

**THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY**  
**MEETINGS OF THE BOARD OF COMMISSIONERS AND BOARD COMMITTEE**  
**MEETINGS – THURSDAY, MARCH 16, 2023**

The following is the revised agenda and related materials as of Tuesday, March 14, for the March 16, 2023 Meetings of the Board of Commissioners and Board Committees of The Port Authority of New York and New Jersey and its subsidiaries to be held at 2 Montgomery Street, Jersey City, New Jersey and live-streamed at <https://www.panynj.gov/corporate/en/board-meeting-info/videos.html>.

In-person meeting attendees are required to go through a security screening upon entering the building. Attendees are encouraged to arrive early. Security screening will begin at 11:00 a.m. For members of the public interested in viewing the proceedings virtually, a video broadcast will be live streamed from the Port Authority’s Website. The video broadcast may be accessed at <https://www.panynj.gov/corporate/en/board-meeting-info/videos.html>.

**Executive Session Meetings – 9:30 a.m. (3rd Floor – Room D)**

**Executive Session - All Commissioners**

*The Board of Commissioners will meet in executive session prior to the public meetings to discuss matters related to the purchase, sale, or lease of real property, where disclosure would affect the value thereof or the public interest, and to discuss and act upon matters involving ongoing negotiations or reviews of contracts or proposals.*

**Public Meetings – 12:00 noon (3<sup>rd</sup> Floor - Training Room)**

**Committee on Finance**

- ◆ Year-End 2022 Financial Results Libby McCarthy

**Committee on Capital Planning, Execution and Asset Management**

- ◆ Year-End 2022 Capital Results Derek Utter

**Board Meeting – 12:30 p.m. (estimated) (3rd Floor – Training Room)**

- ◆ Update on Airport Redevelopment Matters James Heitmann
  - John F. Kennedy International Airport Redevelopment Program – Program Reauthorization and Award of Design Build Contract
  - Newark Liberty International Airport – AirTrain Newark Rail Link Station – Access Improvements – Planning Authorization
- ◆ Report of Executive Director Richard Cotton
- ◆ Speakers Program\*
- ◆ Resolution Approvals

**For more information, contact the Office of the Secretary at (212) 435-6682 or (212) 435-7312.**

***Media Only: (212) 435-7777***  
***SUBJECT TO CHANGE***

\* As part of the transition from virtual to in person meetings, members of the public wishing to address the Board on Port Authority-related matters may do so either in-person at the public Board Meeting, or by submitting a pre-recorded video statement or written statement if participating virtually.

Individuals planning to address the Board in-person at the public Board Meeting should register by completing and submitting a [speakers registration form](#) online by 9:00 a.m. on the day of the Board meeting.

Individuals may submit written statements or pre-recorded video statements by Noon on Tuesday, March 14 to [Speakersprogram@panynj.gov](mailto:Speakersprogram@panynj.gov). Pre-recorded videos submitted as part of the speakers' program will be broadcast as part of the public Board meeting.

All speakers are limited to three minutes each, and speaking time may not be transferred. The public comment period may be limited to 30 minutes. Appropriate photo identification is required.

**Note:** Pre-recorded video statements must be smaller than 100 megabytes.

**Form of Proposed Resolutions to be Considered by the Board and Committees  
at the March 16, 2023 Meeting\***

1. John F. Kennedy International Airport Redevelopment Program – Program Reauthorization and Award of Design Build Contract for Roadways, Utilities, Ground Transportation Center and Parking Garage
2. Newark Liberty International Airport – AirTrain Newark Rail Link Station – At Grade and Elevated Access Improvements – Planning Authorization
3. John F. Kennedy International Airport – Building 14 Roof Replacement – Planning Authorization
4. George Washington Bridge – Rehabilitation of Center Avenue Bridge and Lemoine Avenue Bridge – Project Re-Authorization and Award of Contract GWB-244.289
5. Publication of Annual Financial Statements

\* The Board is also expected to consider a confidential matter in executive session regarding ongoing negotiations or reviews of contracts or proposals.

