

**BEFORE THE  
U.S. DEPARTMENT OF TRANSPORTATION  
WASHINGTON, D.C.**

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2016 U.S.-Cuba Frequency Allocation Proceeding

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)  
) Docket DOT-OST-2016-0021  
)

**OBJECTION OF MASSACHUSETTS PORT AUTHORITY**

Communications with respect to this document should be addressed to:

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Aviation Director

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Director, Airline Route Development

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July 22, 2016

**BEFORE THE  
U.S. DEPARTMENT OF TRANSPORTATION  
WASHINGTON, D.C.**

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2016 U.S.-Cuba Frequency Allocation Proceeding

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) Docket DOT-OST-2016-0021  
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**OBJECTION OF MASSACHUSETTS PORT AUTHORITY**

**I. Introduction**

Massachusetts Port Authority (Massport), owner and operator of Boston Logan International Airport (BOS), congratulates the U.S. Department of Transportation (DOT or the Department) on its efforts to revitalize relations between the United States and Cuba through the historic reopening of scheduled air service to Cuba. Massport, together with the populations of Boston and New England, was excited for the opportunity to participate in this momentous event and was hopeful that JetBlue Airways Corporation (JetBlue) would be granted at least one Boston-Havana frequency, given the many strong cultural, educational, and scientific ties that exist between Cuba and the New England region.

While the Department tentatively approved Havana frequencies to ten U.S. cities, including Miami, New York, Fort Lauderdale, Orlando, Tampa, Los Angeles, Newark, Houston, Atlanta and Charlotte,<sup>1</sup> it unfortunately chose not to tentatively select Boston as the recipient of non-stop service from Havana, notwithstanding the fact that Boston and New England perfectly reflect many of the travel categories that are currently approved for air transportation – much more so than many of the cities tentatively

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<sup>1</sup> See Order 2016-7-4, Docket DOT-OST-2016-0021 (July 7, 2016).

selected. For this reason, Massport hereby objects to the Department's tentative decision and respectfully requests that JetBlue be awarded one Saturday-only frequency from Havana to fund its proposal to offer Boston-Havana service and to facilitate transportation and travel from an equally if not more deserving U.S. gateway and Cuban-American population center.

**II. An award of one Boston-Havana Saturday-Only Frequency would Maximize the Public Benefits of DOT's Frequency Allocation**

**A. There is a Demonstrated need for Service from Boston and New England**

Pursuant to the Department's Instituting Order in this proceeding, DOT was tasked to determine "which applicants will be most likely to offer and maintain the best service for the traveling and shipping public."<sup>2</sup> In analyzing each applicant's submission, DOT evaluated not only the airline's individual product and service proposal, but the U.S. destinations from which the airline proposed to operate. Factors considered by the Department included but were not limited to the Cuban-American population within each city's catchment area and the potential for demand *under the existing twelve categories of travel while tourism remains prohibited*.

As discussed in detail below, based upon the above criteria, Boston is deserving of non-stop service from Havana. Boston is the hub of the Greater Boston and New England region, an economic powerhouse that competes on the global level, and was one of the largest metropolitan areas in the country not to receive a tentative Havana allocation. Its combined metro area is the sixth largest in the United States and it has a Cuban-American population exceeding 15,000. Moreover, the City of Boston is the

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<sup>2</sup> See Order 2016-2-12, DOT Docket DOT-OST-2015-0021 (February 16, 2016).

gateway to New England and enjoys a flourishing economy anchored by biotechnology, healthcare, financial services and educational institutions (many of the best in the United States) all of which have current or potential ties to Cuba.

To wit, Boston is home to over 450 life sciences businesses, including some of the largest and most prestigious biopharmaceutical companies in the world: Biogen, Novartis, Pfizer, Merck & Co., Glaxo Smith Klein, Vertex and others.<sup>3</sup> Massachusetts has the highest concentration of life sciences companies in the United States and, for the 20<sup>th</sup> consecutive year, received more National Institutes of Health (NIH) funding than any other American city. In addition to these pharmaceutical giants, Boston is also home to industry-leading companies in the fields of computer and electronics manufacturing, aerospace, scientific research, architecture, and software development and publication including,<sup>4</sup> among others, Raytheon, Tripadvisor, VistaPrint, LPL Financial, EMC Corp, and TJX, Cos. Many of these companies can or will be doing business in Cuba.

New England, and the City of Boston in particular, is also an epicenter of higher education. There are 105 colleges and universities in Massachusetts, and nearly 270 colleges and universities in New England. The list is long and distinguished, and includes Harvard University, Massachusetts Institute of Technology, Yale University, Dartmouth College, Brown University, Tufts University, Boston College, Brandeis University, Boston University, Northeastern University, Wellesley University, Williams College, Amherst College, University of Massachusetts, and University of Connecticut,

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<sup>3</sup> See *High Tech Industries in Boston*, Boston Redevelopment Authority Research Division, December 2015.

<sup>4</sup> *Id* at 3. Massachusetts has the second-highest concentration of high-tech companies in the United States.

among others. New England's colleges and universities serve 800,000 undergraduate students (including over 55,000 foreign students) and over 200,000 graduate students,<sup>5</sup> all of which could potentially travel to Cuba under the current travel restrictions.

With respect to healthcare, Massachusetts is home to seven nationally ranked hospitals, including Massachusetts General Hospital (ranked #1 Best Hospital by U.S. News & World Report),<sup>6</sup> Brigham & Women's Hospital (which received "honor roll" recognition for earning a top ranking in six or more categories),<sup>7</sup> Massachusetts Eye & Ear Infirmary, McLean Hospital, New England Baptist Hospital and Children's Hospital Boston. These world renowned institutions, along with other medical centers in the region, attract doctors, researchers, and patients from across the globe.

All of these institutions have significant connections to Cuba which will drive demand under the existing categories of approved travel (*i.e.* these individuals can travel to Cuba *now* as opposed to at some date in the future when the travel ban is lifted). As such, Boston is a deserving candidate and should be considered for a frequency from Havana.

**B. Boston Offers an Equal if not Better Alternative than Other Cities that were Granted Frequencies, and BOS-HAV Service has Generated Broad Support**

Boston is the gateway to New England and BOS serves as the primary international airport for residents across the region. It is an equal, if not superior, alternative to cities that were tentatively awarded Havana frequencies such as Atlanta,

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<sup>5</sup> New England Board of Higher Education, *Fast Facts* (September 2015).

