

# THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY

## MINUTES

Thursday, April 24, 2008

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**MINUTES of the Annual Meeting of The Port Authority of New York and New Jersey held Thursday, April 24, 2008 at 225 Park Avenue South, City, County and State of New York**

**PRESENT:**

**NEW JERSEY**

Hon. Anthony R. Coscia, Chairman  
 Hon. Virginia S. Bauer  
 Hon. Anthony J. Sartor  
 Hon. David S. Steiner

**NEW YORK**

Hon. Henry R. Silverman, Vice-Chairman  
 Hon. Bruce A. Blakeman  
 Hon. Michael J. Chasanoff  
 Hon. Christine A. Ferer  
 Hon. David S. Mack

Anthony E. Shorris, Executive Director  
 Darrell B. Buchbinder, General Counsel  
 Karen E. Eastman, Secretary

Diana E. Beecher, Chief Technology Officer  
 A. Paul Blanco, Chief Financial Officer  
 John D. Brill, Director, Audit  
 Arthur J. Cifelli, Director, PABT Redevelopment Project  
 Steven J. Coleman, Assistant Director, Media Relations, Public Affairs  
 William R. DeCota, Director, Aviation  
 Pasquale DiFulco, Executive Communications Specialist, Media Relations, Public Affairs  
 Sandra E. Dixon, State Legislative Representative, Government & Community Affairs  
 Michael P. Dombrowski, Cinematographer, Public Affairs  
 John J. Drobny, Director, Project Management  
 Michael G. Fabiano, Deputy Chief Financial Officer/Comptroller  
 William J. Fellini, Assistant Director, Capital Project Management, Rail Transit  
 Ziomara Foster, Principal Business Manager, Office of the Secretary  
 Michael B. Francois, Director, Development  
 William H. Goldstein, Deputy Executive Director, Capital Programs  
 Glenn P. Guzi, Senior External Affairs Representative, Government & Community Affairs  
 Linda C. Handel, Assistant Secretary  
 Mary Lee Hannell, Director, Human Resources  
 Alan H. Hicks, Senior Public Information Officer, Public Affairs  
 Victoria C. Kelly, Director, Tunnels, Bridges and Terminals  
 Kevin J. Kirchman, Deputy Director, Public Affairs  
 Joseph J. Kucich, Professional Assistant, Office of the Secretary  
 Louis J. LaCapra, Chief Administrative Officer  
 Richard M. Larrabee, Director, Port Commerce  
 Marc LaVorgna, Assistant Director, Media Relations, Public Affairs  
 Susan Bass Levin, First Deputy Executive Director  
 Francis J. Lombardi, Chief Engineer  
 Carol M. Maresca, Deputy Director, Public Safety, Deputy Superintendent of Police  
 Stephen Marinko, Esq., Law  
 Michael G. Massiah, Director, Management & Budget  
 Candace McAdams, Director, Media Relations, Public Affairs  
 James E. McCoy, Manager, Board Management Support, Office of the Secretary  
 Sanjay S. Mody, Advisor to the Chairman  
 Christopher J. Mohr, Board Management Support Specialist, Office of the Secretary  
 Anne Marie C. Mulligan, Treasurer  
 Toni L. Munford, Principal Records Systems Analyst, Office of the Secretary  
 Mark F. Muriello, Assistant Director, Operations Support, Tunnels, Bridges and Terminals

Lynn A. Nerney, Senior Business Manager, Office of the Secretary  
Summer Oesch, Special Assistant, First Deputy Executive Director  
Tony F. Oliver, Senior Marketing Analyst, Public Affairs  
Andrew M. Rachlin, Special Assistant to the Executive Director  
Desiree Ramos, Executive Assistant to the First Deputy Executive Director  
Richard R. Roper, Director, Planning  
Ralph Tragale, Client Manager, Government and Community Affairs  
Lillian D. Valenti, Director, Procurement  
Sheree Van Duyne, Manager, Policies and Protocol, Office of the Secretary  
Christopher R. Zeppie, Director, Office of Environmental Policy and Programs/Compliance  
Peter Zipf, Deputy Chief Engineer, Engineering

Guest:

Sonia Frontera, Authorities Unit, Office of the Governor of New Jersey

Public Speaker:

James Cannon, President, Energy Futures, Inc.

The public meeting was called to order by Chairman Coscia at 1:42 p.m. and ended at 2:13 p.m. The Board met in executive session prior to the public session.

### **Action on Minutes**

The Secretary submitted for approval Minutes of the meeting of March 27, 2008. She reported that copies of these Minutes were sent to all of the Commissioners and to the Governors of New York and New Jersey. She reported further that the time for action by the Governors of New York and New Jersey has expired.

Whereupon, the Board of Commissioners unanimously approved the Minutes.

The Secretary reported that the resolution of the Board adopted on March 27, 2008, relating to authorization for Adjustment of Fees for Bus Services at the Port Authority Bus Terminal and the George Washington Bridge, appearing at page 61, included an effective date of April 1, 2008 (a date within the Governors' review period), while the resolution of the Board of Directors of Port Authority Trans-Hudson Corporation adopted the same date and relating to a similar authorization for fees at PATH's Journal Square Transportation Center, appearing at page 20 of the PATH Board Minutes, included an effective date of May 1, 2008. The adjustment of fees at all our facilities was intended to be consistent and so the effective date for both authorizations is May 1, 2008.

### **Report of Nominating Committee**

During the course of the meeting, the Nominating Committee submitted its report, and the report was received and is included with these minutes.

### **Report of Committee on Finance**

The Committee on Finance reported, for information, on matters discussed in public and executive session at its meeting on April 24, 2008, which included discussion on the inclusion of the Vehicular Security Center, Tour Bus Parking Facility and West Bathtub Vehicular Access Projects under the existing World Trade Center site-wide Owners' Controlled Insurance Program, as well as matters related to the purchase, sale, or lease of real property or securities, where disclosure would affect the value thereof or the public interest, and the report was received.

### **Report of Committee on Capital Programs/Agency Planning**

The Committee on Capital Programs/Agency Planning reported, for information, on matters discussed in public session at its meeting on April 24, 2008, which included review of an item for planning and design of roadway improvements that serve the North Area at Newark Liberty International Airport, Port Newark and the Elizabeth-Port Authority Marine Terminal, and the report was received.

