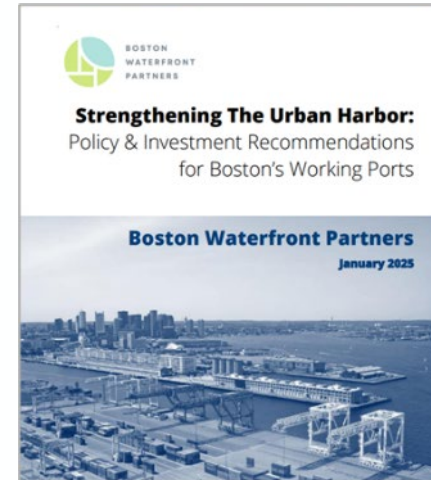
Leadership

Three-pronged strategy to unlock long-term growth in blue economy:

- Leveraging maritime and industrial real estate assets
- Building on Massport's legacy in maritime operations
- Fostering innovation in marine-related industries

Strategic Impact

- Aligns with Massport's role in waterfront economic development
- Supports emerging sectors like clean energy, seafood tech, and boat building
- Expands job creation, tenant revenue opportunities, and Boston's global leadership in marine innovation





Achieved meaningful progress in safety performance

- **25% reduction in OSHA recordable injuries** (20 vs. 25) in the first half of CY2025 driven by:
 - **Targeted injury management** using incident data to identify trends and implement mitigation strategies
 - **Strategic personnel investments:** Added Senior Safety Manager (Maritime) and Senior Safety Specialist (Capital Programs) to strengthen field oversight
 - **Expanded employee engagement:** More safety training, increased field presence, and rise in documented safety observations
- Strengthened safety culture across the organization



take **20** seconds
every **20** minutes
to look **20** feet around

Strengthening safety with data-driven decisions



SAFETY &
SECURITY

- Initiated **data-driven safety reporting system** to track:
 - Employee injuries
 - Escalator incidents
 - Over-height vehicle strikes
- Used data to **mitigate truck strikes** on Logan roadways:
 - Enhanced LED signage
 - Installed additional clearance bars in high-risk areas
 - Deployed over-height detection system at Terminal B arrivals underpass
 - Creating a truck exclusion zone



Equipping Massport for critical incident response



SAFETY &
SECURITY

- **Expanded Fire Service Capacity:** Welcomed 16 new firefighter recruits—the largest class in Massport history
- **Tested Emergency Readiness:** Completed FAA's triennial Operation Ready exercise at Logan
- **Executed Logan's Largest Training Drill to Date:** Conducted a 1,100-participant Active Shooter Tactical Emergency Casualty Care exercise
- **Strengthened Multi-Facility Preparedness:** Performed full-scale FAA emergency exercises at both Hanscom Field and Logan Airport



Enhanced facility and enterprise resilience



SAFETY & SECURITY

- Collaborated with MA RMV for a smooth roll-out of **REAL ID** at Logan Airport
- **Runway 27 Safety Area Improvements** started at Logan Airport
- Completed \$5M **EMAS at Worcester Airport** Runway 29; Runway 11 replacement underway
- Conducted **Cybersecurity Tabletop** exercise with senior leadership and insights from Seattle Port Authority's experience
- Rolled out **Hurricane Preparedness Week** educational campaign with briefing from Tampa Airport
- **Drone safety drill** with law enforcement & business partners



Appointment - Chief Legal Counsel

Taylor Casey

September 18, 2025

Marie Breen – Appointment to Chief Legal Counsel

- Marie Breen brings over 25 years of transportation, rail and major infrastructure project leadership experience, providing strategic advice to facilitate the delivery of complex transportation infrastructure and transit-oriented development projects, including:
 - State and federal procurement and project delivery
 - Real estate development transactions
 - Public-private partnership strategies
 - Program management
 - Risk management advisory services



Strategic Plan

Ground Transportation Update

Peter Howe and Sarah Lee

September 18, 2025

Keeping the Board Informed: Regular Briefings on Transportation Strategy

Key staff will be providing periodic updates on Massport's ground transportation initiatives:



Peter Howe, Jr., PE, CCM

Deputy Director, Roadway Management – Aviation Administration

- Oversees daily roadway and curbside operations at Logan
- Coordinates with internal teams and external agencies to manage impacts
- Assesses infrastructure projects for operational alignment
- Experienced project manager that worked on major capital initiatives, including tunnel and curbside improvements
- Licensed Professional Engineer and Certified Construction Manager with advanced degrees in engineering and construction



Sarah Lee

Manager of Transportation Planning – Strategic & Business Planning

- Spearheads cross-departmental coordination to deliver a comprehensive ground access strategy
- Provides actionable insights through research and analysis to inform internal decision making
- Serves as the Authority's voice in key regional forums—advocating for integrated transportation solutions
- Provides technical support for planning studies, ground access policy, and project review
- Civil Engineer and Transportation Planner with over two decades of experience

