

World Trade Center Campus



DECEMBER 13, 2018

Modified as of February 22, 2019



New Panamax Vessel Passing
Beneath Raised Bayonne Bridge

LaGuardia Airport Redevelopment



New Harrison PATH Station



2019 Budget

Our Mission: To Keep the Region Moving

Meet the critical transportation infrastructure needs of the bistate region's people, businesses, and visitors by providing the highest quality and most efficient transportation and port commerce facilities and services to move people and goods within the region, provide access to the nation and the world, and promote the region's economic development.

Port Authority of NY & NJ Facility Map

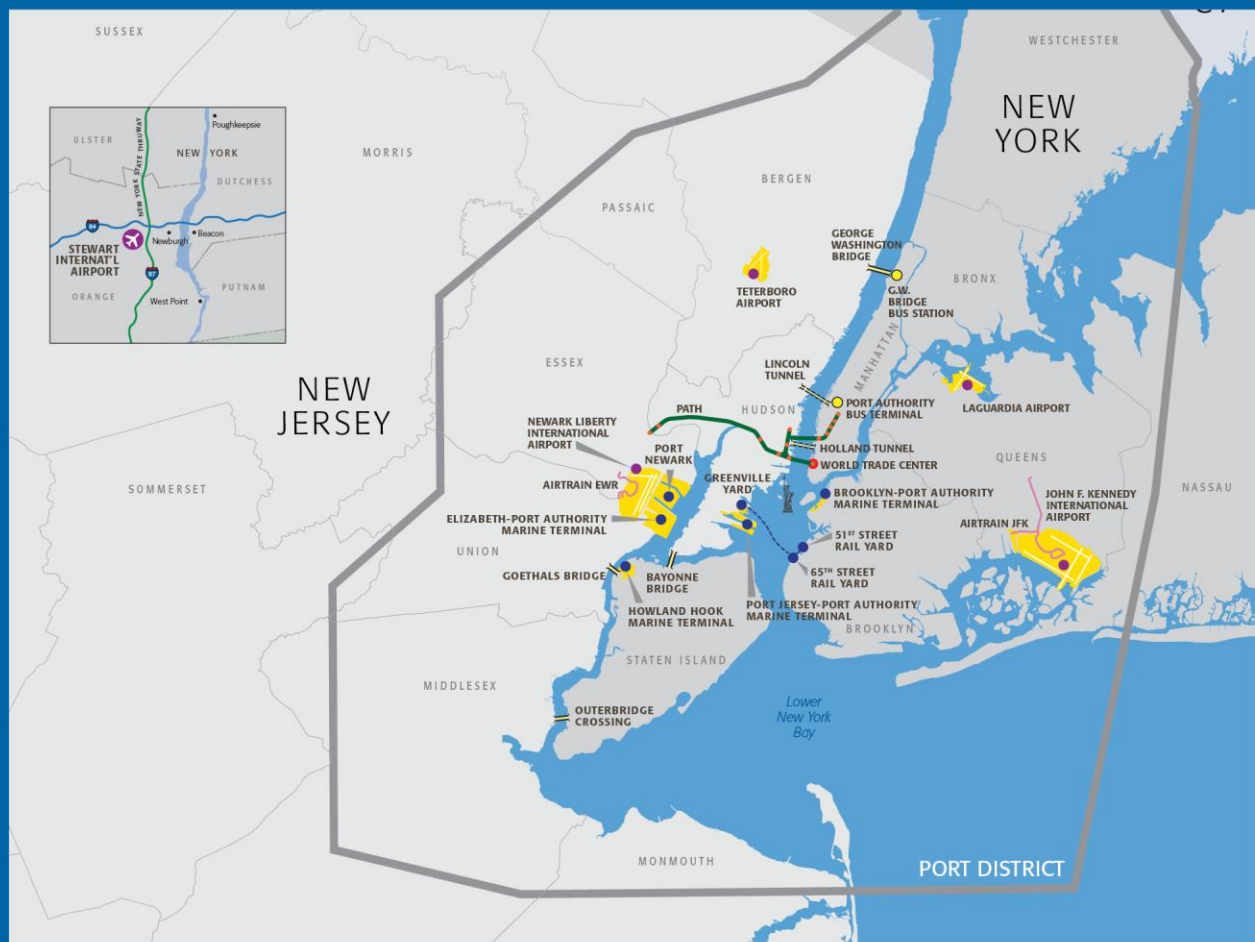


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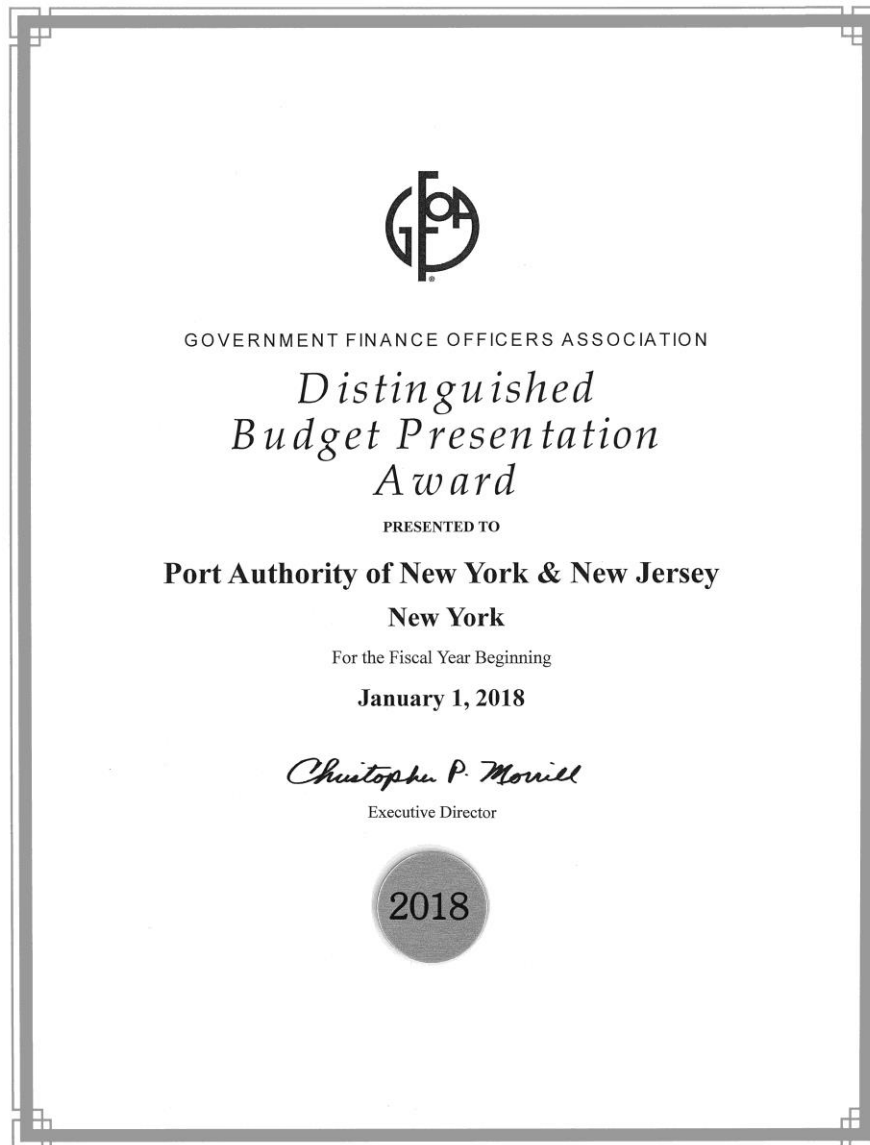
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Government Finance Officers Association Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Port Authority of New York and New Jersey for its annual budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current 2019 Budget continues to conform to GFOA program requirements, and we will be submitting it to GFOA to determine its eligibility for an award.

Letter from the Board of Commissioners and the Executive Director

Dear Governors,

We are pleased to provide you with the final 2019 Budget, which the Board of Commissioners of the Port Authority of New York and New Jersey adopted at its December 2018 meeting. The \$8.5 billion Budget includes \$3.7 billion for capital investment, \$3.3 billion for operating expenses, and \$1.5 billion for debt service and deferred operating expenses. These expenditures are being funded by \$5.4 billion in projected operating revenues together with grants and passenger facility charges, financial income and the issuance of additional Port Authority Consolidated Bonds.

As you know, the Port Authority is financially self-sustaining. The 2019 Operating Expense Budget includes an inflation-based 2.2 percent increase of \$70 million in core expenses over 2018.

The implementation of the proposed 2019 Capital Plan spending is expected to result in direct payroll wages of \$1.6 billion. Including ancillary effects, i.e., purchases by both workers and suppliers to the projects, the total economic impact would amount to 35,270 total job-years, \$2.7 billion in total wages and nearly \$6.4 billion in regional economic activity.

This budget reflects a continued commitment to strive for a Port Authority whose name and actions are synonymous with safety and security in our operations, the highest standards of integrity, world-class transportation facilities, customer service, global best practices and timeliness in our project and service delivery.

As you will read in greater detail in the 2019 Budget Book, our initiatives align with five strategic priorities:

Safety and Security

The 2019 Operating Budget includes \$773 million for safety and security initiatives, a \$45 million increase from the 2018 budget to significantly upgrade cybersecurity efforts, expand police staffing, enhance Aviation security staffing in credentialing and compliance, resources to establish 24/7 Airport Operations Centers at John F. Kennedy International, Newark Liberty International and LaGuardia airports, and an updated Emergency Operations Plans for every facility.

PATH safety and efficiency remains a high priority. In 2018, PATH was the first railroad system in the region and one of the first in the nation to have its system-wide signal upgrade meet federally mandated requirements for Positive Train Control. The 2019 budget dedicates \$112 million for the next phase of PATH's Signal System Replacement Program and the continuation of PATH station and equipment modernization programs, including Superstorm Sandy recovery work.

Customer Experience

As a core agency priority, a better customer experience requires innovative solutions: \$52 million toward multiple customer-experience initiatives, including improving airport customer service by deploying additional customer experience specialists; monitoring of TSA and taxi wait times to provide digital real-time updates to passengers; continuing the Quality of Commute program at the Port Authority Bus Terminal and other terminal improvements; upgrading information kiosks, installing countdown clocks at all PATH stations and introducing cell service from major carriers at underground PATH stations.

Operational Excellence

The 2019 budget includes \$53 million to improve first-class operational excellence, including initiatives to improve PATH operations, expand cashless tolling at the Outerbridge Crossing and Goethals Bridge, and improve airport operations during storm events. Funding is allocated for the continued implementation of an agency-wide Enterprise Asset Management Program to improve overall asset maintenance and also to develop and pilot autonomous vehicle technology to increase the capacity of the Lincoln Tunnel Express Bus Lane. Additionally, in the Port Department, funding is provided for strategic planning to address intermodal growth at port facilities.

Sustainability

In line with our agency's commitment to sustainability projects, \$10 million is dedicated in incremental funding to continue electrifying the airport bus and agency-wide vehicle fleets; the installation of on-site solar power at airports and other facilities; and upgrades at the World Trade Center to install more energy efficient lighting technology. Funding also is included to advance an electric cargo-handling equipment demonstration project at the Elizabeth Port Authority Marine Terminal and support efforts to achieve greenhouse gas emission reductions across all Port Authority facilities.

Capital Plan

The \$3.7 billion Capital Budget – a \$300 million increase over 2018 – carries forward multiple major projects to rebuild and replace the agency's legacy facilities with state-of-the-art infrastructure and a large set of projects to maintain assets in a state of good repair and improve resiliency in the post-Superstorm Sandy era.

These projects include \$1.5 billion to continue the redevelopment of the region's airports – LaGuardia, Newark Liberty International and John F. Kennedy International.

- At LaGuardia Airport, construction continues on an entirely new redeveloped airport, and planning and design work continues for the AirTrain LaGuardia project, which is entering the federal environmental review process.
- At Newark Liberty International Airport, investment continues for the construction of the new state-of-the-art Terminal One.
- At John F. Kennedy International Airport, work continues to advance the planning for the airport's transformational redevelopment, which, once completed, will result in two new world-class international terminal complexes, centralized ground transportation options, and improved infrastructure and passenger amenities. The \$13 billion JFK plan is 90 percent funded through a record-setting \$12 billion in private funding.

Beyond the airports, the Capital Plan includes 2019 spending for multiple other key projects:

- \$541 million for upgrades at trans-Hudson crossings, including completion of the raising of the Bayonne Bridge to accommodate larger container ships, the ongoing work to replace the 592 steel suspender ropes on the George Washington Bridge and other components of the bridge's rehabilitation program, and continued construction of the Lincoln Tunnel Access program projects, which includes the rehabilitation of the Pulaski Skyway, the replacement of the Route 7-Whittpenn Bridge, and replacement of Route 1 & 9.
- \$31 million dedicated toward planning and design activities for a new Port Authority Bus Terminal and to advance this priority project through the formal environmental review process.
- \$249 million is dedicated to winding down construction activities at the World Trade Center, including the West Vehicular Access project, supporting structures for the Performing Arts Center and improvements to One World Trade Center and World Trade Center retail space.

- \$89 million for construction and design activities at the seaport facilities, including work on ExpressRail Port Jersey, the Howland Hook Marine Terminal and the Cross Harbor Freight Program environmental review.
- \$17 million is budgeted to continue to support the planning activities for the Gateway passenger rail tunnel project.

We are honored to have the opportunity to help shape the region's transportation future and remain committed to working in a spirit of partnership and cooperation with all our stakeholders.

We thank you for your leadership and shall continue to apprise you of the agency's progress.



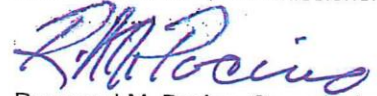
Kevin J. O'Toole, Chairman




Richard H. Bagger, Commissioner



Kevin P. McCabe, Commissioner



Raymond M. Pocino, Commissioner



David S. Steiner, Commissioner



Jeffrey H. Lynford, Vice Chairman



Leecia Eve, Commissioner



Daniel J. Horwitz, Commissioner



Gary LaBarbera, Commissioner



George T. McDonald, Commissioner



Rossana Rosado, Commissioner



Richard Cotton, Executive Director

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Budget Summary



2019 Budget Overview

The Port Authority's mission is simple yet economically vital to the New York and New Jersey region: it is to keep the region moving. The Port Authority's facilities include America's busiest airport system, the East Coast's largest marine terminals and port system, the PATH rail transit system, six Trans-Hudson bistate tunnel and bridge crossings; the Port Authority Bus Terminal in Manhattan, and the World Trade Center. Together, this vital network of facilities moves millions of people and millions of tons of cargo locally, nationally and all over the world. Guided by five strategic priorities, the Port Authority's 2019 Budget is consistent with this mission:

- **Safety and Security** – Providing world-class protection at our facilities
- **Customer Experience** – Advancing the agency in providing a 21st century customer experience based on global best practices
- **Operational Excellence** – Striving to deliver first-class operations; being an employer of choice; maintaining financial self-sufficiency
- **Sustainability** – Reducing our environmental impact
- **Capital Plan** – Revitalizing our infrastructure

The Port Authority's 2019 budget funding sources include: \$5.4 billion in revenue from charges for use of its facilities; \$1.0 billion from the issuance of consolidated bonds and notes; \$1.3 billion from capital reserves and funds on hand; and, \$0.8 billion from grants, capital contributions and the application of Passenger Facility Charges. The Port Authority is self-sufficient, and raises the funds necessary for the improvement, construction or acquisition of its facilities based primarily upon the strength of its own credit. It has no power to levy taxes or assessments. Its bonds, notes, and other obligations are not obligations of the States of New York or New Jersey (the "States") or of either of them, and are not guaranteed by the States or by either of them.

The 2019 Budget includes \$3.3 billion for operating expenses, \$3.7 billion for capital investments, and \$1.5 billion for debt service charged to operations and deferred operating expenses.

| 2019 Budget Sources | 2019 Budget Uses |
|---|---|
| <ul style="list-style-type: none">▪ \$5.4 billion in Gross Operating Revenues▪ \$1.0 billion in Consolidated Bond Issuances▪ \$1.3 billion in Other Sources*▪ \$0.5 billion in Grants, Contributions and Miscellaneous Revenues▪ \$0.3 billion in Application of Passenger Facility Charges | <ul style="list-style-type: none">▪ \$3.3 billion for Operating Expenses▪ \$3.7 billion for Capital spending on projects included in the 2017-2026 Capital Plan▪ \$1.3 billion for Debt Service to Operations▪ \$0.2 billion to support Deferred Expenses and Other Programs |

*Other sources include unspent proceeds from previous bond issuances, financial income, and the application of monies from the Consolidated Bond Reserve Fund for purposes for funding capital investments in Port Authority facilities.

The 2019 Operating Expense Budget of \$3.3 billion is \$70 million or 2.2% higher than the 2018 Budget before an incremental \$18 million to further enhance safety and security across all facilities, including cyber security and \$5 million to accommodate passengers during Superstorm Sandy related weekend outages of the PATH system. After consideration of these incremental costs, the 2019 Operating Expense Budget is 2.9% higher than the 2018 budget. We expect this 2019 rate of increase, where the expense budget edges above inflation in order to address safety, security and Superstorm Sandy needs, to be a one-time event.

We project the growth in our expense budget will be more than offset by the increase in revenues of \$123 million or 2.3% stemming from higher rentals and fees at Aviation, WTC and Port facilities. This surplus together with bond proceeds and other funding sources will be available to support the significant Capital Budget.

Highlights of the 2019 Budget by strategic priorities:

- **Safety and Security** – \$773 million reflects an increase of \$45 million from the 2018 Budget. This increase is inclusive of the incremental \$18 million mentioned above and also includes increases related to development of updated, detailed Emergency Operations Plans for every facility, significantly upgraded cyber security efforts, expanded Police staffing, enhanced Aviation security staffing in credentialing and compliance, and resources to establish 24/7 Airport Operations Centers.
- **Customer Experience** – \$52 million towards multiple customer experience initiatives including: improving airport customer service by deploying additional customer experience specialists and by introducing real time monitoring of Transportation Security Administration (TSA) and taxi wait times to provide useful information to airport passengers; continuing the Quality of Commute program at Port Authority Bus Terminal (PABT) by upgrading lighting and escalators, expanding the use of customer service representatives and upgrading information kiosks; installing countdown clocks and cell service at PATH to improve wait time notification and customer communications; and, expanding the use of digital and social media strategies across all facilities to provide reliable alerts and enhance customer engagement.
- **Operational Excellence** – \$53 million to support multiple initiatives: improved PATH operations; expanded All Electronic Tolling (AET) at the Outerbridge Crossing and Goethals Bridge; and, improved reliability of airport busing by increasing maintenance and contract terms that ensures driver availability. This funding also includes the continuation of our efforts to implement an agency-wide Enterprise Asset Management Program to improve overall asset maintenance and optimize asset life cycles, explore future opportunities to utilize connected and autonomous vehicle technology to improve operations at the Lincoln Tunnel Express Bus Lane (XBL) and strategic planning to address intermodal rail growth at our port facilities. The agency will also continue to provide for workforce planning programs to ensure that staff are equipped to adapt to stakeholders' changing demands.
- **Sustainability** – \$10 million in incremental funding to continue electrifying our airport bus and agency-wide vehicle fleets, to install on-site solar power at airports and other facilities, to provide upgrades at WTC and the Oculus to high efficiency light-emitting diode (LED) technology, to advance an electric cargo handling equipment demonstration project at Port Elizabeth and to support our efforts to achieve greenhouse gas emission reductions across all Port Authority facilities.
- **Capital Plan** – \$3.7 billion to modernize and expand the region's aging airports, seaports and surface transportation facilities with state-of-art infrastructure, while also focuses on maintaining these assets in a state of good repair and improving resiliency in the post-Superstorm Sandy era. The 2019 Capital Budget aligns with the 2017-2026 Capital Plan, which can be found on the Port Authority's website at: <https://corpinfo.panynj.gov/pages/capital-plan/>.

Highlights of the 2019 Capital Budget include:

- \$1.5 billion to continue the redevelopment of the region's airports. At LaGuardia Airport, construction continues on the entirely new, redeveloped facility as well as planning and design for the AirTrain LGA. At Newark Liberty International Airport, investment continues for the construction of the new state-of-the-art Terminal One. At JFK International Airport, planning continues to advance the Vision Plan of Governor Cuomo's Airport Advisory Panel for the redevelopment of the airport, encompassing new and interconnected terminals, relocated state-of-the-art cargo facilities, and a new roadway configuration.
- \$31 million for further planning and design activities for a new Port Authority Bus Terminal, in addition to environmental, preliminary engineering and program management activities.
- \$541 million for upgrades to Trans-Hudson crossings, including continued construction of the Lincoln Tunnel Access Program projects; completion of the Bayonne Bridge Navigational Clearance Program; and advancement of the George Washington Bridge suspender rope replacement project, as well as several other key components of the George Washington Bridge "Restoring the George" Program.
- \$112 million for PATH's Signal System Replacement Program, and the continuation of PATH station and equipment modernization programs, including the Superstorm Sandy recovery work. By the end of this year, PATH's signal system will achieve compliance with the Positive Train Control requirements, in accordance with the Federal mandate. Planning and design for the extension of the PATH system to Newark Liberty rail link station continues.
- \$89 million to support construction and design activities at our port facilities, including: completion of construction of the first lead track of the Global Intermodal Container Transfer Facility (ICTF) at Port Jersey; an environmental review of the Cross Harbor Freight Movement Program; and continued construction work of the pavement subgrade at Howland Hook Marine Terminal.
- \$249 million for winding down construction activities at the World Trade Center complex, including improvements to One World Trade Center and World Trade Center retail space; and construction on the Bathtub Vehicular Access project, the support infrastructure under the planned Performing Arts Center, and the World Trade Center Transportation Hub.

Overall, the Port Authority's 2019 Budget provides the financial resources necessary to advance the agency's core mission of moving people and goods within the Port District and providing access to the nation and the world.

Revenues and Reserves

Pursuant to Port Authority Bond Resolutions

Year ended December 31st

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|---|--------------------|--------------------|--------------------|--------------------|
| Gross Operating Revenues: | \$5,211,129 | \$5,260,482 | \$5,313,840 | \$5,383,595 |
| Expenses: | | | | |
| Operating & Maintenance Expenses | 2,902,824 | 2,959,321 | 2,993,355 | 3,035,159 |
| Allocated Expenses | 230,094 | 221,004 | 222,246 | 241,445 |
| Total Operating Expenses | 3,132,918 | 3,180,325 | 3,215,601 | 3,276,604 |
| Operating Asset Obligations | 16,050 | 12,921 | 12,921 | 9,529 |
| Net revenue related to Superstorm Sandy | (18,323) | – | – | – |
| Total Expenses | 3,130,645 | 3,193,246 | 3,228,522 | 3,286,133 |
| Net Operating Revenues | 2,080,484 | 2,067,236 | 2,085,318 | 2,097,462 |
| Financial Income: | | | | |
| Interest Income | 47,711 | 44,834 | 64,238 | 69,553 |
| Net Increase/(Decrease) in Fair Value of Investments | (14,137) | – | (13,000) | – |
| Contributions in Aid of Construction | 173,253 | 204,261 | 179,270 | 407,280 |
| Application of Passenger Facility Charges | 285,335 | 283,849 | 422,064 | 288,690 |
| Application of 4 WTC Associated Payments | 65,293 | 65,293 | 65,293 | 65,293 |
| Grants, in Connection with Operating Activities | 39,845 | 34,084 | 44,588 | 58,082 |
| Pass-Through Grant Program Payments | (19,717) | (1,221) | (1,691) | – |
| Net Revenues Available for Debt Service and Reserves | 2,658,067 | 2,698,336 | 2,846,080 | 2,986,360 |
| Debt Service: | | | | |
| Interest on Bonds and Other Asset Obligations | 928,264 | 865,747 | 907,826 | 912,560 |
| Debt Maturities and Retirements | 300,905 | 326,960 | 319,090 | 334,500 |
| Repayment of Asset Financing Obligations | 1,276 | 1,343 | 1,343 | 1,413 |
| Goethals Bridge Replacement DFA | – | 56,477 | 28,238 | 56,900 |
| Total Debt Service | 1,230,445 | 1,250,527 | 1,256,497 | 1,305,373 |
| Revenues after Debt Service and Transfers to Reserves | 1,427,622 | 1,447,809 | 1,589,583 | 1,680,987 |
| Direct Investment in Facilities | (1,623,347) | (2,097,817) | (1,337,200) | (2,699,806) |
| Non-Cash Pension and OPEB adjustment* | – | (16,261) | – | (29,046) |
| (Decrease) / Increase in Reserves | (195,725) | (666,269) | 252,383 | (1,047,865) |
| Reserves Balances, January 1** | 4,357,647 | 4,187,386 | 4,161,922 | 4,414,305 |
| Reserves Balances, December 31 | \$4,161,922 | \$3,521,117 | \$4,414,305 | \$3,366,440 |

* Non-cash Pension and Other Post-Employment Benefits (OPEB) are subject to updated annual actuarial valuations, which could increase or decrease operating and maintenance expenses listed above.

** 2018 Budget beginning reserves based on estimates prior to year-end 2017.

Assets and Liabilities

Pursuant to Port Authority Bond Resolutions

December 31st

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|--|---------------------|---------------------|---------------------|---------------------|
| ASSETS | | | | |
| Invested in facilities | \$56,494,218 | \$61,315,300 | \$59,299,474 | \$63,049,275 |
| Cash and Investments | 4,883,954 | 5,380,716 | 5,182,407 | 5,126,977 |
| Other Assets | 5,728,222 | 4,267,817 | 5,525,878 | 5,734,579 |
| Total Assets & Deferred Outflows | 67,106,394 | 70,963,833 | 70,007,759 | 73,910,831 |
| LIABILITIES | | | | |
| Consolidated Bonds and Other Financing Obligations | 22,386,545 | 22,926,548 | 22,835,287 | 23,485,958 |
| Other Obligations | 2,553,200 | 2,471,355 | 2,471,355 | 2,375,935 |
| Accounts Payable and Other Liabilities | 3,360,765 | 4,213,022 | 5,817,740 | 4,145,817 |
| Total Liabilities & Deferred Inflows | 28,300,510 | 29,610,925 | 31,124,382 | 30,007,710 |
| NET POSITION | 38,805,884 | 41,352,908 | 38,883,377 | 43,903,121 |
| Net position is comprised of: | | | | |
| Facility Infrastructure Investment | 34,643,962 | 37,831,791 | 36,180,066 | 40,536,681 |
| Reserves: | | | | |
| General Reserve Fund | 2,297,475 | 2,295,539 | 2,286,513 | 2,346,489 |
| Consolidated Bond Reserve Fund | 1,864,447 | 1,225,578 | 2,127,792 | 1,019,951 |
| Total Reserves: | 4,161,922 | 3,521,117 | 4,414,305 | 3,366,440 |
| Cumulative effect of change in accounting principles | – | – | (1,710,994) | – |
| NET POSITION | \$38,805,884 | \$41,352,908 | \$38,883,377 | \$43,903,121 |

Note: 2018 Estimate and 2019 Budget amounts include the impacts related to the adoption of Governmental Accounting Standards Board (GASB) Statement No. 75, "Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions."

2019 Total Expenditure Budget

| (in thousands) | OPERATING | CAPITAL | DEBT SERVICE, DEFERRALS & OTHER | TOTAL |
|---|--------------------|--------------------|---------------------------------------|------------------------|
| Chief Communications Officer | \$1,739 | \$ — | \$ — | \$1,739 |
| Media Relations | 2,825 | — | — | 2,825 |
| Marketing | 10,291 | — | — | 10,291 |
| Chief Development Officer | 716 | — | — | 716 |
| Environmental & Energy Programs | 5,191 | — | — | 5,191 |
| Ferry Transportation | 637 | — | — | 637 |
| Planning & Regional Development | 4,997 | — | — | 4,997 |
| Project Management | 210 | 8,648 | — | 8,858 |
| Real Estate | 8,697 | 1,095 | — | 9,792 |
| Chief Diversity & Inclusion Officer | 9,057 | — | — | 9,057 |
| Chief, Human Capital / Human Resources | 27,732 | — | — | 27,732 |
| Labor Relations | 2,630 | — | — | 2,630 |
| Chief, Intergovernmental Affairs | 5,764 | — | — | 5,764 |
| Chief, Major Capital Projects / WTC Construction | 8,883 | 344,672 | — | 353,555 |
| Chief Procurement & Contracting Officer | 14,820 | 1,770 | — | 16,590 |
| Chief Technology Officer | 90,703 | — | 28,498 | 119,201 |
| Chief Engineer | 94,406 | 298,054 | 5,225 | 397,685 |
| Capital Construction Contracts | — | 1,123,465 | — | 1,123,465 |
| Chief Financial Officer | 3,923 | — | — | 3,923 |
| Comptroller | 14,460 | — | — | 14,460 |
| Financial Planning | 2,662 | 1,200 | — | 3,862 |
| Management & Budget | 6,713 | — | — | 6,713 |
| Treasury | 13,610 | — | — | 13,610 |
| Storm Mitigation & Resilience | 4,083 | — | — | 4,083 |
| Aviation | 816,956 | 855,299 | — | 1,672,255 |
| Port | 83,360 | 32,547 | — | 115,907 |
| PATH | 254,303 | 121,205 | — | 375,508 |
| Tunnels, Bridges & Terminals | 259,559 | 384,088 | 16,245 | 659,892 |
| World Trade Center | 172,023 | 153,471 | — | 325,494 |
| Operations Services | 71,527 | 2,368 | 104,132 | 178,027 ⁽¹⁾ |
| Executive Director | 1,491 | — | — | 1,491 |
| General Counsel / Law | 28,498 | 9,286 | — | 37,784 |
| Chief Ethics & Compliance Officer | 2,231 | — | — | 2,231 |
| Inspector General / Office of Investigations | 16,412 | 8,701 | — | 25,113 |
| Audit | 10,031 | 4,881 | — | 14,912 |
| Office of Continuous Improvement | 1,006 | — | — | 1,006 |
| Secretary | 7,108 | — | — | 7,108 |
| Chief Security Officer | 3,416 | 2,754 | 225 | 6,395 |
| Emergency Management | 13,283 | — | — | 13,283 |
| Port Authority Police / Public Safety | 521,700 | — | 15,156 | 536,856 |
| Security Business Resource Management | 10,723 | — | — | 10,723 |
| Security Operations & Programs | 102,131 | 48,099 | 4,433 | 154,663 |
| World Trade Center Security | 35,402 | 210 | — | 35,612 |
| Corporate Expenditures: | | | | |
| Amounts in Connection with Operating Asset Obligations | 9,529 | — | — | 9,529 |
| Debt Service Allocated to Operations & Capitalized Interest | — | 242,228 | 1,305,373 | 1,547,601 |
| Insurance Premiums & Self-Insured Program Costs | 122,369 | 39,390 | — | 161,759 |
| Municipal Rents and Payments in Lieu of Taxes (PILOT) | 354,250 | — | — | 354,250 |
| Port Authority Insurance Captive Entity, LLC (PAICE) | 574 | — | — | 574 |
| Corporate Allocations | (20,862) | 49,230 | 2,113 | 30,481 |
| Regional Programs | 243 | 17,140 | — | 17,383 |
| Special Project Bonds | 74,121 | — | — | 74,121 |
| Total Port Authority Budget | \$3,286,133 | \$3,749,801 | \$1,481,400 | \$8,517,334 |

(1) Net after interdepartmental chargebacks to other departments.