**JOHN F. KENNEDY INTERNATIONAL AIRPORT REDEVELOPMENT PROGRAM – PROGRAM REAUTHORIZATION AND AWARD OF DESIGN BUILD CONTRACT FOR ROADWAYS, UTILITIES, GROUND TRANSPORTATION CENTER AND PARKING GARAGE**

In furtherance of its master plan for the redevelopment of John F. Kennedy International Airport (JFK, or Airport) the Port Authority has negotiated with private developers for more than \$15 billion in private investment for new and improved passenger terminals in the central terminal area of the Airport. This transformative redevelopment consists of four major terminal projects, Terminals 1, 4, 6/7 and 8, carried out as public/private partnerships. After weathering extraordinary challenges during the COVID-19 years, all of these public/private partnerships are now fully under construction. As part of the redevelopment, the Port Authority committed \$2.9 billion to build the supporting infrastructure that is outside the terminal leaseholds of the private partners. This Port Authority commitment was fully authorized by the Board at its December 16, 2021 meeting and included the following: (i) public area roadways, and utilities; (ii) a ground transportation facility; (iii) airside improvements; (iv) AirTrain JFK improvements; (v) an electric utility substation; and (vi) project management, planning and oversight for the Program, as a whole (collectively, Supporting Infrastructure Improvements, or Program).

As previously discussed with the Board, there has been a progressive change since 2020 in the economic environment and in the construction marketplace prevailing for large public infrastructure projects. In the aftermath of the COVID-19 pandemic, upward pressures on project costs, an economy-wide increase in inflation, extraordinary increases specifically in the cost of certain construction materials, intense concerns by fixed price bidders with respect to supply chain disruptions, and a concern by bidders about over-exposure to single, large projects. As a result, cost proposals from contractors to perform design build services for the JFK Redevelopment project's "Roadways, Utilities and Ground Transportation" (RUGTC Improvements) contract exceeded our 2021 cost estimates which were developed prior to the initial Program authorization. The costs for certain other utility components of the Supporting Infrastructure Improvements have also exceeded prior estimates due to market conditions, lack of subcontractor availability and systems material cost escalation beyond normal ranges.

It is therefore recommended that the Board (1) reauthorize the Program at an estimated total amount of \$3.906 billion, an increase of \$1.006 billion; and (2) authorize the Executive Director to (a) award the design/build contract to the proposer whose proposal provided the best value to the Port Authority for the design and construction of the roadways, utilities and new Ground Transportation Center and Public Parking Garage (RUGTC Contract); and (b) as necessary, issue a limited "notice to proceed" to begin the work thereunder.

The Port Authority's funding of Supporting Infrastructure Improvements will continue to be highly leveraged in bringing in private investment to JFK. Including the additional Port Authority funds to be authorized by this resolution, every one dollar of Port Authority spending on the JFK Redevelopment Program will leverage four dollars of private investment at JFK.

The Program as reauthorized, is now comprised of the following:

- Roadways construction, utilities (including electric, natural gas, water, sanitary and stormwater lines) and the GTC/Parking Garage projects at an estimated cost of \$2.530 billion;
- airside improvement projects to improve the interface between the airfield and new terminals, and construct new aircraft hardstands and an aircraft deicing facility at an estimated cost of \$482 million;
- a project to design and construct a new Central Substation 2 to supply electricity at an estimated cost of \$133 million;
- a project to improve the interface between AirTrain JFK and the new terminals at an estimated cost of \$459 million;
- associated project management, planning and oversight costs at an estimated cost of \$47 million; and
- an airport-wide contingency fund of \$255 million.

Furthermore, if Program components are delivered under budget, the savings would be remitted to the airport-wide contingency fund for further reallocation in support of the Program.

The Supporting Infrastructure Improvements will both permit the efficient construction and use of the passenger terminals as contemplated under their respective leases, but will also bring material improvements to the shared public areas of the Airport. Specifically the work will simplify roadways and add clear wayfinding, provide a central area for all vehicular traffic to eliminate confusion for arriving passengers and maintain orderly terminal frontages for departing passengers, create flexible airside space for aircraft maneuvers and staging and provide a dedicated de-icing facility where chemicals can be collected and responsibly disposed of, and provide upgraded electric generation to serve expanded passenger levels reliably in light of predicted technologically changes.

Pursuant to the foregoing report, the following resolution was adopted.

