2009 Budget

February 17, 2009

THE PORT AUTHORITY OF NY & NJ

Mission

To identify and meet the critical transportation infrastructure needs of the bistate region's businesses, residents, and visitors: providing the highest quality, most efficient transportation and port commerce facilities and services that move people and goods within the region, providing access to the rest of the nation and to the world, while strengthening the economic competitiveness of the New York-New Jersey Metropolitan Region.

TABLE OF CONTENTS

MESSAGE FROM THE CHAIRMAN AND EXECUTIVE DIRECTOR …… 3

BUDGET SUMMARY…….……...…..…….5

BUDGET SUMMARY BY DEPARTMENT…….…….13

THE CHALLENGES AHEAD…….……32
Downward Pressure on Revenue ……. 32
Upward Pressure on Costs…… 35
Infrastructure Challenge ..…… 35

2009 BUDGET
2009 Budget Schedules
2009 Capital Plan Project List

APPENDIX A: AGENCY OVERVIEW

APPENDIX B: PLANNING PROCESS AND FINANCIAL POLICIES

APPENDIX C: GOALS, OBJECTIVES, MEASURES

APPENDIX D: GLOSSARY

MESSAGE FROM THE CHAIRMAN AND EXECUTIVE DIRECTOR

Dear Governors,

We respectfully present the 2009 Budget of The Port Authority of New York and New Jersey. The pages that follow describe a $6.7 billion budget that reflects three primary themes:

First, robust investment on the capital side of the budget. To help buffer the economic crisis and address the region's infrastructure challenges, our 2009 Budget includes the highest level of capital spending in the agency's history – $3.3 billion, an increase of $725 million or 28% over last year. This spending is critical for the region. It will help create jobs, stimulate the region's economy, and build the essential infrastructure for our region's continued growth and economic competitiveness.

Second, fiscal discipline on the operating side of the budget. In order to make way for record capital investment, the Port Authority has zeroed out growth in annual operating expenses and has kept its staff levels flat. Our logic in 0% growth is simple: The less we spend on the operating side of our budget, the more we can spend on the capital side, which is the kind of spending that will create jobs, stimulate the economy and meet our infrastructure needs.

Third, the recognition to prioritize long-term capital investment in a very different economic environment from the one in which the original long-term capital plan was developed. While 2009 will be a record year for Port Authority capital investment, we must also recognize what the challenges in the broader economy mean for the agency's financial capacity in the years ahead.

While the Agency's overall financial health remains strong and its ability to finance its 2009 capital budget remains certain, the economic crisis has led to significantly reduced revenues from our facilities and lower income from our financial portfolio. In turn, this will constrain the Port Authority's financial capacity to deliver within the 2007-2016 window all of the projects in the agency's updated 10-year capital plan adopted in January 2008. Over time, we must carefully monitor this impact and manage our long-term capital plan accordingly. This means, as noted above, making sure our operating budget is as lean as possible. But it also means that, going forward, we must manage our long-term capital plan in a way that reflects the new economic and fiscal realities. As we look ahead, the Port Authority, as directed by the Board of Commissioners, will continue to prioritize its spending and update the Port Authority's 2007-2016 capital plan in recognition of a shifting economic landscape.

Despite the need to adjust to changing economic realities, as the 2009 Budget indicates, the Port Authority remains committed to its priority projects, including: rebuilding the World Trade Center site; the ARC Tunnel project; modernization of the PATH system,

including the rollout of a new fleet of PATH railcars; continued modernization and expansion of the Port Authority's airports, including Newark Liberty Terminal B modernization, Stewart Airport upgrades, investments at LaGuardia and JFK and the flight delay reduction programs; and expansion of ExpressRail at the Port Authority's marine terminals to increase freight movement by rail rather than by truck.

Finally, it is worth noting that despite the difficult economic conditions and significant infrastructure challenges, the Port Authority's 2009 Budget calls for no increases in tolls and fares.

We believe our 2009 Budget represents a balanced and responsible approach to the economic and infrastructure challenges before us. We look forward to working with you and the public to fulfill its promise.

Sincerely,

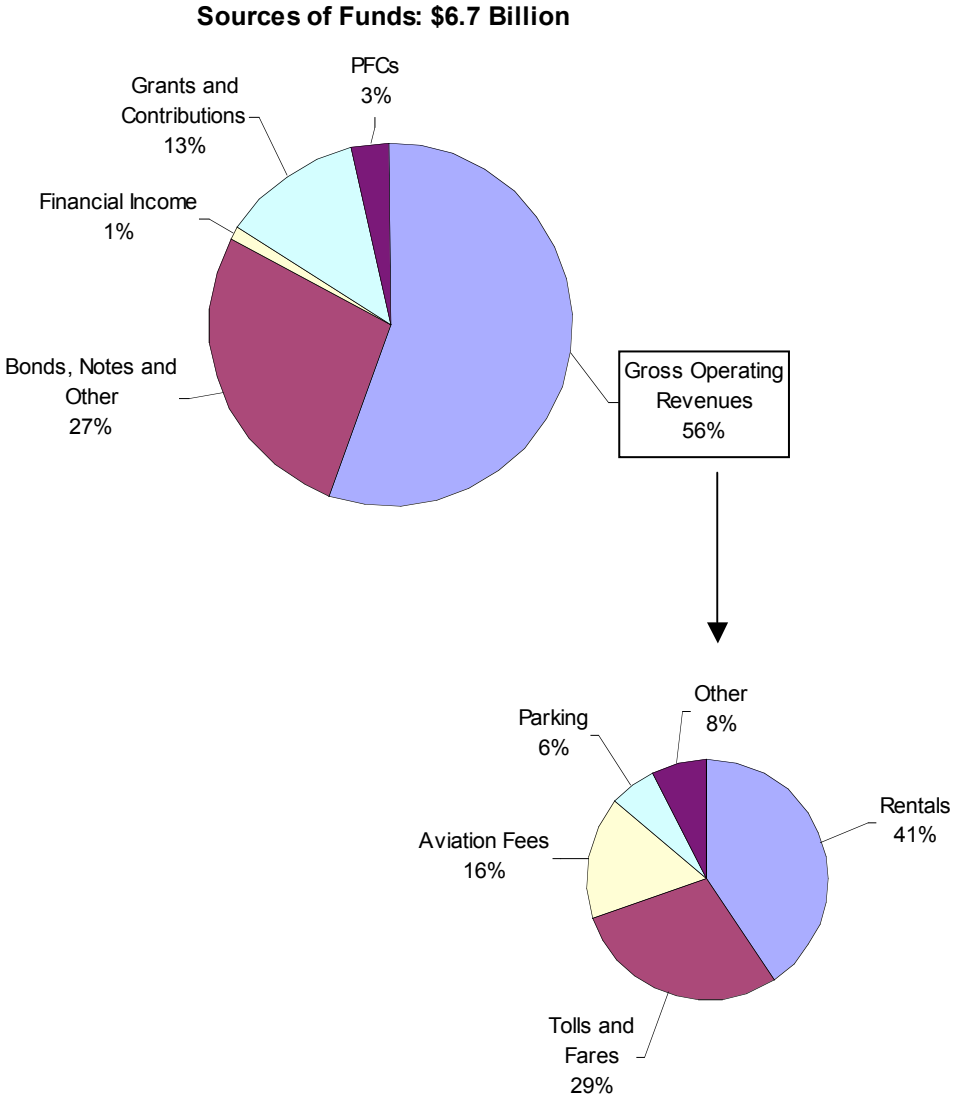
Anthony R. Coscia
Chairman

Christopher O. Ward
Executive Director

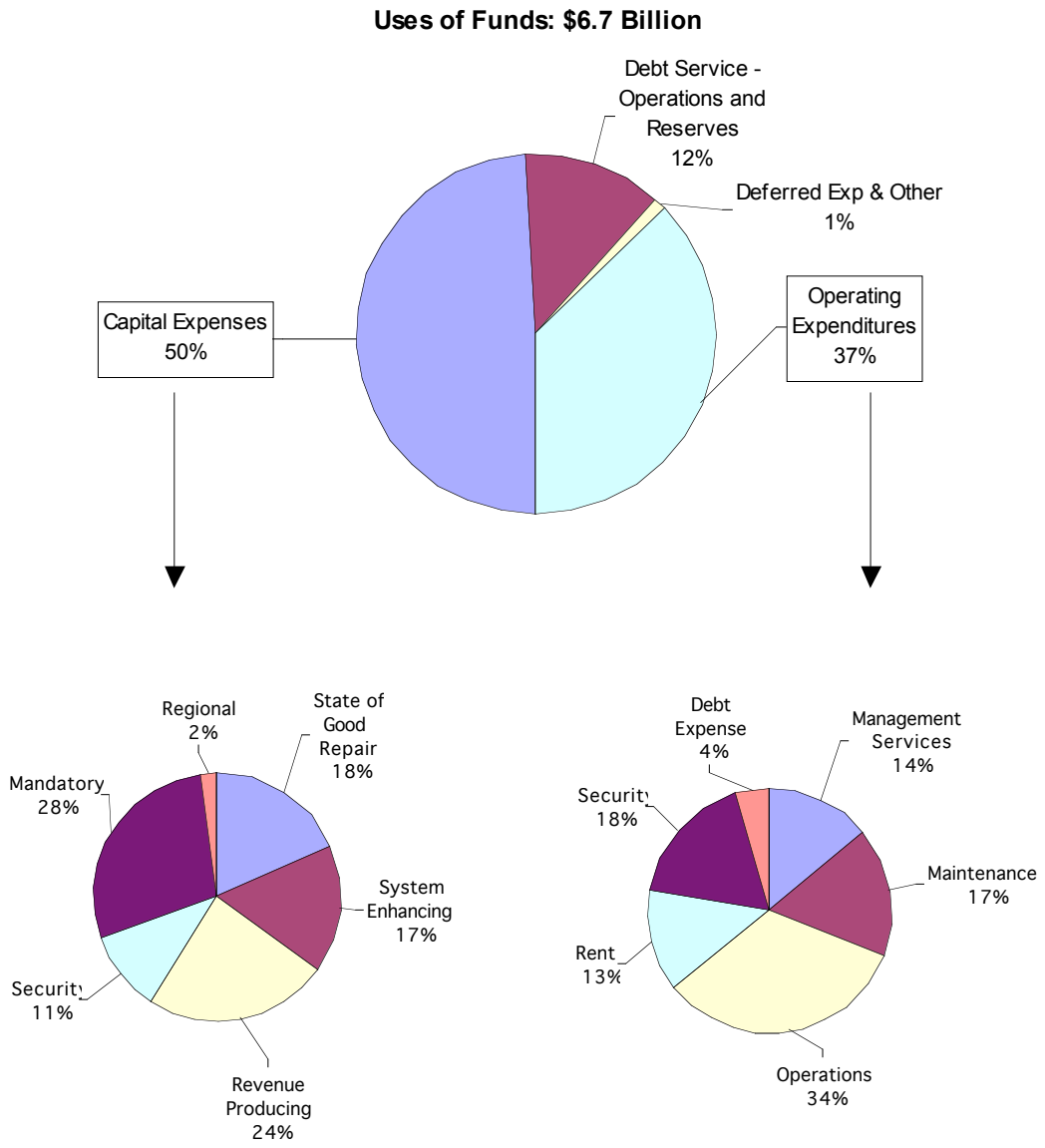
2009 BUDGET

Summary

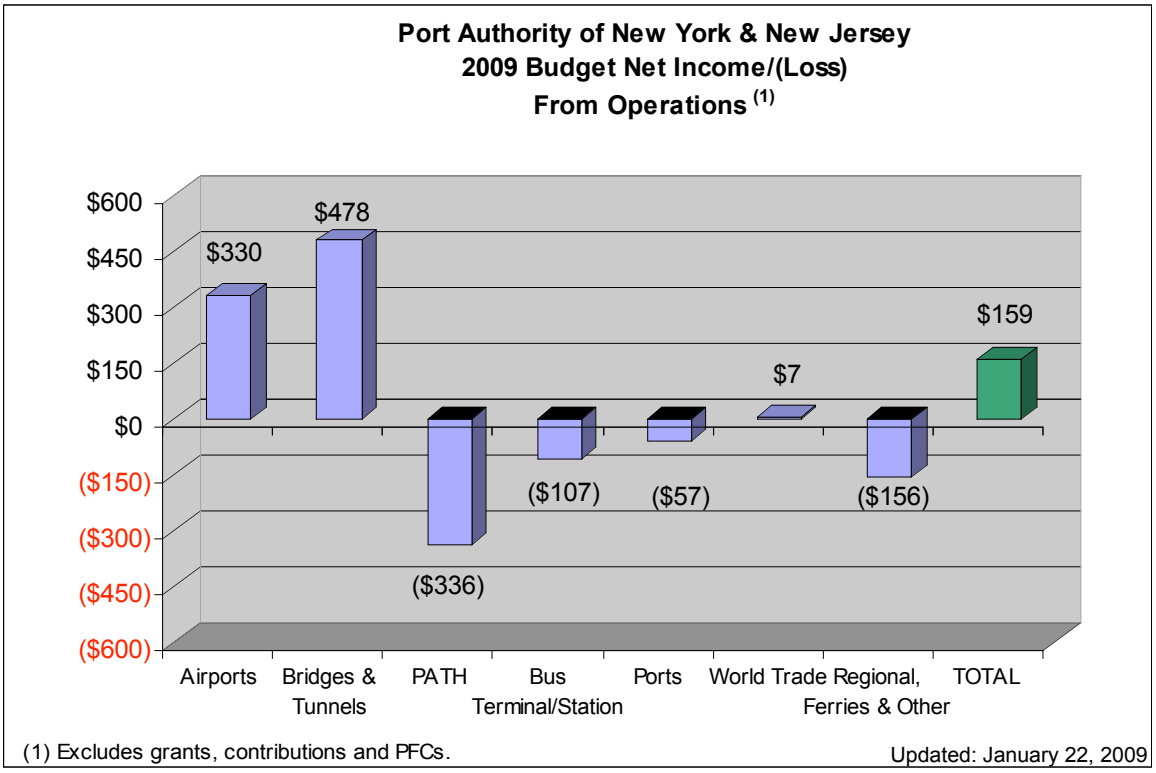
As a financially self-sustaining agency, the Port Authority raises the necessary funds for the acquisition, operations and investment of its facilities generally upon the basis of its own credit. It is not dependent on state or local taxes from New York or New Jersey and has no power to levy its own taxes or assessments. The agency generally funds its operating and capital expenditures through revenues generated by its facilities, the issuance of bonds, notes and other obligations, receipt of grants, insurance proceeds and other contributions, financial income earned on its investments, and the collection of Passenger Facility Charges (PFCs) at its airports.



The 2009 Budget totals $6.7 billion and provides for $2.5 billion in expenses to operate the agency's facilities, $3.3 billion in gross capital expenditures to build and improve upon the region's transportation capacity and rebuild the World Trade Center site, $825 million for debt service on the agency's outstanding bonds, notes and other obligations, and $87 million for other expenditures, which are deferred and amortized in future periods.



The agency's 2009 projected net income is $159 million. The facilities that generate net income – such as its airports, tunnels, and bridges – help pay, along with financial income, for those facilities that operate at a loss – primarily the mass transit-oriented operations, such as PATH, regional ferry services, and the bus terminals. Notably, some sources of funds cannot be applied to Port Authority operating expenses. For instance, federal grants are generally dedicated to particular projects, and PFCs can only be used for approved airport projects. The graph below summarizes the agency's net income from its major lines of business.



2009 Operating Budget Highlights

- Zero growth in operating expenses. (The agency's operating expenses have been relatively flat for several years with 0% growth in 2009, 0.9% in 2008, and 1.1% in 2007.)

- Authorized position levels for 2009 also remain flat and total 7,127, the same as in 2008, as the agency continues to reallocate resources to priority projects. Since 2004, the Port Authority has reduced non-represented/managerial positions by 383, or 7% of such positions.

- $460 million in security operating costs.

- $5.5 million for energy conservation and environmental programs, such as a new Clean Trucks Program to finance and retrofit trucks using the agency's ports, and a carbon neutral program to offset the agency's environmental footprint and promote regional investments in the green technology sector.

- Negative financial market impacts resulting in lower financial income and higher debt service.

2009 Capital Budget Highlights

The 2009 capital budget increased by $725 million or 28%, over 2008, for a total of $3.3 billion. Of that total amount, $600 million is for state-of-good-repair projects that ensure the agency's bridges, tunnels, and other facilities are maintained in safe working order. Other major expenditures in 2009 include:

- $1.4 billion – World Trade Center redevelopment
- $340 million – ARC Tunnel project
- $127 million – New PATH rail car purchases
- $88 million – Dredging Program at Port Authority Ports
- $64 million – Modernizing Terminal B at Newark Liberty International Airport
- $46 million – Developing the Auto Marine Terminal
- $30 million – Developing Stewart International Airport
- $22 million – Expanding ExpressRail at Port Authority Marine Terminals
- $15 million – Advancing the JFK flight delay reduction program
- $15 million – Holland Tunnel Rehabilitation Ventilation System
- $13 million – Continued planning efforts for the new Goethals Bridge

The capital budget also includes $269 million for security projects to harden the agency's facilities infrastructure and install state-of-the-art surveillance and detection equipment such as:

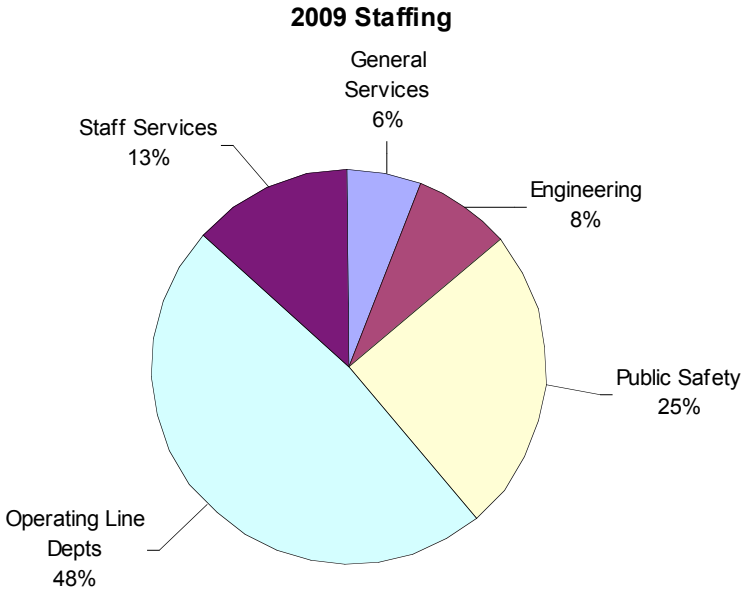
- $55 million – PATH tunnel mitigation project
- $39 million – Airports perimeter intrusion detection system

Combined with the $460 million in security operating costs, the Port Authority will spend a total of $729 million on security-related expenditures in 2009, bringing the agency's total investment in security to $4.4 billion since the terrorist attacks on September 11, 2001.

Staffing

Staffing levels for 2009 remain flat and total 7,127, the same as in 2008. By continuing to restructure staff functions, streamline operations, and leverage technology, the Port Authority was able to reallocate positions to priority projects and agency-wide initiatives, including the WTC Site, ARC Tunnel, and PATH Modernization Program, as well as increase staff in key areas such as facility operations, environmental and energy conservation, and safety and security.

Seventy percent of Port Authority staff, in the functional areas of operations, security and maintenance, are represented by unions through the collective bargaining process. The remaining non-represented staff consists of engineering, technical, and management workforce.



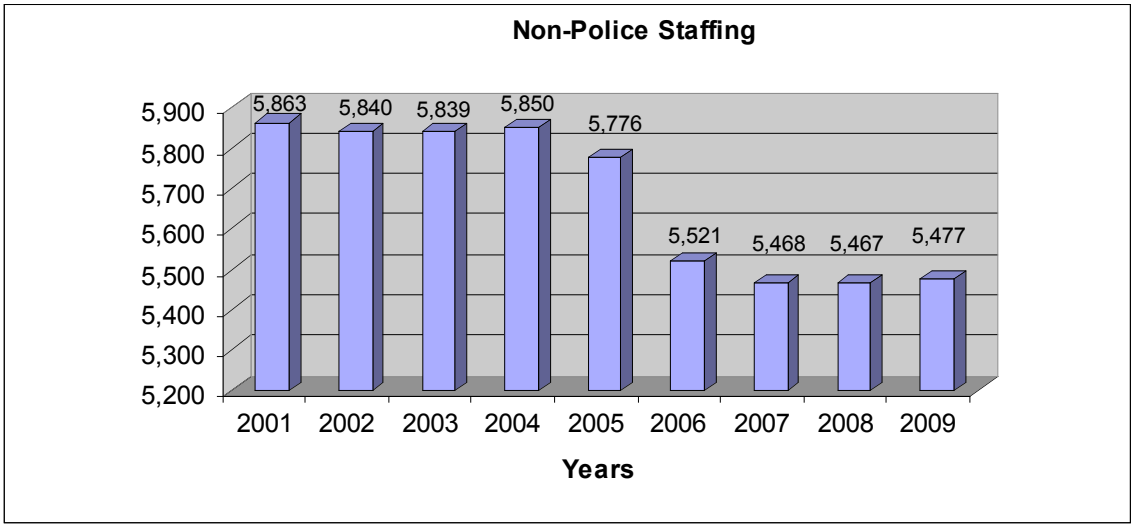
The table on the next page shows staffing by major function:

DEPARTMENTS BY FUNCTION	STAFFING
OPERATING LINE DEPARTMENTS	
Aviation	981
Port Commerce	181
Rail / PATH	1,089
Real Estate & Development	84
Tunnels, Bridges & Terminals	938
WTC Construction	122
PUBLIC SAFETY	
Office of Emergency Management	19
Public Safety	1,755
ENGINEERING	
Chief Engineer/Engineering	572
GENERAL SERVICES	
Operations Services (including Facility Construction Support)	444
STAFF SERVICES	
Executive Offices	9
Audit	76
Business and Job Opportunity	14
Chief Administrative Officer	9
Chief, Capital Planning	7
Chief Financial Officer	5
Chief of Public & Government Affairs	2
Chief Operating Officer	7
Chief, Real Estate & Development	2
Chief Technology Officer/Technology Services	112
Comptroller's	105
Financial Analysis	8
General Counsel/Law	136
Government and Community Affairs	13
Human Resources (including Medical Services)	68
Inspector General	30
Labor Relations	12
Management and Budget	43
Media Relations	11
Office of Environmental Policy & Compliance	13
Office of the Secretary	16
Operations Standards	7
Planning	26
Procurement	96
Project Management Office	12
Public Affairs	30
Security Project Management	26
Treasury	47
TOTAL AUTHORIZED POSITIONS	7,127

Controlling Staffing Levels

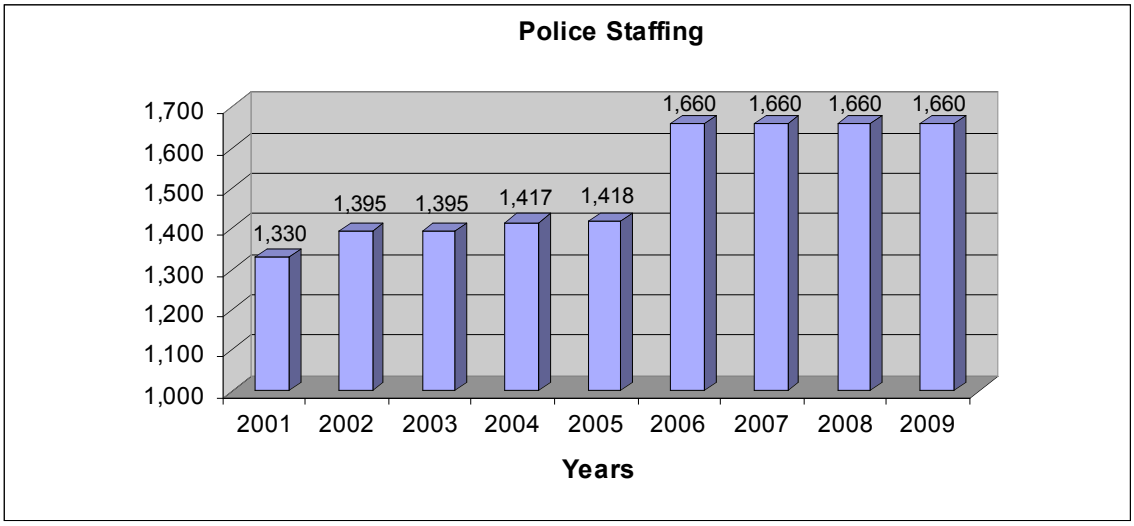
Since 2004, the Port Authority has implemented an aggressive belt-tightening effort to reduce expenses through cost management. As a result, the agency has been able to reduce the number of non-represented/managerial positions by 383 positions. These reductions resulted from process improvements such as streamlining operations, reducing administration through automation and leveraging technology, restructuring staff functions, and reducing professional and managerial positions. The agency has also reallocated resources to priority projects, such as World Trade Center redevelopment, the ARC Tunnel project, the PATH modernization program, Stewart International Airport and key operational and security needs. In addition, controlling staffing levels has allowed the agency to contain operating expense growth to below the rate of inflation.

The following chart shows the decline in non-police staffing levels since 2004:



Security continues to be a top priority of the agency. Since the terrorist attacks of September 11, 2001, the Port Authority has added 330 police positions, a 25% increase to the size of its force. During 2009, the Port Authority plans to spend $729 million on operating and capital security initiatives, an annual increase of more than 154% than 2001 spending levels. This will bring the total amount that the agency has spent on security since the September 11 attacks to $4.4 billion.

The following chart shows an increase in police staffing levels since 2001:



Budgets by Department

AVIATION

Mission

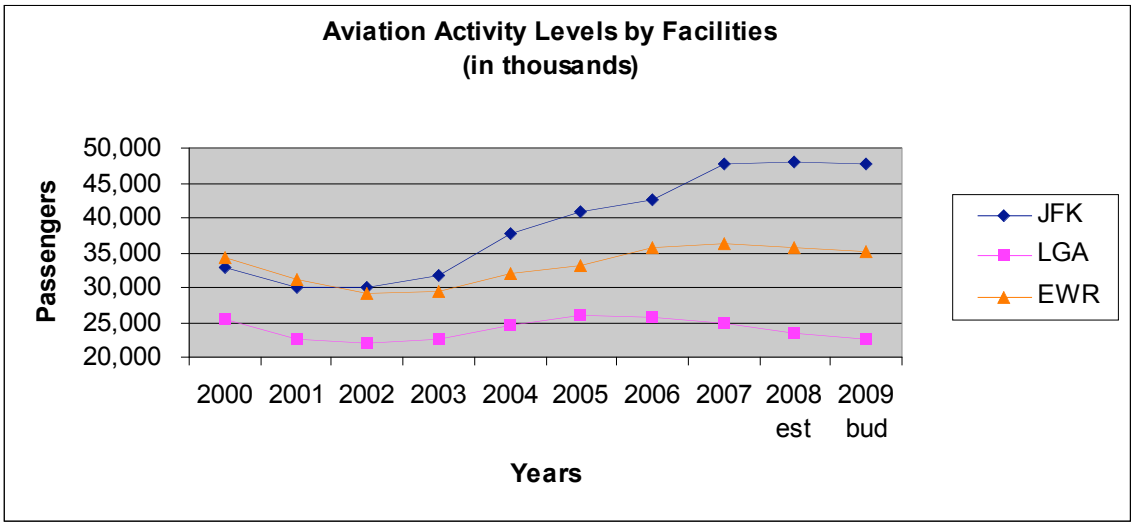
To achieve regional prosperity through a unified system of airport facilities that have unsurpassed capacity and quality, are safe and secure, provide unsurpassed customer experience and are environmentally sustainable and community friendly through an available and capable workforce.