Budget Details



Sources and Uses of Funds

Sources of funds for the 2019 Budget are listed below and are anticipated to be \$8.5 billion, which is \$505 million, or 6.3%, higher than the 2018 Budget, primarily driven by the contributions and required support for capital expenditures in 2019.

Sources of Funds

| (in thousands) | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET | 2019 vs 2018 BUDGET | % CHANGE |
|--|--------------------|--------------------|--------------------|------------------------|-------------|
| Gross Operating Revenues | \$5,260,482 | \$5,313,840 | \$5,383,595 | \$123,113 | 2.3% |
| Consolidated Bond Issuances | 825,000 | 825,744 | 1,050,000 | 225,000 | 27.3% |
| Other Sources* | 1,340,582 | 544,558 | 1,264,377 | (76,205) | (5.7%) |
| Grant, Contributions and Misc. Revenues** | 302,418 | 287,461 | 530,672 | 228,254 | 75.5% |
| Application of Passenger Facility Charges*** | 283,849 | 422,064 | 288,690 | 4,841 | 1.7% |
| TOTAL | \$8,012,331 | \$7,393,667 | \$8,517,334 | \$505,003 | 6.3% |

* Other sources include unspent proceeds from prior years' issuances, financial income, and the application of monies from the Consolidated Bond Reserve Fund for purposes for funding capital investments in Port Authority facilities.

** Grants, contributions, and miscellaneous revenues include grants and capital contributions from third parties.

*** Application of Passenger Facility Charges (PFCs) is based on the timing of related capital spending on eligible projects.

Below is the 2019 Budget for the projected uses of funds.

Uses of Funds

| (in thousands) | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET | 2019 vs 2018 BUDGET | % CHANGE |
|---------------------------|----------------|------------------|--------------------|------------------------|----------|
| Operating Expenses | \$3,193,246 | \$3,228,522 | \$3,286,133 | \$92,887 | 2.9% |
| Debt Service – Operations | 1,250,527 | 1,256,497 | 1,305,373 | 54,845 | 4.4% |
| Deferred Expenses* | 188,667 | 144,644 | 176,027 | (12,639) | (6.7%) |
| Capital Expenditures | 3,379,891 | 2,764,004 | 3,749,801 | 369,910 | 10.9% |

* Deferred expenses include the purchase of ancillary equipment utilized at Port Authority facilities. These deferred operating expenses are amortized over the expected period of beneficial use.

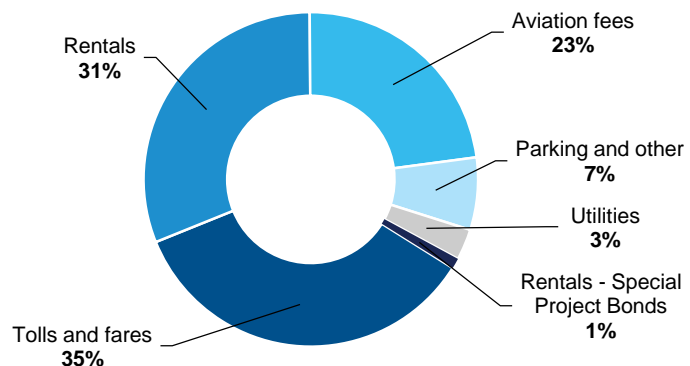
Operating Revenues

The 2019 Operating Revenue Budget of \$5.4 billion reflects an increase of \$123 million, or 2.3%, over the 2018 Budget.

2019 Operating Revenues

- Higher aviation fees of \$47 million to recover incremental operating costs and investments in airport infrastructure.
- Higher rental income of \$82 million at the WTC, aviation, and port facilities.
- Higher parking and other fees of \$2 million mainly from increased throughput activity at the ports.
- Toll and fare revenues are lower by \$7 million as a result of assumed lower PATH ridership due to scheduled weekend capital maintenance to address damage from Superstorm Sandy and lower average toll rates as a result of higher EZ-Pass usage partially offset by higher vehicular volume.

2019 Budget Operating Revenues by Category



2019 Operating Revenues Budget by Category and Business Segment

| (in thousands) | TOTAL | TB&T | PATH | AVIATION | PORT | WTC | DEVELOPMENT | OTHER |
|---------------------------------|-------------|-------------|-----------|-------------|-----------|-----------|-------------|-------|
| Tolls and fares | \$1,866,424 | \$1,675,495 | \$190,929 | \$ — | \$ — | \$ — | \$ — | \$ — |
| Rentals | 1,679,490 | 47,454 | 10,208 | 1,088,301 | 239,560 | 274,814 | 18,958 | 195 |
| Aviation fees | 1,216,508 | — | — | 1,216,508 | — | — | — | — |
| Parking and Other | 397,046 | 14,120 | 1,862 | 280,262 | 71,912 | 28,855 | 35 | — |
| Utilities | 150,006 | 2,260 | 251 | 114,496 | 2,492 | 24,000 | 6,505 | 2 |
| Rentals - Special Project Bonds | 74,121 | — | — | 74,121 | — | — | — | — |
| Total | \$5,383,595 | \$1,739,329 | \$203,250 | \$2,773,688 | \$313,964 | \$327,669 | \$25,498 | \$197 |

Revenue Category Descriptions

Rentals – Amounts charged for the use of space at various facilities. There are two primary types of rentals: Fixed Rentals, which are fixed monthly amounts, stipulated in tenant's lease agreements, and Percentage Rentals, which are based on certain types of revenue producing activities.

Tolls and fares – Amounts generated from tolls collected at the Port Authority's six vehicular crossings, and fares charged to passengers using the PATH railroad system.

Aviation fees – Amounts derived from various cost recovery formulas contained in agreements with airlines, operating at certain Port Authority aviation facilities based on Port Authority operating and capital expenditures, covering items such as flight fees, landing fees, monorail fees, fuel, and security related recoveries.

Parking and Other – The Port Authority charges an hourly or daily rate for the use of public parking lots located at its Aviation and bus terminal facilities. Other fees include activity related revenue earned from marine Port throughput, including dockage, wharfage and cargo facility charges.

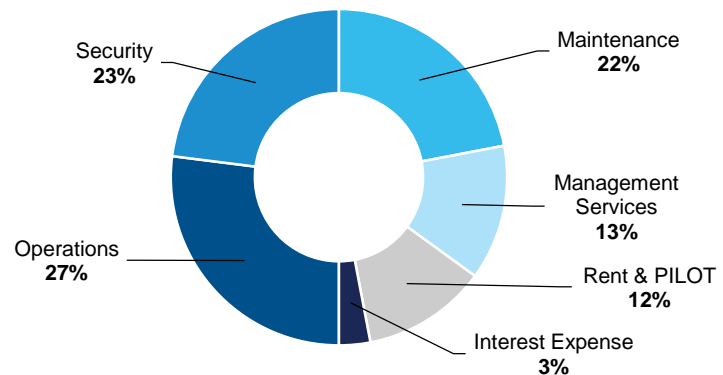
Utilities – These revenues include the resale of electricity, water, steam, and other fuels to tenants, based on consumption levels.

Rentals – Special Project Bonds – This represents special limited obligations issued for the purpose of providing a single project for a lessee or for the purpose of refunding all or any part of a prior series of Special Project Bonds, or a combination of such purposes. Special Project Bonds are secured solely by a pledge of facility rental under a lease with the lessee.

Operating Expenses

The 2019 Operating Expense Budget of \$3.3 billion reflects an increase of \$70 million or 2.2% compared to the 2018 Budget, excluding \$18 million in incremental expenses to further enhance safety and security across Port Authority facilities and \$5 million for the provision of grant reimbursable spending to accommodate passengers during planned PATH weekend partial closures necessary to progress Superstorm Sandy related capital repairs. Including these incremental security and Superstorm Sandy related expenses, the 2019 Operating Expense Budget is 2.9% higher than the 2018 Budget. The 2019 Budget was prepared in a fiscally disciplined manner and includes funding to continue advancing key agency strategic priorities while providing for the safe and reliable operations of our facilities.

2019 Budget Operating Expenses
by Category



2019 Operating Expenses by Major Category

- \$773 million to ensure safety and security at Port Authority facilities, a total of \$45 million, or 6.1%, increase over the 2018 budgeted amount and inclusive of the \$18 million mentioned above. The security budget includes:
 - An increase in force to over 2,200 Port Authority Police Department (PAPD) and aircraft rescue firefighters (ARFF), and over 650 contract security guard posts;
 - New 24/7 Airport Operations Centers and development of detailed Emergency Operations Plans; and
 - Enhancements to the agency cyber security program and CCTV system.
- \$904 million to support operation of agency facilities, a \$22 million, or 2.5%, increase over the 2018 budgeted amount. The 2019 Budget provides for enhanced customer experience across the agency including expanded airport Customer Experience Specialists, new airport customer experience training, taxi wait time monitoring; mobile applications for Aviation, TB&T and PATH along with social media channels to improve communication with our customers; and, countdown clocks on PATH station platforms to inform passengers when the next train will arrive. Also included is support for cashless tolling at the Goethals Bridge and Outerbridge Crossing.
- \$720 million to maintain property and equipment at a high level of performance, an \$18 million, or 2.5%, increase over the 2018 budgeted amount. The 2019 Budget includes full-year maintenance payment for the recently completed Goethals Bridge, and continues the integration and expansion of an agency-wide asset management platform to optimize maintenance schedules and routines, and maintain a comprehensive asset inventory.
- \$414 million for ongoing management services in support of business operations and planning, an increase of \$22 million, or 5.7%, from 2018. In support of the agency's sustainability commitment, funding is provided

for completing the replacement in 2019 of 75 light duty vehicles with electric vehicles, the migration of the airport bus fleet from diesel to electric vehicles, and electric cargo handling equipment pilot program at Port.

2019 Operating Expenses Budget by Category and Business Segment

| (in thousands) | TOTAL | TB&T | PATH | AVIATION | PORT | WTC | DEVELOPMENT | ALLOCATED & OTHER |
|---------------------|--------------------|-----------|-----------|-------------|-----------|-----------|-------------|----------------------|
| Operations | \$904,483 | \$152,428 | \$141,927 | \$468,783 | \$37,589 | \$79,824 | \$7,433 | \$16,499 |
| Security | 772,775 | 158,823 | 62,869 | 431,959 | 24,138 | 91,357 | 940 | 2,689 |
| Maintenance | 720,467 | 126,147 | 138,088 | 300,204 | 42,932 | 82,909 | 2,485 | 27,702 |
| Management Services | 414,073 | 40,627 | 39,474 | 96,909 | 28,455 | 29,782 | 837 | 177,989 |
| Rent & PILOT | 390,044 | 3,988 | 1,190 | 270,064 | 25,954 | 69,415 | 1,611 | 17,822 |
| Interest Expense | 84,291 | — | — | 74,121 | — | — | — | 10,170 |
| Total | \$3,286,133 | \$482,013 | \$383,548 | \$1,642,040 | \$159,068 | \$353,287 | \$13,306 | \$252,871 |

Expenses Category Descriptions

Operations – Includes customer service, facility management, facility operations, leasing, and utilities.

Security – Costs incurred to provide safe and secure facilities by maintaining vigilance for potential threats, investing in infrastructure and new technology, and utilizing best practices in security and emergency preparedness operations training.

Maintenance – Costs incurred to keep property, facility structures and equipment operating at a high level of performance. Activities include electrical, general maintenance (e.g., elevators and escalators, tunnel subway pumps, automotive maintenance, and servicing, etc.), inspections, mechanical, janitorial/grounds keeping, and snow and ice removal.

Management Services – Functions that support line business operations as well as agency-wide management, including corporate costs related to agency oversight, departmental management, audit, financial services, human resource management, insurance, legal services, planning, public and government affairs, communications, technology support, and training.

Rent & Payment in Lieu of Taxes (PILOT) – Payments to governmental agencies and other landlords in return for the use of land, buildings, offices, or other property.

Interest Expense – Interest on special project bonds, operating asset obligations including equipment notes, and the Fund for Regional Development Buy-Out Obligation.

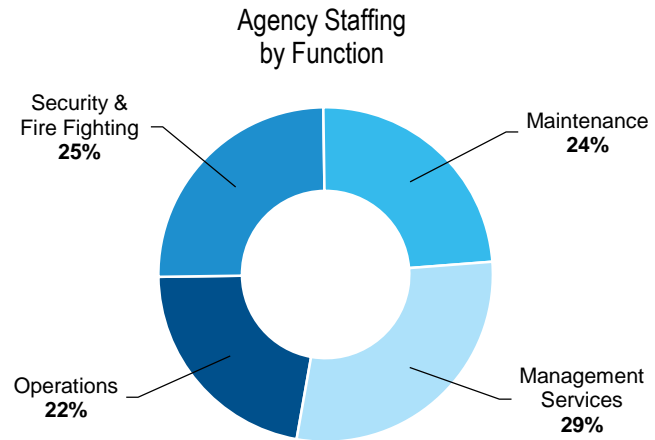
Allocated & Other – Comprised of staff department and development expenses allocated to facilities, regional programs, and direct expenses for the Ferry Transportation Department.

Staffing

The 2019 total operating labor budget of \$1.4 billion represents 40% of the 2019 Operating Expense Budget. Total labor costs include salaries and benefits.

Over 71% of the agency workforce are represented employees of various collective bargaining units, which support our core operations, maintenance, security, aviation and firefighting activities. The non-represented staff support day-to-day operations across all business functions, including management and advisory, supervisory, technical, engineering, and administrative support.

The 2019 Budget includes 290 new positions including an estimated 250 new police officers, 29 positions to support capital construction at JFK and EWR and 14 training and seasonal positions to address attrition.



Authorized Positions by Department

| | 2017 | 2018* | 2019 |
|--|--------------|--------------|--------------|
| Chief Communications Officer | 2 | 2 | 3 |
| Media Relations | 10 | 12 | 12 |
| Marketing | 23 | 26 | 26 |
| Chief Development Officer | 3 | 2 | 2 |
| Environmental & Energy Programs | 17 | 17 | 17 |
| Planning & Regional Development | 21 | 21 | 21 |
| Project Management | 21 | 24 | 24 |
| Real Estate | 47 | 25 | 25 |
| Chief Diversity and Inclusion Officer | 21 | 30 | 33 |
| Chief, Human Capital / Human Resources | 121 | 125 | 124 |
| Labor Relations | 11 | 14 | 14 |
| Chief, Intergovernmental Affairs | 18 | 18 | 20 |
| Chief, Major Capital Projects / WTC Construction | 112 | 113 | 119 |
| Chief, Procurement & Contracting Officer | 92 | 92 | 92 |
| Chief Technology Officer | 110 | 110 | 112 |
| Chief Engineer | 585 | 588 | 588 |
| Chief Financial Officer | 4 | 4 | 4 |
| Comptroller | 98 | 98 | 98 |
| Financial Planning | 12 | 12 | 12 |
| Management & Budget | 36 | 36 | 36 |
| Priority Programs | 4 | 4 | 8 |
| Treasury | 40 | 40 | 40 |
| Storm Mitigation and Resiliency Office | 11 | 12 | 12 |
| Chief Operating Officer | 3 | 3 | – |
| Aviation (incl. ARFF) | 1,490 | 1,539 | 1,568 |
| Port | 188 | 200 | 204 |
| PATH | 1,339 | 1,339 | 1,339 |
| Tunnels, Bridges & Terminals | 957 | 969 | 955 |
| World Trade Center | 33 | 28 | 27 |
| Operations Services | 461 | 484 | 485 |
| Executive Director | 4 | 5 | 5 |
| Deputy Executive Director | 3 | 3 | – |
| General Counsel / Law | 133 | 126 | 126 |
| Chief Ethics & Compliance Officer | – | 5 | 6 |
| Inspector General / Office of Investigations | 70 | 73 | 74 |
| Audit | 77 | 77 | 77 |
| Office of Continuous Improvement | 4 | 4 | 4 |
| Secretary | 20 | 21 | 21 |
| Chief Security Officer | 10 | 12 | 12 |
| Emergency Management | 23 | 23 | 23 |
| Port Authority Police / Public Safety | 1,545 | 1,569 | 1,820 |
| Security Business Resource Management | 72 | 71 | 71 |
| Security Operations & Programs | 66 | 67 | 74 |
| World Trade Center Security | 5 | 7 | 7 |
| Total Authorized Positions | 7,922 | 8,050 | 8,340 |

Authorized Positions by Type

| | 2017 | 2018 | 2019 |
|-----------------------------------|--------------|--------------|--------------|
| Permanent | 7,147 | 7,270 | 7,264 |
| Temporary | 775 | 780 | 1,076 |
| Total Authorized Positions | 7,922 | 8,050 | 8,340 |

* Note: Includes reallocation of resources between departments, the reclassifications of positions between temporary and permanent and other post budget adjustments.

Temporary positions support various training programs, seasonal, capital and other project work.

Debt Service on Financing Obligations

The Port Authority's strong credit quality allows it to efficiently access capital markets at competitive interest rates to finance long-term capital investments in its facilities. The Port Authority is projected to have approximately \$21 billion of Consolidated Bonds outstanding as of December 31, 2018. (See Appendix 3 for more information)

The 2019 Budget includes \$1.3 billion of debt service to operations.

| Year ended December 31 st | | | | |
|---|--------------------|--------------------|--------------------|--------------------|
| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
| Consolidated Bonds: | | | | |
| Interest on Consolidated Bonds | \$858,086 | \$794,121 | \$832,715 | \$828,283 |
| Principal on Consolidated Bonds | 300,905 | 326,960 | 319,090 | 334,500 |
| Costs of Issuance | 609 | 919 | 1,024 | 932 |
| Subtotal | 1,159,600 | 1,122,000 | 1,152,829 | 1,163,715 |
| Special Obligations: | | | | |
| Interest on Special Obligations* | 1,371 | 2,619 | 5,999 | 15,372 |
| Principal on Special Obligations* | — | — | — | — |
| Debt Service on Marine Ocean Terminal at Bayonne Peninsula Obligation (MOTBY) | 4,181 | 4,138 | 4,138 | 4,093 |
| Tower 4 Liberty Bonds** | 65,293 | 65,293 | 65,293 | 65,293 |
| Goethals Bridge Replacement Developer Financing Arrangement | — | 56,477 | 28,238 | 56,900 |
| Subtotal | 70,845 | 128,527 | 103,668 | 141,658 |
| Total Debt Service | \$1,230,445 | \$1,250,527 | \$1,256,497 | \$1,305,373 |

* Includes Variable Rate Master Notes and Commercial Paper Obligations.

** Debt service related to Tower 4 Liberty Bonds are reimbursable to the Port Authority by the 4 WTC Net Lessee.

Note: The amount of interest expense on both Consolidated Bonds and Special Obligations is reduced by the annual allocation of capitalized interest

Capital Expenditures

The 2019 Capital Budget includes \$3.7 billion of capital investment across all facilities. In February 2017, the Port Authority adopted its 2017-2026 Capital Plan to modernize and expand the region's aging airports, seaports and surface transportation facilities. The plan also focuses on maintaining these assets in a state of good repair and in the post-Superstorm Sandy era, on rendering the assets more resilient.

The inclusion of over 700 projects in the 10-year plan resulted from a risk-based prioritization and ranking process to allocate the finite investment dollars available to the projects providing the greatest benefit. This process considered asset condition, operational and revenue impact, threat assessment, customer service, regional benefit, and regulatory or statutory requirements.

The 2019 Capital Budget aligns with the 2017-2026 Capital Plan, which is divided into four categories of projects:

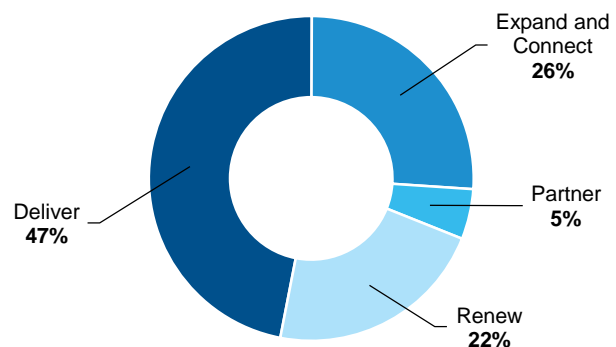
- **Deliver** – Completion and delivery of projects that were under construction when the 2017-2026 Capital Plan was developed.
- **Expand and Connect** – Projects that expand capacity, improve connectivity, meet the growth of the region, and advance the region's transportation needs.
- **Partner** – Projects where the Port Authority partners with federal and regional stakeholders to complete Superstorm Sandy restoration, fortify and improve resiliency of our assets and build for the future. In addition, the ten-year plan also provides support for the Gateway Passenger Rail Tunnel Project, a critical Trans-Hudson rail link and associated infrastructure.
- **Renew** – Projects required to renew and maintain assets in a State of Good Repair and ensure efficient, safe, and secure operations.

2019 Capital Spending by Category

- \$1.7 billion towards **Deliver** projects includes continued investment in LGA Redevelopment – Western Half, which replaces the existing 1964 terminal and related infrastructure under a public-private partnership model; completion of Bayonne Bridge Navigational Clearance Program, continued construction of LT Access projects and PATH's Signal System Replacement Program that will meet the PTC federal safety requirement in 2018, and winding down of construction activities at WTC complex.

- \$1 billion spending for **Expand and Connect** projects such as EWR Terminal One Redevelopment that will replace the existing 1973 Terminal A with a new modern terminal, LGA Redevelopment – Eastern Half, LGA AirTrain Planning and JFK Redevelopment Planning, all to accommodate a projected increase in passengers, and provide best in class levels of service, while meeting all safety, security and operational requirements. Also included are

2019 Budget Capital Expenditures
by Category



planning for the extension of the PATH system to Newark Liberty Link Station and planning for the Replacement of PABT to meet future capacity demands.

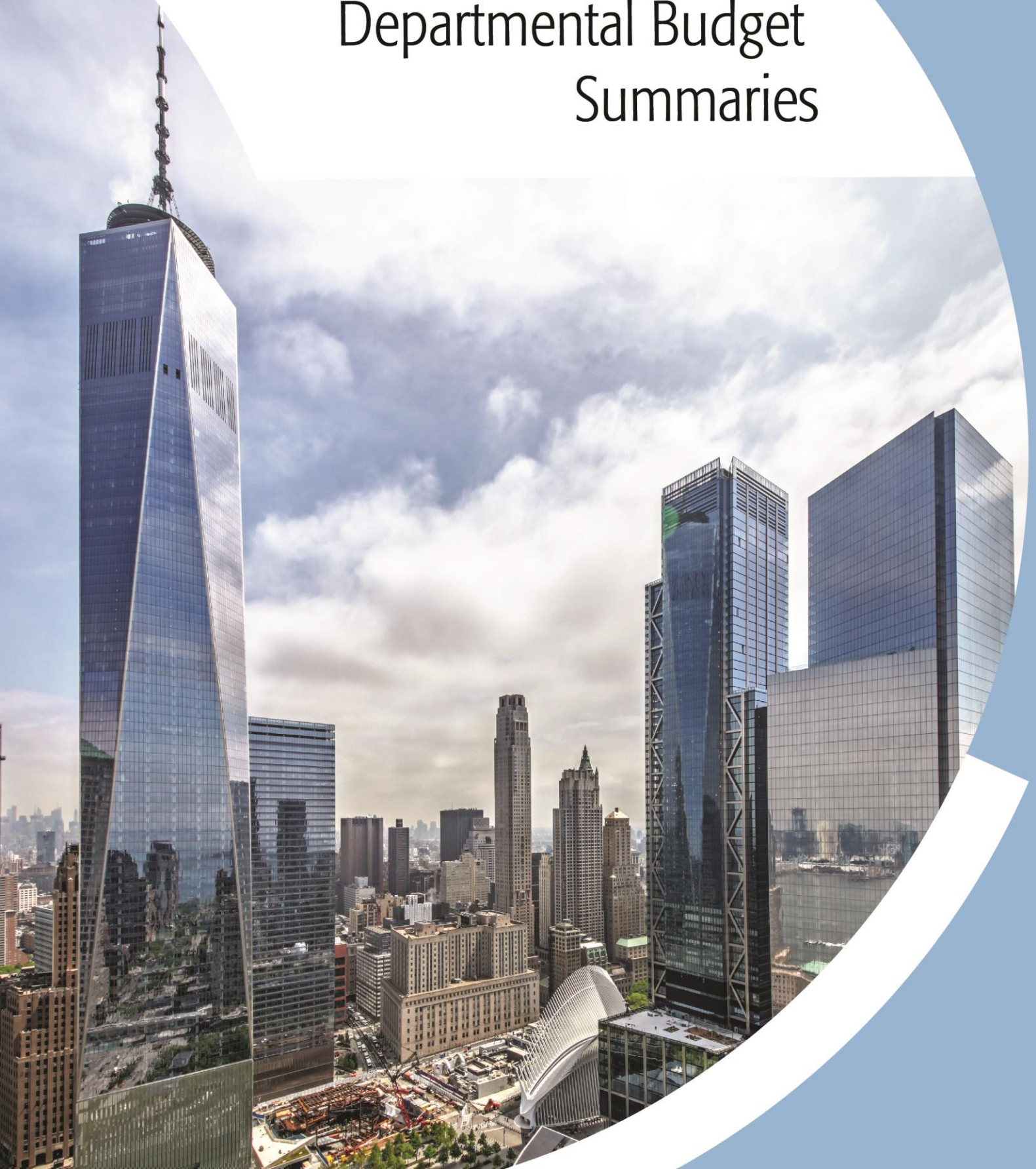
- \$202 million in support of **Partner** projects that include Superstorm Sandy restoration to return assets in a state of good repair and prepare infrastructure for future coastal storms and the Planning for Gateway Passenger Rail Tunnel project.
- **Renew** projects of \$818 million includes the rehabilitation and widening of JFK 13-L 31-R Runway to accommodate larger aircrafts. Under the Restoring the George Program funds are allocated for ongoing replacement of suspender ropes and rehabilitation of main cables that will maintain the structural integrity of the world's busiest bridge in terms of volume. Also included is the continuation of the PABT Quality of Commute program to improve traffic circulation and throughput while providing an overall better passenger environment.

Capital Expenditures by Department

| (in thousands) | 2017 ACTUAL | 2018 BUDGET* | 2018 ESTIMATE | 2019 BUDGET |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Tunnels, Bridges & Terminals | \$ 883,040 | \$ 960,136 | \$ 793,879 | \$ 885,067 |
| PATH | 221,047 | 398,986 | 294,177 | 350,807 |
| Aviation | 935,388 | 1,171,602 | 1,244,552 | 1,975,536 |
| Port | 106,455 | 169,734 | 157,240 | 163,415 |
| World Trade Center | 364,505 | 602,492 | 256,100 | 369,602 |
| Development and Ferry Transportation | 1,187 | 1,711 | 643 | 2,529 |
| Regional Programs | 150,115 | 60,200 | 35,292 | 17,140 |
| Agency Provisions | – | 10,870 | (17,879) | (14,295) |
| Agency Total | \$2,661,737 | \$3,375,731 | \$2,764,004 | \$3,749,801 |

*Includes capitalized interest expense

Departmental Budget Summaries



Tunnels, Bridges & Terminals (TB&T)

Mission

TB&T connects the road networks of New York and New Jersey through four vehicular bridges and two vehicular tunnels, as well as two interstate bus terminals that facilitate the movement of people and goods safely, efficiently and conveniently throughout the region.

TB&T Facilities

TB&T facilities operate in three regions. In the northern region are the George Washington Bridge (GWB) and the GWB Bus Station (GWBBS). In the central region are the Lincoln Tunnel (LT), Holland Tunnel (HT), and the Port Authority Bus Terminal (PABT). In the southern region are the three Staten Island bridges (SIB): Bayonne Bridge (BB), Goethals Bridge (GB) and Outerbridge Crossing (OBX).

These TB&T facilities, which operate 24 hours a day, 7 days a week, 365 days a year, are critical to the movement of commuters and freight between New York and New Jersey and connect the region to the rest of the country.



The new, paired-span, cable-stayed Goethals Bridge completed in summer 2018, is the first major new bridge the Port Authority has constructed in more than 85 years.

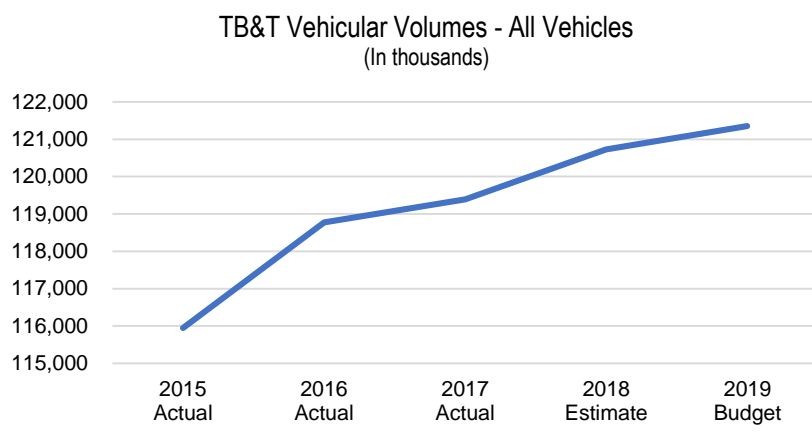
Tunnels, Bridges & Terminals (TB&T)

Core Functions

- Operate and maintain four long-span bridges, two trans-Hudson tunnels, the GWBBS and the PABT, the world's largest bus station in terms of volume.
- Deliver a capital program that ensures safety and security standards across TB&T facilities, and provides for the future needs of the region.
- Provide toll revenue collection services and management for both electronic toll collection and cash operations.
- Plan for the replacement of toll revenue collection systems that will facilitate the migration to all electronic tolling.