<sup>6</sup> See <http://health.usnews.com/best-hospitals>.

<sup>7</sup> See <http://www.bizjournals.com/boston/blog/health-care/2015/07/see-which-mass-hospitals-made-u-s-news-best.html>.

Houston, Charlotte, and Los Angeles, and granting Boston a single frequency from Havana would greatly benefit the traveling public in Boston and New England.

In the past decade, Boston's Logan International Airport, which is located close to central business districts, has grown into a significant international gateway to and from Boston, as well as all of New England. It currently offers non-stop domestic service to 75 destinations and non-stop international service to 53 destinations (up from 30 in 2010) in Europe, Asia, the Middle East, Central America, and the Caribbean. Since 2009, the total number of passengers traveling to or from BOS has increased by four million passengers each year.<sup>8</sup> In 2015 it served nearly 31 million O&D passengers, approximately three times as many as Charlotte, and one third more than Houston over the same period. Its 56 scheduled air carriers<sup>9</sup> offer direct service to numerous international destinations, including Amsterdam, Beijing, Doha, Hong Kong, Istanbul, London, Tel Aviv, Tokyo, and Zurich.

Boston also has significant connectivity to the Caribbean, offering direct service to 24 destinations in the Caribbean. Last year, it had nearly 1.5 million O&D passengers to the Caribbean (more than Charlotte, Houston and Los Angeles *combined*).<sup>10</sup> Massport anticipates that significant growth will continue to occur in the coming years, especially to new international destinations<sup>11</sup> in the Caribbean as JetBlue – the largest airline at BOS – is focused on expanding service to that region.

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<sup>8</sup> See "A Growth Agenda for Boston: Recommendations for the new Mayor to promote jobs and opportunity in Boston", Greater Boston Chamber of Commerce.

<sup>9</sup> Of the 56 airlines currently operating scheduled service from BOS, 30 are foreign air carriers and 12 are low cost carriers.

<sup>10</sup> See *generally* data from U.S. Department of Transportation, IATA, PAXIS, and OAG. BOS had 1,411,462 O&D Caribbean passengers in 2015, compared with 909,953 for ATL, 412,421 for CLT, 437,311 for IAH, and 466,411 for LAX over the same time period.

<sup>11</sup> For instance, in 2015 BOS served 5.5 million international passengers, which represented a 50% increase from 2010 and an 11% increase from 2014.

Tourism-related travel currently accounts for 45% of O&D passengers at BOS and this number is expected to rise in relation to the addition of new international service, particularly in the Caribbean. Massport is aware that tourism travel is currently prohibited to Cuba. Accounting for where the law is currently, however, Boston has more potential for immediate demand than many of the cities that were tentatively selected to receive service from Havana. It has nearly 1 million students who would be eligible to travel under the current restrictions, as well as countless individuals in the healthcare sector who would be similarly authorized to go to Cuba for research or educational purposes, and numerous businesses that have ties with the island nation. This calculation is unique to Cuba-related travel and must be considered by DOT in making a final determination in this proceeding.

Notwithstanding the above the Department must also consider the fact that the relaxation of sanctions against Cuba by the U.S. Department of Treasury's Office of Foreign Assets Control (OFAC) will likely continue and, with it, an eventual elimination of the twelve approved categories of travel in favor of open access to Cuba by all Americans. In fact, an amendment to lift the travel ban was offered by Senators John Boozman (R-AR) and Jon Tester (D-MT), as one of four pro-engage Cuba amendments in the Fiscal Year 2017 appropriations bill.<sup>12</sup> An elimination of the travel ban will in turn lead to additional demand in the U.S.-Cuba market, as well as increased opportunities for travel from those cities that were selected to receive U.S.-Cuba frequencies. This, combined with the fact that BOS currently serves more Caribbean O&D passengers than Atlanta, Houston, Charlotte, and Los Angeles and has forecast expanded

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<sup>12</sup> See H.R. 5485, the Financial Services and General Government Appropriations Act.

penetration into the Caribbean market make it a deserving choice for a frequency from Havana.

Finally, significant support exists to justify an award to BOS. JetBlue's BOS-HAV service proposal was applauded by a wide variety of interests and individuals, including Senators Edward J. Markey and Elizabeth Warren, Massachusetts Governor Charles D. Baker, Boston Mayor Martin J. Walsh, Delegations from Massachusetts, Vermont and Connecticut, and many local organizations and associations. See attached as **Exhibit 1**. Massport notes that Cities such as Atlanta, Charlotte and Houston received far fewer letters of support but were nevertheless awarded frequencies from Havana.

### **III. Awarding JetBlue one Saturday-Only Boston-Havana Frequency would be Consistent with DOT's Stated Goals**

As noted above, DOT was tasked to determine "which applicants will be most likely to offer and maintain the best service for the traveling and shipping public."<sup>13</sup> While Massport understands and acknowledges that the highest demand for Havana frequencies is in Florida (as reflected by the fact that 14 of the 20 available frequencies were awarded for service from Florida), the Department has an important opportunity to provide additional benefits to the overall traveling and shipping public by amending its tentative decision to include an award of Boston-Havana service.

By re-allocating one Saturday-only frequency to Boston in order to fund JetBlue's proposed non-stop Havana service, the Department would facilitate transportation and travel from a new and equally deserving city and Cuban-American population center, while at the same time providing the entire population of New England with non-stop

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<sup>13</sup> See *supra*, note 2.



access to Havana. Ample support exists to justify this action. In fact, DOT's July 7, 2016 Order states that one of JetBlue's two Saturday-only frequencies from Fort Lauderdale was reallocated to support United's Saturday-only Houston-Havana service. In deciding to re-allocate this frequency, the Department specifically noted the public benefits that would flow from Saturday-only Houston-Havana service for the entire State of Texas and broader region. Boston and the broader New England region – which is arguably more deserving of Havana service than Houston – would similarly benefit from the re-allocation of one Saturday-only frequency to fund Boston-Havana service by JetBlue.

In evaluating this opportunity, Massport urges the department to consider a routine cost-benefit analysis. The benefits of non-stop Havana service to Boston and the entire New England region would be significant. It would provide an important link between the various educational, cultural, scientific and business interests in the region that have ties with Cuba (not to mention the City's significant population of Cuban Americans) and foster improved U.S.-Cuba relations on the whole.