Facilities

- John F. Kennedy International Airport (JFK)
- LaGuardia Airport (LGA)
- Newark Liberty International Airport (EWR)
- Stewart International Airport (SWF)
- Teterboro Airport (TEB)

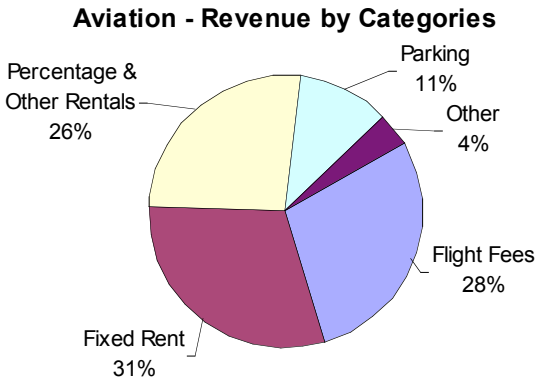
Passenger Traffic

In 2009, an estimated 106 million people will utilize the Port Authority's aviation facilities. As a result of higher fuel prices and the economic downturn that have adversely impacted the aviation industry at large, passenger levels are expected to decline by 1.8 million or 2% compared with 2008.

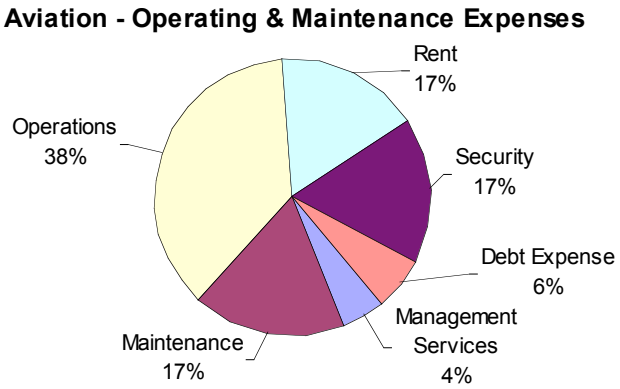


Revenues and Expenses

Aviation anticipates continued long-term growth in its business and projects 2009 revenues of $2.1 billion. Significant revenue sources include: fixed rentals from leases for airline terminals, consumer services, aircraft services, and hangars and cargo facilities; flight fees resulting from cost recovery agreements with the airlines; percentage and other rentals, such as revenues from the AirTrain, utilities and fuel fees; and other airport activity including public parking.

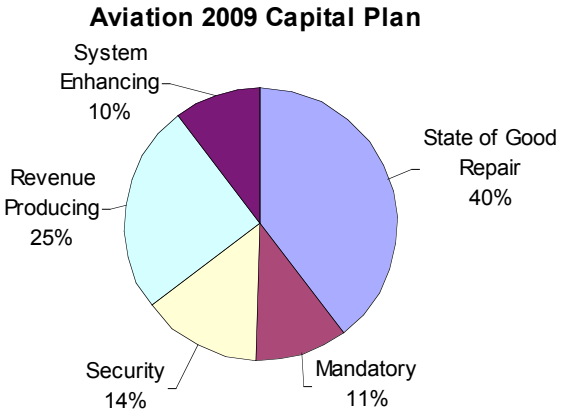


The Aviation operating budget for 2009 is $1.3 billion, which provides for on-going costs to maintain, operate and secure the airports.



2009 Capital Budget Overview

The 2009 Aviation capital budget provides for expenditures totaling $594 million, much of which is geared toward enhancing security and overall system capacity.



2009 Capital Budget Highlights

- JFK Rehabilitation of Taxiways and Apron Areas – Modifications to accommodate new large aircraft operations.
- JFK Flight Delay Reduction Program – Extend airport taxiways.
- JFK Centralized De-Icing Facility – Demolition of Hangar 12 to make way for construction of a centralized aircraft de-icing facility.
- LGA Central Terminal Building Modernization – Planning for the development of a new terminal that includes expanded concourses, passenger & baggage screening areas, concessions, larger aircraft gates, a new parking garage, and improved aircraft fueling services.
- LGA Police and Airfield Fire Rescue Facility – Construction of a new two-story building on the west side of LaGuardia Airport.
- LGA Rehabilitation of Runway 4-22 – Provides for full-width milling and paving of Runway 4-22.
- EWR Flight Delay Reduction Initiatives – Development of improvements to the navigational aid system to increase aircraft landing capability during inclement weather.
- EWR Modernization of Terminal B – Additional gates and terminal expansion to meet expected growth in Newark Liberty's air passenger traffic.
- EWR Rehabilitation of Runways – Modifications to drainage, milling, pavement depth and upgrade of lighting per FAA standards.

- SWF Development – Terminal expansion at Stewart International Airport, including a new Federal Inspection Services area.

- Other Airport Improvements include - Perimeter Intrusion Detection System and Engineering Material Runway Arresting System.

PATH

Mission

To excel in the delivery of safe, reliable and cost-effective transportation service that operates as a critical link in the regional transportation network, contributing to the regional mobility and economic development, and serving as stewards of the regional environment by providing efficient mass transit service and effectively managing energy resources.

Facilities

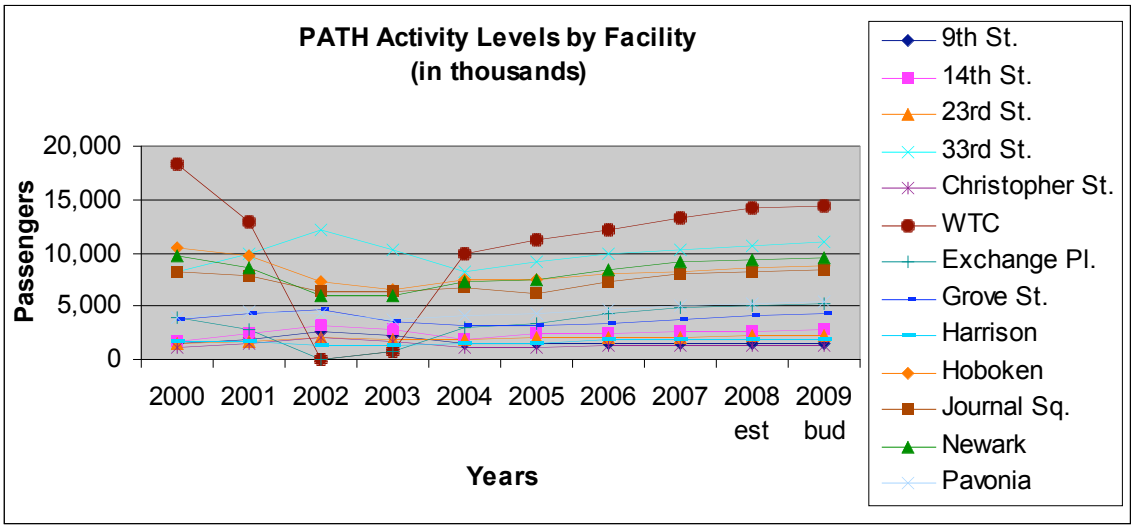
- PATH Rail Transit System

Stations in New York	Stations in New Jersey
9th Street	Exchange Place
14th Street	Grove Street
23rd Street	Harrison
33rd Street	Hoboken
Christopher Street	Journal Square
World Trade Center	Newark Penn Station
	Pavonia/Newport

- Journal Square Transportation Center

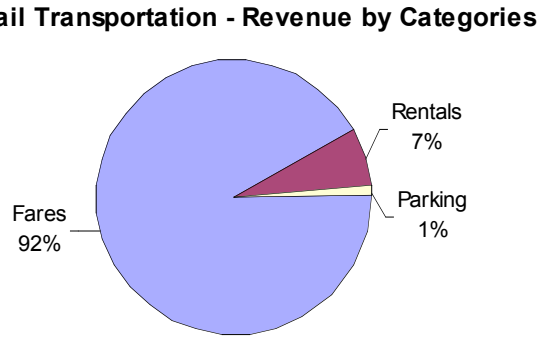
Passenger Traffic

PATH annual ridership is expected to reach 76.8 million passengers in 2009, an increase of 1.7 million passengers, or 2%, from 2008. PATH presently carries approximately 255,000 passengers every weekday. Volumes are expected to continue to increase as the new permanent World Trade Center Transportation Hub progresses and as residential, business, and significant commercial development continues along the New Jersey waterfront and other communities within the PATH service region.

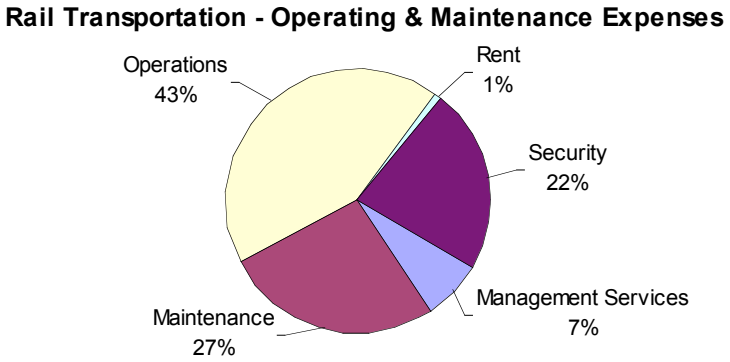


Revenues and Expenses

PATH projects 2009 revenues of $117 million, which consists mostly of passenger fares from the PATH system, along with rentals from the Journal Square Transportation Center, advertising and parking revenues.

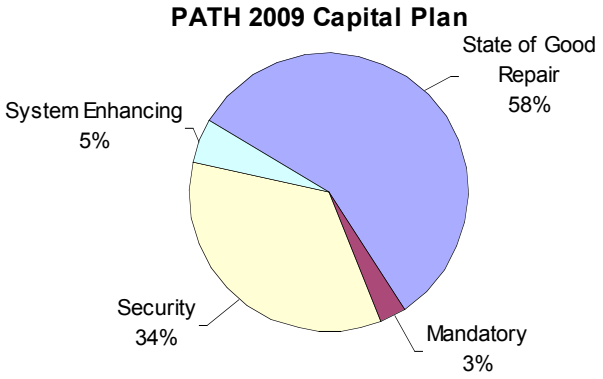


The PATH operating budget for 2009 is $295 million, allocated as follows:



2009 Capital Budget Overview

The 2009 PATH capital budget provides for expenditures totaling $370 million, much of which is geared toward the PATH modernization program to replace rail cars and signal systems, and upgrade all stations.



2009 Capital Budget Highlights

- New Railcar Purchase Program – Replacement of aging railcar fleet. Program will also facilitate capacity expansion in conjunction with the new signal system. Initial production cars are anticipated for delivery during the first quarter of 2009.
- Signal System Program – Replacement of the existing antiquated signal system, providing up to a 20% increase in capacity when fully deployed with the new PATH railcars.
- Security Projects – PATH capital projects and comprehensive program planning designed for hardening the infrastructure.
- Duct Bank Rehabilitation Program – Replacement and upgrade of the entire tunnel's high voltage wiring and housing (except Tunnels E&F), adding to the reliability of the PATH system.
- Station Modernization Program – This program will provide for short-term and long-term improvements within the PATH system that will enhance safety, expand capacity, and improve the quality of the stations. Some of the near-term improvements will included comprehensive signage and upgraded seating.

PORT COMMERCE

Mission

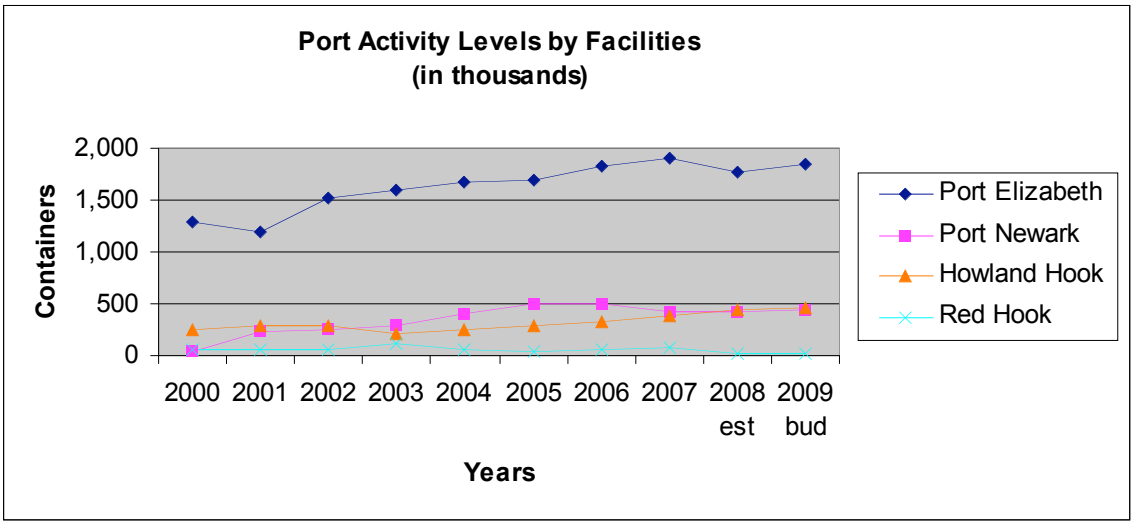
To develop and maintain secure, competitive port infrastructure and services for New York and New Jersey that expedite the movement of international cargo and support the regional economy in an environmentally and financially sound manner.

Facilities

- Auto Marine Terminal
- Howland Hook Marine Terminal
- Greenville Yard Port Authority Marine Terminal
- Elizabeth - Port Authority Marine Terminal
- Brooklyn - Port Authority Marine Terminal
- Port Newark
- Red Hook Container Terminal

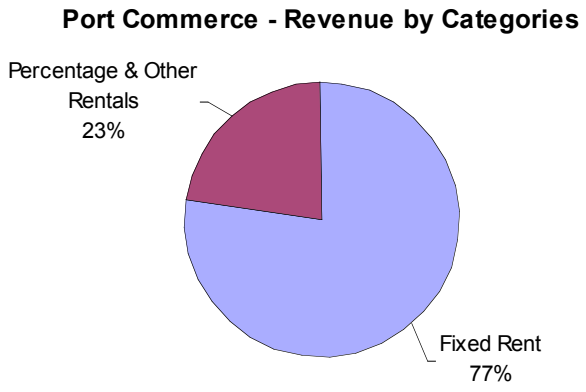
Cargo Volume

Despite the economic downturn, the Port Authority's port facilities have outperformed other major ports throughout the country, some of which declined or grew by less than 1% in the same period. In 2009, cargo volume at the agency's port facilities is expected to remain strong at 2.8 million containers, a slight increase from estimated 2008 volume. However, the growth in cargo volumes is expected to slow (though still remain positive) in the coming years.

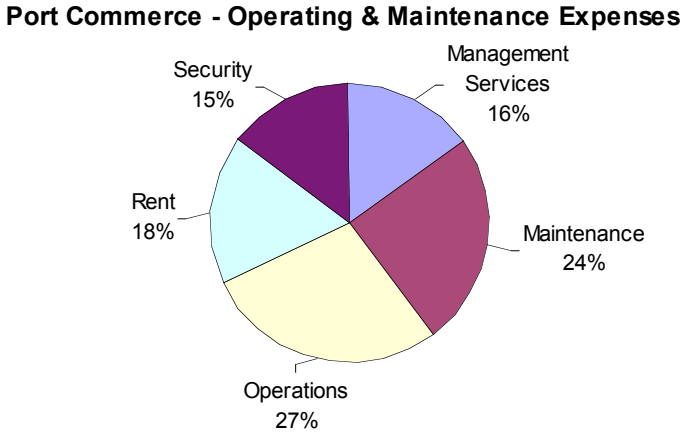


Revenues and Expenses

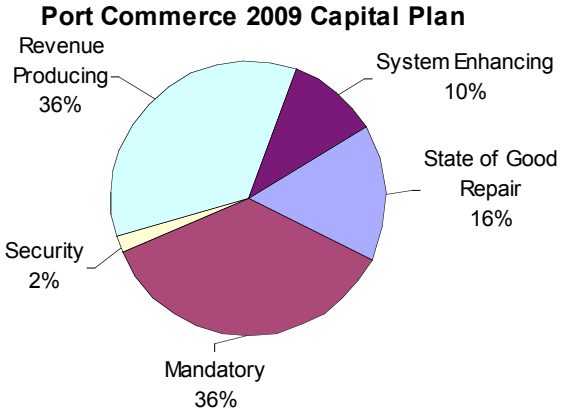
Port Commerce projects 2009 revenues of $220 million based on an estimated 36.2 million metric tons of cargo, consisting mainly of fixed rent and percentage and other rentals. Fixed rentals include base rents, as well as the repayment of infrastructure improvements under agreements with certain tenants. Percentage and other rentals are primarily derived from the Express Rail facilities and other waterborne, bulk and automotive cargo utilizing the dock and wharfs.



The Port Commerce Department's operating budget for 2009 is $136 million, allocated as follows:



The 2009 Port Commerce capital budget provides for expenditures totaling $246 million, much of which is geared toward improving and expanding the agency's port facilities.



2009 Capital Budget Highlights

- Harbor Deepening Program – Authorized by the Board in 2001, this program encompasses 17 contracts associated with completing the 50-foot deepening work. This work will allow for improved navigational safety and allow our port to accommodate the next generation of cargo vessels.
- Intermodal Program – Construction of a comprehensive ExpressRail system that will improve the capacity of the rail system and its overall effectiveness.
- Infrastructure Program – Ensures that Port Commerce assets are maintained in a state of good repair. Major projects include replacement of Berths 6, 8 and 10 at Port Newark and rehabilitation of piles at piers 7 and 8 in Brooklyn.
- Roadway Program – Series of projects intended to enhance the safety, efficiency and capacity of the New Jersey Marine Terminal roadway system.

TUNNELS, BRIDGES, AND TERMINALS (TB&T)

Mission

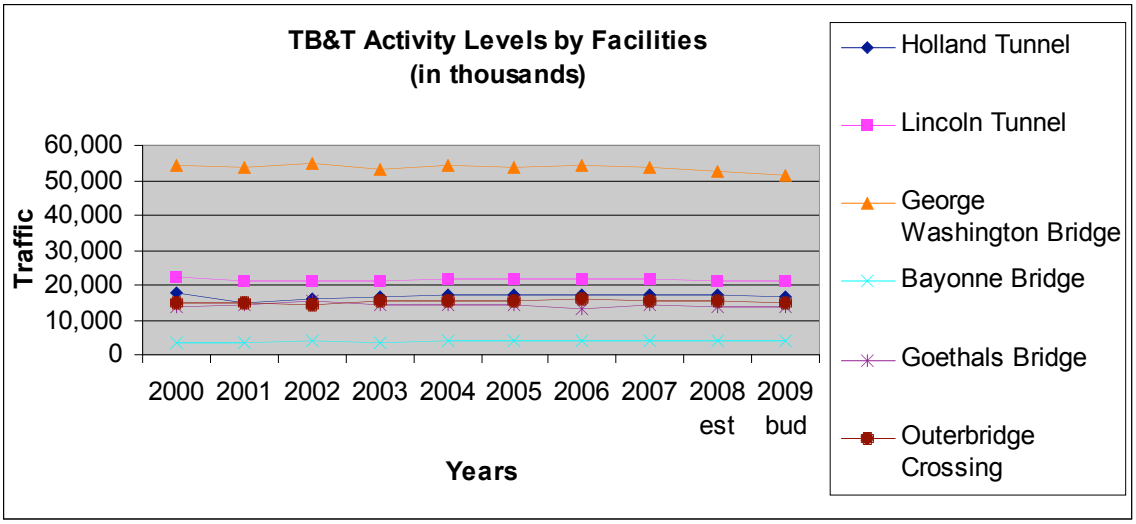
To connect the road networks of New York and New Jersey with tunnels, bridges and bus terminals that permit people and goods to move safely, efficiently and conveniently by operating facilities that are safe, secure, reliable, well maintained and easy to use; providing service levels that instill customer confidence and satisfaction; coordinating with others to ensure integrated transportation systems; and improving traffic flow, efficiency and travel liability through innovative technology and new work practices.

Facilities

- Bayonne Bridge
- Goethals Bridge
- George Washington Bridge (GWB)
- George Washington Bridge Bus Station (GWBBS)
- Holland Tunnel
- Lincoln Tunnel
- Outerbridge Crossing
- Port Authority Bus Terminal (PABT)

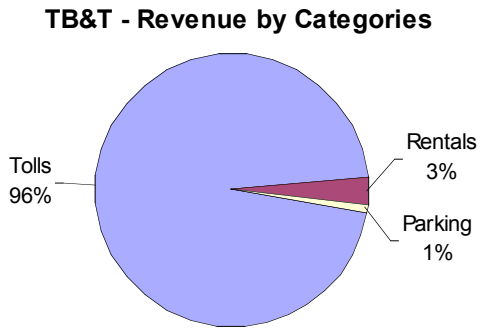
Motor Vehicle Traffic

After record levels of traffic in recent years, it is expected that the agency's facilities will handle 121.7 million eastbound cars, buses, and trucks in 2009, a decline of 2% from 2008 levels. This decrease is due to current economic and market conditions.

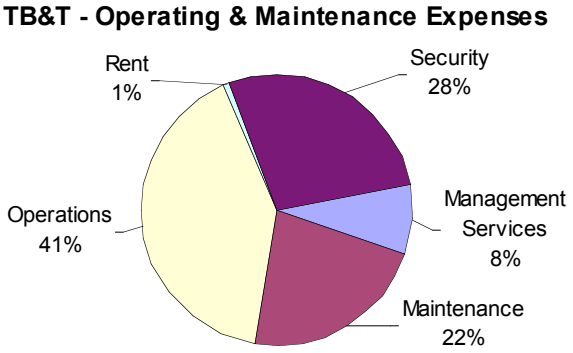


Revenues and Expenses

TB&T anticipates long-term growth in its business and projects 2009 revenues of $1 billion, consisting mostly of toll revenues from the bridge and tunnel crossings, along with rentals from the bus terminals, advertising and parking revenues.

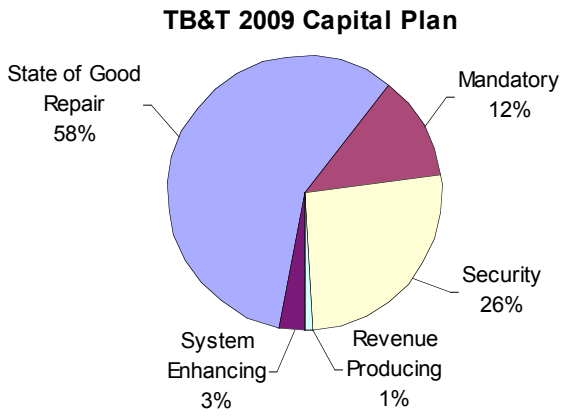


TB&T's total 2009 operating budget is $440 million, allocated as follows:



2009 Capital Budget Overview

The 2009 TB&T capital budget provides for expenditures totaling $209 million, much of which is geared toward rehabilitating and maintaining the facilities in a state of good repair.



2009 Capital Budget Highlights

- Holland Tunnel Rehabilitation of Electrical and Mechanical Ventilation System – This project provides for Rehabilitation of ventilation systems in all four ventilation buildings. In addition, the capital budget funds LED lighting replacements in the tunnel.

- All-Electronic Toll System – Advances a system replacement for E-ZPass that will eliminate existing tollbooths and at the same time help reduce congestion, enhance safety and potentially reduce emissions of greenhouse gases and other priority pollutants.

- GWB Suspender Rope Replacement – As part of TB&T's consistent efforts to maintain its aging infrastructure, the bridge's suspender ropes will be replaced.

- GWB Upper Deck Replacement – Continue planning for replacement of the upper deck, to relieve the stress of continuous heavy truck traffic and to ensure the safe and reliable movement of goods around the region.

- Goethals Bridge Modernization – Continue planning for a replacement structure designed to accommodate future traffic demands and improve the efficiency of goods movement.

- Bayonne Bridge Air Draft Study – This project will provide for preliminary planning and a cost-benefit analysis of options to increase the air draft of the Bayonne Bridge.

DEVELOPMENT

Mission

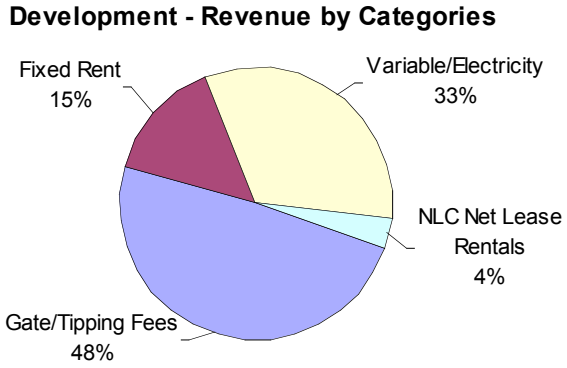
To advance strategic business initiatives that: enhance the Port Authority's financial capacity; stimulate private investment in our facilities and host communities; promote sustainable regional economic growth; and support expansion of an efficient, high quality regional transportation system.

Facilities

- ARC Tunnel Project
- Bathgate Industrial Park
- Essex County Resource Recovery Facility
- Ferry Transportation
- Port Authority Industrial Park at Elizabeth
- Newark Legal & Communications Center
- The Teleport
- Waterfront Development
    - Queens West Waterfront Development
    - South Waterfront at Hoboken
- World Trade Center Site

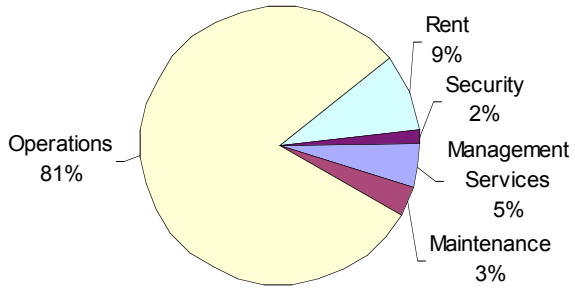
Revenues and Expenses

The Development Department projects 2009 revenues of $102 million, which consists mostly of gate/tipping fees from the Resource Recovery facility and rents.



The Development Department's operating budget for 2009 is $86 million, allocated as follows:

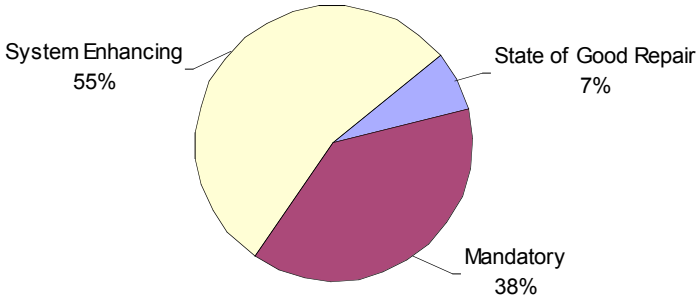
Development - Operating & Maintenance Expenses



2009 Capital Budget Overview

The Development Department's 2009 capital budget provides for expenditures totaling $30 million, the majority of which is for system-enhancing projects.