### **Report of Committee on Operations**

The Committee on Operations reported, for information, on matters discussed in public and executive session at its meeting on April 24, 2008, which included a discussion on several lease matters concerning Port Authority marine terminal facilities, and an amendment of the Master Dredging Agreement with the New York State Empire State Development Corporation, as well as to discuss matters related to the purchase, sale, or lease of real property or securities, where disclosure would affect the value thereof or the public interest, and matters related to the development of future Port Authority facilities or projects, when public disclosure may impact on property values.

### **Executive Director's Report**

The Executive Director provided a status report on various projects and accomplishments.

### **Staff Report**

A presentation was made by staff on the Airport Delay Reduction Program.

## **ELECTION OF OFFICERS**

Chairman Coscia announced that, in accordance with the provisions of the By-Laws, the election of officers was in order.

Commissioner Mack, as Chair of the Nominating Committee, submitted the following report:

"On behalf of the Nominating Committee, I desire to report that at its meeting held earlier today, in accordance with the provisions of Article VII of the By-Laws, the Committee, by unanimous action, submits the nominations for election to the offices of Chairman and Vice-Chairman of The Port Authority of New York and New Jersey of Commissioners Anthony R. Coscia and Henry R. Silverman, respectively. By unanimous action, the Committee also submits the nominations of Susan Bass Levin as First Deputy Executive Director, William H. Goldstein as Deputy Executive Director, Capital Programs, Ernesto L. Butcher as Deputy Executive Director, Operations, and Darrell Buchbinder as General Counsel of the Port Authority. By unanimous action, the Committee also submits the nominations of Karen E. Eastman as Secretary, A. Paul Blanco as Chief Financial Officer, Michael G. Fabiano as Comptroller and Anne Marie Mulligan as Treasurer."

Pursuant to the foregoing report, Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor, the following were unanimously elected as officers of the Port Authority: Commissioner Anthony R. Coscia as Chairman, Commissioner Henry R. Silverman as Vice-Chairman, Susan Bass Levin as First Deputy Executive Director, William H. Goldstein as Deputy Executive Director, Capital Programs, Ernesto L. Butcher as Deputy Executive Director, Operations, Darrell Buchbinder as General Counsel, Karen E. Eastman as Secretary, A. Paul Blanco as Chief Financial Officer, Michael G. Fabiano as Comptroller and Anne Marie Mulligan as Treasurer.

## **AUDIT COMMITTEE ANNUAL REPORT**

Commissioner Steiner, as Chair of the Audit Committee, submitted the following report:

In accordance with the By-Laws, the Chair of the Audit Committee reports periodically on the activities of the Audit Committee. At the present time, the Committee consists of Commissioners Blakeman and Pocino, in addition to myself.

Since the last report, the Audit Committee has met four times. Senior Port Authority staff, including the Executive Director, the First Deputy Executive Director, the Chief Financial Officer, General Counsel, the Inspector General, the Deputy Chief Financial Officer/Comptroller, the Director of Audit, the Director of the Office of Investigations and the Secretary, regularly attend our Committee meetings. In addition to the four meetings, two weeks ago we held a day-long, off-site retreat at which the members of the Audit Committee focused on the Audit Committee issues that we hope to address over the course of 2008. The Chairman, Vice Chairman and senior Port Authority staff joined us for a presentation and discussion of enterprise risk management issues facilitated by the law firm of McKenna, Long & Aldridge, outside counsel to the Audit Committee, and Deloitte & Touche, the Port Authority's independent auditors

At the request of the Audit Committee, representatives of Deloitte & Touche also attended all Audit Committee meetings. At certain of these meetings, sessions were held with only the independent auditors and outside counsel present. This is consistent with our policy that the independent auditors and members of the Audit Committee have direct and unrestricted access to each other.

The Audit Committee is responsible for the retention of the Authority's independent auditors. In this regard, consistent with "best practices," from time to time, the Committee reviewed with the Deputy Chief Financial Officer/Comptroller, Deloitte & Touche's performance with respect to all components of the 2007 audit of the accounts and financial records of the Port Authority, considered the Committee's interaction with Deloitte & Touche at Committee meetings, and considered the expertise and professionalism of the Deloitte & Touche staff assigned to the audit.

The Audit Committee also continues to receive legal advice from outside counsel with respect to the continued implementation of "best practices" pertaining to the function and responsibilities of an Audit Committee and on specific matters requested from time to time by the Committee. Members of the firm have also attended each of the meetings of the Audit Committee this year.

The Committee continued to focus on the adequacy of the Audit Committee Charter that we adopted in 2000, and have revised from time to time. The Charter has served to formalize the guidelines that the Audit Committee follows in connection with the satisfaction of its responsibilities under the Port Authority's By-Laws. In response to the changes in the By-Laws adopted last year, we have undertaken a full review of the our Charter to incorporate those changes and set forth best practices in a way that clearly articulates the processes and procedures employed by the Audit Committee and provides clarity to the members of the Audit Committee of what their role is.

The Audit Committee keeps informed of relevant matters through reports prepared by the Directors of Audit and the Office of Investigation, both of whom report to Inspector General Robert E. Van Etten, and through reports prepared by the Treasurer and the Deputy Chief Financial Officer/Comptroller

The Committee reviews and discusses the detailed reports of audit results prepared by the Audit Department with John D. Brill, the Director of Audit. The Audit Department conducts audits in accordance with an Annual Audit Plan reviewed with the Audit Committee. The Annual Audit Plan is based on a schedule of specific audits established after performing a risk assessment, which takes into consideration such factors as the potential for financial loss, major changes in systems or operations, and the dates and results of previous audits.

The Committee also discusses with Michael Nestor, the Director of the Office of Investigations, reports with respect to the status of investigations undertaken by that office. The Audit Committee is dedicated to working with the Governance and Ethics Committee to ensure the matters and trends identified in the reports from the Audit Department and the Office of Investigations are addressed in such a way that fosters compliance with legal and regulatory requirements.