Activity Levels

TB&T's eastbound vehicle volume is expected to reach 121.3 million in 2019, an increase of 2.2 million, or 1.8%, over the 2018 Budget. TB&T total traffic volume reflects overall improvement in the economy, relatively low gasoline prices and an increase in personal income and recreational spending gains.



Staffing

TB&T has a total of 955 positions: 875 permanent and 80 temporary. Permanent employees are dedicated to operating, maintaining, managing and providing capital support to the facilities. Temporary employees address short-term and seasonal workload, training and succession planning, and support capital projects.

- **Operations (492)**
Facility management has staff at GWB and GWBBS (126), HT (131), LT (137), PABT (61), SIB (19), and department wide operations (18), who are responsible for toll collection, traffic management, incident and emergency response, bus and passenger operations, and construction activities.
- **Maintenance (320)**
Maintenance staff at GWB and GWBBS (55), HT (71), LT (81), PABT (75), and SIB (38) perform daily maintenance activities including critical emergency response, structural and general maintenance, plumbing, electrical requirements, paving, building maintenance, and general condition repairs in the course of operations.
- **Management (143)**
Management, clerical and administrative staff (143) support the operations and maintenance of the facilities, and provide department-wide management oversight and administrative services, including capital project delivery, asset management, development programs at facilities and department properties, transportation and business planning, financial services and analysis, and revenue program management. In addition, staff support the operations and maintenance of the toll collection system and customer service contracts, as well as oversee a variety of operating and maintenance agreements.

Tunnels, Bridges & Terminals (TB&T)

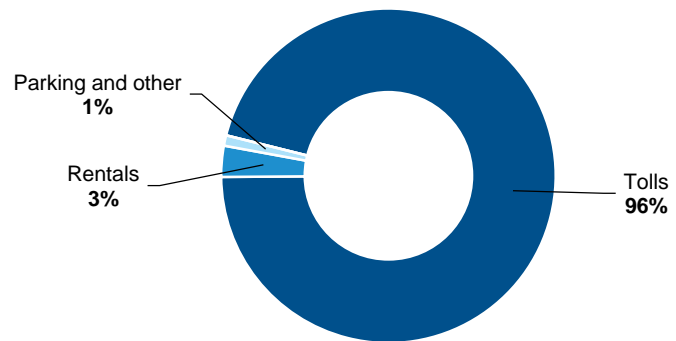
2019 Operating Revenues

TB&T's 2019 Operating Revenue Budget of \$1.7 billion is \$3.1 million, or 0.2%, lower than the 2018 Budget.

Tolls constitute 96% of TB&T revenue. The decrease in toll revenue reflects higher vehicular volume offset by lower average tolls as a result of higher E-ZPass market share.

The balance of TB&T revenue is primarily comprised of tenant rentals and public vehicular parking at PABT. Rental revenues reflect leases, telecommunication usage, bus parking, advertising and general consumer services at the PABT.

2019 Budget
TB&T Operating Revenues by Category



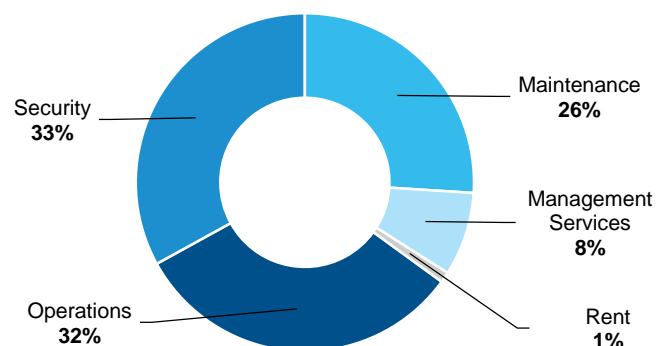
TB&T Operating Revenues by Category

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|--------------------------|-------------|-------------|---------------|-------------|
| Tolls | \$1,681,097 | \$1,680,404 | \$1,677,275 | \$1,675,495 |
| Rentals | 44,026 | 47,484 | 45,847 | 47,454 |
| Parking and other | 12,700 | 12,195 | 15,037 | 14,120 |
| Utilities | 1,729 | 2,335 | 2,228 | 2,260 |
| Total Operating Revenues | \$1,739,552 | \$1,742,418 | \$1,740,387 | \$1,739,329 |

2019 Operating Expenses

TB&T's 2019 Operating Expense Budget of \$539 million is \$26 million, or 5.1%, higher than the 2018 Budget.

2019 Budget
TB&T Operating & Maintenance Expenses by Category



Tunnels, Bridges & Terminals (TB&T)

TB&T Operating Expenses by Category

| (in thousands) | 2017 ACTUAL | 2018 BUDGET* | 2018 ESTIMATE | 2019 BUDGET |
|-----------------------------------|-------------|--------------|---------------|------------------|
| Operations | \$151,621 | \$142,268 | \$140,916 | \$152,428 |
| Security | 159,127 | 154,206 | 150,232 | 158,823 |
| Maintenance | 105,792 | 117,226 | 121,766 | 126,147 |
| Management services | 50,771 | 42,182 | 42,134 | 40,627 |
| Rent | 3,509 | 3,539 | 3,676 | 3,988 |
| Sub-total Operating & Maintenance | 470,820 | 459,421 | 458,724 | 482,013 |
| Allocated | 55,041 | 53,280 | 50,746 | 56,906 |
| Total Operating Expenses | \$525,861 | \$512,701 | \$509,470 | \$538,919 |

* Reflects reallocations of costs between departments.

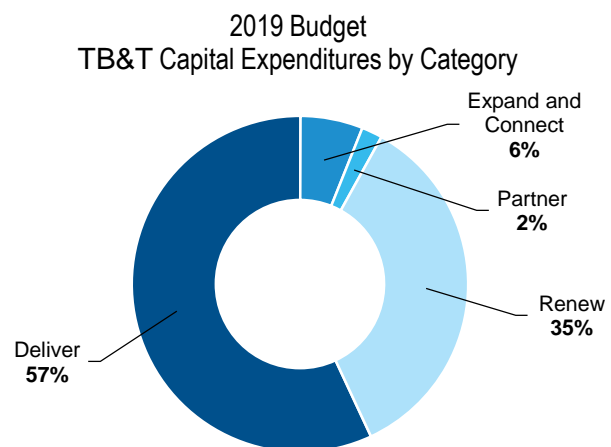
2019 Operating Budget Highlights

The 2019 Operating Budget provides funding for contractual and inflationary increases and supports revenue collection systems, maintenance of assets, traffic and customer service management while providing safe and reliable facility operations. Funding is also allocated to continue critical training and succession planning initiatives, and full year maintenance payments to the developer of the Goethals Bridge.

The 2019 Operating Budget also provides funding to support cashless tolling at the Goethals Bridge and Outerbridge Crossing, toll collection recovery efforts, support of Route 495 NJDOT construction project, incremental customer service representatives and improvements to information kiosks at the PABT and the assessment of connected and autonomous vehicular technology at the LT XBL.

2019 Capital Budget Overview

TB&T's 2019 Capital Budget of \$885 million is \$75 million, or 7.8% lower than the 2018 budget, reflecting the progress made in 2018 on the Bayonne Bridge Navigational Clearance Program. The 2019 spending continues the significant state of good repair work on critical bridge and tunnel facilities including related approach infrastructure.



Tunnels, Bridges & Terminals (TB&T)

TB&T Capital Expenditures by Facility

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|--------------------------------------|-------------|-------------|---------------|------------------|
| George Washington Bridge | \$122,097 | \$113,738 | \$140,106 | \$180,617 |
| George Washington Bridge Bus Station | 2,685 | 166 | 1,999 | 5,577 |
| Holland Tunnel | 44,554 | 44,728 | 58,954 | 61,602 |
| Lincoln Tunnel | 208,530 | 312,320 | 200,174 | 267,070 |
| Bayonne Bridge | 204,828 | 273,756 | 236,980 | 163,277 |
| Goethals Bridge | 268,717 | 88,249 | 59,026 | 68,973 |
| Outerbridge Crossing | 2,745 | 9,651 | 11,642 | 44,374 |
| Port Authority Bus Terminal | 28,884 | 117,528 | 84,998 | 93,577 |
| Total Capital Expenditures | \$883,040 | \$960,136 | \$793,879 | \$885,067 |

Tunnels, Bridges & Terminals (TB&T)

2019 Capital Budget - Significant Projects: TB&T *(in thousands)*

| PROJECT TITLE & DESCRIPTION | OPERATIONAL IMPACTS | 2019 BUDGET |
|--|--|-------------|
| Lincoln Tunnel Access Program (LTAP): Rehabilitation of the Pulaski Skyway, a new road for Route 1 & 9 Truck North and the replacement of the Wittpenn Bridge. Spending represents PA portion of the capital cost for NJ Department of Transportation project. | Improve the roadways and approaches leading to the LT, foster economic activity, and improve regional competitiveness. | \$244,806 |
| Bayonne Bridge Navigational Clearance Program: Raised the existing air draft clearance and included replacement of the existing main span deck, the NY and NJ approach structures and access ramps. The project includes a shared use path for bicyclists and pedestrians and provides for future mass transit options. | Allow larger and more efficient ships to access the Port of New York and New Jersey. Navigational clearance was achieved in 2017 and the remaining traffic lanes, bike path and pedestrian walkway will be opened in 2019. | \$161,070 |
| George Washington Bridge Replacement of Suspender Ropes and Rehabilitation of Main Cables: Provides for replacement of all 592 suspender ropes, main cable rehabilitation, handrails, necklace lighting, security enhancements, upper level sidewalks, access ramps, and utility relocations. | Maintain structural integrity and state of good repair of the bridge, which is the busiest bridge in terms of traffic volume. | \$97,449 |
| PABT Replacement Planning: Planning for the advancement and further definition of capital projects related to the development of West Midtown PABT, including planning for required parking and staging facilities. | Advance the planning process for the replacement of the PABT to meet future capacity requirements. | \$31,044 |
| PABT Quality of Commute: This program provides funding for facility improvements to enhance on-time performance and customer service. | Improve traffic circulation and throughput, facility access, trip quality and reliability, customer communications, and an overall better passenger environment. | \$15,907 |

Tunnels, Bridges & Terminals (TB&T)

2019 Projected Free Cash Flow by Facility

A Free Cash Flow statement represents the cash that a facility is able to generate after monies required to operate, maintain, or expand its asset base are considered. The following table details 2019 projected free cash flow by facility.

2019 TB&T Projected Free Cash Flow

| (in thousands) | GROSS OPERATING REVENUES | O&M EXPENSES | ALLOCATED EXPENSES | EBIDA | GRANTS CONTRIBUTION & PFC | CAPITAL EXPENDITURES | 2019 FREE CASH FLOW |
|---|--------------------------------|-----------------|-----------------------|-------------|---------------------------------|-------------------------|------------------------|
| George Washington Bridge & Bus Station | \$805,418 | \$122,508 | \$14,248 | \$668,662 | \$756 | \$186,194 | \$483,224 |
| Holland Tunnel | 193,031 | 76,730 | 10,651 | 105,650 | 7,168 | 61,602 | 51,216 |
| Lincoln Tunnel | 266,635 | 97,385 | 12,122 | 157,128 | 2,345 | 267,070 | (107,597) |
| Bayonne Bridge | 28,085 | 21,778 | 2,615 | 3,692 | 84 | 163,277 | (159,501) |
| Goethals Bridge | 212,065 | 30,086 | 2,684 | 179,295 | 69 | 68,973 | 110,391 |
| Outerbridge Crossing | 182,328 | 22,392 | 2,385 | 157,551 | 61 | 44,374 | 113,238 |
| Port Authority Bus Terminal | 51,767 | 111,134 | 12,201 | (71,568) | 2,050 | 93,577 | (163,095) |
| Total – TB&T | \$1,739,329 | \$482,013 | \$56,906 | \$1,200,410 | \$12,533 | \$885,067 | \$327,876 |

Port Authority Trans-Hudson (PATH)

Mission

PATH's mission is to provide a safe, reliable, and efficient rail transportation service that contributes to enhanced regional mobility and economic development.

PATH Facilities

The system encompasses 14 route miles and 13 stations, 6 in New York and 7 in New Jersey, as well as the Journal Square Transportation Center (JSTC) and a complex network of electrical cables, communications equipment, signals, and track infrastructure. PATH's fleet of 350 active vehicles operates 24 hours a day, 7 days a week, making it one of the few 24-hour rail transit systems in the world. PATH facilities also include the WTC Transportation Hub, a state-of-the-art station featuring connections to the WTC site, retail destinations, and the New York City subway.



The Signal Overhaul Program allows PATH to continue to install the federally mandated Positive Train Control (PTC) system. Once operational, PTC will provide automatic overrides to control a train's speed and movements when necessary.

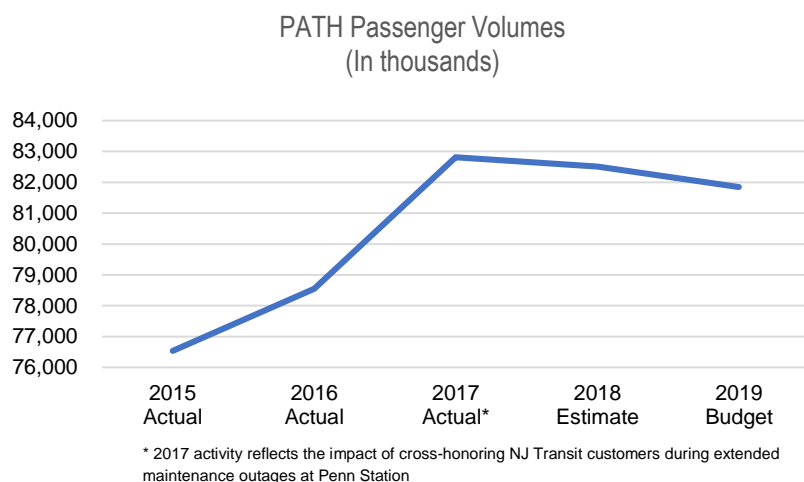
Port Authority Trans-Hudson (PATH)

Core Functions

- Operate and maintain a safe, reliable, and efficient rail transit system and the bus transportation terminal at JSTC.
- Comply with federal safety and environmental rules and regulations.
- Continue to improve service and address customer demands.
- Deliver a capital program that continues to focus on completing the Signal Replacement Program as well as post-Superstorm Sandy recovery and resiliency efforts.

Activity Levels

PATH's 2019 ridership is projected to be 82 million trips, a decrease of 1.2 million passengers, or 1.4 % from the 2018 Budget because of scheduled partial weekend closure to complete Superstorm Sandy recovery work.



Staffing

PATH has a total of 1,339 positions: 1,084 permanent and 255 temporary. Permanent employees are assigned to operating, maintaining, managing, and providing capital support to the rail transit system and bus terminal. Temporary employees primarily support short-term operational needs and capital projects.

- Operations (621)
Operations staff in Transportation (487), Power, Signals, and Communications (45), Way and Structures (41), Car Equipment (32), Safety and Environmental (11), and department wide operations (5) operate and manage the movement of trains in and out of the stations and yards, develop and maintain train schedules, and provide passenger information and customer care programs throughout the stations, including compliance with Federal Railroad Administration (FRA) rules and regulations. Included in Transportation are 8 additional positions for expanded capacity during the morning and afternoon weekday peak travel periods in 2019.
- Maintenance (662)
Maintenance staff in the Way and Structures (253), Car Equipment (238), and Power, Signals and Communication (171) divisions ensure reliable and efficient train movement by inspecting, repairing, or replacing components of railcars, tracks, station structures, signals, power distribution, and communications.

Port Authority Trans-Hudson (PATH)

■ Management (56)

Management and administrative staff support the operation and maintenance of facilities, including capital project delivery, asset management, rail operations planning, property and revenue management, strategic business planning and financial functions, safety and environmental management, and department wide management oversight and administrative services.

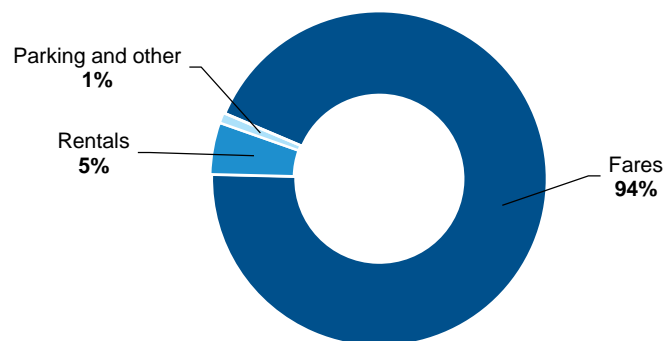
2019 Operating Revenues

PATH's 2019 Operating Revenue Budget of \$203 million is \$1 million, or 0.5%, higher than the 2018 Budget.

Fares constitute the vast majority of PATH's operating revenues and are driven by passenger ridership. The decrease in fare revenues reflects the projected reduction in passengers due to scheduled tunnel maintenance closures for Superstorm Sandy repairs.

The remainder of PATH's revenues are derived from rentals including higher telecommunications, rentals, public parking at JSTC, and advertising throughout the rail transit system.

2019 Budget
PATH Operating Revenues by Category



PATH Operating Revenues by Category

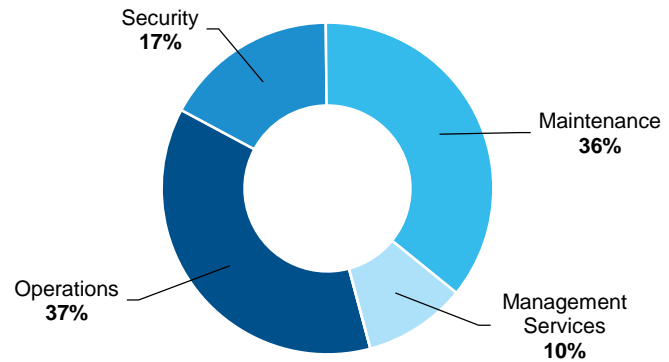
| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|--------------------------|-------------|-------------|---------------|------------------|
| Fares | \$192,525 | \$192,624 | \$192,434 | \$190,929 |
| Rentals | 8,207 | 7,671 | 10,066 | 10,208 |
| Parking and other | 1,907 | 1,768 | 1,805 | 1,862 |
| Utilities | 241 | 235 | 246 | 251 |
| Total Operating Revenues | \$202,880 | \$202,298 | \$204,551 | \$203,250 |

Port Authority Trans-Hudson (PATH)

2019 Operating Expenses

PATH's 2019 Operating Expense Budget of \$439 million is \$8 million, or 1.9%, higher than the 2018 Budget.

2019 Budget
PATH Operating & Maintenance Expenses by Category



PATH Operating Expenses by Category

| (in thousands) | 2017 ACTUAL | 2018 BUDGET* | 2018 ESTIMATE | 2019 BUDGET |
|-----------------------------------|-------------|--------------|---------------|------------------|
| Operations | \$135,757 | \$146,614 | \$153,407 | \$141,927 |
| Security | 67,174 | 60,619 | 65,136 | 62,869 |
| Maintenance | 135,180 | 137,520 | 133,427 | 138,088 |
| Management services | 31,703 | 35,688 | 34,866 | 39,474 |
| Rent | 1,123 | 1,177 | 1,181 | 1,190 |
| Sub-total Operating & Maintenance | 370,937 | 381,618 | 388,017 | 383,548 |
| Allocated | 52,448 | 49,060 | 55,467 | 55,197 |
| Total Operating Expenses | \$423,385 | \$430,678 | \$443,484 | \$438,745 |

* Reflects reallocations of costs between departments.

2019 Operating Budget Highlights

The 2019 Operating Budget includes contractual and inflationary increases and funding to ensure the safety and security of PATH's passengers, employees, and contractors, as well as to maintain, protect, and preserve critical infrastructure and assets. The 2019 Operating Budget continues to fund ongoing apprentice classes for railcar inspection and signal system maintainers to address attrition.

The 2019 Operating Budget also includes resources in support of the recently implemented PATH mobile application, platform countdown clocks, enhanced customer communications via social media, ferry service for customers impacted by planned weekend tunnel closures, and a Rail Operations Trouble Desk to improve operational response to incidents.

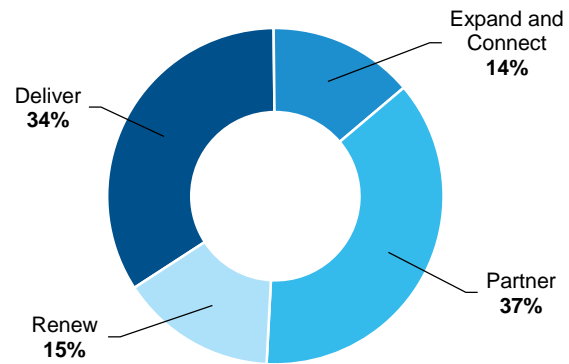
Port Authority Trans-Hudson (PATH)

2019 Capital Budget Overview

PATH's 2019 Capital Budget of \$351 million is \$48 million, or 12.1%, lower than the 2018 budget reflecting the compliance with Positive Train Control requirements in accordance with FRA mandates in 2018.

This spending supports the continuation of the Signal Replacement Program, Superstorm Sandy recovery and resilience, and planning for the extension of the PATH system to Newark Liberty Rail Link Station.

2019 PATH
Budget Capital Expenditures by Category



PATH Capital Expenditures by Facility

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|--------------------------------------|-------------|-------------|---------------|------------------|
| PATH | \$220,773 | \$397,902 | \$293,275 | \$346,509 |
| Journal Square Transportation Center | 274 | 1,084 | 902 | 4,298 |
| Total Capital Expenditures | \$221,047 | \$398,986 | \$294,177 | \$350,807 |

Port Authority Trans-Hudson (PATH)

2019 Capital Budget - Significant Projects: PATH *(in thousands)*

| PROJECT TITLE & DESCRIPTION | OPERATIONAL IMPACTS | 2019 BUDGET |
|--|--|-------------|
| Superstorm Sandy Recovery & Resiliency: Complete a broad array of projects, including rehabilitation and replacement of electrical substations, repair of electrical and communications equipment, and installation of flood protection at stations and facilities. | Return damaged assets to a state of good repair and prepare the system for future coastal storms. | \$146,483 |
| Signal System Replacement Program: Replace outdated signal system that has exceeded design life with a computerized Automatic Train Control System using Communications-Based Train Control technology. Install secondary train detection system to serve as a back-up signal system. | Comply with FRA mandates for Positive Train Control (PTC). In 2018, PATH will achieve PTC compliance satisfying requirements of the US Federal Law (Rail Safety Improvement Act of 2008). In 2019, PATH will replace temporary equipment with permanent equipment in locations vacated after removal of the existing decommissioned equipment. | \$51,130 |
| PATH Rail Extension to Newark Liberty Rail Link Station Planning: Extend PATH rail infrastructure from its existing terminus at Newark-Penn Station to a new Newark Liberty Rail Link Station at EWR. | Planning for a project that increases regional transit and aims to reduce travel time; and travel time predictability for air travelers using EWR from lower Manhattan, and will provide commuter access from Newark's South Ward and neighboring communities to Lower Manhattan. | \$24,650 |
| Harrison Station Renovation: Redevelop Harrison Station with platform extension for longer trains, new station entrances, and protected waiting areas. | Enhance safety and station quality, and provide expanded capacity to meet growing ridership demand. Project will also improve access for disabled riders. The northeast entrance for the new station along the westbound side opened in 2018 providing customers with ADA access and, new elevators and escalators. The southeast entrance for the eastbound side station will open in 2019. | \$22,854 |
| Planning for Construction and Relocation of Substation #2: Planning for the construction of a new substation and compressor plant to replace the existing substation in Jersey City, NJ. | Replace an asset at the end of its useful life. | \$13,538 |

Port Authority Trans-Hudson (PATH)

2019 Projected Free Cash Flow by Facility

A Free Cash Flow statement represents the cash that a facility is able to generate after monies required to operate, maintain, or expand its asset base are considered. The following table details 2019 projected free cash flow by facility.

2019 PATH Projected Free Cash Flow

| (in thousands) | GROSS OPERATING REVENUES | O&M EXPENSES | ALLOCATED EXPENSES | EBIDA | GRANTS, CONTRIBUTION & PFC | CAPITAL EXPENDITURES* | 2019 FREE CASH FLOW |
|--------------------------------------|--------------------------------|-----------------|-----------------------|-------------|----------------------------------|--------------------------|------------------------|
| PATH | \$197,794 | \$368,689 | \$54,906 | (\$225,801) | \$95,859 | \$346,509 | (\$476,451) |
| Journal Square Transportation Center | 5,456 | 14,859 | 291 | (9,694) | — | 4,298 | (13,992) |
| Total – PATH | \$203,250 | \$383,548 | \$55,197 | (\$235,495) | \$95,859 | \$350,807 | (\$490,443) |

* Federal Transit Administration Grants and related capital expenditures for the WTC Transportation Hub are included in World Trade Center.

Aviation

Mission

Aviation's mission is to ensure the safety, security, and efficiency of the region's airport system to best serve its customers and to build infrastructure in order to meet the demand for air transportation of people, goods, and related services.

Aviation Facilities

John F. Kennedy International Airport (JFK) serves as the region's chief international gateway, while Newark Liberty International Airport (EWR) serves both national and international markets. LaGuardia Airport (LGA) serves as the premier short-haul facility in the region. New York Stewart International Airport (SWF), acquired in 2007, provides short-haul and low cost international service. Teterboro Airport (TEB) serves general aviation clients.



Newark Liberty International Airport: Construction on the \$2.7 billion Terminal A progresses to provide a new state-of-the-art facility with increased capacity to accommodate 13.6 million passengers annually.

Aviation

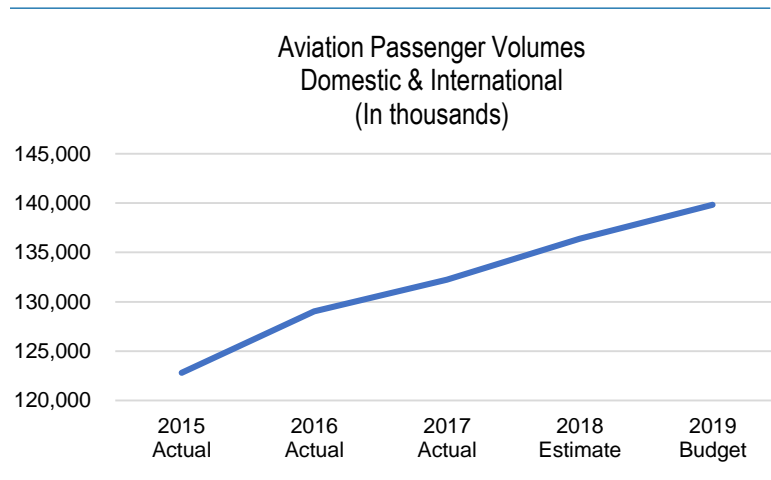
Core Functions

- Develop, manage, and maintain passenger terminals, runways, and cargo facilities in compliance with Federal Aviation Administration (FAA) regulatory standards.
- Negotiate agreements and handle tenant relationships with airlines that rent passenger terminals and terminal gates, hangars, and cargo space, as well as with retail merchants and concessionaires.
- Supervise contract services for various operational and maintenance activities.
- Manage security and coordinate with the Transportation Security Administration (TSA) and Customs and Border Protection (CBP).
- Put Port Authority airports on a path to transform the current facilities into true 21st century gateways to the region that meet global best-in-class standards for operations and customer experience.

Activity Levels

In 2019, approximately 140 million people are projected to use the Port Authority's aviation facilities. This represents an increase of 3.9 million or 2.9% over the 2018 budget. The traffic levels reflect resilient underlying traffic demand supported by sustained economic growth.

Despite the risks posed by escalating trade tensions, air cargo activity is expected to increase, bolstered by strong national and international economic growth. In 2019, air cargo volume is projected to reach 2.4 million tons, which is 3.8% higher than the 2018 budget.



Staffing

Aviation has 1,568 positions: 1,289 permanent and 279 temporary. Permanent employees are dedicated to operating, maintaining and managing the airports, as well as supporting capital projects and aircraft rescue and firefighting. Temporary employees support short-term and seasonal workloads and also support specific capital projects.

Operations (392)

The operations staff at JFK (153), EWR (149), and LGA (85) operate and manage aeronautical, landside, security, and customer care functions, while complying with FAA rules and regulations. A key function of operational staff is to ensure the safe movement of aircraft, equipment, and personnel on the airfield. A total of 5 positions provide centralized operations support to all facilities.

Aviation

- Maintenance (612)

The maintenance staff at JFK (278), EWR (179), and LGA (148) provide maintenance programs to ensure that the facilities' assets, infrastructure, and equipment operate at a high level of performance, including code and regulatory compliance. Maintenance staff include electrical personnel who maintain airfield lighting and electrical systems to FAA regulatory standards. Seven positions provide centralized maintenance support to all facilities.

- Management (276)

Management and administrative staff provide support to facilities' operations and maintenance, including capital project delivery, asset management, property and revenue oversight; strategic business planning and financial functions, airspace modernization, environmental stewardship, and overall management and administrative services.

- Security - Aircraft Rescue and Firefighting (ARFF) (288)

ARFF staff at JFK (92), EWR (98), LGA (75), TEB (22), and Central Office (1) provide aircraft rescue and firefighting services to airlines in accordance with FAA mandated guidelines.

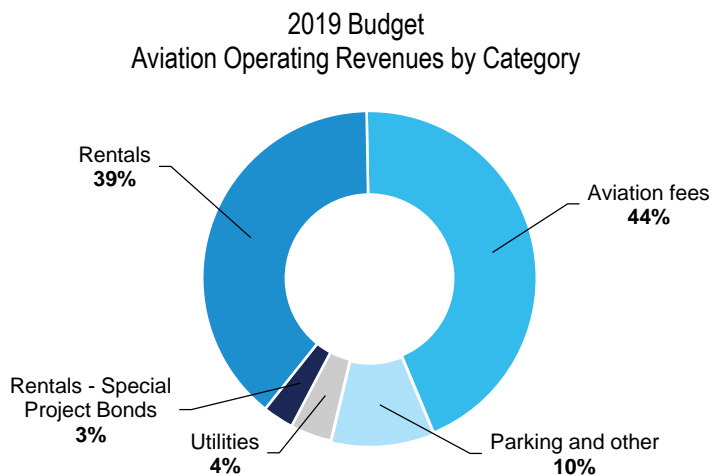
2019 Operating Revenues

Aviation's 2019 Operating Revenue Budget of \$2.8 billion is \$90 million, or 3.3%, higher than the 2018 Budget.