Development 2009 Capital Plan



2009 Capital Budget Highlights

- Access to the Region's Core (ARC) - The new ARC tunnel is a transformative project for mass transit in the New York/New Jersey Region. It will more than double the number of peak-hour trains that can pass under the Hudson River – from 23 trains to 48 trains – meeting a ridership demand that is expected to nearly double in the next 20 years to 45 million trips a year. The ARC project will bring shorter commutes, fewer delays and provide a transfer-free direct ride into New York City for passengers from Orange and Rockland Counties on the Pascack Valley and Port Jervis Lines in New York's Hudson Valley and passengers from several New Jersey counties on the Main/Bergen line, among others. On an annual basis, the ARC project will take 22,000 cars off the region's highways and remove more than 125,000 tons of greenhouse gases and other pollution from the air. Nearly $6 billion of local funds have been committed and the project awaits $3 billion in federal funds.

- Queens West Waterfront Development – This 9.1 million square foot mixed-use project, a joint undertaking of the Port Authority, New York City

Economic Development Corporation and the Empire State Development Corporation, is being developed in four stages with development of the first two stages well underway.

- The South Waterfront – A partnership between the Port Authority, City of Hoboken, and the private development community, this 2.3 million square foot mixed-use development currently includes two office towers, a residential building, a public-access waterfront esplanade and park, and a W hotel.

- Harbor Estuary Program – Acquisition of land to be preserved through conservation easements or deed restrictions. The Port Authority works with agencies in both states to identify and evaluate potential sites.

- Ferry Transportation – Ferry transportation is a critical component of the region's transportation network and an important economic development tool. The Port Authority is committed to enhancing the regional ferry network, developing new services and partnering with the public and private sector to improve existing infrastructure. The 2009 capital budget includes spending on development of permanent ferry terminals in Hoboken and Lower Manhattan and a ferry landing at LaGuardia airport.

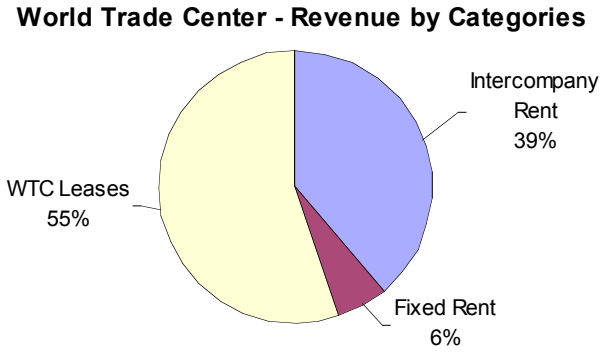
- Port Authority Bus Terminal (PABT) Air Rights Development –The agency is in negotiations with a private entity to develop the air rights above the PABT. The revenues from the sale of the development rights will be used for extensive improvements to the bus terminal facility, including renovation of approximately 55,000 square feet of retail space and an enhanced pedestrian and bus terminal circulation system.

- George Washington Bridge Bus Station (GWBBS) Redevelopment – The GWBBS serves 15,000 to 20,000 commuters and visitors daily, providing commuter and longer distance bus service, as well as connections to the NYC subways and buses. This 45-year-old facility will soon require additional capital improvements. To offset costs of these improvements and improve the atmosphere and level of service in and around the bus station, the Agency is entering into a public-private partnership to redevelop the space.

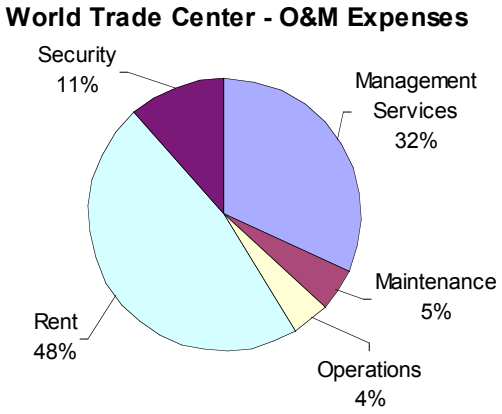
WORLD TRADE CENTER REBUILDING

Revenues and Expenses

World Trade Center projected revenues for 2009 are $144 million, which consists mostly of World Trade Center leases, inter-company rent and rentals.

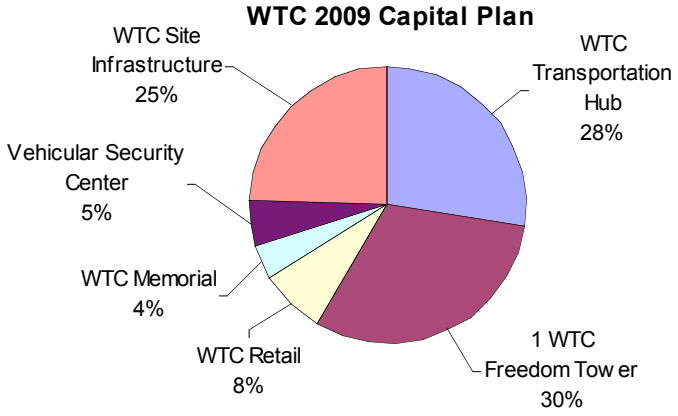


The World Trade operating expenditures for 2009 total $162 million, which is geared toward inter-company rent, as well as, management services, maintenance, operations and security during the rebuilding of the WTC site.



2009 Capital Budget Overview

The 2009 WTC capital budget provides for expenditures totaling $1.42 billion geared toward the rebuilding effort in accordance with the WTC assessment.



Capital Plan Highlights

In October 2008, the Port Authority released an assessment of the World Trade Center rebuilding effort. The assessment included resolutions to the major issues blocking construction progress as well as a set of realistic schedules and budgets for each of the major public projects. Given the recent assessments, we have not only indicated the 2009 capital spending for each of the capital projects at the World Trade Center site, which is included in the budget schedules that follow, but we also have listed below the estimated total project cost (representing the costs borne by the Port Authority and its project partners) for each of the projects. Together with our project partners, the Port Authority is committed to seeing these projects to completion.

- WTC Transportation Hub - The 800,000 square foot Transportation Hub will serve 200,000 commuters daily by providing access to 13 different subways, PATH, and ferries, and house 500,000 square feet of retail space. Estimated total project cost: $3.249 billion.

- One World Trade Center, The Freedom Tower (1WTC) - Will be home to 2.6 million square feet of commercial office space, an observation deck, restaurants, retail opportunities, and parking. Estimated total project cost: $3.178 billion.

- WTC Vehicular Security Center and Tour Bus Parking Facility (VSC) - Will constitute part of the comprehensive police and security plan for screening of buses, trucks, and cars entering the WTC site and its facilities. Estimated total project cost: $633 million.

- The National September 11 Memorial & Museum - Will reside within an eight-acre memorial plaza containing reflecting pools that cover the footprints of the original WTC twin towers, surrounded by parapets with the names inscribed of the 2,981 people who lost their lives on September 11, 2001, and February 26, 1993, and a Visitor's Center and Museum. Estimated cost of the Port Authority's share: $195 million.

- WTC Site Infrastructure - Besides the signature projects on the 16-acre World Trade Center site, substantial investment must be spent on the infrastructure that will support the massive development. Investments include: underground parking; the site-wide Chiller Plant and other site-wide mechanical, electric, plumbing and utilities; the construction of Greenwich and Fulton streets; restaging Route 9A; foundations for the rebuilt St. Nicholas Greek Orthodox Church; security infrastructure and contingencies; and foundation excavation. Estimated total project cost: $2.767 billion.

- WTC Retail Development - Approximately 500,000 square feet of first-class retail and restaurant space to help revitalize the Lower Manhattan economy. In January 2008, the Port Authority entered into a term sheet with Westfield to undertake a joint venture for retail operations at the World Trade Center site. Estimated cost of the Port Authority's share: $825 million (Westfield's share is an additional $625 million).

THE CHALLENGES AHEAD

While 2009 will be a record year for capital spending, the Port Authority must also recognize the impacts of the troubled economy on the agency's long-term financial capacity. Specifically, the agency must confront downward pressure on revenue from a deteriorating economy, upward pressure on costs from scope changes and refined cost estimates, and the growing needs of the region's infrastructure.

In order to fulfill the agency's mission of building the infrastructure necessary for the region to thrive, the Port Authority will need to adjust its capital spending accordingly. This means, as discussed earlier, making sure the Port Authority's operating budget is as lean as possible. But it also means that, going forward, the agency must manage its long-term capital plan in a way that reflects the new economic and fiscal realities.

Detailed below are the challenges that the Port Authority will have to consider as it manages its long-term capital plan. As we look ahead, the Port Authority, as directed by the Board of Commissioners, will continue to prioritize its spending and update the Port Authority's 2007-2016 capital plan in recognition of a shifting economic landscape.

DOWNWARD PRESSURE ON REVENUE

In recent months, a national and global economic downturn has battered the New York-New Jersey regional economy. Unemployment claims have risen to their highest levels since the days following September 11, 2001. Announced layoffs in the region's financial sector have surpassed 60,000 and the region's unemployment rate has climbed to 5.7% in September 2008, up from 4.4% in April. As a result of the current financial crisis and economic downturn, the region is expected to lose about 200,000 jobs between 2008 and early 2010.

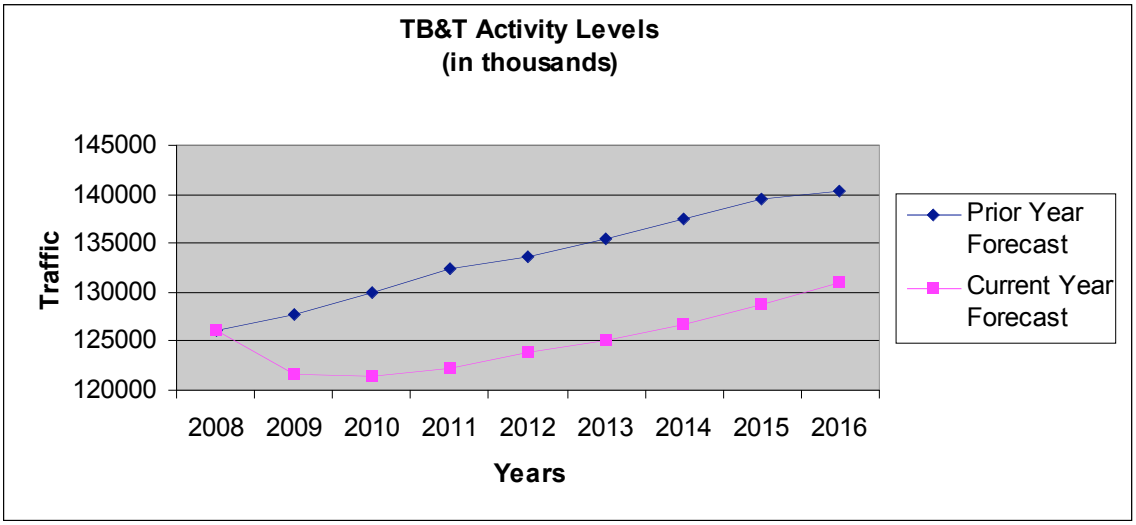
Public agencies have not been insulated from this economic downturn, and the Port Authority is no exception. While the Port Authority's estimated 2008 revenues have in fact increased from the prior year (primarily as a result of the first toll and fare increase in seven years, implemented in March 2008), because of the current economic crisis, the agency's projected net revenues for 2009 – the combination of net revenues from Port Authority operating facilities and income from the agency's financial portfolio – has declined by $215 million, or 15% from last year's capital plan projection. In turn, this will constrain the Port Authority's financial capacity to deliver within the 2007-2016 window all of the projects in its updated 10-year capital plan adopted in January 2008.

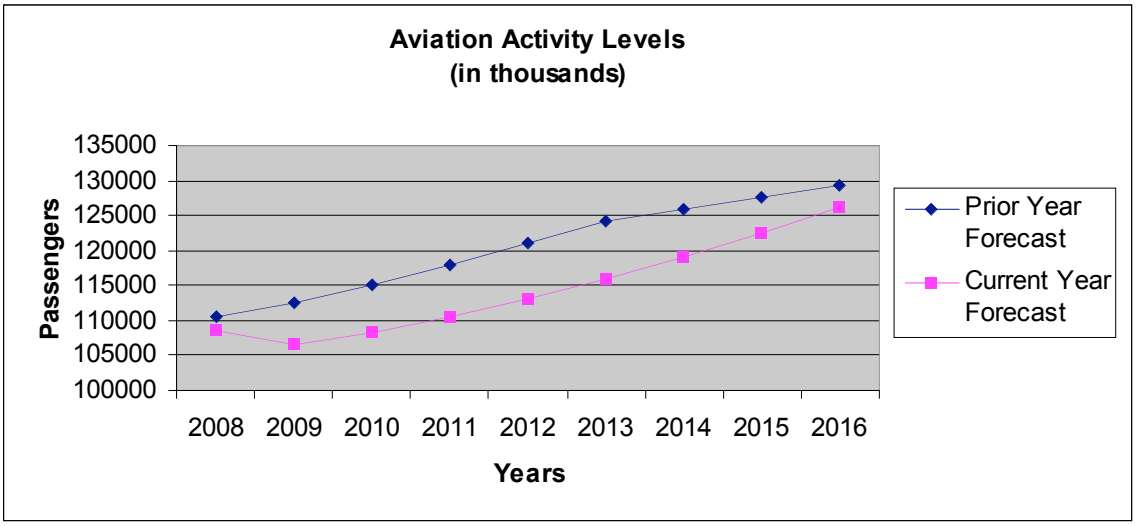
Decreasing Traffic at Port Authority Facilities

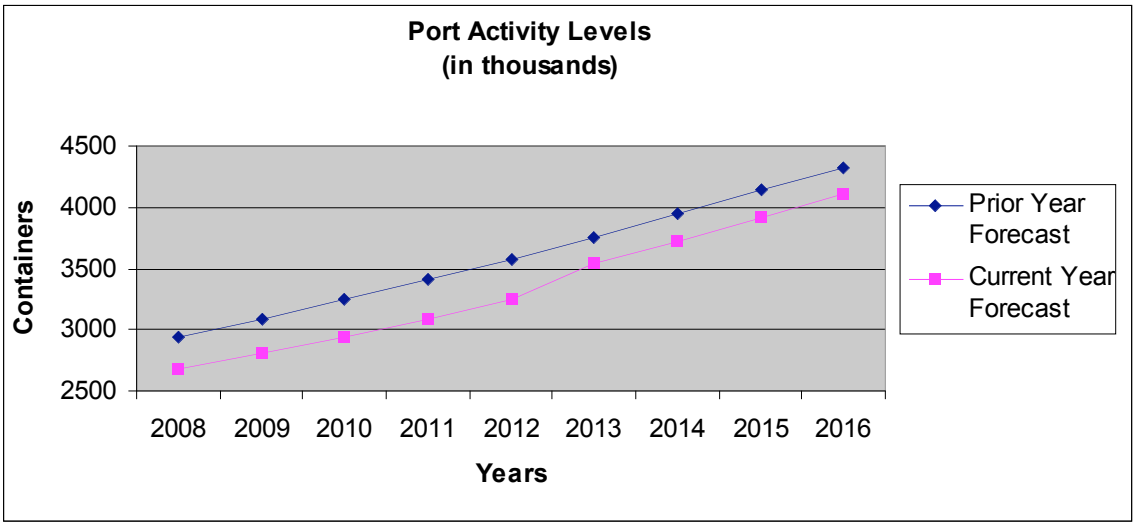
When the Board of Commissioners approved the agency's updated 2007-2016 Capital Investment Plan in January 2008, it did so based on certain levels of assumed activity growth – and thus revenue growth – at its facilities through 2016. Those projections supported capital spending of $29.5 billion for the ten-year period between 2007 and 2016. However, as a result of the current economic crisis, the Port Authority is now

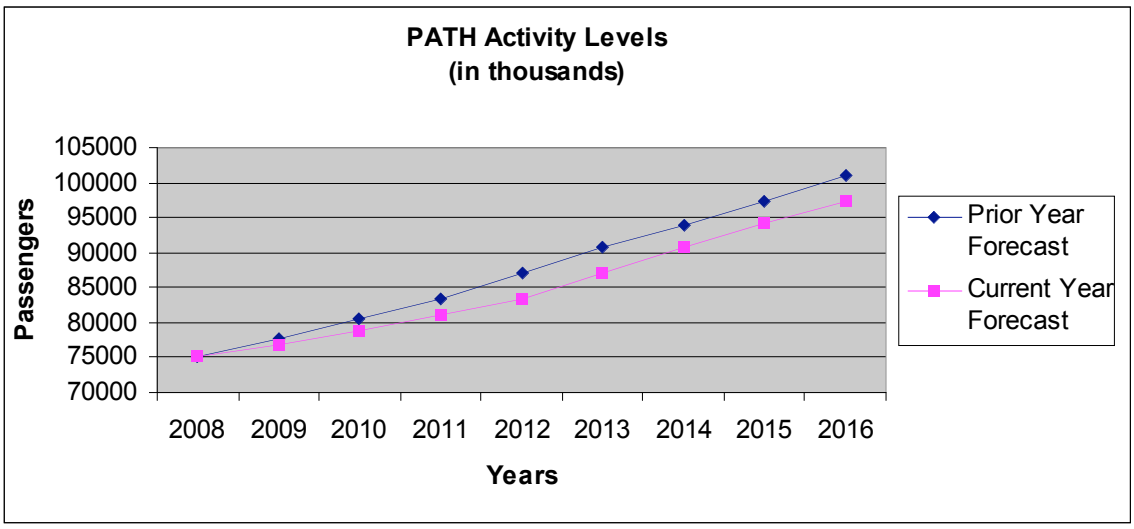
projecting lower activity levels through the remainder of the capital plan period at the agency's tunnels, bridges, airports, and ports, and fluctuation in growth of passengers on the PATH system.

The following charts depict the projected growth rates of activity levels at the Port Authority's major lines of business compared with last year's projections:









Decreasing Financial Income from the Port Authority's Investment Portfolio

In addition to reduced activity at Port Authority facilities, the agency's projected revenues have also declined as a result of lower financial income.

Historically, the Port Authority's investment portfolio has been relatively insulated from wild swings in the market, thanks to a conservative, Board-established policy of investments primarily in U.S. Treasury Bonds, U.S. Treasury Notes and other secure investments.

However, as the market meltdown continued throughout the year and became deeper and more widespread, the Port Authority's investment portfolio was impacted in the form of significantly decreased earnings primarily on the agency's U.S. Treasury securities. As the market spiraled downward, investors and money market funds moved their investments into U.S. Treasury securities – sending interest rates attached to those

securities plunging. As a result, reinvestment rates for the agency's holdings of U.S. Treasury securities have dropped from nearly 5% to slightly under 2% on average over the past year, which has reduced forecasted financial income for 2009 by $103 million, or 59% compared with last year's projection.

UPWARD PRESSURE ON COSTS

At the same time Port Authority revenues are declining, agency costs are climbing. Increasing costs fall into two primary categories: the cost of borrowing and the cost of goods, services and the unanticipated cost of certain projects.

Increasing Cost of Borrowing

The broader economic downturn has also caused an increase in the Port Authority's borrowing costs (the issuance of debt is the main source of funding for the agency's capital program), primarily because of the continuing volatility in the capital markets.

The flight of capital to U.S. Treasury securities or securities guaranteed by programs offered through the Federal bailout has constrained the ability of municipalities and other governmental issuers of debt, including the Port Authority, which in turn has translated into higher borrowing costs and limited market access for such issuers. Increased interest rates on Port Authority short-term and variable-rate debt, together with the refunding of auction-rate and other variable-rate securities issued by the Port Authority with long-term fixed rate bonds will result in additional debt service costs to the Port Authority of an annual average of $100 million through the 10-year capital plan period.

Increasing Costs of Capital Projects

In the past year alone, construction costs and cost for materials have grown by 12% – more than four times the Consumer Price Index. These costs have been trending upward for several years and, despite the slowdown in the economy, the economic downturn is not expected to reverse these increases. As a result, along with scope changes and refined cost estimates and project timelines, the projected cost to complete the projects included in the updated 10-year capital plan adopted in January 2008 has increased significantly.

INFRASTRUCTURE CHALLENGE

Against the backdrop of the Port Authority's fiscal challenge is an infrastructure challenge that must be addressed if the regional economy is to grow and remain globally competitive.

The region's transportation facilities form the backbone of an economy that, if measured on its own, would constitute the eighth largest economy in the world. For much of the past century, those facilities have underpinned the region's extraordinary growth and prosperity. However, in recent years, a growing number of commuters and escalating

volume of cargo has resulted in routine congestion throughout the region. Already, regional commuters lose a total of 400 million hours each year sitting in traffic instead of at their desks – wasted time that costs the region $7 billion in lost productivity each year. The environmental impact of this congestion is also high, diminishing the region's air quality and adding more greenhouse emissions into the atmosphere. Left unaddressed, these conditions will worsen in the years ahead as the region's population continues to grow. By 2020:

- The New York-New Jersey region is projected to grow to 18 million residents, an increase of nearly 700,000 residents, or 4%, from 2007;

- The Port Authority's bridges, tunnels and terminals will handle 12 million additional vehicles, an increase of 9.2%;

- PATH ridership will increase by 41 million annual riders, an increase of 57%;

- The Port Authority's airports will see an increase of 26 million passengers, a 24% increase over 2007 passenger levels, and;

- The Port of New York and New Jersey, the largest port on the east coast of North America, activity levels will increase by 3.4 million TEUs, an increase of 71%.

In order to ensure the region's future growth and competitiveness, the Port Authority is committed to addressing the region's infrastructure challenge and identifying ways to move people and goods faster, cheaper, and more sustainably. As a first step in addressing this challenge, in 2005, the Port Authority's Board of Commissioners adopted a Strategic Plan, which set the following objectives for the agency's capital investments:

- Support the service-based economy by building systems that move more people in and out of the region more efficiently and effectively;

- Create modern, efficient public transit that serves commuters in existing and emerging population and job centers;

- Provide the freight industry with reliable, fast, and affordable ways to deliver their goods to the region;

- Upgrade and maintain existing infrastructure to state-of-the-art standards of service, safety, and security, and;

- Develop systems to support seamless regional travel.

The agency's ability to do each of these tasks efficiently and effectively will be critical to the region's physical safety, economic vitality and environmental sustainability.

2009 Budget Schedules

THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY

(Including its wholly owned entities)

2009 BUDGET

C O N T E N T S

	Page
Budget:	
Summary of 2009 Budget	2
2009 Summary of Sources and Uses Chart	3
2009 Budget	4
Sources:	
Summary	6
Gross Operating Revenues by Facility	7
Operating Revenues by Major Category	8
Uses:	
Summary	10
Expenses by Facility	11
Operating Expenses by Major Category	12
General Administrative Expenses	13
Development Expenses	14
Capital Expenditures by Facility	15
Changes in Net Assets, Information on P.A. Operations, Revenues & Reserves and Assets & Liabilities:	
Revenues, Expenses and Changes in Net Assets	17
Consolidated Statement of Net Assets	18
Information on Port Authority Operations by Facility	19
Revenues and Reserves	20
Assets and Liabilities	21
Outstanding Obligations & Financings:	
Summary of Debt Type	23
Debt Obligations and Limitations	24
Staffing	26
Activity Highlights	28

SUMMARY OF 2009 BUDGET

(In Millions)

SOURCES:	2009 Budget	2008 Budget	Variance	% Change
Gross Operating Revenues	**$3,715**	$3,306	$409	12.4%
Bonds, Notes and Other	**1,830**	1,318	512	38.8%
Financial Income	**81**	202	(121)	-59.9%
Grants and Contributions, Insurance, Third Party Recoveries and Miscellaneous Revenues	**864**	885	(21)	-2.4%
Allocated Passenger Facility Charges	**216**	200	16	8.0%
Total Sources	**$6,706**	$5,911	$795	13.4%

Significant Highlights/Challenges:

- Gross Operating Revenues are expected to increase by 12%, mostly reflecting the full year impact of the tolls and fare increases. If you exclude the tolls and fare increases there is a moderate growth of 3% from our remaining core businesses.
- Bonds, Notes and Other increased by 39% due to increased debt issuance to finance additional capital spending of $725 million.
- Current economic crisis has affected the Port Authority in several ways, including:
  - Lower projected activity levels at our tunnels, bridges and airports
  - Financial Income is expected to be lower by 60% due to lower interest rates on investments based on the monetary policy changes by the Federal Reserve Board in 2008.