On the other hand, the cost of re-allocating a single Saturday-only frequency to fund JetBlue's Boston-Havana service would be minimal. For example, if a single Saturday-only frequency were re-allocated from Miami, the city would still enjoy 41 weekly flights (and put it on equal footing with Fort Lauderdale). This re-allocation would hardly impact the Miami-Havana market; service in the Miami-Havana market would be reduced by 2% and service in the South Florida-Havana market on a whole would be reduced by 1%. Based on these figures adequate service will exist to satisfy current and future demand between South Florida and Cuba. And, at the expense of

this minor reduction in service from an area that received the vast majority of allocations, the Department has the opportunity to significantly benefit Boston and the New England region by providing a direct link to Havana.

#### **IV. Conclusion**

Boston's significant ties with Cuba, its large Cuban-American population, and service opportunities available at Boston Logan International Airport (the gateway to New England) make it a deserving candidate for Havana service and exemplify why the Boston-Havana market should receive a re-allocated Saturday-only frequency. JetBlue's proposed service would offer intangible benefits to the City and the New England region on a whole and re-allocation by the Department of a single frequency would have a limited impact on the tentative decision while promoting public benefits and meeting the objective set forth in the Instituting Order. For the foregoing reasons, Massport respectfully requests that the Department re-allocate a single Saturday-only frequency from Miami to fund JetBlue's proposed Boston-Havana service.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Thomas P. Glynn', with a horizontal line drawn through it.

Thomas P. Glynn  
Chief Executive Officer  
Massachusetts Port Authority

Dated: July 22, 2016

# **EXHIBIT**

**1**



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR  
MARTIN J. WALSH

March 18, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

I believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing to Massachusetts and the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

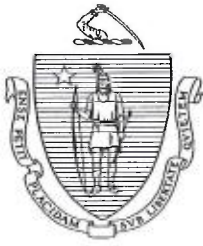
JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,

Martin J. Walsh  
Mayor of Boston

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STATE HOUSE • BOSTON, MA 02133  
(617) 725-4000

**CHARLES D. BAKER**  
GOVERNOR

**KARYN E. POLITO**  
LIEUTENANT GOVERNOR

March 9, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing both to Massachusetts and the New England region. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,

A handwritten signature in dark ink, appearing to read "Charles Baker", written over a horizontal line.

Charles D. Baker  
Governor

ELIZABETH WARREN  
MASSACHUSETTS

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United States Senate

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[www.warren.senate.gov](http://www.warren.senate.gov)

March 15, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of JetBlue, I write to congratulate the Department of Transportation on reaching a historic agreement to resume scheduled commercial air travel between the United States and Cuba for the first time in more than 50 years. As a supporter of the Obama Administration's restoration of United States diplomatic relations with Cuba and the subsequent expansion of travel and commerce between our two countries, I wish to convey my strong support for JetBlue's application to serve Havana from Boston Logan International Airport (BOS). In order to connect these important travel hubs and markets, I respectfully urge the Department to award one daily frequency to JetBlue Airways.

JetBlue is not only an important carrier in my home state—it is Boston's largest. The airline provides non-stop service to 45 domestic and 16 international locations, and its brand is familiar throughout Latin America and the Caribbean. JetBlue is experienced in flying to Cuba, having operated charter flights there since 2011. Traveling through Boston Logan Airport on JetBlue provides Cuba-bound customers with convenience and a superior customer service experience.

I urge the Transportation Department to grant JetBlue the authority to connect Boston and Havana through commercial air service. I am confident that approving this route would be mutually beneficial for Americans and Cubans. Thank you for your consideration.

Sincerely,



Elizabeth Warren  
U.S. Senator



EDWARD J. MARKEY  
MASSACHUSETTS

COMMITTEES:

ENVIRONMENT AND PUBLIC WORKS

RANKING MEMBER:

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CHAIRMAN:

U.S. SENATE CLIMATE CHANGE CLEARINGHOUSE

## United States Senate

March 8, 2016

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1550 MAIN STREET, 4TH FLOOR  
SPRINGFIELD, MA 01101  
413-785-4610

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Dear Secretary Foxx,

I write to respectfully request that you provide due consideration to JetBlue's application to serve Havana, Cuba from Boston Logan International Airport. I also encourage the Department to consider awarding a daily frequency to JetBlue to connect these important markets.

Daily nonstop scheduled service between Boston and Havana could provide positive economic benefits to Massachusetts and the entire region, linking New England with Cuba. Further, daily nonstop scheduled air service from Boston to Havana could provide better connections for the area's leading healthcare, biotechnology, financial, and educational institutions to link these vital sectors with new opportunities in Cuba.

Thank you for closely reviewing JetBlue's application. If you would like any additional information, please contact Daniel Greene ([Daniel\\_Greene@Markey.Senate.Gov](mailto:Daniel_Greene@Markey.Senate.Gov)) in my office.

Sincerely,



Edward J. Markey

**Congress of the United States**  
**House of Representatives**  
Washington, DC 20515

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana: Docket DOT-OST-2016-0021

Dear Secretary Foxx:

I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. It is critical to maximize all opportunities to facilitate this service. I write in support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and encourage the Department to award daily flights to JetBlue to connect these important markets.

Daily nonstop scheduled air service from Boston to Havana would provide better connections for New England's leading healthcare, biotechnology and educational institutions to link those vital sectors with new opportunities in Cuba. In addition, direct flights would benefit the roughly 20,000 Cuban-Americans that live in the New England area.


I understand that other airlines may apply for service between United States and Cuba, and I will give serious consideration to potentially supporting such applications that directly serve the New England region. That said, I urge the Department to award authority to JetBlue to serve Havana from Boston, which will help increase economic opportunities for our entire region. Thank you for your consideration.