The largest source of the department's revenue is fees generated through contractual agreements with the airlines for the recovery of certain operating expenses and capital investment by the Port Authority at the airports. Included in this category are fuel and security fees, and JFK and EWR AirTrain fare box revenues. Aviation fees are projected to increase by \$47 million compared to the 2018 Budget due to higher expected recoverable expenses from operations, maintenance, security, and capital investments.

Charges for use of Aviation facilities include fixed, percentage, and variable rentals associated with agreements for terminals, warehouses and ground rent, fees for on-airport concessions, cargo, ground transportation, aircraft services, and advertising, and are all included in rentals for reporting purposes. Rentals are expected to increase by \$54 million compared to the 2018 Budget due to scheduled rent escalations across all facilities.

Parking revenue includes fees charged to tenants and customers for public parking at the airports. Parking and other fees are expected to decrease by \$8 million compared to the 2018 Budget, primarily due to a shift in customer behavior. More travelers are choosing to use alternative transportation options, including for-hire vehicle services.



Aviation

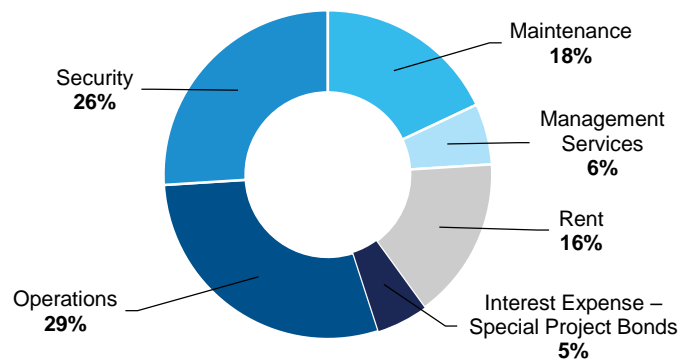
Aviation Operating Revenues by Category

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|---------------------------------|-------------|-------------|---------------|--------------------|
| Rentals | \$1,075,994 | \$1,034,768 | \$1,083,581 | \$1,088,301 |
| Aviation fees | 1,128,352 | 1,169,905 | 1,189,272 | 1,216,508 |
| Parking and other | 280,767 | 288,669 | 268,282 | 280,262 |
| Utilities | 114,357 | 112,055 | 118,313 | 114,496 |
| Rentals – Special Project Bonds | 83,053 | 79,080 | 79,080 | 74,121 |
| Total Operating Revenues | \$2,682,523 | \$2,684,477 | \$2,738,528 | \$2,773,688 |

2019 Operating Expenses

Aviation's 2019 Operating Expense Budget of \$1.8 billion is \$69 million, or 4.1%, over the 2018 Budget.

2019 Budget
Aviation Operating & Maintenance Expenses by Category



Aviation Operating Expenses by Category

| (in thousands) | 2017 ACTUAL | 2018 BUDGET* | 2018 ESTIMATE | 2019 BUDGET |
|--|-------------|--------------|---------------|--------------------|
| Operations | \$457,282 | \$448,895 | \$466,217 | \$468,783 |
| Security | 413,004 | 399,616 | 410,802 | 431,959 |
| Maintenance | 291,509 | 290,088 | 311,393 | 300,204 |
| Management services | 74,349 | 93,950 | 100,149 | 96,909 |
| Rent | 268,815 | 269,969 | 270,429 | 270,064 |
| Interest expense – Special Project Bonds | 83,053 | 79,080 | 79,080 | 74,121 |
| Sub-total Operating & Maintenance | 1,588,012 | 1,581,598 | 1,638,070 | 1,642,040 |
| Allocated | 105,457 | 100,658 | 99,712 | 109,033 |
| Total Operating Expenses | \$1,693,469 | \$1,682,256 | \$1,737,782 | \$1,751,073 |

* Reflects reallocations of costs between departments.

Aviation

2019 Operating Budget Highlights

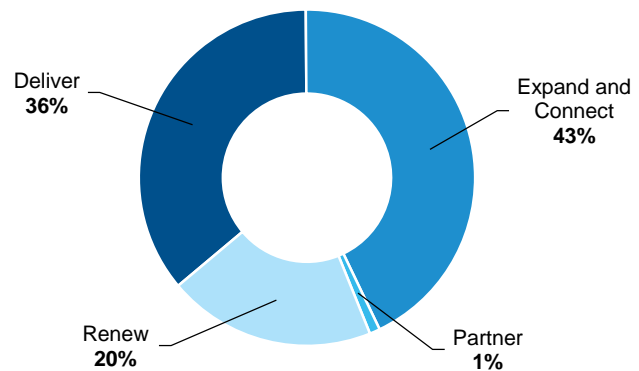
The 2019 Operating Budget includes contractual and inflationary increases to support maintenance of critical airside and landside assets, transportation system operations, rent payable to the cities of New York and Newark, while providing safe and reliable airport operations.

The 2019 Operating Budget also provides funding to enhance customer experience, improve on-airport transportation systems at JFK and LGA, moving towards 24/7 Airport Operations Centers at JFK, LGA and EWR to facilitate timely response and communications, expand resources to support airport credentialing, improve customer notification and communication via digital and social media including wait-time notifications, and transition on-airport buses to a full electric fleet.

2019 Capital Budget Overview

Aviation's 2019 Capital Budget of \$2 billion is \$804 million, or 69% higher than the 2018 budget. This spending program moves forward our substantial commitment to improve our airport facilities, provide best-in-class service, address aging infrastructure, safety and security, and congestion delays.

2019 Budget
Aviation Capital Expenditures by Category



Aviation Capital Expenditures by Facility

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|---------------------------------------|-------------|-------------|---------------|--------------------|
| LaGuardia Airport | \$606,669 | \$674,559 | \$690,615 | \$777,265 |
| John F. Kennedy International Airport | 165,717 | 174,573 | 142,659 | 325,811 |
| Newark Liberty International Airport | 155,234 | 304,856 | 395,448 | 845,622 |
| Teterboro Airport | 4,007 | 17,498 | 12,670 | 17,893 |
| Stewart International Airport | 3,761 | 116 | 3,160 | 8,945 |
| Total Capital Expenditures | \$935,388 | \$1,171,602 | \$1,244,552 | \$1,975,536 |

Note: Capital Expenditures includes capital investment funded with Passenger Facility Charges (PFCs).

Aviation

2019 Capital Budget - Significant Projects: Aviation *(in thousands)*

| PROJECT TITLE & DESCRIPTION | OPERATIONAL IMPACTS | 2019 BUDGET |
|---|---|--------------------------|
| EWR Terminal One Redevelopment: Replace the existing 1973 Terminal A with an open, modern terminal. | Allow the airport to accommodate a projected increase in passengers over the next thirty years and provide best in class levels of service, while meeting all safety, security, and other operational requirements. | \$687,225 |
| LGA Redevelopment Western Half: Replace the existing 1964 Terminal and related infrastructure including a new Central Hall through a private consortium under a public-private partnership (PPP) model, as part of the construction of a new single integrated airport. Eastern Half (Delta): Support replacement of Terminal C and D by Delta as part of the construction of a new single integrated airport. | Allow the airport to accommodate a projected increased passenger load and provide best in class levels of service, while efficiently meeting all safety, security, and other operational requirements. ⁽¹⁾ Dollars represent Port Authority capital investment and does not include private capital investments. | \$676,426 ⁽¹⁾ |
| JFK 13L-31R Runway and Associated Taxiways Planning: Rehabilitate Runway 13L-31R and associated taxiways to ensure taxiways meet FAA standards and facilitate airport delay reductions. | Reconstruct and widen the Runway and rehabilitate associated taxiways to address state of good repair and to accommodate larger aircrafts. | \$169,132 |
| JFK Redevelopment Planning: Planning for airport infrastructure improvements, including airside enhancements to improve efficiency and reduce delays, and roadway modifications. | Support the modernization and transformation of JFK International Airport to accommodate passenger growth and provide best in class terminals and roadway network. | \$87,793 |
| AirTrain LGA Planning: Advances the planning and design of an AirTrain system for LGA, which will provide a direct rail link to Long Island Rail Road (LIRR) and NYC Transit (NYCT) subway service. | Reduce auto congestion and travel time delays, and improve predictability of travel time for air travelers and airport employees. | \$39,034 |
| PATH Rail Extension to Newark Liberty Rail Link Station Planning: Extend PATH rail infrastructure from its existing terminus at Newark-Penn Station to a new Newark Liberty Rail Link Station at EWR | Planning for a project that increases regional transit and aims to reduce travel time; and travel time predictability for air travelers using EWR from lower Manhattan, and will provide commuter access from Newark's South Ward and neighboring communities to Lower Manhattan. ⁽²⁾ Included in PATH's 2019 Budget. | \$24,650 ⁽²⁾ |

Aviation

2019 Projected Free Cash Flow by Facility

A Free Cash Flow statement represents the cash that a facility is able to generate after monies required to operate, maintain, or expand its asset base are considered. The following table details 2019 projected free cash flow by facility.

2019 Aviation Projected Free Cash Flow

| (in thousands) | GROSS OPERATING REVENUES | O&M EXPENSES | ALLOCATED EXPENSES | EBIDA | GRANTS, CONTRIBUTION & PFC | CAPITAL EXPENDITURES | 2019 FREE CASH FLOW |
|--|--------------------------------|-----------------|-----------------------|-------------|----------------------------------|-------------------------|------------------------|
| LaGuardia Airport | \$403,655 | \$298,975 | \$27,017 | \$77,663 | \$323,776 | \$777,265 | (\$375,826) |
| John F. Kennedy International Airport | 1,309,899 | 773,409 | 42,628 | 493,862 | 53,058 | 325,811 | 221,109 |
| Newark Liberty International Airport | 995,770 | 515,676 | 36,188 | 443,906 | 36,787 | 845,622 | (364,929) |
| Teterboro Airport | 51,120 | 30,762 | 2,619 | 17,739 | 6,615 | 17,893 | 6,461 |
| Stewart International Airport | 13,244 | 23,218 | 581 | (10,555) | 3,281 | 8,945 | (16,219) |
| Total – Aviation | \$2,773,688 | \$1,642,040 | \$109,033 | \$1,022,615 | \$423,517 | \$1,975,536 | (\$529,404) |

Port

Mission

Port's mission is to develop and manage competitive port infrastructure and services that expedite the movement of international cargo and cruise passengers in a secure, environmentally sound, and fiscally responsible manner.

Port Facilities

The Port of New York and New Jersey is the largest port on the east coast, the third largest in the U.S. and 23rd largest in the world and provides intermodal rail transportation facilities. The Port is located in the center of the largest consumer region in the country, serving more than 23 million regional consumers, with over 3.8 million containers loaded and unloaded at its docks each year.

Port oversees the following facilities: Port Newark, Elizabeth-Port Authority Marine Terminal, Port Jersey-Port Authority Marine Terminal, Brooklyn-Port Authority Marine Terminal, including Red Hook Container Terminal, Howland Hook Marine Terminal/Port Ivory, and the Greenville Yard-Port Authority Marine Terminal. In addition, the Port Department operates a Class 1 freight railroad, New York-New Jersey Rail, LLC, which provides local cross-harbor transportation for freight railcars across the Hudson River utilizing a float barge system.



An aerial of the Port Newark Elizabeth complex showing a combination of large vessels, cranes, and the container field.

Port

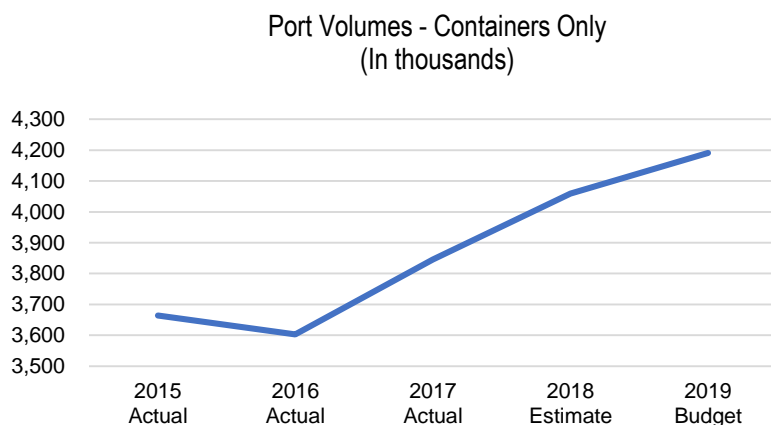
Core Functions

- Develop and maintain all Port facility common areas and marine terminals, focusing on asset management, service reliability, service efficiency, security, and environmental stewardship.
- Manage and deliver Port capital initiatives, including terminal development, port-wide rail facilities, and landside infrastructure.
- Promote Port facilities as the premier gateway port on the east coast for cargo owners, ocean carriers, logistics service providers, automotive, bulk cargo and cruise lines.
- Oversee the management of Port's real estate portfolio, leasing, administration, and facilitation of improvements, programs and initiatives across Port facilities, in support of port users and stakeholders.
- Undertake innovative planning for future port development, and partner with Port stakeholders, regional governments, and the business community on implementation.

Activity Levels

The Port of New York and New Jersey handles approximately \$200 billion of containerized cargo, as measured by annual merchandise value. The critical advantage of the port to trading partners, to state, regional, national, and global stakeholders, along with other users along the supply chain, is providing direct and efficient access to highway, rail transportation networks, warehousing and third-party logistics providers, serving a local and regional market consisting of 125 million consumers.

The 2019 Budget projects 4.2 million containers (7.1 million TEU), an increase of 7.6% above the 2018 Budget.



Staffing

Port has a total of 204 positions: 193 permanent and 11 temporary. Permanent employees manage, maintain, market, and provide capital support across the department and on behalf of the maritime facilities. The temporary employees support short-term and seasonal workloads.

- Operations (19)
The operations staff at the New Jersey Marine Terminals (11) and New York Marine Terminals (2) ensure that the berths, waterways, roadways, rail facilities, multi-tenant properties, and common utilities are operated in a manner that allows for the safe and efficient movement of international cargo to and from Port facilities. Staff oversee and administer terminal properties, and ensure compliance with all security regulations and preparedness for multi-hazards. Six positions provide centralized operations support to all facilities.

Port

- Maintenance (99)

The maintenance staff at the New Jersey Marine Terminals (74) and New York Marine Terminals (25) maintain the marine terminals and port system, and ensure compliance with applicable codes and regulations.

- Management (86)

Management and administrative staff support the operations and maintenance of facilities, including capital program delivery, asset management, waterways management, cargo and revenue management, strategic analysis, maintenance of industry relations, port productivity and strategic planning, financial functions, port security and emergency management programs, environmental programs management, facility and rail management and department-wide management oversight and administrative services.

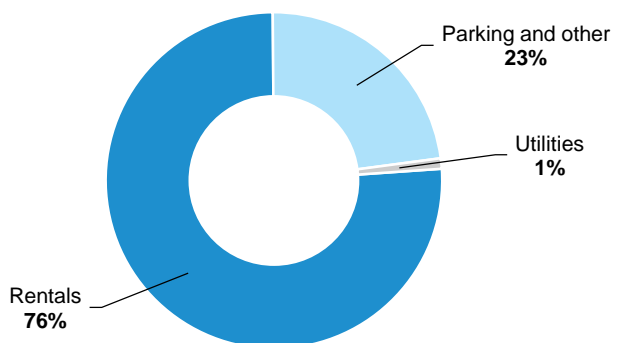
2019 Operating Revenues

Port's 2019 Operating Revenue Budget of \$314 million is \$13 million, or 4.3%, higher than the 2018 Budget.

Rental revenues, derived from leased property, are the main source of revenue, and correspond to fixed land rents from various tenant agreements and through-put fees derived from container and other activity. Rental revenues are increasing by \$7 million compared to the 2018 Budget, mainly due to scheduled escalations of ground rent for current agreements, as well as additional revenue from new agreements.

Parking and other fees are increasing by \$6 million compared to the 2018 Budget. Parking and other includes revenues collected from Cargo Facility Charges of \$46 million. The remaining revenue is primarily for dockage and wharfage fees and tenant parking.

2019 Budget
Port Operating Revenues by Category



Port Operating Revenues by Category

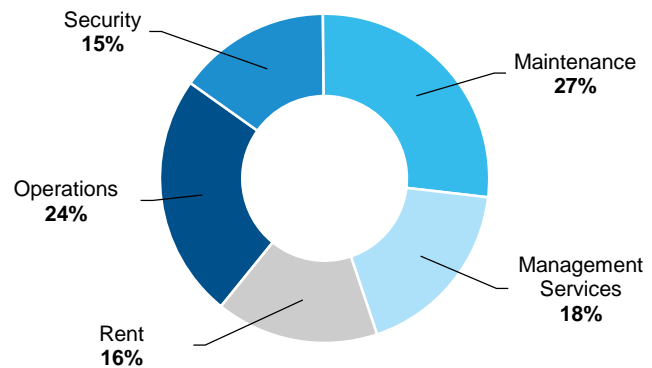
| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|--------------------------|-------------|-------------|---------------|------------------|
| Rentals | \$227,742 | \$233,017 | \$234,045 | \$239,560 |
| Parking and Other | 65,400 | 66,206 | 69,789 | 71,912 |
| Utilities | 2,509 | 1,838 | 3,140 | 2,492 |
| Total Operating Revenues | \$295,651 | \$301,061 | \$306,974 | \$313,964 |

Port

2019 Operating Expenses

Port's 2019 Operating Expense Budget of \$169 million is \$4 million, or 2.5% higher than the 2018 Budget.

2019 Budget
Port Operating & Maintenance Expenses by Category



Port Operating Expenses by Category

| (in thousands) | 2017 ACTUAL | 2018 BUDGET* | 2018 ESTIMATE | 2019 BUDGET |
|-----------------------------------|-------------|--------------|---------------|-------------|
| Operations | \$36,837 | \$37,054 | \$36,637 | \$37,589 |
| Security | 25,178 | 23,006 | 24,550 | 24,138 |
| Maintenance | 31,929 | 43,661 | 39,174 | 42,932 |
| Management services | 32,084 | 26,787 | 29,652 | 28,455 |
| Rent | 25,990 | 25,609 | 25,904 | 25,954 |
| Sub-total Operating & Maintenance | 152,018 | 156,117 | 155,917 | 159,068 |
| Allocated | 8,477 | 8,434 | 8,116 | 9,533 |
| Total Operating Expenses | \$160,495 | \$164,551 | \$164,033 | \$168,601 |

* Reflects reallocations of costs between departments.

2019 Operating Budget Highlights

The 2019 Operating Expense Budget includes contractual and inflationary increases to support the operation and maintenance of Port facilities, including berth dredging and fender repairs, while expanding best practices to provide safe and reliable facility operations.

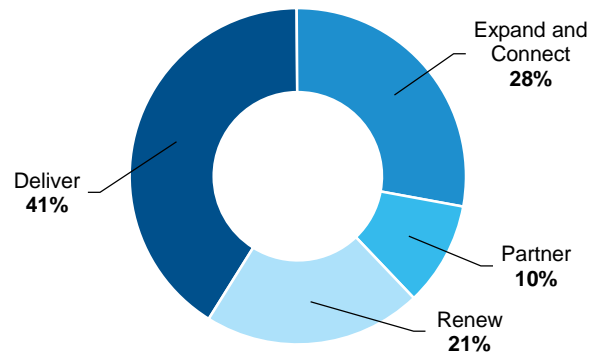
The 2019 Operating Budget continues implementation of environmental initiatives, including the ocean going Clean Vessel Incentive Program, an electric cargo handling equipment pilot program, the ongoing truck replacement program, and staffing to address intermodal growth. In addition, funds have been provided to augment maintenance by increasing certain routines at the facilities and continuing the implementation of an Enterprise Asset Management System.

Port

2019 Capital Budget Overview

Port's 2019 Capital Budget of \$163 million is \$6 million, or 3.7% lower, than the 2018 Budget, reflecting the completion of the berths deepening project at Elizabeth Marine Terminal. This program continues our critical investment in intermodal facilities, roadway networks and essential state of good repair projects.

2019 Budget
Port Capital Expenditures by Category



Port Capital Expenditures by Facility

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|--------------------------------------|-------------|-------------|---------------|-------------|
| Port Newark | \$29,076 | \$24,751 | \$28,142 | \$26,219 |
| Elizabeth-PA Marine Terminal | 1,536 | 21,614 | 14,399 | 5,748 |
| Brooklyn-PA Marine Terminal | 2,518 | 2,141 | 16,821 | 4,951 |
| Red Hook Container Terminal | – | 468 | 47 | 339 |
| Howland Hook Marine Terminal | 1,530 | 13,895 | 7,326 | 14,993 |
| NJ Marine Development | – | 12,550 | – | – |
| Greenville Yard/ NY and NJ Rail, LLC | 41,330 | 37,025 | 42,072 | 50,898 |
| Port Jersey – PA Marine Terminal | 30,465 | 57,290 | 48,433 | 60,267 |
| Total Capital Expenditures | \$106,455 | \$169,734 | \$157,240 | \$163,415 |

Port

2019 Capital Budget - Significant Projects: Port *(in thousands)*

| PROJECT TITLE & DESCRIPTION | OPERATIONAL IMPACTS | 2019 BUDGET |
|---|--|-------------|
| Express Rail Intermodal Container Transfer Facility (ICTF) at Greenville Yard: Construct a new intermodal rail facility for Global Container Terminal – Bayonne. Project also includes full redevelopment of Greenville Yard “A”, which supports both the ICTF and New York New Jersey Rail LLC (NYNJRR). operations. Completion of first lead track to the ICTF is expected in 2018 with full project completion by 2020. | Improve the flow of goods to and from the Port of New York and New Jersey and in accordance with the lease agreement with Global Container Terminals Bayonne LP. | \$45,937 |
| Cross Harbor Freight Movement Program – Tier II Environment Review: Examine the financial, economic, environmental, and social impacts of two preferred alternatives developed in Tier I: The Enhanced Railcar Float Alternative and the Freight Rail Tunnel Alternative. | Improve the movement of regional goods by enhancing the transportation of freight across the New York / New Jersey Harbor. | \$17,101 |
| Upgrade of Pavement Sub-Grade at Howland Hook Marine Terminal: Provides for excavation and replacement of approximately 6 acres of pavement subgrade. | Restore port container operation for full utilization of the tenant’s leased area. | \$13,794 |
| Installation of Support Tracks: Provides for construction of tracks in Greenville Yard to support NYNJRR carfloat. Eight of thirteen tracks are currently in service with full project completion by 2020. | Expand NYNJRR capacity for additional carfloat operations. | \$9,662 |

Port

2019 Projected Free Cash Flow by Facility

A Free Cash Flow statement represents the cash that a facility is able to generate after monies required to operate, maintain, or expand its asset base are considered. The following table details 2019 projected free cash flow by facility.

2019 Port Projected Free Cash Flow

| (in thousands) | GROSS OPERATING REVENUES | O&M EXPENSES | ALLOCATED EXPENSES | EBIDA | GRANTS, CONTRIBUTION & PFC | CAPITAL EXPENDITURES | 2019 FREE CASH FLOW |
|--------------------------------------|--------------------------------|-----------------|-----------------------|-----------|----------------------------------|-------------------------|------------------------|
| Port Newark | \$92,940 | \$73,919 | \$5,227 | \$13,794 | \$2,572 | \$26,219 | (\$9,853) |
| Elizabeth-PA Marine Terminal | 160,770 | 24,232 | 1,980 | 134,558 | 53 | 5,748 | 128,863 |
| Brooklyn-PA Marine Terminal | 6,984 | 12,344 | 872 | (6,232) | 455 | 4,951 | (10,728) |
| Red Hook Container Terminal | 673 | 7,226 | 291 | (6,844) | – | 339 | (7,183) |
| Howland Hook Marine Terminal | 15,943 | 12,764 | 291 | 2,888 | 7,536 | 14,993 | (4,569) |
| Greenville Yard/ NY and NJ Rail, LLC | 6,344 | 6,457 | – | (113) | 6,737 | 50,898 | (44,274) |
| Port Jersey – PA Marine Terminal | 30,310 | 22,126 | 872 | 7,312 | 2,287 | 60,267 | (50,668) |
| Total – Port | \$313,964 | \$159,068 | \$9,533 | \$145,363 | \$19,640 | \$163,415 | \$1,588 |

World Trade Center (WTC)

Mission

WTC's mission is to operate, maintain, and promote the WTC campus by overseeing regulatory guidelines, managing stakeholder relationships through open communication and teamwork, and preserving the WTC's status as a landmark of international significance and remembrance, and a world-class destination to be enjoyed by all.

WTC Facilities

The WTC campus is an internationally recognized complex that functions as a center of connection, business, culture, and remembrance. Comprised of approximately 16 acres, the redeveloped WTC Complex provides millions of square feet of commercial office space, retail space, a memorial and museum, public amenities, transportation, and other services. These facilities are either owned and operated by the Port Authority or operated by the respective stakeholders. Listed below are the facilities owned and operated by the Port Authority:

- WTC Transportation Hub
- Liberty Park
- Vehicle Security Center and below-grade Vehicle Roadway Network
- Site-wide Infrastructure
- One WTC (joint venture with Port Authority and the Durst Organization)



The World Trade Center Transportation Hub is a key part of the World Trade Center campus that connects PATH and 12 different New York City subway lines.

World Trade Center (WTC)

Core Functions

- Operate and maintain all Port Authority spaces at the site, including public areas and key critical infrastructure, including the WTC Transportation Hub.
- Oversee site-wide processes and functions, including compliance with applicable agency-wide guidelines, codes, rules, and regulations.
- Maintain WTC Campus Security equipment, and manage WTC Campus credentialing functions in coordination with WTC Security, PAPD, and New York Police Department (NYPD).
- Complete the design and construction of various projects at the site, including remaining components of the retail complex (in coordination with private development partners), certain core site infrastructure, and other necessary capital and operating projects.
- Negotiate, implement, and manage business partner agreements and stakeholder relationships to maximize the value of WTC.

Staffing

WTC has a total of 27 positions for management and administrative to handle real estate and business relationships, property and revenue management, as well as other planning and financial functions.

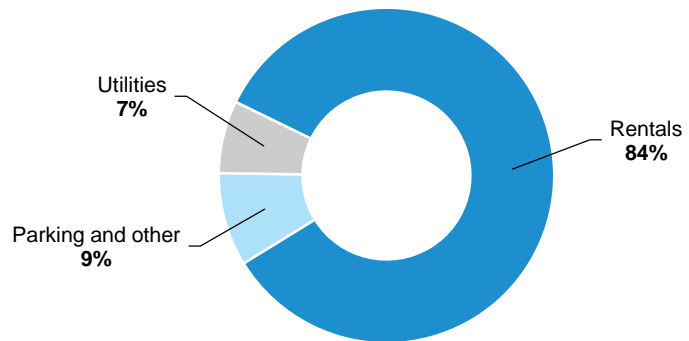
World Trade Center (WTC)

2019 Operating Revenues

WTC's 2019 Operating Revenue Budget of \$328 million is \$24 million, or 7.8%, higher than the 2018 Budget.

The main components of WTC revenue are rentals, which are increasing by \$18 million, primarily based on higher occupancy of One World Trade center and rent escalations for Tower 4.

2019 Budget
WTC Operating Revenues by Category



WTC Operating Revenues by Category

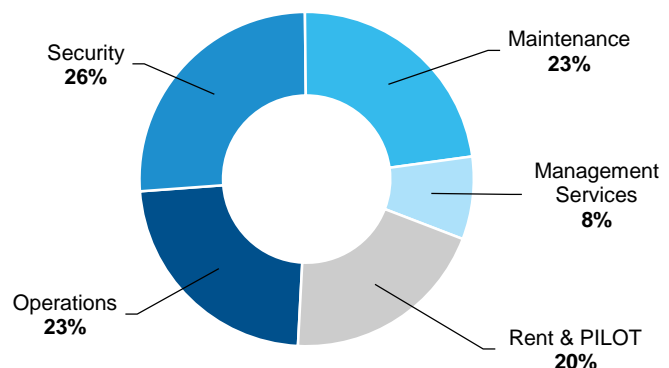
| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|--------------------------|-------------|-------------|---------------|------------------|
| Rentals | \$234,870 | \$256,566 | \$248,829 | \$274,814 |
| Parking and other | 15,321 | 25,319 | 25,315 | 28,855 |
| Utilities | 14,578 | 22,076 | 22,590 | 24,000 |
| Total Operating Revenues | \$264,769 | \$303,961 | \$296,734 | \$327,669 |

2019 Operating Expenses

WTC's 2019 Operating Expense Budget of \$364 million is \$7 million or 2.0% lower than the 2018 Budget.

The 2019 Operating Budget includes Port Authority related operating expenses, the major components of which are site-wide operating cost, security and One WTC operating expense.

2019 Budget
WTC Operating & Maintenance Expenses by Category



World Trade Center (WTC)

WTC Operating Expenses by Category

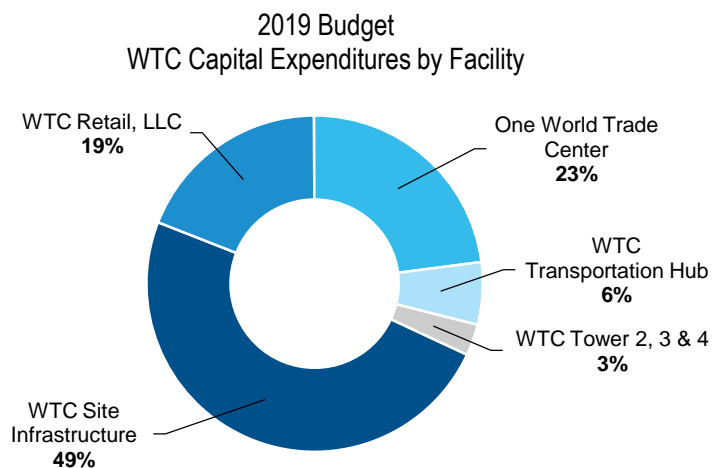
| (in thousands) | 2017 ACTUAL | 2018 BUDGET* | 2018 ESTIMATE | 2019 BUDGET |
|-----------------------------------|-------------|--------------|---------------|------------------|
| Operations | \$106,080 | \$82,478 | \$69,867 | \$79,824 |
| Security | 74,642 | 87,686 | 79,154 | 91,357 |
| Maintenance | 36,481 | 81,739 | 78,459 | 82,909 |
| Management services | 27,659 | 32,226 | 30,077 | 29,782 |
| Rent & PILOT | 58,945 | 77,835 | 76,989 | 69,415 |
| Sub-total Operating & Maintenance | 303,807 | 361,964 | 334,546 | 353,287 |
| Allocated | 8,436 | 9,555 | 7,935 | 10,758 |
| Total Operating Expenses | \$312,243 | \$371,519 | \$342,481 | \$364,045 |

* Reflects reallocations of costs between departments.