**RESOLVED**, that the John F. Kennedy International Airport Redevelopment Program (Program) be, and it hereby is, reauthorized at a total estimated program cost of approximately \$3.9 billion, an increase of approximately \$1.006 billion from the previously authorized amount; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized for and on behalf of the Port Authority to award a design/build contract (RUGTC Contract) to the proposer whose proposal provided the best value to the Port Authority for the design and construction of the RUGTC improvements to benefit Airport users and the traveling public, generally, inclusive of an allowance to address unforeseen needs in designing and constructing the RUGTC improvements, which costs are within the reauthorized Program amount; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized to declare “limited notice to proceed” under the RUGTC Contract to enable the work thereunder to commence; and it is further

**RESOLVED**, that the Executive Director be and he is hereby authorized, for and on behalf of the Port Authority, to take action with respect to the Program for the award and modification of contracts and agreements (including but not limited to: construction contracts, service contracts, professional, technical and advisory services agreements, and other such contracts and agreements) required or useful in executing the work in support of the implementation of the Program; and it is further

**RESOLVED**, that the form of all contracts, agreements and other documents in connection with the foregoing shall be subject to the approval of the General Counsel or his authorized representative and the terms of such contracts, agreements and other documents shall be subject to review by the General Counsel or his authorized representative.

**NEWARK LIBERTY INTERNATIONAL AIRPORT – AIRTRAIN NEWARK RAIL LINK STATION – AT GRADE AND ELEVATED ACCESS – PLANNING AUTHORIZATION**

It was recommended that the Board authorize planning and preliminary design work at an estimated amount of \$12 million for a project (EWR Station Access Project) to develop direct, street level and elevated access for neighboring communities in Newark, New Jersey to the AirTrain Newark Rail Link Station (AirTrain Station) and Newark Liberty International Airport (Airport) and to the rail services available at the co-located Northeast Corridor Station (NEC Station) provided by National Passenger Rail Corporation (Amtrak) and New Jersey Transit Corporation (NJT), as well as providing related amenities for customers accessing the Stations. It is also recommended in connection with the planning and design work, that the Board authorize the Executive Director to: (i) execute agreements with private, federal, state, and municipal government entities and local utilities necessary to complete the planning and preliminary design work and to acquire rights of way and other preliminary property rights in connection therewith; (ii) enter into agreements to fund third-party design and construction coordination and reviews (i.e., Amtrak force account work); and (iii) execute agreements for expert professional technical and advisory services required to advance the future EWR Station Access Project, including, but not limited to, traffic and ridership studies, preliminary design work, preliminary environmental analyses; government and community outreach and consultation, survey and real estate evaluation work, cost estimating and construction scheduling services, financial services and such other agreements as he deems appropriate to advance EWR Station Access Project planning and preliminary design.

Since its opening in 2001, the AirTrain Station (and the Airport) have been inaccessible at grade from the local area streets and residential neighborhoods west of the AirTrain Station. The inaccessibility also prevents access to the NEC Station link which serves the Airport and abuts the AirTrain Station. The proposed planning and preliminary design services would be used to develop conceptual designs for a future project to provide for new at-grade and elevated facilities west of the existing AirTrain Station that would connect to the AirTrain Station, thereby providing new multimodal street level access to both the AirTrain and NEC Stations. The new entry point could be accessed through multiple transportation modes including buses and taxis, private vehicles, bicycles and by foot over new sidewalks via Frelinghuysen Avenue in Newark, New Jersey.

Once implemented, the proposed EWR Station Access Project would improve transit access to the Airport for air travelers and Airport employees and provide improved access to the NEC Station. Specific project benefits include: (i) improved commutation to on-Airport jobs for local residents, broadening the local labor pool; (ii) expansion of the Airport footprint to encourage relocation of Airport service businesses to less costly or more spacious premises to reduce crowding in the existing Airport areas; (iii) increased development on and near the Airport as a result of improved transit access, increasing the value of Airport property; (iv) efficient and cost-effective interconnection of the AirTrain Station and the NEC Station for interconnection with Amtrak and NJT rail service as originally contemplated by New York and New Jersey in the Port Authority's AirTrain and PATH legislations; (v) providing services to the neighboring Newark communities, which have been impacted by the AirTrain Station (and the NEC Station)

without the benefit of access to transit service; (vi) enhancing Airport sustainability by encouraging Airport users to choose transit means other than private vehicles; and (vii) leveraging existing transportation assets in a cost-effective way to improve local and regional access, mobility and connectivity.