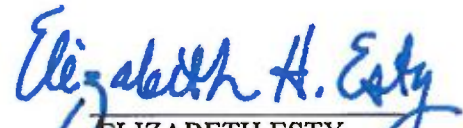
Sincerely,

  
ROSA L. DeLAURO  
Member of Congress

  
JOHN B. LARSON  
Member of Congress

  
JOE COURTNEY  
Member of Congress

  
JIM HIMES  
Member of Congress

  
ELIZABETH ESTY  
Member of Congress



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Committee on Financial Services  
Ranking Democratic Member  
Subcommittee on Housing  
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Committee on Transportation &  
Infrastructure

Committee on Ethics



Congress of the United States  
House of Representatives

Michael E. Capuano

7th District, Massachusetts

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Campus Library  
Room 211

Stetson Hall  
Room 124  
Randolph

March 18, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

We are writing in support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and encourage the Department to award daily flights to JetBlue to connect these important markets.

Daily nonstop scheduled air service from Boston to Havana would provide better connections for Boston's leading healthcare, biotechnology, and educational institutions to link those vital sectors with new opportunities in Cuba. In addition, the many Cuban-Americans that live in the Boston area would certainly make excellent use of the direct flights.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011.

We urge the Department to award authority to JetBlue to serve Havana from Boston. Thank you for considering our views.

Sincerely,

Michael E. Capuano  
Member of Congress

Stephen F. Lynch  
Member of Congress

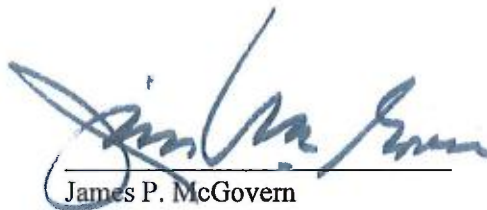
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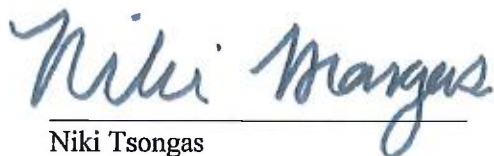
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Richard E. Neal  
Member of Congress



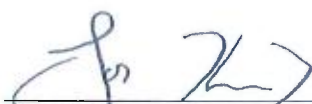
James P. McGovern  
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Niki Tsongas  
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Member of Congress



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CHELLIE PINGREE  
CONGRESS OF THE UNITED STATES  
1<sup>ST</sup> DISTRICT, MAINE

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AGENCIES

June 10, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, DC 20590

RE: Support for JetBlue's Application to serve Boston-Havana

Dear Secretary Foxx,

I would like to take this opportunity to congratulate the Department of Transportation on reaching a historic agreement with Cuba to resume scheduled commercial air travel between our two countries after it has been suspended for more than 50 years.

I am also writing in strong support of JetBlue's application to provide service between Boston Logan International Airport (BOS) and Havana, Cuba. In order to connect New England with Cuba, I respectfully urge the Department to award one daily frequency to JetBlue Airways.

JetBlue is an extremely important carrier in New England—it is the largest carrier at the region's largest airport, Boston Logan International. In addition, JetBlue has provided service from Portland International Jetport (PWM) in my District since 2006. Mainers count on JetBlue for reliable service out of Portland and the airline has proven its effectiveness in connecting our state with the rest of the country and points beyond.

As new trade opportunities between the United States and Cuba become a possibility, businesses in my state would benefit from being able to easily travel there to build relationships. I feel that JetBlue is well prepared to provide the commercial service to Cuba needed to make that possible, having operated chartered flights there since 2011. Moreover, it already offers extensive service to nearby locations in Mexico, South America, and the Caribbean.

I urge the Department of Transportation to grant JetBlue the authority to connect Boston and Havana through commercial air service so Maine and New England can benefit from this historic opportunity. Thank you for your careful consideration of JetBlue's application.

Sincerely,

Chellie Pingree  
Member of Congress

PETER WELCH  
AT-LARGE, VERMONT

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**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515-4500**

April 29, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

RE: Support for JetBlue's Application to Serve Boston-Havana

Dear Secretary Foxx:

I congratulate the Department of Transportation on reaching the historic agreement with Cuba to resume scheduled commercial air travel between our two countries for the first time in more than 50 years. I have travelled to Cuba three times, most recently with the President on his historic trip, and realize the importance of resuming travel and commerce between the United States and Cuba.

I write to encourage this progress, and convey my strong support for JetBlue's application to serve Havana from Boston Logan International Airport (BOS). In order to connect these important travel hubs and markets, I respectfully urge the Department of Transportation to award one daily frequency to JetBlue Airways.

JetBlue is an important air carrier in Vermont. Starting service in 2000, JetBlue has provided critical flights to and from Burlington (BTV). JetBlue is already well prepared to travel to Cuba, having operated chartered flights there since 2011.

I urge the Department of Transportation to grant JetBlue the authority to connect Boston and Havana through commercial air service. Thank you for your consideration.

Sincerely,

PETER WELCH  
Member of Congress



**Congress of the United States**  
**Washington, DC 20515**

May 26, 2016

The Honorable Anthony Foxx  
Secretary, United States Department of Transportation  
1200 New Jersey Avenue, SE  
Washington, DC 20590


Dear Secretary Foxx:

We congratulate the Department of Transportation on reaching the historic agreement with Cuba to resume scheduled commercial air travel between our two countries for the first time in more than 50 years. We realize the importance of resuming travel and commerce between the United States and Cuba.

We write to encourage this progress, and to convey our support for JetBlue's application to serve Havana from Boston Logan International Airport (BOS). JetBlue is an important air carrier in Rhode Island and the southeastern New England region. We recognize that Rhode Island Airport Corporation (RIAC), the operating authority of Green Airport (PVD), has not sought expansion of air travel to Cuba. With this in mind, we support JetBlue's request for this unique BOS service to and from Cuba. We also look forward to JetBlue's growth at PVD to enhance the regional balance between two airports (BOS and PVD) with a significant overlapping catchment area.

We urge the U.S. Department of Transportation to grant JetBlue the authority to connect New England and Cuba through commercial air service emanating from BOS.