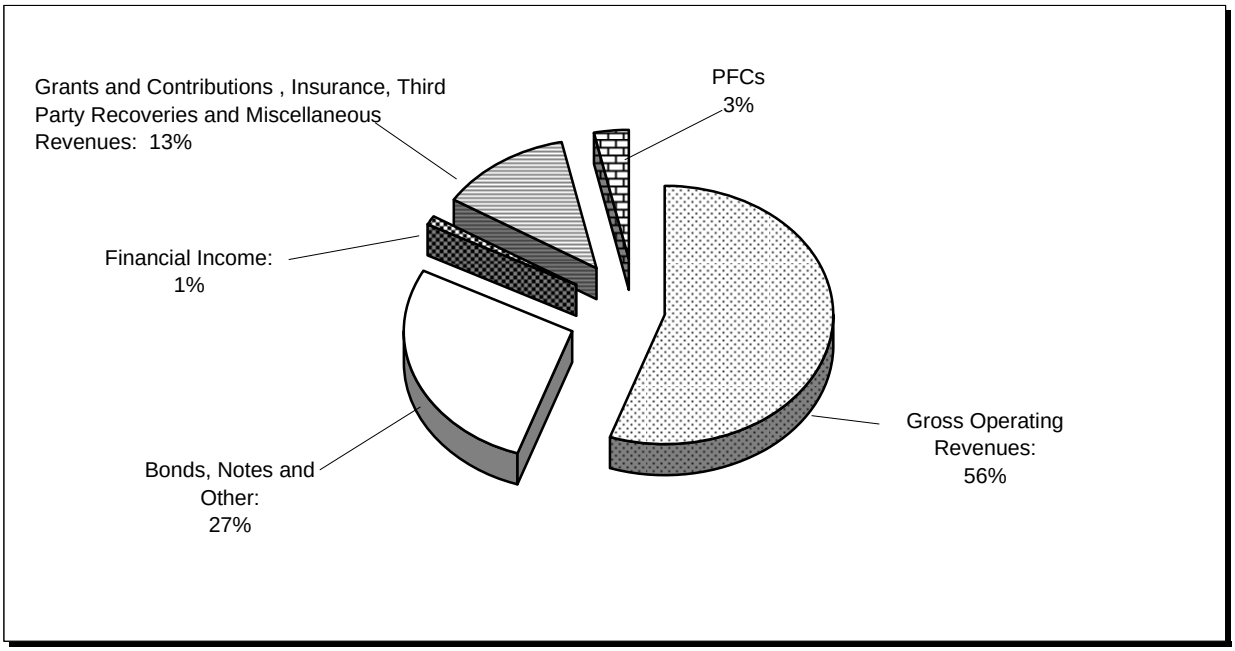
USES:	2009 Budget	2008 Budget	Variance	% Change
Expenses	**$2,442**	$2,442	$ -	0.0%
Incremental Expenses	**47**	-	47	n/a
Debt Service	**825**	814	11	1.4%
Deferred & Other Expenses	**87**	75	12	16.0%
Gross Capital Expenditures	**3,305**	2,580	725	28.1%
Total Uses	**$6,706**	$5,911	$795	13.4%

Significant Highlights/Challenges:

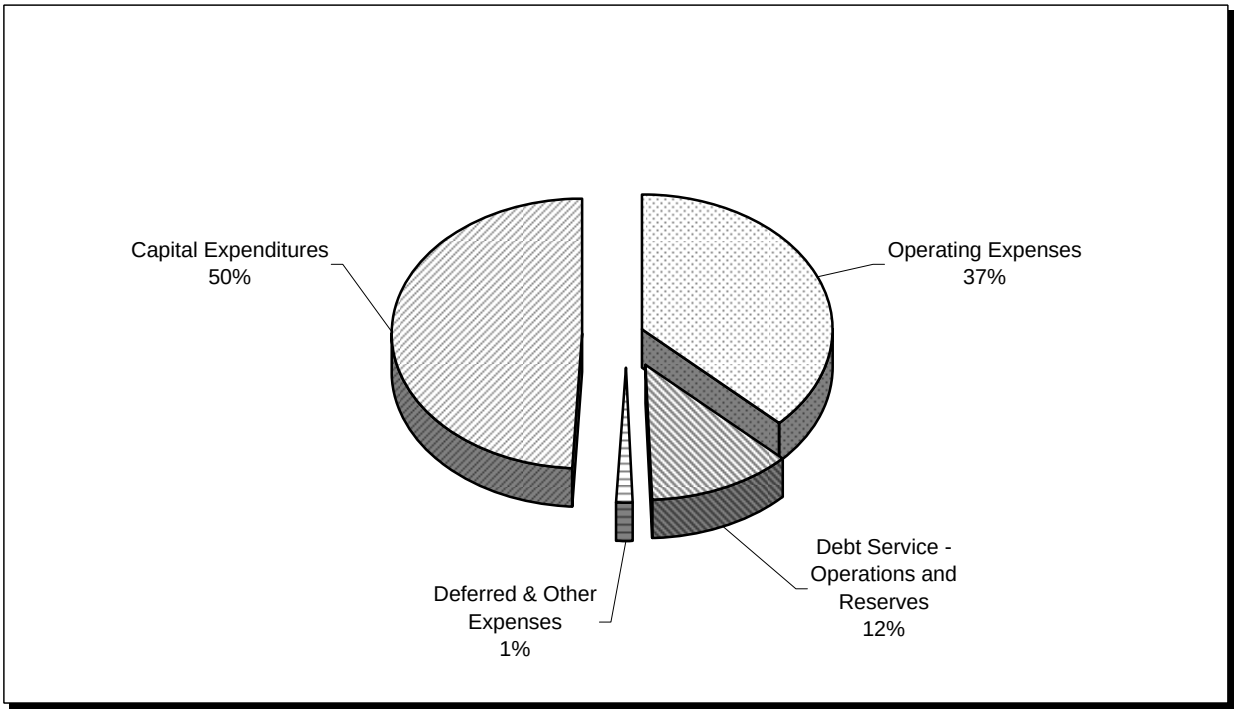
- Through our aggressive cost containment efforts, there has been no growth in operating spending throughout the 2009 Budget. In fact the agency's operating spending budget has been relatively flat for several years with 1.1% in 2007 and 0.9% in 2008.
- Authorized position levels for 2009 also remain flat and total 7,127, the same as in 2008, as we continue to reallocate resources to priority projects. Since 2004 we have reduced non-represented/managerial positions by 383 or 7%.
- Committing $729 million in 2009 operating and capital expenses to provide safe and secure facilities. Overall security expenses are $442 million higher, or 154%, than 2001.
- Incremental Expenses included in the 2009 budget are: the interim operation of the Ramada Plaza Hotel at JFK International Airport; and contingency for expenses related to the World Trade Center rebuilding effort.
- Providing $5.5 million for energy conservation and environmental programs, such as a new Clean Trucks Program to finance and retrofit trucks using our ports, and a Carbon Neutral Program to procure carbon offsets and promote regional investment in carbon offsetting projects, in support of the agency's goal to reduce greenhouse gas emissions.
- Capital spending for 2009 totals a historic $3.3 billion, for major capital projects which include: the World Trade Center site ($1.4B), the ARC Tunnel project in partnership with New Jersey Transit ($340M), new PATH rail car purchases ($127M), continuing the Dredging Program at our Ports ($88M), modernizing Terminal B at Newark Liberty International Airport ($64M), developing the Auto Marine Terminal ($46M), developing Stewart International Airport ($30M), continued planning efforts for the new Goethals Bridge ($13M), rehabilitation of Holland Tunnel Ventilation System ($15M), expanding ExpressRail at our Marine Terminals ($22M) and advancing the JFK flight reduction delay program ($15M).

Summary of Sources and Uses - 2009 Budget

Sources: $6.706 Billion



Uses: $6.706 Billion



THE PORT AUTHORITY OF NEW YORK & NEW JERSEY

(Including its wholly owned entities)

2009 BUDGET

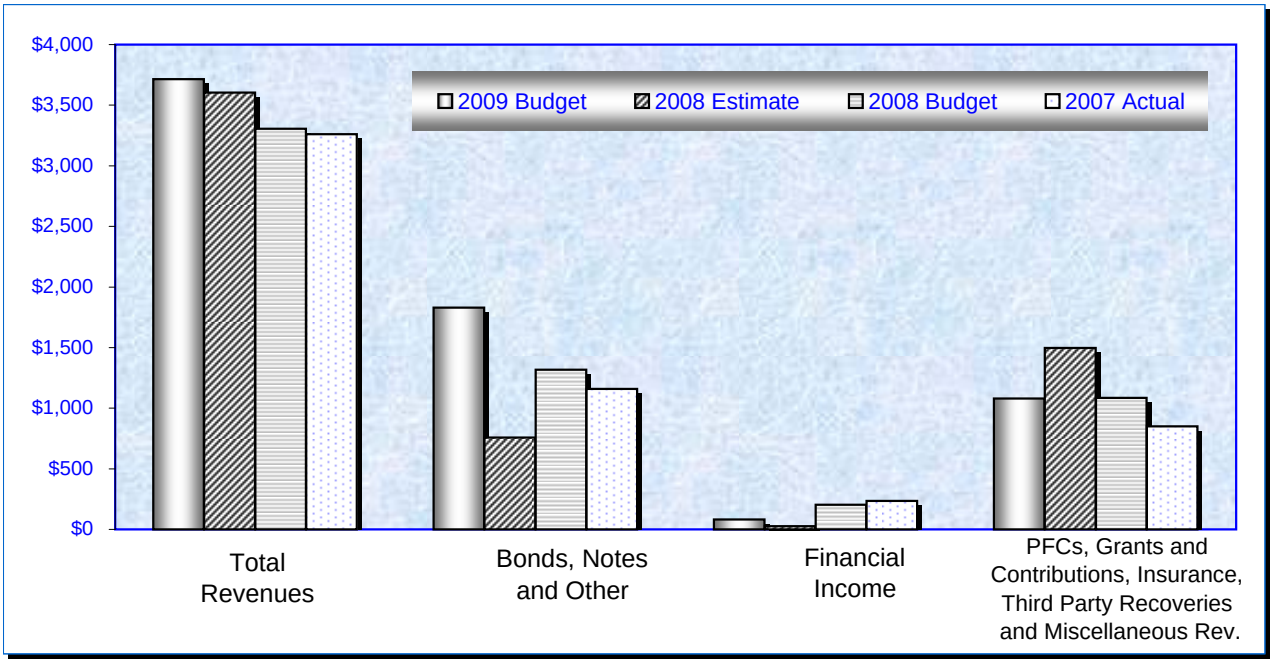
(In Thousands)

Item	Total Expenditures	Personal Services	Materials & Services	
Audit	$12,355	$10,013	$2,342	
Aviation	716,334	143,505	572,829	
Business and Job Opportunity	3,615	2,298	1,317	
Chief Administrative Officer	1,017	862	155	
Chief, Capital Planning	1,630	1,392	238	
Chief Financial Officer	3,187	838	2,349	
Chief Operating Officer	2,763	1,045	1,718	
Security Project Management	44,752	4,820	39,932	
Project Management Office	903	863	40	
Chief of Public & Government Affairs	709	654	55	
Chief, Real Estate & Development	2,127	1,758	369	
Comptroller's	12,331	11,794	537	
Engineering	290,922	92,622	198,300	
Capital Construction Contracts	677,510	-	677,510	
Executive Offices	2,830	2,442	388	
Ferry Program	17,934	-	17,934	
Financial Analysis	1,298	1,058	240	
Government & Community Affairs	4,238	1,826	2,412	
Human Resources	12,952	8,912	4,040	
Medical Services	4,073	2,366	1,707	
Inspector General	19,661	5,853	13,808	
Labor Relations	2,504	1,890	614	
Law	21,242	20,368	874	
Management and Budget	8,085	6,833	1,252	
Media Relations	1,741	1,479	262	
Office of Emergency Management	8,921	3,636	5,285	
Office of Environmental Policy & Compliance	7,989	2,315	5,674	
Office of the Secretary	3,981	2,210	1,771	
Operations Services	44,743	34,534	10,209	(1)
Facility Construction Support	33,962	24,809	9,153	
Operations Standards	1,663	1,122	541	
Planning	5,619	4,126	1,493	
Port Commerce	198,285	25,858	172,427	
Procurement	14,544	11,719	2,825	(1)
Public Affairs	13,336	4,070	9,266	
Public Safety	382,391	346,011	36,380	
Rail Transit	381,493	154,568	226,925	
Real Estate & Development	306,230	13,672	292,558	(1)
Technology Services	85,560	17,625	67,935	(1)
Corporate Enterprise Systems	28,313	-	28,313	
Treasury	31,498	6,083	25,415	
Tunnels, Bridges & Terminals	223,935	119,648	104,287	
WTC Construction	1,130,752	23,244	1,107,508	
Other:				
Access to the Region's Core (ARC Tunnel)	340,000	-	340,000	
Amounts in Connection with Operating Asset Obligations	38,590	-	38,590	
Bi-state Dredging Program	4,300	-	4,300	
Debt Service - Operations	825,000	-	825,000	
Debt Service - Capital	160,000	-	160,000	
Insurance	169,288	-	169,288	
Municipal Rents and Amounts in Lieu of Taxes	226,839	-	226,839	
Port Authority Insurance Captive Entity, LLC	424	-	424	
Provision for Study and Development	25,000	-	25,000	
Regional Programs - Operating	14,350	-	14,350	
Regional Programs - Capital	59,900	-	59,900	
Special Project Bonds Debt Service	72,171	-	72,171	
Total Port Authority Budget	$6,705,791	$1,120,741	$5,585,050	

(1) Net after charges to other departments.

Sources

SOURCES
(In Millions)

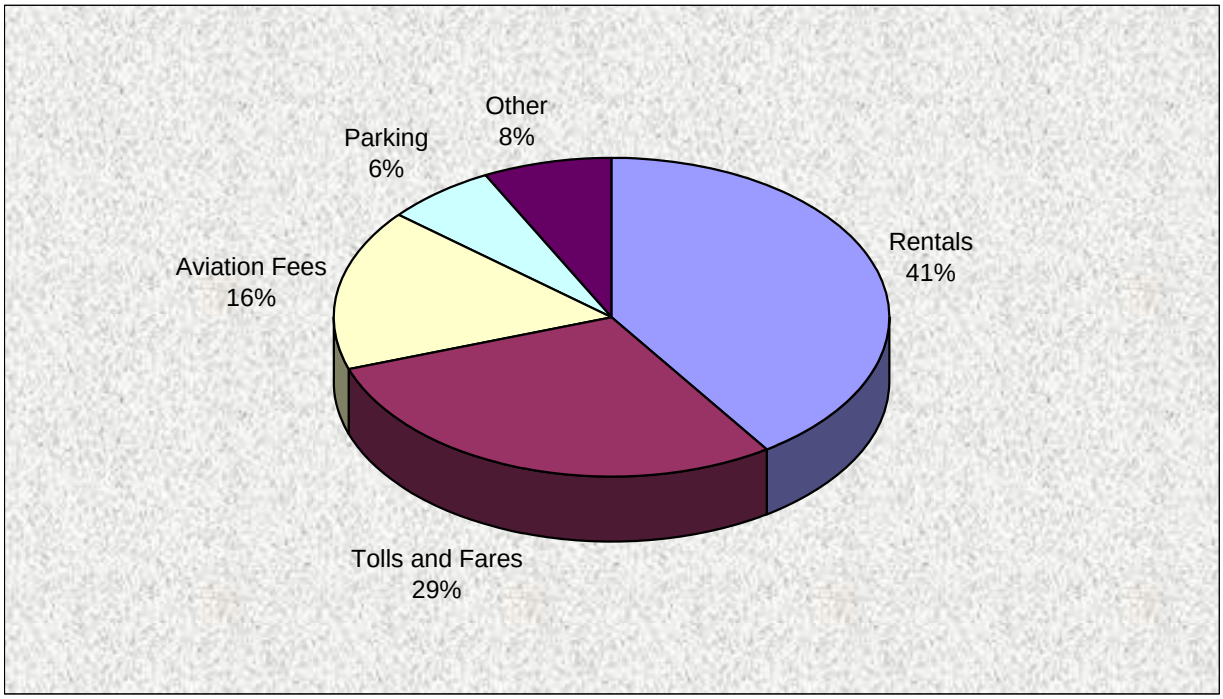


	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Revenues:				
Gross Operating Revenues:				
Rentals	**$1,507**	$1,446	$1,361	$1,379
Tolls and Fares	**1,088**	1,065	805	800
Aviation Fees	**600**	564	557	543
Parking	**240**	236	251	239
Other	**280**	292	291	300
Total Gross Operating Revenues	**3,715**	3,604	3,265	3,261
Port Authority Insurance Captive Entity, LLC	**-**	-	41	-
Total Revenues	**3,715**	3,604	3,306	3,261
Bonds, Notes and Other	**1,830**	757	1,318	1,160
Financial Income	**81**	26	202	236
Grants and Contributions, Insurance, Third Party Recoveries and Miscellaneous Revenues	**864**	1,282	885	629
Allocated Passenger Facility Charges	**216**	214	200	221
Total Sources	**$6,706**	$5,883	$5,911	$5,507

GROSS OPERATING REVENUES BY FACILITY
(In Thousands)

	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Aviation				
LaGuardia Airport	**$319,046**	$305,116	$307,378	$295,229
John F. Kennedy International Airport	**988,557**	933,715	889,114	872,814
Newark Liberty International Airport	**755,876**	725,844	718,831	711,774
Teterboro Airport	**35,290**	34,644	32,346	33,141
Stewart International Airport	**8,961**	10,647	9,900	1,822
Port Authority Heliport	**-**	2,087	346	3,218
Total - Aviation	**2,107,730**	2,012,053	1,957,915	1,917,998
Tunnels, Bridges & Terminals				
Holland Tunnel	**119,273**	116,662	86,735	87,179
Lincoln Tunnel	**159,531**	156,483	116,052	117,846
George Washington Bridge	**449,976**	442,904	327,786	324,777
George Washington Bridge Bus Station	**1,266**	1,474	1,555	1,594
Bayonne Bridge	**30,371**	30,047	22,864	22,182
Goethals Bridge	**116,807**	111,037	81,603	85,325
Outerbridge Crossing	**111,280**	110,387	81,264	79,911
Port Authority Bus Terminal	**35,473**	33,574	32,630	31,873
Total - Tunnels, Bridges & Terminals	**1,023,977**	1,002,568	750,489	750,686
Rail				
PATH Rapid Transit	**110,465**	107,572	98,429	96,970
Journal Square Transportation Center	**6,621**	6,383	5,968	5,848
Total - Rail	**117,086**	113,955	104,397	102,818
Port Commerce				
Port Newark	**85,164**	87,344	84,770	88,540
Elizabeth - PA Marine Terminal	**108,518**	92,800	87,359	101,617
Brooklyn - PA Marine Terminal	**5,034**	4,908	4,741	4,872
Red Hook Container Terminal	**2,450**	1,730	1,775	3,446
Howland Hook Marine Terminal	**12,326**	11,820	12,058	25,902
Greenville Yard	**331**	322	322	312
New York & New Jersey Rail, LLC	**1,000**	-	-	-
PA Auto Marine Terminal	**4,948**	9,624	8,811	11,972
Total - Port Commerce	**219,771**	208,548	199,836	236,661
Development				
Essex County Resource Recovery Facility	**73,931**	76,912	72,912	73,210
PA Industrial Park at Elizabeth	**998**	996	996	933
Bathgate Industrial Park	**4,758**	4,483	4,440	4,240
Teleport	**12,611**	14,522	12,760	14,928
Newark Legal & Communications Center	**3,706**	3,706	3,618	3,691
Ferry Transportation Services	**160**	160	160	202
Hoboken Waterfront	**5,741**	6,186	6,132	6,492
Queens West Waterfront	**240**	2,100	226	1,126
Total Development	**102,145**	109,065	101,244	104,823
World Trade				
World Trade Center	**143,369**	148,299	150,572	146,998
WTC Site	**550**	6,105	383	616
WTC Retail LLC	**-**	3,129	-	-
Total World Trade	**143,919**	157,533	150,955	147,614
Port Authority Insurance Captive Entity, LLC	**-**	100	41,377	49
Total Gross Operating Revenues	**$3,714,628**	$3,603,822	$3,306,213	$3,260,649

Operating Revenues by Major Category
(In Thousands)



	Total	Aviation	Tunnels, Bridges & Terminals	Rail Transit	Port Commerce	Develop-ment	World Trade
Rentals	$1,507,431	$1,195,146	$34,359	$4,105	$217,547	$47,724	$8,550
Tolls and Fares	1,087,441	-	979,516	107,925	-	-	-
Aviation Fees	600,184	600,184	-	-	-	-	-
Parking	239,847	228,470	10,102	1,275	-	-	-
Other	279,726	83,930	-	3,781	2,224	54,421	135,369
Total	$3,714,628	$2,107,730	$1,023,977	$117,086	$219,771	$102,145	$143,919

Rentals - The Port Authority charges a rental fee for the use of its various facilities. There are primarily two types of rentals, Fixed Rentals, which are generated from leases; and Percentage Rentals, which are generated by percentage fees.

Tolls and Fares - These revenues are a result of tolls imposed at tunnels and bridges and fares charged to passengers of the Port Authority Trans-Hudson railroad system.

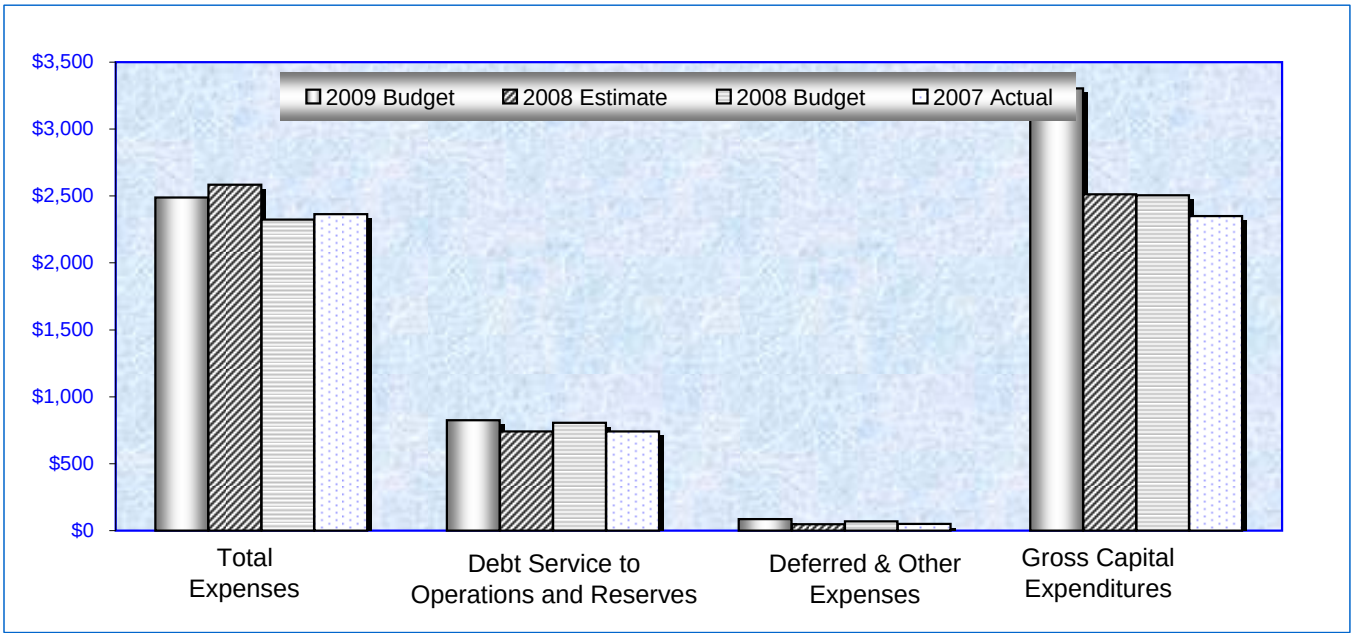
Aviation Fees - These fees are based on cost recovery agreements with airlines and are calculated on the basis of direct and allocated costs of operating and maintaining public aircraft facilities and the weight of aircraft using the runways.

Parking - The Port Authority charges an hourly or daily rate for the use of parking lots located at the airports and bus terminals.

Other - This includes World Trade Center rent, gate and tipping fees at the Essex County Resource Recovery Facility and facility rentals related to Special Project Bonds.

Uses

USES
(In Millions)

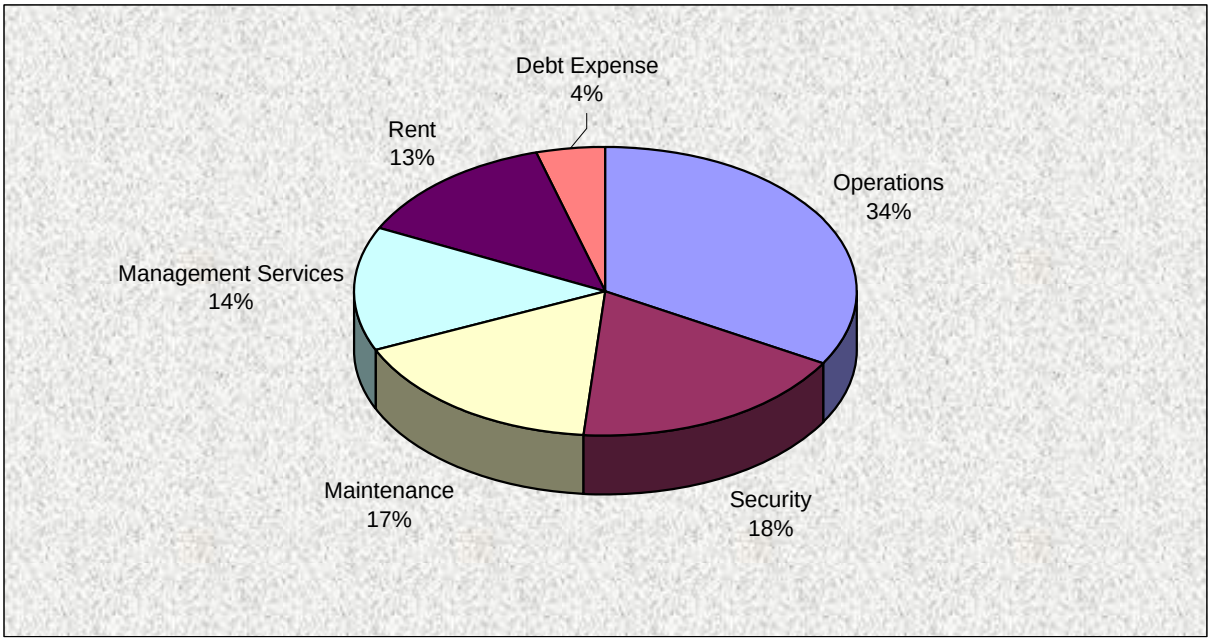


	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Expenses:				
Operating Expenses:				
Operations	**$827**	$796	$776	$705
Security	**451**	447	453	325
Maintenance	**423**	449	406	391
Management Services	**347**	433	348	477
Rent	**330**	339	338	340
Debt Expense (special project bond interest and operating asset financings)	**111**	121	121	127
Total Expenses	**2,489**	2,584	2,442	2,365
Debt Service Charged to Operations & Reserves:				
Interest on Bonds and Other Obligations	**522**	441	469	453
Debt Maturities and Retirements	**147**	152	169	177
Repayment of Asset Financing Obligations	**156**	147	176	111
Total Debt Service	**825**	740	814	741
Deferred & Other Expenses	**87**	47	75	51
Capital Expenditures:				
Line Departments (including PFCs)	**1,454**	1,342	1,472	1,366
WTC Site	**1,426**	980	866	810
Access to the Region's Core (ARC Tunnel)	**340**	40	40	-
Regional and Other	**85**	150	203	173
Total Gross Capital Expenditures	**3,305**	2,512	2,580	2,349
Total Uses	**$6,706**	$5,883	$5,911	$5,507

EXPENSES BY FACILITY
(In Thousands)

	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Aviation				
LaGuardia Airport	**$204,051**	$217,742	$216,187	$210,163
John F. Kennedy International Airport	**612,114**	619,923	583,303	564,007
Newark Liberty International Airport	**384,587**	389,969	379,158	372,824
Teterboro Airport	**19,780**	20,795	19,664	15,156
Stewart International Airport	**16,006**	11,848	8,968	2,616
Port Authority Heliport	**-**	803	931	2,763
Total - Aviation	**1,236,538**	1,261,080	1,208,211	1,167,529
Tunnels, Bridges & Terminals				
Holland Tunnel	**61,366**	65,117	65,228	62,174
Lincoln Tunnel	**80,871**	81,615	83,749	79,619
George Washington Bridge	**92,866**	92,313	90,336	93,711
George Washington Bridge Bus Station	**8,428**	8,396	8,386	8,067
Bayonne Bridge	**15,289**	16,031	15,518	16,568
Goethals Bridge	**22,697**	24,018	25,271	22,836
Outerbridge Crossing	**20,539**	22,374	22,175	19,392
Port Authority Bus Terminal	**86,186**	90,940	93,844	84,701
Total - Tunnels, Bridges & Terminals	**388,242**	400,804	404,507	387,067
Rail				
PATH Rapid Transit	**241,276**	240,914	213,407	223,106
Journal Square Transportation Center	**11,061**	10,170	9,625	8,087
Total - Rail	**252,337**	251,084	223,032	231,194
Port Commerce				
Port Newark	**66,908**	69,536	66,247	57,794
Elizabeth - PA Marine Terminal	**25,840**	21,116	23,997	24,696
Brooklyn - PA Marine Terminal	**9,630**	15,842	10,511	9,940
Red Hook Container Terminal	**2,825**	2,600	2,992	2,084
Howland Hook Marine Terminal	**10,866**	9,528	8,748	9,498
Greenville Yard	**3**	29	29	43
New York & New Jersey Rail, LLC	**2,400**	-	-	-
PA Auto Marine Terminal	**9,446**	10,150	4,738	2,992
Total - Port Commerce	**127,918**	128,801	117,262	107,047
Development				
Essex County Resource Recovery Facility	**65,767**	64,200	64,651	63,255
PA Industrial Park at Elizabeth	**122**	117	113	110
Bathgate Industrial Park	**1,749**	2,259	1,840	1,607
Teleport	**13,349**	14,173	12,797	11,916
Newark Legal & Communications Center	**1,375**	1,108	1,479	1,369
Ferry Transportation Services	**3,517**	2,346	6,523	5,563
Hoboken Waterfront	**45**	26	26	23
Queens West Waterfront	**6**	16	10	10
Total Development	**85,930**	84,245	87,439	83,853
World Trade				
World Trade Center	**13,490**	14,951	14,168	14,676
WTC Site	**133,731**	172,780	95,096	111,330
WTC Retail LLC	**9,647**	16,185	16,145	22,202
Total World Trade	**156,868**	203,916	125,409	148,208
Regional & Other Programs	**14,350**	19,750	14,150	14,029
Port Authority Insurance Captive Entity, LLC	**424**	3,174	34,937	261
Total Operating & Maintenance Expenses	**2,262,607**	2,352,854	2,214,947	2,139,187
Allocated Expenses	**187,049**	185,654	182,003	180,451
Total Operating Expenses	**2,449,656**	2,538,508	2,396,950	2,319,638
Operating Asset Obligations	**38,590**	41,820	40,860	40,787
Net Expenses (Recoverables) related to 9-11-01	**750**	(443,519)	4,431	4,563
Total Expenses	**$2,488,996**	$2,136,809	$2,442,240	$2,364,988

Operating Expenses by Major Category
(In Thousands)



	Total	Aviation	Tunnels, Bridges & Terminals	Rail Transit	Port Commerce	Develop-ment	World Trade	Allocated & Other (1)
Operations	$826,978	$438,696	$147,822	$98,590	$33,886	$69,691	$5,998	$32,295
Security	451,046	199,472	99,603	51,537	18,431	1,480	17,357	63,166
Maintenance	422,839	204,690	78,883	61,463	29,546	2,982	7,744	37,532
Management Services	347,123	62,571	29,001	17,065	19,173	4,279	48,773	166,261
Rent	329,604	200,993	2,564	2,569	21,507	7,293	72,684	21,994
Debt Expense	111,406	72,171	-	-	-	-	-	39,235
Total	$2,488,996	$1,178,593	$357,873	$231,225	$122,542	$85,725	$152,556	$360,483

Operations - Non-maintenance operations spending, including customer service, facility management, facility operations, leases, revenue collection costs, and utilities.