The 2019 Operating Budget includes contractual and inflationary increases to secure, maintain and operate the WTC Site and Port Authority spaces, including One WTC. Also included is an increase in expenses based on anticipated occupancy, additional maintenance cost for security and radio system, incremental site-wide and PILOT costs for Tower 3, and One WTC tenant requested services, which are recoverable. PILOT expenses are lower due to the commencement of certain credits that are offsetting the higher PILOT payments for Tower 3, which became operational in 2018.

2019 Capital Budget Overview

WTC's 2019 Capital Budget of \$369 million is \$233 million or, 39% lower than the 2018 Budget reflecting progress towards completion of the redevelopment of the site.



World Trade Center (WTC)

WTC Capital Expenditures by Facility

| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
|----------------------------|-------------|-------------|---------------|------------------|
| WTC Site Infrastructure | \$146,573 | \$315,838 | \$129,247 | \$179,484 |
| WTC Transportation Hub | 53,382 | 78,608 | 15,995 | 23,470 |
| WTC Retail, LLC | 82,970 | 118,010 | 76,122 | 70,000 |
| One World Trade Center | 69,675 | 88,742 | 33,858 | 86,034 |
| WTC Tower 2, 3 & 4 | 11,905 | 1,294 | 878 | 10,614 |
| Total Capital Expenditures | \$364,505 | \$602,492 | \$256,100 | \$369,602 |

2019 Capital Budget - Significant Projects: WTC *(in thousands)*

| PROJECT TITLE & DESCRIPTION | OPERATIONAL IMPACTS | 2019 BUDGET |
|--|--|-------------|
| One World Trade Center: Landlord tenant improvement obligation associated with occupancy. | Provide base building tenant improvement for One WTC and installation of the Building Maintenance Unit. | \$84,966 |
| WTC Retail: Develop and complete approximately 365,000 square feet of world-class retail and restaurant space. | Completion of both Tower 3 above grade and North Temporary Access core and shell. | \$70,000 |
| WTC Site - Construction of Bathtub Vehicular Access/Foundation for Performing Arts Center: Create a helix ramp that connects grade at Vesey Street to the One World Trade Center loading dock level and provides structure to grade for a new performing arts center. | Provide a second means of vehicular ingress and egress to the roadway network and provide a foundation for a new performing arts center. | \$82,380 |

World Trade Center (WTC)

2019 Projected Free Cash Flow by Facility

A Free Cash Flow statement represents the cash that a facility is able to generate after monies required to operate, maintain, or expand its asset base are considered. The following table details 2019 projected free cash flow by facility.

2019 WTC Projected Free Cash Flow

| (in thousands) | GROSS OPERATING REVENUES | O&M EXPENSES | ALLOCATED EXPENSES | EBIDA | GRANTS, CONTRIBUTION & PFC | CAPITAL EXPENDITURES | 2019 FREE CASH FLOW |
|-------------------------|--------------------------------|-----------------|-----------------------|-------------|----------------------------------|-------------------------|------------------------|
| WTC Site Infrastructure | \$2,903 | \$164,549 | \$10,168 | (\$171,814) | \$ — | \$179,484 | (\$351,298) |
| WTC Transportation Hub | — | — | — | — | 19,019 | 23,470 | (4,451) |
| WTC Retail, LLC | 15,128 | 10,292 | 291 | 4,545 | 183,484 | 70,000 | 118,029 |
| One World Trade Center | 225,204 | 126,669 | — | 98,535 | — | 86,034 | 12,501 |
| WTC Tower 2, 3, & 4 | 84,434 | 51,777 | 299 | 32,358 | 65,293 | 10,614 | 87,037 |
| Total – WTC | \$327,669 | \$353,287 | \$10,758 | (\$36,376) | \$267,796 | \$369,602 | (\$138,182) |

Staff Departments

The Port Authority has certain corporate departments that provide centralized management, advisory, technical, administrative, and capital planning support services to Port Authority facilities. Costs associated with these centralized services are allocated to operating facilities and capital projects on the basis of direct labor.

Allocated Expenses by Staff Department

| (in thousands) | 2017 Actual | 2018 Budget | 2018 Estimate | 2019 Budget |
|--|------------------|------------------|------------------|------------------|
| Chief Communications Officer | \$2 | \$272 | \$739 | \$1,739 |
| Media Relations | 2,483 | 2,830 | 2,475 | 2,825 |
| Marketing | 4,766 | 4,501 | 4,335 | 5,451 |
| Chief Development Officer | 1,040 | 1,075 | 729 | 716 |
| Environmental & Energy Programs | 5,159 | 5,088 | 5,163 | 5,191 |
| Planning & Regional Development | 4,715 | 5,014 | 4,704 | 4,997 |
| Project Management | 599 | 250 | 250 | 210 |
| Real Estate | 4,842 | 5,438 | 4,884 | 6,088 |
| Chief Diversity & Inclusion Officer | 4,580 | 5,341 | 6,586 | 9,057 |
| Chief, Human Capital / Human Resources | 25,656 | 25,555 | 23,898 | 26,650 |
| Labor Relations | 2,511 | 2,461 | 1,453 | 2,630 |
| Chief, Intergovernmental Affairs | 4,033 | 4,376 | 5,362 | 5,764 |
| Chief, Major Capital Projects / WTC Construction | 1,535 | 534 | 534 | 331 |
| Chief Procurement & Contracting Officer | 11,293 | 10,681 | 10,765 | 10,835 |
| Chief Technology Officer | 84,539 | 83,204 | 85,948 | 90,703 |
| Chief Engineer | 4,788 | 4,079 | 4,058 | 5,243 |
| Chief Financial Officer | 2,641 | 3,864 | 3,471 | 3,923 |
| Comptroller | 11,306 | 11,636 | 11,133 | 11,967 |
| Financial Planning | 2,018 | 2,571 | 2,565 | 2,662 |
| Management & Budget | 5,399 | 5,853 | 5,846 | 5,874 |
| Treasury | 10,291 | 13,144 | 10,885 | 15,742 |
| Storm Mitigation & Resilience Office | 3,346 | 4,221 | 4,165 | 4,083 |
| Chief Operating Officer | 336 | 351 | — | — |
| Operation Services | 17,704 | 13,901 | 7,153 | 14,320 |
| Executive Director | 1,274 | 1,559 | 1,552 | 1,491 |
| Deputy Executive Director | 250 | 1,255 | — | — |
| General Counsel / Law | 23,583 | 19,760 | 20,795 | 22,330 |
| Inspector General | 9,462 | 9,525 | 9,335 | 9,768 |
| Audit | 10,104 | 9,803 | 9,742 | 9,956 |
| Office of Continuous Improvement | 1,642 | 1,052 | 983 | 1,006 |
| Secretary | 6,293 | 6,880 | 6,298 | 7,108 |
| Other | (19,309) | (887) | (199) | 1,849 |
| Sub-total General Administrative | 248,881 | 265,187 | 255,607 | 290,509 |
| Allocated Expenses: | | | | |
| Less General Administrative Allocated to Capital | 37,812 | 48,529 | 37,063 | 53,454 |
| General Administrative Allocated to Operations | 211,069 | 216,658 | 218,544 | 237,055 |
| Development Expenses Allocated to Operations | 702 | 4,346 | 3,702 | 4,390 |
| Total Allocated Expenses to Operations | \$211,771 | \$221,004 | \$222,246 | \$241,445 |

Note: 2017 Actuals includes \$18.3M in insurance proceeds for Superstorm Sandy under "Other."

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Capital Budget Summary



Capital Project Listings

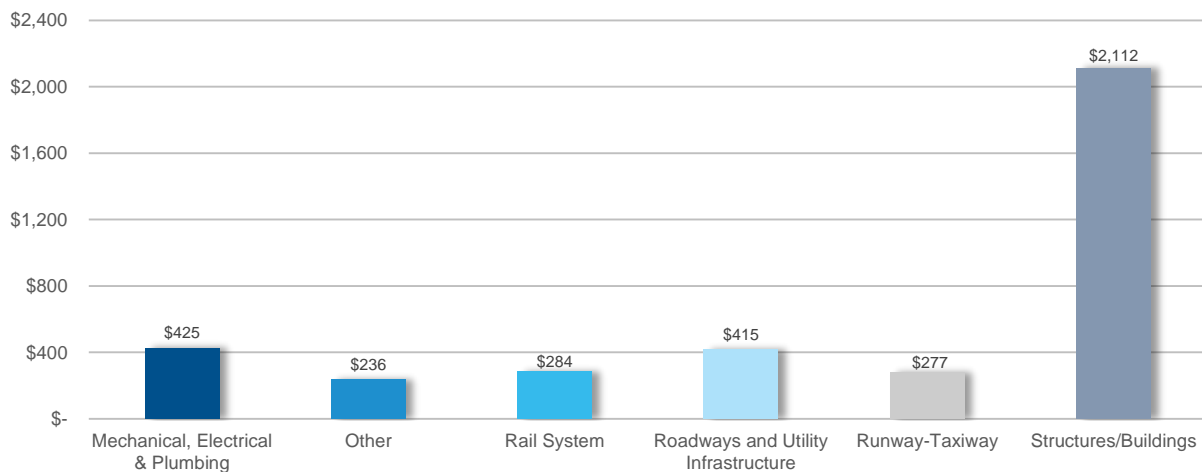
Outlined below is information on the 2019 spending on capital projects included in the Port Authority's 2017-2026 Capital Plan. For more information on the 2017-2026 Capital Plan visit:

<https://corpinfo.panynj.gov/pages/capital-plan/>

The project categories and stage designations below support the capital project listing in the following section.

| PROJECT CATEGORIES | STAGE DESIGNATIONS |
|--------------------|---|
| Renew | Stage P / Planning |
| Expand and Connect | Stage 1 / Conceptual Design |
| Partner | Stage 2 / Preliminary Design |
| Deliver | Stage 3 / Contract Documents Stage 4 / Construction Stage 5 / Closeout Stage Stage M1 / Multiple Stages, Reporting Stage 1 Stage M2 / Multiple Stages, Reporting Stage 2 Stage M3 / Multiple Stages, Reporting Stage 3 Stage M4 / Multiple Stages, Reporting Stage 4 Stage M5 / Multiple Stages, Reporting Stage 5 |

2019 Capital Budget Expenditure by Asset Class
(in millions)



2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|---|---|------------------|-----------------------------|-------|----------------|
| DEPARTMENT: TUNNELS, BRIDGES & TERMINALS | | | | | |
| CB02 – HOLLAND TUNNEL | | | | | |
| CB02-040 | REHABILITATION OF TUNNEL VENTILATION SYSTEM - MECHANICAL AND ELECTRICAL | Deliver | HVAC, Plumbing & Sprinklers | 4 | \$26,396 |
| CB02-123 | REPLACEMENT OF PIER 9 AND PIER 204 | Deliver | Port Wharfs | M4 | 14,824 |
| CB02-156 | REPLACEMENT OF SUPERVISORY CONTROL SYSTEM | Renew | Control Systems | 3 | 1,104 |
| CB02-175 | REPLACEMENT OF BULKHEAD DOORS IN VENTILATION BUILDINGS | Renew | Buildings & Garages | 3 | 1,448 |
| CB02-189 | REHABILITATION OF STRUCTURAL COMPONENTS OF GRANITE WALLS AT PORTALS | Renew | Buildings & Garages | P | 88 |
| CB02-193 | REHABILITATION OF CONCRETE AND STEEL | Renew | Tunnels | P | 325 |
| CB02-195 | REHABILITATION OF SUPPLY BLOWER PORTS | Deliver | Tunnels | 5 | (12) |
| CB02-202 | REPLACEMENT OF TOLL COLLECTION SYSTEM | Renew | Control Systems | 4 | 3,728 |
| CB02-205 | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 95 |
| CB02-207 | REHABILITATION OF BRONZE DOORS AT SPRING STREET | Renew | Buildings & Garages | 4 | 440 |
| CB02-210 | REPLACEMENT OF EXISTING INTELLIGENT TRANSPORTATION SYSTEM | Renew | Control Systems | P | 96 |
| CB02-213 | MITIGATION OF WATER LEAKAGE AT VENTILATION DUCTS AND MID-RIVER PUMP ROOM | Renew | Tunnels | M4 | 47 |
| CB02-217 | REPLACEMENT OF ROOF AND PARAPET AT NEW YORK EMERGENCY GARAGE | Renew | Buildings & Garages | 3 | 1,277 |
| CB02-218 | REHABILITATION AND REPLACEMENT OF HIGH VOLTAGE TRANSFORMERS | Renew | Electrical Power & Lighting | P | 508 |
| CB02-220 | INSTALLATION OF ADDITIONAL SUPERVISORY CONTROL AT MID-RIVER PUMP ROOM | Renew | Control Systems | 4 | 211 |
| CB02-223 | INSTALLATION OF ADDITIONAL MEANS OF EGRESS FOR NJ ADMINISTRATION BUILDING | Renew | Buildings & Garages | 3 | 1,505 |
| CB02-224 | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM | Deliver | Control Systems | 5 | 507 |
| CB02-225 | MITIGATION OF LATENT SALT DAMAGE TO MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS | Partner | Electrical Power & Lighting | 3 | 4,368 |
| CB02-226 | MITIGATION OF LATENT SALT DAMAGE | Partner | Electrical Power & Lighting | 3 | 2,842 |
| CB02-227 | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 624 |
| CB02-228 | INSTALLATION OF EVASE STACK INSPECTION STRUCTURES | Renew | Buildings & Garages | 4 | 746 |
| CB02-229 | HOLLAND TUNNEL VENTILATION BUILDINGS CAMERA INSTALLATION | Renew | Control Systems | 3 | 214 |
| CB02-235 | ROOF REPLACEMENT AT NEW JERSEY SERVICE GARAGE | Renew | Other-Misc | 3 | 221 |
| FACILITY TOTAL: CB02 – HOLLAND TUNNEL | | | | | 61,602 |
| CB03 – LINCOLN TUNNEL | | | | | |
| LINCOLN TUNNEL ACCESS PROGRAM | | | | | |
| CB03-267 | REHABILITATION OF PULASKI SKYWAY | Deliver | Bridges | M4 | 135,840 |
| CB03-268 | REPLACEMENT OF ROUTE 7 WITTPENN BRIDGE | Deliver | Bridges | M4 | 89,800 |
| CB03-269 | REPLACEMENT OF ROUTE 1 AND 9 | Expand & Connect | Paving & Roadways | M4 | 19,166 |
| LINCOLN TUNNEL ACCESS PROGRAM | | | | | 244,806 |
| CB03-213 | REPLACEMENT OF HELIX (PLANNING) | Renew | Paving & Roadways | 1 | 3,876 |
| CB03-231 | REPLACEMENT OF VENTILATION LOUVERS IN NEW YORK VENTILATION BUILDINGS | Deliver | HVAC, Plumbing & Sprinklers | 5 | 47 |
| CB03-259 | REHABILITATION OF PRIORITY STRUCTURAL COMPONENTS | Renew | Paving & Roadways | P | 42 |
| CB03-261 | WATERSIDE BUFFER ZONE PROTECTION | Renew | Buildings & Garages | 4 | 206 |
| CB03-262 | REPLACEMENT OF TOLL COLLECTION SYSTEM | Renew | Control Systems | 4 | 5,926 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|--|---|---------------|-----------------------------|-------|----------------|
| CB03-264 | REPLACEMENT OF HVAC SYSTEM AT ADMINISTRATION BUILDING - PHASE II | Renew | HVAC, Plumbing & Sprinklers | 3 | 517 |
| CB03-266 | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 105 |
| CB03-273 | REPLACEMENT OF EXISTING INTELLIGENT TRANSPORTATION SYSTEM | Renew | Control Systems | P | 527 |
| CB03-274 | REPLACEMENT OF ABOVE-GROUND STORAGE TANKS | Renew | HVAC, Plumbing & Sprinklers | 3 | 1,308 |
| CB03-276 | REPLACEMENT OF SCADA SYSTEM | Renew | Control Systems | 1 | 694 |
| CB03-278 | INSTALLATION AND REPLACEMENT OF OVERHEIGHT STRUCTURES AND DETECTORS AT NEW YORK ENTRANCE | Renew | Control Systems | M4 | 649 |
| CB03-284 | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM | Deliver | Control Systems | 5 | 515 |
| CB03-285 | MITIGATION OF LATENT SALT DAMAGE TO MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS | Partner | Electrical Power & Lighting | 4 | 3,430 |
| CB03-286 | MITIGATION OF LATENT SALT DAMAGE | Partner | Buildings & Garages | 4 | 3,158 |
| CB03-290 | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 787 |
| CB03-291 | REHABILITATION AND RELOCATION OF LINCOLN TUNNEL HELIX GUIDERAIL AND MANHOLE COVER - PRIORITY REHABILITATION | Renew | Paving & Roadways | 4 | 244 |
| CB03-292 | LINCOLN TUNNEL VENTILATION BUILDINGS CAMERA INSTALLATION | Renew | Control Systems | 3 | 214 |
| CB03-300 | LINCOLN TUNNEL COMMUNICATION SYSTEM IMPROVEMENTS | Renew | Other-Misc | 4 | 19 |
| FACILITY TOTAL: CB03 - LINCOLN TUNNEL | | | | | 267,070 |
| CB04 – GEORGE WASHINGTON BRIDGE | | | | | |
| CB04-132 | REHABILITATION OF UNDERSIDE OF LOWER LEVEL STRUCTURE, PRIORITY STEEL REPAIR | Renew | Bridges | M3 | 8,677 |
| CB04-223 | REHABILITATION AND RECOATING OF STRUCTURAL STEEL FOR FORT WASHINGTON AVE | Renew | Bridges | 2 | 94 |
| CB04-224 | REHABILITATION AND RECOATING OF STRUCTURAL STEEL FOR AMSTERDAM AVENUE | Renew | Bridges | 2 | 41 |
| CB04-229 | REPLACEMENT OF LIGHTING ALONG FIXTURES, FEEDERS AND WIRING RAMPS | Renew | Electrical Power & Lighting | P | 66 |
| CB04-241 | REHABILITATION OF NJ/NY HIGH TENSION ELECTRICAL SWITCHGEAR | Renew | Electrical Power & Lighting | P | 351 |
| CB04-258 | IMPLEMENTATION OF FORT LEE STREET IMPROVEMENTS | Deliver | Paving & Roadways | 4 | 497 |
| CB04-260 | REPLACEMENT OF TOLL COLLECTION SYSTEM | Renew | Control Systems | 4 | 13,352 |
| CB04-261 | REHABILITATION OF UPPER LEVEL SPAN OVER NJ ANCHORAGE AND HUDSON TERRACE | Deliver | Bridges | M4 | 6,982 |
| CB04-276 | REHABILITATION OF 178TH & 179TH STREET RAMPS, BUS RAMPS, AND BUS TURNAROUND | Renew | Bridges | 4 | 25,391 |
| CB04-285 | REPLACEMENT OF THE PALISADES INTERSTATE PARKWAY HELIX | Deliver | Bridges | 4 | 17,746 |
| CB04-286 | REHABILITATION OF STRUCTURAL STEEL, LEAD ABATEMENT & PAINT FOR NEW YORK RAMPS | Renew | Bridges | P | 29 |
| CB04-288 | TRANS MANHATTAN EXPRESSWAY MEDIAN BARRIERS AND WATER SYSTEM 'C' REHABILITATION | Renew | Paving & Roadways | 3 | 9,611 |
| CB04-312 | UPGRADE/REPLACEMENT OF SIGNS AND FIELD DEVICES | Renew | Control Systems | 3 | 4,050 |
| CB04-317 | REHABILITATION OF CENTER AVE BRIDGE AND LEMOINE AVE BRIDGE | Renew | Bridges | 3 | 21,861 |
| CB04-319 | REPLACEMENT OF SUSPENDER ROPES AND REHABILITATION OF MAIN CABLES | Renew | Bridges | 4 | 97,449 |
| CB04-325 | REPLACEMENT OF EMERGENCY POWER SYSTEM | Renew | Electrical Power & Lighting | P | 277 |
| CB04-328 | UPGRADE OF FLAG HOIST SYSTEM ACCESS | Renew | Bridges | 3 | 923 |
| CB04-334 | REHABILITATION OF HUDSON RAMPS COMPLEX - PHASE I | Renew | Bridges | P | 2,416 |
| CB04-335 | REHABILITATION OF TRANSMANHATTAN EXPRESSWAY ELECTRICAL SYSTEM INCLUDING LIGHTING REPLACEMENT | Renew | Electrical Power & Lighting | 1 | 512 |
| CB04-336 | REHABILITATION OF TRANSMANHATTAN EXPRESSWAY OVERPASSES (PHASE 1) | Renew | Bridges | 1 | 5,961 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|--|---|------------------|-----------------------------|-------|----------------|
| CB04-337 | REHABILITATION OF NEW JERSEY APPROACH TUNNELS | Renew | Paving & Roadways | P | 522 |
| CB04-338 | REPLACEMENT OF NEW JERSEY LIGHTING FEEDERS | Renew | Electrical Power & Lighting | P | 387 |
| CB04-357 | UPGRADE OF 800MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 97 |
| CB04-359 | REHABILITATION OF SANITARY SEWER AT ADMIN BLDG PARKING LOT | Renew | HVAC, Plumbing & Sprinklers | 5 | 64 |
| CB04-361 | REHABILITATION OF FACILITY WIDE PRIORITY AREAS | Deliver | Bridges | 5 | 105 |
| CB04-362 | REPAVING OF EASTBOUND UPPER LEVEL | Renew | Paving & Roadways | 3 | 607 |
| CB04-364 | REPLACEMENT OF HALON FIRE SUPPRESSANT SYSTEM IN ADMIN. BUILDING COMPUTER ROOM | Renew | HVAC, Plumbing & Sprinklers | 1 | 519 |
| CB04-377 | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM | Deliver | Control Systems | 5 | 2,311 |
| CB04-379 | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 1,437 |
| CB04-380 | REHABILITATION OF BRIDGE MAIN SPAN UPPER LEVEL STRUCTURAL STEEL REHABILITATION (PHASE II) | Renew | Bridges | 3 | 11,924 |
| CB04-383 | REHABILITATION OF LOW VOLTAGE POWER DISTRIBUTION SYSTEM | Renew | Electrical Power & Lighting | 4 | 556 |
| CB04-390 | REPLACEMENT OF ELECTRICAL FEEDER (PHASE II) | Renew | Electrical Power & Lighting | 4 | 1,505 |
| CB04-391 | PEDESTRIAN SAFETY FENCING ON VARIOUS NEW JERSEY APPROACH PARAPETS | Renew | Bridges | 4 | 580 |
| CB04-392 | GWB NEW JERSEY ADMINISTRATION BUILDING SPRINKLER SYSTEM REHABILITATION | Renew | Other-Misc | 3 | 697 |
| CB04-394 | GWB - TRANS-MANHATTAN EXPRESSWAY HYDRANT AND WATER SYSTEMS REHABILITATION | Renew | Other-Misc | 4 | 3,744 |
| CB04-396 | GWB – MAIN TOLL HOUSE ROOF REPLACEMENT | Renew | Other-Misc | 1 | 350 |
| CB04-EXP | PROVISION FOR EFFICIENCY AND PHASING - RESTORING THE GEORGE PROGRAM | Renew | Structure Rehabilitation | P | (61,074) |
| FACILITY TOTAL: CB04 – GEORGE WASHINGTON BRIDGE | | | | | 180,617 |
| CB06 – BAYONNE BRIDGE | | | | | |
| CB06-087 | NAVIGATIONAL CLEARANCE PROGRAM | Deliver | Bridges | M4 | 161,070 |
| CB06-113 | REPLACEMENT OF TOLL COLLECTION SYSTEM | Renew | Control Systems | 4 | 1,883 |
| CB06-120 | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 324 |
| FACILITY TOTAL: CB06 – BAYONNE BRIDGE | | | | | 163,277 |
| CB07 – GOETHALS BRIDGE | | | | | |
| CB07-103 | REPLACEMENT OF GOETHALS BRIDGE | Deliver | Bridges | 4 | 37,361 |
| CB07-145 | CONSTRUCTION OF INTERCHANGE RAMPS | Expand & Connect | Bridges | 1 | 1,738 |
| CB07-149 | REPLACEMENT OF TOLL COLLECTION SYSTEM | Renew | Control Systems | 4 | 3,863 |
| CB07-152 | UPGRADE OF 800MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 66 |
| CB07-155 | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM | Deliver | Control Systems | 5 | 458 |
| CB07-156 | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 348 |
| CB07-158 | GOETHALS BRIDGE REPLACEMENT OF UPS SYSTEM | Renew | Other-Misc | 1 | 237 |
| CB07-159 | ALL-ELECTRONIC TOLLING INFRASTRUCTURE | Renew | Other-Misc | 3 | 24,902 |
| FACILITY TOTAL: CB07 – GOETHALS BRIDGE | | | | | 68,973 |
| CB08 – OUTERBRIDGE CROSSING | | | | | |
| CB08-082 | REHABILITATION OF SLAB | Renew | Paving & Roadways | P | 5,574 |
| CB08-090 | REHABILITATION OF OUTERBRIDGE CROSSING CATWALKS | Renew | Bridges | P | 212 |
| CB08-104 | PRIORITY STRUCTURAL REHABILITATION | Renew | Bridges | 1 | 2,742 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|--|--|------------------|-----------------------------|-------|---------------|
| CB08-109 | MAIN SPAN PIER & FENDER UPGRADES | Renew | Bridges | 4 | 18,464 |
| CB08-110 | REPLACEMENT OF TOLL COLLECTION SYSTEM | Renew | Control Systems | 4 | 3,147 |
| CB08-112 | REPLACEMENT OF ROOF AT TOLL HOUSE BUILDING | Renew | HVAC, Plumbing & Sprinklers | 4 | 1,290 |
| CB08-117 | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM | Deliver | Control Systems | 5 | 287 |
| CB08-118 | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 321 |
| CB08-122 | ALL-ELECTRONIC TOLLING INFRASTRUCTURE | Renew | Other-Misc | 3 | 12,337 |
| FACILITY TOTAL: CB08 – OUTERBRIDGE CROSSING | | | | | 44,374 |
| CB48 – GEORGE WASHINGTON BRIDGE BUS STATION | | | | | |
| CB48-056 | REDEVELOPMENT OF GWB BUS STATION | Deliver | Buildings & Garages | 1 | 3,654 |
| CB48-065 | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 375 |
| CB48-066 | GWBS - HVAC SCREENING AND BIRD CONTROL | Expand & Connect | Other-Misc | 1 | 76 |
| CB48-067 | GEORGE WASHINGTON BRIDGE BUS STATION COMMUNITY CENTER | Expand & Connect | Buildings & Garages | 0 | 1,472 |
| FACILITY TOTAL: CB48 – GEORGE WASHINGTON BRIDGE BUS STATION | | | | | 5,577 |
| CT06 – PORT AUTHORITY BUS TERMINAL | | | | | |
| CT06-199 | REPLACEMENT OF FIRE PUMPS | Deliver | HVAC, Plumbing & Sprinklers | 4 | 24 |
| CT06-200 | SUPPLEMENTAL FIRE ALARM SYSTEM | Renew | Control Systems | M4 | 4,852 |
| CT06-202 | REPLACEMENT OF PRIMARY ELECTRIC SERVICE | Deliver | Electrical Power & Lighting | 4 | 4,391 |
| CT06-212 | REHABILITATION OF ESCALATORS | Renew | Buildings & Garages | 4 | 11 |
| CT06-230 | REPLACEMENT OF SOUTH WING HVAC UNITS AND ASSOCIATED ELECTRICAL DISTRIBUTION SYSTEM | Deliver | HVAC, Plumbing & Sprinklers | 4 | 3,860 |
| CT06-239 | INTERNAL STRUCTURAL ENHANCEMENTS | Renew | Buildings & Garages | 4 | 14,453 |
| CT06-259 | REPLACEMENT OF NORTH WING STANDING BUS LANE WEARING COURSE | Renew | Paving & Roadways | 3 | 197 |
| CT06-266 | UPGRADE OF 800MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 115 |
| CT06-267 | MODIFICATIONS OF ROOM VIDEO PROCESSING EQUIPMENT | Deliver | Buildings & Garages | 4 | 488 |
| CT06-268 | REPLACEMENT OF SPRINKLER SYSTEM | Renew | HVAC, Plumbing & Sprinklers | 3 | 5,672 |
| CT06-269 | REHABILITATION OF EMERGENCY EGRESS DOORS | Renew | Buildings & Garages | 3 | 1,116 |
| CT06-274 | IMPLEMENTATION OF SOUTHWING MISCELLANEOUS LEAK REPAIRS | Renew | Buildings & Garages | 4 | 161 |
| CT06-275 | REPLACEMENT OF VISUAL PAGING SYSTEM AND MASTER CLOCK SYSTEM | Renew | Control Systems | 4 | 16 |
| CT06-276 | REHABILITATION OF ELEVATORS | Renew | Buildings & Garages | 4 | 13 |
| CT06-277 | REPLACEMENT OF CEILING SLATS | Deliver | Buildings & Garages | 5 | 56 |
| CT06-278 | IMPLEMENTATION OF ON/OF BUS TRACKING SYSTEM AND SOFTWARE | Deliver | Control Systems | M5 | 56 |
| CT06-281 | ENHANCEMENT OF BUILDING ENTRANCES AND REPLACEMENT OF ENTRANCE/EXIT DOORS | Deliver | Buildings & Garages | M4 | 931 |
| CT06-283 | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 360 |
| CT06-285 | REPLACEMENT OF PORT AUTHORITY BUS TERMINAL | Expand & Connect | Buildings & Garages | 2 | 31,044 |
| CT06-289 | REHABILITATION OF PRIORITY CONCRETE (PHASE II) | Renew | Buildings & Garages | 3 | 441 |
| CT06-290 | REPLACEMENT OF TERMINAL DRAINAGE SYSTEM | Renew | HVAC, Plumbing & Sprinklers | 1 | 474 |
| CT06-291 | REPLACEMENT OF ELECTRIC PANELS | Renew | Electrical Power & Lighting | 4 | 1,186 |
| CT06-292 | REPLACEMENT OF BUS RAMP HEATING CONTROLS (SNOW MELTING) | Renew | Control Systems | 1 | 119 |
| CT06-293 | STRAND REPLACEMENT OF PARKING LEVEL TRUSS #1 | Renew | Buildings & Garages | 1 | 794 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|---|---|------------------|-----------------------------|-------|----------------|
| CT06-294 | REHABILITATION OF SANITARY DRAINAGE SYSTEM | Renew | HVAC, Plumbing & Sprinklers | 1 | 879 |
| CT06-295 | TRANSFERAL OF ELECTRICAL LOADS FROM SERVICE ROOM#2 | Renew | Electrical Power & Lighting | 3 | 238 |
| CT06-296 | REPLACEMENT OF SOVALOID SYSTEM | Renew | Control Systems | 1 | 65 |
| CT06-297 | MODIFICATIONS TO CONDENSER WATER SYSTEM | Renew | HVAC, Plumbing & Sprinklers | 3 | 170 |
| CT06-298 | REHABILITATION OF PRIORITIZED CONCRETE AND MASONRY | Renew | Buildings & Garages | 1 | 386 |
| CT06-299 | INSTALLATION OF FIRE SPRINKLER HYDRO PNEUMATIC TANKS | Renew | HVAC, Plumbing & Sprinklers | 3 | 171 |
| CT06-300 | REHABILITATION OF HVAC CHILLED WATER SYSTEM | Renew | HVAC, Plumbing & Sprinklers | 3 | 236 |
| CT06-301 | NEW ESCALATOR FROM SOUTH WING LOWER LEVEL TO SUBWAY MEZZANINE | Renew | Buildings & Garages | 4 | 454 |
| CT06-302 | CONSTRUCTION OF SAWTOOTH GATES 35 & 36 AND RELATED INFRASTRUCTURE | Renew | Paving & Roadways | M4 | 2,878 |
| CT06-303 | RESTORE ELEVATOR LOBBY AND INSTALL STAIR | Renew | Buildings & Garages | M4 | 7,176 |
| CT06-306 | REHABILITATION OF WEARING COURSE FOR LOWER LEVEL, PARTIAL 3RD AND 4TH FLOOR BUS LEVEL | Renew | Paving & Roadways | 1 | 2,707 |
| CT06-307 | PRESERVATION OF PARKING LEVEL TRUSS | Renew | Structure Rehabilitation | P | 553 |
| CT06-309 | PABT PARTIAL SOUTH WING THIRD FLOOR WEARING COURSE REHABILITATION & RIDING SURFACE MEMBRANE | Renew | Terminals | 3 | 3,325 |
| CT06-310 | PABT - CRASH BARRIER ON LOWER LEVEL ROADWAY | Expand & Connect | Other-Misc | 4 | 22 |
| CT06-312 | PABT - QUALITY OF COMMUTE (QOC) PHASE 2 | Expand & Connect | Terminals | 1 | 3,487 |
| FACILITY TOTAL: CT06 – PORT AUTHORITY BUS TERMINAL | | | | | 93,577 |
| DEPARTMENT TOTAL: TUNNELS, BRIDGES & TERMINALS | | | | | 885,067 |