The Audit Committee also reviews the accounts receivable reports prepared by the Treasurer, Anne Marie Mulligan. The Committee monitors staff efforts to collect revenues due the Port Authority, discusses problem accounts and trends in receivable collections.

Our Committee continued its practice of reviewing, in detail, the Authority's audited financial statements prior to their release. We focus not only on the control systems which assure the accuracy and completeness of the statements, but also with the presentation, the format, and, in the context of full and fair disclosure, the substance and language of the footnotes. The Committee also made such other inquiries in connection with the audited financial statements as it considered appropriate.

The independent auditors have advised us that they encountered no difficulties during the course of their audit, including restrictions on the scope of work or access to required information, and that there were no disagreements with staff in connection with the preparation of the 2007 consolidated financial statements. We appreciate the leadership efforts in this context provided by Chief Financial Officer Paul Blanco.

We were pleased to learn that the Government Finance Officers Association awarded the Port Authority the Certificate of Achievement for Excellence in Financial Reporting for its 2006 Comprehensive Annual Financial Report. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and this marks the 23<sup>rd</sup> consecutive year that the Port Authority has received this award. This is a noteworthy accomplishment for staff of the Comptroller's Department, which is headed by Michael Fabiano, Deputy Chief Financial Officer/Comptroller.

The Committee also continued its practice of requesting staff presentations on key areas of business risk. In this regard, the Committee received a presentation from the Deputy Chief Financial Officer/Comptroller on the enterprise risk management practices currently in place at the Port Authority, with specific focus placed on the broad risks facing the agency and the controls and safeguards in place for identifying and mitigating such risks. This area of enterprise

risk management was a primary focus of our day-long, off-site retreat two weeks ago, and the Audit Committee hopes to continue to work with senior Port Authority staff and its advisors to develop a recommendation with respect to further advances in enterprise risk management that may be implemented at the Port Authority and present its recommendation to the Board.

In addition, as Chair of the Audit Committee, I review the expense reports of the Executive Director and members of the Board for conformance with established agency expenditure and reimbursement guidelines.

This annual report to the Board provides the Audit Committee with the opportunity to acknowledge the dedication and professionalism of staff. The Committee recognizes the strengths, talent and commitment of our financial and investigative professionals, all of whom make an important contribution to the Port Authority and also to the region. The Audit Committee also appreciates the efforts and willingness of the staff over the past year to help the Audit Committee modify some processes and implement best practices in a way that is designed to help the staff and the Audit Committee work together more effectively to ensure proper oversight of the quality and integrity of the Port Authority's framework of internal controls, compliance systems, and accounting, auditing, and financial reporting processes and other critical Audit Committee functions.

The Committee believes that reasonable processes and controls are in place to mitigate business risk, and there is a reasonable basis for the Board to have a high level of confidence in the professional and ethical conduct of Port Authority personnel.

**NEWARK LIBERTY INTERNATIONAL AIRPORT, PORT NEWARK AND ELIZABETH-PORT AUTHORITY MARINE TERMINAL – IMPROVEMENTS TO NORTH AREA AIRPORT ROADWAYS AND PORT STREET – PLANNING AUTHORIZATION**

It was recommended that the Board authorize planning work, in an estimated amount of \$2.5 million, in connection with improvements to certain roadways and adjacent areas serving the North Area at Newark Liberty International Airport (EWR), Port Newark and the Elizabeth-Port Authority Marine Terminal (EPAMT), and authorize the Executive Director to enter into such agreements as may be necessary to effectuate the planning work.

In recent years, the shipping industry has continued to experience tremendous growth in the New York-New Jersey region, generating the need for the Port Authority to further update the roadway network serving EWR's North Area, Port Newark and the EPAMT. The shipping industry has experienced a 110 percent increase in container throughput in the past ten years, with annual growth forecast to continue at a rate of five to seven percent through 2016. The existing traffic on the connecting ramps for Port Street and Brewster Road currently exceeds capacity at peak hours, causing delays and backups at the airport entrance and exit.

The proposed roadway improvements include the widening and realignment of Port Street from Routes 1 and 9 and the Interstate 78 ramps to the New Jersey Turnpike overpass, which would provide for a safer and more efficient traffic flow. In addition, the realignment of Brewster Road, along with the relocation of the EWR P6 parking lot entrance/exit plaza, would allow for the widening of Port Street. The demolition of a vacated gas station, Building 75, and the remediation of its property, would allow for a more efficient configuration of the intersection between Brewster Road and Port Street.

Work to be undertaken pursuant to this planning authorization would include the preparation of preliminary design work, real estate appraisals, title searches, topographical and title surveys, and right-of-entry agreements with property owners for site investigations and surveys, including indemnification provisions in connection with the potential acquisition of permanent and temporary property interests that may be necessary to effectuate the project.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor; none against:

**RESOLVED**, that planning work, in an estimated amount of \$2.5 million, in connection with improvements to certain roadways serving the North Area at Newark Liberty International Airport (EWR), Port Newark and the Elizabeth-Port Authority Marine Terminal, including the widening and realignment of Port Street and Brewster Road and associated connecting ramps and intersections, the relocation of the EWR Parking Lot P6 toll plaza and lot resurfacing, and the demolition of a vacated gas station, Building Number 75, and site remediation, including payments for professional and advisory services, staff and administrative costs, and financial expense, be and it hereby is authorized; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to take action with respect to (1) contracts for professional and advisory services, and (2) such other contracts and agreements as may be necessary to effectuate the foregoing planning work, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and it is further

**RESOLVED**, that the form of all contracts and agreements in connection with the foregoing planning work shall be subject to the approval of General Counsel or his authorized representative.

**ALL AIRPORTS – DELAY REDUCTION PROGRAM – PLANNING  
AUTHORIZATION AND PROFESSIONAL SERVICES AGREEMENTS**

It was recommended that the Board authorize planning work, in an estimated amount of \$1.5 million, in connection with the implementation of a robust and comprehensive delay reduction program for the Port Authority's four commercial airports, and authorize the Executive Director to enter into agreements for professional services in support of this planning initiative.