Ground Transportation: A Collaborative Effort Across Massport

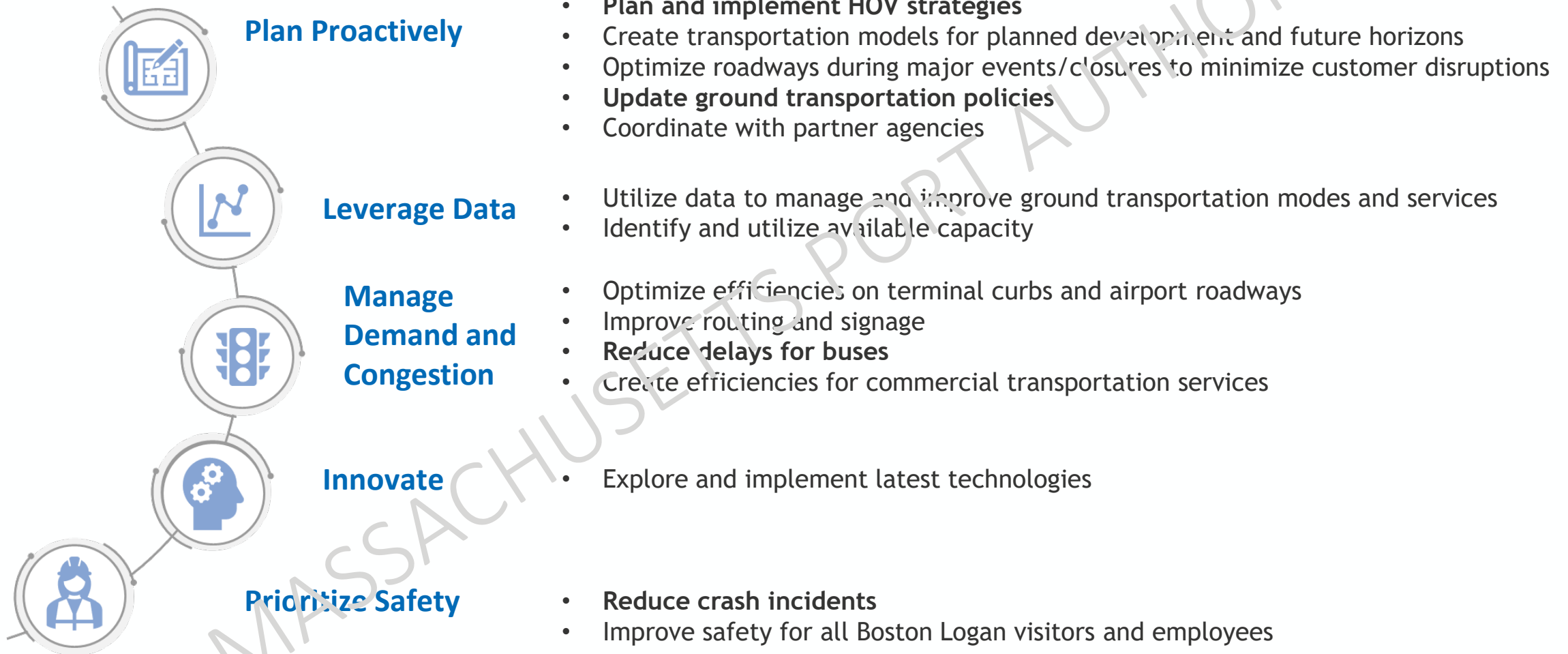
Overview:

- Ground Transportation at Massport is a multi-disciplinary effort, driven by coordination and expertise across several key teams to ensure safe, efficient, and forward-thinking mobility across our facilities

Key Teams Involved:

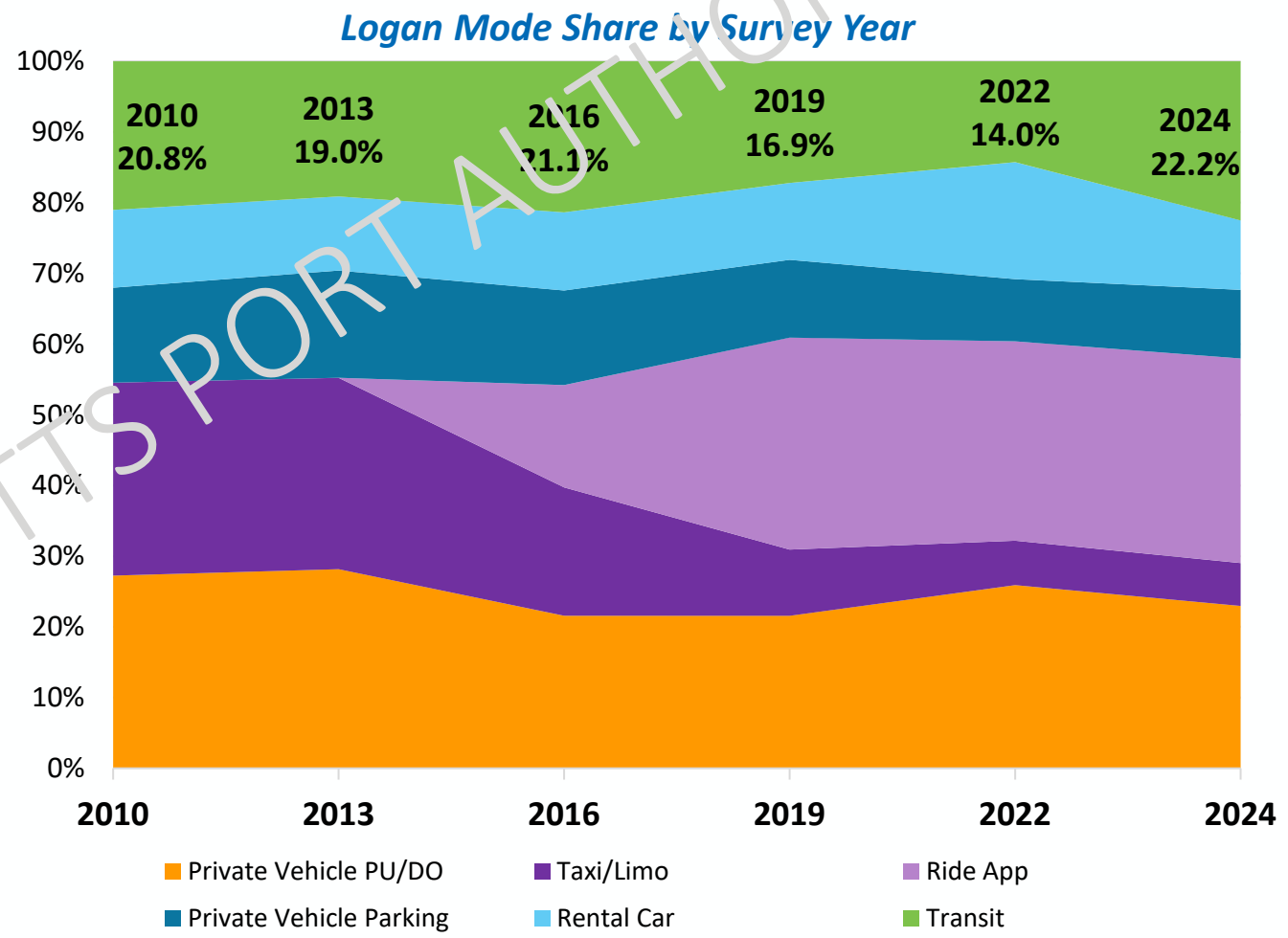
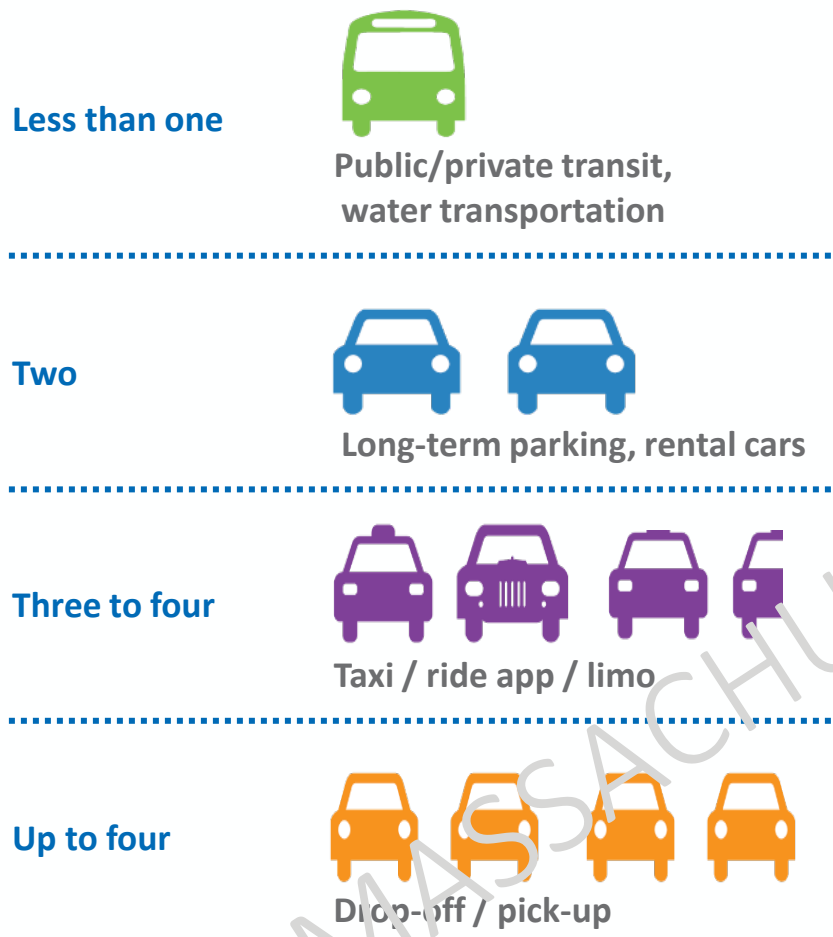
- **Roadway Manager**
 - Coordinates day-to-day management of Logan roadways to ensure the safe and efficient movement of airport passengers and employees, with a focus on future growth and congestion management
- **Transportation Planning Team**
 - Leads strategic planning, data analysis, and long-term mobility initiatives to support sustainable and efficient transportation systems
- **Ground Transportation Operations Team**
 - Manages day-to-day operations of Massport transportation services, public and private transit, and commercial service providers
- **Transportation Business Team**
 - Manages Logan Express and on-campus shuttle contracts, employee commute options and facilities

