

Massachusetts Port Authority Board Meeting

November 20, 2025



Public Comment

Chair's Comments

Report of the CEO
Rich 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



Expanded Framingham Logan Express Garage opened in time for holiday travel



Worcester Regional Airport Community Support Workshop: Collaborating for Worcester Regional Airport's Success

Planning &
Managing
for Growth

- **Engaged the Worcester Community** – Public officials, business leaders, and economic development stakeholders
- **Explored Aviation Trends** – Insights, lessons learned, and strategic opportunities
- **Building Strong Partnerships** – Ensuring sustainable success together



We officially broke ground on the Flynn Cruiseport Terminal Modernization project

Customer
Satisfaction



Improving the Customer Experience:

- Modern 1,000-passenger hold room
- Expanded queuing area
- Optimized security checkpoint
- New passenger boarding bridge

Investing in Sustainability:

- Shore power for two berths

Anticipated Completion: 2030

Surprise and Delight: Cruise Parker Appreciation

Customer
Satisfaction

Purpose: Enhance cruise passenger experience through small, meaningful gestures

What We Did:

- October events in the South Boston parking lot offering **complimentary cider, coffee, and donuts**
- Partnered with **Cloudae, a local woman-owned business**, reinforcing community engagement

Impact & Significance:

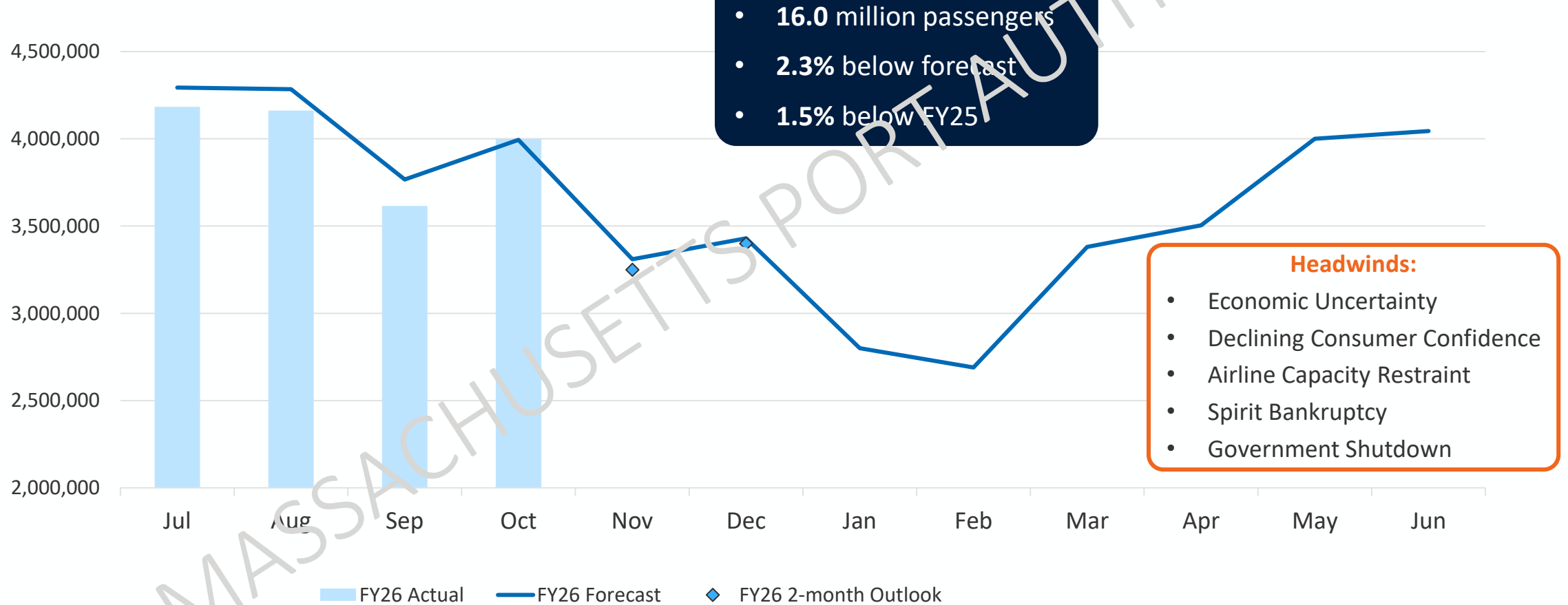
- **Positive traveler feedback** and stronger customer loyalty
- Aligns with Massport's goal of delivering **exceptional customer service** and creating memorable experiences



Logan served 16M passengers through October (FYTD), slightly below forecast

Financial
Performance

Logan Passengers (Actual and Forecast)



Q1 FY26 Financial Performance

Financial
Performance

Financial Results – Q1 FY26

	Budget	Actual	Variance
Revenues	\$337M	\$368M	9%
Expenses	(\$337M)	(\$337M)	0%
Contribution	\$0	\$31M	



EDGAR Oracle Cloud Phase 1: Successfully Launched

Financial
Performance

Go-Live Date: November 12, 2025

Phase 1 Features:

- Core HR
- Manager & Employee Self-Service Recruitment and Onboarding/Offboarding

Implementation Highlights:

- 33 Roadshows across 16 locations to prepare staff
- Comprehensive training resources and support available

Current Status:

- All new requisitions, hires, promotions, and approvals now processed through EDGAR



Massport Ascent Phase 1 launched in November

Massport
as an
Employer
of Choice

What is Ascent?

- Massport Ascent is our **refreshed performance management process** to set clear expectations, provide ongoing feedback, recognize achievement, and support growth

Why It Matters:

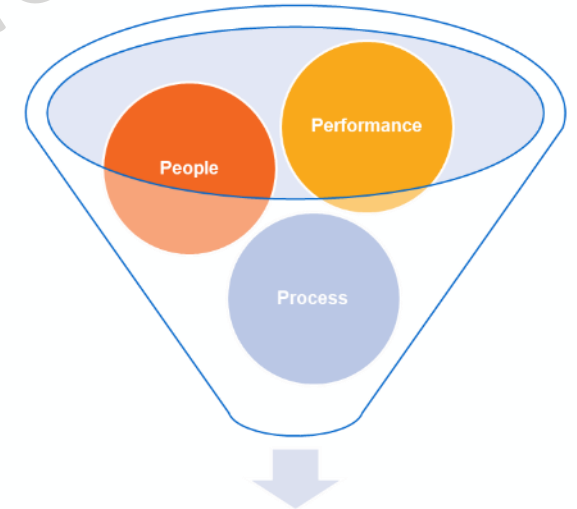
- Empowers employees with clarity, support, and recognition—driving individual development and organizational success

Core Philosophy:

- **People:** Inclusive, growth-oriented culture aligned with mission
- **Performance:** Clear objectives tied to strategic priorities; reward results
- **Process:** Data-driven, continuous feedback, transparent reviews, agile systems

Key Features:

- **Goal Setting**
- **Documented Feedback**
- **Transparent Reviews**
- **Compensation aligned with People + Performance**



massport
ASCENT

Oscar Sort Pilot: Waste diversion rates trending higher

Double
Down on Fight
Against Climate
Change

- **Pilot launched Feb 2025:** 3 units in Terminals B, C, and E
- **Goals:** Reduce contamination, improve diversion, engage passengers, and showcase sustainability
- **Results:** Diversion rates 8–24 points above Logan baseline, demonstrating strong impact
- Dashboard insights to guide targeted waste management solutions



Collaborating with our partners on regional transportation challenges

Leadership

MassDOT 2025 Moving Together Conference



Honoring champions at Logan Airport



LEADERSHIP

Boston Renegades Banner Unveiled in Terminal C

- 5 national titles in 7 years
- Leaders in women's professional football

Event Highlights

- Governor Healey joined celebration
- Showcased equity, grit, and teamwork

Impact

- Visible tribute to champions for all travelers
- Reinforces Logan as part of Boston's sports legacy



Honoring Our Veterans: A small token of gratitude for Veterans Day



LEADERSHIP



On behalf of the entire leadership team, I want to personally thank you for your service to our country.

We are fortunate to have veterans like you as part of our team. Please know how much I appreciate your contributions to our country and this organization.

Wishing you and your family a Happy Veteran's Day.

Rich Davey
Chief Executive Officer
Massachusetts Port Authority



Massport Police achieves state accreditation



SAFETY &
SECURITY

- Earned **Certification** from the Massachusetts Police Accreditation Commission
- Result of months of **policy review, training updates, and operational improvements**
- Ensures **transparent procedures**, current training, and alignment with best practices
- Certification valid for **3 years**
- Reflects commitment to **professional standards and community trust**
- Significant **department-wide effort**





Hanscom Field completes FAA-required emergency response exercise

- **Overview:** Triennial **full-scale exercise** conducted October 28 with **nearly 150 participants**
- **Objectives:** Incident management, unified command, communications, emergency staging and response
- **Scenario:** Two-aircraft collision requiring response at two separate sites

Highlights:

- Successful rescue, triage, treatment, and transport operations
- Nearly 50 role players simulated injuries for realistic training
- Mutual aid partners included **Bedford, Concord, Lexington, Lincoln, Waltham, Action Ambulance, Armstrong Ambulance, and Hanscom Air Force Base Fire Department**



Winter Preparedness: Ready for the Season



SAFETY &
SECURITY

Logan Airport

- Preventive maintenance completed on 200+ critical snow and ice removal assets
- Annual snow readiness drill successfully executed to ensure operational continuity

All Massport Facilities

- Similar preparations will be completed this month
- Teams prepared to keep passengers, aircraft, and cargo moving safely and efficiently



Winter drone education campaign launching December 8



SAFETY &
SECURITY

Overview:

- Massport's ninth public outreach campaign will run for 8 weeks

Purpose:

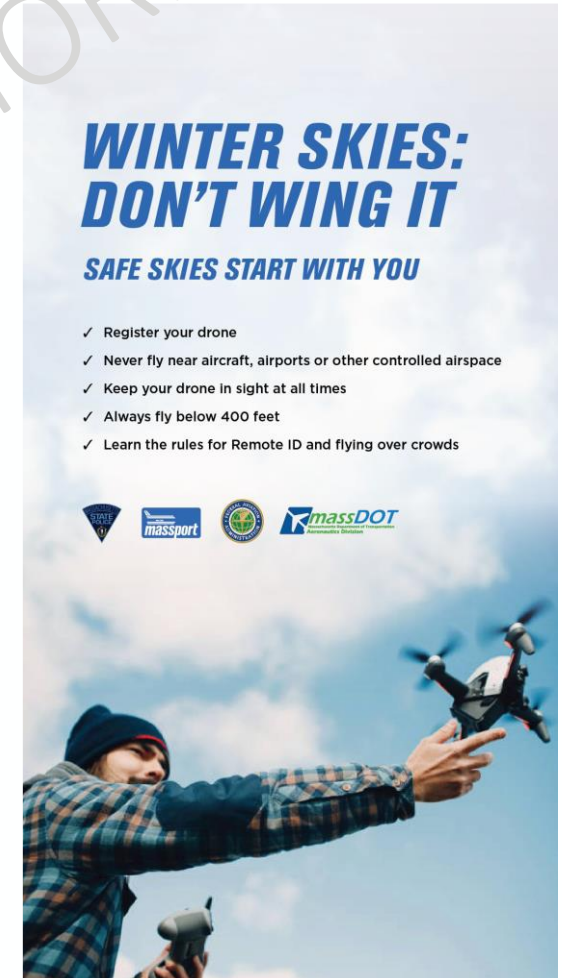
- Educate the public on safe drone operations and FAA rules
- Protect aviation and maritime facilities

Outreach Channels:

- Social and print media

Target Areas - Communities within 10 miles of:

- Logan International Airport
- Worcester Regional Airport
- Hanscom Field
- Port of Boston



Report of the Director of Aviation
Ed Freni

Logan and 39 other major airports return to normal after the government reopening and end to FAA flight restrictions

The Boston Globe

FAA lifts order restricting flights at Logan, dozens of other major airports

By Alexa Coultoff and Emily Spatz Globe Correspondent, Updated November 17, 2025, 6:04 a.m.