Over the last few years, Newark Liberty International, John F. Kennedy International and LaGuardia Airports have routinely ranked among the top three airports nationwide in terms of congestion and delays. The Port Authority has already taken several significant steps to increase capacity at these airports. In the summer of 2007, the Port Authority convened a group of high-level stakeholders to form the Flight Delay Task Force (Task Force), which issued a report of 77 technical recommendations to reduce flight delays. The recommendations include procedural, technological, and capital improvements that relate to all the major New York-area airports, the efficient operation of which is largely interdependent. To further these efforts, in February 2008 the Board formally endorsed the findings of the Task Force, which directed staff to pursue capacity enhancements at the four commercial airports. While events or technology may overtake the completion of all of the initiatives, each has the potential to reduce delays incrementally. Implementation of these initiatives will require close oversight of the Federal Aviation Administration (FAA) by Port Authority representation in Washington, D.C. and at the regional level.

On November 1, 2007, the Port Authority took control of Stewart International Airport (SWF) in Newburgh, New York, with the goal of developing the underutilized facility into a strong regional airport, serving the travel and business needs of the Hudson Valley while also helping to alleviate congestion and ease delays at the New York-New Jersey metropolitan-area airports.

The proposed planning work would support the development of a delay mitigation program and would include aggressively pursuing initiatives to increase capacity at all four of our commercial airports by: (1) working with the FAA to identify funding and other resources to expedite implementation of capacity enhancement initiatives identified by the Task Force and endorsed by the New York Aviation Rulemaking Committee, as well as any other new initiatives that will reduce delays; (2) developing and implementing a pilot program of incentives and other measures to encourage airlines to operate at SWF and passengers to utilize SWF; and (3) analyzing capacity and airline schedules to match airport capacity with landside facilities to create workable schedules.

The proposed authorization would advance each of these initiatives to increase and utilize existing capacity, and thus should help mitigate the congestion and delay occurrences at the commercial airports.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor, none against:

**RESOLVED**, that planning work, in an estimated amount of \$1.5 million, in connection with the implementation of a robust and comprehensive delay reduction program for the Port Authority's four commercial airports, be and it hereby is authorized; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to take action with respect to contracts for professional and advisory services and such other contracts and agreements as may be necessary to effectuate the foregoing planning work, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and it is further

**RESOLVED**, that the form of all contracts and agreements in connection with the foregoing planning work shall be subject to the approval of General Counsel or his authorized representative.

**DOWNTOWN RESTORATION PROGRAM – CONSTRUCTION OF ONE WORLD TRADE CENTER, THE FREEDOM TOWER PROJECT AND THE WORLD TRADE CENTER MEMORIAL AND MEMORIAL MUSEUM PROJECT – AUTHORIZATION TO AWARD CERTAIN CONSTRUCTION TRADE CONTRACTS**

It was recommended that the Board authorize the Executive Director to: (1) award, execute, and accept assignment of certain construction trade contracts for construction of One World Trade Center, the Freedom Tower (the Freedom Tower Project), the World Trade Center (WTC) Memorial and Memorial Museum Project (WTC Memorial Project), and their related infrastructure, provided that: (a) the individual amount of each separate trade contract does not exceed \$10 million, inclusive of allowances for extra work and other contingencies; and (b) the award of each separate trade contract is subject to the prior review and concurrence by the Chair of the WTC Redevelopment Subcommittee (WTC Subcommittee), the Executive Director, and the Chief Financial Officer; (c) those contracts related to the Freedom Tower Project: (i) are competitively bid, consistent with the procurement procedures established in the Third Freedom Tower Amendment, as approved by the Board on January 25, 2007, and related procurement guidelines, with at least three bids solicited and two bids received; and (ii) do not cause the Freedom Tower Project cost to exceed the \$2.877 billion previously authorized by the Board; and (d) those contracts related to the WTC Memorial Project: (i) are procured in compliance with applicable federal requirements; (ii) are authorized and approved for assignment to the Port Authority by the National September 11 Memorial and Museum (NS11MM); and (iii) do not cause the Port Authority's obligations for the NS11MM's common and exclusive infrastructure for the WTC Memorial Project to exceed the \$150 million previously authorized by the Board; and (2) amend existing construction manager/general contracting services agreements, at pre-established compensation rates, to include provision of those services in connection with such contract awards or assignments, and, on behalf of the Port Authority and its wholly owned entities (WTC Retail LLC and 1 World Trade Center LLC), to make associated payments into established escrow accounts for the Port Authority's portion of such construction trade and management contracts.

1 World Trade Center LLC (1 WTC LLC) is presently responsible for managing construction of the Freedom Tower Project, and the Port Authority is presently responsible for managing construction of the WTC Memorial Project (including the WTC Memorial, Museum and Museum Pavilion, and their related infrastructure). Individual construction trade contracts are being procured through Tishman Construction Corporation for the Freedom Tower Project and Bovis Lend Lease LMB, Inc. for the WTC Memorial Project.

In July 2006, the Board authorized an agreement for the Port Authority to begin construction of the WTC Memorial Project, and to provide \$150 million for common and exclusive infrastructure for that Memorial Project. In December 2006, the Board authorized the Executive Director to finalize agreements for the Port Authority to manage construction of the WTC Memorial Project. Since 2006, the Port Authority has taken assignment of general construction contracts and construction trade contracts awarded by the NS11MM for the WTC Memorial Project. Through March 2008, four individual construction trade contracts, totaling more than \$108 million, have been awarded and authorized for assignment to the Port Authority by the NS11MM.

On November 16, 2006, the Port Authority acquired 1 WTC LLC from Silverstein Properties, Inc., as authorized by the Board at its meeting of September 21, 2006. In February 2007, the Board authorized the Freedom Tower Project, in the estimated amount of \$2.877 billion, and the amendment of design and construction contracts to reflect assignment to 1 WTC LLC. Through March 2008, 19 individual construction trade contracts, totaling approximately \$840 million, have been assigned to or awarded by 1 WTC LLC for the Freedom Tower Project.

To date, these construction trade contracts for the Freedom Tower and WTC Memorial Projects have been individually authorized by Board actions. More than 50 individual construction trade contracts are expected to be awarded over the next few years for both construction programs. In order to effectuate more timely contract awards for these construction programs, particularly for the (relatively) smaller value trade contracts that comprise a substantial number of the trade contracts, it was recommended that the Executive Director be authorized to award and execute contracts with a total value of up to \$10 million each, subject to the requirements and procedures outlined herein.