Sincerely,

  
James R. Langevin  
Member of Congress

  
David N. Cicilline  
Member of Congress

cc:  
Michael P. Huerta, Administrator  
Federal Aviation Administration

Robin Hayes, President and CEO  
JetBlue Airways



*Association of Independent  
Colleges and Universities  
in Massachusetts*

11 Beacon Street, Suite 1224 | Boston, Massachusetts 02108-3016  
617.742.5147 | Fax 617.742.3089 | [www.aicum.org](http://www.aicum.org)

Amherst College  
Anna Maria College  
Assumption College  
Babson College  
Bay Path University  
Becker College  
Bentley University  
Berklee College of Music  
Boston Architectural College  
Boston Baptist College  
Boston College  
Boston University  
Brandeis University  
Cambridge College  
Clark University  
College of the Holy Cross  
Curry College  
Dean College  
Eastern Nazarene College  
Elms College  
Emerson College  
Emmanuel College  
Endicott College  
Fisher College  
Gordon College  
Hampshire College  
Harvard University  
Labouré College  
Lasell College  
Lesley University  
Massachusetts Institute of Technology  
MCPS University  
Merrimack College  
MGH Institute of Health Professions  
Mount Holyoke College  
Mount Ida College  
New England College of Optometry  
Newbury College  
Nichols College  
Northeastern University  
Olin College of Engineering  
Pine Manor College  
Regis College  
Simmons College  
Smith College  
Springfield College  
Stonehill College  
Suffolk University  
Tufts University  
Urban College of Boston  
Wellesley College  
Wentworth Institute of Technology  
Western New England University  
Wheaton College  
Wheelock College  
William James College  
Williams College  
Worcester Polytechnic Institute

March 7, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of the Association of Independent Colleges and Universities in Massachusetts (AICUM), which represents 58 of the finest higher educational institutions in the county, I want to congratulate you and the Department of Transportation on the recent historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We have documented in a brief survey of our members that there is strong demand for daily nonstop scheduled service between Boston and Havana. Fully 63% of the responding schools to date indicate that they would anticipate generating new air travel to Cuba, if nonstop service from Boston was introduced. Additionally, it is worth noting that Boston is the 3<sup>rd</sup> largest destination for international students coming to the U.S. for study and we are confident of great interest over time from students and scholars in Cuba wanting to access our outstanding institutions.

This linkage will have positive benefits for Massachusetts and the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading industries of healthcare, biotechnology, financial services, and of course higher education institutions for which Boston, Massachusetts and New England are globally recognized.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue

because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,

A handwritten signature in blue ink that reads "Rich J. Doherty". The signature is written in a cursive, flowing style. The "Rich" is written in a more compact, stylized manner, while "J. Doherty" is more legible. The signature is positioned above the printed name.

Richard J. Doherty  
President





1 Beacon Street, 16th Floor  
Boston, MA 02108

www.aimnet.org | 617.262.1180 | fax 617.536.6785

March 9, 2016

The Honorable Anthony Foxx, Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of Associated Industries of Massachusetts and our 4500 member companies across Massachusetts, congratulations on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We believe there will be strong demand for daily nonstop scheduled service between Boston and Havana. Just two weeks ago we organized a webinar on trade with Cuba and more than 60 companies participated, indicating great interest in doing business with Cuba. Nonstop air service will benefit the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions, as well as traditional manufacturing companies, and link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with multiple international and domestic nonstop flights. JetBlue's brand is well known in Latin America, the Caribbean, and Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration.

Sincerely,

Richard C. Lord  
President and CEO





**GREATER BOSTON  
CONVENTION & VISITORS BUREAU**

March 3, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

As President and CEO of the Greater Boston Convention & Visitor Bureau which is a trade organization representing 1,200 companies across the New England and Massachusetts visitor industry, I am writing to support JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS). On behalf of our member companies I urge the Department to award a daily frequency to JetBlue to serve the Boston to Havana market.

The Greater Boston Convention & Visitors Bureau a few months ago established an industry working committee initiative to focus on the opportunities for our member companies looking to do business in Cuba. Based on that initiative, we believe there is strong demand for daily nonstop scheduled air service from Boston and Havana, with positive benefits accruing to Massachusetts and the entire New England region. As Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan Airport.

I would ask the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.  
Thank you.

Sincerely,

A handwritten signature in blue ink, reading "Patrick B. Moscaritolo".

Patrick B. Moscaritolo  
President & CEO  
Greater Boston Convention & Visitor Bureau



**Coalition  
Of  
New  
England  
Companies for  
Trade**

*Chairman of the Board*  
**Karen Kenney**  
Liberty International Inc.

*President*  
**Bette Little**  
adidas Group

*Vice President*  
**Christa Hurley**  
H.C. Starck

*Director Representative*  
**Joe O'Connor**  
Franklin Sports

*Treasurer*  
**Rob Shepard**  
International Forest Products

*Clerk*  
**Linda Wood**  
Bennett & Co.

*Executive Director*  
**Carol Turner**

*Business Manager*  
**Stefanie Jessiman**

*CONNECT Counsel*  
**Peter Friedmann**

March 15, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of the Coalition of New England Companies for Trade, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing to Massachusetts and the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.



**Coalition  
Of  
New  
England  
Companies for  
Trade**

*Chairman of the Board*  
**Karen Kenney**  
Liberty International Inc.

*President*  
**Bette Little**  
adidas Group

*Vice President*  
**Christa Hurley**  
H.C. Starck

*Director Representative*  
**Joe O'Connor**  
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*Treasurer*  
**Rob Shepard**  
International Forest Products

*Clerk*  
**Linda Wood**  
Bennett & Co.

*Executive Director*  
**Carol Turner**

*Business Manager*  
**Stefanie Jessiman**

*CONNECT Counsel*  
**Peter Friedmann**

Page Two...

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,

Karen M. Kenney  
Chairman of the Board  
CONNECT



HOTEL  
March 3, 2016

DAVID J. COLELLA  
VICE PRESIDENT AND  
MANAGING DIRECTOR

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of The Colonnade Hotel, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

Daily nonstop scheduled air service from Boston to Havana would provide better connections for Boston's leading healthcare, biotechnology and educational institutions to link those vital sectors with new opportunities in Cuba. In addition, the approximately 13,000 Cuban-Americans that live in the Boston area would use this flight.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan Airport.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of resources, and I thank you for considering this recommendation.

Sincerely,



David J. Colella

Vice President & Managing Director

mol



120 HUNTINGTON AVENUE  
BOSTON, MA 02116 USA  
T 617 424 7000  
F 617 424 0968  
COLONNADEHOTEL.COM





March 3, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of Conventures, Inc., I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

Daily nonstop scheduled air service from Boston to Havana would provide better connections for Boston's leading healthcare, biotechnology and educational institutions to link those vital sectors with new opportunities in Cuba. In addition, the approximately 13,000 Cuban-Americans that live in the Boston area would use this flight.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan Airport.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. Thank you for considering our views.