It is expected that planning and preliminary design effort would require engagement and coordination with government and community stakeholders, as well as some private property owners in the area. The professional services authorized under this item would support and inform this engagement and ensure appropriate stakeholder involvement in concept development for the future new facilities.

Following the completion of the planning and preliminary design effort, it is anticipated that approval of the EWR Station Access Project would be requested from the Board. The Port Authority has applied for a U.S. Department of Transportation RAISE grant for a portion of the project costs, if the EWR Station Access Project is ultimately approved by the Board.

Pursuant to the foregoing report, the following resolution was adopted:

**RESOLVED**, that planning, preliminary design work and early property acquisition for a project to provide: (i) direct street level and elevated access to the Newark Liberty International Airport (Airport) through a westward expansion of the existing AirTrain Station serving the Airport (AirTrain Station) and to the Northeast Corridor Station (NEC Station) utilized by National Railroad Passenger Corporation and New Jersey Transit Corporation for intercity and commuter rail service; and (ii) related amenities for customers accessing the Stations, for a total planning cost estimated at \$12 million, be and it is hereby authorized; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to (i) execute agreements with private, federal, state, and municipal government entities and local utilities necessary to complete the planning and preliminary design work and to acquire rights of way and other preliminary property rights in connection therewith; (ii) enter into agreements to fund third-party design and construction coordination and reviews (i.e., Amtrak force account work); and (iii) execute agreements for expert professional technical and advisory services required to advance the future EWR Station Access Project, such as traffic and ridership studies, preliminary design work, preliminary environmental analyses; government and community outreach and consultation, survey and real estate evaluation work, cost estimating and construction scheduling services, financial services, and such other agreements as he deems appropriate to advance EWR Station Access Project planning and preliminary design; and it is further



**RESOLVED**, that the form of all contracts, agreements and other documents in connection with the foregoing shall be subject to the approval of General Counsel or his authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or his authorized representative.

**JOHN F. KENNEDY INTERNATIONAL AIRPORT – BUILDING 14 ROOF REPLACEMENT – PLANNING AUTHORIZATION**

It was recommended that the Board authorize planning and preliminary design work to develop a project to rehabilitate and/or replace portions of the roof of Building 14 at John F. Kennedy International Airport (JFK), which are original to the building’s construction and have exceeded their useful life, at an estimated total planning cost of \$2,150,000.

Building 14, which is over 60 years’ old, serves as the Port Authority’s Administration Building and houses Port Authority maintenance and operations staff and equipment at JFK. Portions of the building’s roof were rehabilitated in 2015 and in 2019. The remaining portions of the roof, which are original to the building construction, have experienced periodic leaks of increasing magnitude over the past several years, and require rehabilitation to maintain the roof in a state of good repair.

Under the proposed planning authorization, the Port Authority would undertake planning and preliminary design work to assess the overall condition of the various roof sections. This planning work would include development of a project to rehabilitate and/or replace portions of the roof and an assessment of structural integrity to determine the feasibility for solar installations on all sections of the roof or portions thereof. The future project to rehabilitate or replace portions of the roof is expected to include removal and reinstallation of roof-mounted electrical and mechanical equipment and accessories, cleaning and/or replacement of roof drains, and all associated work.

Pursuant to the foregoing report, the following resolution was adopted:

**RESOLVED**, that planning and preliminary design work to support the rehabilitation or replacement of portions of the roof of Building 14 at John F. Kennedy International Airport, at an estimated total planning and preliminary design cost of \$2,150,000, be and it hereby is authorized; and it is further

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

**RESOLVED**, that the form of any contracts, agreements or other documents in connection with the foregoing planning and preliminary design work shall be subject to the approval of General Counsel or his authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or his authorized representative.

**GEORGE WASHINGTON BRIDGE – REHABILITATION OF CENTER AVENUE BRIDGE AND LEMOINE AVENUE BRIDGE – PROJECT REAUTHORIZATION AND AWARD OF CONTRACT GWB-244.289**

It was recommended that the Board: (1) reauthorize a project for the rehabilitation of Center Avenue Bridge and Lemoine Avenue Bridge at the George Washington Bridge (GWB), at an estimated total project cost of \$146.8 million, an increase of an estimated \$34.1 million from the previously authorized amount of \$112.7 million, to provide for structural rehabilitation of the two bridges and associated ramps, in order to maintain a state of good repair; and (2) authorize the Executive Director to award Contract GWB-244.289 to El Sol Contracting/ES II Enterprises JV (the Joint Venture), the lowest bidder in response to a public advertisement, to construct the remaining elements of the project, at an estimated cost of \$71.8 million, inclusive of allowances for extra work, risk extra work, and net cost work.