The award of these construction trade contracts would remain subject to the review and concurrence of the Chair of the WTC Subcommittee, the Executive Director, and the Chief Financial Officer.

Construction management and construction general conditions services related to these trade contracts are currently provided under the existing construction management/general construction services contracts, and additional amounts for services under construction manager contracts would also be authorized in connection with the award and assignment of the construction trade contracts under this delegation. Finally, the Port Authority has made payments into an escrow account to provide for its financial commitment to NS11MM for common and exclusive infrastructure work, as well as costs for specific Port Authority projects, that are included in the work performed under these construction trade contracts and construction management contracts. The Executive Director also would make associated payments into an escrow account in connection with the award and assignment of construction trade contracts pursuant to this delegation.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor; none against:

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority and its wholly owned entities, WTC Retail LLC and 1 World Trade Center LLC, to award, execute, and accept assignment of certain construction trade contracts for construction of One World Trade Center, the Freedom Tower Project, the World Trade Center (WTC) Memorial and Memorial Museum Project, and their related infrastructure, provided that: (1) the individual amount of each separate trade contract does not exceed \$10 million, inclusive of allowances for extra work and other contingencies; and (2) the award of each separate trade contract is subject to the prior review and concurrence by the Chair of the WTC Redevelopment Subcommittee, the Executive Director, and the Chief Financial Officer; (3) those contracts related to the Freedom Tower Project: (a) are competitively bid, consistent with the procurement procedures established in the Third Freedom Tower Amendment and related procurement guidelines, with at least

three bids solicited and two bids received; and (b) do not cause the Freedom Tower Project cost to exceed the \$2.877 billion previously authorized by the Board; and (4) those contracts related to the WTC Memorial and Memorial Museum Project: (a) are procured in compliance with applicable federal requirements; (b) are authorized and approved for assignment to the Port Authority by the National September 11 Memorial and Museum (NS11MM); and (c) do not cause the Port Authority's obligations for the NS11MM's common and exclusive infrastructure for the WTC Memorial and Memorial Museum Project to exceed the \$150 million previously authorized by the Board; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority and its wholly owned entities, WTC Retail LLC and 1 World Trade Center LLC, to amend existing construction manager/general contracting services agreements at pre-established compensation rates to include provision of those services in connection with such contract awards or assignments, and to make associated payments into established escrow accounts for the Port Authority's portion of such construction trade and management contracts; and it is further

**RESOLVED**, that the form of the foregoing assignments, contracts and amendments shall be subject to the approval of General Counsel or his authorized representative.

**NEW YORK AND NEW JERSEY AIRPORTS - REAFFIRMATION AND EXPANSION OF DELEGATION OF AUTHORITY TO THE EXECUTIVE DIRECTOR TO ADJUST AIRPORT FEES AND CHARGES**

It was recommended that the Board reaffirm the Executive Director's authority to adjust airport fees and charges, from time to time, at all airports owned and/or operated by the Port Authority in New York and New Jersey, including Stewart International Airport and any commercial or general aviation airport the Port Authority may operate in the future.

Over the past several decades, the Board and/or the Committee on Operations has delegated authority to the Executive Director to amend, from time to time, various airport fees and charges to provide for the effective operation and management of the Port Authority's airport system. These delegations include, but are not limited to: revisions to each of the airports' Schedule of Charges or rates and charges for the use of the public landing area (flight fees) and related areas and services, including the amendment of peak-hour fees and the hours during which the peak-hour flight fees are in force, charges for usage of passenger ramps, apron areas, cargo ramps, aircraft parking and storage areas; revisions to the Schedule of Charges for Air Terminals, including revisions to the AirTrain Access fee, Federal Inspection Space charges and General Terminal Charges, as well as other special terminal charges, including, but not limited to, boarding gate security charges; and revisions to parking rates and rate classifications of parking lots and means of fee collection, from time to time, to manage parking demand and protect Port Authority revenues.

Also, from time to time, the Executive Director may, at his discretion, waive flight fees, under appropriate circumstances, for organizations providing humanitarian or charitable medical transport that utilize Port Authority airports to provide free medical service, emergency transport of patients and/or organs to and from hospitals and for other related humanitarian purposes. In addition, the Executive Director may, at his discretion, provide free use of Port Authority air terminals to aircraft operated by agencies of local governments located within the Port District and other government agencies throughout the United States with which the Port Authority may enter into reciprocal fee waiver agreements.

Reaffirmation and expansion of this authority to the Executive Director would provide for consistency in the ability to adjust airport fees and charges to provide for the effective operation and management of all airports owned and/or operated by the Port Authority, in order to recover costs of maintenance and investment in aeronautical infrastructure, manage parking demand and respond to changing economic conditions in a timely manner.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor; none against:

**RESOLVED**, that the authority previously delegated to the Executive Director, for and on behalf of the Port Authority, to adjust various airport user fees and charges, on an as-needed basis, at John F. Kennedy International, Newark Liberty International, LaGuardia and Teterboro Airports, including, but not limited to:

revisions of the Schedule of Charges and other airport documents that set forth rates and charges for the use of public landing area charges (flight fees) and related areas and services; fees for use and/or occupancy of Air Terminals, including revisions to the AirTrain Access fee, Federal Inspection Space charges and General Terminal Charges, as well as other special terminal charges, including, but not limited to, boarding gate security charges, Public Vehicular Parking Fees, lot classifications and means of fee collection to manage parking demand and protect Port Authority revenues; and waiver of flight fees for organizations providing non-revenue, humanitarian or charitable medical transport, be and it hereby is reaffirmed; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to set and adjust the various aforementioned airport user fees and charges at all airports, and other facilities used for the operation of airborne craft, owned and/or operated by the Port Authority at the present time and in the future.

**PORT NEWARK – FAPS, INC. – LEASE NO. L-PN-265 AND LEASE NO. L-PN-266 –  
SUPPLEMENTAL AGREEMENTS**

It was recommended that the Board authorize the Executive Director to enter into supplemental lease agreements with FAPS, Inc. (FAPS) for the extension of the letting of approximately 200 acres in Port Newark, comprising approximately 141 acres under Lease No. L-PN-265 (North Side Lease), to be extended from December 1, 2015 through December 31, 2019, and approximately 57 acres under Lease No. L-PN-266 (South Side Lease), to be extended from December 1, 2007 through December 31, 2019.