| DEPARTMENT: PATH | | | | | |
|-------------------------|---|------------------|-----------------------------|----|--------|
| CR02 – PATH | | | | | |
| CR02-022 | PATH - C-YARD VEHICLE STORAGE AND MAINTENANCE FACILITY | Partner | Rail Systems | 1 | 1,604 |
| CR02-050 | PCI COMPLIANT FARE COLLECTION SYSTEM UPGRADES | Renew | Rail Systems | 4 | 1,309 |
| CR02-150 | IMPLEMENTATION OF SIGNAL REPLACEMENT PROGRAM | Deliver | Control Systems | 4 | 51,130 |
| CR02-212 | IMPLEMENTATION OF TIE REPLACEMENT PROGRAM | Deliver | Rail Systems | 4 | 2,984 |
| CR02-233 | CONSTRUCTION AND RELOCATION OF SUBSTATION #2 | Renew | Electrical Power & Lighting | M1 | 13,538 |
| CR02-258 | IMPLEMENTATION OF TURNOUT REPLACEMENT PROGRAM (PHASE 3) | Deliver | Rail Systems | M4 | 999 |
| CR02-259 | IMPLEMENTATION OF CONTINUOUS WELDED RAIL PROGRAM | Deliver | Rail Systems | 4 | 201 |
| CR02-261 | IMPLEMENTATION OF CONTACT RAIL PROGRAM | Deliver | Rail Systems | 4 | 887 |
| CR02-290 | CONSTRUCTION OF PATH RAIL EXTENSION TO NEWARK LIBERTY RAIL LINK STATION | Expand & Connect | Rail Systems | 1 | 24,650 |
| CR02-328 | IMPLEMENTATION OF TUNNEL TRACK AND DRAINAGE PROGRAM | Deliver | Rail Systems | 4 | 3,473 |
| CR02-345 | CLOSEOUT OF PURCHASE OF PA-5 RAILCARS | Deliver | Rail Systems | 4 | 544 |
| CR02-358 | IMPLEMENTATION OF RESTRAINING RAIL PROGRAM | Deliver | Rail Systems | 4 | 121 |
| CR02-378 | REPLACEMENT OF SUBSTATION #8 | Partner | Electrical Power & Lighting | 3 | 2,508 |
| CR02-382 | INSTALLATION OF CONTACT THIRD RAIL HEATERS FROM GRAPE TO NEWARK | Deliver | Rail Systems | 4 | 1,701 |
| CR02-384 | UPGRADE OF SOUTH STREET COMPRESSOR | Partner | Rail Systems | 3 | 1,753 |
| CR02-418 | REPLACEMENT OF 15KV AND 27KV CABLES AT SUBSTATION #2 AND #15 | Deliver | Electrical Power & Lighting | 4 | 439 |
| CR02-419 | UPGRADE OF FIRE ALARM SYSTEM | Renew | Control Systems | 4 | 11,353 |
| CR02-434 | INSTALLATION OF STANDBY GENERATOR INFRASTRUCTURE | Deliver | Electrical Power & Lighting | 4 | 152 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|------------|--|------------------|-----------------------------|-------|-------------|
| CR02-439 | INSTALLATION OF NETWORK MANAGEMENT SYSTEM | Deliver | Control Systems | 4 | 966 |
| CR02-457 | PATH RAILCAR FLEET EXPANSION (CBTC) | Expand & Connect | Rail Systems | 4 | 21,256 |
| CR02-458 | REPLACEMENT AND UPGRADE OF HARRISON STATION | Deliver | Rail Systems | M4 | 22,854 |
| CR02-462 | REPLACEMENT OF SUBSTATION #7 | Partner | Electrical Power & Lighting | 4 | 14,511 |
| CR02-463 | REPLACEMENT OF SUBSTATION #9 | Partner | Electrical Power & Lighting | 4 | 13,174 |
| CR02-477 | IMPLEMENTATION OF HARRISON YARD SPECIAL TRACK WORK | Deliver | Rail Systems | 4 | 356 |
| CR02-496 | ACQUISITION, REMEDIATION & DEMOLITION OF PROPERTY AT HARRISON STATION | Deliver | Rail Systems | M4 | 94 |
| CR02-507 | UPGRADE OF FIRE SUPPRESSION SYSTEM | Renew | HVAC, Plumbing & Sprinklers | 3 | 1,003 |
| CR02-511 | REPLACEMENT OF VENT LOUVERS AT SUBSTATION #4 | Renew | Buildings & Garages | 3 | 707 |
| CR02-514 | REPLACEMENT OF THE ROOF AT EXCHANGE PLACE SUBSTATION #4 | Renew | Buildings & Garages | 3 | 801 |
| CR02-516 | REPLACEMENT OF MITER RAILS HACKENSACK RIVER BRIDGE | Deliver | Rail Systems | 4 | 788 |
| CR02-520 | CENTRAL VACUUM SYSTEM UPGRADE AT HARRISON CAR MAINTENANCE FACILITY TRACKS 5 & 6 | Renew | HVAC, Plumbing & Sprinklers | 3 | 507 |
| CR02-521 | REPLACEMENT OF HIGH MAST LIGHTING AT HARRISON CAR MAINTENANCE FACILITY | Renew | Electrical Power & Lighting | 3 | 426 |
| CR02-527 | REPLACEMENT OF IN-GROUND LIFTS AT HARRISON CAR MAINTENANCE FACILITY | Deliver | Buildings & Garages | 4 | 65 |
| CR02-529 | REPLACEMENT OF TRACKSIDE CIRCUIT BREAKERS | Renew | Electrical Power & Lighting | 1 | 388 |
| CR02-530 | REPLACE AND INSTALL NEW 5-TON CRANE AT D YARD | Renew | Other-Misc | 4 | 103 |
| CR02-535 | REPLACEMENT OF SCADA PROGRAMMABLE LOGIC CONTROLLERS AND INTERFACE EQUIPMENT | Renew | Control Systems | 3 | 902 |
| CR02-536 | IMPLEMENTATION OF PA-5 OVERHAUL PROGRAM | Renew | Rail Systems | 4 | 4,858 |
| CR02-538 | REPLACEMENT OF HACK BRIDGE CONTROLS | Renew | Control Systems | 1 | 334 |
| CR02-548 | REPLACEMENT OF SUBSTATION #14 | Partner | Electrical Power & Lighting | 3 | 2,307 |
| CR02-556 | REPLACEMENT OF ELEVATORS AT HARRISON CAR MAINTENANCE FACILITY | Partner | Mechanical Systems | 4 | 1,160 |
| CR02-564 | REPLACEMENT OF WEST SIDE CROSSOVER | Renew | Rail Systems | 3 | 1,300 |
| CR02-573 | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 180 |
| CR02-574 | REHABILITATION OF 30TH ST MEZZANINE | Renew | Buildings & Garages | M4 | 43 |
| CR02-576 | REPLACEMENT OF ROOF AT MACMILLAN BLOEDEL BUILDING | Partner | Buildings & Garages | 4 | 1,777 |
| CR02-580 | IMPROVEMENTS OF INFRASTRUCTURE AT SOUTH ST YARD | Deliver | Control Systems | 4 | 755 |
| CR02-582 | REPLACEMENT OF HACKENSACK RIVER BRIDGE EMERGENCY GENERATOR FUEL TANK | Deliver | Fueling | 4 | 26 |
| CR02-584 | PURCHASE OF EQUIPMENT FOR RECOVERY WORK | Deliver | Rail Systems | M4 | 9,559 |
| CR02-585 | DESIGN AND PURCHASE OF RESILIENCY EQUIPMENT | Deliver | Rail Systems | M4 | 7,160 |
| CR02-586 | REPLACEMENT OF HOBOKEN STATION UNDER PLATFORM FAN | Deliver | HVAC, Plumbing & Sprinklers | 4 | 42 |
| CR02-587 | IMPLEMENTATION OF HOBOKEN FLOOD RESILIENCY PROGRAM | Partner | Buildings & Garages | 3 | 2,316 |
| CR02-589 | REPLACEMENT OF SIGNALS IN TUNNELS E & F | Partner | Electrical Power & Lighting | 4 | 9,673 |
| CR02-590 | REPLACEMENT OF RADIO AND ELECTRONICS IN TUNNELS E & F | Partner | Electrical Power & Lighting | 4 | 3,617 |
| CR02-591 | REPLACEMENT OF 27KV, 15KV, TRACTION POWER AND INTER-TRIPPING CABLES IN TUNNELS E & F | Partner | Electrical Power & Lighting | 4 | 21,960 |
| CR02-592 | REPLACEMENT OF LIGHTING 480V POWER DISTRIBUTION EQUIPMENT IN TUNNELS E & F | Partner | Electrical Power & Lighting | 4 | 6,471 |
| CR02-593 | REPLACEMENT OF AUXILIARY POWER EQUIPMENT & CABLE REPLACEMENT AT EXCHANGE PLACE | Partner | Electrical Power & Lighting | 4 | 967 |
| CR02-594 | REPLACEMENT OF CORROSION PROTECTION AND CONTROL SYSTEM IN TUNNELS E & F | Partner | Control Systems | 4 | 1,828 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|------------------------------------|---|------------------|-----------------------------|-------|----------------|
| CR02-595 | REPLACEMENT OF TRACK, THIRD RAIL AND APPURTENANCES IN TUNNELS E & F | Partner | Rail Systems | 4 | 3,806 |
| CR02-597 | REPLACEMENT OF EXCHANGE PLACE STATION ESCALATORS | Partner | Mechanical Systems | 3 | 1,978 |
| CR02-599 | INSTALLATION OF HARRISON CAR MAINTENANCE FACILITY AUTOMATIC FLOOD BARRIER | Partner | Buildings & Garages | 3 | 2,114 |
| CR02-600 | EXCHANGE PLACE STATION HEAD HOUSE PERMANENT FLOOD PROTECTION | Partner | Buildings & Garages | 3 | 2,168 |
| CR02-601 | INSTALLATION OF HARRISON CAR MAINTENANCE FACILITY CONCRETE SEA WALL | Partner | Buildings & Garages | 3 | 2,766 |
| CR02-602 | EXTENSION OF RAIL YARDS | Partner | Rail Systems | M4 | 4,677 |
| CR02-606 | INSTALLATION OF TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 653 |
| CR02-608 | REPLACEMENT OF POWER DISTRIBUTION CABLES IN PATH TUNNELS A & B | Deliver | Electrical Power & Lighting | 4 | 3,401 |
| CR02-609 | REPLACEMENT OF EXCHANGE PLACE STATION ELEVATORS | Partner | Mechanical Systems | 3 | 3,608 |
| CR02-610 | REPLACEMENT OF NEWPORT STATION ELEVATORS | Partner | Mechanical Systems | 3 | 3,013 |
| CR02-611 | REPLACEMENT OF NEWPORT STATION ESCALATORS | Partner | Mechanical Systems | 3 | 2,147 |
| CR02-612 | GROVE STREET STATION HEAD HOUSE PERMANENT FLOOD PROTECTION | Partner | Buildings & Garages | 3 | 1,198 |
| CR02-613 | NEWPORT STATION HEAD HOUSE PERMANENT FLOOD PROTECTION | Partner | Buildings & Garages | 3 | 2,238 |
| CR02-614 | INSTALLATION OF HOBOKEN ELEVATOR FLOOD RESILIENCY | Partner | Mechanical Systems | 4 | 3,039 |
| CR02-619 | IMPLEMENTATION OF FIRE STANDPIPE SGR PROGRAM | Renew | HVAC, Plumbing & Sprinklers | 4 | 842 |
| CR02-624 | REPLACEMENT OF GROVE STREET STATION ESCALATORS | Partner | Mechanical Systems | 3 | 2,547 |
| CR02-625 | 33RD STREET SWITCHGEAR REPLACEMENT | Renew | Electrical Power & Lighting | 3 | 729 |
| CR02-629 | REPLACEMENT OF HOBOKEN INTERLOCKING | Partner | Rail Systems | 3 | 257 |
| CR02-630 | REPLACEMENT OF APPROACH SLAB AND PAVEMENT AT HARRISON CAR MAINTENANCE FACILITY | Partner | Paving & Roadways | 3 | 1,925 |
| CR02-631 | RESTORATION OF HOBOKEN, NEWPORT, EXCHANGE PLACE AND GROVE STREET STATIONS | Partner | Buildings & Garages | M3 | 2,275 |
| CR02-632 | REPLACEMENT OF TRACK IN OPEN AREAS | Partner | Rail Systems | 3 | 1,945 |
| CR02-634 | PATH - REHABILITATION OF CATENARY POLES | Renew | Other-Misc | 3 | 398 |
| CR02-635 | PATH - CONDITION SURVEY PROGRAM REPAIR OF STRUCTURES EAST AND WEST OF NEWARK PENN STATION | Renew | Other-Misc | P | 707 |
| CR02-636 | REHABILITATION OF SANITARY EJECTOR PIT AT HCMF | Renew | Other-Misc | 3 | 588 |
| CR02-640 | EXCHANGE PLACE PUMP ROOM AND INFRASTRUCTURE REPLACEMENT | Partner | Rail Systems | 1 | 720 |
| CR02-641 | REPLACEMENT OF AIR CURTAINS AT CAR WASH & RUNNING REPAIR FACILITY | Renew | HVAC, Plumbing & Sprinklers | M4 | 1,004 |
| CR02-642 | INSTALLATION OF REDUNDANT FLUID COOLER AT PTCC | Expand & Connect | HVAC, Plumbing & Sprinklers | 3 | 1,916 |
| CR02-643 | REPLACEMENT OF SILENCER FOR EMERGENCY VENT FAN AT RAILROAD AVENUE TUNNEL | Renew | Other-Misc | 4 | 332 |
| FACILITY TOTAL: CR02 – PATH | | | | | 327,571 |
| CR08 – PATH SAFETY | | | | | |
| CR08-022 | REHABILITATION OF TUNNEL EMERGENCY VENTILATION FAN BLADE | Deliver | HVAC, Plumbing & Sprinklers | 4 | 656 |
| CR08-066 | EXCHANGE PLACE BOLLARD UPGRADE | Renew | Paving & Roadways | M4 | 607 |
| CR08-068 | UPGRADE OF JOURNAL SQUARE TRANSPORTATION CENTER BOLLARDS | Renew | Paving & Roadways | M4 | 818 |
| CR08-078 | IMPLEMENTATION OF TUNNEL WATER MANAGEMENT PROGRAM | Deliver | Rail Systems | M4 | 11,003 |
| CR08-079 | INSTALLATION OF TUNNEL MITIGATION | Renew | Rail Systems | M4 | 2,129 |
| CR08-081 | EXCHANGE PLACE STATION UNDERWATER NETTING | Renew | Buildings & Garages | 4 | 35 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|--|--|---------------|-----------------------------|-------|----------------|
| CR08-095 | INSTALL VHF RADIO HEADEND EQUIPMENT AT TRAIN CONTROL AND COMMUNICATIONS CENTER | Renew | Control Systems | P | 1,474 |
| CR08-104 | UPGRADE OF JOURNAL SQUARE TRANSPORTATION CENTER RADIO SYSTEM - PHASE I | Deliver | Control Systems | M5 | 173 |
| CR08-105 | INSTALLATION OF CCTV AT PATH C, D, AND HARRISON YARDS | Renew | Control Systems | 4 | 1,011 |
| CR08-106 | CONSTRUCTION OF RADIO ROOM AND RELOCATION OF COMMUNICATIONS SYSTEM -PHASE II | Renew | Control Systems | 1 | 1,032 |
| FACILITY TOTAL: CR08 – PATH SAFETY | | | | | 18,938 |
| CR21 – JOURNAL SQUARE TRANSPORTATION CENTER | | | | | |
| CR21-075 | REPLACEMENT OF JOURNAL SQUARE TRANSPORTATION CENTER WATER PUMPS AND PIPING SYSTEMS | Renew | HVAC, Plumbing & Sprinklers | 3 | 354 |
| CR21-078 | REHABILITATION OF EXPANSION JOINTS AND DRAINS AT JSTC PARKING DECK | Renew | Buildings & Garages | P | 264 |
| CR21-079 | JSTC PLAZA - DRAIN BODY REPLACEMENTS | Renew | Buildings & Garages | 3 | 941 |
| CR21-080 | REPLACEMENT OF JOURNAL SQUARE TRANSPORTATION CENTER BUS TERMINAL LANES | Renew | Paving & Roadways | 2 | 291 |
| CR21-082 | REHABILITATION OF PUBLIC RESTROOMS AT JSTC | Renew | Other-Misc | 3 | 2,448 |
| FACILITY TOTAL: CR21 – JOURNAL SQUARE TRANSPORTATION CENTER | | | | | 4,298 |
| DEPARTMENT TOTAL: PATH | | | | | 350,807 |