Ground Transportation Approach and Goals



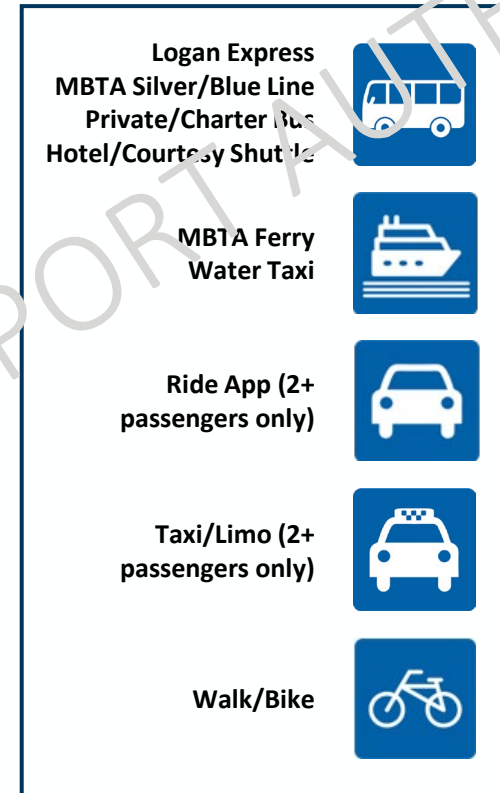
Transit mode share reached a new high of 22% in 2024, and Massport continues to innovate and pursue new opportunities to encourage transit use

Vehicle Trips per Party:



Massport's Ground Transportation Strategy is focused on moving more people in fewer vehicles, efficiently and sustainably

- In 2024, Logan Airport **reached a key milestone in HOV ground access**—reflecting our commitment to moving more people in fewer vehicles
- While Massport supports all modes of transportation to and from Logan, **we prioritize HOV options**, including public transit, private shuttles, and high-occupancy commercial services
- Our **Net Zero by 2031** goal includes targeted efforts to reduce greenhouse gas emissions from ground access and vehicle operations
- We continue to **pursue policy and operational strategies** that enhance throughput, reduce congestion, and improve the customer experience while supporting environmental goals