Security - Providing safe and secure transportation services to the region and nation by vigilance over potential threats, investment in infrastructure and new technology, and employment of best practices in security and emergency preparedness operations.

Maintenance - Costs incurred to keep property, facility structures and equipment operating at a high level of performance, including conforming with applicable codes and regulations, thereby preventing injury to life and damage to property. Activities include Electrical, General Maintenance (Elevators and Escalators, Tunnel Subway Pump, Automotive Maintenance and Servicing, etc.), Inspections, Mechanical, Janitorial/Grounds Keeping, Snow and Ice Removal, Structural (inspections)

Management Services - Reflects functions that support line business operations as well as agency-wide management and includes costs related to agency oversight, departmental management, audit, financial services, human resources management, insurance, legal services, planning, public and government affairs, technology support, and training.

Rent - Payments made periodically to governmental agencies and other landlords in return for the use of land, buildings, offices, or other property.

Debt Expense - Includes interest on special project bonds and operating asset acquisition.

(1) **Allocated & Other** is comprised of police headquarters, staff department and development expenses which are allocated to facilities.

GENERAL ADMINISTRATIVE EXPENSES
(In Thousands)

Department / Office	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Audit	**$9,965**	$9,860	$9,859	$9,727
Business & Job Opportunity	**3,614**	3,331	3,195	2,221
Chief Administrative Officer	**1,017**	1,028	951	1,061
Chief, Capital Planning	**2,615**	2,076	1,695	2,213
Chief Engineer	**3,067**	2,776	2,481	2,554
Chief Financial Officer	**3,187**	2,958	2,958	2,759
Chief Operating Officer	**1,630**	2,312	2,755	1,556
Chief of Public & Government Affairs	**709**	468	457	439
Comptroller's	**9,504**	10,359	9,885	9,997
Chief, Real Estate & Development	**1,666**	1,517	1,401	1,491
Executive Offices	**2,830**	2,881	2,555	2,356
Financial Analysis	**1,298**	1,443	1,443	338
Government & Community Affairs	**4,238**	4,162	4,883	4,028
Human Resources	**17,025**	17,780	16,214	17,288
Inspector General	**6,875**	6,251	5,799	5,748
Labor Relations	**2,030**	2,556	2,520	2,297
Law	**21,243**	20,585	21,157	20,999
Management and Budget	**8,085**	7,722	7,723	5,878
Media Relations	**1,741**	1,575	1,590	1,257
Office of Environ. Policy, Prog and Comp.	**4,239**	3,614	3,806	3,429
Office of the Secretary	**3,981**	3,757	3,763	3,659
Operation Services	**5,759**	5,489	5,362	5,995
Planning	**5,619**	5,626	6,133	4,687
Procurement	**11,140**	10,914	11,687	9,991
Public Affairs	**7,045**	7,771	7,782	7,418
Real Estate & Development	**6,816**	6,987	7,526	6,342
Technology Services	**47,004**	41,869	45,138	45,120
Corporate Enterprise System	**15,483**	15,935	10,742	9,902
Treasury	**10,828**	10,208	11,780	19,099
WTC Construction	**2,810**	2,878	2,878	2,980
Other (Revenue, Reclassifications, etc.)	**(1,952)**	(2,283)	(1,931)	(1,932)
Grand Total	**$221,110**	$214,405	$214,185	$210,895
Allocation to Operations	**$179,983**	$177,099	$176,917	$178,750
Allocation to Capital	**41,126**	37,306	37,268	32,145
Total Allocation	**$221,110**	$214,405	$214,185	$210,895

DEVELOPMENT EXPENSES
(In Thousands)

	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Programs and Studies:				
Study and Development Projects	**$1,651**	$754	$1,178	$600
Overseas Operations	**1,051**	1,022	1,022	979
Other Programs & Studies	**64**	1,780	1,186	(106)
Sub-Total	**2,766**	3,555	3,386	1,474
Bi-State Dredging Program	**4,300**	5,000	1,700	228
Total Development Expenses	**$7,066**	$8,555	5,086	$1,701

CAPITAL EXPENDITURES BY FACILITY
(In Thousands)

	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Aviation (including PFCs)				
LaGuardia Airport	**$119,746**	$135,885	$101,410	$95,078
John F. Kennedy International Airport	**207,453**	248,056	356,601	386,374
Newark Liberty International Airport	**200,540**	190,491	198,129	168,035
Teterboro Airport	**36,596**	28,430	33,076	23,007
Stewart International Airport	**29,730**	10,582	19,000	503
Total - Aviation	**594,065**	613,444	708,216	672,997
Tunnels, Bridges & Terminals				
Holland Tunnel	**44,595**	12,544	29,734	18,201
Lincoln Tunnel	**22,375**	13,347	21,336	28,215
George Washington Bridge	**52,810**	44,075	44,811	47,652
George Washington Bridge Bus Station	**1,113**	1,337	4,609	900
Bayonne Bridge	**14,641**	10,107	12,224	4,112
Goethals Bridge	**23,239**	20,814	20,464	11,541
Outerbridge Crossing	**1,421**	2,966	5,253	4,011
Port Authority Bus Terminal	**49,121**	47,420	58,863	40,001
Total - Tunnels, Bridges & Terminals	**209,315**	152,610	197,294	154,632
Rail				
PATH Rapid Transit	**363,902**	225,098	248,632	153,783
Journal Square Transportation Center	**6,442**	9,192	6,381	4,462
Total - Rail	**370,344**	234,290	255,013	158,244
Port Commerce				
Port Newark	**72,322**	105,725	73,910	92,108
Elizabeth - PA Marine Terminal	**62,872**	76,701	80,565	174,321
Brooklyn - PA Marine Terminal	**986**	465	2,275	861
Red Hook Container Terminal	**-**	-	-	845
Howland Hook Marine Terminal	**47,882**	16,091	28,448	16,493
NJ Marine Development	**750**	251	1,925	-
PA Auto Marine Terminal	**61,353**	96,525	54,353	841
Total - Port Commerce	**246,165**	295,758	241,476	285,470
Development				
Hoboken Waterfront Development	**362**	14,278	11,562	5,030
Queens West Waterfront Development	**11,280**	12,121	8,459	9,397
Ferry Transportation Services	**16,545**	12,475	20,455	31,978
Teleport	**1,803**	632	1,117	165
Bathgate Industrial Park	**360**	536	725	-
Total - Development	**30,350**	40,042	42,318	46,571
World Trade Center				
WTC Transportation Hub	**391,050**	386,543	271,528	300,979
WTC Retail LLC	**110,150**	32,800	97,850	16,981
1 WTC Freedom Tower	**438,150**	295,580	268,567	153,277
WTC Site (including infrastructure, memorial and VSC)	**480,678**	259,636	222,010	327,784
Total - World Trade Center	**1,420,028**	974,559	859,955	799,020
Net Capital Expenditures - Line Departments	**2,870,267**	2,310,703	2,304,272	2,116,934
Access to the Region's Core (ARC Tunnel)	**340,000**	40,000	40,000	-
Regional & Other Programs:				
Regional Development Facility	**32,900**	45,296	109,563	3,080
Other Regional Programs	**10,000**	64,685	16,546	74,581
New York Economic Development Program	**10,000**	-	10,000	10,000
Regional Transportation Initiatives	**7,000**	40,000	43,000	85,793
Total - Regional & Other Programs	**59,900**	149,981	179,109	173,454
Provision For Study & Development Projects	**25,000**	-	23,750	-
Total Net Capital Expenditures	**3,295,167**	2,500,684	2,547,131	2,290,389
Add Back - Financial Income/Bond Premiums	**9,248**	11,477	32,916	59,009
Total Gross Capital Expenditures	**$3,304,415**	$2,512,161	$2,580,047	$2,349,398

Changes in Net Assets
Consolidated Statement of Net Assets
Information on P. A. Operations by Facility
Revenues and Reserves
Assets & Liabilities

Revenues, Expenses and Changes in Net Assets
(In Thousands)

	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Gross Operating Revenues	**$3,714,628**	$3,603,822	$3,306,213	$3,260,649
Expenses:				
Operating & Maintenance Expenses	**(2,215,291)**	(2,277,954)	(2,214,947)	(2,135,966)
Incremental Expenses	**(47,000)**	(74,900)	-	-
Total Operating & Maintenance Expenses	**(2,262,607)**	(2,352,854)	(2,214,947)	(2,135,966)
Allocated Expenses	**(187,049)**	(185,654)	(182,003)	(180,451)
Total Operating Expenses	**(2,449,656)**	(2,538,508)	(2,396,950)	(2,316,417)
Operating Asset Obligations	**(38,590)**	(41,820)	(40,860)	(40,787)
Net (Expenses) Recoverables related to 9-11-01	**(750)**	443,519	(4,430)	(4,563)
Total Expenses	**(2,488,996)**	(2,136,809)	(2,442,240)	(2,361,767)
Net Operating Revenues	**1,225,632**	1,467,013	863,973	898,882
Depreciation & Amortization	**(713,414)**	(638,147)	(635,438)	(691,869)
Financial Income	**72,044**	14,622	168,460	208,275
Interest and Other Expenses	**(425,453)**	(342,802)	(381,059)	(414,355)
Net Assets before Restricted Grants, Contributions and PFCs	**158,809**	500,687	15,936	934
Net PFC Program	**149,780**	146,867	137,852	221,380
Net Grants and Contributions in Aid of Construction	**381,294**	412,347	342,316	320,097
1 WTC / WTC Retail Insurance Proceeds	**55,405**	49,771	-	760,467
Third Party Contributions - WTC Site	**72,192**	-	90,000	-
Increase in Net Assets	**$817,480**	$1,109,672	$586,104	$1,302,878

Consolidated Statement of Net Assets
(In Thousands)

	2009 Budget	2008 Estimate	2007 Actual
ASSETS:			
Cash and Investments	**$ 3,773,569**	$ 3,967,952	$ 4,205,632
Receivables, net	**969,811**	961,613	1,139,646
Restricted Receivables	**24,683**	24,683	24,683
Deferred charges and other noncurrent assets	**1,477,328**	1,475,430	1,454,535
Amounts receivable - Special Project Bonds	**1,054,291**	1,107,003	1,252,622
Unamortized costs for regional programs	**809,759**	844,151	765,328
Facilities, net	**18,969,196**	16,776,819	14,869,612
Total assets	**27,078,637**	25,157,651	23,712,058
LIABILITIES:			
Accounts payable	**554,921**	589,032	778,875
Accrued interest and other liabilities (including PAICE)	**428,628**	448,957	495,435
Accrued pension and other employee benefits	**1,001,341**	938,034	749,049
Amounts Payable - Special Project Bonds	**1,064,378**	1,118,103	1,252,622
Bonds and other asset financing obligations	**13,164,935**	12,016,571	11,498,796
Total liabilities	**16,214,203**	15,110,697	14,774,777
NET ASSETS	**$10,864,434**	$10,046,954	$8,937,281
Net assets are composed of:			
Invested in capital assets, net of related debt	**$ 8,025,605**	$ 7,345,024	$ 6,609,691
Restricted:			0
1 WTC/WTC Retail insurance proceeds	**0**	300,000	657,077
Restricted Passenger Facility Charges	**(50,000)**	(38,395)	(24,668)
PA Insurance Captive Entity - PAICE	**32,515**	32,515	37,561
Unrestricted	**2,756,314**	2,331,019	1,608,284
Net assets	**$10,864,434**	$10,046,954	$8,937,281

INFORMATION ON PORT AUTHORITY OPERATIONS BY FACILITY

(In Thousands)

	Gross Operating Revenues	O&M Expenses	Allocated Expenses	Depreciation & Amortization	Net Interest & Other Exp.	Net Income Before Grants Contributions & PFCs	Grants Contributions & PFCs	2009 Budget Net Income/ (Loss)
Aviation								
LaGuardia Airport	$319,046	$204,051	$18,221	$39,722	$19,900	$37,152	$31,129	**$68,281**
John F. Kennedy International Airport	988,557	612,114	31,678	132,703	78,300	133,762	29,702	**163,464**
Newark Liberty International Airport	755,876	384,587	27,839	105,818	69,500	168,132	20,668	**188,800**
Teterboro Airport	35,290	19,780	1,341	10,602	4,000	(433)	5,291	**4,858**
Stewart International Airport	8,961	16,006	221	490	900	(8,656)	1,100	**(7,556)**
Total - Aviation	2,107,730	1,236,538	79,300	289,335	172,600	329,957	87,890	**417,847**
Tunnels, Bridges & Terminals								
Holland Tunnel	119,273	61,366	9,249	17,053	9,000	22,605	231	**22,836**
Lincoln Tunnel	159,531	80,871	11,267	31,651	14,800	20,942	544	**21,486**
George Washington Bridge	449,976	92,866	11,764	34,179	22,000	289,167	239	**289,406**
George Washington Bridge Bus Station	1,266	8,428	884	2,255	-	(10,301)	21	**(10,280)**
Bayonne Bridge	30,371	15,289	2,253	6,099	5,500	1,230	46	**1,276**
Goethals Bridge	116,807	22,697	3,376	13,884	6,000	70,850	67	**70,917**
Outerbridge Crossing	111,280	20,539	2,713	11,326	3,400	73,302	55	**73,357**
Port Authority Bus Terminal	35,473	86,186	9,950	22,279	14,000	(96,942)	10,631	**(86,311)**
Total - Tunnels, Bridges & Terminals	1,023,977	388,242	51,456	138,726	74,700	370,853	11,834	**382,687**
Rail								
PATH Rapid Transit	110,465	241,276	42,232	98,429	51,000	(322,472)	211,941	**(110,531)**
Journal Square Transportation Center	6,621	11,061	221	6,002	3,000	(13,663)	-	**(13,663)**
Total - Rail	117,086	252,337	42,453	104,431	54,000	(336,135)	211,941	**(124,194)**
Port Commerce								
Port Newark	85,164	66,908	5,086	24,018	15,000	(25,848)	1,061	**(24,787)**
Elizabeth - PA Marine Terminal	108,518	25,840	1,602	39,409	31,000	10,667	9,734	**20,401**
Brooklyn - PA Marine Terminal	5,034	9,630	663	373	900	(6,532)	34	**(6,498)**
Red Hook Container Terminal	2,450	2,825	221	27	-	(623)	-	**(623)**
Howland Hook Marine Terminal	12,326	10,866	442	14,430	12,000	(25,412)	-	**(25,412)**
Greenville Yard	331	3	-	-	-	328	-	**328**
New York & New Jersey Rail, LLC	1,000	2,400	-	-	-	(1,400)	8,000	**6,600**
PA Auto Marine Terminal	4,948	9,446	221	2,121	1,600	(8,441)	-	**(8,441)**
Total - Port Commerce	219,771	127,918	8,235	80,378	60,500	(57,261)	18,829	**(38,432)**
Development								
Essex County Resource Recovery Facility	73,931	65,767	42	1,412	(1,969)	8,679	-	**8,679**
PA Industrial Park at Elizabeth	998	122	7	237	400	232	-	**232**
Bathgate Industrial Park	4,758	1,749	7	1,439	500	1,063	-	**1,063**
Teleport	12,611	13,349	221	2,048	700	(3,707)	-	**(3,707)**
Newark Legal & Communications Center	3,706	1,375	-	3,078	1,200	(1,947)	-	**(1,947)**
Ferry Transportation Services	160	3,517	-	2,720	2,800	(8,877)	-	**(8,877)**
Hoboken Waterfront	5,741	45	21	2,282	3,000	393	-	**393**
Queens West Waterfront	240	6	-	1,300	2,500	(3,566)	-	**(3,566)**
Total Development	102,145	85,930	298	14,516	9,131	(7,730)	-	**(7,730)**
World Trade Center								
World Trade Center	143,369	13,490	-	-	(21,304)	151,183	44,069	**195,252**
WTC Site	550	133,731	5,086	3,303	-	(141,570)	120,992	**(20,578)**
WTC Retail LLC	-	9,647	221	-	(6,172)	(3,696)	11,336	**7,640**
World Trade Center	143,919	156,868	5,307	3,303	(27,476)	5,917	176,397	**182,314**
Regional and Other	-	14,350	-	82,725	52,545	(149,620)	2,000	**(147,620)**
Port Authority Insurance Captive Entity, LLC	-	424			(4,000)	3,576	-	**3,576**
Net Expenses (Recoverables) related to 9-11-01	-	-	-	-	750	(750)	-	**(750)**
Sub-totals	3,714,628	2,262,607	187,049	713,414	392,750	158,808	508,891	**667,699**
PFC Program	-	-	-	66,660	-	(66,660)	216,440	**149,780**
Totals	$3,714,628	$2,262,607	$187,049	$780,073	$392,750	$92,149	$725,331	**$817,480**

Revenues and Reserves
(In Thousands)

	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Gross Operating Revenues	**$3,714,628**	$3,603,822	$3,306,213	$3,260,649
Expenses:				
Operating & Maintenance Expenses	**2,215,607**	2,277,954	2,214,947	2,135,966
Incremental Expenses	**47,000**	74,900	-	-
Total Operating & Maintenance Expenses	**2,262,607**	2,352,854	2,214,947	2,135,966
Allocated Expenses	**187,049**	185,654	182,003	180,451
Total Operating Expenses	**2,449,656**	2,538,508	2,396,950	2,316,417
Operating Asset Obligations	**38,590**	41,820	40,860	40,787
Net Expenses (Recoverables) related to 9-11-01	**750**	(443,519)	4,431	4,563
Total Expenses	**2,488,996**	2,136,809	2,442,240	2,361,767
Net Operating Revenues	**1,225,632**	1,467,013	863,973	898,882
Financial Income	**72,044**	14,622	168,460	208,274
Restricted Net Assets - Port Authority Insurance Captive Entity, LLC	**(3,576)**	(426)	(6,440)	(1,354)
Grants and Contributions in aid of Construction	**381,294**	412,347	343,316	320,097
1 WTC / WTC Retail Insurance Proceeds	**387,500**	420,300	450,000	305,532
Third Party Contributions - WTC Site	**72,192**	-	90,000	-
Allocated Passenger Facility Charges	**216,440**	214,000	200,000	220,583
Net Revenues Available for Debt Service and Reserves	**2,351,526**	2,527,856	2,109,309	1,952,014
Debt Service:				
Interest on bonds and other obligations	**522,230**	440,695	468,925	453,286
Debt maturities and retirements	**147,370**	152,275	157,275	177,160
Repayment of asset financing obligations	**155,400**	147,030	187,800	110,424
Total Debt Service	**825,000**	740,000	814,000	740,870
Increase in Reserves from Operations & Financial Income	**1,526,526**	1,787,856	1,295,309	1,211,144
Direct Investment in Facilities	**(1,540,000)**	(1,460,000)	(1,050,000)	(808,694)
Appropriation to / (from) Reserves for Self-Insurance	**-**	-	-	(3,220)
Net Increase / (Decrease) in Reserves for Year	**(13,474)**	327,856	245,309	399,230
Reserves, beginning of year	**2,500,781**	2,172,924	2,157,324	1,773,694
Reserves, end of year	**$2,487,307**	$2,500,781	$2,402,633	$2,172,924

ASSETS AND LIABILITIES
(Pursuant to Port Authority Bond Resolutions)
(In Thousands)

	2009 Budget	2008 Estimate	2008 Budget	2007 Actual
Assets				
Invested In Facilities	**$32,037,182**	$28,742,015	$28,510,341	$26,241,331
Cash and Investments	**3,773,569**	4,175,030	3,096,694	4,205,632
Other Assets	**3,521,514**	3,570,023	3,803,694	3,883,598
Total Assets	**39,332,265**	36,487,067	35,410,729	34,330,562
Liabilities				
Consolidated Bonds and Notes	**12,045,774**	10,793,144	9,424,134	9,495,419
Other Obligations	**2,183,539**	2,341,530	4,015,534	3,302,862
Accounts Payable and Other Liabilities	**1,553,402**	1,630,539	1,851,723	2,706,458
Total Liabilities	**15,782,715**	14,765,213	15,291,391	15,504,739
Net Assets	**$23,549,550**	$21,721,854	$20,119,338	$18,825,822
Net Assets Are Composed Of:				
Facility Infrastructure Investment	**$20,979,618**	$19,138,448	$17,637,300	$16,570,273
Reserves:				
General Reserve Fund	**1,384,223**	1,273,612	1,304,081	1,238,915
Consolidated Bond Reserve Fund	**1,103,084**	1,227,169	1,098,552	934,009
Total Reserve Funds	**2,487,307**	2,500,781	2,402,633	2,172,924
Appropriated Reserves for Self-insurance	**82,625**	82,625	79,405	82,625
Net Assets	**$23,549,550**	$21,721,854	$20,119,338	$18,825,822

Outstanding Obligations and Financing

SUMMARY OF DEBT TYPE
(In Thousands)

Type:	2009 Budget	Issued/ Accreted	Repaid/ Refunded	2008 Estimate	Issued/ Accreted	Repaid/ Refunded	2007 Actual
Consolidated Bonds	$12,045,774	$1,400,000	($147,370)	$10,793,144	$1,600,000	($302,275)	$9,495,419
Commercial Paper	274,699	200,000	(147,000)	221,699	112,749	(130,000)	238,950
Variable Rate Master Notes	90,990	-	-	90,990	-	-	90,990
Versatile Structure Obligation:	245,900	-	(153,800)	399,700	-	(805,900)	1,205,600
PA Equipment Notes	120,485	10,000	(2,000)	112,485	46,900	(27,875)	93,460
Fund Buy-out Obligation	387,087	31,745	(43,211)	398,553	32,636	(43,211)	409,128
Sub-total	13,164,935	1,641,745	(493,381)	12,016,571	1,792,285	(1,309,261)	11,533,547
Special Project Bonds	1,064,378	-	(53,725)	1,118,103	-	(146,632)	1,264,735
Total Obligations	**$14,229,313**	**$1,641,745**	**($547,106)**	**$13,134,674**	**$1,792,285**	**($1,455,893)**	**$12,798,282**

DEBT OBLIGATIONS AND LIMITATIONS
(In Thousands)

	2009 Budget			2008 Estimate		2007 Actual	
	Debt Issued	Legal Limit	Available	Debt Issued	Legal Limit	Debt Issued	Legal Limit
Consolidated Bonds	$12,045,774	$21,674,159	$9,628,385	$10,793,144	$17,327,495	$9,495,419	$15,837,637
Consolidated Notes	-	634,002	634,002	-	568,060	-	499,759
Versatile Structure Obligations	245,900	4,127,984	3,882,084	399,700	3,628,045	1,205,600	3,195,470
Variable Rate Master Notes	90,990	400,000	309,010	90,990	400,000	90,990	400,000
Commercial Paper	274,699	500,000	225,301	221,699	500,000	238,950	500,000
Bonds, Notes and other Obligations	12,657,363	27,336,145	14,678,782	11,505,533	22,423,600	11,030,959	20,432,866
Port Authority Equipment Notes	120,485	250,000	129,515	112,485	250,000	93,460	250,000
Fund Buy-Out Obligation	387,087	n/a	n/a	398,553	n/a	409,128	n/a
Total operating obligations	13,164,935	27,586,145	14,808,297	12,016,571	22,673,600	11,533,547	20,682,866
Special Project Bonds	1,064,378	n/a	n/a	1,118,103	n/a	1,264,735	n/a
Total	$14,229,313	$27,586,145	$14,808,297	$13,134,674	$22,673,600	$12,798,282	$20,682,866

Staffing

BUDGETED POSITIONS

DEPARTMENT	2009 Budget	2008 Estimate *	2007 Actual
EXECUTIVE OFFICES	9	9	9
GENERAL COUNSEL/LAW	136	136	137
INSPECTOR GENERAL	30	30	29
Audit	76	76	78
OFFICE OF THE SECRETARY	16	16	16
CHIEF, PUBLIC & GOVERNMENT AFFAIRS	2	2	2
Government and Community Affairs	13	13	15
Media Relations	11	11	14
Public Affairs	30	30	31
CHIEF ENGINEER/Engineering	572	573	604
PUBLIC SAFETY			
Office of Emergency Management	19	19	19
Public Safety	1,755	1,755	1,755
CHIEF TECHNOLOGY OFFICER/TECHNOLOGY SERVICES	112	112	123
OPERATING LINE DEPARTMENTS			
Aviation	981	978	921
Port Commerce	181	179	168
Rail / PATH	1,089	1,088	1,075
Tunnels, Bridges & Terminals	938	940	910
CHIEF, REAL ESTATE & DEVELOPMENT	2	2	2
Real Estate & Development	84	84	71
CHIEF ADMINISTRATIVE OFFICER	9	9	10
Human Resources (including Medical Services)	68	69	70
Labor Relations	12	12	12
Operations Services (including Facility Construction Support)	444	444	445
Operations Standards	7	7	7
Procurement	96	96	96
CHIEF FINANCIAL OFFICER	5	5	8
Comptroller's	105	105	115
Financial Analysis	8	9	--
Management and Budget	43	44	79
Treasury	47	47	51
CHIEF, CAPITAL PLANNING	7	8	6
Business and Job Opportunity	14	13	13
Office of Environmental Policy & Compliance	13	13	8
Planning	26	26	20
Project Management	--	--	162
WTC Construction	122	122	40
CHIEF OPERATING OFFICER	7	7	7
Project Management Office	12	12	--
Security Project Management	26	26	--
TOTAL AUTHORIZED POSITIONS	7,127	7,127	7,128

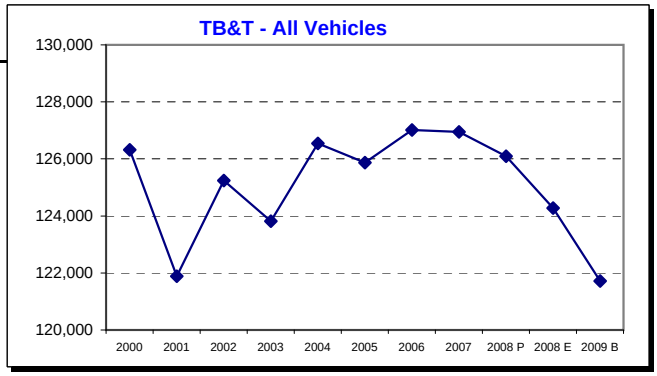
Adjusted to reflect the decentralization of the Project Management Department and the reallocation of Engineering positions to support WTC Construction.