The Center Avenue and Lemoine Avenue Bridges span the approach roadways for the GWB in New Jersey. The bridges were built by the Port Authority in stages between 1935 and 1965. The Center Avenue Bridge was last rehabilitated in the late 1980s. The Lemoine Avenue Bridge was partially rehabilitated in the late 1990s. Although this limited rehabilitation work extended the service life of each structure, results of recent inspections recommend comprehensive rehabilitation of both bridges, including replacement of certain structural elements.

On March 24, 2016, the Board authorized the project for the rehabilitation of the Center Avenue and Lemoine Avenue Bridges, at an estimated total project cost of \$90.9 million. The project scope for both bridges included: replacing concrete deck, sidewalks, and parapets; seismic retrofit; repairing the existing substructures; and replacing existing roadway and underdeck lighting. For the Center Avenue Bridge, the project also includes the replacement of existing concrete girders with steel girders for three spans and modifications to five piers, and replacement of an existing water main.

At its October 25, 2018 meeting, the Board: (i) reauthorized the project to rehabilitate the bridges to accommodate added scope, including additional repairs and incremental work to improve traffic flow and extensive plans to mitigate traffic impacts during construction, at an estimated total project cost of \$112.7 million; and (ii) authorized the award of Contract GWB 244.204A to construct the project at an estimated amount of \$64.5 million. Due to financial constraints during the COVID-19 pandemic, Contract GWB 244.204A was cancelled in December 2020. Prior to the cancellation of the project the contractor completed the seismic retrofit work and the rehabilitation of the undersides of the two bridges.

Project reauthorization is required to fund incremental costs of \$34.1 million, which are attributable to: (i) contractor demobilization and re-mobilization; (ii) inflation/post-COVID-19 market conditions (affecting material and labor costs); (iii) cost escalation due to the time delay in forecast project completion (approximately 3.5 years); (iv) additional expert professional design services, and repackaging, bidding, and awarding the new contract. The rehabilitation of the Center Avenue and Lemoine Avenue Bridges will maintain these assets in a state of good repair and bring these in compliance with current seismic standards, facilitating safe and efficient interstate travel across the GWB.

Pursuant to the foregoing report, the Board adopted the following resolution:

**RESOLVED**, that a project for the rehabilitation of the Center Avenue Bridge and Lemoine Avenue Bridge on the New Jersey side of the George Washington Bridge, at an estimated total project cost of \$146.8 million, an increase of an estimated \$34.1 million from the previously authorized amount of \$112.7 million, to provide for structural rehabilitation of the two bridges and associated ramps, in order to maintain a state of good repair, be and it hereby is reauthorized; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to award Contract GWB-244.289 to El Sol Contracting/ES II Enterprises JV, to construct the remaining elements of the project, at an estimated cost of \$71.8 million, inclusive of allowances for extra work, risk extra work, and net cost work; and it is further

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

**RESOLVED**, that the form of all contracts, agreements and other documents in connection with the foregoing project shall be subject to the approval of General Counsel or his authorized representative; and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or his authorized representative.

**PUBLICATION OF ANNUAL AUDITED FINANCIAL STATEMENTS**

Pursuant to the By-Laws and its Charter, the Audit Committee’s members have reviewed and approved the Port Authority’s audited Financial Statements and Appended Note Disclosures for the year ended December 31, 2022 (2022 Financial Statements) and recommended to the Board that such Financial Statements be included in the Port Authority’s 2022 Annual Report and other publications, as appropriate. It was therefore recommended that the Board authorize the publication of the 2022 Annual Report which shall include the 2022 audited Financial Statements.

Pursuant to the foregoing report, the following resolution was adopted:

**RESOLVED**, that the publication of the Port Authority’s 2022 Annual Report, which shall include the Port Authority’s audited Financial Statements and Appended Note Disclosures for the year ended December 31, 2022, be and the same hereby is authorized.