Sincerely,

Dusty Rhodes  
President



March 1, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of Educational Travel Alliance, Inc, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

Daily nonstop scheduled air service from Boston to Havana would provide better connections for Boston's leading healthcare, biotechnology, financial, cultural, religious and educational institutions to link those vital sectors with new opportunities in Cuba. In addition, the approximately 13,000 Cuban-Americans that live in the Boston area would use this flight.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan Airport.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. Thank you for considering our views.

Sincerely,

Michael I Eizenberg  
President

**FRIENDS OF CARITAS CUBANA INC.**

81 Washington Avenue, Cambridge, Massachusetts 02140 Tel 617-497-6224

Micho Spring, Chair

Consuelo Isaacson, President

March 18, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, DC 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2015-0021

Dear Secretary Foxx:

On behalf of Friends of Caritas Cubana, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

As president of Friends of Caritas Cubana, I frequently travel to Cuba, often bringing delegations to visit our program sites. I would appreciate firsthand JetBlue's improved regional service, easing travel and promoting our relations.

In addition, daily nonstop scheduled air service from Boston to Havana would provide better connections for Boston's leading healthcare, biotechnology and educational institutions to link those vital sectors with new opportunities in Cuba. In addition, the approximately 13,000 Cuban-Americans that live in the Boston area would use this flight.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan Airport.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. Thank you for considering our views.

Sincerely,



March 3, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of the Greater Boston Chamber of Commerce, congratulations to you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

In today's knowledge-based global economy, Boston's ability to connect to foreign destinations is crucial to our long-term economic growth and success. Daily nonstop scheduled air service from Boston to Havana would provide better connections for Boston's leading healthcare, biotechnology and educational institutions to link those vital sectors with new opportunities in Cuba. In addition, this service would be used by the approximately 13,000 Cuban-Americans that live in the Boston area.

JetBlue is Boston's largest carriers, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. They are an important business leader in the Greater Boston community, and this opportunity would allow them to grow their brand within, and contributions to, the Boston area even more.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. Thank you for considering our views.

Sincerely,

  
James E. Rooney  
President & CEO





March 3, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

main: 617 • 674 • 5100 fax: 617 • 674 • 5101

Massachusetts Biotechnology Council  
300 Technology Square, Eighth Floor  
Cambridge, MA 02139

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of MassBio, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing to Massachusetts and the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,

Robert K. Coughlin  
President & CEO



63 Franklin Street, 3rd Floor  
Boston, MA 02110  
P (617) 315-9355 • F (617) 315-9356  
info@masscec.com • www.masscec.com  
Follow us on Twitter: @masscec

March 11, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of the Massachusetts Clean Energy Center, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing to Massachusetts and the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Stephen L. Pike'.

Stephen L. Pike  
Interim Chief Executive Officer



MASSACHUSETTS COMPETITIVE PARTNERSHIP

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March 7, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of the Massachusetts Competitive Partnership (MACP), I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

MACP is a non-profit, non-partisan, public policy group comprised of chief executive officers of some of the Commonwealth's largest businesses. Our goals are to promote job growth and competitiveness in Massachusetts by working in collaboration with public officials and business and civic leaders in our state. One of our key focus areas is International Trade and Marketing. Through our International Trade and Marketing subcommittee, MACP has worked closely with Massport over the years, helping to support their efforts to bring more nonstop flights to Boston. MACP recognizes the large economic impact of having a diverse global economy and the important gateway to other global markets that these flights create.

We believe there is strong demand for daily nonstop scheduled service between Boston and Havana. The Boston-area is a hub for the growing innovation, technology, and healthcare ecosphere; with daily nonstop scheduled air service from Boston to Havana, our leading companies in these and other sectors would have the option to explore the new opportunities in Cuba.



MASSACHUSETTS COMPETITIVE PARTNERSHIP

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JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. Additionally, JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I respectfully request that the Department award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. O'Connell'.

Daniel O'Connell  
President & CEO  
Massachusetts Competitive Partnership





Investing in the State of Innovation

March 11, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Dear Secretary Foxx:

On behalf of the Massachusetts Life Sciences Center (MLSC), I am pleased to write in support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) following the historic agreement to resume scheduled air services between the United States and Cuba. JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011.

The MLSC is a quasi-public agency tasked with implementing the Massachusetts' \$1 billion life sciences initiative to spur economic development, drive innovation and support good science. We seek to leverage every dollar of state funding by identifying and attracting public and private partners for our projects. Improved access to Cuba's diverse institutional and commercial landscape would allow for the development of an array of strategic partnerships and collaborative opportunities with mutually beneficial growth potential. With a strong local commercial life sciences industry, a unique environment for novel clinical trials, and expertise in a number of specialized research fields, Cuba represents a vibrant ecosystem whose increased engagement would provide tremendous opportunity to support and grow the biotechnology and medical device industry both in Massachusetts and across the United States.

Cognizant of the resource rich environments in both Massachusetts and Cuba, we believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing to the entire New England region and beyond. As Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba, daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, and research institutions to link those vital sectors with new opportunities in Cuba.

I respectfully urge the Department to award authority to JetBlue to serve Havana from Boston, and I truly appreciate your consideration of this request.

Sincerely,

A handwritten signature in blue ink, appearing to read "Travis McCready". The signature is fluid and stylized, with a long horizontal stroke at the end.

Travis McCready  
President and Chief Executive Officer



March 3, 2016

The Honorable Anthony Foxx  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Mr. Secretary:

On behalf of the members, directors and officers of the Massachusetts Medical Device Industry Council (MassMEDIC), I am writing in strong support of JetBlue's application to provide service between Boston and Havana from Boston's Logan International Airport. For the 480 medical device companies based in Massachusetts, access to the Cuban market represents a significant opportunity, and daily direct service by JetBlue would provide a strategic advantage.

As you may know, Massachusetts is home to the second largest concentration of medical device development and production in the nation. Medtech companies in the Commonwealth design and manufacture a wide range of innovative medical devices – surgical instruments, imaging equipment, patient monitoring systems, diagnostic kits and implantable devices – and export them to countries all over the world. Medical devices account for 19 percent of all goods shipped from Massachusetts annually, making these products the Commonwealth's number one exported commodity.