Activity Highlights

ACTIVITY HIGHLIGHTS
2000 - 2007 ACTUAL, 2008 ESTIMATE AND 2009 BUDGET
(in thousands)

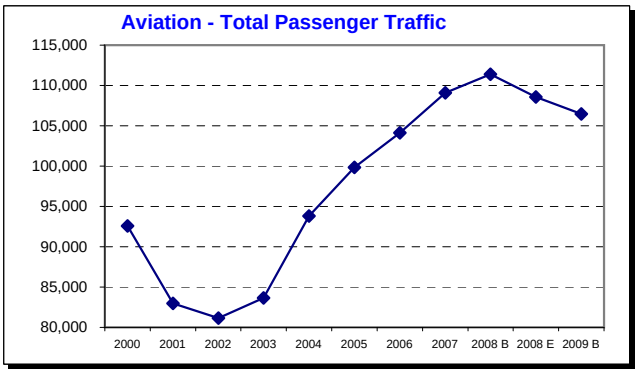
Tunnels, Bridges and Terminals (Eastbound Vehicular Movements)

	Autos	Buses	Trucks	Total
2000	115,149	2,571	8,603	126,323
2001	110,753	2,842	8,287	121,882
2002	114,005	3,121	8,118	125,244
2003	112,869	3,041	7,910	123,820
2004	115,219	3,123	8,205	126,547
2005	114,481	3,137	8,249	125,867
2006	115,506	3,140	8,374	127,020
2007	115,349	3,100	8,500	126,949
2008 Plan*	114,465	3,237	8,393	126,095
2008 Estimate	112,675	3,160	8,437	124,272
2009 Budget	110,431	3,187	8,097	121,715



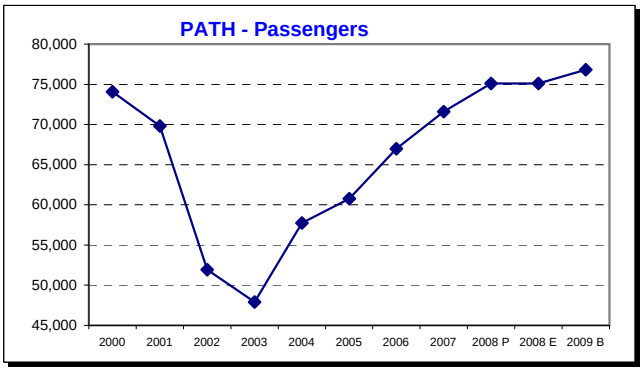
Aviation - Passengers

	International	Domestic	Total
2000	28,339	64,257	92,596
2001	24,750	58,225	82,975
2002	23,811	57,322	81,133
2003	24,014	59,630	83,644
2004	27,576	66,247	93,823
2005	29,621	70,211	99,832
2006	30,969	73,164	104,133
2007	33,523	75,546	109,069
2008 Budget	33,480	77,908	111,388
2008 Estimate	35,118	73,440	108,558
2009 Budget	35,294	71,182	106,476



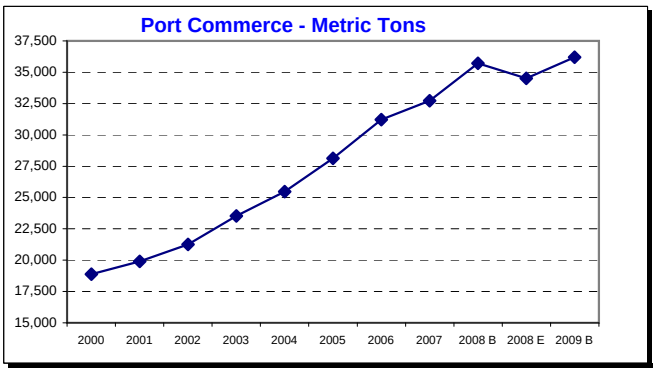
PATH - Passengers

2000	74,087
2001	69,791
2002	51,920
2003	47,920
2004	57,725
2005	60,787
2006	66,966
2007	71,592
2008 Plan*	75,102
2008 Estimate	75,100
2009 Budget	76,808



Port Commerce - Marine Cargo - Metric Tons

2000	18,870
2001	19,900
2002	21,249
2003	23,539
2004	25,474
2005	28,133
2006	31,225
2007	32,732
2008 Budget	35,700
2008 Estimate	34,500
2009 Budget	36,200



* Revised to reflect 2008 toll and fare increase.

2009 Capital Plan Project List

PORT AUTHORITY 2009 CAPITAL SPENDING

SUMMARY BY DEPARTMENTS

($ in thousands)

	Page	2009 Budget
Aviation	2 - 8	$ 594,065
Development	8	30,350
PATH	9 - 11	370,343
Port Commerce	11 - 14	246,164
Access to the Region's Core	14	340,000
Regional Capital Programs	14 - 15	59,900
Tunnels, Bridges & Terminals	15 - 19	209,314
World Trade Center	19	1,420,028
Projects in Development	19	25,000
Total		**$ 3,295,164**

2009 CAPITAL SPENDING

SORTED BY DEPARTMENT, FACILITY AND PROGRAM

(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	AVIATION		
	CA02-LaGUARDIA AIRPORT		
	AERONAUTICAL		
CA02-083	AIRCRAFT RESCUE FF - BUILDING AND TECHNOLOGICAL SYSTEMS	SEP	$ 10,593
CA02-138	RUNWAY 4-22 OVERLAY AND TAXIWAY REHAB	SGR	13,000
CA02-340	RUNWAY DECK STRUCTURAL REHAB PHASE III	SGR	1,940
CA02-341	TAXIWAY PAVEMENT & LIGHTING REHABILITATION	SGR	496
CA02-342	AIRFIELD LIGHTING UPGRADE	SGR	100
CA02-343	REHAB CTB CONCOURSE ALLEYWAY PAVEMENT	SGR	285
CA02-351	INSTRUMENT LANDING SYSTEM PIERS	SGR	93
			26,506
	INFRASTRUCTURE		
CA02-053	SCHOOL SOUNDPROOFING - PHASE III	MAND	15,000
CA02-063	REMOVAL OF LOW TO HIGH PRESSURE CROSSOVER CONNECTIONS	MAND	729
CA02-075	REHAB OF CTB AIR HANDLING UNITS	SGR	3,343
CA02-076	UPGRADE HVAC IN CTB EAST	SGR	1,000
CA02-079	CTB UPGRADE OF HOTWATER CONVERTER SYS IN MER NO. 1, 2, & 4	SGR	1,430
CA02-080	REHAB OF SANITARY EJECTOR PITS AT CTB	SGR	1,829
CA02-081	CTB UPGRADE OF HOTWATER CONVERTER SYSTEM IN MER NO. 3	SGR	784
CA02-084	REHAB OF UTILITIES EAST OF CTB	SGR	254
CA02-096	CH&RP CHILLER NO. 3	SGR	420
CA02-185	RUNWAY SAFETY ENHANCEMENTS	MAND	197
CA02-189	FIRE PUMP STATION UPGRADE	SGR	8,000
CA02-193	CTB CONCOURSES-CONCRETE PLANK REHAB	SGR	197
CA02-227	REHAB 22 ELECTRICAL TRANSFORMERS	SGR	1,325
CA02-247	PROVISION FOR QUEENS PROJECT	MAND	461
CA02-336	PUMP HOUSE 4 & 5 UPGRADE	SGR	405
PA02-001	CAPITAL MAJOR WORK PROGRAM	SGR	6,672
			42,045
	LANDSIDE		
CA02-078	REHAB OF STRUCTURES L1 AND L2	SGR	4,143
CA02-348	AIR TERMINAL HIGHWAY REHAB	SGR	1,167
			5,310
	SECURITY		
CA02-114	INSTALLATION OF BOLLARDS AT TENANT TERMINALS	SEC	120
CA02-231	PERIMETER INTRUSION DETECTION SYSTEM	SEC	8,692
CA02-246	TERMINAL SECURITY ENHANCEMENTS	SEC	1,592
CA02-249	800 MHZ RADIO SYSTEM	SEC	790
CA02-330	INSTALLATION OF BIOMETRIC SYSTEM	SEC	215
CA02-331	PERIMETER HARDENING	SEC	1,202
CA02-332	INSTALLATION OF BOLLARDS	SEC	9,024
CA02-333	INSTALLATION OF UNMANNED SECURITY GATES	SEC	784
CA02-337	LGA SECURITY PROTOTYPE PROJECTS	SEC	971

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CA02-059	IN LINE BAGGAGE SCREENING PROGRAM	SEC	4,000
			27,391
	TERMINALS		
CA02-004	CTB - UPGRADE 19 HVAC CONCOURSE CORRIDORS UNITS	SGR	3,807
CA02-250	CTB ROOF REPLACEMENT & STRUCTURAL REHAB.	SGR	384
CA02-251	CTB ARRIVALS LEVEL ROOF (ROADWAY) REHAB.	SGR	1,803
CA02-339	CTB MODERNIZATION	RPP	12,500
			18,494
	CA02-LaGUARDIA AIRPORT		119,746
	CA03-KENNEDY AIRPORT		
	AERONAUTICAL		
CA03-019	REHAB CTA ROADWAY MILL & OVERLAY	SGR	500
CA03-023	REHAB NORTH BOUNDARY & EASTERN ROADS MILL & OVERLAY	SGR	698
CA03-026	REHAB SOUTH SERV CT & NORTH SERV CARGO RD-MILL&OVERLAY	SGR	300
CA03-027	REHAB TAXIWAY C-MILL & OVERLAY	SGR	987
CA03-029	REHAB TAXIWAY F-MILL & OVERLAY	SGR	400
CA03-032	REHAB TAXIWAYS FA & FB- MILL & OVERLAY	SGR	501
CA03-033	TAXIWAY Q SLAB REHAB	SGR	4,618
CA03-082	TAXIWAY YA EXTENSION (JFK DELAY REDUCTION)	SEP	6,508
CA03-083	TAXIWAY FB EXTENSION - ZA to E (JFK DELAY REDUCTION)	SEP	1,596
CA03-087	TAXIWAY KK EXTENSION (JFK DELAY REDUCTION)	SEP	2,276
CA03-088	TAXIWAY J PAD (JFK DELAY REDUCTION)	SEP	2,313
CA03-089	TAXIWAY P PAD (JFK DELAY REDUCTION)	SEP	2,008
CA03-373	REHAB T/W A & B PHASE 3	SGR	1,940
CA03-376	REHAB TAXIWAY S, SC, SD & SR	SGR	9,813
CA03-381	REHAB TAXIWAY E	SGR	2,459
CA03-514	REHAB RUNWAY 13R-31L	SGR	39,172
CA03-517	REHAB OF RUNWAY 4L-22R	SGR	1,033
CA03-564	REHAB TAXIWAYS Y & PORTION OF T/W F, H,G,J- MILL & OVERLAY	SGR	4,921
CA03-565	CONSTRUCT CENTRALIZED DE-ICING FACILITY	RPP	986
CA03-575	REHAB RVSR INTERIOR MILL & OVERLAY	SGR	990
CA03-576	RESTRICTED VEHICLE SVS RD BRIDGES	SEP	988
			85,005
	INFRASTRUCTURE		
CA03-001	INSTALL BACKFLOW PREVENTERS AND METER UPGRADES–PHASE II	MAND	1,014
CA03-016	EMERGENCY FUEL SHUTOFF SYSTEM	MAND	664
CA03-039	HIGH PRESSURE VALVE REPLACEMENT PH III	SGR	653
CA03-043	REHAB BULK FUEL FARM COMMISSARY ROAD-MILL & OVERLAY	SGR	401
CA03-078	SCHOOL SOUNDPROOFING - PHASE III	MAND	7,646
CA03-080	INSTALL BACKFLOW PREVENTERS AND METER UPGRADES–PHASE I	MAND	2,015
CA03-112	CENTRAL SUBSTATION REHAB (A,B,C&D)	RPP	207
CA03-339	REHAB BFF FUEL TANK BOTTOMS AND ROOFS - PHII	MAND	1,470

2009 CAPITAL SPENDING

SORTED BY DEPARTMENT, FACILITY AND PROGRAM

(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CA03-380	BUILDING 161 FIRE PUMP STATION REHAB	SGR	1,753
CA03-414	PROVISION FOR QUEENS PROJECTS	MAND	1,000
CA03-538	REPLACE JFK OVERHEAD B-14 DOORS	SGR	1,171
CA03-539	REPLACEMENT OF GEOCOMPOSITE LINERS AT BFF	MAND	1,193
CA03-540	BUILDING 215 NEW ROOF SYSTEM	SGR	2,083
CA03-541	REPLACEMENT OF EMERGENCY TELEPHONE	SEP	1,842
CA03-567	H15 ROOF REHAB	SGR	315
CA03-573	BUILDING 254 GEOTHERMAL	SEP	500
CA03-574	BLDG 156 (CONTROL TOWER) ROOFING	SGR	352
PA03-001	CAPITAL MAJOR WORK PROGRAM	SGR	9,746
			34,026
	LANDSIDE		
CA03-346	REHAB VAN WYCK ROADWAY	SGR	857
			857
CA03-141	INSTALLATION OF BOLLARDS AT TENANT TERMINALS	SEC	460
CA03-389	AIRPORT PERIMETER SECURITY	SEC	6,973
CA03-390	AOA GUARD POST SECURITY ENHANCEMENTS	SEC	1,512
CA03-391	INSTALL COMPUTERIZED ACCESS CONTROL SYSTEM	SEC	1,531
CA03-420	800MHZ RADIO SYSTEM	SEC	2,797
CA03-505	INSTALLATION OF BIOMETRIC SYSTEM	SEC	394
CA03-506	PERIMETER HARDENING	SEC	3,258
CA03-507	INSTALLATION OF UNMANNED SECURITY GATES	SEC	345
CA03-510	JFK SECURITY PROTOTYPE PROJECTS	SEC	946
CA03-146	IN LINE BAGGAGE SCREENING PROGRAM	SEC	4,000
			22,215
	TERMINALS		
CA03-008	CUSTOMER SERVICE INITIATIVES	SEP	2,333
CA03-053	CTA DEVELOPMENT (PROGRAM WIDE)	RPP	5,090
CA03-071	TWA FLIGHT CENTER SOUNDPROOFING/ASBESTOS ABATEMENT	RPP	203
CA03-072	TWA FLIGHT CENTER EXTERIOR RENOVATION	RPP	5,244
CA03-075	TWA FLIGHT CENTER INTERIOR RENOVATION	RPP	5,122
			17,992
	CA03-KENNEDY AIRPORT		160,094

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	CA32-KENNEDY AIRPORT REDEVELOPMENT		
	TERMINALS		
CA32-048	NEW DOMESTIC TERMINAL	RPP	40,258
			40,258
	CA32-KENNEDY AIRPORT REDEVELOPMENT		40,258
	CA39-JFK AIRTRAIN		
CA39-001	JFK AIRTRAIN	SEP	7,101
	CA39-JFK AIRTRAIN		7,101
	KENNEDY AIRPORT TOTAL		207,453
	CA04-NEWARK LIBERTY AIRPORT		
	AERONAUTICAL		
CA04-285	TAXIWAY FILLET IMPROVEMENTS	SEP	4,229
CA04-309	EWR - NAVIGATION AID IMPROVEMENTS	SEP	8,440
CA04-396	REHAB RUNWAY 11-29	SGR	10,295
CA04-405	REHAB B2 & B3 RAMP	SGR	164
CA04-457	RVSR LIGHTING IMPROVEMENTS TERM B AND C	SGR	711
			23,839
	INFRASTRUCTURE		
CA04-036	CH&RP - REPLACE TRANSFORMERS	SGR	1,750
CA04-037	FUEL FARM-REHAB TANK CONTAINMENT DIKES	SGR	2,808
CA04-038	CH&RP - REPLACE CHILLERS	RPP	427
CA04-041	SCHOOL SOUNDPROOFING PHASE III	MAND	8,054
CA04-042	CONSTRUCT RENEWABLE ENERGY FACILITIES	RPP	200
CA04-073	TERM B FIRE ALARM SYSTEM UPGRADE	MAND	1,989
CA04-320	REHAB OF SWITCH HOUSE #2	SGR	2,765
CA04-468	COMPLETE 27KV LOOP - CTA	SEP	500
CA04-472	INSTALL FIBER OPTIC INFRASTRUCTURE	SEP	201
PA04-001	CAPITAL MAJOR WORK PROGRAM	SGR	28,286
			46,979
	LANDSIDE		
CA04-248	MONORAIL MID LIFE OVERHAUL - VEHICLE SUB	MAND	3,000
CA04-287	IMPROVEMENTS TO BREWSTER & N. A/P EXIT	SGR	3,246
CA04-288	IMPROVE PORT ST & N.AREA EXIT	SEP	831
CA04-306	REFURBISH CTA TOLL PLAZA	SGR	3,483
CA04-315	AIRTRAIN - VEHICLE BODIES REPLACEMENT	MAND	222
CA04-461	REHAB PAVEMENT PARKING LOT F	SGR	3,260
CA04-651	SOUTHERN ROADWAY ACCESS	SEP	956
			14,998
	SECURITY		

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CA04-286	EWR SECURITY PROJECTS - MISCELLANEOUS	SEC	765
CA04-316	PERIMETER SECURITY SYSTEM	SEC	10,225
CA04-318	ELECTRICAL SUBSTATION SECURITY ENHANCEMENT	SEC	178
CA04-319	TERMINAL SECURITY ENHANCEMENTS	SEC	1,166
CA04-395	800 MHZ RADIO SYSTEM	SEC	981
CA04-397	INSTALLATION OF BIOMETRIC SYSTEM	SEC	725
CA04-398	INSTALLATION OF BOLLARDS	SEC	5,842
CA04-399	PHYSICAL ENHANCEMENT OF AOA PERIMETER	SEC	2,079
CA04-400	INSTALLATION OF UNMANNED SECURITY GATES	SEC	1,735
CA04-482	INSTALLATION OF BOLLARDS AT TENANT TERMINALS	SEC	120
CA04-481	IN LINE BAGGAGE SCREENING PROGRAM	SEC	2,000
			25,817
	TERMINALS		
CA04-034	CUSTOMER SERVICE INITIATIVES	SEP	950
CA04-078	TERM B REHAB OF SATELLITE FEEDERS AND SWITCHGEAR	MAND	3,370
CA04-079	TERM B REPLACE AC12, AC13 AND HOT WATER HEATING SYS PUMPS	MAND	3,850
CA04-222	TERMINAL A VERTICAL CIRCULATION	SEP	2,921
CA04-473	TERMINAL B REHAB ELECT. & MECH. SYSTEMS PHASE II	SGR	666
			11,757
	CA04-NEWARK LIBERTY AIRPORT		123,391
	CA44-NEWARK LIBERTY REDEVELOPMENT		
	LANDSIDE		
CA44-002	CTA ACCESS ROADS	RPP	250
			250
	TERMINALS		
CA44-010	TERMINAL A MODERNIZATION	RPP	12,500
CA44-017	TERMINAL B LOWER LEVEL EXPANSION & B1 VERTICAL CIRC.	RPP	16,470
CA44-018	TERMINAL B UPPER LEVEL INTERNATIONAL DEPARTURES	RPP	10,326
CA44-020	TERMINAL B MID-LEVEL DOMESTIC CHECK-IN	RPP	8,399
CA44-021	TERMINAL B IN-LINE BAGGAGE SCREENING	RPP	1,883
CA44-025	TERMINAL B CONNECTOR EXPANSION	RPP	25,604
CA44-026	TERMINAL B MID-LEVEL INTERNATIONAL MEETER/GREETER	RPP	1,717
			76,899
	CA44-NEWARK LIBERTY REDEVELOPMENT		77,149
	NEWARK LIBERTY AIRPORT TOTAL		200,540
	CA05-TETERBORO AIRPORT		
	AERONAUTICAL		

2009 CAPITAL SPENDING

SORTED BY DEPARTMENT, FACILITY AND PROGRAM

(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CA05-085	REHAB RUNWAY 1-19	SGR	525
CA05-086	REHAB RUNWAY 6-24	SGR	8,501
CA05-089	REHAB TAXIWAY A	SGR	552
CA05-106	PAVEMENT REMOVAL OF APRON AREA	MAND	1,142
CA05-107	ENGINEERING MATERIAL ARRESTOR SYSTEM FOR R/W 1-19	MAND	1,747
CA05-108	REDNECK AVENUE RELOCATION	MAND	5,598
			18,065
	INFRASTRUCTURE		
CA05-023	SCHOOL SOUNDPROOFING	MAND	3,508
CA05-081	CONSTRUCTION OF SNOW EQUIPMENT BUILDING	SEP	351
PA05-001	CAPITAL MAJOR WORK PROGRAM	SGR	5,702
			9,561
	SECURITY		
CA05-041	IMPROVE PERIMETER SECURITY FENCING	SEC	1,408
CA05-049	AIRPORT PERIMETER SECURITY ENHANCEMENT	SEC	4,765
CA05-066	800 MHZ RADIO SYSTEM	SEC	2,383
CA05-067	PHYSICAL ENHANCEMENT OF AOA PERIMETER	SEC	202
CA05-068	INSTALLATION OF UNMANNED SECURITY GATES	SEC	212
			8,970
	CA05-TETERBORO AIRPORT		36,596
	CA06-STEWART AIRPORT		
	AERONAUTICAL		
CA06-010	REHABILITATE TAXIWAY LIGHTING	SGR	500
CA06-020	GATE ELECTRIFICATION	SEP	2,956
CA06-028	APPROACH LIGHTING, FIXTURES & CABLES	SGR	907
			4,363
	INFRASTRUCTURE		
CA06-004	REPLACE AIRPORT WEATHER INSTRUMENTATION POWER CIRCUIT	SGR	5,630
CA06-012	RELOCATE OPERATIONS CONTROL CENTER	SEP	100
CA06-026	FIRST STREET SANITARY WASTE PIPE REPLACEMENT	SGR	905
CA06-029	LT PARKING LOT EXPANSION AND STEWART BLVD REALIGNMENT	SGR	10,329
CA06-036	BUILDINGS 138, 140, 142 ROOF REPLACEMENT	SGR	1,010
CA06-038	BUILDINGS 2290 ROOF REPLACEMENT	SGR	296
CA06-041	WETLANDS MAPPING FOR SITE PREPARATION FOR LAND DEVELOPING	SGR	300
PA06-001	CAPITAL MAJOR WORK PROGRAM	SGR	553
			19,123

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	LANDSIDE		
CA06-039	REHAB OF BRUENIG ROAD AND 1ST, 2ND AND Y STREETS	SGR	2,660
CA06-040	REHAB OF CARGO ROAD AND PARKING AREA FOR BUILDING 2290	SGR	1,480
			4,140
	TERMINALS		
CA06-007	TERMINAL IMPROVEMENTS	RPP	1,200
CA06-037	TERMINAL BUILDING ROOF REPLACEMENT	SGR	904
			2,104
	CA06-STEWART AIRPORT		29,730
	AVIATION TOTAL		594,065
	DEVELOPMENT		
	CD05-BATHGATE INDUSTRIAL PARK		
PD05-001	CAPITAL MAJOR WORK PROGRAM	SGR	360
	CD05-BATHGATE INDUSTRIAL PARK		360
	CD11-HOBOKEN WATERFRONT		
	INFRASTRUCTURE		
CD11-011	HOBOKEN BLOCK B DEVELOPER	MAND	362
			362
	CD11-HOBOKEN WATERFRONT		362
	CD12-QUEENS WEST		
	INFRASTRUCTURE		
CD12-008	QUEENS WEST - STAGE 2 PROPERTY & DEVELOPMENT	MAND	11,280
			11,280
	CD12-QUEENS WEST		11,280
	CH02-FERRY TRANSPORTATION		
	INFRASTRUCTURE		
CH02-006	HOBOKEN PERMANENT FERRY TERMINAL	SEP	14,419
CH02-016	AIRPORT LANDINGS	SEP	2,126
			16,545
	CH02-FERRY TRANSPORTATION		16,545
	CW03-TELEPORT		
PW03-001	CAPITAL MAJOR WORK PROGRAM	SGR	1,803
	CW03-TELEPORT		1,803
	DEVELOPMENT TOTAL		30,350