A plane landed at Boston Logan International Airport on Nov. 17 during the government shutdown. DAVID L RYAN/ BOSTON GLOBE STAFF/DAVID L RYAN / BOSTON GLOBE STAFF

- FAA implemented **mandatory flight reductions** at the top 40 airports to manage air traffic control (ATC) staffing shortages and maintain safety
- Airlines were ordered to reduce schedules by **4% initially, rising to 6%**, with plans for 10% cuts if the shutdown continued
- GA operations were **prohibited at 12 major airports**, including Logan
- From Nov. 7–9, airlines canceled over 4,000 flights and delayed more than 17,000, with cancellations peaking at 2,900 in a single day
- The FAA rescinded all restrictions on **Nov. 17**, citing improved staffing and safety trends

Runway 27 reopened after completion of Phase 1 EMAS construction, resolving construction-related delays

- Massport is constructing a major safety upgrade - an **Engineered Materials Arresting System (EMAS)** – at the end of Runway 27, Logan's busiest runway
- Runway 27 **reopened November 14** after a 75-day closure for Phase 1 construction
- Construction-related delays are now resolved with full operations restored before the peak holiday season
- Phase 2 of EMAS installation is scheduled for Sep–Nov 2026



Logan Airport passengers for October 2025 were down slightly compared to last year

Logan Activity
October 2025

	Month	Prior Year	% Change Over Prior Year	FYTD 2026	FYTD 2025	% Change Over FYTD 2025
Passengers	4.0M	4.0M	-1.7%	15.9M	16.2M	-1.8%
Aircraft Operations	35.7K	37.7K	-5.2%	147.6K	152.1K	-3.0%

Several airlines expanding international service offerings at Logan Airport



Overview

- New non-stop service to **Billy Bishop Toronto City Airport** (YTZ)
- **3x daily** service
- Operated with **78-seat De Havilland Dash 8-400 turboprop**
- Effective **July 1, 2026**
- Incumbent Porter Airlines

Strategic Benefits

- Strengthens Boston's connectivity with downtown Toronto
- Supports business and leisure travel growth



Overview

- Resuming non-stop service to **Tel Aviv** (TLV)
- **Daily** service
- Operated with **281-seat Airbus A330-900neo**
- Effective **October 24, 2026**
- Incumbent El Al

Strategic Benefits

- Strengthens Logan's global connectivity
- Provides travelers with a second nonstop option to Israel

Several airlines expanding international service offerings at Logan Airport, *continued*

jetBlue®



Overview

- New non-stop service to **Barcelona** (BCN) and **Milan** (MXP)
- **1x daily seasonal** service (summer) in each market
- Operated with **Airbus A321**
 - Mint Premium Suites (fully lie-flat suites)
 - Core Experience seats (economy)
- Effective dates:
 - **BCN April 16, 2026**
 - **MXP May 11, 2026**
- Incumbent airlines:
 - BCN – Delta, LEVEL
 - MXP – Delta

Strategic Benefits

- Strengthens Logan's global connectivity
- Boosts tourism and business links
- Provides passengers with diverse travel options and competitive fares

JetBlue will also add new service from Boston Logan to Florida's Emerald Coast

Service Highlights:

- Nonstop Boston (BOS) → Destin–Fort Walton Beach (VPS)
- Destin-Fort Walton Beach is a new market for JetBlue
- Frequency: **5x weekly** (Mon, Thu, Fri, Sat, Sun)
- Aircraft Type: **Airbus A320**
- Effective: **March 5, 2026**

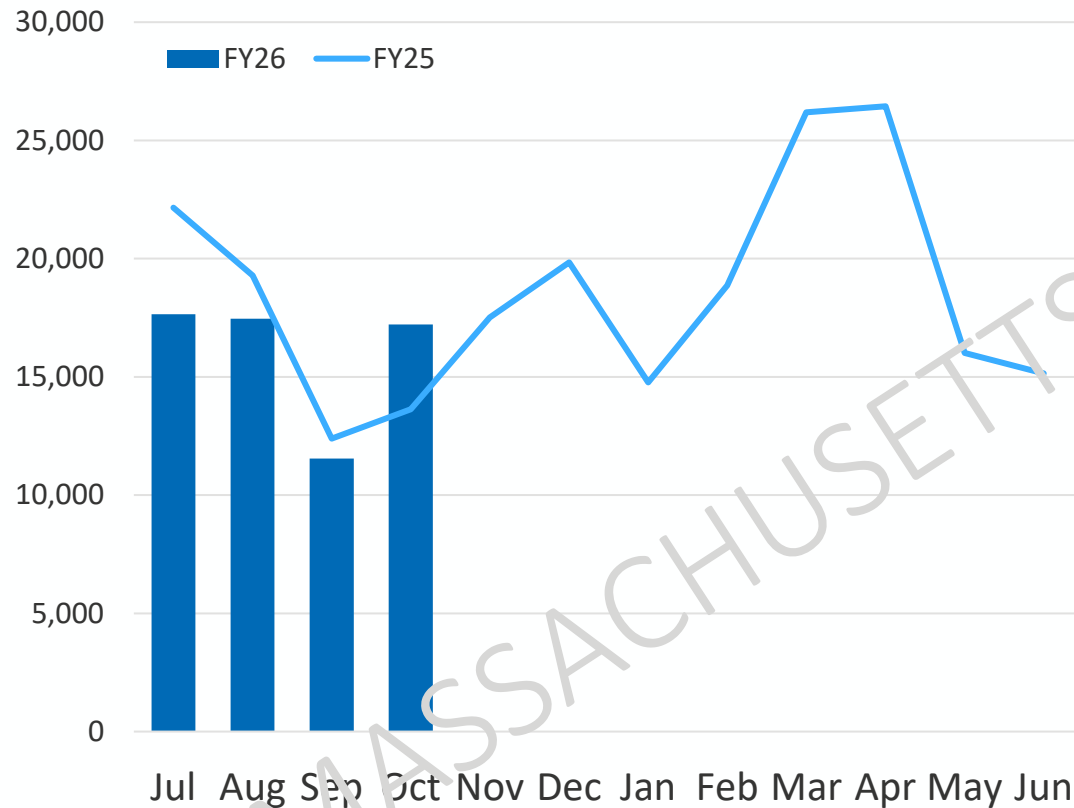
Strategic Benefits

- Expands Logan's connectivity to Florida's Panhandle, a fast-growing leisure market
- Aligns with JetBlue's JetForward strategy to build the best East Coast leisure network



Worcester Regional Airport passengers rebounded in October with the return of seasonal service to Fort Myers

Worcester Regional Airport Passengers



Monthly

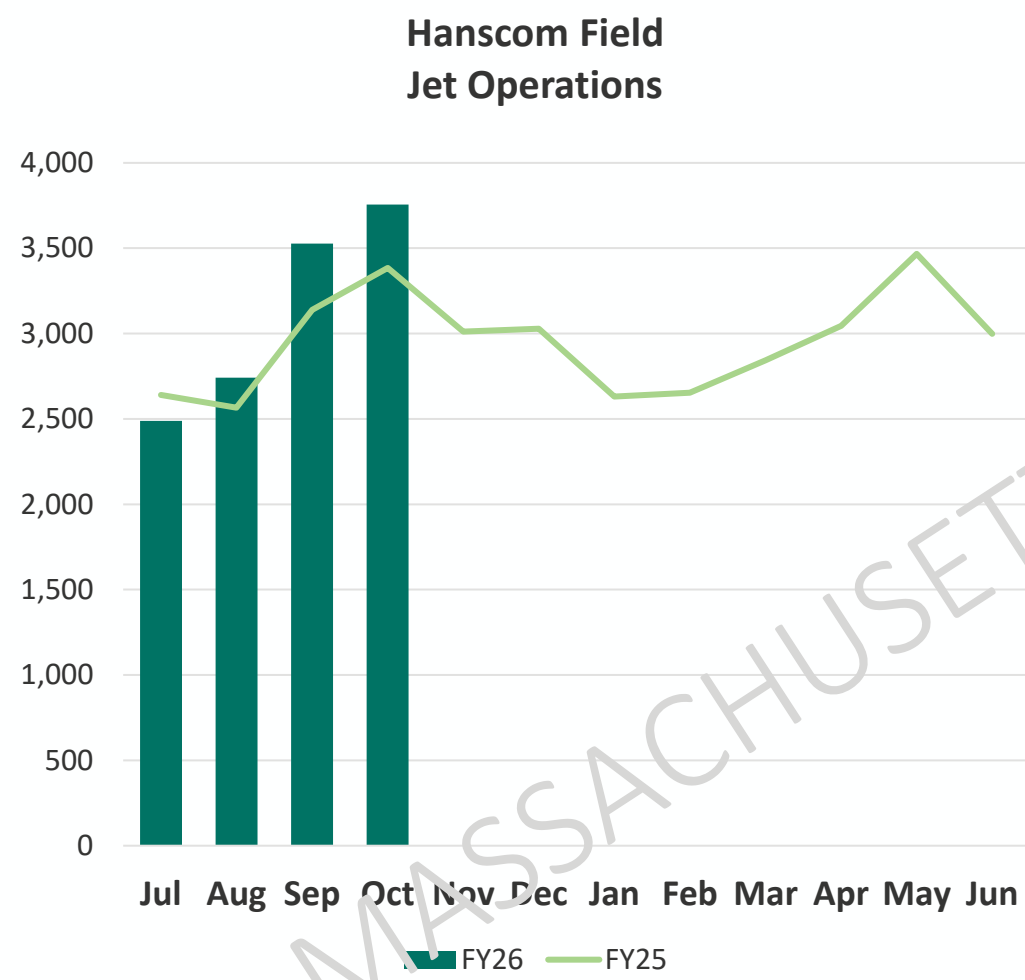
- **October: 17,200** passengers, **up 26%** over prior year
- Reflects **return of JetBlue's seasonal Fort Myers service** (Oct-Apr)

FYTD 2026

- 63,900 passengers, down 5% over FYTD 2025



October activity at Hanscom Field increased nearly 7% year-over-year



October Activity			FYTD Activity		
	Jets	Total		Jets	Total
Operations	3,800	11,100	Operations	12,500	47,400
Chg vs FY25	11.0%	-3.5%	Chg vs FY25	6.7%	9.4%
Chg vs FY19	36.0%	-3.8%	Chg vs FY19	26.0%	9.9%

- Record month for jet operations, up 11% over prior year
- Total monthly operations declined by 3.5% due to declines in local/training, single engine piston and military operations



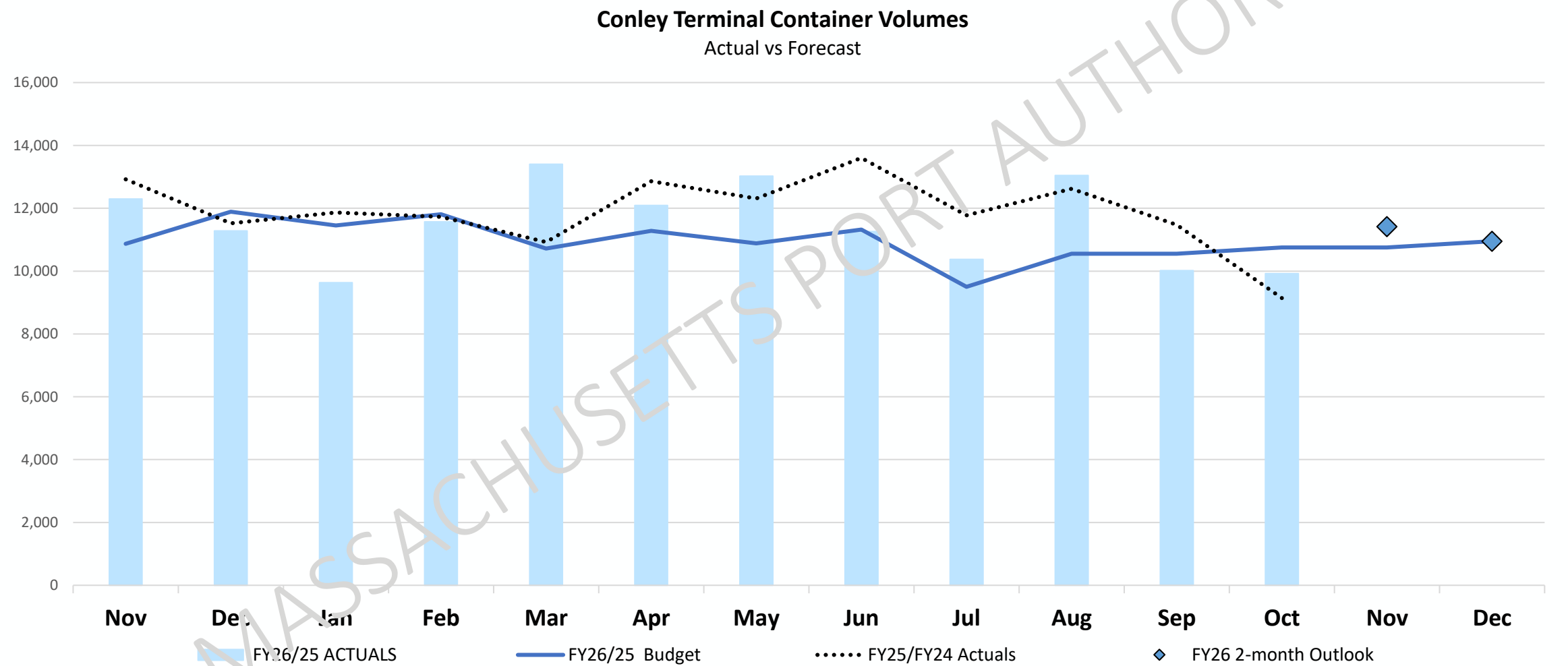
Welcoming Massport's newest firefighter EMTs

- **14 new firefighter EMTs** were inducted after completing 90 days of intensive ARFF training
- Training included cross-airport consistency, airfield driving, and specialized unit tours
- New class brings diverse experience from surrounding municipalities to strengthen Massport's safety mission
- Reinforces commitment to health, security, and operational readiness across all airports.



Report of the Director of Maritime
Lauren Gleason

Conley Terminal handled 16 vessels and processed nearly 10,000 containers in October, despite ongoing trade and tariff discussions



Port of Boston strengthens global trade connections at regional industry conferences

- **CONNECT Conference:**
 - Sponsored and engaged with shippers, carriers, and trade partners
 - Welcomed ONE's president as keynote speaker
- **AIM Symposium:**
 - Highlighted Massachusetts' role in global trade
 - Port Director joined panel on supply chain and foreign investment
- Events reinforce international partnerships, including Germany—Conley Terminal's second-largest European trading partner.