Our member companies are actively engaged in emerging markets around the world, and the potential for the expansion of health care services in Cuba signals an extraordinary market opportunity. Demand for nonstop service between Boston and Havana, as this high-potential market opens, will be strong among the many medical device companies in Massachusetts and throughout New England region.

For this reason, I respectfully urge the Department of Transportation to award authority to JetBlue for the Boston-Havana service. Given the airline's prominence in this market, its high level of customer satisfaction and its long-standing record of servicing the Latin American and Caribbean markets from Boston, JetBlue would be the logical choice.

Thank you for considering MassMEDIC's request.

Sincerely,



Thomas J. Sommer  
President



**MASSACHUSETTS  
TECHNOLOGY  
COLLABORATIVE**

2 CENTER PLAZA, SUITE 200  
BOSTON, MA 02108  
TEL: (617) 371-3999  
FAX: (617) 725-8938  
@mass\_tech

March 9, 2016

The Honorable Anthony Foxx, Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

I am pleased to register Massachusetts Technology Collaborative's (MassTech) support of JetBlue's application to serve Havana Cuba (HAV) from Boston Logan International Airport (BOS). I urge you to give this proposal every due consideration, and hope the Department will award a daily frequency to JetBlue in order to truly connect these two important markets.

MassTech is an innovative public agency working to support a vibrant, growing economy across Massachusetts. Our strength stems from partnerships and industry insights. We develop meaningful collaborations across industry, academia and government which serve as powerful catalysts, turning good ideas into economic opportunity within the state's burgeoning technology sector.

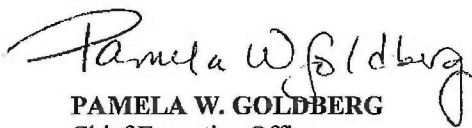
Given the Commonwealth's increasingly dominant innovation economy, MassTech believes there is strong demand for daily nonstop scheduled service between Boston and Havana. We are mindful of new federal regulations announced by the U.S. Treasury Department which authorize the export of previously banned technologies to Cuba, and expect that they, coupled with economic reforms slowly emerging from the Castro government, have positioned the technology and start-up sector as one of few areas of the Cuban economy truly poised for growth.

Daily nonstop service between Boston and Havana will foster economic benefits in Massachusetts and New England, as Boston Logan is the sole airport of entry or departure within the region for flights to and from Cuba. Such air service from Boston to Havana would provide better connections for our leading digital health, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

Further, as Boston's largest carrier, JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Many customers prefer traveling via JetBlue because of their award-winning customer experience and the ease of traveling through Boston Logan.

Mr. Secretary, thank you for the opportunity to share my thoughts on this matter. Again, I ask the Department to award authority to JetBlue to serve Havana from Boston. I truly appreciate your timely consideration of this request.

Sincerely,

  
**PAMELA W. GOLDBERG**  
Chief Executive Officer





**MASSCHALLENGE**

21 Drydock Ave. 6th Floor  
Boston, MA 02210 / USA  
888-782-7820  
[contact@masschallenge.org](mailto:contact@masschallenge.org)

March 16, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of MassChallenge, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing to Massachusetts and the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,  
Scott Bailey, Managing Director





March 8, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of MassEcon, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing to Massachusetts and the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I appreciate your consideration of this request.

Sincerely,

A handwritten signature in black ink that reads "Susan L. Houston". The signature is fluid and cursive, with a long horizontal stroke at the end.

Susan Houston  
Executive Director

cc: Thomas Glynn, Massport



**Massachusetts Port Authority**

Thomas P. Glynn, Chief Executive Officer  
One Harborside Drive, Suite 200S  
East Boston, MA 02128-2090  
Telephone (617) 568-1003  
www.massport.com

February 29, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

RE: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of Massachusetts Port Authority, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana, Cuba (HAV) from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

We believe there is strong demand for daily nonstop scheduled service between Boston and Havana, with positive benefits accruing to Massachusetts and the entire New England region, as Boston Logan is the sole airport of entry or departure within New England for flights to and from Cuba. Daily nonstop scheduled air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. I truly appreciate your consideration of this request.

Sincerely,

Thomas P. Glynn  
Chief Executive Officer



NEW BALANCE ATHLETICS, INC.  
100 GUEST STREET  
BOSTON, MA 02135-2088

T 617 783 4000  
newbalance.com

March 3, 2016

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

On behalf of New Balance Athletics, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba. I am writing in strong support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

Daily nonstop scheduled air service from Boston to Havana would provide better connections for Boston's leading healthcare, biotechnology and educational institutions to link those vital sectors with new opportunities in Cuba. In addition, the approximately 13,000 Cuban-Americans that live in the Boston area would use this flight.

JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan Airport.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will certainly be the highest and best use of the resources. Thank you for considering our views.

Sincerely,

  
Glenn Haskell  
Benefits Manager



# NEW ENGLAND BOARD OF HIGHER EDUCATION

45 Temple Place, Boston, Massachusetts 02111-1305 • Phone 617.357.9620 • Fax 617.338.1577 • [www.nebhe.org](http://www.nebhe.org)

## *Office of the President*

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

RE: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT- OST- 2016-0021

March 10, 2016

Dear Secretary Foxx,

On behalf of the New England Board of Higher Education, I want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air service between the United States and Cuba. I am pleased to voice my strong support of the new proposed air service by JetBlue from Logan International Airport in Boston, Massachusetts (BOS) to Havana, Cuba (HAV). I urge the Department to award a daily frequency to JetBlue to connect these important markets.

I believe there is strong demand for daily nonstop scheduled service between Boston and Havana with positive benefits accruing to Massachusetts and the entire New England region as Boston's Logan is the sole airport of entry or departure within New England for flights to and from Cuba.

Daily nonstop air service from Boston to Havana would provide better connections for the area's leading healthcare, biotechnology, financial and educational institutions to link those vital sectors with new opportunities in Cuba.

In my opinion, there will be notable and sustained interest in an Havana direct flight option among the more than 1.5 million students, faculty and staff from the 270 public and independent institutions in New England.