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	PATH		
	CR02-PATH		
	CARS		
CR02-215	PA-1, 2 & 3 RAILCAR OVERHAUL	SGR	10,244
CR02-304	PA4 CARS - REPLACE DOOR FRAMES, COMPRESSORS	SGR	4,390
CR02-345	PURCHASE 340 NEW PA5 CARS	SGR	126,784
CR02-406	MASTER PLAN FOR NEW RAILCARS	SGR	2,938
			144,357
	INFRASTRUCTRE		
CR02-024	COMPRESSED AIR SYSTEM	SGR	751
CR02-189	REHAB OUTDOOR OIL CIRCUIT BREAKERS	SGR	429
CR02-259	INSTALL OF CONTINUOUS WELDED RAIL SYSTEM	SGR	1,201
CR02-290	PATH EXTENSION TO EWR STUDY	SEP	2,254
CR02-328	TUNNEL DRAINAGE SYSTEM - PHASE II	SGR	4,577
CR02-353	SUBSTATION 2 EMERG. DIESEL GEN & OIL TANK REPLACEMENT	SGR	61
CR02-412	DUCT BANK REHABILITATION - PLANNING	SGR	2,439
CR02-421	TUNNEL ELECTRICAL LIGHTING SYSTEM	SGR	757
CR02-425	REPLACE 27KV CABLES BETWEEN SUBSTATION #2 AND #15	SGR	343
CR02-233	WASHINGTON ST SUBSTATION	SEP	2,211
CR02-336	CHRISTOPHER ST SUBSTATION REPLACEMENT AND UPGRADE	SGR	3,515
CR02-378	SUBSTATION UPGRADE #8 (WAS 7,8&9 IN APP PLAN)	SGR	1,982
CR02-462	SUBSTATION UPGRADE # 7	SGR	2,880
CR02-463	SUBSTATION UPGRADE #9	SGR	858
PR02-001	CAPITAL MAJOR WORK PROGRAM	SGR	14,250
			38,507
	SECURITY		
CR02-394	800 MHZ RADIO PROGRAM - POLICE	SEC	15,654
			15,654
	SIGNALS/COMMUNICATIONS		
CR02-150	SIGNAL REPLACEMENT PROGRAM - INSTALL	SGR	10,988
CR02-339	SIGNAL REPLACEMENT PROGRAM - DEMO	SGR	1,884
			12,872
	STATION MODERNIZATION PROGRAM		
CR02-226	PATH NEW FARE COLLECTION SYSTEM	SEP	954
CR02-253	COMPREHENSIVE SIGNING STATIC	SEP	2,937
CR02-284	EXCHANGE PLACE EMERGENCY EXIT - 10 CAR	MAND	4,360
CR02-306	NEWARK PENN PLATFORM IMPROVEMENTS - 10 CAR	SGR	205
CR02-312	CONSTRUCT PATH 9TH ST ENTRANCE	SEP	1,730
CR02-313	CHRISTOPHER STREET NEW ENTRANCE	SEP	1,671
CR02-407	GROVE STREET 10 CAR PLATFORM WITH HANDICAP ACCESS	MAND	1,461
CR02-440	PATHVISION & PUBLIC ADDRESS SYSTEM REPLACEMENT	SGR	1,566

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CR02-442	NEWARK PENN STATION MODERNIZATION IMPROVEMENTS	SGR	850
CR02-443	JOURNAL SQUARE STATION MODERNIZATION IMPROVEMENTS	SGR	374
CR02-447	HOBOKEN CORRIDOR MODERNIZATION IMPROVEMENTS	SGR	1,166
CR02-448	NEW MAP INFORMATION DISPLAY BOARDS	SGR	795
CR02-451	PAVONIA/NEWPORT WATERPROOFING	SGR	915
CR02-456	EXTEND RUNNING REPAIR SHOP	SEP	-
CR02-458	HARRISON STATION - 10 CAR PLATFORM	SEP	4,807
			23,791
	TRACKS		
CR02-212	TIE REPLACEMENT IN OUTSIDE AREAS	SGR	2,591
CR02-214	TUNNEL TURNOUT REHAB - PHASE II	SGR	1,673
CR02-227	TRACK CIRCUIT REHAB - PORTAL TO JSQ	SGR	527
CR02-258	REPLACEMENT OF TURNOUTS-PH III	SGR	3,644
CR02-261	REPLACE OF 3RD RAIL	SGR	2,010
CR02-380	REPLACE DOCK BRIDGE MITER RAILS	SGR	550
CR02-403	TEST TRACK FOR NEW RAILCARS	SGR	323
			11,317
	CR02-PATH		246,498
	CR08-PATH SAFETY		
	INFRASTRUCTURE		
CR08-022	VENT SYSTEM - FAN BLADE REPLACEMENT	SGR	1,001
			1,001
	SECURITY		
CR08-044	SONET NETWORK	SEC	78
CR08-045	ACCESS CONTROL KELTRON REPLACEMENT	SEC	70
CR08-050	INTRUSION PROTECTION JSTC & GROVE ST.	SEC	1,318
CR08-051	SECURITY & CONTROL CENTER BUILDING	SEC	17,936
CR08-058	PURCHASE EMERGENCY RESPONSE EQUIPMENT - UTV	SEC	2,311
CR08-061	INSTALL DIGITAL VIDEO RECORDING SYSTEM	SEC	815
CR08-065	CCTV & ACCESS CONTROL - EXCHANGE PLACE	SEC	996
CR08-066	EXCHANGE PLACE LAND SIDE SECURITY	SEC	1,170
CR08-067	RAM BARRIER / GUARD BOOTH - JSTC	SEC	828
CR08-068	JSTC HARDENING & PHYSICAL PROTECTION	SEC	2,058
CR08-069	PATH PERIMETER FENCING	SEC	615
CR08-070	JSTC TOWER INTRUSION PROTECTION - INFOGRAPHICS	SEC	40
CR08-078	FLOOD GATES / FLOOD MITIGATION	SEC	22,959
CR08-079	TUNNEL EXTERIOR MITIGATION	SEC	55,269
CR08-080	INSTALL (LIDS) LASER INTRUSION DET. SYS @ PAV, HOB & CHRIS. ST.	SEC	1,749
CR08-086	HCMF - SECONDARY ROADWAY	SEC	77
CR08-087	UPGRADE BADGING	SEC	643
CR08-088	INTEGRATED SECURITY SYSTEMS AND GRAPHIC USER INTERFACE	SEC	1,249
			110,182

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	STATIONS		
CR08-041	WASHINGTON STREET EMERGENCY EXIT	SEP	597
			597
	TRACKS		
CR08-060	INSTALLATION OF TUNNEL BARRIER DOOR	MAND	5,625
			5,625
	CR08-PATH SAFETY		117,404
	CR21-JOURNAL SQUARE		
	INFRASTRUCTURE		
CR21-032	JSTC - BUS TERM. ESCALATOR REPLACEMENT	SGR	1,149
PR21-001	CAPITAL MAJOR WORK PROGRAM	SGR	624
			1,773
	STATIONS		
CR21-034	JSTC BUILDING RENOVATIONS	SEP	739
CR21-054	REPLACE SIX AIR HANDLERS AT JSTC	SGR	1,525
CR21-058	CONCOURSE CEILING REPLACEMENT	SGR	456
CR21-064	JSTC REDEVELOPMENT - STUDY	SEP	802
CR21-068	UPGRADE PATH PAPD COMMAND AT JSTC	SEC	1,146
			4,668
	CR21-JOURNAL SQUARE		6,442
	PATH TOTAL		370,343
	PORT COMMERCE		
	CP05-PORT NEWARK		
	DEVELOPMENT		
CP05-152	EXPORT CALCUTTA IMPROVEMENTS	SEP	1,011
			1,011
	DREDGING		
CP05-120	CONSOLIDATE PROJECT TO 50 FT-NJ,PJ,AMB	MAND	21,000
			21,000
	INFRASTRUCTURE		
CP05-134	BERTH 8 & 10 REPLACEMENT	SGR	10,081
CP05-154	CORBIN & TYLER STREETS INTERSECTION IMPROVEMENTS	SEP	2,874
CP05-155	PORT STREET AND DOREMUS	SEP	719

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
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PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CP05-156	PORT STREET AND PORT STREET CONNECTOR	SEP	1,824
CP05-169	BERTHS 36 & 63 WHARF RECONSTRUCTION	SGR	4,106
CP05-172	BERTH 6 REPLACEMENT	SGR	5,506
CP05-191	BACKFLOW PREVENTERS	SGR	936
CP05-192	WAREHOUSE REHAB OR DEMOLITION AT NJMT	SGR	837
CP05-193	UPGRADE WATER LINES AT NJMT	SGR	1,965
PP05-001	CAPITAL MAJOR WORK PROGRAM	SGR	3,872
			32,719
	INTERMODAL		
CP05-073	EXPRESSRAIL/CORBIN INTRMOD R-SUPPORT 1A	RPP	28
CP05-083	CONRAIL PAYMENT	RPP	1,763
CP05-129	EXPRESSRAIL/CORBIN INTERMOD R-SUPPORT 1B	RPP	10,565
CP05-148	EXPRESSRAIL/CORBIN INTERMOD R-SUPPORT IIA	RPP	564
CP05-149	EXPRESSRAIL/CORBIN INTERMD R-SUPPORT IIB	RPP	430
CP05-195	CORBIN STREET FLYOVER	RPP	1,484
CP05-196	PORT NEWARK INTERMODAL ADMIN BUILDING	RPP	111
CP05-197	UTILITIES- EXPRESSRAIL/CORBIN INTRMOD R-SUPPORT 1A	RPP	100
			15,045
	ROADWAYS		
CP05-187	PORT STREET CAPACITY IMPROVEMENT	RPP	2,000
			2,000
	SECURITY		
CP05-122	CCTV MONITOR SYSTEM & OPERATIONS CENTER	SEC	2,789
CP05-124	PORT SECURITY PROGRAM - BADGE, ID SYSTEM	SEC	864
			3,653
	CP05-PORT NEWARK		75,428
	CP08-PORT AUTHORITY MARINE TERMINAL AT ELIZABETH		
	DEVELOPMENT		
CP08-071	MAHER TERMINAL - PA FUNDED TENANT IMPROVEMENTS	RPP	2,000
CP08-087	MAERSK TERMINAL - PA FUNDED TENANT IMPROVEMENTS	RPP	194
			2,194
	DREDGING		
CP08-111	UTILITIES RELOCATION KVK/NB 50' CHANNEL	MAND	8,797
CP08-112	CONSOLIDATED PROJECT TO 50 FEET-NJ-PJ,	MAND	21,000
			29,797
	INFRASTRUCTURE		
PP08-001	CAPITAL MAJOR WORK PROGRAM	SGR	2,757
			2,757

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	INTERMODAL		
CP08-115	MCLESTER ST DUAL LEAD TRACK/ROAD RECONFIG.	RPP	5,207
CP08-124	EXPRESSRAIL PHASE II CONSTRUCTION	RPP	25
CP08-128	EXPRESSRAIL PHASE III	RPP	343
CP08-140	UTILITIES - EXPRESSRAIL ELIZ. LEAD TRACKS & SOUTH BAY AVE.	RPP	1,955
			7,530
	ROADWAYS		
CP08-086	MCLESTER ST. CURVE REALIGNMENT	SEP	9,899
CP08-096	MCLESTER STREET ROADWAY WIDENING	SEP	2,834
CP08-127	NORTH AVE ROADWAY CAPACITY IMPROVEMENTS	SEP	1,999
CP08-139	UTILITY RELOCATION MCLESTER STREET WIDENING	SEP	2,862
			17,594
	CP08-PORT AUTHORITY MARINE TERMINAL AT ELIZABETH		59,872
	CP09-BROOKLYN PIERS		
	INFRASTRUCTURE		
CP09-105	REHABILITAITON OF PILES AT PIERS 7, 8 & 9B	SGR	1,000
CP09-106	REPLACE BULKHEAD BETWEEN 7 AND 8	SGR	394
CP09-108	CRUISE TERMINAL SHORE POWER	SGR	300
CP09-035	BROOKLYN PIERS INFRASTRUCTURE	SGR	986
			2,680
	CP09-BROOKLYN PIERS		2,680
	CP11-HOWLAND HOOK		
	DEVELOPMENT		
CP11-048	BLOCK B - INTERM DEVEL-DEMO 70 & 50 SERIES	RPP	509
CP11-056	PORT IVORY EXPANSION-PARCEL C DEVELOP	SEP	1,752
			2,261
	DREDGING		
CP11-039	CONSOLIDATED PROJECT TO 50 FEET-NY-AMBRO	MAND	28,000
CP11-044	UTILITY RELOCATION - ARTHUR KILL 50' CHANNEL	MAND	9,000
			37,000

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	INFRASTRUCTURE		
CP11-058	HOWLAND HOOK PAVING AND UTILITY PHASE 2	SGR	2,996
CP11-071	HH-PAVING AND UTILITY PHASE 2A	MAND	200
PP11-001	CAPITAL MAJOR WORK PROGRAM	SGR	3,116
			6,312
	INTERMODAL		
CP11-038	INTERMODAL TERMINAL - TRACKS 1-5	RPP	509
			509
	CP11-HOWLAND HOOK		46,082
	CP14-NEW JERSEY MARINE DEVELOPMENT		
	INTERMODAL		
CP14-022	OFFSITE DEVELOPMENT OF CHASSIS POOL	RPP	750
			750
	CP14-NEW JERSEY MARINE DEVELOPMENT		750
	CP16-AUTO MARINE TERMINAL		
	DEVELOPMENT		
CP16-012	PORT JERSEY DEVELOPMENT	RPP	14,117
CP16-027	AUTOMARINE TERMINAL DEVELOPMENT	RPP	46,000
			60,117
	SECURITY		
CP16-024	INSTALLATION OF CCTV SECURITY SYSTEM	SEC	928
CP16-031	INSTALL CCTV AT NJMT - PHASE IV (AMT)	SEC	308
			1,236
	CP16-AUTO MARINE TERMINAL		61,353
	PORT COMMERCE TOTAL		246,164
	ACCESS TO THE REGION'S CORE		
CF92-001	ACCESS TO THE REGION'S CORE TUNNEL PROJECT	SEP	340,000
	ACCESS TO THE REGION'S CORE TOTAL		340,000
	REGIONAL CAPITAL PROGRAMS		
CF81-002	NY ECONOMIC DEVELOPMENT PROGRAM	SRP	10,000
CF82-014	REGIONAL TRANSPORTATION PROGRAM	SRP	7,000
CF84-008	HUDSON-RARITAN ESTUARY PROGRAM - NJ	SRP	6,000
CF85-007	HUDSON-RARITAN ESTUARY PROGRAM - NY	SRP	4,000

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CF99-001	REGIONAL TRANSPORTATION AND ECON DEVELOPMENT PROJECTS	SRP	10,000
CF99-003	REGIONAL DEVELOPMENT FACILITY	SRP	1,200
CF99-017	ENVIRONMENT LAND ACQUISITION PROGRAM - NY	SRP	5,000
CF99-021	AIRPORT ACCESS STUDY - DOWNTOWN MANHATTAN	SRP	2,100
CF99-022	NJ PROJECT DEVELOPMENT FUNDS	SRP	4,600
CF99-024	NY APPROACH ROADWAYS	SRP	10,000
	REGIONAL CAPITAL PROGRAMS TOTAL		59,900
	TUNNELS, BRIDGES & TERMINALS		
	CB02-HOLLAND TUNNEL		
	INFRASTRUCTURE		
CB02-040	REHAB TUNNEL VENT SYS MECHANICAL / ELECTRICAL	SGR	15,230
CB02-157	NY VENT BUILDINGS STAIR REPLACEMENT	SGR	1,907
CB02-162	REPLACE FLOOR DRAINS/PIPING OF 4 VENT BLDGS	SGR	367
CB02-166	REPLACE HVAC SYS. AT NJ ADMIN. BLED & SVC GARAGE	SGR	1,883
CB02-171	LED LIGHTING UPGRADE	SEP	3,106
CB02-172	REHABILITATION OF CATWALK CAR RAIL	SGR	347
CB02-123	REPLACEMENT OF PIER 9/204 (DEMOLITION)	SGR	5,063
CB02-174	REPLACEMENT OF PIER 9/204- PHASE 2	SGR	1,955
PB02-001	CAPITAL MAJOR WORK PROGRAM	SGR	2,797
			32,654
	ROADWAYS		
CB02-087	REPAVE NORTH & SOUTH TUBES	SGR	3,829
			3,829
	SECURITY		
CB02-126	ACCESS CONTROL SYSTEM	SEC	444
CB02-153	INSTALLATION OF CROSS PASSAGE DOORS	SEC	7,390
CB02-156	SUPERVISORY CONTROL SYSTEM REPLACEMENT	SGR	278
			8,112
	CB02-HOLLAND TUNNEL		44,595
	CB03-LINCOLN TUNNEL		
	BRIDGE		
CB03-149	REHAB. GALVIN PLAZA & DYER AVE. BRIDGES	SGR	2,405
CB03-211	STRUCTURAL REHAB AND REPAVING OF HELIX	SGR	1,449
CB03-213	RECONSTRUCTION OF HELIX	SGR	1,215
			5,068
	INFRASTRUCTURE		
CB03-093	REPAINTING TUNNEL VENTILATION FANS	SGR	1,393
CB03-131	REHAB NJ VENT BUILDING EXT	SGR	2,204
CB03-228	REPLACE CRITICAL HVAC SYS AT NJ ADMIN. BLDG.	SGR	311

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CB03-230	NORTH AND SOUTH TUBE - UNDERSIDE OF ROADWAY REHABILITATION	SGR	340
CB03-233	INSTALLATION OF BACKFLOW PREVENTERS	MAND	315
CB03-239	REHAB DYER PLAZA, SUMP CEILING SLAB & 34TH TO 36ST ST.	SGR	437
PB03-001	CAPITAL MAJOR WORK PROGRAM	SGR	3,381
			8,381
	ROADWAYS		
CB03-214	BUS RAMP SLAB REPLACEMENT	SGR	1,684
			1,684
	SECURITY		
CB03-163	UPGRADE/ACCESS CONTROL SYSTEM	SEC	616
CB03-208	INSTALLATION OF CROSS PASSAGE DOORS	SEC	5,574
CB03-235	UPGRADE CCTV SURVEILLANCE EQUIPMENT	SEC	1,052
			7,242
	CB03-LINCOLN TUNNEL		22,375
	CB04-GEORGE WASHINGTON BRIDGE		
	BRIDGE		
CB04-132	RECOATING UNDERSIDE OF LOWER LEVEL	SGR	554
CB04-159	NY & NJ ANCHORAGE-DEHUMIDIFICATION SYSTEM	SGR	190
CB04-161	PIP TO LOWER LEVEL CONNECTOR RAMP	SGR	104
CB04-165	LEAD REMOVAL/RECOATING NY/NJ ANCHORAGE	SGR	469
CB04-207	SUSPENDER ROPE REPLACEMENT AT GWB	SGR	1,164
CB04-221	RECOAT RAMP LX1,LX2 & LL I-95 RAMPS 3&4	SGR	4,884
CB04-258	FORT LEE STREET IMPROVEMENTS	SGR	1,506
CB04-261	REHAB NJ ANCHORAGE AND HUDSON TERRACE OVERPASS	SGR	790
CB04-264	MAIN SPAN ULEB PAVEMENT REPLACEMENT	SGR	38
CB04-270	REHAB UL R/WAY ORTHOTROPIC DECK & SUPP STEEL	SGR	1,836
CB04-272	REHAB OF NY/NJ ANCHOR MAIN CABLE STRANDS	SGR	612
CB04-287	GWB - PRIORITY STEEL AND CONCRETE REHABILITATION	SGR	938
CB04-290	GWB REHAB OF UPPER LEVEL SIDEWALK	SGR	355
CB04-296	LLWB-MAIN SPAN & TME LLEB/WB ROADWAYS-REPLACE PAVEMENT	SGR	2,699
CB04-298	ULEB APPROACH, RAMPS & PIP HELIX-PAVEMENT REPLACEMENT	SGR	174
			16,312
	INFRASTRUCTURE		
CB04-167	MAIN TOLL HOUSE-BOILER&TOLLCANOPY HVAC	SGR	112
CB04-219	REHAB NJ ADMINISTRATION BUILDING HVAC SYSTEM	SGR	566
CB04-228	REPLACE FIRE HYDRANT SYS LL BRIDGE SPAN	SGR	529
CB04-262	IMPACT ATTENUATOR GUIDERAILS & BARRIER REPLACEMENT	SGR	479
CB04-281	REPLACE TOLL COLLECTION EQUIPMENT IN SELECTED E-ZPASS LANE	SGR	3,332
CB04-288	PRIORITY CRASH LOCATIONS TRAFFIC SAFETY IMPROVEMENT	SGR	465
PB04-001	CAPITAL MAJOR WORK PROGRAM	SGR	2,388
			7,871

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	ROADWAYS		
CB04-133	RECOAT BUS TURNAROUND, RAMPS,& PLAZA	SGR	130
CB04-276	REHAB 178TH/179TH STREET RAMP DECKS	SGR	618
CB04-260	ALL ELECTRONIC TOLL COLLECTION (MULTI-FACILITY)	SEP	1,073
CB04-282	ALL ELECTRONIC TOLL COLLECTION (MULTI-FACILITY)	SGR	3,495
CB04-284	REHAB OF ROADWAY PAVEMENT LL/WEST BOUND	SGR	822
			6,138
	SECURITY		
CB04-189	GWB-UPGRADE/REPL ACCESS CONTROL SYSTEM	SEC	875
CB04-230	INSTALLATION OF BARRIER GATES	SEC	183
CB04-231	NY TOWER BASE PROTECTION	SEC	463
CB04-232	NJ TOWER BASE PROTECTION	SEC	235
CB04-292	MAIN CABLE SHIELDING & FAN FENCING	SEC	9,318
CB04-293	UPPER LEVEL DRAINAGE	SEC	3,351
CB04-294	SUSPENDER ROPE SOCKET PROTECTION	SEC	8,064
CB04-295	PROTOTYPE FIRE MITIGATE FIRE/DYNAMIC LOAD PHASE II	SEC	-
			22,489
	CB04-GEORGE WASHINGTON BRIDGE		52,810
	CB06-BAYONNE BRIDGE		
	BRIDGE		
CB06-038	RECOATING UNDERSIDE NY & NJ VIADUCTS	SGR	529
CB06-077	STRUCTURAL STEEL REHABILITATION	SGR	1,872
CB06-087	BAYONNE BRIDGE STUDY	SEP	1,500
			3,900
	INFRASTRUCTURE		
CB06-073	FIRE STANDPIPE REHABILITATION	SGR	717
PB06-001	CAPITAL MAJOR WORK PROGRAM	SGR	743
			1,460

2009 CAPITAL SPENDING
SORTED BY DEPARTMENT, FACILITY AND PROGRAM
(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
	SECURITY		
CB06-071	PROTECTION OF SUSPENDER ROPES	SEC	500
CB06-079	ARCH CHORD PROTECTION	SEC	516
CB06-080	NJ ARCH ABUTMENT PROTECTION	SEC	8,264
			9,280
	CB06-BAYONNE BRIDGE		14,641
	CB07-GOETHALS BRIDGE		
	BRIDGE		
CB07-103	GOETHALS BRIDGE MODERNIZATION	SGR	13,451
			13,451
	INFRASTRUCTURE		
CB07-093	HVAC REHAB, FIRE ALARM/SUPPRESSION INSTALLATION	SGR	7,870
CB07-108	REPLACE ADMINISTRATION BUILDING FAÇADE PANELS	SGR	495
CB07-114	FIRE STANDPIPE REPLACEMENT	SGR	611
PB07-001	CAPITAL MAJOR WORK PROGRAM	SGR	812
			9,789
	CB07-GOETHALS BRIDGE		23,239
	CB08-OUTERBRIDGE CROSSING		
	INFRASTRUCTURE		
CB08-075	FIRE STANDPIPE REPLACEMENT	SGR	635
PB08-001	CAPITAL MAJOR WORK PROGRAM	SGR	786
			1,421
	CB08-OUTERBRIDGE CROSSING		1,421
	CB48-GWB BUS STATION		
	INFRASTRUCTURE		
CB48-056	GWBBS DEVELOPMENT	RPP	1,000
PB48-001	CAPITAL MAJOR WORK PROGRAM	SGR	113
			1,113
	CB48-GWB BUS STATION		1,113
	CT06-PORT AUTHORITY BUS TERMINAL		
	INFRASTRUCTURE		
CT06-059	REHAB. ENCLOSED PULL THROUGH PLATFORMS	SGR	1,463
CT06-120	REPLACE BUILDING AUTOMATED MGMT CONTROL SYS	SEP	499
CT06-130	REHABILITATE SPRINKLER PIPING SYSTEM	SGR	1,281
CT06-136	REPLACEMENT OF EMERGENCY GENERATOR	SGR	1,146
CT06-161	PABT-ADA GATE MODIFICATIONS	MAND	892

2009 CAPITAL SPENDING

SORTED BY DEPARTMENT, FACILITY AND PROGRAM

(dollars in thousands)

PROJECT ID	TITLE	CATEGORY	2009 BUDGET
CT06-166	INSTALL ADD'L SMOKE DETECTOR SYSTEM	MAND	2,454
CT06-181	REPLACEMENT OF EXHAUST FANS 19, 70 & 71	SGR	2,253
CT06-195	SEISMIC RETROFIT	MAND	22,138
CT06-196	PABT - 3RD FLOOR SW WEARING COURSE REPLACEMENT	SGR	2,919
CT06-202	REPLACE PRIMARY ELECTRIC SERVICE PHASE I	SGR	742
CT06-203	REPLACE SIGNAGE SYSTEM	SGR	501
CT06-228	PABT CEILING PANEL REPLACEMENT PROGRAM	SGR	200
CT06-230	REPLACEMENT OF 58 HVAC UNITS	SGR	800
CT06-235	CONCRETE REHABILITATION	SGR	2,125
CT06-236	AIR RIGHTS DEVELOPMENT	RPP	1,000
PT06-001	CAPITAL MAJOR WORK PROGRAM	SGR	1,497
			41,909
	SECURITY		
CT06-194	INSTALLATION OF BARRIER GATES	SEC	1,425
CT06-222	INSTALLATION OF BOLLARDS	SEC	4,446
CT06-238	INSTALL PERIMETER BOLLARDS S/WING 9TH AVE. ENTRANCE	SEC	1,341
			7,212
	CT06-PORT AUTHORITY BUS TERMINAL		49,121
	TUNNELS, BRIDGES & TERMINALS TOTAL		209,314
	WORLD TRADE CENTER		
CR12-001	WTC TRANSPORTATION HUB	MAND	391,050
CW11-003	WTC VEHICULAR SEC CTR&TOUR BUS PKNG FAC	SEC	77,038
CW11-008	WTC MEMORIAL	SEP	55,195
CW11-010	WTC SITE INFRASTRUCTURE	MAND	348,446
CW30-001	WTC RETAIL REDEVELOPMENT - PHASE 1	RPP	110,150
CW31-555	1 WTC, FREEDOM TOWER - CONSTRUCTION	RPP	438,150
	WORLD TRADE CENTER		1,420,028
	PROVISION FOR PROJECTS IN DEVELOPMENT		
CXXX-001	PROVISION FOR PROJECTS IN DEVELOPMENT	SEP	25,000
	PROVISION FOR PROJECTS IN DEVELOPMENT TOTAL		25,000
	CAPITAL PROGRAM TOTAL		$ 3,295,164

Appendix

APPENDIX A:
AGENCY OVERVIEW

Port Authority of New York and New Jersey Facilities

Region

THE NEW YORK-NEW JERSEY REGION

The New York-New Jersey Metropolitan Region, one of the largest and most diversified in the nation, consists of the five New York boroughs of Manhattan, Brooklyn, Queens, Staten Island and The Bronx; the four suburban New York counties of Nassau, Rockland, Suffolk and Westchester; and the eight northern New Jersey counties of Bergen, Essex, Hudson, Middlesex, Morris, Passaic, Somerset and Union.