CONNECT Northeast Trade and Transportation Conference



AIM International Business Symposium

Conley Excellence Program focuses on improving terminal efficiency and reliability

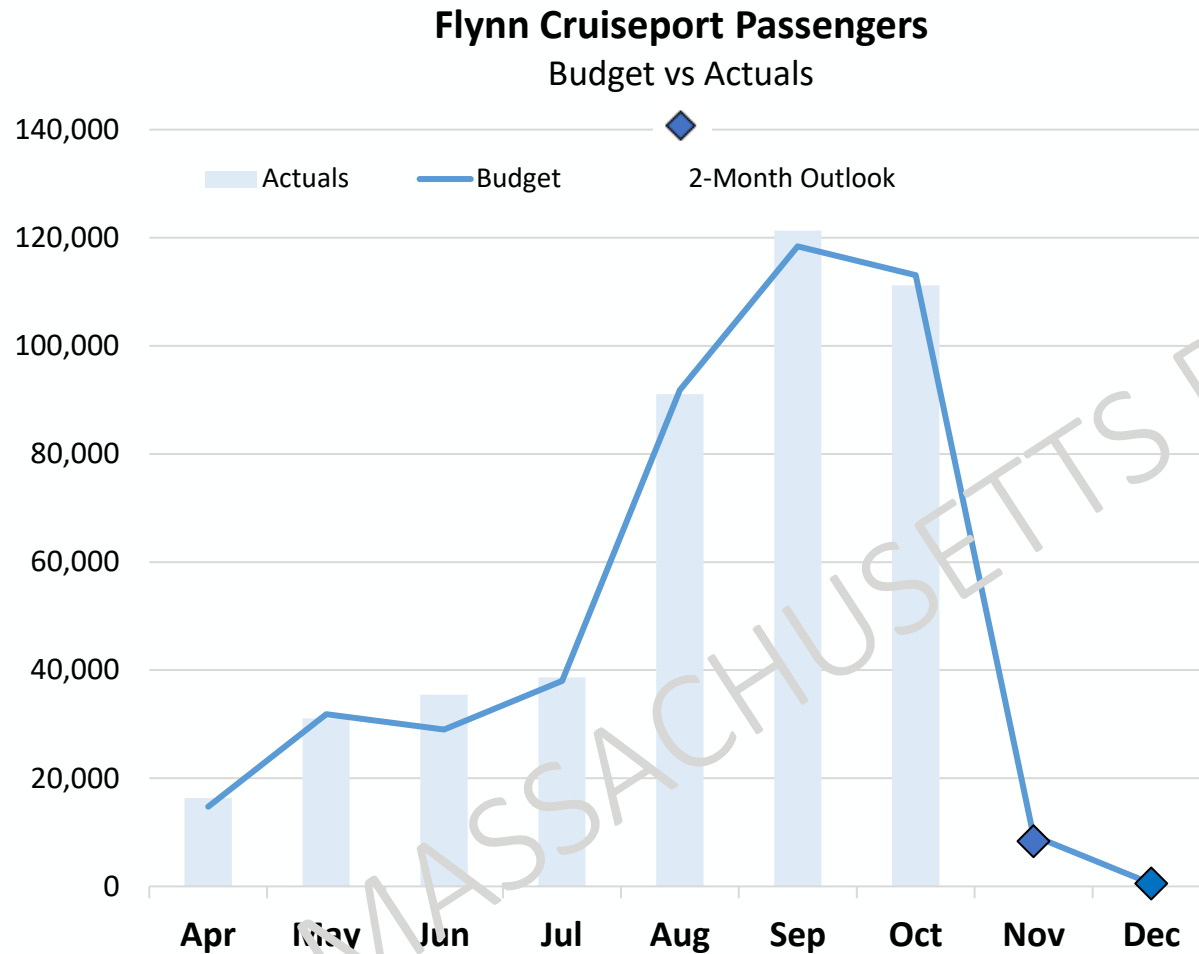
	Body of Work	Overarching Goal	Example Initiative
	Operational Excellence and Performance	Enhance yard and berth efficiency by strengthening proactive planning and consistently monitoring performance to drive operational excellence	Pilot redesigned yard layouts with KPIs to reduce vessel turn times
	Maintenance and Asset Reliability	Increase crane uptime by optimizing maintenance process and cadence including predictive maintenance	Implement proactive schedule based on crane usage instead of calendar-based maintenance
	Technology Excellence	Upgrade data systems, improve data capture from operations, and enhance staff adoption of operational technology	Evaluate and implement ways to improve data inventory for operational decisions e.g., remote data terminals
	Safety and Risk Management	Strengthen safety systems, redesign yard flows, and digitize standard operating procedures to reduce accidents	Retrofit RTGs with anti-lift sensors to prevent man-vs-machine incidents
	Workforce Development	Improve organizational structure, talent development, and team culture to support an upskilled workforce	Launch targeted workforce development programs to strengthen critical skills
	Revenue Diversification	Optimize unused land, expand value-added services, and grow TEU volume to increase core and non-core revenue streams	Develop a commercial plan for underused land to enable new revenue-generating activities

Massport Police successfully completed their annual Maritime Transportation Security Act (MTSA) training in collaboration with the U.S. Coast Guard



- The team conducted a **table-top simulation of a fire aboard a cargo vessel**, resulting in a transportation security incident (TSI) and an increase in MARSEC Level to strengthen emergency preparedness
- Participants coordinated response efforts, emphasizing command, control, and communication
- The exercise provided a valuable opportunity to observe **cross-industry collaboration** and ensure the Massport Police team is ready to respond effectively to any incident

Flynn Cruiseport Boston is forecast to end the 2025 season in mid-December at nearly 455,000+ passengers and 150 vessels



2025 Season Highlights

- Record 10 homeport vessels
- 22 cruise lines represented
- 9 maiden calls



Strategic Plan

Climate Innovation and Resilience Introduction

III Valdes Horwood

November 20, 2025

MASSACHUSETTS PORT AUTHORITY

Hi,

Massport's Climate Imperative

The opportunity: Lead New England in low-carbon aviation and maritime infrastructure, setting a new standard for climate innovation in public transit, maritime operations, and real estate management.



VULNERABILITIES

Boston's waterfront faces 2.4' of projected sea level rise by 2050

Logan, Conley, and Flynn are within high-risk flood zones

Severe weather disruptions affect operations & safety



OPPORTUNITY

Airlines, shipping/cruise lines, and tenants are under growing pressure to meet climate goals

Climate-smart infrastructure attracts customers & partners

Decarbonization is now considered a differentiator for airports and ports



LEADERSHIP

Advance cleaner operations and set a higher standard for climate accountability

A key partner in achieving MA Clean Energy & Climate Plan

Align port and airport resilience initiatives with municipal climate goals

Leadership for a Climate-Ready Future

From policy and resilience to operational innovation — shaping Massport's next decade of climate leadership

Massport is entering a new era where climate performance is core to our competitiveness and mission; Under the **Office of Climate Innovation & Resilience**, we are moving from *projects to portfolio impact* — connecting emissions, innovation, and resilience to how we design, build, and operate across aviation, maritime, and real estate assets



Past Expertise:
Policy & Waterfront
Leadership



Present:
Integrating Climate
Across Massport



Future Focus:
Innovation & Impact

Introducing the Office of Climate Innovation & Resilience

Rooted in resilience. Powered by innovative solutions.

- **Mission:** We lead environmental and climate action at Massport—serving stakeholders with innovative solutions that build climate resilience and cut emissions
- **Vision:** Climate innovation is embedded into everything Massport does to safeguard assets, reduce emissions, and build lasting resilience

Building a High-Performing Climate Team

Three Focus Areas



Environmental Planning, Permitting & Compliance

Regulatory permitting

EDR/ESPR, NEPA/MEPA

Soil, water, and hazardous materials compliance



Climate Solutions

Net Zero 2031

Renewable energy

Data tracking and analysis

Climate tech and innovation



External Partnerships

Community-centered

Local/state/regional engagement

Policy advocacy

Increased coordination

Transparency initiatives

Meet the Team

**Jill Valdes
Horwood**

Chief Climate +
Resilience Officer

Brad Washburn

Deputy Chief Climate +
Resilience Officer

Madeline Soule

Senior Manager
Environmental

Mary Orlando

Senior Environmental
Specialist

Chris Busch

Senior Environmental
Planner

Shahbaz Soofi

Climate Strategy
Manager

Sarah Ray

Environmental
Specialist

Environmental planning, permitting, and compliance at Massport occur at the local, state, and federal level

State Level Review:	
Logan EDR/ESPR Process	Provides a cumulative/airport-wide view of operations and environmental impacts. Serves as important coverage/context for segmentation considerations. The EDR/ESPR process is unique to Massport. EDRs focus on current conditions; ESPRs also address future projections
Individual Project Reviews	Massport projects that meet MEPA review thresholds, are required to file w/MEPA Office. New Environmental Justice (EJ) protocols require additional filings and public outreach. <i>Projects in/near EJ communities require EIRs (even those only meeting ENF thresholds)</i>
Other State Permits	Many projects also require additional state permits for wetlands, grassland habitat, and other impacts (MassDEP, CZM, Natural Heritage and Endangered Species, etc.)
Federal Level Review:	
NEPA Review	All federal actions must comply with the <i>National Environmental Policy Act</i> (NEPA). There are several levels of NEPA review depending on the project size/nature. Where possible, MEPA and NEPA documentation are combined for joint review
Other Federal Permits	Like at the state level, certain Massport projects can all trigger other federal permits/approvals (Army Corps is the most common; EPA approves Parking Freeze)
Local Review:	
While Massport is exempt from local review, the state <i>Wetlands Protection Act</i> is administered at the municipal conservation commission level.	
Third party developments on Massport property in Boston <u>voluntarily</u> undergo The City's Article 80 review process (often combined w/MEPA)	

Massport has set a goal to reach Net Zero by 2031 for emissions within its direct control

Energy conservation and efficiency:

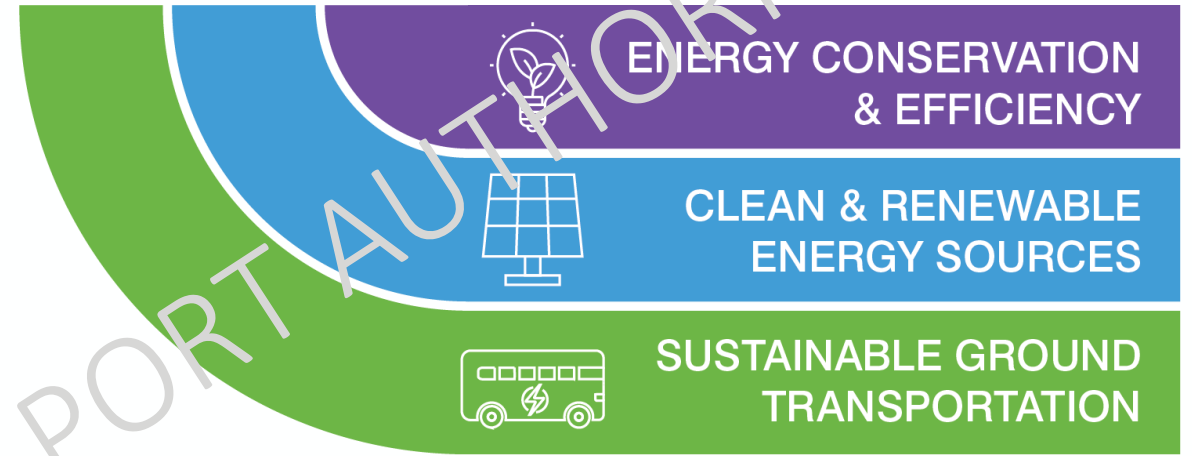
Energy use across Massport facilities represents approximately 32% of the emissions under our direct control

Clean and renewable energy sources:

Electricity used to power Massport's operations is the largest source of our controlled emissions, accounting for 46%

Sustainable ground transportation:

Massport vehicles account for approximately 22% of the greenhouse gas (GHG) emissions under our direct control



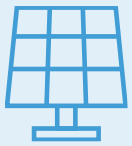
This goal puts Massport in the front wave of leaders in the state, contributing to the Commonwealth's goal of reducing its emissions by 75% in 2040 and becoming a Net Zero state by 2050

Accomplishments Toward our Net Zero Goal



Energy Conservation and Efficiency

- ✓ **New Sustainability Design Guidelines** issued
- ✓ **Building Condition Assessment Study** (MICA-BCA) and **ASHRAE Audits** complete
- ✓ Implementing Improvements: **LED Light Retrofit Project** - initial round of projects funded
- ✓ New delivery option available with **Chapter 25A – design-build delivery** for building efficiency projects
- ✓ LEED Certification for new buildings (Terminal E Modernization Project, Sailing Center, Hanscom Properties)



Clean and Renewable Energy Sources

- ✓ New **Solar PV** operational @ Piers Park and Hanscom
- ✓ Selected first 'Design-Build' firm for new **solar development at Logan Airport** (using Chapter 25A)
- ✓ **Worcester Solar Land Lease & Power Purchase Agreement** signed
- ✓ Solar integrated into **new capital building projects** (Terminal E Modernization Glass, Framingham LEX Garage)



Sustainable Ground Transportation

- ✓ **Two fully electric airport buses (e.Cobus)** delivered and operational airside
- ✓ Current and future **LEX Bus** RFPs include net-zero transitional strategies
- ✓ Bridging Strategies: **Renewable diesel transition** for Logan & tenant equipment (bus fleet, heavy equipment)
- ✓ Ongoing conversion of fleet vehicles and equipment to electrified alternatives (State Police Interceptors, street sweepers, forklifts, general fleet, etc.)

Logan Airport Carbon Accreditation (ACA) – Milestone Achieved

What is ACA?