43%

*Passengers using
High-Occupancy
Vehicles (HOV) in 2024*

*Exceeded our HOV
target for 2027*

Updates on Ground Transportation Initiatives

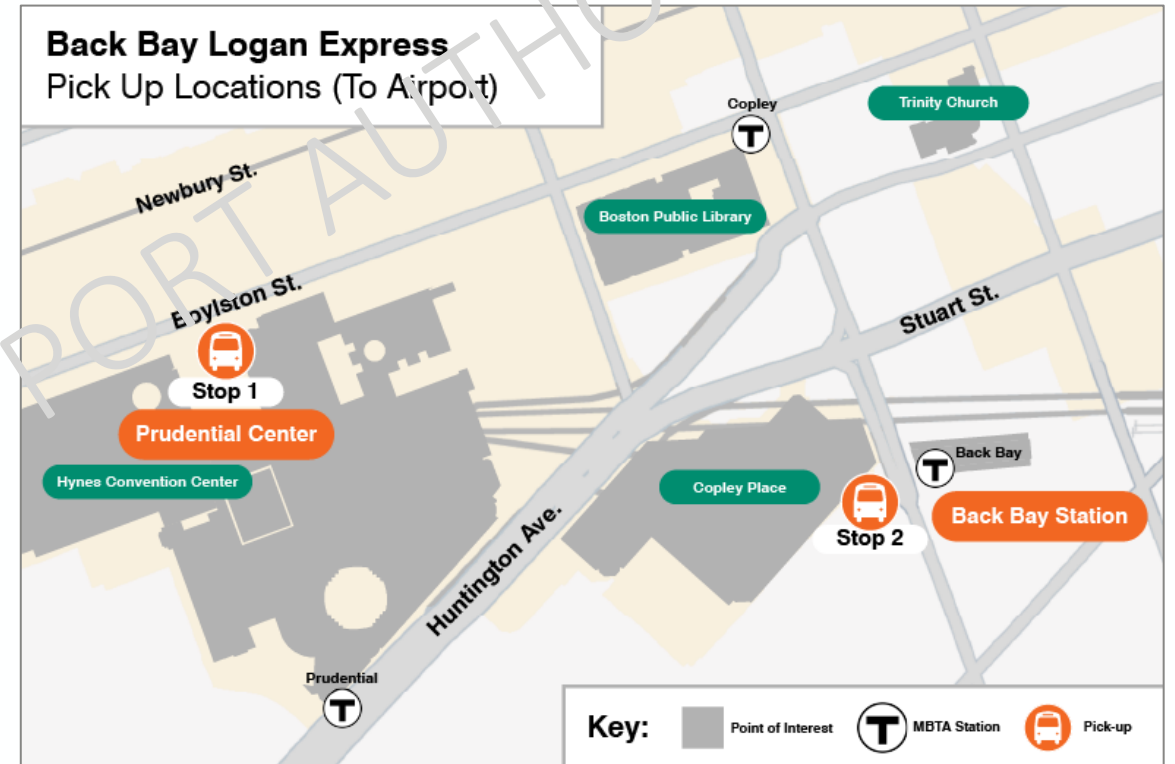
Back Bay LEX Route Optimization: Faster trips for a better customer experience

What Changed:

- New inbound route launched August 18
- **Reversed stop order:** now starts at Boylston Street, then stops at Back Bay Station

Why It Matters:

- 30% reduction in travel time to Logan
- Helps ease traffic congestion
- Improves overall customer experience and operational efficiency



New Ride App initiatives underway—larger, transformative efforts targeted for 2026

New Policy Updates

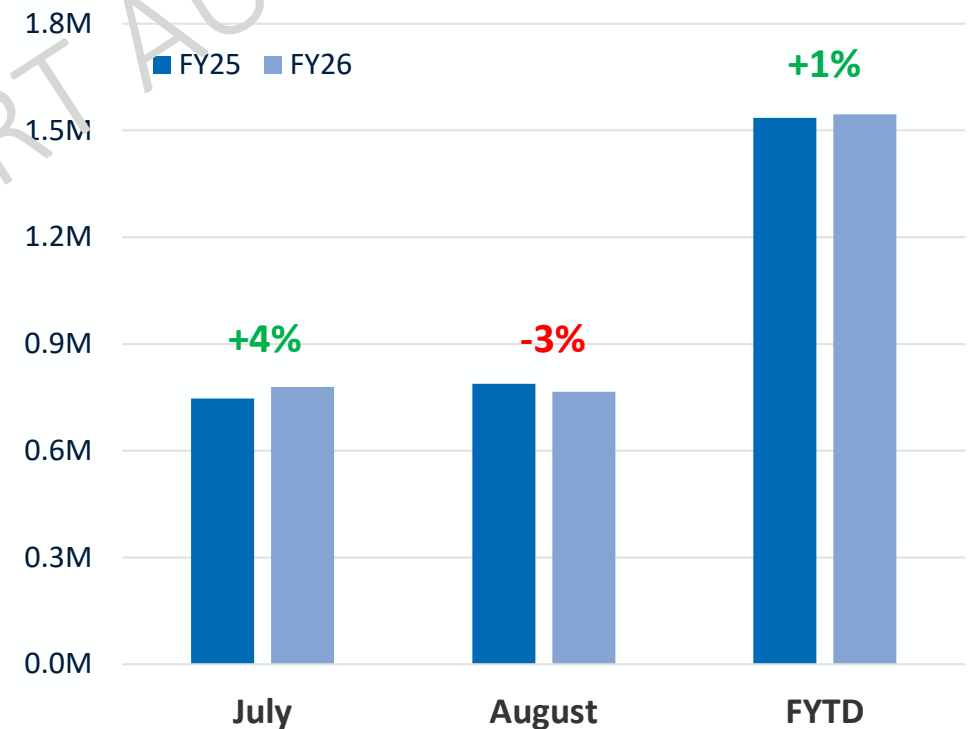
- Pricing per standard trip: **\$3.25 → \$5.50**
- Shared Ride relaunch: **Both apps, pickup and drop-off**
- Arrivals Curb drop-off - extend one hour: **10am → 11am**
- Rematch time window: **3 → 5 minutes**
- Terminal A low-volume curb pickup: **6 dedicated spaces**

Analysis

- As expected, rate increases did not impact demand
- Declining air travel (e.g., Aug) may lower demand
- Minimal or inconclusive impacts of pilots to date

Trends

Ride App Trips



Prioritize Safety

Efforts to reduce truck strikes on the Logan campus are showing results

LED Signage Update (in effect since late March 2025)

- Contributed to a noticeable reduction in truck strikes

Recent Trends:

- March-August:** Month-over-month declines in incidents
- August:** No truck strikes reported airport-wide