The North Side and South Side Leases would provide for a minimum combined aggregate basic rental in the amount of \$98.3 million over their full extended term. FAPS would surrender approximately 1.5 acres now under the South Side Lease as part of the transaction.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor; none against:

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to enter into supplemental lease agreements with FAPS, Inc. for the extension of the letting of approximately 200 acres in Port Newark, comprising approximately 141 acres under Lease No. L-PN-265 (North Side Lease), to be extended from December 1, 2015 through December 31, 2019, and approximately 57 acres under Lease No. L-PN-266 (South Side Lease), to be extended from December 1, 2007 through December 31, 2019, substantially in accordance with the terms and conditions outlined to the Board; the form of the agreements shall be subject to the approval of General Counsel or his authorized representative.

**ELIZABETH-PORT AUTHORITY MARINE TERMINAL -- McLESTER REALTY, LLC  
- AMENDED AND RESTATED LEASE AGREEMENT -- ASA APPLE, INC. AND  
2-64 REALTY, LLC – TERMINATION OF LEASES**

It was recommended that the Board authorize the Executive Director to enter into an Amended and Restated Agreement (Combined Lease) with McLester Realty, LLC (McLester Realty), a joint venture of ASA Apple, Inc. (ASA Apple) and 2-64 Realty, LLC (2-64 Realty), which would supersede Lease No. EP-264 with ASA Apple and Lease No. 193 with 2-64 Realty, for a term of approximately 24 years for the letting of approximately 8.1 acres of open area at the Elizabeth-Port Authority Marine Terminal (EPAMT). Leases EP-264 and EP-193 would be terminated simultaneously with the effective date of the Combined Lease.

ASA Apple, a public warehouse and distribution company which specializes in the transfer of overweight containers, currently leases 2.74 acres of open area (Parcel 1) at the EPAMT under an agreement that expires on November 30, 2008. 2-64 Realty currently leases 2.65 acres of open area (Parcel 2) at the EPAMT under an agreement that expires on October 1, 2032 and sublets the space to ASA Apple. (The lease with 2-64 Realty was assumed by the Port Authority when the property was purchased from the Milton Corporation in 1991.)

Under the Combined Lease, McLester Realty would lease the total amended acreage and leasehold footprint. In addition, following the completion of the ExpressRail Elizabeth Second Lead Track and Bay Avenue relocation project, an additional adjacent 2.78 acres of open area (Parcel 3) at the EPAMT would be added to the Combined Lease on or about November 2008 and would be coterminous with the term of the letting of Parcels 1 and 2. Also, in order to accommodate the widening of McLester Street in connection with the Bay Avenue project and minimize impact to the McLester Realty operation, Parcels 1 and 2 would be shifted to the west, which would result in a net loss of an estimated 0.10 acre of property under the Combined Lease. At 2.78 acres, once Parcel 3 is added to the leasehold, it would replace the 0.10-acre loss and add 2.68 acres of additional storage space.

The Combined Lease would provide for an aggregate minimum basic rental in the amount of \$17.3 million over its full term. The Port Authority would reimburse McLester Realty for the costs of paving Parcel 3 and shifting Parcel 2 approximately 12 feet to the west.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor; none against:

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to enter into an Amended and Restated Agreement with McLester Realty, LLC, a joint venture of ASA Apple, Inc. (ASA Apple) and 2-64 Realty, LLC (2-64 Realty), which will supersede Lease No. EP-264 with ASA Apple and Lease No. 193 with 2-64 Realty, for a term of approximately 24 years for the letting of approximately 8.1 acres of open area at the Elizabeth-Port Authority Marine Terminal, substantially in accordance with the terms and conditions outlined to the Board; the form of the agreement shall be subject to the approval of General Counsel or his authorized representative.

**BROOKLYN-PORT AUTHORITY MARINE TERMINAL / RED HOOK CONTAINER TERMINAL / PORT NEWARK – AMERICAN STEVEDORING, INC. AND AMERICAN WAREHOUSING OF NEW YORK, INC. – NEW LEASES AND SETTLEMENT OF LITIGATION**

It was recommended that the Board authorize the Executive Director to enter into: (1) new lease agreements with American Stevedoring, Inc. (ASI) for the letting of the Red Hook Container Terminal (RHCT), Piers 7 and 8 at the Brooklyn-Port Authority Marine Terminal (BPAMT) and approximately 30 acres in Port Newark for a term of ten years, commencing on May 1, 2008 and expiring on April 30, 2018; and (2) an agreement to settle pending litigation with ASI's affiliated company, American Warehousing of New York, Inc. (AWNY) related to AWNY's lease of Pier 7 at the BPAMT.

ASI has been the terminal operator at the RHCT since 1994. Under various agreements, which expired on March 31, 2007, ASI currently operates the 65.6-acre RHCT, Pier 8 at the BPAMT, temporary fabric buildings and a garage on the upland area of Pier 6 at the BPAMT, and 39.5 acres, consisting of a barge terminal, Shed 138 and Berths 2, 4 and 6, at Port Newark. Under the proposed new leases, ASI's leasehold at Port Newark would be reduced to 30 acres (with ASI to surrender immediately the entire 9.5 acres of the leasehold south of Marsh Street), and the lease for the fabric buildings and garage on the upland area of Pier 6 would not be renewed, pending termination of the Port Authority's lease of Pier 6 from the City of New York, as authorized by the Board at its meeting of October 20, 2005. In addition, AWNY has been a holdover tenant at Pier 7 at the BPAMT since April 30, 2003, pending two landlord/tenant proceedings in New York City Civil Court filed by the Port Authority and two Federal Maritime Commission (FMC) complaints filed by AWNY.