- Global, institutionally-endorsed carbon management certification for airports

Progress:

- Level 1 Certification achieved in 2023 & 2024
- **Level 2 Certification achieved in 2025:**
 - Emissions* 2.5% lower than 3-year average
 - Reduction driven by lower diesel and natural gas usage

2031 Goal: Level 5 – Net Zero

- ≥90% reduction in Scope 1 & 2 emissions
- Verified Scope 1 & 2 + relevant Scope 3
- Commit to Net Zero Scope 3 by 2050 or sooner
- Use recognized offsets for residual emissions (≤10%)
- Carbon management & stakeholder plans to achieve targets



* 2023 emissions



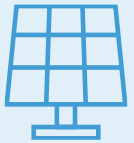
The Road ahead to our net zero goal includes:

Moving from projects to portfolio impact



Energy conservation and efficiency

- Ongoing improvements to Massport's **building efficiency** across all campuses
- **Embedding sustainability and climate-ready design** into new construction



Clean and renewable energy sources

- Additional **on-site solar bundles** forthcoming, utilizing direct and third-party ownership
- Researching **off-site power purchase agreements (PPAs)** and **renewable energy credits (RECs)**
- Studying **battery storage** included with recent **Logan solar procurement**



Sustainable ground transportation

- Purchasing **30 battery electric buses**
- Introducing **renewable natural gas** for the transportation fleet (bridging strategy)
- Continuing the **electrified fleet transition**
- Continuing to install **electric vehicle charging infrastructure**

Committed to Net Zero+: Progress towards scope 3 GHG reduction

Scope 3 Source	Emissions Reduction Initiatives In Progress or Under Consideration	Implementation Status
Aircraft Activity	<ul style="list-style-type: none"> Hanscom Sustainable Aviation Fuel (SAF) Pilot 	In Progress
Off-Airport Travel (Employee/Passenger, Roadways/Parking Areas)	<ul style="list-style-type: none"> Massport and Tenant Employee Public Transit Benefits DC Fast Chargers for Ride-for-Hire EVs Additional Public Level 2 Electric Vehicle Charging (on & off airport) Centralized Ride App Drop-off/Pick-up & Enhanced Rematch Additional HOV Measures (e.g., Logan Express Enhancements) 	Complete Complete; Expansion Based on Need Complete; Expansion Based on Need Complete On Going
Tenant eGSE/APUs	<ul style="list-style-type: none"> eGSE Policy & Implementation 	In Progress
Ocean-Going Vessels/ Harbor Craft	<ul style="list-style-type: none"> Shore Power at Flynn Cruiseport Liquified Natural Gas (LNG) 	Planning Stage Potential
Tenant Stationary Sources/Fac Power	<ul style="list-style-type: none"> New Waste Program (e.g., OSCAR) Implementation of MICA/ASHRAE Study Additional Solar at Tenant Locations 	In Progress In Progress Potential
Heavy Duty Vehicles	<ul style="list-style-type: none"> Renewable Diesel Pilot Program Expansion to Tenants 	Planning Stage
Other	<ul style="list-style-type: none"> Embodied Carbon Reduction and Tracking (From Design Guidelines) Community-Based Local Carbon Benefit Fund 	Ongoing Potential

Driving Awareness and Collaboration in Sustainable Aviation Fuel (SAF)



Sustainable Aviation Fuel (SAF) is a drop-in fuel made from renewable feedstocks. It delivers the same performance and safety as conventional jet fuel but with a much smaller carbon footprint. SAF is a critical tool in reducing aviation's climate impact, enabling emissions reduction, without compromising reliability or safety.

However, scaling up SAF comes with challenges. From production and transportation to storage, blending and distribution, building a reliable supply chain requires new partnerships, innovative policies and targeted incentives. To meet this challenge, we launched the Massachusetts and New England Regional SAF Hub - a platform for collaboration across industries and sectors.



Regional SAF Hub

The SAF Hub brings together key stakeholders from across industries, including airports, airlines and fuel producers to government agencies and academia.

Together, we are developing strategies, partnerships and policy frameworks to catalyze SAF adoption in both the short and long term. By harnessing the strength of our region's innovation ecosystem, the SAF Hub is positioning Massachusetts and New England at the forefront of sustainable aviation.



Working Group

The Massachusetts Sustainable Aviation Fuel (SAF) Working Group, a partnership between key state agencies, developed a report with actionable recommendations for Governor Maura Healey. It aims to position Massachusetts as a national leader in SAF production, supply and adoption. This cross-agency team is comprised of the:

- Executive Office of Economic Development (EOED)
- Executive Office of Energy and Environmental Affairs (EOEEA)
- Executive Office of Administration and Finance (A&F)
- Office of Climate Innovation and Resilience
- Massachusetts Clean Energy Center (MassCEC)
- Massachusetts Department of Transportation (MassDOT) Aeronautics Division
- Massachusetts Port Authority (Massport)



SAF Report

The SAF Working Group released a report outlining five key recommendations to enable early SAF delivery to regional airports and lay the groundwork for a developing a regional SAF industry:



1. Undertake a regional logistics planning study
2. Create a Massachusetts and New England Region SAF Hub
3. Identify and market existing state programs and initiatives targeting greenhouse gas, emissions reduction, climate tech, and economic development to support SAF
4. Enact legislation to fund a tax credit for SAF
5. Convene a Regional SAF Alliance, inclusive of the six New England states and New York

[DOWNLOAD REPORT](#)

Massport's Progress Towards Net Zero



EV Fleet Transition

Advancing the transition away from fossil fuels through Massport's fleet purchasing decisions.

[Learn More](#)



EV Charging

Providing the infrastructure to power our fleet and the vehicles of our tenants, partners, and the general public.

[Learn More](#)



Solar Photovoltaics

Powering our operations with renewable energy.

[Learn More](#)



SAF Report

The Massachusetts Sustainable Aviation Fuel (SAF) Working Group's recommendations to Governor Healey.

[Download the Report](#)

Massport Strategic Plan

Board Discussion

November 20, 2025



AGENDA

- | | |
|---|-----------|
| Context & process update | (5 mins) |
| Summary of 2035 aspirations by asset & cross-cutting theme | (8 mins) |
| Detail: Proposed strategic priorities and selected initiatives by asset & cross-cutting theme | (30 mins) |
| Wrap-up & next steps | (2 mins) |

MASSACHUSETTS PORT AUTHORITY

Context & Process Update

5 minutes



Recall | Guiding principles for this effort balance immediate needs & long term success



True to our Values

Safe and secure

A catalyst for **economic development**

A leader in customer satisfaction

An employer of choice
in the Commonwealth



Ambitious

Looking towards 10+ year horizon

Mindful of **trends** and **shifting landscape**
(global, regional, and local)

Meet our **Net Zero** goals



Collaborative

Engaging Massport's diverse internal & external **stakeholders** to align on a shared **future vision**

Considering the needs of our **surrounding communities** and the **environment**



Balanced

Incorporating **long- and short-term** horizons

Determining the right **investments in physical and digital infrastructure**



Summary of key activities of Strategic Planning project and where we are today

Baseline & strategic context

- Baseline review incl. progress vs 2014 Strategic Plan
- Internal stakeholder sounding
- Benchmarks vs peers
- Baseline financial model
- Review mega-trends impacting Massport and its mission

Visioning and target-setting

- Define mission, vision, and strategic objectives
- Define aspiration and targets by business/asset and function
- Strategic KPI framework

Initiative prioritization & phasing

- Generate long list of potential initiatives
- Scenario planning
- Initiative prioritization
- Initiative phasing and investment roadmap

Plan development & refinement

- Draft & refine plan report, with input from Board and stakeholders
- Board vote to adopt final plan

Community & stakeholder engagement including 30-day public comment period



Publish draft report for public comment



Publish final plan report

We are here



Recall | What we have heard from you: topics to address in strategic planning process



Community

Community and external stakeholder engagement is a core priority

- Need to address both the **benefits and community impacts of growth** at Logan and define framework for **regionalization** among aviation assets
- **Ground access/ congestion** is top of mind; need for major interventions, especially longer-term



Fiscal responsibility

Ongoing commitment to **responsible stewardship of assets & finances**

- Consider options to improve **financial state of key assets** given market conditions (Worcester, Conley)
- Explore **revenue-generation opportunities** (e.g., potential REAM strategic acquisitions, off-season revenue at Flynn, offset potential future decreases in parking revenue at Logan)



Workforce

Need to further develop Massport's position as an **Employer of Choice** via workforce branding and earlier talent pipeline development

Important to address **AI** impacts from multiple angles (**opportunities** to enhance operational efficiencies alongside **concerns** about impacts on workforce)



Innovation & Sustainability

Continued support for Massport's **sustainability & Net Zero leadership** and climate action

Ongoing support for **innovation and sustainability ecosystems**, including with partners (existing and potential new)



Recall | Massport-wide strategic objectives guide the Strategic Plan



Minimize preventable **safety and security** incidents



Become an **employer of choice** across the region and pre-empt shifting workforce trends



Deliver best-in-class **customer experience** across all our facilities



Focus on robust **financial performance** to ensure ongoing viability



Plan for **managing growth** and **economic impact** as demand increases



Continue to lead on **sustainability and resilience** to deliver on net-zero commitment and protect assets against climate impacts



Retain **community focus** to support our surrounding communities



Encourage a culture of **technological excellence** that actively embraces emerging innovations













Cross-cutting themes

Overview: Aspiration by asset and cross-cutting theme

8 minutes

Massport 2035 | Each asset has a clear aspirational slogan and supporting targets

 Logan	 Worcester	 Hanscom	 Conley	 Flynn	 REAM
<p>"Top 5 in passenger experience, meeting demand and elevating every journey"</p> <p>Best-in-class gateway between New England and the world</p>	<p>"Half a million flying Central Massachusetts"</p> <p>Serving 500K+ annual passengers with convenient air access while catalyzing economic development in Central and Western Massachusetts</p>	<p>"Where innovation takes flight"</p> <p>Leader among GA airports in innovation & sustainability while remaining the premier General Aviation reliever for Logan</p>	<p>"Delivering efficiency, powering trade"</p> <p>First-choice cargo gateway for New England imports and exports – delivering best-in-class operational excellence across 200k containers every year</p>	<p>"Seamless journeys start here"</p> <p>The Northeast's leading cruiseport, servicing 600k annual customers with an exceptional customer experience through improved throughput speeds</p>	<p>"Driving waterfront economic growth"</p> <p>Generating \$100M+ annually to support Massport operations, drive regional economic development, and create great waterfront spaces</p>

 Talent	<p>"An Employer of Choice"</p> <p>Be the workplace where talent thrives and tomorrow's workforce is built.</p>
 Community	<p>"Being a good neighbor is our responsibility"</p> <p>Consider our impact on and partner with our surrounding communities to move forward together</p>
 Sustainability & Resilience	<p>"Acting today for a sustainable tomorrow"</p> <p>Pioneer a resilient, net-zero future for all our assets and for the partners and communities we serve</p>
 Digital / AI	<p>"Powered by data, driven by innovation"</p> <p>Pursue technological excellence, using data to improve business outcomes while embracing emerging innovations</p>

Strategic priorities and initiatives by asset and cross-cutting theme

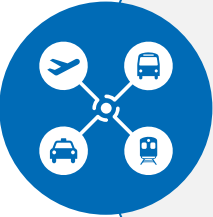


30 minutes

Logan

"Top 5 in passenger experience, meeting demand and elevating every journey"

Best-in-class gateway between New England and the world



Strategic Priority Areas	Target	Example initiatives
Integrated facilities plan: Physical plan for long-term (2035 and beyond) campus footprint		
 Ground access overhaul to alleviate congestion, improve passenger experience, and meet sustainability goals	Grow HOV & transit mode share, reduce private vehicle pick-up/ drop-off share	<ul style="list-style-type: none"> • Pilot & scale remote terminals • On-campus roadway improvements • Improve Airport Station (Blue Line) to terminal connectivity (study options) • Policies to manage curb congestion • Engage local & regional transit partners on integrated solutions
 Optimize airspace for operational excellence while meeting anticipated demand	Reduce aircraft taxi delays by 20% (reducing aircraft idle time, passenger wait, emissions)	<ul style="list-style-type: none"> • Major renovation or replacement of Air Traffic Control (ATC) Tower • Airfield enhancements, incl. adding remain overnight spots & hardstands • Digital operations (AI-enabled gate allocation, digital twin)
 Modernize and future-proof terminals for an efficient, safe, elevated passenger experience from curb to gate & back	Maintain Top 5 Mega airport JD Power rating while serving 53.5+ MAP	<ul style="list-style-type: none"> • Reimagined Terminal B/C core • Targeted terminal infra. upgrades (e.g., restrooms, baggage) • Improved wayfinding in terminals • Implement biometric screening • Add already permitted Term. E gates • Enhanced food & beverage options
Business continuity: Execute on necessary upgrades to remain safe, resilient, and efficient		

Hanscom

"Where innovation takes flight"

Leader among General Aviation airports in innovation & sustainability while remaining the premier General Aviation reliever for Logan

Strategic Priority Areas



Power the **future of aviation innovation** with research partnerships & support, leaning on Hanscom's history



Support the development & adoption of **sustainable aviation fuel** while advancing Massport's **net-zero goals**



Continue to meet metro **Boston's General Aviation needs** while relieving Logan

Business continuity: Execute on necessary upgrades to remain safe, resilient, and efficient

Example initiatives

- Support aviation-related innovation program or incubator
- Connect 'local' startups with aviation research & development partners at the core of Hanscom's identity, building on existing ecosystem
- Cultivate the industry's workforce of the future
- Promote sustainable fuel opportunities for Hanscom operators
- Collaborate with fixed-base operators on net-zero ground support equipment conversion program
- Expand landside and airside electric vehicle charging for automobiles, aircraft, and equipment

Worcester

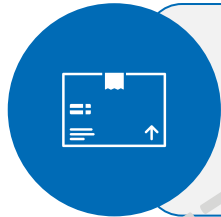
*"Half a million flying
Central Massachusetts"*

Serving 500K+ annual passengers
with convenient air access while
catalyzing economic development
in Central and Western
Massachusetts

Strategic Priority Areas



Partner with community
and airlines to **maintain &
grow commercial
passenger service**



Assess potential to **grow
cargo or logistics
operations**



Explore new **land-use
opportunities** to support
the innovation economy
and Massport's objectives

Example initiatives

- Pursue partners to find minimum revenue guarantee to support expanded service
- Planned parking capacity expansion
- Incentivize airlines to consider Worcester service as Logan becomes more congested
- Target niche cargo markets for expanded service (e.g., specialty pharma, urgent medical logistics)
- Study potential airfield upgrades to accommodate larger cargo operations, informed by demand signals & partnerships with private operators
- Pursue opportunities to support emerging aviation technologies (e.g., eVTOL) via infra, services, testing on Worcester's airfield
- Advance west-side solar generation project
- Engage prospective tenants on non-aeronautical parcels