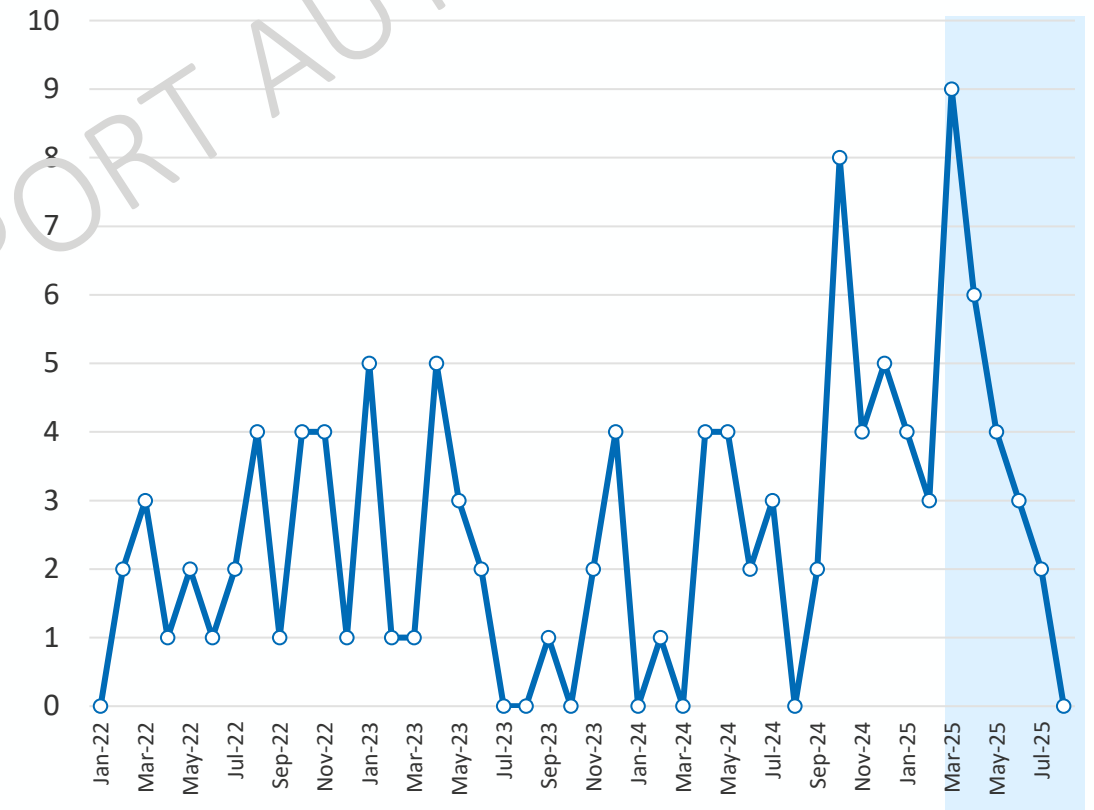
Next Phase:

- Additional static truck exclusion signage currently under fabrication to further improve safety



Over Height Truck Strikes

January 2022 to August 2025



Remote Terminal Pilot: Enhancing customer experience & reducing congestion

- **Location:** Flutie Pass Lot, near Framingham LEX Garage
- **Pilot Details:**
 - Estimated 60-minute service during a 5-hour pilot window
 - Targeting 15 – 30 ticketed passengers per bus
 - Checked and carry-on bags stored separately under the bus
 - TSA screening of all passengers, checked luggage and carry-ons conducted on-site
 - Passenger transported to secure side of the airport
- **Progress:**
 - Active discussions with TSA and key stakeholders underway
 - Focused on operational feasibility and customer service impact
- **Implementation:**
 - Targeting **Summer 2026**



Next Update: Spring 2026

- MPA Ground Transportation Coordination with Boston 26 and FIFA in preparation of FIFA World Cup 2026
- Massport Battery Electric Bus Procurement
- Leveraging Ground Transportation Data
- Ride App Initiatives:
 - Terminal B Zone Matching
 - Urban Shuttle

Real Estate and Strategic Initiatives

Parcel D-4 Development Project

Andrew Hargens

September 18, 2025

Massport selected Seaport Community Partners (SCP) to construct the first all-affordable housing project in the South Boston Waterfront on Parcel D-4



Parcel D-4 Affordable Housing – Cost and Funding Update

Original Project Overview

- **Developer:** Seaport Community Partners (SCP)*, designated Sept 2023
- **Scope:** ≈200 affordable units in a ≈ 15-story high-rise using steel, with potential cross-laminated timber (CLT)

Key Issues

- **Construction Costs:** Rising construction costs and steel-based design on dense urban site drove budget beyond public funding norms
- **Funding Environment:** Costs exceed City and State affordable housing funding parameters

SCP Response to Cost and Funding Challenges

- Refine program to align with available funding
- Explore cost-effective design alternatives

* SCP is led by The Community Builders (TCB) and the The Menkiti Group, with Ionic Development and Sinclair Real Estate

Affordable housing funding remains limited and highly competitive, requiring strategic alignment with City and State program parameters

Feasibility Review & Outcome

- SCP presented the 200-unit project to City and State funders
- Agencies were **supportive of affordable housing**, but couldn't fund such an expensive project
- Requested cost reductions and consideration of **market-rate units** to subsidize affordability
- SCP engaged several general contractors — **costs remained high** due to steel high-rise construction, dense urban site, union construction
- Partial market-rate unit options did not generate sufficient revenue to subsidize the affordable units
- **Conclusion:** Original 200-unit concept **no longer viable**

Revised project is consistent with City and State-funded affordable housing projects is ready to advance

Revised Project

- **Scope:** ≈100 affordable units
- **Design:** 7-story wood-frame construction (max per State Building Code)
- **Affordability Range:** 30%–80% AMI, supporting workforce housing
- **Budget:** Aligned with City and State affordable housing funding parameters
- **Cost Efficiency:** Wood-frame significantly more cost-effective than steel high-rise
- **Community Benefit:** Ground-floor office for South Boston Neighborhood House to provide resident services (e.g., youth & senior programs)
- **All union construction**

SCP expects to begin project permitting this fall

Fall 2025

SCP to file a “**Letter of Intent**” with the City to begin **Article 80** permitting



Article 80 and Public Process

Fall 2026

Submit application for **City funding**

Winter 2027

Submit application for **State funding**

FY2028 - FY2029

Construction begins (dependent on funding)