| | | | | | |
|---|---|------------------|-----------------------------|----|--------|
| DEPARTMENT: AVIATION | | | | | |
| CA02 – LAGUARDIA AIRPORT & REDEVELOPMENT PROGRAM | | | | | |
| CA02-118 | REHABILITATION OF RUNWAYS DECK WEARING SURFACE | Renew | Runway-Taxiway | M4 | 4,286 |
| CA02-330 | INSTALLATION OF BIOMETRIC CARD READER SYSTEM | Renew | Control Systems | 2 | 31 |
| CA02-345 | REHABILITATION OF PUMP HOUSES ELECTRICAL AND COMMUNICATION SYSTEM | Renew | Electrical Power & Lighting | 1 | 501 |
| CA02-347 | CONSTRUCTION OF RESTRICTED VEHICLE SERVICE ROAD (RVSR) AND RUNWAY DRIVE | Expand & Connect | Runway-Taxiway | 2 | 2,394 |
| CA02-414 | INSTALLATION OF AGENCY WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 843 |
| CA02-417 | CONSTRUCTION OF RUNWAY 13 & 22 DECKS SAFETY OVERRUN | Deliver | Runway-Taxiway | M4 | 4,012 |
| CA02-425 | REHABILITATION OF RUNWAY 4-22 AND ASSOCIATED TAXIWAYS | Renew | Runway-Taxiway | 3 | 20,195 |
| CA02-430 | REHABILITATION OF RUNWAY DECKS STRUCTURAL ELEMENTS - IV | Renew | Runway-Taxiway | P | 455 |
| CA02-432 | REHABILITATION OF TAXIWAY PAVEMENT AND LIGHTING | Renew | Runway-Taxiway | P | 328 |
| CA02-447 | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 183 |
| CA02-465 | REHABILITATION OF RUNWAY DECK PRIORITY STRUCTURAL ELEMENTS - 3 | Renew | Runway-Taxiway | 4 | 4,279 |
| CA02-467 | REHABILITATION OF TAXIWAYS B, AA, BB AND ASSOCIATED TAXIWAYS | Renew | Runway-Taxiway | 4 | 680 |
| CA02-468 | REHABILITATION OF TAXIWAY A FROM TAXIWAY K TO TAXIWAY B | Renew | Runway-Taxiway | 3 | 571 |
| CA02-484 | AIR OPERATIONS AREA LIGHT CIRCUIT REPLACEMENT | Partner | Electrical Power & Lighting | 4 | 1,610 |
| CA02-486 | FLOOD CONTROL AND RESILIENCY IMPROVEMENTS | Deliver | HVAC, Plumbing & Sprinklers | M4 | 9,096 |
| CA02-487 | INSTALLATION OF AIRPORT ACCESS FEE PROGRAM INFRASTRUCTURE | Expand & Connect | Paving & Roadways | P | 372 |
| CA02-488 | REHABILITATION OF PUMP HOUSE 6 SUBSTATION | Partner | Electrical Power & Lighting | 4 | 399 |
| CA02-489 | REPLACEMENT OF PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) | Renew | Control Systems | 4 | 1,505 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|---|--|------------------|-----------------------|-------|----------------|
| CA02-490 | IMPROVEMENT OF DRAINAGE AT MARINE TERMINAL ROAD | Renew | Underground Utilities | 3 | 400 |
| CA02-494 | REHABILITATION OF FUEL FARM SUBSTATION SWITCHGEARS | Renew | Fueling | 3 | 1,716 |
| CA02-496 | INSTALLATION OF PILE SUPPORTED STRUCTURE FOR RUNWAY 4 LOCALIZER | Expand & Connect | Runway-Taxiway | 1 | 635 |
| CA02-499 | REHABILITATION OF PUMP HOUSE 1 RETAINING WALL | Renew | Underground Utilities | 3 | 2,825 |
| CA02-503 | INSTALLATION OF GROUND BASED AUGMENTATION SYSTEM | Expand & Connect | Runway-Taxiway | 1 | 569 |
| CA02-506 | UPGRADE PIDS END OF LIFE SECURITY EQUIPMENT/SOFTWARE | Renew | Control Systems | P | 1,101 |
| CA02-510 | REPLACEMENT OF WEST FIELD LIGHTING VAULT EMERGENCY GENERATOR | Renew | Other-Misc | 3 | 1,218 |
| CA02-511 | DRAINAGE IMPROVEMENTS NEAR PATROL ROAD | Renew | Other-Misc | 3 | 863 |
| CA02-512 | DRAINAGE IMPROVEMENTS AT HANGAR 7S PARKING LOT | Renew | Other-Misc | 3 | 738 |
| LAGUARDIA AIRPORT REDEVELOPMENT PROGRAM | | | | | |
| CA22-001 | LGA TERMINAL B REDEVELOPMENT - MASTER PLANNING | Deliver | Buildings & Garages | M1 | 10,245 |
| CA22-005 | CONSTRUCTION OF AIRTRAIN | Expand & Connect | Rail Systems | 1 | 39,034 |
| CA22-500 | LGA REDEVELOPMENT- PA COST FOR NEW FACILITIES (PPP) | Deliver | Buildings & Garages | 4 | 43,146 |
| CA22-501 | LGA REDEVELOPMENT PROGRAM-CONCOURSE B | Deliver | Buildings & Garages | 4 | 10,441 |
| CA22-502 | LGA REDEVELOPMENT PROGRAM-HEADHOUSE | Deliver | Buildings & Garages | 4 | 239,559 |
| CA22-503 | LGA REDEVELOPMENT PROGRAM-CONCOURSE A | Deliver | Buildings & Garages | 4 | 40,201 |
| CA22-600 | LGA REDEVELOPMENT- PA COST FOR SUPPORTING INFRASTRUCTURE (PPP) | Deliver | Paving & Roadways | 4 | 30,302 |
| CA22-601 | LGA REDEVELOPMENT-UTILITIES | Deliver | Underground Utilities | M4 | 10,910 |
| CA22-602 | LGA REDEVELOPMENT-LANDSIDE ROADS AND BRIDGES | Deliver | Paving & Roadways | 4 | 117,814 |
| CA22-603 | LGA REDEVELOPMENT-WEST PARKING GARAGE | Deliver | Buildings & Garages | 5 | 1,302 |
| CA22-605 | LGA REDEVELOPMENT- 605-AIRSIDE MODIFICATIONS AND RSR | Deliver | Paving & Roadways | 4 | 2,076 |
| CA22-606 | AIRPORT WIDE NEEDS IN SUPPORT OF LGA REDEVELOPMENT PROGRAM | Deliver | Buildings & Garages | M4 | 14,600 |
| CA22-700 | LGA REDEVELOPMENT- PA COST FOR CENTRAL HALL (PPP) | Deliver | Buildings & Garages | 4 | 2,465 |
| CA22-701 | LGA REDEVELOPMENT – CENTRAL HALL | Deliver | Buildings & Garages | 4 | 25,037 |
| CA22-800 | TERMINAL C (DELTA) | Deliver | Buildings & Garages | 4 | 106,328 |
| CA22-801 | TERMINAL C - NEW TERMINAL AND RAMPS | Deliver | Buildings & Garages | 4 | 22,000 |
| LAGUARDIA AIRPORT REDEVELOPMENT PROGRAM | | | | | 715,460 |
| FACILITY TOTAL: CA02 – LAGUARDIA AIRPORT | | | | | 777,265 |
| CA03 – JFK INTERNATIONAL AIRPORT | | | | | |
| CA03-006 | JOHN F. KENNEDY INTERNATIONAL AIRPORT BUILDING 111 INTERIM UNIFIED OPERATIONS CENTER (UOC) | Renew | Buildings & Garages | P | 2,240 |
| CA03-057 | K - INSTALL CCTV IN TERMINAL FRONTAGES AT TERMINALS 1, 2, 4, 5, 7 AND 8 | Renew | Control Systems | 2 | 273 |
| CA03-061 | CCTV AT TERMINAL BAGGAGE AREAS | Renew | Control Systems | 4 | 1,126 |
| CA03-505 | INSTALLATION OF BIOMETRIC CARD READER SYSTEM | Renew | Control Systems | 2 | 150 |
| CA03-507 | UPGRADE OF VEHICLE GATE SECURITY | Deliver | Paving & Roadways | 4 | 552 |
| CA03-516 | REHABILITATION OF RUNWAY 4R-22L | Renew | Runway-Taxiway | 4 | 1,158 |
| CA03-529 | REHABILITATION OF TAXIWAY Q, QG AND RESTRICTED VEHICLE SERVICE ROAD | Renew | Runway-Taxiway | 4 | 1,790 |
| CA03-543 | REHABILITATION OF TAXIWAY W (NORTH OF RUNWAY 13L) | Renew | Runway-Taxiway | 1 | 480 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|------------|--|------------------|-----------------------------|-------|-------------|
| CA03-574 | REPLACEMENT OF AIRPORT TRAFFIC CONTROL TOWER ROOFS & RELATED EQUIPMENT | Renew | Runway-Taxiway | 4 | 5,696 |
| CA03-591 | REDEVELOPMENT OF TERMINAL 3/TERMINAL 4 | Deliver | Buildings & Garages | 4 | 295 |
| CA03-601 | REHABILITATION OF TAXIWAY CE | Renew | Runway-Taxiway | 1 | 666 |
| CA03-603 | REHABILITATION OF BUILDING 254 | Renew | Buildings & Garages | 1 | 396 |
| CA03-605 | REPLACEMENT OF BUILDING 14 ROOF AT EAST WING | Renew | Buildings & Garages | 4 | 848 |
| CA03-612 | REHABILITATION OF RUNWAY 13L-31R AND ASSOCIATED TAXIWAYS | Renew | Runway-Taxiway | 3 | 169,132 |
| CA03-620 | REPLACEMENT OF VAN WYCK SUBSTATION | Renew | Electrical Power & Lighting | 1 | 777 |
| CA03-621 | REPLACEMENT OF 5KV FEEDERS | Deliver | Electrical Power & Lighting | 4 | 3,600 |
| CA03-628 | REHABILITATION OF TAXIWAYS A & B EAST (FROM TAXIWAY EA TO TAXIWAY J) | Renew | Runway-Taxiway | 1 | 730 |
| CA03-632 | REHABILITATION OF CENTRAL SUBSTATION | Renew | Electrical Power & Lighting | 1 | 962 |
| CA03-633 | REPLACEMENT OF BERGEN SUBSTATION AT JFK | Renew | Electrical Power & Lighting | 1 | 770 |
| CA03-634 | REHABILITATION OF FARMERS SUBSTATION | Renew | Electrical Power & Lighting | 1 | 890 |
| CA03-639 | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 255 |
| CA03-668 | REHABILITATION OF TAXIWAYS A & B SOUTH (BTW. BRIDGES J10, J11 TO TAXIWAY J) | Renew | Runway-Taxiway | 1 | 425 |
| CA03-669 | ENHANCEMENT OF TAXIWAYS CA & CB | Expand & Connect | Runway-Taxiway | 3 | 3,244 |
| CA03-676 | REHABILITATION OF 5KV FEEDER DISTRIBUTION SYSTEM | Renew | Electrical Power & Lighting | 1 | 645 |
| CA03-672 | REHABILITATION OF GREEN GARAGE | Renew | Buildings & Garages | P | 1,144 |
| CA03-673 | REHABILITATION OF BLUE GARAGE | Renew | Buildings & Garages | P | 913 |
| CA03-674 | REHABILITATION OF ORANGE GARAGE | Renew | Buildings & Garages | P | 374 |
| CA03-677 | REPLACEMENT OF FACILITY-WIDE FIRE ALARM SYSTEMS | Renew | Control Systems | 2 | 1,871 |
| CA03-678 | REHABILITATION/REPLACEMENT OF HIGH PRESSURE WATER | Renew | Underground Utilities | 1 | 622 |
| CA03-689 | REHABILITATION OF AIRPORT ACCESS ROADWAY (JFK EXPRESSWAY) | Renew | Paving & Roadways | 1 | 644 |
| CA03-704 | REHABILITATION OF FEDERAL CIRCLE ROADWAYS AND RAMPS | Renew | Paving & Roadways | P | 445 |
| CA03-730 | REHABILITATION OF BUILDING 142 ROOF | Renew | Buildings & Garages | P | 237 |
| CA03-762 | REPLACEMENT OF FIRE PROTECTION SYSTEM AT HANGAR 19 | Renew | Control Systems | 3 | 605 |
| CA03-764 | REPAIR & HAZARD MITIGATION OF CUT & COVER TUNNEL POWER DISTRIBUTION VAULT & PUMP STATION | Partner | Electrical Power & Lighting | 3 | 1,331 |
| CA03-765 | REPLACEMENT OF AIRSIDE SWITCHGEARS | Partner | Electrical Power & Lighting | 4 | 1,879 |
| CA03-766 | INSTALLATION OF GATES / CHECK VALVES FOR EXISTING STORMWATER SYSTEMS (OUTFALLS 2, 3, 4, 5 and 6) | Partner | HVAC, Plumbing & Sprinklers | 4 | 1,615 |
| CA03-769 | REPLACEMENT OF LIGHT CIRCUIT AT AIR OPERATIONAL AREA | Partner | Electrical Power & Lighting | 4 | 4,599 |
| CA03-772 | REPLACEMENT OF 86 PAD SUBSTATION | Renew | Buildings & Garages | 3 | 1,209 |
| CA03-774 | INSTALLATION OF AGENCY WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 1,072 |
| CA03-775 | INSTALLATION OF JFK BACKFLOW PREVENTION DEVICES AND WATER METER UPGRADES - PHASE IV | Renew | HVAC, Plumbing & Sprinklers | 4 | 712 |
| CA03-776 | INSTALLATION OF AIRPORT ACCESS FEE PROGRAM INFRASTRUCTURE | Expand & Connect | Paving & Roadways | P | 454 |
| CA03-777 | REPLACEMENT OF PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) | Renew | Control Systems | 4 | 9,883 |
| CA03-778 | JFK VEHICULAR GUARD POST LIGHTING IMPROVEMENTS | Renew | Electrical Power & Lighting | 5 | 173 |
| CA03-782 | REHABILITATION OF BRIDGES J31 AND J32 AT AQUEDUCT ROAD | Renew | Bridges | 3 | 3,152 |
| CA03-783 | INSTALLATION OF FLOODGATES AT 17 OUTFALLS | Partner | HVAC, Plumbing & Sprinklers | 1 | 585 |
| CA03-788 | INSTALLATION OF GROUND BASED AUGMENTATION SYSTEMS FOR AIRPORTS | Expand & Connect | Runway-Taxiway | 1 | 721 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|---|--|------------------|-----------------------------|-------|----------------|
| CA03-796 | UPGRADE PIDS END OF LIFE SECURITY EQUIPMENT/SOFTWARE | Renew | Control Systems | P | 1,364 |
| CA03-798 | REPLACEMENT OF AOA GUARD POST DELTA BARRIERS | Renew | Paving & Roadways | P | 455 |
| CA03-805 | BUILDING 111 EMERGENCY STANDBY GENERATOR | Renew | Other-Misc | 4 | 227 |
| CA03-808 | REPLACEMENT OF SWITCH HOUSE #1 EMERGENCY GENERATOR | Renew | Other-Misc | 3 | 791 |
| CA03-817 | REHABILITATION AND EXPANSION OF RESTROOMS AT JAMAICA STATION VCB | Renew | Other-Misc | 3 | 2,841 |
| CA03-835 | AEROTERM CAPITAL ENABLING WORK | Expand & Connect | Other-Misc | 0 | 1,000 |
| CA33-100 | JFK REDEVELOPMENT MASTER AND PROGRAM PLANNING | Expand & Connect | Other-Misc | 1 | 15,893 |
| CA33-110 | JFK REDEVELOPMENT PROFESSIONAL AND ADMINISTRATIVE SERVICES | Expand & Connect | Other-Misc | 1 | 28,561 |
| CA33-240 | JFK TERMINAL 4 REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 364 |
| CA33-300 | JFK UTILITIES REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 5,821 |
| CA33-320 | JFK ROADWAYS REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 6,294 |
| CA33-322 | JFK ACCESS PORTALS REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 380 |
| CA33-330 | JFK CENTRAL SUBSTATION 2 REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 5,896 |
| CA33-350 | JFK FUEL SYSTEM REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 116 |
| CA33-360 | JFK CENTRALIZED RECEIVING WAREHOUSE AND DISTRIBUTION CENTER (CRWD) REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 115 |
| CA33-410 | JFK GROUND TRANSPORTATION CENTER AND KENNEDY CENTRAL REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 10,050 |
| CA33-503 | JFK HARDSTANDS REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 8,050 |
| CA33-600 | JFK NORTH CARGO AREA REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 150 |
| CA33-700 | JFK AIR TRAIN REDEVELOPMENT | Expand & Connect | Other-Misc | 1 | 6,103 |
| FACILITY TOTAL: CA03 – JFK INTERNATIONAL AIRPORT | | | | | 325,811 |
| CA04 – NEWARK LIBERTY INTERNATIONAL AIRPORT | | | | | |
| CA04-045 | TERMINAL B EXTERIOR CURTAIN WALL GLASS UPGRADE | Renew | Buildings & Garages | 3 | 1,434 |
| CA04-047 | WR - INSTALL CCTV AT AIRPORT TERMINAL A, B & C FRONTAGES | Renew | Control Systems | 2 | 539 |
| CA04-049 | CCTV AT TERMINAL BAGGAGE AREAS | Renew | Control Systems | 4 | 84 |
| CA04-053 | R - INSTALL CCTV IN TERMINAL B INTERIOR PASSENGER PRE-SCREENING AREAS | Renew | Control Systems | 2 | 314 |
| CA04-397 | INSTALLATION OF BIOMETRIC CARD READER SYSTEM | Renew | Control Systems | 2 | 113 |
| CA04-513 | REHABILITATION OF AIRTRAIN BASE GUIDEWAY | Deliver | Rail Systems | 4 | 234 |
| CA04-514 | AIRTRAIN CAPITAL ASSET REPLACEMENT PROGRAM | Deliver | Rail Systems | M4 | 10,405 |
| CA04-524 | REHABILITATION OF TAXIWAY Z (FROM RUNWAY EDGE TO UA) | Renew | Runway-Taxiway | 4 | 458 |
| CA04-528 | REPLACEMENT OF CHRP NORTH ELECTRICAL SUBSTATION AND CHILLER UPGRADES | Deliver | Electrical Power & Lighting | M4 | 7,459 |
| CA04-529 | REHABILITATION OF TERMINAL FRONTAGE BRIDGES | Renew | Bridges | M4 | 2,616 |
| CA04-532 | TERMINAL C AND P4 GARAGE DECK REHABILITATION | Renew | Buildings & Garages | 3 | 426 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|------------|---|------------------|-----------------------------|-------|-------------|
| CA04-559 | REHABILITATION OF CENTRAL TERMINAL AREA ENTRANCE & BRIDGES - N1, N2, N18, N19, N20, N21 AND N22 | Renew | Bridges | M4 | 1,511 |
| CA04-573 | REHABILITATION OF RUNWAY 11-29 | Renew | Runway-Taxiway | 3 | 26,951 |
| CA04-582 | REHABILITATION OF TERMINAL B2 AND B3 RAMP FROM RD TO RF | Renew | Paving & Roadways | 1 | 1,161 |
| CA04-584 | REPLACEMENT OF TERMINAL B INFRASTRUCTURE AND UTILITIES | Deliver | Electrical Power & Lighting | M4 | 65 |
| CA04-593 | REPLACEMENT OF TERMINAL B STERILE CORRIDOR DOORS AND OPERATIONAL MODIFICATIONS | Deliver | Buildings & Garages | 4 | 2,009 |
| CA04-598 | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 228 |
| CA04-604 | REPLACEMENT OF FUEL FARM BUILDING 117 SWITCHGEAR | Renew | Electrical Power & Lighting | P | 525 |
| CA04-608 | REHABILITATION OF RUNWAY 4R-22L | Renew | Runway-Taxiway | P | 823 |
| CA04-611 | RECONSTRUCTION OF ESCALATORS 15 AND 21 AT TERMINAL B | Renew | Buildings & Garages | 1 | 321 |
| CA04-614 | REPLACEMENT OF WATER TANK "A" | Renew | Underground Utilities | P | 97 |
| CA04-639 | REPLACEMENT OF EWR AERONAUTICAL OPERATIONS AREA (AOA) LIGHT CIRCUIT | Partner | Electrical Power & Lighting | 4 | 9,207 |
| CA04-640 | INSTALLATION OF AGENCY WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 787 |
| CA04-642 | INSTALLATION OF AIRPORT ACCESS FEE PROGRAM INFRASTRUCTURE | Expand & Connect | Paving & Roadways | 1 | 922 |
| CA04-643 | REPLACEMENT OF PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) | Renew | Control Systems | 4 | 8,651 |
| CA04-646 | REHABILITATION OF TAXIWAY S | Renew | Runway-Taxiway | 3 | 6,513 |
| CA04-655 | REPLACEMENT OF CHRP SOUTH SUBSTATION ROOF | Renew | Buildings & Garages | 4 | 32 |
| CA04-665 | REHABILITATION OF BLAST FENCE AT RESTRICTED VEHICLE SERVICE ROAD (RVSR) | Renew | Paving & Roadways | P | 262 |
| CA04-667 | REPLACEMENT OF TERMINAL B BAGGAGE HANDLING SYSTEM | Renew | Buildings & Garages | P | 1,552 |
| CA04-669 | REPLACEMENT OF AIRCRAFT LOADING BRIDGES AT TERMINAL B | Renew | Buildings & Garages | 1 | 2,191 |
| CA04-670 | REHABILITATION OF INNER CONCRETE APRON AT SATELLITES B2 AND B3 | Renew | Runway-Taxiway | 1 | 540 |
| CA04-672 | UPGRADE OF BACKUP DATA CENTER FOR CACS/CRS SYSTEMS | Renew | Control Systems | 3 | 286 |
| CA04-680 | UPGRADE PIDS END OF LIFE SECURITY EQUIPMENT/SOFTWARE | Renew | Control Systems | P | 1,077 |
| CA04-681 | REPLACEMENT OF AOA GUARD POST DELTA BARRIERS | Renew | Paving & Roadways | P | 266 |
| CA04-684 | CMWP - REPLACEMENT OF ROOF AT GAS ISLAND CANOPY AND BUS CANOPY B1/C1 | Renew | Buildings & Garages | 4 | 996 |
| CA04-685 | EWR - UPS NORTH AREA AIR CARGO FACILITY LEASEHOLD - UTILITY RELOCATION | Expand & Connect | Underground Utilities | 4 | 37 |
| CA04-687 | CMWP - REPLACEMENT OF AIR TRAIN STATION P4 ELEVATOR SHAFT WAY ENCLOSURE GLASS | Renew | Buildings & Garages | 3 | 1,156 |
| CA04-688 | AIRTRAIN FOOTING | Renew | Other-Misc | 4 | 32,906 |
| CA04-689 | SOUTH AIRFIELD PAVING | Expand & Connect | Runway-Taxiway | 3 | 9,933 |
| CA04-691 | EWR - BLDG 76 UNDERGROUND STORAGE TANK | Renew | Other-Misc | 1 | 1,048 |
| CA04-696 | TERMINAL B INTERNATIONAL FACILITY - REPLACEMENT OF MOTOR CONTROL PANELS FOR INBOUND BAGGA | Renew | Other-Misc | 1 | 191 |
| CA04-736 | REHABILITATION OF ENTRANCE & CTA ROADWAYS, BREWSTER ROAD, AND BRIDGE N9 | Renew | Paving & Roadways | 0 | 712 |
| CA44-037 | TERMINAL ONE REDEVELOPMENT - TERMINAL | Expand & Connect | Buildings & Garages | 4 | 390,061 |
| CA44-038 | TERMINAL ONE REDEVELOPMENT - AIRSIDE | Expand & Connect | Buildings & Garages | M4 | 42,228 |
| CA44-039 | TERMINAL ONE REDEVELOPMENT - LANDSIDE INFRASTRUCTURE | Expand & Connect | Paving & Roadways | M4 | 168,139 |
| CA44-040 | TERMINAL ONE REDEVELOPMENT - PARKING | Expand & Connect | Buildings & Garages | 3 | 86,797 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|--|--|------------------|-----------------------------|-------|------------------|
| CA44-041 | EWR AIRTRAIN REPLACEMENT PLANNING | Renew | Rail Systems | 1 | 21,359 |
| FACILITY TOTAL: CA04 – NEWARK LIBERTY INTERNATIONAL AIRPORT | | | | | 845,622 |
| CA05 – TETERBORO AIRPORT | | | | | |
| CA05-127 | REHABILITATION OF TAXIWAY G (WEST OF RUNWAY 1-19) AND TAXIWAY E (HIGH SPEED) | Renew | Runway-Taxiway | 3 | 669 |
| CA05-128 | REHABILITATION OF RUNWAY 6-24 | Renew | Runway-Taxiway | P | 998 |
| CA05-129 | REHABILITATION OF TAXIWAY L | Renew | Runway-Taxiway | 3 | 1,921 |
| CA05-130 | REMOVAL OF TAXIWAY B AND INSTALLATION OF NEW TAXIWAY V | Expand & Connect | Runway-Taxiway | 3 | 3,440 |
| CA05-141 | REHABILITATION OF STORMWATER DRAINAGE SYSTEM | Renew | Underground Utilities | M4 | 1,164 |
| CA05-143 | REHABILITATION OF BUILDING 72 | Renew | Buildings & Garages | P | 192 |
| CA05-148 | REHABILITATION OF TETERBORO RUNWAY 1-19 | Renew | Runway-Taxiway | P | 524 |
| CA05-151 | REPLACEMENT OF TETERBORO AERONAUTICAL OPERATIONS ARIAL LIGHT CIRCUIT | Partner | Electrical Power & Lighting | 4 | 5,822 |
| CA05-153 | INSTALLATION OF AGENCY WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 96 |
| CA05-155 | REHABILITATION OF SEWAGE PUMPS | Renew | Underground Utilities | 4 | 854 |
| CA05-158 | INSTALLATION OF GROUND BASED AUGMENTATION SYSTEMS | Expand & Connect | Runway-Taxiway | P | 224 |
| CA05-161 | UPGRADE PIDS END OF LIFE SECURITY EQUIPMENT/SOFTWARE | Renew | Control Systems | P | 823 |
| CA05-163 | REHABILITATION ON TAXIWAY P | Renew | Runway-Taxiway | 1 | 1,166 |
| FACILITY TOTAL: CA05 – TETERBORO AIRPORT | | | | | 17,893 |
| CA06 – STEWART AIRPORT | | | | | |
| CA06-007 | TERMINAL EXPANSION - FEDERAL INSPECTION SERVICES FACILITY | Expand & Connect | Buildings & Garages | 3 | 7,141 |
| CA06-012 | REHABILITATION OF OPERATIONS CONTROL CENTER | Renew | Control Systems | 3 | 770 |
| CA06-058 | REHABILITATION OF GLYCOL SYSTEM | Renew | Underground Utilities | 1 | 258 |
| CA06-102 | REPLACEMENT OF TERMINAL FIRE ALARM SYSTEM | Renew | Control Systems | 1 | 403 |
| CA06-104 | REPLACEMENT OF TERMINAL EMERGENCY GENERATOR | Renew | Electrical Power & Lighting | P | 373 |
| FACILITY TOTAL: CA06 – STEWART AIRPORT | | | | | 8,945 |
| DEPARTMENT TOTAL: AVIATION | | | | | 1,975,536 |

DEPARTMENT: PORT

CP05 – PORT NEWARK

| | | | | | |
|----------|---|---------|-----------------------------|----|-------|
| CP05-148 | CONSTRUCTION OF EXPRESS RAIL TRACK WORK (PHASE 2A) | Deliver | Rail Systems | M4 | 34 |
| CP05-187 | IMPROVEMENTS TO PORT STREET CORRIDOR | Deliver | Paving & Roadways | M4 | 1,832 |
| CP05-220 | REPLACEMENT OF BERTHS 30, 32 AND 34 FENDER SYSTEM | Deliver | Port Wharfs | 4 | 131 |
| CP05-233 | REHABILITATION OF BERTH 3 | Deliver | Port Wharfs | M4 | 4,610 |
| CP05-242 | REHABILITATION OF FIRE PROTECTION SYSTEMS AT NEW JERSEY MARINE TERMINAL | Renew | HVAC, Plumbing & Sprinklers | P | 1,608 |
| CP05-244 | REPLACEMENT OF FENDER SYSTEMS IN NEW JERSEY MARINE TERMINAL | Renew | Port Wharfs | P | 846 |
| CP05-245 | REHABILITATION OF BERTHS 10, 12 & 25 AT PORT NEWARK | Renew | Port Wharfs | P | 5,125 |
| CP05-248 | REHABILITATION OF BUILDING ROOF AT NEW JERSEY MARINE TERMINAL | Renew | Buildings & Garages | P | 354 |
| CP05-251 | REHABILITATION OF OFFICE SPACE AT BUILDING 260 | Partner | Buildings & Garages | 3 | 328 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|--|--|------------------|-----------------------------|-------|---------------|
| CP05-255 | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM | Deliver | Control Systems | M4 | 64 |
| CP05-266 | RECONSTRUCTION AND RELOCATION OF RESIDENT ENGINEERS OFFICE | Partner | Buildings & Garages | 3 | 347 |
| CP05-272 | IMPLEMENTATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE | Renew | Control Systems | 4 | 660 |
| CP05-273 | REHABILITATION OF BUILDING #111 ELECTRICAL AND MECHANICAL EQUIPMENT | Partner | Electrical Power & Lighting | 1 | 632 |
| CP05-284 | REALIGNMENT OF EXPORT STREET | Expand & Connect | Other-Misc | 4 | 2,358 |
| CP05-285 | BERTH 2 FLOATING DOCK EXPANSION | Renew | Other-Misc | 4 | 176 |
| CP05-287 | REPAIR OF COLLAPSED ROOF AT BUILDING 267 | Renew | Other-Misc | 3 | 151 |
| CP05-288 | PORT NEWARK CCTV UPGRADE AND EXPANSION | Renew | Other-Misc | 4 | 1,304 |
| CP05-290 | NJMT BRIDGES PRIORITY REHABILITATION AND CONCRETE PAVEMENT REHABILITATION - PRIORITY REPAIRS CORBIN ST. RAMP | Renew | Bridges | 4 | 68 |
| CP05-292 | WHARF RECONSTRUCTION ANALYSIS - PORT NEWARK MARINE TERMINAL | Renew | Other-Misc | 1 | 1,479 |
| CP05-294 | REHABILITATION OF BERTH 25 BULKHEAD AND EAST END BULKHEAD EXTENSION | Renew | Other-Misc | 3 | 1,493 |
| CP05-295 | RECONSTRUCTION OF TRACK FROM DISTRIBUTION STREET TO PORT STREET AT NJMT | Renew | Rail Systems | 3 | 1,842 |
| CP05-298 | RECONSTRUCTION OF GRADE CROSSINGS AT DISTRIBUTION STREET, DOREMUS AVE & PORT STREET | Renew | Rail Systems | 3 | 777 |
| FACILITY TOTAL: CP05 – PORT NEWARK | | | | | 26,219 |
| CP08 – ELIZABETH PA MARINE TERMINAL | | | | | |
| CP08-070 | PORT ELIZABETH CCTV UPGRADE AND EXPANSION | Renew | Other-Misc | 4 | 565 |
| CP08-145 | REHABILITATION OF BERTHS 56, 58, 94, 96, AND 98 AT PORT ELIZABETH MARINE TERMINAL | Renew | Port Wharfs | P | 1,510 |
| CP08-149 | REHABILITATION OF WATER SYSTEM (PHASE II) AT PORT ELIZABETH MARINE TERMINAL | Renew | Underground Utilities | 1 | 980 |
| CP08-157 | PRIORITY MARINE REHABILITATION OF BERTHS 50, 52, 54 & 56 | Renew | Other-Misc | 4 | 2 |
| CP08-159 | PRIORITY MARINE REHABILITATION OF BERTHS 82, 84, 86, 88, 90, 92, 94, 96 & 98 | Renew | Other-Misc | 4 | 1,492 |
| CP08-162 | WHARF RECONSTRUCTION ANALYSIS - EPAMT | Renew | Other-Misc | 1 | 1,199 |
| FACILITY TOTAL: CP08 – ELIZABETH PA MARINE TERMINAL | | | | | 5,748 |
| CP09 - BROOKLYN MARINE TERMINALS | | | | | |
| CP09-101 | BROOKLYN PIERS CCTV UPGRADE AND EXPANSION | Renew | Other-Misc | 4 | 1,285 |
| CP09-122 | REPLACEMENT OF BROOKLYN PIER 9A & BULKHEAD BETWEEN PIER 7 & 8 | Renew | Port Wharfs | P | 965 |
| CP09-125 | REPLACEMENT OF UNDERGROUND ELECTRICAL DELIVERY LINES AT NEW YORK MARINE TERMINAL | Partner | Underground Utilities | 1 | 606 |
| CP09-128 | WHARF A, WHARF B (PIER 10) AND WHARF B EXTENSION UNDER DECK CONCRETE GIRDER PRIORITY REPAIR | Renew | Other-Misc | 4 | 55 |
| CP09-132 | WHARF RECONSTRUCTION ANALYSIS - BROOKLYN MARINE TERMINAL | Renew | Other-Misc | 1 | 1,200 |
| CP09-133 | REHABILITATION OF BROOKLYN PIERS 9A & 9B | Renew | Other-Misc | 4 | 840 |
| FACILITY TOTAL: CP09 - BROOKLYN MARINE TERMINALS | | | | | 4,951 |
| CP11 – HOWLAND HOOK | | | | | |
| CP11-089 | UPGRADE OF PAVEMENT SUBGRADE AT HOWLAND HOOK MARINE TERMINAL | Partner | Paving & Roadways | 4 | 13,794 |
| CP11-090 | WHARF RECONSTRUCTION ANALYSIS - HOWLAND HOOK MARINE TERMINAL | Renew | Other-Misc | 1 | 1,199 |
| FACILITY TOTAL: CP11 – HOWLAND HOOK | | | | | 14,993 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|--|--|------------------|-----------------------------|-------|----------------|
| CP16 – PORT JERSEY-PORT AUTHORITY MARINE TERMINAL | | | | | |
| CP16-035 | DEVELOPMENT OF INTERMODAL CONTAINER TRANSFER FACILITY AT GREENVILLE YARD | Deliver | Rail Systems | M4 | 47,597 |
| CP16-044 | UPGRADE ELECTRICAL INFRASTRUCTURE AT PORT JERSEY | Renew | Electrical Power & Lighting | M3 | 4,421 |
| CP16-047 | REHABILITATION OF BERTH E-1 AND E-2 | Renew | Port Wharfs | 1 | 906 |
| CP16-066 | UPGRADE OF EAST SUBSTATION PROTECTIVE DEVICES & DISTRIBUTION EQUIPMENT | Deliver | Electrical Power & Lighting | M4 | 2,075 |
| CP16-070 | CONSTRUCTION OF PORT JERSEY 2ND LEAD TRACK | Expand & Connect | Rail Systems | 3 | 2,309 |
| CP16-080 | PORT JERSEY BOULEVARD ROADWAY IMPROVEMENTS | Expand & Connect | Paving & Roadways | 3 | 222 |
| CP16-082 | WHARF RECONSTRUCTION ANALYSIS - PORT JERSEY MARINE TERMINAL | Renew | Other-Misc | 1 | 1,199 |
| CP16-086 | WHARF RECONSTRUCTION ANALYSIS - PORT JERSEY MARINE TERMINAL | Renew | Other-Misc | 1 | 1,538 |
| FACILITY TOTAL: CP16 – PORT JERSEY-PORT AUTHORITY MARINE TERMINAL | | | | | 60,267 |
| CP17 – GREENVILLE YARD / NYNJ RAIL LLC | | | | | |
| CP17-016 | INSTALLATION OF SUPPORT TRACKS | Expand & Connect | Rail Systems | 4 | 9,057 |
| CP17-019 | CONSTRUCTION OF NEW BARGE | Deliver | Port Wharfs | 4 | 1,484 |
| CP17-027 | REHABILITATION OF TRANSFER BRIDGE #10 | Deliver | Bridges | 4 | 7,115 |
| CP17-033 | MODIFICATIONS TO FENDER SYSTEM AT 65TH STREET TERMINAL | Deliver | Port Wharfs | 4 | 2,320 |
| CP17-037 | MODIFICATIONS TO RAIL ACCESS FOR 65TH STREET YARD | Expand & Connect | Rail Systems | 1 | 960 |
| CP17-038 | CROSS HARBOR TIER II EIS | Expand & Connect | Rail Systems | 1 | 17,101 |
| CP17-039 | CONRAIL OFF SITES REGIONAL RAIL FREIGHT | Expand & Connect | Other-Misc | 4 | 12,861 |
| FACILITY TOTAL: CP17 – GREENVILLE YARD / NYNJ RAIL LLC | | | | | 50,898 |
| CP91 – RED HOOK TERMINAL | | | | | |
| CP91-056 | REPLACEMENT OF SPRINKLER SYSTEM AT PIER SHED 9B | Renew | HVAC, Plumbing & Sprinklers | P | 144 |
| CP91-062 | REHABILITATION OF PIER 10 AT RED HOOK | Renew | Port Wharfs | 1 | 195 |
| FACILITY TOTAL: CP91 – RED HOOK TERMINAL | | | | | 339 |
| DEPARTMENT TOTAL: PORT | | | | | 163,415 |
| DEPARTMENT: DEVELOPMENT | | | | | |
| CH02 – FERRY TRANSPORTATION | | | | | |
| CH02-006 | HOBOKEN PERMANENT FERRY TERMINAL | Deliver | Buildings & Garages | 4 | 1,000 |
| CH02-022 | CAPITAL IMPROVEMENTS - BATTERY PARK CITY FERRY TERMINAL | Renew | Buildings & Garages | P | 1,529 |
| FACILITY TOTAL: CH02 – FERRY TRANSPORTATION | | | | | 2,529 |
| DEPARTMENT TOTAL: DEVELOPMENT | | | | | 2,529 |

2019 Capital Project Listing

Sorted by Department, Facility, and Project ID (\$ in thousands)

| PROJECT ID | TITLE | PLAN CATEGORY | ASSET CATEGORY | STAGE | 2019 BUDGET |
|---|--|------------------|----------------------------------|-------------|--------------------|
| DEPARTMENT: WORLD TRADE CENTER | | | | | |
| CR12 | WTC TRANSPORTATION HUB | Various | Buildings & Garages, Other-Misc. | 1, 3, 4, M5 | 23,470 |
| CW11 | WTC SITE INFRASTRUCTURE | Various | Multiple | 1 - M5 | 179,484 |
| CW30 | WTC RETAIL REDEVELOPMENT | Deliver | Buildings & Garages | M4 | 70,000 |
| CW31 | ONE WORLD TRADE CENTER | Various | Buildings & Garages | 4, M4, M5 | 84,966 |
| CW34 | WTC TOWER 4 | Deliver | Buildings & Garages | M5 | 10,614 |
| | CAPITAL MAINTENANCE FOR 1 WTC | Renew | Buildings & Garages | P | 1,068 |
| DEPARTMENT TOTAL: WORLD TRADE CENTER | | | | | 369,602 |
| REGIONAL PROGRAMS | | | | | |
| CN92-001 | HUDSON RIVER TUNNEL PROJECT | Partner | Other-Misc | 0 | 17,140 |
| REGIONAL PROGRAMS TOTAL | | | | | 17,140 |
| AGENCY PROVISIONS | | | | | |
| OTHER-MISCELLANEOUS | | | | | |
| | PROVISION FOR FUTURE MAINTENANCE CAPITAL | Renew | Structure Rehabilitation | P | 10,000 |
| | PROVISION FOR EFFICIENCY AND PHASING - EXPAND AND CONNECT PROJECTS | Expand & Connect | Structure Rehabilitation | P | (30,000) |
| | FUTURE SGR FUNDING REQUIREMENTS | Renew | Structure Rehabilitation | P | 5,705 |
| AGENCY PROVISIONS TOTAL | | | | | (14,295) |
| AGENCY TOTAL | | | | | \$3,749,801 |

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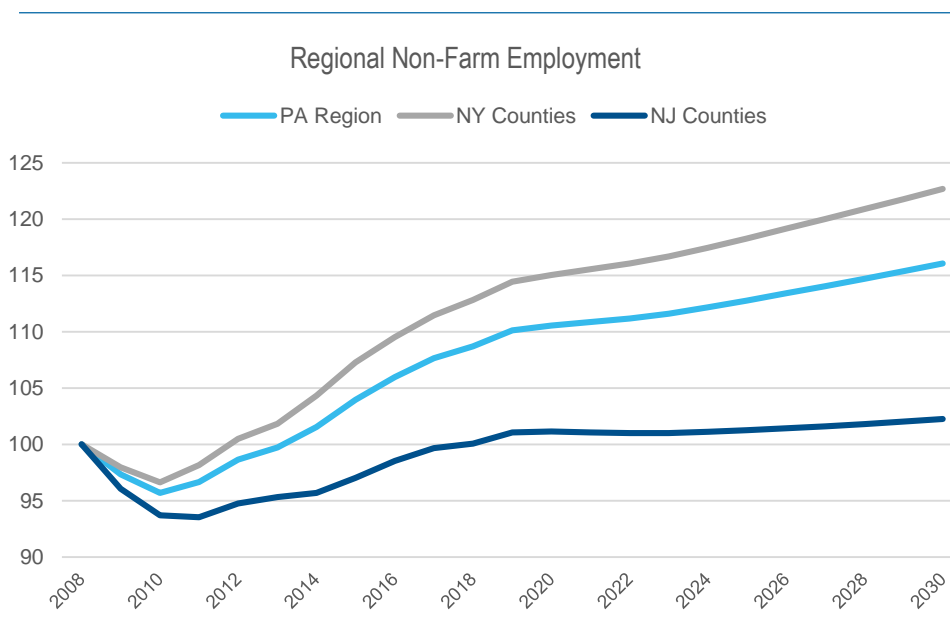
Appendix



Appendix 1. Economic Outlook

As a part of the development of the Port Authority 2019 budget, the agency's Chief Economist and its Planning & Regional Development Department developed a Regional Economic Outlook. The agency's current baseline forecast assumes moderate economic growth in 2018 of 2.4%, with longer term growth, ignoring any future recessions, of below 2%, considerably under the historical average growth rate of roughly 3% over the last century. As a result of full employment nationally and regionally, wage levels have started to rise slightly ahead of inflation. However, wage growth overall remains below what might be needed to raise standards of living across the income spectrum. Energy prices, in particular crude oil prices, increased substantially in 2018 and are now one of the key drivers of consumer price inflation. The baseline scenario acknowledges economic risks in the form of uncertain consequences from new federal executive policies such as tariffs on imported goods, immigration restrictions, and significant additional federal borrowing. The baseline scenario, with a probability of around 50%, is in line with expectations of many peer forecasts.