Business continuity: Execute on necessary upgrades to remain safe, resilient, and efficient

Conley

*"Delivering efficiency,
powering trade"*

Target: 200K annual containers

First-choice cargo gateway for
New England imports and exports
– delivering best-in-class
operational excellence across
200k containers every year



Strategic Priority Areas



Improve operational and financial efficiency, including optimized land use and an efficient cost base



Develop a roadmap for crane and wharf upgrades to safeguard competitiveness and protect future business



Strengthen customer relationships by delivering differentiated value for existing partners and high-potential prospects

Business continuity: Execute on necessary upgrades to remain safe, resilient, and efficient (e.g., aging infrastructure)

Example initiatives

- Improve crane performance and Overall Equipment Efficiency (OEE)
- Optimize yard layout
- Optimize land use of off-terminal support functions
- Invest in an additional large crane
- Explore feasibility and costs for an additional berth to move Conley further to the west
- Continue preliminary steps to dredge Boston harbor to 50+ feet and expand turning basin
- Target opportunities for additional services from highest potential shipping lanes in business development efforts
- Develop tailored service packages for key trade lanes to strengthen customer loyalty

Flynn

"Seamless journeys start here"

Target: 600K Annual passengers

The Northeast's leading cruiseport, servicing 600k annual customers with an exceptional customer experience through improved throughput speeds



Strategic Priority Areas



Invest in **baggage and passenger processing upgrades** to improve customer experience and support future cruise growth



Strengthen **ground connectivity and curbside operations** with expanded parking, staging, and provisioning facilities



Expand **cruise partnerships and unlock new revenue streams** to reduce seasonality and fuel long-term growth

Business continuity: Execute on necessary upgrades to remain safe, resilient, and efficient (e.g., aging infrastructure)

Example initiatives

- Modernize passenger processing and baggage capacity in main terminal
- [Potential] construct modernized cruise terminal in the warehouse
- Consider Real Estate acquisition opportunities near terminal
- Determine optimal use of South Boston parcels to support space for cruise marshalling and provisioning
- Secure long-term berthing agreements with strategic cruise partners to ensure consistent seasonal operations
- Assess opportunities for new itinerary markets based on evolving demand and industry trends

REAM

"Driving waterfront economic growth"

Target: \$100M annual revenue

Generating \$100M+ annually to support Massport operations, drive regional economic development, and create great waterfront spaces, to the extent that RE market conditions allow



Strategic Priority Areas



Identify revenue generating opportunities (e.g., interim uses) for all parcels not currently in a long-term agreement in a down RE market while promoting economic development



Actively attract and support **Blue Economy businesses** to available assets (e.g., Fish Pier, MMT) and connect tenants with marine startups (e.g., Autoport, BHSM, 88BF)



Target and fund priority **placemaking activities**, using Massport's public spaces to increase portfolio performance, economic development, and community support





Example initiatives

- Pursue "beachfront" and other interim uses at Parcel 5-3
- Support the near-term deployment of Tall Ship winter village concept
- Repurpose available space at the Fish Pier for near-term Blue Economy R&D node
- Explore world-class Blue Economy innovation facility in South Boston
- Advance plans for WTC Avenue as a new focus for arts/culture/community events and festivals engaging tenants, local businesses, and other partners
- Improve wayfinding efforts in South Boston ahead of SailBoston/FIFA in summer 2026



Activation of Fish Pier and parcels south of Summer Street services multiple strategic priorities

Cross-cutting themes | Proposed aspirational slogans and strategic priorities

 Talent	 Community	 Sustainability & Resilience	 Digital / AI
<p>"An Employer of Choice"</p> <p><i>Be the workplace where talent thrives and tomorrow's workforce is built.</i></p>	<p>"Being a good neighbor is our responsibility"</p> <p><i>Consider our impact on and partner with our surrounding communities to move forward together</i></p>	<p>"Acting today for a sustainable tomorrow"</p> <p><i>Pioneer a resilient, net-zero future for all our assets and for the partners & communities we serve</i></p>	<p>"Powered by data, driven by innovation"</p> <p><i>Pursue technological excellence, using data to improve business outcomes while embracing emerging innovations</i></p>
<p>Strategic Priorities</p> <ul style="list-style-type: none">• Elevate our employee value proposition to become a destination for top talent and best-in-class people experiences• Empower our workforce with innovative training, targeted upskilling, and a forward-looking hiring strategy that anticipates emerging skill needs (i.e., digital).• Cultivate future leaders through intentional succession planning, accelerated development, and seamless knowledge transfer	<p>Strategic Priorities</p> <ul style="list-style-type: none">• Collaborate with partner agencies, businesses, & community groups on integrated solutions• Continue to drive economic development in the Commonwealth• Proactively consider and mitigate the impacts of our projects and operations as relevant on surrounding communities	<p>Strategic Priorities</p> <ul style="list-style-type: none">• Invest in coastal resilience of key assets at highest risk, primarily South Boston and Maritime• Deliver on Massport's Net-Zero ambitions, considering the role of financial tools (offsets, credits)• Lead in climate innovation among peers and support the region's sustainability ecosystem	<p>Strategic Priorities</p> <ul style="list-style-type: none">• Enable timely access to high-quality data, liberated from siloes• Embed digital/IT team members within business teams as data-driven, AI/digital solution partners• Continuously enhance resiliency and security through automated site reliability

Wrap-up & next steps

2 minutes



Next Steps

Draft plan **report**, reflecting Board feedback

Community and stakeholder engagement, including 30-day public comment period

Plan **finalization** and publication

Implementation of the plan (*ongoing*)

Human Resources, Diversity, and Compensation

Robert Haverty– Appointment to Deputy Chief Information Officer



- Bob brings 25 years of IT leadership experience, including 15 years shaping technology strategy for mission-critical public-sector operations
- Since 2019, he has served as Director of IT – Aviation at Massport, partnering with the CIO to advance digital transformation, AI initiatives, and innovation programs
- Previously, Bob directed modernization of passenger-facing digital systems and led cross-unit IT initiatives spanning Aviation, Maritime, Real Estate, and Public Safety
- Before joining Massport, Bob held roles in the private sector, including Senior Business Consultant at Corporate Technologies and Web Manager at Nuance Communications, where he managed global web operations and enterprise CRM deployments
- Bob holds deep expertise in IT strategy, vendor management, business continuity, and public safety systems, and is recognized for mentoring talent and building innovation frameworks

Real Estate and Strategic Initiatives

Waterfront Placemaking Update

Andrew Hargens

November 20, 2025

Placemaking with Purpose: Activating Spaces, Driving Growth, Building Community

**Summer
2025**



65+

events hosted



17,000+

waterfront visitors



50+

MWBE partners



100+

small and local
business participants

Season 2 of the Fish & Farm Market boosted seafood tenants and local businesses

- **22** Fish & Farm Market days (June-November)
- **20+** small and local business partners
- Local musicians and non-profit information pop-ups
- **15,000+** visitors
- **200%** increase in year-over-year foot traffic



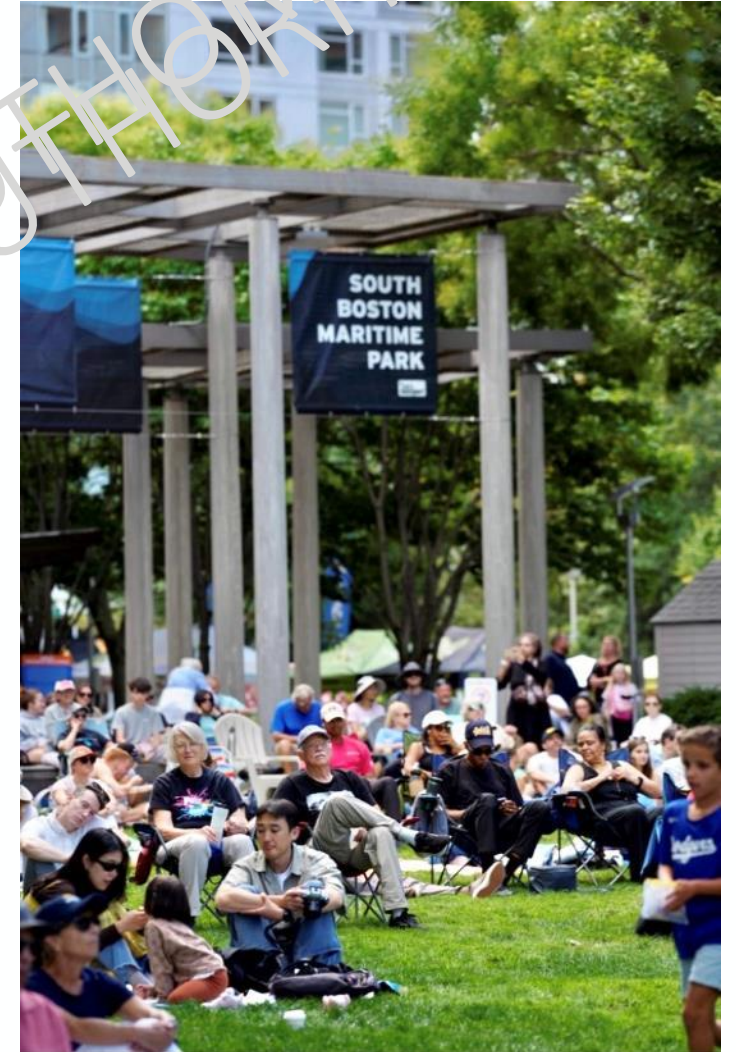
South Boston Maritime Park was transformed into a summer-long music destination

6th Year of Berklee Summer Concert Series:

- **300+** attendees
- **15** performers
- **11** mini-concerts

15th Annual Boston Jazz Festival:

- **700+** attendees
- **30+** event vendors and sponsors



Summer events at SBWTC Plaza engaged hundreds in fitness, arts and culture

Soulful Bliss Festival

- Music, dance, food, art
- 250+ free attendees

Konpa N' Paint Night

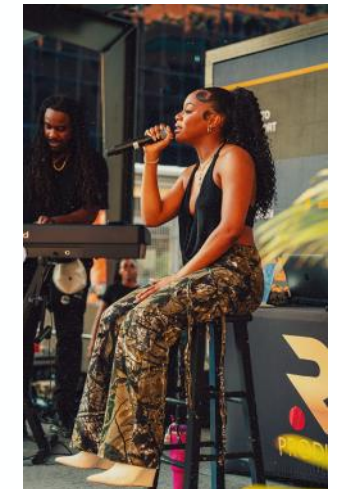
- 180+ paid participants

3 Massport Movie Nights

- 200+ free attendees

Fitness Series

- 14 Soulfire Fitness classes
- 8 Yoga in the Park sessions
- 2 community free classes with Boston Dance Alliance
- 180+ free participants



Fargo Street mural celebrates Boston's working port with local artist and youth engagement

- Local Artist: **Felipe Ortiz**
- Youth Artists: **South Boston Boys and Girls Club**



Expanded offerings and community events in East Boston complement Massport parks

6th Year of The Tall Ship:

- 270,000+ visitors in 2025
- Waterfront destination with focus on community engagement
 - Taste of Eastie
 - Boo Bash Family Halloween Festival
 - Health and Wellness Classes
 - Weekly Free Live Music Events
 - Local Sports Viewing

8th Season of the ICA Watershed:

- **25,000+** visitors in 2025
 - Featured acclaimed artist Chiharu Shiota's installations on migration, memory, and East Boston
- **12+** community events hosted
 - Community Art Days
 - East Boston public school partnerships
 - Veronica Robles Cultural Center Day of the Dead



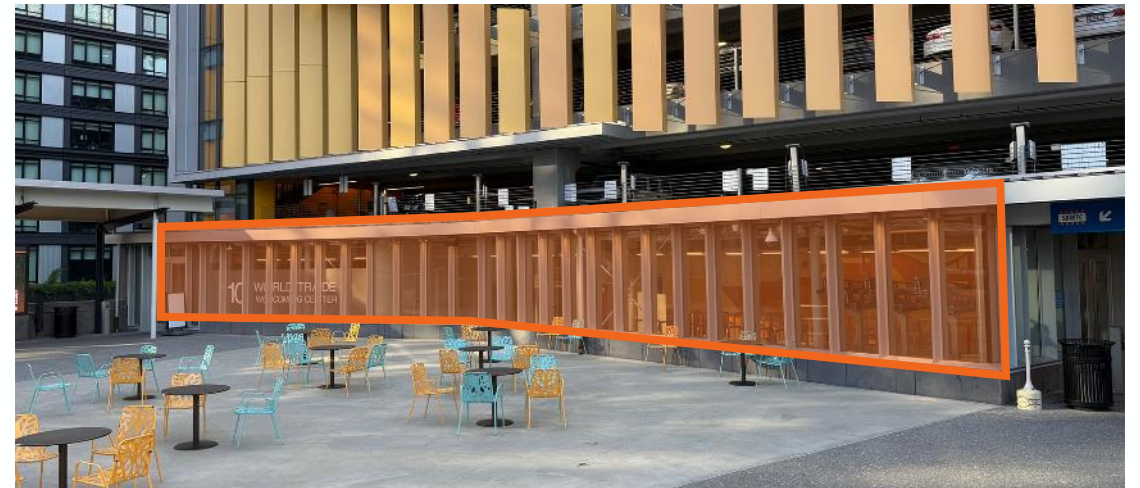
Building on summer 2025 successes, Massport is investing in future opportunities to support small and diverse businesses

- Placemaking advances Massport's vision of creating great, welcome spaces and fuels economic development
- Strong business interest in working with Massport to explore retail opportunities beyond the seasonal Fish & Farm Market
- Seaport Brand using Boxes at the Boston Fish Pier as a storefront for their apparel company
- REAM is working with Capital Programs to create pop-up retail space at the SWTC Plaza for Summer 2026



"Massport has been an incredible partner in bringing our brand to the Seaport District. Their support has allowed us to showcase Seaport Brand grow as part of Boston's harbor community."