Parcel H Outside Closing Date Extension

Andrew Hargens

September 18, 2025

Lincoln Property Company (LPC) seeks an extension for its fully-designed and permitted Seaport Circle project due to current market conditions

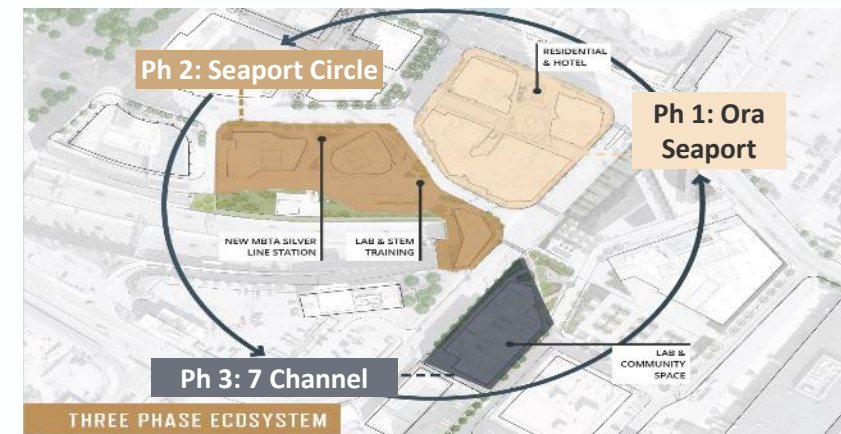
Project Overview

- **15-story building** with **578,000 SF** of lab, office, and incubator space
- Innovative **14,300 SF Life Science Job Training Center**
- Features **integrated MBTA Silver Line station** and comprehensive **public realm** improvements
- **Over \$25M invested** by LPC to-date for development and permitting, including complex MBTA negotiations
- Project design received the **2023 International Architecture Award** (Commercial Building category – Chicago Athenaeum)
- **Construction start** planned for **Summer 2023 delayed** due to slowdown in life science leasing and temporary oversupply of lab space in the Boston market



Staff recommends 3-year extension of the outside closing date

- **Debt market requires pre-leasing** to secure construction financing – projects can no longer obtain financing for speculative development
- **LPC requests a 3-year extension of outside closing date to February 28, 2029** to secure a tenant commitment
- **\$420K in extension fees over three years**; REAM operates parking on Parcel H during extension period
- **LPC will submit annual report** summarizing market trends, marketing efforts / leads, and project position in the market
- Has been an exemplary partner through design and permitting, delivering a **shovel-ready project**
- Strong commitment to the **South Boston Waterfront**, with prior developments including **Ora Seaport, Hyatt Place Hotel and Parcel U designation by BPDA**



Facilities and Construction

North Service Area Optimization Program (L1366 and L1832)

Revised Partial Project Budget

Luciana Burdi

September 18, 2025

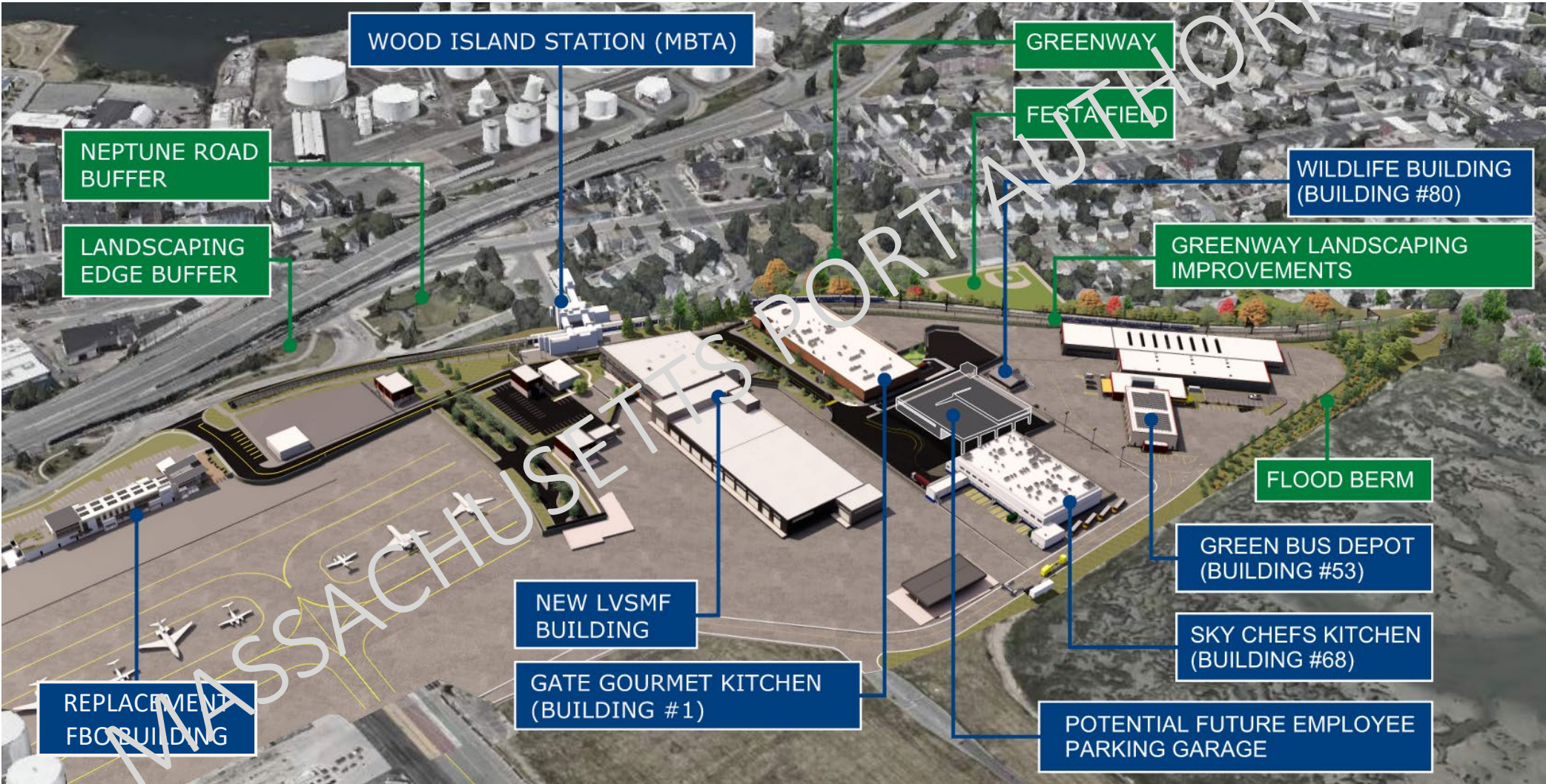
North Service Area Optimization – Existing Conditions (2025)