ASI and AWNY continue to operate out of the BPAMT and Port Newark properties as holdover tenants. ASI has only paid rent intermittently over the past year. This situation has forced the Port Authority to draw down ASI's letter of credit in its full amount of \$2 million to cover the delinquencies. At this point, ASI and AWNY have not paid rent since November 2007, accumulating a combined arrearage of approximately \$2.6 million, and ASI has not restored the letter of credit. As part of the proposed lease agreements, the rent arrearage would be paid. In addition, ASI would provide a new \$2 million letter of credit to the Port Authority by August 1, 2008.

The proposed settlement agreement with AWNY involves two landlord/tenant proceedings pertaining to the southern and northern portions of Pier 7 at the BPAMT, which were instituted by the Port Authority in New York City Civil Court against AWNY to evict it from Pier 7, and two separate FMC complaints that were filed by AWNY in response to the Port Authority's actions. The proposed settlement agreement would result in the dismissal of the two proceedings filed by the Port Authority and the two FMC complaints filed by AWNY, including the release of AMNY's \$15 million claim against the Port Authority in reparations.

ASI's leasehold at the RHCT would consist of approximately 65.6 acres. In addition to the premises, the Port Authority would lease four container cranes and two barges to ASI. ASI would pay a usage rental on containers not stuffed or stripped at the premises, a per-container

crane rental, a tonnage fee for all cargo handled in breakbulk or stuffed and stripped at the premises, and wharfage fees in accordance with the Port Authority tariff for all other cargoes. The aggregate rental for the RHCT leasehold over the term of the lease is estimated at \$25.1 million.

The ASI leasehold at Port Newark would consist of approximately 30 acres, including Building 138, open area and Berths 4 and 6. In addition to the premises, the Port Authority would lease two cranes to ASI. The aggregate rental for the Port Newark leasehold over the term of the lease is estimated at \$28.9 million.

The leasehold at the BPAMT would consist of approximately 269,600 square feet of space in Pier 7 and approximately 176,800 square feet of space in Pier 8. The aggregate rental for that leasehold over the term of the lease is estimated at from \$15.8 million to \$17.3 million, depending on the rate of the annual rental increases, based on the Consumer Price Index.

Pursuing to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor; none against:

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to enter into new lease agreements with American Stevedoring, Inc. (ASI) for: (1) the letting of approximately 65.6 acres, and associated container cranes and barges, at the Red Hook Container Terminal; (2) approximately 446,400 square feet of space in Piers 7 and 8 at the Brooklyn-Port Authority Marine Terminal (BPAMT); and (3) approximately 30 acres, and related cranes, in Port Newark; each, substantially in accordance with the terms outlined to the Board; and it is further

**RESOLVED**, that General Counsel be and he hereby is authorized, for and on behalf of the Port Authority, to enter into an agreement with ASI and its affiliated company, American Warehousing of New York, Inc. (AWNY), to settle pending litigation filed by the Port Authority and AWNY related to AWNY's lease of Pier 7 at the BPAMT, substantially in accordance with the terms outlined to the Board; and it is further

**RESOLVED**, that the form of all documents in connection with the foregoing shall be subject to the approval of General Counsel or his authorized representative.

**COMPREHENSIVE DREDGING AND DISPOSAL PLAN – BI-STATE COOPERATION  
- AMENDMENT TO MASTER DREDGING AGREEMENT WITH EMPIRE  
STATE DEVELOPMENT CORPORATION**

It was recommended that the Board authorize the Executive Director to amend the terms of the Master Dredging Agreement (Master Agreement) made as of November 1, 1997 with the New York State Empire State Development Corporation (ESDC), as authorized by the Board in May 1996, governing payments from the Comprehensive Dredging and Disposal Plan – Bi-State Cooperation (Bi-State Dredging Program) for projects in the State of New York, so as to accommodate the request made by the State of New York (State) that approximately \$8.1 million in uncommitted funds from the Bi-State Dredging Program be allocated to cover various economic development initiatives at the Brooklyn Waterfront and rental arrearages of American Stevedoring Inc. and owed to the Port Authority in connection with its leases at Port Authority marine terminal facilities.

The Master Agreement between the Port Authority and the ESDC defines the eligible Bi-State Dredging Program projects related to dredging and the disposal of dredge material. The ESDC and the Governor of New York have requested amendments to the Master Agreement to broaden the scope of projects authorized for funding under the Joint Dredging Plan. Pursuant to the proposed amendments, the scope of eligible projects would be broadened to include waterfront economic development, job retention, financial subsidies and cost recovery projects at Port Authority marine terminal facilities in New York. The Port Authority's commitment to the State of New York under the Master Agreement is to provide up to \$65 million toward the cost of dredging projects. Currently, \$24.6 million of the \$65 million share for projects in the State of New York remains uncommitted. The most recently authorized project in New York was identified and funds were allocated in 2004.

The State has made the following request regarding the allocation of funding for projects in the State of New York under the Bi-State Dredging Program: (1) that approximately \$1,500,000 be made available immediately to the ESDC in furtherance of economic development initiatives at the Brooklyn Waterfront, including supporting the operation of container and bulk cargo facilities and the cost of barging containers across the New York Harbor; (2) that approximately \$4,100,000 be made available for future economic development initiatives at the Brooklyn Waterfront, including supporting the operation of container and bulk cargo facilities and the cost of barging containers across the New York Harbor; and (3) that approximately \$2,600,000 be used as a credit against current rent arrearages and other costs incurred by American Stevedoring Inc. and its affiliates and owed to the Port Authority in connection with its leases at Port Authority marine terminal facilities.

Broadening the scope of the Master Agreement would enable the Port Authority to pursue its longstanding interest in economic development and maintain waterfront jobs, which have steadily declined in number. The cargo and logistics industry is one of the region's most important remaining sources of middle-class jobs for many laborers; thus, the industry continues to merit Port Authority support for job-growth initiatives.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor; none against:

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to amend the terms of the Master Agreement with the New York State Empire State Development Corporation governing payments from the Comprehensive Dredging and Disposal Plan – Bi-State Cooperation (Bi-State Dredging Program) for projects in the State of New York, so as to accommodate the request made by the State of New York that approximately \$8.1 million in uncommitted funds from the Bi-State Dredging Program be allocated to cover various economic development initiatives at the Brooklyn Waterfront and rental arrearages of American Stevedoring Inc. and its affiliates and owed to the Port Authority in connection with its leases at Port Authority marine terminal facilities; and it is further

**RESOLVED**, that the form of the foregoing amendment shall be subject to the approval of General Counsel or his authorized representative.