- Stephen Polinsky, owner of Seaport Brand



Looking Ahead: Expanding partnerships and opportunities for engagement

- **Winter Festival** on December 6 is jointly sponsored by Massport and 10 World Trade
 - First major public event in the Great Hall at 10 WT
- Creating retail opportunities at the SBWTC Plaza
 - **Small Business Pop-Up:** *Really Just Shae*
- Coordinating complementary programming tied to **FIFA 2026** and **Sail Boston**
- Increasing public communication with official launch of **@BOSWaterfront** to promote placemaking programs and schedule



Massport Blue Edge Update

Andrew Hargens

November 20, 2025

Massport's leadership in the blue economy bolsters our maritime and economic development missions and strengthens Port of Boston competitiveness

- Encompasses a broad range of marine-related activities generally focused on emerging technologies
- **Aligns with Massport interests:**
 - Complements traditional maritime industries
 - Creates diverse maritime jobs
 - Grows real estate revenue for Massport and tenants
 - Reinforces Massport leadership in pioneering waterfront economic development
- Strengthens our **innovation ecosystem** and enhances **regional competitiveness**
- **Strategic Plan analysis** to date has identified **significant growth potential** across industry sub-sectors



serco



MASSACHUSETTS
CLEAN ENERGY
CENTER

BLUE ATLANTIC
FABRICATORS



DEME
OFFSHORE US

BOSTON
BOATWORKS
BUILDING EXCELLENCE

polkadogbakery

BOATRY

Stavis Seafoods
a Profand Company



SEA MACHINES

A year of active outreach and engagement with local, regional, and international experts has defined opportunities for Massport to directly support marine business growth

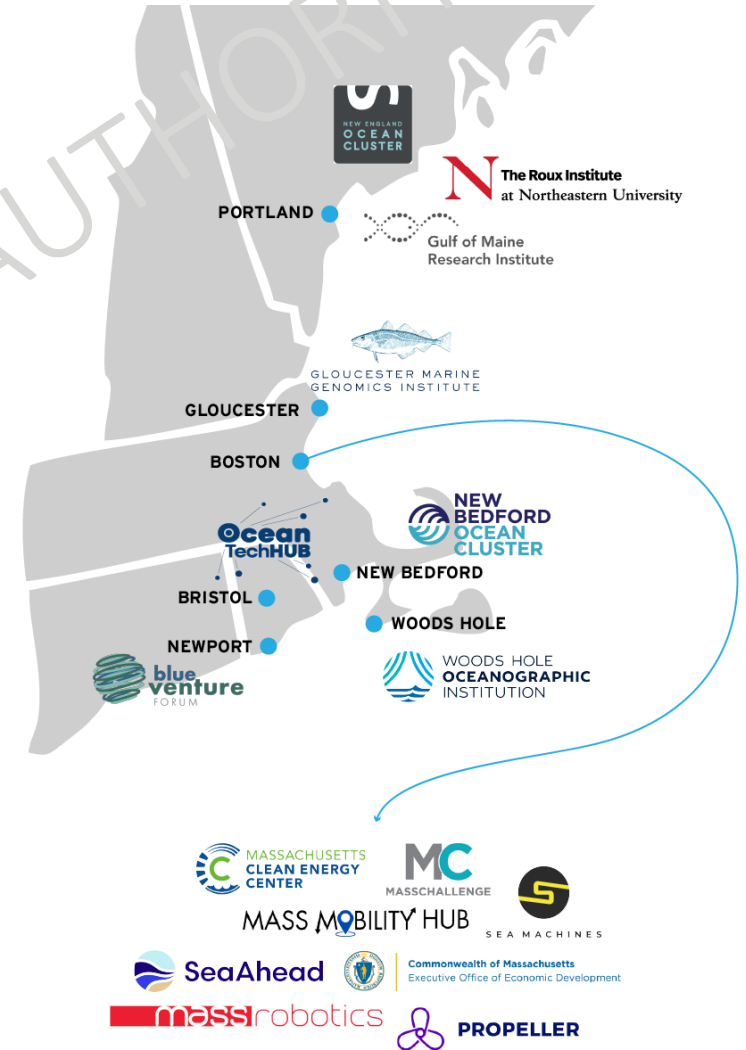
Massport met with dozens of existing stakeholders in New England's blue economy and global port leaders to better understand trends and gaps in the ecosystem

Trends

- Public investment in blue economy as an economic development driver
- Increasing venture capital and developer enthusiasm as other sectors (e.g., biotech) recover from post-pandemic market conditions
- Ports repositioning assets to support a greater diversity of users and innovation, tapping into collaborative global networks of like-minded ports

Challenges

- Siloed public and private sector stakeholders missing out on opportunities to share information about opportunities and resources
- Lack of affordable/accessible waterside fabrication/testing space
- Facilitating business partnerships advances technology commercialization through deeper understanding of end user needs



Massport “Blue Edge” brand launch celebrates our commitment to advancing the Port of Boston’s blue economy

- **Blue Edge** defines our engagement with the blue economy and marks an important public milestone
- New brand with expanded digital presence increases visibility and reinforces our leadership role
 - **Driver** of economic development
 - **Convener** of blue economy leaders
 - **Matchmaker** between innovators and established players
 - **Facilitator** of Harbor access and waterfront workspace
- Going live this month, the new Blue Edge webpage will serve as a portal to connect with Massport and our tenants and learn about active opportunities and success stories



Establishing a Blue Edge facility at the Boston Fish Pier will create a much-needed waterside research and development workspace in Boston Harbor

- **Harbor access and waterside workspaces** are critical needs for blue businesses
 - Pre-permitted in-water facility
 - Established management
 - Straightforward and flexible use terms
- Available spaces will be **revitalized as innovation platforms**
 - 7,000 SF light industrial R&D space
 - Floating dock and lift to enable pilot testing, product demonstrations, and more
- Upcoming RFQ process to identify an **expert operating partner** for the facility






Port of Boston designated as a Marine TechHub by the Mass Tech Collaborative

- With support from the City of Boston, elected officials, and local stakeholders, Massport successfully applied to designate the Port, identifying the opportunity to **steward regional blue economy advancement and formalize stakeholder convenings**
- The Port was recently designated as **one of 14 Massachusetts TechHubs**, forming a **statewide, cross-industry innovation network**
- Massport launching an **Advisory Committee** to support traditional maritime industries alongside the advancement of blue tech initiatives

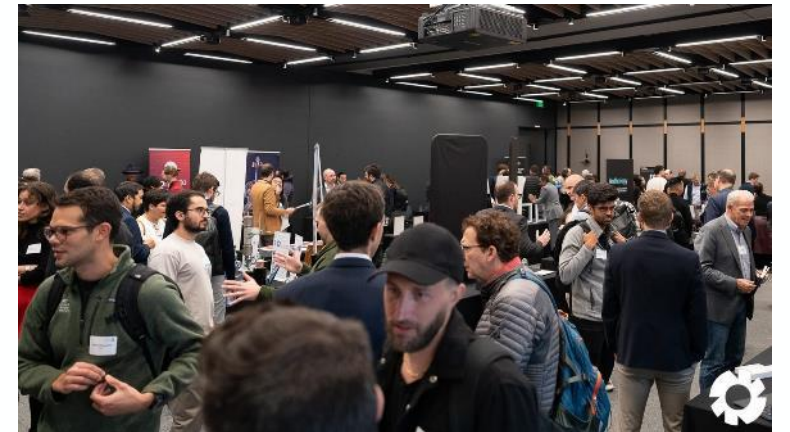


Approach: Quickly achieving near-term goals as longer-term projects take shape

	CONVENE	CONNECT	CREATE
2024-2025 (Complete)	Interview industry leaders and attend conferences	Raise awareness of existing resources within Massport portfolio (including tenant spaces)	Explore potential partnerships with public and private sector leaders
NEAR-TERM (2025-2027)	 Advisory Committee of Blue Economy leaders to guide Massport's strategy	 Launch webpage and brand Formalize partnerships with industry stakeholders	 Pilot project to activate floating dock and adjacent underused space at the Fish Pier
LONGER-TERM	Sponsor Blue Economy symposiums in Boston	Become Port Innovator Network member, collaborating with top global ports focused on innovation	Competition for startups to tackle key maritime challenges Establish permanent space to support Blue Economy innovation and economic development

Multi-department initiative underway to explore and expand innovation opportunities through internal and external collaboration

- Blue Edge is not happening in a vacuum – it's part of a broader initiative to **bolster innovation mindset**
- Opportunity to **drive impact across business** lines, supported by a cross-departmental Working Group and Executive Steering Committee
 - Improve efficiency and sustainability
 - Unlock new revenue
 - Strengthen safety and security
 - Enhance customer satisfaction
- Increasing support of Boston's existing innovation ecosystem, including:
 - SAF symposium and leadership
 - Sponsorship of the **Engine's Tough Tech Demo Day**
 - Project partner for **MassCEC's CriticalMass** grant program



Looking Ahead: *Where do we see Blue Edge and Innovation in a year?*



Established Blue Edge webpage with active opportunities for piloting and tenant engagement



Fish Pier facility operations partner selected with significant physical progress made on buildout of hub and floating dock



Innovate Massport adopted charter with clear goals and responsibilities, initial pilot or competition in place



First two rounds of CriticalMass complete, supporting selected startup partner pilots across Massport's portfolio

Facilities and Construction

Bipartisan Infrastructure Law (BIL) - Terminal E Improvements (L1757)

Full Project Budget

Luciana Burdi

November 20, 2025

Massport advances Terminal E rehabilitation and renovations with partial funding from an FY22 Bipartisan Infrastructure Law (BIL) grant

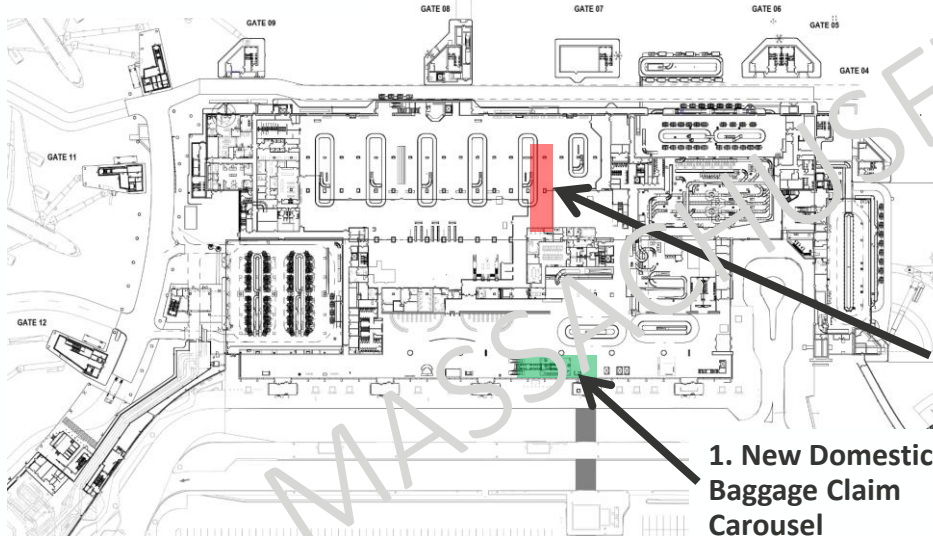
Completed:

1. Expand Domestic Baggage Claim
2. Rehabilitate Existing Ticket Counter Area
3. Replace Existing Static Departures Curb Airline Signage With New Digital Signage

In Progress:

4. Expand International Baggage Claim
5. Replace Existing Passenger Boarding Bridges (partially completed)
6. Replace HVAC Systems