Project Scope:

- Design near completion:
 - Large Vehicle Storage and Maintenance Facility (LVSMF)
 - Wildlife Building
 - Fueling Station
 - Green Bus Depot addition
- Relocate security wall to bring support services (i.e., catering kitchens) to the air side



North Service Area Optimization – Post 2030



Legend:

Buildings

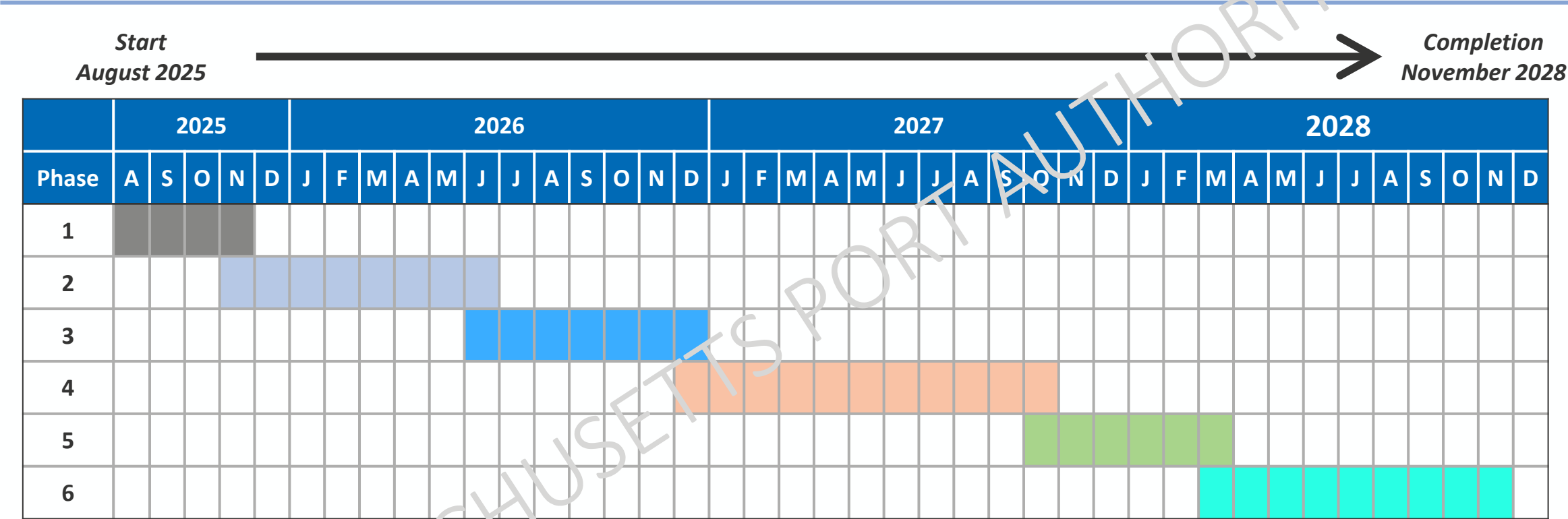
Green Spaces

Rendering of North Service Area Optimization – Aerial View Looking East



Looking
East

Overall Schedule and Board Recommendation



Board Recommendation:
Approve a revised partial project budget in the not-to-exceed amount of \$275 million

Logan National Pollutant Discharge Elimination System (NPDES) Permit Infrastructure Improvements (L1840)

Partial Project Budget

Luciana Burdi

September 18, 2025

Background/Program Overview

- The **U.S. Environmental Protection Agency (EPA)** administers the federal **Clean Water Act** and regulates pollutants discharged into the waters of the U.S. from industrial activities through the issuance of **National Pollutant Discharge Elimination System (NPDES) Permits**
- The EPA has issued and re-issued **NPDES Permits for Logan Airport in 1978, 2007 and 2023** (for the current permit); **Massport and its co-permittees** (22 tenants and fixed based operators at Logan Airport) **have a history of consistent compliance with the Logan NPDES Permit**
- In August 2023, EPA issued a **new NPDES Permit** for Logan, which **established** for the first time **numerical bacteria limits for stormwater discharges** at four of Logan's stormwater outfalls
- As the source of the bacteria is unknown, in June 2025, **EPA issued a Permit Modification that established a milestones-based schedule of work** to be performed by Massport **to achieve the numerical limits** for the four outfalls **by no later than October 2038**

Project Scope

- **Infrastructure Investigation and Repair:**
 - Dry and wet weather storm system sampling to identify sources of concern
 - Dye testing of the sanitary system to detect cross connections
 - Camera inspection of the storm and sanitary systems to identify cross connections and compromised sections and make needed repairs
 - Cleaning, removal of sediment, and lining of stormwater system pipes
- **Coordination of Logistics for Massport Facilities and Aviation Operations**
- **Analysis of Green Infrastructure Suitability**
- **Piloting and Completion of Structural and Non-Structural Projects**
- **Stormwater Master Planning**
- **Timing: FY26-FY29**

Board Recommendation

Approve a partial project budget for the Logan NPDES Infrastructure Improvements, in the not-to-exceed amount of \$40 million

Audit and Finance

FY25 Rates and Charges True-up

Dan Gallagher

September 18, 2025

US DOT/FAA regulations guide how airline rates and charges are determined

- Airports can recover operating and capital costs of facilities through airline rates and charges
- Rates must be **fair and reasonable**
- Rates are ultimately **based upon actual costs**
- Rates **must not be unjustly discriminatory**
- Process must include a consultation with the airlines
 - Massport met with the **Boston Airline Committee on September 9, 2025**
 - Airlines reviewed and accepted the FY25 rates and charges true-up