Area:	**3,900 Square Miles**
Population:	**17.2 Million (estimate for 2007)**
Labor Force:	**8.5 Million (average for 2007)**
Total Wage & Salary Jobs:	**8 Million (average for 2007)**
Total Personal Income:	**$897 Billion (estimate for 2007)**

Origins

History

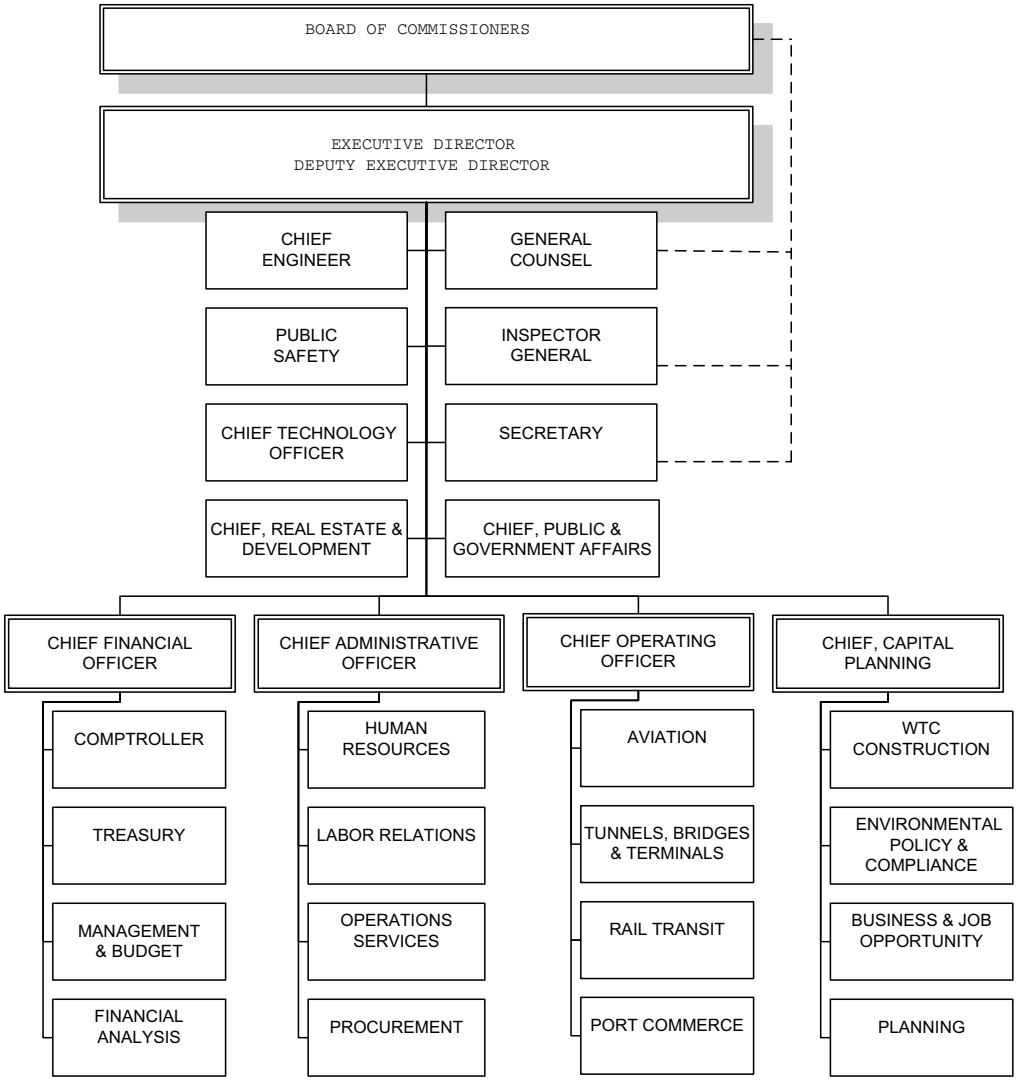
The Port Authority of New York and New Jersey (the "Port Authority") was established by Compact between New York and New Jersey on April 30, 1921, as the first interstate agency created under the clause of the United States Constitution permitting compacts between states with the consent of Congress. The Compact also created the Port District, an area of about 1,500 square miles in both states, centering about New York Harbor. Over the years, the mandate of the agency has developed to promote and protect the commerce of the bistate port and to undertake port and regional improvements not likely to be financed by private enterprise or to be attempted by either state alone: modern wharfage for the harbor shared by the two states, tunnel and bridge connections between the states, terminal and transportation facilities and, in general, trade and transportation projects to promote the region's economic well-being.

Governance of The Port Authority

The Governor of each state appoints six Commissioners to the agency's Board of Commissioners, for overlapping six year-terms; each appointment is subject to the approval of the respective state senate. Commissioners serve as public officials without remuneration. The Governors retain the right to veto the actions of the Commissioners from their respective state. The Port Authority undertakes projects and activities in accordance with the Port Compact of 1921 and amendatory and supplemental bistate legislation. An Executive Director, appointed by the Board of Commissioners, is responsible for managing the operation of the Port Authority in a manner consistent with the agency's policies, as established by the Board. The Executive Director and the individual directors are responsible for operating within the budget and capital plan authorized by the Board of Commissioners by monitoring and controlling the fiscal performance of the Port Authority and its departments.

Organization Chart

THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY
Organization Chart



September 19, 2008

APPENDIX B: BUDGET PROCESS AND FINANCIAL POLICIES

The Port Authority's annual budget is prepared on a basis consistent with the Port Authority's By-Laws. The Board approves an annual expenditure budget comprised of operating expenses, debt service, gross capital expenditures and other expenditures such as heavy vehicles and computer systems that are deferred and amortized in future periods. The Board also approves the long-term strategic plan and updated capital plan of the agency, and approves amendments to the current year budget as necessary.

A Unified Planning Process

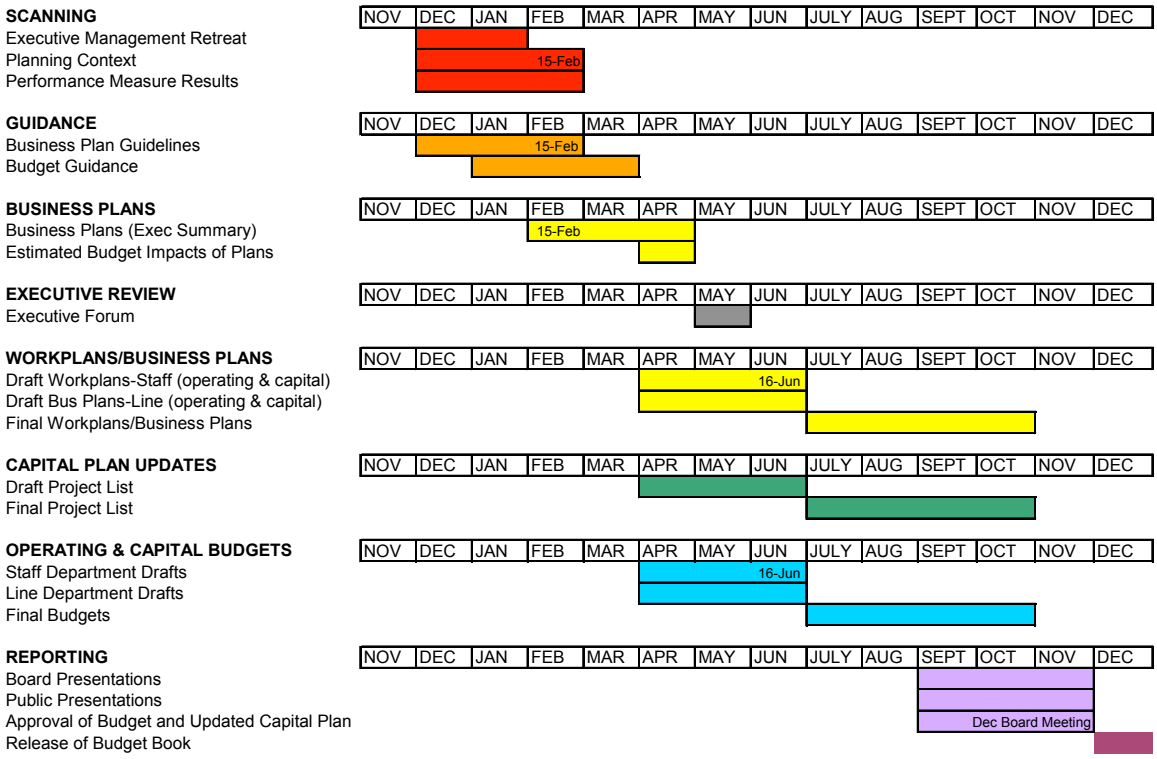
Each year, in conjunction with the development of its annual budget, Port Authority staff undertakes a comprehensive planning process designed to ensure that the agency is consistently moving towards achieving long-term goals. Over the past two years, the Port Authority has worked to unify this process by coordinating the development of business plans, capital programs, and the annual budget. This unified planning model allows for the agency's long-term Strategic Plan, adopted in 2005, to have a greater impact on each aspect of agency operations. The goals identified in the Strategic Plan are incorporated into both departmental business plans and the agency's capital program. In turn, business and capital plans drive resource allocation decisions.

Developing the Budget

The budget process begins with the scanning process. This involves an effort on the part of Executive Director and senior staff to understand both agency performance over the past year and the environment in which the agency will be operating in the coming years. This information is then used to re-assess agency priorities and develop short-term strategies in line with agency-wide goals. The Executive Director's office then issues planning and budget guidance that includes agency wide priorities, the regional planning context, and budget targets for each department. This guidance informs the development of department business and work plans, the capital program, and the budget for the coming year.

Line Departments, the five departments that reflect the Port Authority's major lines of business (Port Commerce, Aviation, PATH, and Tunnels, Bridges, and Terminals, and Development), are asked to submit business plans that identify department wide strategies and initiatives, both operating and capital, that reflect over-arching agency goals and take into account the planning context and priorities identified in the Executive Director's planning guidance. Similarly, staff departments, which support the agency's major lines of business, submit work plans that identify the ways in which these departments will help line businesses achieve agency-wide goals given the pre-established regional planning context. The Executive Director, in conjunction with the Planning Department and the Management and Budget Department, provides feedback on departmental business/work plans as they are developed.

In conjunction with incorporating agency feedback into finalized business/work plans, departments develop updated capital project lists and budget proposals. Once these have been submitted, the Management and Budget Department assesses the financial impact of the submissions and works with departments to finalize a budget and capital plan that meets agency and department goals within the financial constraints of the agency. Following repeated review and analysis throughout the department, a final budget proposal is presented to the Board of Commissioners for approval. Once approved, the budget is presented to the public.



Basis of Budgeting

Revenues and expenses are budgeted in an enterprise fund using the accrual basis of accounting (excluding interdepartmental rents). The budgeted Revenues and Reserves schedule is prepared pursuant to Port Authority bond resolutions and differs in some respects from accounting principles generally accepted in the United States, with the primary difference being the inclusion of principal and interest payments on outstanding Port Authority debt in lieu of depreciation and amortization related to capital investment. This is intended to demonstrate to the bondholders that the agency is generating sufficient cash flows to meet current and future debt service. For presentation purposes, budgeted net income is also calculated on a basis consistent with generally accepted accounting principles. The Management and Budget Department prepares periodic financial reports, designed to inform all levels of executive management and individual directors, that measure and discuss actual and projected performance against budget and the capital

plan. Financial reports are also presented to the Board of Commissioners that concisely describe the operating and capital results and financial position of the agency as a whole, highlight exceptions or significant changes impacting the agency's financial condition, and to suggest areas where management action may be necessary.

Financial Policies

The Port Authority is financially self-sustaining and must raise the moneys necessary to operate its facilities and provide services to the public at large through tolls, fares, rentals and other user charges. Funds needed for capital improvements, construction and acquisition of facilities are raised on the basis of the Port Authority's own credit rating. The Port Authority cannot pledge the credit of either of the States of New York and New Jersey or any municipality, nor can it levy taxes or assessments.

Within the context of programmatic agency-wide objectives, the Port Authority has established various financial measures designed to ensure that the agency is able to sustain its projects, plan for the future, and fund debt service. The Port Authority maintains two Reserve Funds, the General Reserve Fund and Consolidated Bond Reserve Fund, which were established in accordance with applicable laws and statutes. The agency has set specific targets for the Times to Debt Service Earned ratio, monies contained in the General Reserve Fund and the Operating Ratio.

The General Reserve Fund is pledged in support of Consolidated Bonds and Notes. Statutes which required the Port Authority to create the General Reserve Fund established the principle of pooling revenues from all facilities and require that the Port Authority apply surplus revenues from all of its existing facilities to maintain the General Reserve Fund in an amount at least equal to 10% of the par value of outstanding bonds legal for investment.

The balance remaining of all net revenues of the Port Authority's existing facilities after deducting payments for debt service upon all Consolidated Bonds and Notes and the amount necessary to maintain the General Reserve Fund at its statutorily required amount, is to be paid into the Consolidated Bond Reserve Fund, which is pledged as additional security for all outstanding Consolidated Bonds and Notes. Consolidated Bonds and Notes have a first lien upon the net revenues (as defined in the Consolidated Bond Resolution) of all existing facilities of the Port Authority and any additional facility financed by Consolidated Bonds.

Other asset obligations (versatile structure obligations, commercial paper obligations, variable rate master notes, and Interest Rate Exchange Contracts (swaps) executed after 2005), and the interest thereon, are not secured by or payable from the General Reserve Fund. Principal of, and interest on, other asset obligations are payable solely from the proceeds of obligations issued for such purposes or from net revenues paid into the Consolidated Bond Reserve Fund and, in the event such proceeds or net revenues are insufficient therefore, from other moneys of the Port Authority legally available for such payments. Operating asset obligations (equipment notes, Interest Rate Exchange

Contracts (swaps) executed prior to 2005, and the Fund buy-out obligation) are paid in the same manner and from the same sources as operating expenses. Special Project Bonds are not secured by or payable from the General Reserve Fund or the Consolidated Bond Reserve Fund.

The Port Authority has a long-standing policy of maintaining total reserve funds in an amount equal to at least the next two years' bonded debt service on outstanding debt secured by a pledge of the General Reserve Fund. The moneys in the reserve funds may be accumulated or applied only to purposes set forth in legislation and the agreements with the holders of the Port Authority's obligations pertaining thereto.

Debt Management Policies

The Port Authority follows specific criteria when dealing with debt management, financing capital construction at the agency's facilities or refunding existing obligations. It does so by closely monitoring and controlling the flow of Variable Rate Master Notes, Commercial Paper, Equipment Notes, and Special Project Bonds. These debt management criteria are described in more detail below:

- Variable Rate Master Notes - Cannot be issued if the resulting aggregate principal amount at any one time outstanding is in excess of $400 million.

- Commercial Paper - Cannot be issued if the resulting aggregate principal amount at any one time outstanding is in excess of $500 million ($300 million for Series A and $200 million for Series B).

- Port Authority Equipment Notes - Proceeds are to be used in connection with the purchase of certain equipment by the Port Authority, to refund certain obligations issued by the Port Authority in connection with the purchase of equipment and for incidental purposes, including certain cost of such note obligations. These notes cannot be issued if the resulting aggregate principal amount at any one time outstanding is in excess of $250 million.

- Special Project Bonds - Issued only for the purpose of providing funds for a single project for a lessee or for the purpose of refunding all or any part of a prior series of Special Project Bond obligations. These bonds shall not be issued in an amount that is greater than the amount determined by the Port Authority to be necessary to accomplish the purpose for which such Series of Special Project Bonds is issued.

APPENDIX C: GOALS, OBJECTIVES, MEASURES

STRATEGIC CAMPAIGN	GOALS	OBJECTIVES	MEASURES
INTER-REGIONAL TRANSPORTATION FOR A COMPETITIVE SERVICE EXPORT ECONOMY	Increase air travel capacity and quality to meet growing air travel demand	Expand and modernize the regions airports with new terminals, runways, and roadways	Complete airport improvements at EWR, LGA, & JFK and development of SWF
			Improve on-time arrivals and departures at PA airports
			Improve passenger satisfaction at PA airports
	Improve travel options between airports and regional business centers	Expand transit access to the region's airports	Complete airport access improvements for EWR and SWF
	Increase inter-regional travel options	Support strengthened inter-regional rail service	Increase rail share of short-haul inter-regional travel
TRANSIT-BASED REGIONAL GROWTH	Increase transit capacity and quality to meet growing trans-Hudson demand	Expand and modernize trans-Hudson transit services	Complete PATH expansion and modernization, XBL expansion at Lincoln Tunnel, and ARC
			Increase transit share of peak period trans-Hudson travel
			Maintain PATH on-time performance
			Increase passengers' ratings
	Develop property near PA transit hubs	Increase transit-oriented development	Complete WTC redevelopment
			Support mixed-use development at PABT, Harrison, and JSTC
EFFICIENT GOODS MOVEMENT NETWORK	Provide sufficient goods movement capacity to serve growing local markets	Expand goods movement capacity and productivity	Complete harbor deepening, terminal redevelopment, and rail freight improvements
	Minimize the impact of goods moving within the region and speed non-local freight out of the region	Improve efficiency of regional freight distribution facilities and goods movement corridors	Increase throughput at port terminals (container lifts/acre)
			Increase rail throughput at port terminals (container lifts)
			Construct comprehensive ExpressRail system to increase capacity
			Increase "highly satisfied" port and air cargo customer ratings
SAFE, SECURE, SUSTAINABLE INFRASTRUCTURE	Ensure the safety, security, reliability, and resilience of critical transportation facilities and services	Maintain existing infrastructure assets in a state of good repair	Maintain PA facilities in structurally sound condition
			Improve on-time completion rate of priority repairs
		Minimize safety hazards and security risks	Train facility managers and staff in disaster response and recovery
			Reduce accidents and injuries
			Reduce crime at PA facilities
	Reduce greenhouse gas emissions, energy use, and waste generated by agency operations, business partners, and customers	Maintain energy-efficient and environmentally sustainable operations	Implement clean trucks and carbon neutral programs
			Recycle construction and demolition waste
			Incorporate sustainable design into new facilities
SEAMLESS REGIONAL TRAVEL	Eliminate institutional barriers to efficient travel throughout the region	Create simplified regional tolls and fairs and improved travel information systems through joint efforts with regional transportation providers	Institute Regional Smart Cards and All-Electronic Tolling

APPENDIX D: GLOSSARY

Allocated Expenses – Expenses allocated to various business programs and facilities of the Port Authority, using labor as the basis for allocation, for the provision of centralized general management and administrative services and/or general services applicable to Port District development activities.

Budget – A formal financial estimate of expected revenues and expenditures setting forth the Port Authority's financial operations for a calendar year in a form compatible with the Port Authority's accounting system. The estimate is prepared by all departments and approved by the Board of Commissioners. It serves as the basis for producing the Financial Plan and becomes a means of achieving systematic review of program expenditures to ensure that they are made in accordance with the policies and financial decisions of the Board and the By-Laws of the Port Authority.

Capital Expenditures - Expenditures for projects that benefit future accounting periods and are expected to prolong the service lives of assets beyond the originally assigned life or result in a better or more efficient asset. Capital expenses are broken down into seven categories that reflect the policy goals of the agency:

- Mandatory (MAND) – Projects required by law, governmental rule or regulation, or by a rule or policy of the Board of Commissioners.

- Regional Projects (SRP) – Projects undertaken by the Port Authority which advance the objectives of the Port Authority but unlike other Port Authority projects -- which are typically confined to a specific Port Authority operated facilities – are not operated by the Port Authority. They are generally initiated at the request of one of the two states.

- Revenue Producing Projects (RPP) – Projects which provide system enhancements, improved customer service levels, and/or regional benefits and which yield a positive financial return to the Port Authority on its invested capital.

- Security (SEC) – Projects that are necessary to meet the Agency's Security Plan. The Office of Emergency Management has reviewed the scope of the projects for consistency with Agency security goals.

- State of Good Repair (SGR) – Projects that are necessary to maintain the continued functioning of a Port Authority assets consistent with the Agency's business objectives, especially those necessary to maintain critical structural integrity and operational capability of facilities.

- System Enhancing Projects (SEP) – Projects that provide system enhancements, improved customer service levels, and/or regional benefits but do not yield a positive financial return to the Port Authority.

Capital Plan – Reflects the current assessment of the potential need for capital expenditures for the modernization, renovation, rehabilitation, expansion or acquisition of existing and additional facilities in order to continue to maintain appropriate levels of service.

Commercial Paper (CP) – Short-term obligations authorized to be issued to provide interim financing for the payment of capital expenditures in connection with the facilities of the Port Authority or to refund prior obligations.

Consolidated Bonds – A form of long-term debt issued pursuant to the Consolidated Bond Resolution of 1952 and subsequent resolutions.

Consolidated Bond Reserve Fund – A special fund created by Section 7 of the Consolidated Bond Resolution. The balance remaining of all net revenues of the Port Authority's existing facilities after deducting payments for debt service upon all Consolidated Bonds and Notes and the amount necessary to maintain the General Reserve Fund at its statutorily required amount, is to be paid into the Consolidated Bond Reserve Fund, which is pledged as additional security for all outstanding Consolidated Bonds and Notes. Consolidated Bonds and Notes have a first lien upon the net revenues (as defined in the Consolidated Bond Resolution) of all existing facilities of the Port Authority and any additional facility financed by Consolidated Bonds.

Debt Service – Represents interest payments, accruals, and mandatory and accelerated amortization (by sinking fund payments, serial maturities, bank loan payments, etc.), on outstanding debt charged to the operating and reserve funds.

Direct Prorated Expenses – Centralized line department, operations and maintenance services, and engineering general expenses that are prorated directly to individual operating facilities and business programs based on their prorated share of direct labor costs.

Facility – A location classification defining a complete and self-contained unit operated by the Port Authority.

Fund Balance – Represents the balance of cash and certain specified securities, some of which are required Port Authority Statutes.

Fund Buy-Out – Represents the annual implicit interest cost (8.25%) contained in the present value of amounts due to the States of New York and New Jersey upon the termination, in 1990, of the Fund for Regional Development.

General Reserve Fund – A special fund established pursuant to Chapter 5 of the Laws of New Jersey of 1931 and Chapter 48 of the Laws of New York of 1931, as amended and supplemented. Under the statutes authorizing the pledge of the General Reserve Fund, the Port Authority may raise monies to finance or refinance any of its present facilities by the issue and sale of bonds legal for investment. Additional terminal or

transportation facilities may also be financed this way. Surplus revenues from facilities are required to be pooled by the Port Authority and applied to the maintenance of a General Reserve Fund in an amount equal to at least 10% of the par value of all such outstanding bonds legal for investment, as so defined.

Gross Operating Revenues – Revenues from rentals, tolls, fares, aviation fees and other charges derived in connection with the use of and privileges granted at Port Authority facilities before the deduction of operating expenses.

Net Operating Revenues – Gross operating revenues less operating expenses and amounts in connection with operating asset obligations, adjusted by net recoverable/expense amounts related to the events of September 11, 2001.

Operating Asset Financing - Interest expense associated with the funding of operating assets such as the **Fund Buy-Out**, where the Port Authority assumed the assets and liabilities of the former Fund for Regional Development, which had been established to sub-lease World Trade Center space previously held by the State of New York; and **Equipment Notes**, which are obligations that are authorized to be issued to facilitate the purchase of operating equipment such as automotive vehicles, telephones, radios, computer equipment and office furnishings.

Operating Expenses – Expenses incurred in connection with the operation, maintenance, security, repair and administration of Port Authority facilities and business programs, including direct prorated and allocated expenses. Operating expenses are subdivided into six categories:

- Debt Expense – Interest costs for special project bonds and operating assets.

- Maintenance – Labor and materials to protect the agency's capital investments and keep properties, facility structures and equipment operating at a high level of performance, including complying with applicable codes and regulations, thereby preventing injury to life and damage to property.

- Management Services – Support operations for all lines of business -- Aviation, PATH, Port Commerce, Tunnels, Bridges & Terminals, and World Trade Center.

- Operations – Staff and materials required to manage transportation facilities and provide support services to the traveling public throughout the Port Authority's regional transportation network, which includes airports, vehicular tunnels, bridges and terminals, rail transit system and port shipping facilities.

- Rent – Payments made periodically to governmental agencies and landlords in return for the use of land, a building, an office, or other property.

- Security – Providing safe and secure transportation services to the region and nation by vigilance over potential threats, investment in infrastructure and new

technology, and employment of best practices in security and emergency preparedness operations. Adapting programs in response to changing conditions and meeting or exceeding government and industry standards while adding value to the business.

Operating Ratio - The resultant of dividing the Port Authority's gross operating revenues by operating expenses.

Passenger Facility Charge (PFC) – Pursuant to the Federal Aviation Safety and Capacity Expansion Act of 1990, the Port Authority has been authorized to impose a PFC on passengers utilizing its airports. PFC collections are restricted to projects undertaken with the prior approval of the FAA.

Port Authority Equipment Notes (PAEN) – Obligations authorized to be issued for purposes of payment for capital expenditures in connection with the facilities of the Port Authority or to refund prior obligations. PAEN carry variable interest rates set by a remarketing agent and are subject to prepayment at the option of the Port Authority or upon demand of the holders.

Return On Investment (ROI) – The relationship, generally expressed as a percentage, between the net income and the investment required to earn the income.

Special Project Bonds (SPB) - Limited obligations issued for the purpose of providing specific projects for a lessee or to refund prior obligations. SPBs are secured solely by a pledge of facility rental derived by the Port Authority under a lease with the lessee. Neither the full faith and credit of the Port Authority nor any of its revenues, assets or reserve funds are pledged for the payment of debt service on the bonds.

Sources of Funds - Gross operating revenues generated by Port Authority facilities as well as monies generated from the issuance of bonds, notes and other obligations, receipt of grants, insurance proceeds, earned income on investments and money drawn down from reserve funds, as well as the collection of Airport Passenger Facility charges. A balanced budget is achieved when the Sources of Funds is equal to the planned spending or Uses of Funds for the fiscal year.

Times Debt Service Earned – The relationship of net revenues available for debt service and reserves to the total obligatory bonded debt service. In this context, "total obligatory bonded debt service" excludes Fund for Regional Development buyout principal and interest expense, debt service on Special Project Bonds, operating equipment lease financing obligations and any PFC backed debt associated with investment in use.

Uses of Funds - The cost of operating expenses, capital expenditures, debt service on outstanding bonds, notes and others obligations, and other expenditures that are deferred and amortized in future periods. When the Uses of Funds is equal to revenues generated by the Sources of Funds, the budget is balanced.

Variable Rate Master Notes (VRMN) – Obligations authorized to be issued for purposes of payment for capital expenditures in connection with the facilities of the Port Authority or to refund prior obligations. VRMN carry variable interest rates in accordance with specified indices and are subject to prepayment at the option of the Port Authority or upon demand of the holders.

Versatile Structure Obligations (VSO) – Obligations authorized to be issued for purposes of payment for capital expenditures in connection with the facilities of the Port Authority or to refund prior obligations. VSO carry variable interest rates set by a remarketing agent and are subject to prepayment at the option of the Port Authority or upon demand of the holders.