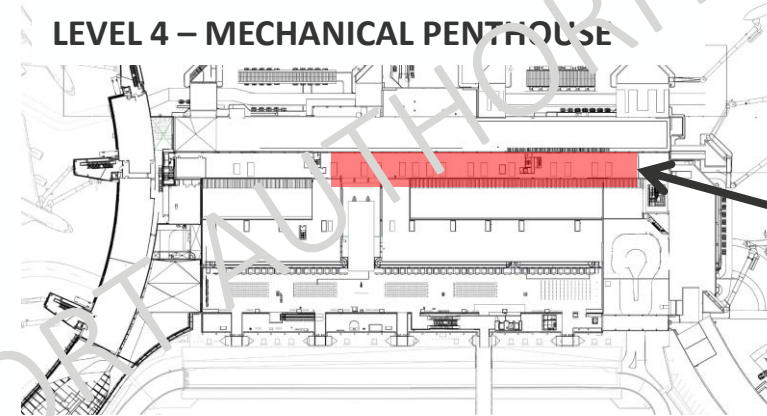
LEVEL 1 - ARRIVALS



4. Expand Existing International Baggage Claim Carousel

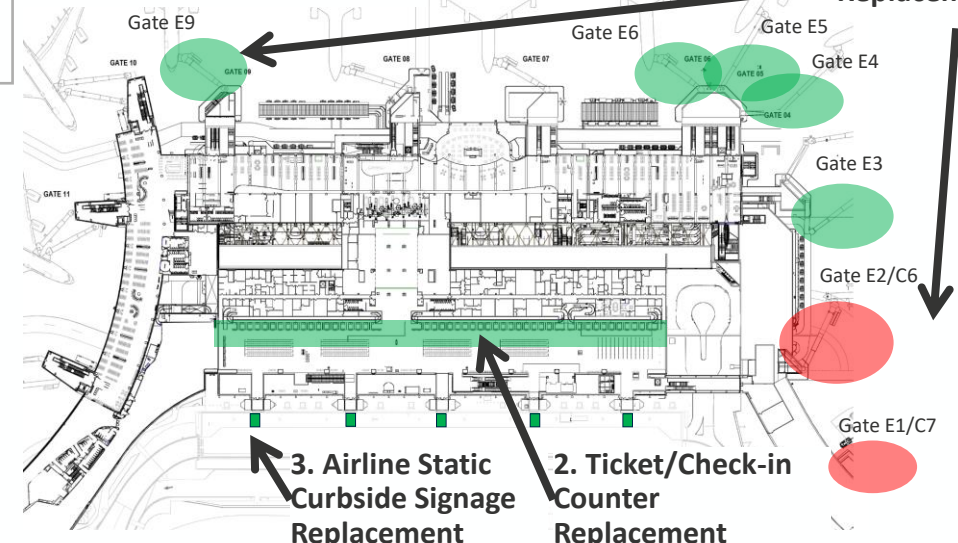
1. New Domestic Baggage Claim Carousel

LEVEL 4 - MECHANICAL PENTHOUSE



6. MER 4 Center & East HVAC Equipment Replacement

LEVEL 3 - DEPARTURES

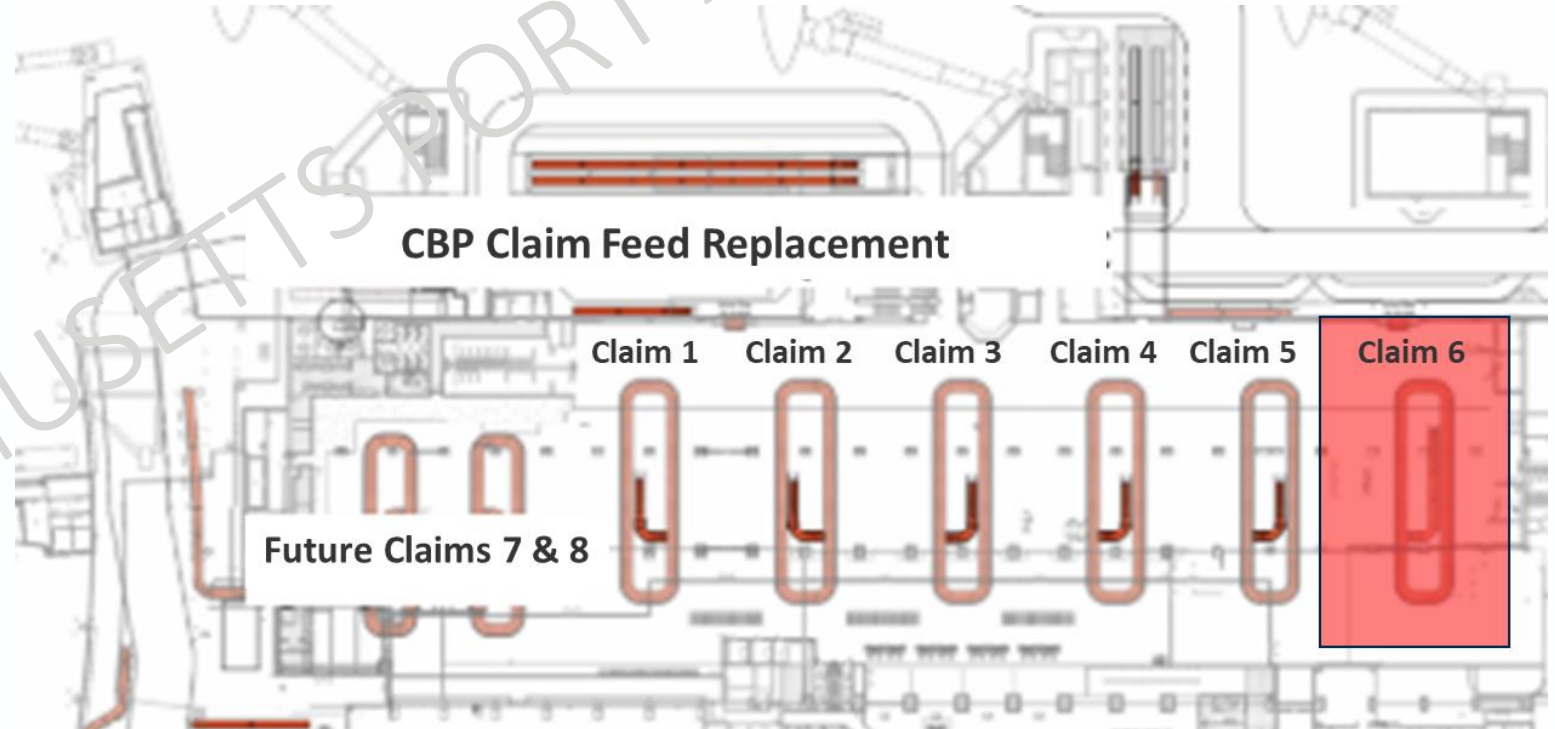


5. Passenger Boarding Bridge Replacement (7)

Expanding International Baggage Claim Capacity for Larger Aircraft

Expanded International Baggage Claim 6

- **Project Scope:** Extend Claim 6 to match the length of Claims 1–5
- **Purpose:** Accommodates Group V and VI aircraft for improved passenger flow
- **Current Status:** Architectural and structural work underway to enable expansion
- **Estimated Completion:** Summer 2027

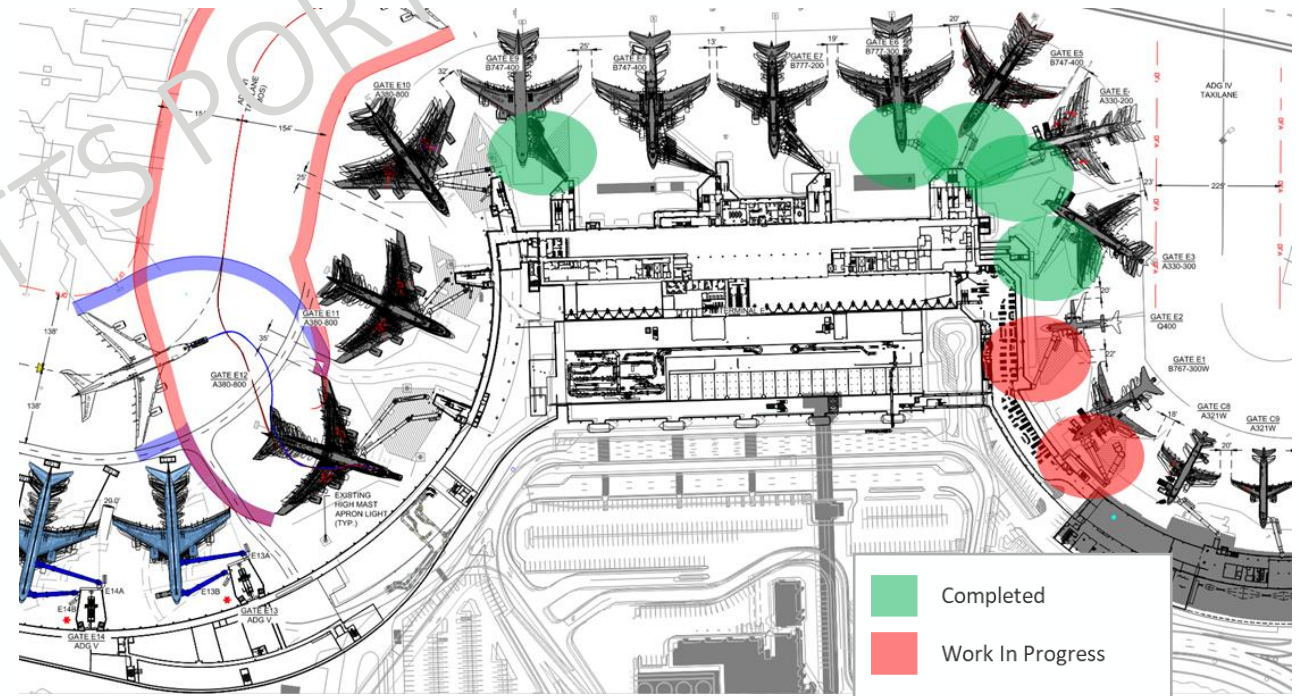


Upgraded Passenger Boarding Bridges for Greater Reliability & Performance

Passenger Boarding Bridge Replacement

- **Project Scope:** Replacement of seven passenger boarding bridges
- **Completed:** Gates E3, E4, E5, E6, and E9 in May 2025
- **Next Phase:** Gates E1 and E2 to be completed in Spring 2026

Gate E5 Complete



Modern HVAC Upgrade for Reliability & Energy Efficiency

HVAC Equipment Replacement

- **Project Scope:** Replace 30+ year-old HVAC equipment in MER 4 Center & East Mechanical Penthouse
- **Upgrade Details:** Install new energy-efficient air handler units with energy recovery systems
- **Timeline:** Anticipated completion Fall 2028



Board Recommendation

Approve a full project budget for Bipartisan Infrastructure Law (BIL) - Terminal E Improvements (L1757) in the not-to-exceed amount of \$150M

Audit and Finance

Amendment to Minimum Wage Policy for Certain Commercial Service Operator (CSO) and Aviation Service Operator (ASO) Employees at Boston Logan International Airport

Richard Davey

November 20, 2025

Massport recommends an increase to the minimum wage policy for Commercial Service Operator (CSO) and Aviation Service Operator (ASO) Agreements

Minimum Wage

Year	MA	Logan
2014	\$8.00	--
2015	\$9.00	\$10.00
2016	\$10.00	\$11.00
2017	\$11.00	\$12.00
2018	\$11.00	\$13.00
2019	\$12.00	\$14.00
2020	\$12.75	\$15.00
2021	\$13.50	\$15.00
2022	\$14.25	\$16.00
2023	\$15.00	\$17.00
2024	\$15.00	\$18.00
2025	\$15.00	\$19.00
2026	\$15.00	\$19.75
2027	\$15.00	\$20.75

Recommendation:

- Increase \$0.75 to \$19.75 per hour, effective January 1, 2026
- Increase \$1.00 to \$20.75 per hour, effective January 1, 2027
- Companies to provide covered employees who engage with customers with four hours of customer service training per year

Rationale:

- Support front line workforce
- Attract employees in a tight job market
- Keep up with inflation
- Retain workforce for safety and security
- Enhance customer service

Logan Express and Shuttle Bus Operating Agreements

Items 8 to 12

Dan Gallagher

November 20, 2025

Background

- **Five shuttle bus service contracts will expire early 2026:**
 1. Back Bay Logan Express
 2. Framingham Logan Express
 3. Quincy Employee Shuttle
 4. Wonderland Employee Shuttle
 5. On-Call Cover Bus (Logan-based)
- **Public solicitation** for services was issued **summer 2025:**
 - Framingham Logan Express agreement includes an increase in service frequency from every 30 minutes to every 20 minutes
 - All agreements retain flexibility to scale other services as needed and replace buses as viable zero-emission fleets become available
- Costs for all contracts are within forecasted budget
- New contracts will become **effective Q3 FY26**



Board Recommendation

Staff recommends the Board approve the Vote to authorize staff to negotiate, execute and deliver Operating Agreements for the following five services:

- **Back Bay Logan Express Bus Operating Agreement to Academy Express, LLC** for a term of three years with two one-year options in the not-to-exceed amount of \$31,000,000
- **Framingham Logan Express Bus Operating Agreement to A Yankee Line, Inc.** for a term of five years in the not-to-exceed amount of \$68,500,000
- **Quincy Employee Shuttle Bus Operating Agreement to Plymouth and Brockton Street Railway Company** for a term of three years with two one-year options in the not-to-exceed amount of \$31,000,000
- **Wonderland Employee Shuttle Bus Operating Agreement to Paul Revere Transportation, LLC** for a term of three years with two one-year options in the not-to-exceed amount of \$26,000,000
- **On-Call Cover Bus Operating Agreements** for all Logan Express Locations to (a) **Academy Express, LLC** for a term of three years with two one-year options in the not-to-exceed amount of \$5,000,000 and (b) **DPV Transportation Inc** for a term of three years with two one-year options in the not-to-exceed amount of \$5,000,000

Peer-to-Peer Car Sharing Operating Agreement

Dan Gallagher

November 20, 2025

Background

- A Peer-to-Peer (P2P) car sharing company provides an online platform that facilitates car rentals between private owners willing to rent their vehicles for a fee to individuals seeking short-term rentals and functions similarly to Airbnb
- Turo has been operating at Logan under a pilot P2P agreement since January 1, 2023
- Pilot agreement allows staff the flexibility to monitor, review and adjust the P2P operations as needed:
 - Prohibits curbside access - all pickups and drop-offs take place in the Economy Garage
 - Has limitations on advertising the availability of cars proximate to the airport
 - All fees, rents, and commissions are commensurate with existing rental car rates
- Turo currently **licenses 24 parking spaces** in the **Economy Garage** for **\$20,000 per space/year** with minimal impacts to operations

Comparison of Turo and Rental Car Operations at Logan Airport

Period	P2P Transactions	P2P Market Share	Rental Car Transactions	Rental Car Market Share	Total Transactions
CY2023	15,000	1.3%	1.15M	98.7%	1.17M
CY2024	19,000	1.5%	1.22M	98.5%	1.24M
CY2025 *	20,500	1.6%	1.23M	98.4%	1.25M
CY2026 **	31,500	2.4%	1.28M	97.6%	1.32M

* Estimate based on 9 months of actual data

** Forecast based 60 spaces for P2P companies

Proposed P2P Car Sharing Agreement Terms

Current Logan P2P Operations:

- **Current Operator:** Turo is the only P2P operator at Logan
- **Future Entrants:** Any new P2P company will sign the same agreement as Turo

Proposed New P2P Agreement:

- **Term:** 3 years + two 1-year options (up to 5 years)
- **Location:** Defined, flexible area in the Economy Garage
- **Access:** Hosts must purchase a transponder from Massport and use the revenue-controlled parking system
- **Parking Rates:** Subject to Board approval

P2P Car Sharing Company Obligations:

- License spaces in Economy Garage:
 - \$21,825 per space/year (eff. 2/1/2026)
 - \$23,650 per space/year (eff. 7/1/2027)
- Pay 10% commission on gross sales

Vehicle Owner Responsibility:

- Pay excess parking fees for stays over 4 hours

P2P Car Sharing Revenue Comparison: Current vs. Proposed Agreement

Revenue Category		Rate	Revenue		
			Current (24 spaces)	Proposed (60 spaces)	Proposed Per Space per Day
License Area Fee	\$21,285 per space		\$480K	\$1.3M	\$60
Concession Revenue *	10% of gross revenues		\$1.1M	\$2.7M	\$124
Parking Revenue	New P2P parking rate (over 4 hours)		none	\$132K	\$6
Total Revenue			\$1.6M	\$4.2M	\$190

* Based on 31,500 Turo transactions.