FY25 rates & charges will recover over \$600M, representing roughly half of Massport's revenues

Airline Rates & Charges:

- Terminal Rents and Fees
- Landing Fees
- Bag Fees
- Ramp and Apron Rent
- Car Rental Center
- Common Area Transit (CAT) Fee

FY2025 Airline Budget and Activity Performance

Budget Performance (FY25 - 12 months):

- Budgeted Airline Rates and Charges Costs: \$527.4M
- Actual Airline Rates and Charges Costs: \$537.2M (1.9% above budget)

Passenger Activity:

- Budgeted Passenger Forecast: 42.2M
- Actual Passenger Total: 43.8M (3.7% above budget)

Business Activity Performance:

- Landed Weights (1,000 lbs. per unit): +8.7% above volume forecast
- Bags Checked (per bag): -4.8% below volume forecast
- Terminal E Fees (per passenger):
 - Intl. Inbound activity: +0.6% above volume forecast
 - Intl. Outbound Fee activity: -1.2% below volume forecast
 - Check-in Fee activity: -0.1% above volume forecast

FY2025 Airline Budgeted Expense Performance and Revenue Offsets (Actuals)

Additional Expenses:

- Overtime Costs
 - Backfilling vacancy
 - Extended operating hours
- Service Agreements
 - Additional service hours for elevators/escalators
 - Improvements in recycling and composting programs
- Airfield paving

Savings:

- Snow Removal Costs
- Utilities
- Employee Vacancy

Increase in Offsetting Revenues:

- Airfield rents (ramp and aircraft parking fees)
- Increase in Corporate Aviation activity
- Increase in Ride App/Taxi/Limo ridership

After additional expenses, savings and offsetting revenues:

- Final result is \$9.8M over budget

FY2025 Terminal Area and Airline Activity True-up Rates

Description	FY2025 Rate *	Rate Adjustment **	FY2025 True-up Rate	Variance
Terminal A	\$202.66		\$211.37	4.3%
Terminal B	\$188.35		\$188.43	0.1%
Terminal B Pier B BHS Facility	\$12.43		\$9.82	-21.0%
Terminal C - Main	\$292.25		\$290.68	-0.5%
Piers B & C - Upper	\$169.98		\$168.07	-1.1%
Piers B & C - Lower	\$100.59		\$95.71	-4.9%
Pier A - Upper	\$153.37		\$150.36	-2.0%
Pier A - Lower	\$148.58		\$145.58	-2.0%
Terminal E				
Type 1	\$188.15		\$193.75	3.0%
Type 2	\$191.15		\$196.75	2.9%
Type 3	\$201.65		\$207.25	2.8%
Regional Carrier Facility	\$69.14		\$56.74	-18.0%
Terminal E				
Inbound International Fee	\$15.04		\$14.89	-1.0%
Outbound Passenger Fee	\$5.36		\$5.62	4.8%
Inbound Non-FIS/Domestic Fee	\$15.04		\$12.68	-15.7%
Common Use Check-in Fee	\$9.02		\$10.00	10.8%
Landing Field Rate (per 1,000 pounds)	\$6.61	\$6.10	\$6.17	-6.7%
CBIS Baggage Screening Facility Fee (per bag)	\$2.02	\$2.35	\$2.05	1.6%
Terminal B Pier A BHS Fees				
Rental Rate per Carrier (PFSPY)	\$14.85		\$13.57	-8.7%
Baggage Fee Rates (Per Checked Bag)	\$7.35		\$8.81	19.8%

* Eff. 7/1/2024

** Eff. 2/1/2025



Rental Car Center Overview

Customer Service Center

(Actual Cost: \$4.3M)

- Expenses \$771K (15.4%) below budget
 - Maintenance and operating expense \$712K (26.2%) below budget
 - Utilities over budget \$62K (9.9%)

Garage Facility

(Actual Cost: \$2.5M)

- Expenses \$77K (3.1%) above budget
 - Maintenance and operating expense \$64K (54.5%) above budget

Quick Turn Around (QTA) Facility

(Actual Cost: \$3.0M)

- Expenses in alignment with budget, no change to ground rent

Common Area Transit Fee

(Actual Cost: \$12.7M)

- Expenses \$1.3M (9.5%) below budget
 - Maintenance and operating expenses \$47K (0.4%) below budget
 - Roadway capital amortization (\$1.2M) below budget
- Transaction activity below budget 3.7%

FY2025 Rental Car Center & Activity True-up Rates

Description	FY2025 Rate (eff. 7/1/2024)	FY2025 True up Rate	Variance
Customer Service Center	\$322.87	\$275.63	-14.6%
Garage Level 1 - 3	\$2.82	\$2.86	1.7%
Garage Level 4	\$1.37	\$1.52	10.60
QTA Facility	\$6.02	\$6.03	0.2%
CATS Fee	\$11.02	\$10.36	-6.0%

Next Steps

1. Staff recommends Massport Board approve FY2025 Rates and Charges True-up
2. Staff will work with tenants to reconcile account balances

Brand Marketing Agency Contract

John Raftery

September 18, 2025

Strategic Goals for New Agency

- Enhance customer satisfaction
- Promote airport and cruise port improvements
- Position Massport as an employer of choice
- Advance green and sustainability initiatives
- Improve analytics and performance across digital channels
- Deliver breakthrough creative, media, and event activations
- Leverage digital tools to maximize efficiency and reach



RFP Process & Recommendation

- **14 proposals** received; **4 finalists** selected for in-person presentations
- Selection Committee recommends **Allen & Gerritsen, Inc.**, a full-service agency, based on:
 - Strong alignment with Massport's mission and goals
 - Effective use of research, data, and strategy
 - Proven ability to communicate across complex stakeholder groups
 - Experienced leadership and account team
 - High-quality written and live presentations

Board Recommendation

Staff recommends that the Board authorize staff to negotiate, execute, and deliver an agreement with Allen & Gerritsen, Inc. to provide brand marketing agency services for an initial term of three years and two one-year option periods, in a not-to-exceed amount of \$12,500,000, including all option years

Assent Agenda