Specifically, there would be an increase in the following:

- Academic research trips
- Faculty exchanges
- Student exchanges
- Joint degree programs
- Research partnerships
- Collaborations between New England and Cuban institutions
- Study abroad and language immersion programs, both short- and long-term
- Recreational and environmental travel and tourism



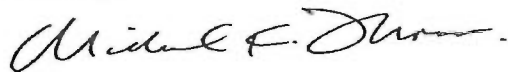
In addition, Cuban students are beginning to take TOEFL (Test of English as a Foreign Language) and other entrance exams that will allow them to study in the U.S., including New England.

Finally, JetBlue is Boston's largest carrier with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known in Latin America and throughout the Caribbean including Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston's Logan International Airport.

I urge the Department to award authority to JetBlue to serve Havana from Boston which will certainly be the highest and best uses of resources.

Thank you very much for considering my request.

Sincerely,

A handwritten signature in dark ink, appearing to read "Michael F. Shaw". The signature is fluid and cursive, with a long horizontal stroke at the end.

President and CEO  
New England Board of Higher Education

# THE NEW ENGLAND COUNCIL

March 3, 2016

The Honorable Anthony Foxx  
United States Department of Transportation  
Washington, D.C. 20590

Re: Support for JetBlue's Application to Serve Boston-Havana: Docket DOT-OST-2016-0021

Dear Secretary Foxx:

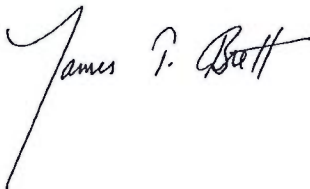
The New England Council, the nation's oldest regional business association, watched with interest as an historic agreement was solidified to resume scheduled air services between the United States and Cuba. To help facilitate this service, JetBlue is applying to serve Havana from Boston's Logan International Airport. The Council urges the Department to give all due consideration to this application, and after a thorough vetting process, award a daily frequency to JetBlue to connect these important markets.

Daily non-stop scheduled air service from Boston to Havana would provide better connections for Boston's leading healthcare, biotechnology and educational institutions to link these and other vital sectors with new opportunities in Cuba. In addition, the approximately 13,000 Cuban-Americans that live in the Boston area and interested in such travel would doubtless benefit from having access to flight service between the two cities. Regional interest in traveling to this new destination would also likely increase with convenient non-stop service out of Logan Airport.

JetBlue is Logan Airport's largest carrier, with current non-stop service to over 60 domestic and international destinations. JetBlue's reputation for quality service is well-known, and would no doubt extend to flights between Boston and Havana. Moreover, JetBlue has experience serving this market, having operated charter flights to Cuba since 2011. Adding to JetBlue's service to this new destination is the ease of use that would be afforded to passengers traveling to and from Logan Airport.

The New England Council understands that other airlines may apply for service between the United States and Cuba, and the Council will give serious consideration to potentially supporting such applications that directly serve the New England region. That said, The New England Council urges the Department to award authority to JetBlue to serve Havana from Boston, which will help to increase economic opportunities for our entire region. Thank you for your consideration.

Sincerely,



James T. Brett  
President & CEO

---

**The New England Council**

98 North Washington Street, Suite 201 • Boston, Massachusetts 02114 • (617) 723-4009  
331 Constitution Avenue, NE • Washington, DC 20002 • (202) 547-0048  
[www.newenglandcouncil.com](http://www.newenglandcouncil.com)



## Making Waves Since 1986 [www.savetheharbor.org](http://www.savetheharbor.org)

212 Northern Avenue - Suite 304 West - Boston, MA 02210  
Telephone: 617-451-2860

The Honorable Anthony Foxx  
Secretary  
United States Department of Transportation  
1200 New Jersey Avenue, S.E.  
Washington, D.C. 20590

March 4, 2016

Re: Support for JetBlue's Application to Serve Boston-Havana  
Docket DOT-OST-2016-0021

Dear Secretary Foxx:

I am writing to you today on behalf of Save the Harbor/Save the Bay in strong support of JetBlue's application to serve Havana from Boston Logan International Airport (BOS) and urge the Department to award a daily frequency to JetBlue to connect these important markets.

As the Boston Region's largest harbor-focused environmental advocacy organization, with more than 5,000 members and supporters including civic, corporate, cultural and community leaders and scientists, we want to congratulate you and the Department of Transportation on the historic agreement to resume scheduled air services between the United States and Cuba.

Daily nonstop scheduled air service from Boston to Havana would provide better connections for the approximately 13,000 Cuban-Americans that live in the Boston area. It would also allow Boston's leading healthcare, biotechnology, educational institutions and environmental organizations such as Save the Harbor to connect with new opportunities in Cuba, to our mutual benefit.

As you know, JetBlue is Boston's largest carrier, with nonstop service to 45 domestic and 16 international destinations. JetBlue's brand is well known throughout Latin America and the Caribbean, including in Cuba where JetBlue has operated charter flights since 2011. Customers prefer traveling to the region on JetBlue because of JetBlue's award winning customer experience and the ease of traveling through Boston Logan Airport.

I urge the Department to award authority to JetBlue to serve Havana from Boston, which will strengthen the connections between our region's residents and the Cuban people, which will certainly be the highest and best use of the resources.

Sincerely,

*E. Bruce Berman, Jr.*

Bruce Berman,  
Director of Strategy, Communications & Programs  
Save the Harbor/Save the Bay

## CERTIFICATE OF SERVICE

I hereby certify that a copy of the foregoing Objection of Massachusetts Port Authority was served by electronic mail this 22<sup>st</sup> day of July, 2016, on the following:

dheffernan@cozen.com	Alaska Airlines
robert.wirick@aa.com howard.kass@aa.com john.b.williams@aa.com	American Airlines
alex.krulic@delta.com chris.walker@delta.com	Delta Air Lines
john@mietuslaw.com	Eastern
nssparks@fedex.com	FedEx Express
howard.diamond@flyfrontier.com	Frontier Airlines
perkmann@cooley.com	Hawaiian Airlines
rbtrinder@zsrlaw.com jasilversmith@zsrlaw.com	Houston
brubinst@panynj.gov	PANYNJ
sami.teittinen@silverairways.com bryan.winters@silverairways.com	Silver
bob.kneisley@wnco.com leslie.abbott@wnco.com	Southwest Airlines
dkirstein@yklaw.com	Spirit Airlines
gmurphy@crowell.com mwarren@crowell.com sseiden@crowell.com	United Airlines
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Thomas P. Glynn, Chief Executive Officer