Board Recommendation

Staff recommends that the Board authorize staff to execute new agreement with P2P car sharing companies that is consistent with the Board Vote

Worcester Air Service Incentive Program Extension

Dan Gallagher

November 20, 2025

Worcester Regional (ORH) Air Service Incentive Program

Background

- FAA's Air Carrier Incentive Program (ACIP) policy provides guidance for airports offering incentives to start or expand service
- Incentive programs must comply with the federal obligations (i.e., grant assurances, nondiscrimination, revenue use policy) and cannot favor a specific airline
- **Goal:** Reduce risk for new carriers or those adding new destinations
- Incentives allowed for **up to 2 years** for year-round service; may apply **only to new destinations**



Existing ORH Incentive Program (since 2018)



Eligible Services:

- A minimum of 6 months of continuous service with at least 2x weekly frequencies to a new destination



Financial Incentives:

- 100% cost credits of airport fees for first two years
- Cooperative marketing promotion of airline route (\$150k)

Program Results

- The Worcester program has supported Worcester's air service growth with 5 destinations added since FY22:
 - Delta: New York (LGA)
 - JetBlue: New York (JFK), Ft. Lauderdale, Orlando
 - American: Philadelphia

Recommended Changes to the Worcester Air Service Incentive Program

Increase Marketing Funds

- Tier 1: From \$150K → \$200K for service ≥ 2x weekly
- Tier 2: From \$150K → \$250K for service ≥ 5x weekly

Service Discontinuation Policy

- If an airline ends a service subject to the Air Service Incentive Program **after 6 months but before 2 years**:
 - Remaining term may apply to a new qualifying service
 - **No new 2-year term** for replacement service
 - Remaining marketing funds may be applied, if eligible

Proposed Worcester Air Service Incentive Program

Criteria	Tier 1	Tier 2
Eligible Service	≥ 6 months, 2x weekly	≥ 6 months, 5x weekly
Airport Fee Credit	100% for first 2 years	100% for first 2 years
Marketing Support	\$200K	\$250K

Board Recommendation

Staff requests that the Board approve the modified Worcester Air Service Incentive Program as presented

Assent Agenda

Executive Session

Public Session

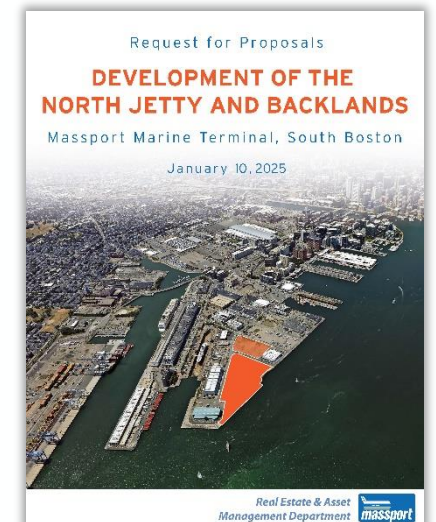
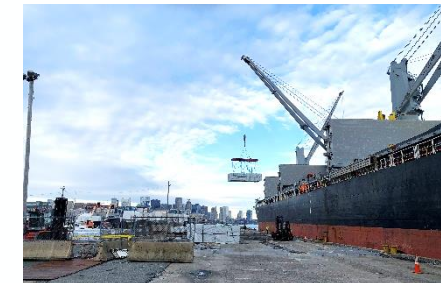
North Jetty Developer Designation

Andrew Hargens

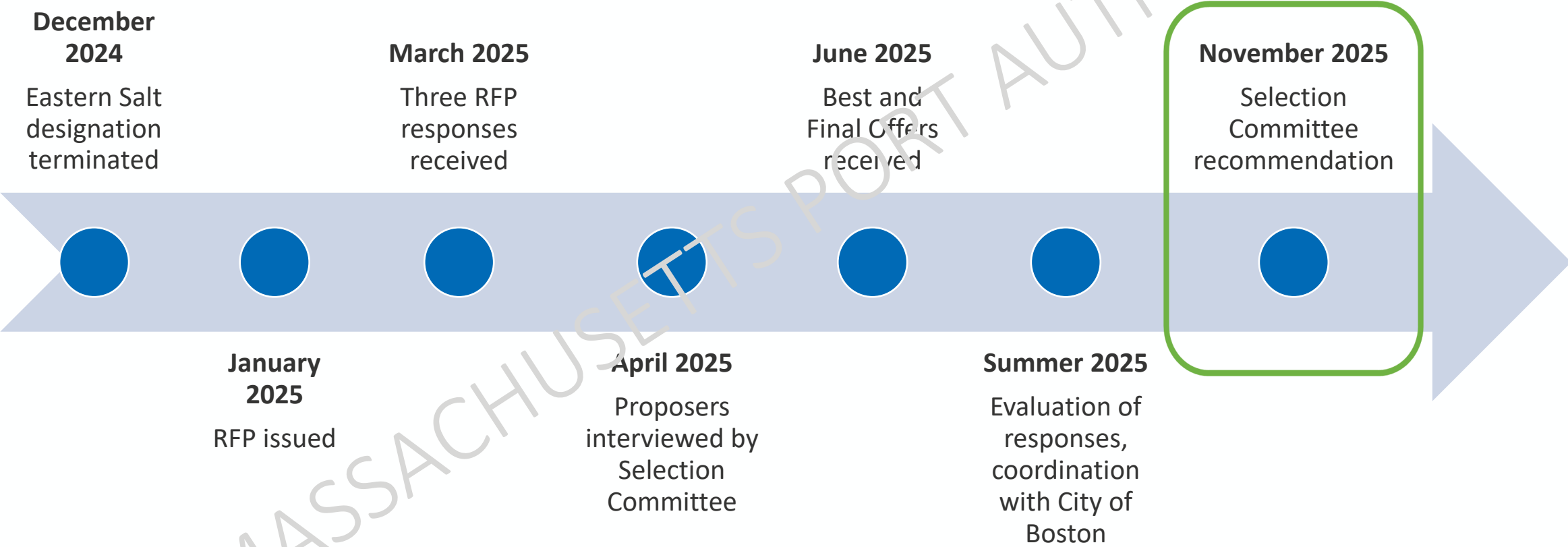
November 20, 2025

Reactivating the North Jetty deep-water berth is a longstanding Massport priority

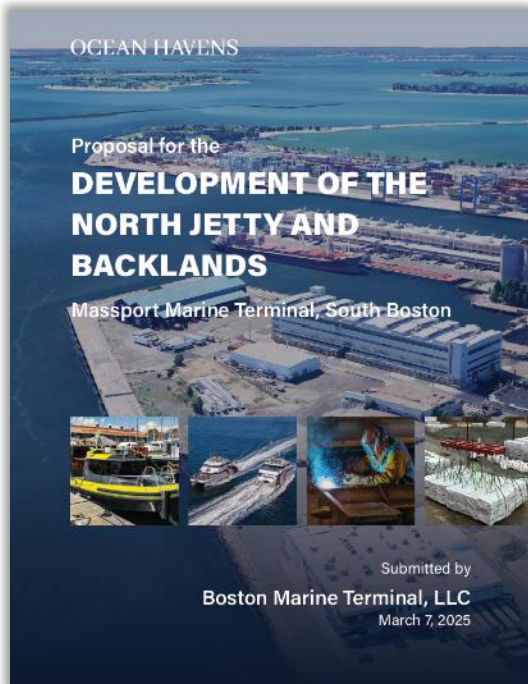
- Opportunity to rehabilitate and activate this important maritime asset in the South Boston Designated Port Area
 - Deepwater access to Federal navigation channel
 - Address demand for bulk, breakbulk, special project cargoes
 - Create blue-color and union jobs
- Significant experience/investment required to restore/operate the berth and backlands as a multi-purpose marine terminal
 - Up to 16 acres of backlands to support berth operations
 - **\$20M from the Commonwealth** and a **\$1M from MARAD (Federal)**
- Massport seeing a capable private partner with aligned interests, proven track record, and financial capacity
- RFP produced 3 bids
 - EDIC/City of Boston simultaneously issued an RFP for its 3-acre "Parcel M", located directly adjacent to the North Jetty



Massport staff, Selection Committee, and consultant efforts throughout 2025 have arrived at a selected partner and recommendation to the Board

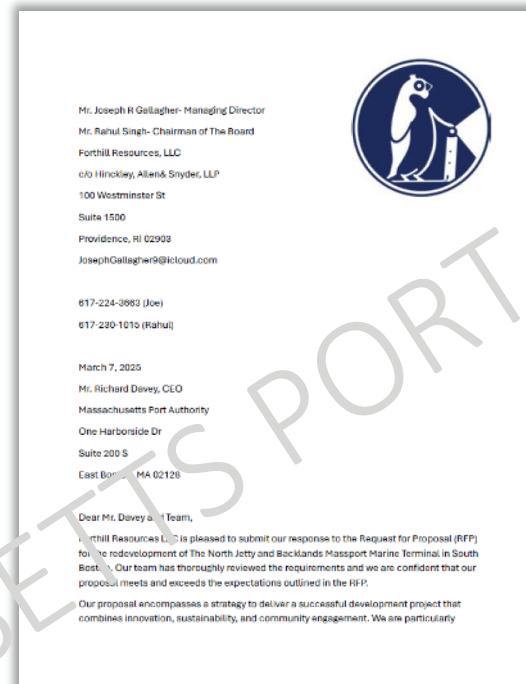


Selection committee evaluation determined the Ocean Havens proposal and team to be the most responsive to the RFP selection criteria



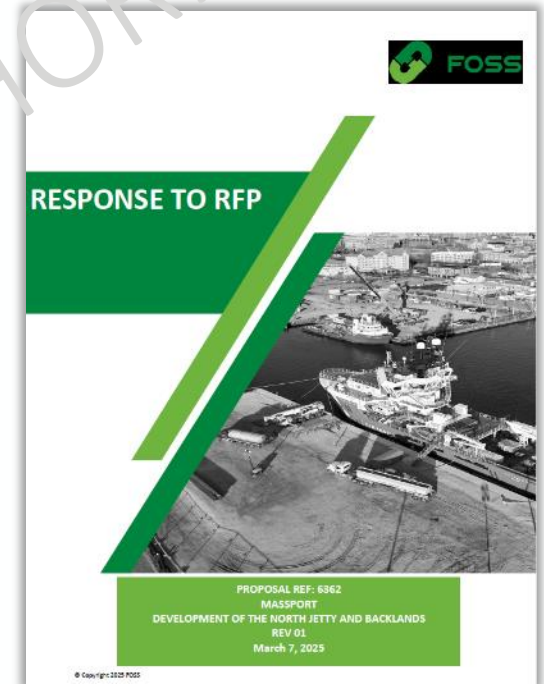
Boston Marine Terminal LLC, dba Ocean Havens

- Multi-purpose marine cargo terminal
- Strong maritime industrial facility experience
- Also bid on Parcel M



Forthill Resources, aka First Boston Sustainable Institute

- Cargo terminal, AI data center, asphalt plant, cement terminal, and hydrogen plant
- Limited team maritime industrial experience
- Did not bid on Parcel M



Foss Offshore Wind

- Multi-purpose cargo terminal focused on supporting the offshore wind industry
- Also bid for Parcel M
- **Withdrawn bid**

Ocean Havens team has strong experience building/operating maritime facilities

- Chuck and Ann Lagasse, Ocean Havens
 - Decades of experience building and operating marine facilities
 - Charlestown Marina was voted national Large Marina of the Year in 2023
 - Tenant/operator Boston Harbor Shipyard & Marina (BHSM)
- Specific team members with direct maritime experience
 - Marshall Greenland, Ocean Havens (point of contact)
 - Rick Elliott, Ports America (cargo operator)
 - Dan Adams, Landing Studio (waterfront planning/design)
- Ocean Havens has an excellent track record in diverse maritime industrial facilities in Boston Harbor and throughout the Commonwealth
 - BHSM operation supports 30 businesses and 250+ employees
 - Business and technology innovation stabilized Blue Atlantic Fabricators
 - Invested \$4 million in East Boston (including new 80-ton travel lift and 500-ton floating drydock) with plans to invest \$25 million over 5 years
 - Infrastructure investments enabling local vessel servicing (e.g., fueling, repairs, storage) for passenger ferries, pilot vessels, fire/police vessels



Next steps

Board Vote

- Staff recommends that the Board designate Boston Marine Terminal LLC, doing business as Ocean Havens, as the developer of the North Jetty and backlands pursuant to the RFP

Next Steps

- Negotiate term sheet and development agreement by December 31, 2026
- Begin work with Ocean Havens on design and permitting