**EXCLUSIVITY AGREEMENT WITH GCT GLOBAL CONTAINER TERMINALS, INC.  
TO PURSUE THE ACQUISITION OF THE GLOBAL MARINE TERMINAL  
AND THE LEASING OF CERTAIN PROPERTY AT THE PORT AUTHORITY-  
AUTO MARINE TERMINAL**

It was recommended that the Board ratify the Executive Director's action with respect to the execution of a confidential Exclusivity Agreement with GCT Global Container Terminals, Inc. (Global Parent), the parent company of Global Terminal & Container Services, LLC, providing for exclusive negotiations between the Global Parent and the Port Authority regarding the Port Authority's acquisition of the Global Terminal in Bayonne and Jersey City, New Jersey and the lease-back of the Global Terminal and approximately 70 acres of the Port Authority-Auto Marine Terminal, currently being operated by Northeast Auto Marine Terminal, Inc., to the Global Parent. The term of the Exclusivity Agreement is from April 9, 2008 through May 31, 2008 and may be extended, if necessary, for an additional period of up to 90 days.

This action shall not be made available for public inspection until such time as the contemplated property acquisition becomes a matter of public record.

Pursuant to the foregoing report, the following resolution was adopted in executive session with Commissioners Bauer, Blakeman, Chasanoff, Coscia, Ferer, Mack, Sartor, Silverman and Steiner voting in favor; none against:

**RESOLVED**, that the actions of the Executive Director in executing a confidential Exclusivity Agreement with GCT Global Container Terminals, Inc. (Global Parent), the parent company of Global Terminal & Container Services, LLC, to pursue the Port Authority's acquisition of the Global Terminal in Bayonne and Jersey City, New Jersey and the lease-back of the Global Terminal and approximately 70 acres of the Port Authority-Auto Marine Terminal, currently being operated by Northeast Auto Marine Terminal, Inc., to the Global Parent, be and they hereby are ratified.

## **TRIBUTE TO ANTHONY E. SHORRIS**

The following resolution was unanimously adopted to express the appreciation of the members of the Board of Commissioners of The Port Authority of New York and New Jersey to Executive Director Anthony E. Shorris.

**WHEREAS**, from the time he returned to the Port Authority in January 2007 as Executive Director, after serving as the agency's Deputy Executive Director and then First Deputy Executive Director from May 1991 to March 1995, Anthony E. Shorris has led the agency with great pride and distinction and has given the full measure of his knowledge, skill, ability and talent to further the mission and goals of the Port Authority and the region it serves; and

**WHEREAS**, Tony Shorris brought a keen understanding of the true regional nature of the Port Authority to his post, and under his tutelage the agency was able to accomplish significant initiatives to the benefit of both States; and

**WHEREAS**, Tony Shorris has been an outstanding leader and has demonstrated exceptional management of the agency by ensuring that the Port Authority remains focused on its core mission, including the development of an innovative agenda for the agency to ensure future regional mobility and a vision for the Port Authority that championed safety, opportunity, and sustainability for the region, rebuilding the human and financial capacity of the agency, and enhancing quality through excellence in architecture and engineering as a legacy for tomorrow and to improve the level of customer service we provide today; and

**WHEREAS**, Anthony E. Shorris was responsible for the oversight and updating of the agency's \$29.5 billion 10-year Capital Plan, which includes maintaining the agency's facilities in a state of good repair, a major revitalization of the Port Authority Trans-Hudson (PATH) rail system and the Port Authority Bus Terminal; construction of a new Goethals Bridge; the implementation of all-electronic toll collection; the rebuilding of the World Trade Center site; and enhanced security at the agency's facilities; and

**WHEREAS**, in line with parameters outlined by the Governors of New York and Jersey, Anthony E. Shorris oversaw the implementation of numerous governance reforms to ensure the agency's commitment to maintain the highest levels of honesty and integrity at the Port Authority, in recognition of the agency's responsibility to conduct its business solely in the public interest and to ensure considerable public confidence in the agency; and

**WHEREAS**, Tony Shorris, was instrumental in leading the agency in the assumption of responsibility for its fourth commercial airport, Stewart International Airport, vowing to develop this facility into a strong regional airport, and he has worked tirelessly to lead staff in the development of innovative approaches and new technologies that will expand capacity and provide comprehensive and workable solutions to delays in air travel, in an effort to provide world-class service to our aviation customers; and

**WHEREAS**, Anthony E. Shorris has been a strong environmental advocate and leader in the agency's commitment to sustainability, and was instrumental in the development of an aggressive agenda whereby the Port Authority would be carbon neutral by 2010 through emission reductions and carbon offsets, including making Stewart International Airport the nation's first carbon-negative airport; installing energy-efficient lighting at the Holland Tunnel and George Washington Bridge; building the world's first geothermal-powered building at John F. Kennedy International Airport; and aggressively implementing environmentally friendly technologies at all Port Authority facilities; and

**WHEREAS**, Tony Shorris has continued to place great emphasis upon the safety and security of the agency's facilities, providing for record levels of investment in security infrastructure and increased police personnel, so that the public and commerce may be ensured dependable, trustworthy and safe passage throughout the region; and

**WHEREAS**, Anthony E. Shorris has continued to lead the agency's efforts in the historic rebuilding of Lower Manhattan, among the most epic construction projects of our generation; and

**WHEREAS**, Tony Shorris has provided the necessary vision and guidance to focus renewed energy and attention on the Port Authority's most important asset, its staff, by consistently encouraging employees to be their very best selves and by spearheading efforts to provide staff with training, recognition and development through innovative programs; and

**NOW, therefore, be it**

**RESOLVED**, that the Commissioners of The Port Authority of New York and New Jersey hereby express to Anthony E. Shorris their sincere appreciation for his service to the agency and the region it serves; and it is further

**RESOLVED**, that the Board of Commissioners hereby directs that this resolution be suitably engraved and presented to Anthony E. Shorris as a token of the high esteem in which he is held by the Board and staff alike.

Whereupon, the meeting was adjourned.

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Secretary