The Port Authority's core catchment area, its 17-county New York/New Jersey Port District and the surrounding bi-state region, draws great economic strength from its vast, densely populated local consumer base, diversified commercial and industrial infrastructure, and its attractiveness to visitors from all over the world.



Source: Oxford Economics Macroeconomic Model, PANYNJ Economics Group

These features provide the New York/New Jersey area with the resilience to remain a premier metropolitan region and gateway in the United States. The regional economic recovery has continued to perform slightly ahead of the national economy in terms of gains in post- 2008/2009 –recession output and employment. In the Port District, output growth for 2019 likely will exceed 2.5%, with employment gains outpacing the national average. Consumer spending has been strong in New York City and surrounding counties, in part as a result of record levels of tourism.

Total employment levels now exceed pre-crisis levels in both New York and New Jersey, a recovery driven especially by the strong employment growth in the five New York City counties. Recovery indicators in the New Jersey counties, making up the other part of the Port District, continue to lag behind national and New York indicators, but the state of New Jersey overall reached its pre-recession employment peak earlier in 2017.

Despite the overall positive trends, the structural realignment of the regional economy that has been noted in prior years' outlook has continued. Employment gains have skewed towards economic sectors that are quite different from the ones that lost most of the jobs during and after the 2009 Great Recession. The finance, insurance, brokerage, and banking sectors, which have been major contributors to regional income at a rate disproportionately high compared to their share of employment, have continued to show lackluster growth. Some of the lost jobs in banking and financial services may never return. Sectors such as leisure and hospitality, tourism, healthcare, and professional business services, i.e. not the traditional office-based sectors of the regional economy, have shown very strong gains across the board. Healthcare, for instance, has continued to experience steady gains in employment during and since the 2008/2009 crisis. These trends are likely to continue resulting in employment gains but only modest wage level improvements on average over the next several years. In the longer term however, employment growth in the region is expected to revert to the mean growth rate of between 0.5 to 0.7 percent annually.

These shifts in industry composition in the region could continue to affect traditional agency activity and revenue streams, most pointedly, traffic volumes at Port Authority bridges and tunnels and passenger levels on PATH. Sectors such as finance, insurance, and banking, where growth has slowed, have typically contributed disproportionately to the local bridge and tunnel-commuting base. Other sectors such as leisure and hospitality, tourism, and professional business services have a lower incidence of automobile commuting and/or shift work. Healthcare is one example where demographic shifts and altered travel preferences among "Millennials" may mean lower than historically projected changes to levels of auto trips across Port Authority facilities. On PATH, passenger growth has continued due to strong employment gains in Manhattan and widespread real estate development on the PATH World Trade Center to Newark Penn Station transit corridor. Such employment growth is expected to continue, albeit at a slightly lower pace, creating additional demand for PATH capacity, especially during peak periods. Other Port Authority business lines have benefited from the improvement in economic conditions. For instance, Aviation and Port have experienced increases in passenger and cargo volumes, and those positive growth trends are expected to continue into 2019. However, the agency needs to be mindful of how the increasing integration of logistics and supply chain management can engender consolidation efficiencies that may countervail agency activity and revenue increases.

The baseline scenario forecasts continued recovery and growth in the local economy, however, a heightened level of uncertainty is a hallmark of the region's economic outlook over the near-term and the risk for a recession in 2020 has grown. The US Treasury Department yield curve, i.e. the difference between short and long-term interest rates, has flattened and may even invert by early 2019, a historical indicator of recessions approximately 12-18 months thereafter. In addition, the more isolationist trade policies of the current US government administration will likely slow down economic growth in the short to medium term. In the longer term, the deficit projections published by the US Congressional Budget Office and other organizations are in excess of \$1 trillion annually, a level not seen since the Great Recession. Another uncertainty is the impact on agency lines of business and the regional labor market of more restrictive measures that may arise out of the ongoing immigration policy debate. These factors combined will outweigh the fiscal stimulus created by the tax cut policy signed into law at the end of 2017. Another big question for the PA region is the extent to which the elimination of the deductibility of state and local taxes will affect residents and the economy overall. The Port Authority will continuously monitor regional, national, and international economic trends to facilitate appropriate responses to any deviations from baseline expectations.

Appendix 2. Consolidated Statements of Revenues, Expenses and Changes in Net Position (Multi-Year Projection)

Prepared in Accordance with Generally Accepted Accounting Principles

| | Year ended December 31 st | | | | | | | |
|---|--------------------------------------|----------------|------------------|---------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET | 2020 PROJECTION ⁽¹⁾ | 2021 PROJECTION ⁽¹⁾ | 2022 PROJECTION ⁽¹⁾ | 2023 PROJECTION ⁽¹⁾ |
| Gross Operating Revenues* | \$5,220,389 | \$5,271,169 | \$5,323,220 | \$5,420,820 | \$5,711,521 | \$5,896,331 | \$6,065,498 | \$6,323,856 |
| Operating Expenses | | | | | | | | |
| Operating & Maintenance Expenses | (2,902,824) | (2,959,321) | (2,993,355) | (3,035,159) | (3,094,671) | (3,169,757) | (3,257,185) | (3,340,064) |
| Allocated Expenses | (230,094) | (221,004) | (222,246) | (241,445) | (247,324) | (260,509) | (267,708) | (274,463) |
| Total Operating Expenses | (3,132,918) | (3,180,325) | (3,215,601) | (3,276,604) | (3,341,995) | (3,430,266) | (3,524,893) | (3,614,527) |
| Net revenue related to Superstorm Sandy | 18,323 | — | — | — | — | — | — | — |
| Depreciation & Amortization | (1,275,303) | (1,275,640) | (1,314,399) | (1,354,423) | (1,399,358) | (1,450,086) | (1,497,407) | (1,546,273) |
| Income from Operations | 830,491 | 815,204 | 793,220 | 789,793 | 970,168 | 1,015,979 | 1,043,198 | 1,163,056 |
| Non-operating revenues and (expenses) | | | | | | | | |
| Interest Income | 48,077 | 54,273 | 64,263 | 69,553 | 66,387 | 70,829 | 79,672 | 92,195 |
| Net increase/(decrease) in fair value of investments | (12,751) | — | (13,000) | — | — | — | — | — |
| Interest Expenses | (892,292) | (930,583) | (946,846) | (980,293) | (995,207) | (1,021,880) | (1,024,384) | (1,037,688) |
| Operating Asset Obligations | (16,051) | (12,921) | (12,921) | (9,529) | (5,851) | (708) | — | — |
| Grants & Pass-through grant payments, net | 20,128 | 32,864 | 42,897 | 58,082 | 1,475 | 5,000 | 5,000 | 5,000 |
| 4WTC associated payments | 65,293 | 65,293 | 65,293 | 65,293 | 65,310 | 65,310 | 65,310 | 65,310 |
| Non-operating expenses, net | (787,596) | (791,074) | (800,314) | (796,894) | (867,886) | (881,449) | (874,402) | (875,183) |
| Income before capital contributions and PFC | 42,895 | 24,130 | (7,094) | (7,101) | 102,282 | 134,530 | 168,796 | 287,873 |
| Capital Contributions and Passenger Facility Charges | | | | | | | | |
| Grants and contributions in aid of construction | 187,473 | 198,364 | 179,270 | 223,796 | 434,239 | 445,748 | 327,078 | 213,402 |
| Passenger facility charges (PFC) | 275,785 | 283,849 | 422,064 | 288,690 | 295,168 | 301,363 | 307,398 | 313,511 |
| Total Capital Contributions and PFC | 463,258 | 482,213 | 601,334 | 512,486 | 729,407 | 747,111 | 634,476 | 526,913 |
| Increase in Net Position | \$506,153 | \$506,343 | \$594,240 | \$505,385 | \$831,689 | \$881,641 | \$803,272 | \$814,786 |
| Net Position, January 1 | \$14,863,900 | \$16,024,064 | \$15,370,053 | \$15,964,293 | \$16,469,678 | \$17,301,367 | \$18,183,008 | \$18,986,280 |
| Net Position, December 31 | \$15,370,053 | \$16,530,407 | \$15,964,293 | \$16,469,678 | \$17,301,367 | \$18,183,008 | \$18,986,280 | \$19,801,066 |

(1) Disclaimer: The information in this schedule is based upon conditions existing at the present time, recognizing that the estimates of future revenues and expenses set forth in the forecast years constitute present estimates and statements of expectation. Any forecast is subject to uncertainties and, inevitably, some estimates and assumptions will not be realized and unanticipated events and circumstances may occur. Therefore, there are likely to be differences between the forecasts set forth herein and actual results, and those differences may be material.

*Revenues include the amortization of unearned income related to the transfer of the Port Authority's interest in the WTC Retail Joint Venture.

Note: 2017 actuals as well as 2018 and 2019 amounts were updated to include the impacts related to the adoption of Governmental Accounting Standards Board (GASB) Statement No. 75, "Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions."

Appendix 2A. Consolidated Statements of Net Position

Prepared in Accordance with Generally Accepted Accounting Principles

| December 31 st | | | | |
|---|---------------------|---------------------|---------------------|---------------------|
| (in thousands) | 2017 ACTUAL | 2018 BUDGET | 2018 ESTIMATE | 2019 BUDGET |
| ASSETS: | | | | |
| Cash and Investments | \$4,883,954 | \$5,380,716 | \$5,182,407 | \$5,126,977 |
| Receivables, net | 1,127,783 | 774,342 | 902,508 | 1,035,482 |
| Deferred charges and other noncurrent assets | 2,176,524 | 1,539,845 | 2,656,682 | 2,459,963 |
| Amounts receivable – Special Project Bonds | 1,314,334 | 1,233,431 | 1,233,431 | 1,138,953 |
| Amounts receivable – Tower 4 Liberty Bonds | 1,246,249 | 1,245,637 | 1,245,637 | 1,245,025 |
| Unamortized costs for regional programs | 172,060 | 219,844 | 140,044 | 159,165 |
| Facilities, net | 35,963,576 | 37,823,970 | 36,250,327 | 37,186,543 |
| Total Assets and Deferred Outflows | 46,884,480 | 48,217,785 | 47,611,036 | 48,352,108 |
| LIABILITIES: | | | | |
| Accounts payable | 1,229,863 | 1,347,179 | 1,057,673 | 996,275 |
| Accrued interest and other liabilities | 1,567,408 | 1,691,115 | 1,925,204 | 1,777,586 |
| Accrued pension and other employee benefits | 2,698,781 | 2,277,500 | 2,117,500 | 2,057,622 |
| Amounts payable – Special Project Bonds | 1,314,334 | 1,233,431 | 1,233,431 | 1,138,953 |
| Amounts payable – Tower 4 Liberty Bonds | 1,246,249 | 1,245,637 | 1,245,637 | 1,245,025 |
| Bonds and other asset financing obligations | 23,457,792 | 23,892,516 | 24,067,298 | 24,666,969 |
| Total Liabilities and Deferred Inflows | 31,514,427 | 31,687,378 | 31,646,743 | 31,882,430 |
| NET POSITION | \$15,370,053 | \$16,530,407 | \$15,964,293 | \$16,469,678 |
| Net position is comprised of: | | | | |
| Net investment in capital assets | \$13,179,105 | \$13,332,149 | \$13,595,963 | \$14,149,659 |
| Restricted: | | | | |
| Passenger Facility Charges | 350,878 | 332,566 | 61,407 | 211,484 |
| Port Authority Insurance Captive Entity – PAICE | 310,034 | 231,784 | 357,186 | 339,691 |
| Minority Interest in Tower 1 Joint Venture, LLC | 100,000 | 100,000 | 100,000 | 100,000 |
| Unrestricted | 1,430,036 | 2,533,908 | 1,849,737 | 1,668,844 |
| NET POSITION | \$15,370,053 | \$16,530,407 | \$15,964,293 | \$16,469,678 |

Note: 2017 actuals as well as 2018 and 2019 amounts were updated to include the impacts related to the adoption of Governmental Accounting Standards Board (GASB) Statement No. 75, "Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions."

Appendix 2B. Information on Port Authority Operations

Prepared in Accordance with Generally Accepted Accounting Principles

Year ended December 31st

| (in thousands) | GROSS OPERATING REVENUES | O & M EXPENSES | ALLOCATED EXPENSES | DEPRECIATION AND AMORTIZATION | INCOME (LOSS) FROM OPERATIONS | NET INTEREST & OTHER EXP. | GRANTS, CONTRIBUTIONS & PFCs | 2019 INCREASE/ (DECREASE) IN NET POSITION | 2018 ESTIMATE INCREASE/ (DECREASE) IN NET POSITION | 2017 INCREASE/ (DECREASE) IN NET POSITION |
|--|--------------------------------|--------------------|-----------------------|-------------------------------------|-------------------------------------|------------------------------|------------------------------------|---|---|---|
| INTERSTATE TRANSPORTATION NETWORK | | | | | | | | | | |
| Holland Tunnel | \$193,031 | \$76,730 | \$10,651 | \$21,014 | \$84,636 | \$12,626 | \$7,168 | \$79,178 | \$85,494 | \$85,851 |
| Lincoln Tunnel | 266,635 | 97,385 | 12,122 | 67,186 | 89,942 | 52,026 | 2,345 | 40,261 | 47,085 | 51,369 |
| George Washington Bridge & Bus Station | 805,418 | 122,508 | 14,248 | 42,205 | 626,457 | 29,491 | 756 | 597,722 | 628,185 | 566,141 |
| Bayonne Bridge | 28,085 | 21,778 | 2,615 | 17,598 | (13,906) | 38,869 | 84 | (52,691) | 141,132 | (33,096) |
| Goethals Bridge | 212,065 | 30,086 | 2,684 | 23,207 | 156,088 | 65,064 | 69 | 91,093 | 70,848 | 169,461 |
| Outerbridge Crossing | 182,328 | 22,392 | 2,385 | 5,334 | 152,217 | 2,431 | 61 | 149,847 | 14,775 | 135,235 |
| Port Authority Bus Terminal | 51,767 | 111,134 | 12,201 | 26,020 | (97,588) | 13,567 | 2,050 | (109,105) | (157,689) | (103,800) |
| Subtotal - Tunnels, Bridges & Terminals | 1,739,329 | 482,013 | 56,906 | 202,564 | 997,846 | 214,074 | 12,533 | 796,305 | 829,830 | 871,161 |
| PATH | 197,794 | 355,480 | 54,906 | 130,040 | (342,632) | 62,237 | 95,859 | (309,010) | (326,035) | (491,945) |
| WTC Transportation Hub | — | 13,209 | — | 75,862 | (89,071) | — | 19,019 | (70,052) | (77,912) | 6,273 |
| Journal Square Transportation Center | 5,456 | 14,859 | 291 | 4,800 | (14,494) | 2,571 | — | (17,065) | (18,154) | (19,823) |
| Subtotal - PATH | 203,250 | 383,548 | 55,197 | 210,702 | (446,197) | 64,808 | 114,878 | (396,127) | (422,101) | (505,495) |
| Ferry Transportation | 197 | 1,079 | — | 4,916 | (5,798) | 3,650 | — | (9,448) | (9,898) | (9,600) |
| Total Interstate Transportation Network | 1,942,776 | 866,640 | 112,103 | 418,182 | 545,851 | 282,532 | 127,411 | 390,730 | 397,831 | 356,066 |
| Aviation | | | | | | | | | | |
| LaGuardia Airport | 403,655 | 298,975 | 27,017 | 99,269 | (21,606) | 40,273 | 35,086 | (26,793) | (33,301) | (49,552) |
| John F. Kennedy International Airport | 1,309,899 | 773,408 | 42,628 | 133,637 | 360,226 | 75,644 | 53,057 | 337,639 | 278,538 | 303,022 |
| Newark Liberty International Airport | 995,770 | 515,676 | 36,188 | 116,690 | 327,216 | 57,682 | 36,787 | 306,321 | 335,687 | 253,871 |
| Teterboro Airport | 51,120 | 30,762 | 2,619 | 14,899 | 2,840 | 7,255 | 6,615 | 2,200 | 1,760 | (4,464) |
| Stewart International Airport | 13,244 | 23,218 | 581 | 9,156 | (19,711) | 5,405 | 3,281 | (21,835) | (26,874) | (28,391) |
| PFC Program | — | — | — | 89,792 | (89,792) | — | 288,690 | 198,898 | 327,209 | 181,065 |
| Total Aviation | 2,773,688 | 1,642,039 | 109,033 | 463,443 | 559,173 | 186,259 | 423,516 | 796,430 | 883,019 | 655,551 |
| Port Department | | | | | | | | | | |
| Port Newark | 92,940 | 73,919 | 5,227 | 36,955 | (23,161) | 26,100 | 2,573 | (46,688) | (39,780) | (50,481) |
| Elizabeth - PA Marine Terminal | 160,770 | 24,232 | 1,980 | 31,386 | 103,172 | 33,497 | 53 | 69,728 | 68,331 | 54,750 |
| Brooklyn - PA Marine Terminal | 6,984 | 12,344 | 872 | 2,245 | (8,477) | 2,276 | 455 | (10,298) | (7,137) | (10,047) |
| Red Hook Container Terminal | 673 | 7,226 | 291 | 62 | (6,906) | — | — | (6,906) | (7,397) | (3,748) |
| Howland Hook Marine Terminal | 15,943 | 12,764 | 291 | 18,151 | (15,263) | 12,177 | 7,536 | (19,904) | (23,639) | (23,544) |
| Greenville Yard | 896 | 121 | — | — | 775 | — | — | 775 | 25,859 | 887 |
| New York & New Jersey Rail, LLC | 5,448 | 6,336 | — | 3,662 | (4,550) | 608 | 6,737 | 1,579 | 10,714 | 14,144 |
| Port Jersey - Port Authority Marine Terminal | 30,310 | 22,127 | 872 | 10,058 | (2,747) | 14,038 | 2,287 | (14,498) | (38,271) | (9,106) |
| Total Port | 313,964 | 159,069 | 9,533 | 102,519 | 42,843 | 88,696 | 19,641 | (26,212) | (11,320) | (27,145) |
| Development | | | | | | | | | | |
| Essex County Resource Recovery Facility | 17 | 170 | — | — | (153) | 261 | — | (414) | (279) | (493) |
| PA Industrial Park at Elizabeth | 1,223 | 204 | — | 249 | 770 | 224 | — | 546 | 693 | 683 |
| Bathgate Industrial Park | 4,033 | 1,807 | 4 | 633 | 1,589 | 69 | — | 1,520 | 1,088 | 740 |
| Teleport | 10,910 | 10,869 | — | 1,306 | (1,265) | 274 | — | (1,539) | (612) | 38 |
| Newark Legal & Communications Center | — | 74 | — | — | (74) | — | — | (74) | (215) | (43) |
| Hoboken Waterfront | 8,191 | 182 | 14 | 2,515 | 5,480 | 2,178 | — | 3,302 | 2,922 | 2,683 |
| Queens West Waterfront | 1,124 | — | — | 576 | 548 | 1,255 | — | (707) | (738) | (593) |
| Total Development | 25,498 | 13,306 | 18 | 5,279 | 6,895 | 4,261 | — | 2,634 | 2,859 | 3,015 |
| World Trade Center | | | | | | | | | | |
| WTC Site | 2,903 | 164,549 | 10,168 | 89,204 | (261,018) | 137,426 | — | (398,444) | (368,828) | (202,405) |
| WTC Retail, LLC | 24,883 | 10,292 | 291 | 44,197 | (29,897) | 2,920 | — | (32,817) | (33,005) | (25,971) |
| One World Trade Center | 225,204 | 126,669 | — | 101,660 | (3,125) | 122,589 | — | (125,714) | (132,982) | (164,194) |
| WTC 2, 3, 4, & 7 | 84,434 | 51,777 | 299 | 72,308 | (39,950) | 68,522 | 65,293 | (43,179) | (55,955) | (24,195) |
| Total World Trade Center | 337,424 | 353,287 | 10,758 | 307,369 | (333,990) | 331,457 | 65,293 | (600,154) | (590,770) | (416,765) |
| Regional Programs | — | 244 | — | 57,631 | (57,875) | 17,644 | — | (75,519) | (86,822) | (86,715) |
| Port Authority Insurance Captive Entity, LLC | — | 574 | — | — | (574) | — | — | (574) | (557) | 3,823 |
| Revenue Related to Sandy | — | — | — | — | — | — | — | — | — | 18,323 |
| Subtotal | — | 818 | — | 57,631 | (58,449) | 17,644 | — | (76,093) | (87,379) | (64,569) |
| Total Port Authority | \$5,393,350 | \$3,035,159 | \$241,445 | \$1,354,423 | \$762,323 | \$910,849 | \$635,861 | \$487,335 | \$594,240 | \$506,153 |

Appendix 3. Outstanding Obligations and Financing

December 31st

| (in thousands) | 2017 ACTUAL | ISSUED/ ACCRETED | 2018 REPAID/ REFUNDED | 2018 ESTIMATE | 2019 ISSUED/ ACCRETED | 2019 REPAID | 2019 BUDGET |
|---|---------------------|---------------------|--------------------------|---------------------|--------------------------|----------------------|---------------------|
| Consolidated Bonds | \$20,672,365 | \$1,987,230 | (\$1,760,820) | \$20,898,775 | \$1,050,000 | (\$379,820) | \$21,568,955 |
| Commercial Paper Obligations | 464,615 | 2,128,075 | (1,941,770) | 650,920 | 2,800,000 | (2,775,000) | 675,920 |
| Variable Rate Master Notes | 77,900 | — | (8,300) | 69,600 | — | — | 69,600 |
| Fund for Regional Development Buy Out Obligation | 184,230 | 12,921 | (53,214) | 143,937 | 9,529 | (53,211) | 100,255 |
| MOTBY Obligation | 53,237 | 2,795 | (5,000) | 51,032 | 2,679 | (5,000) | 48,711 |
| Tower 4 Liberty Bonds | 1,225,520 | — | — | 1,225,520 | — | — | 1,225,520 |
| Goethals Bridge Replacement DFA | 934,198 | 86,825 | — | 1,021,023 | 1,494 | — | 1,022,517 |
| Sub-total | 23,612,065 | 4,217,846 | (3,769,104) | 24,060,807 | 3,863,702 | (3,213,031) | 24,711,478 |
| Special Project Bonds | 1,327,680 | — | (81,845) | 1,245,835 | — | (95,420) | 1,150,415 |
| Total Obligations (at PAR Value) | 24,939,745 | 4,217,846 | (3,850,949) | 25,306,642 | 3,863,702 | (3,308,451) | 25,861,893 |
| Unamortized Premium/(Discount)* | 1,031,394 | 236,000 | (27,670) | 1,239,724 | — | (50,670) | 1,189,054 |
| Total Obligations (at Book Value) | \$25,971,139 | \$4,453,846 | (\$3,878,619) | \$26,546,366 | \$3,863,702 | (\$3,359,121) | \$27,050,947 |

*Includes unamortized issuance premiums and discounts related to Consolidated Bonds, Tower 4 Liberty Bonds and Special Project Bonds.

Limitations related to Outstanding Obligations: Limitations applicable to Port Authority debt are not, unless otherwise indicated, "legal limits" established by State constitutions or laws but, rather, are set forth in, or calculated in accordance with, the contracts with the holders of such obligations, as adopted by the Port Authority's Board of Commissioners. Port Authority debt is subject to the issuance tests and limitations contained in the various resolutions and policies established by the Port Authority.

- Consolidated Bonds (which includes Consolidated Notes): Established pursuant to the Consolidated Bond Resolution of October 9, 1952, under which additional Consolidated Bonds may not be issued (except such Consolidated Bonds issued to refund other Consolidated Bonds) except under one or another of three conditions, each of which requires that a certain future calendar year's debt service is met at least 1.3 times by certain revenues. Under the Board of Commissioners resolution establishing and authorizing the issuance of particular series of Consolidated Bonds, Consolidated Bonds may be issued for purposes in connection with additional facilities (in addition to those for which the Port Authority has already issued bonds secured by a pledge of its General Reserve Fund) only if the Port Authority has first certified its opinion that such issuance will not, among other things, materially impair its ability to fulfill its undertakings to the holders of Consolidated Bonds as more specifically set forth in such Series Resolution. The chart above lists the principal amount due for Consolidated Bonds.
- Special obligations of the Port Authority are payable from the proceeds of obligations of the Port Authority issued for such purposes, including Consolidated Bonds issued in whole or in part for such purposes, or from net revenues (as defined below) deposited into the Consolidated Bond Reserve Fund, and in the event such net revenues are insufficient therefore, from other moneys of the Port Authority legally available for such payments when due.

-
- Special obligations of the Port Authority are subject in all respects to payment of debt service on Consolidated Bonds as required by the applicable provisions of the Consolidated Bond Resolution and payment into the General Reserve Fund of the amount necessary to maintain the General Reserve Fund at the amount specified in the General Reserve Fund statutes.

The Special obligations of the Port Authority are not secured by or payable from the General Reserve Fund. Additionally, special obligations of the Port Authority do not create any lien on, pledge of or security interest in any revenues, reserve funds or other property of the Port Authority.

- **Commercial Paper Obligations:** These special obligations of the Port Authority are issued to provide interim financing for authorized capital projects at Port Authority facilities and may be outstanding until December 31, 2020 under the current approved program. The maximum aggregate principal amount that may be outstanding at any one time is \$250 million for Series A, \$250 million for Series B and \$250 million for Series C.
- **Variable Rate Master Notes:** These notes, which are special obligations of the Port Authority, may be issued in a total aggregate principal amount outstanding at any one time not to exceed \$400 million, under the current authorized program.
- **MOTBY Obligation:** Represents the amounts due to the Bayonne Local Redevelopment Authority for the purchase of certain parcels of the Marine Ocean Terminal at Bayonne Peninsula.
- **Tower 4 Liberty Bonds:** In connection with the issuance of the Tower 4 Liberty Bonds by the New York Liberty Development Corporation in November 2011, the Port Authority entered into a Tower 4 Bond Payment Agreement with the Tower 4 Trustee to make, as a co-borrower/obligor with respect to the New York Liberty Development Corporation, Liberty Revenue Bonds, Series 2011 (4 WTC Project), debt service payments of principal and interest under the bonds as a special obligation of the Port Authority to the Tower 4 Trustee during the term of the agreement through November 15, 2051. Certain Port Authority debt service payments related to Tower 4 Liberty Bonds are reimbursable to the Port Authority from Tower 4 cash flow and to the extent Tower 4 cash flow is not sufficient, would accrue interest until reimbursed or paid with an overall term for such reimbursement or payment not in excess of 40 years.
- **Goethals Bridge Replacement Developer Financing Arrangement (DFA):** Upon the substantial completion of the Replacement Bridge, the Port Authority is required to make a payment to the private developer in the amount of \$1.02 billion, subject to certain adjustments for the construction of the Replacement Bridge. In lieu of a cash payment at that time, the developer will extend a loan in that principal amount to the Port Authority, to be repaid in monthly payments of principal and interest (the "DFA Payments"). DFA Payments are a special obligation of the Port Authority, payable over the term of the Project Agreement, which has a scheduled expiration date on the thirty-fifth anniversary of the substantial completion date of the Replacement Bridge. Such DFA Payments commenced in July 2018. The DFA Payments are subject to certain deductions for non-compliance by the private developer with the terms of the Project Agreement.
- **Special Project Bonds:** Neither the full faith and credit of the Port Authority, nor the General Reserve Fund, nor the Consolidated Bond Reserve Fund are pledged to the payment of the principal and interest on Special Project Bonds. Each series of Special Project Bonds is secured solely by a mortgage by the Port Authority, in favor of the holders of such bonds, of facility rental as set forth in a lease with respect to the project to be financed with the proceeds of such bonds, by a mortgage by the applicable lessee, in favor of the holders of such bonds, of the lessee's leasehold interests under the lease with respect to such project, and by a security interest granted by the applicable lessee to the Port Authority and mortgaged by the Port Authority, in favor of the holders of such bonds, in certain items of the lessee's personalty to be located at such project, and such other security in addition to the foregoing as may be required by the Port Authority from time to time. Each series of Special Project Bonds is to be issued under a separate resolution and may be issued in one or more installments as the Port Authority may determine.

Appendix 4. Budget Process and Financial Policies

A Unified Planning Process

Each year, the Port Authority undertakes a comprehensive unified planning process to develop its annual budgets, including capital programs, and business plans for its operations. This planning model ensures consistency with the agency's long-term mission and goals, as articulated through the policy and strategic direction established by the Board of Commissioners.

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 equipment and computer systems that are deferred and amortized in future periods. The Board also periodically reassesses the agency's multi-year Capital Plan and modifies the current year budget, as necessary.

Developing the Budget

Typically, the budget process begins with efforts to understand the economic and business environment in which the agency will be operating in the coming years, especially over the subsequent five-year period, and to ensure that all departments and the executive offices are of common accord on regional context and trends. In support of this effort, the Planning & Regional Development Department develops the regional planning context, releases quarterly forecasts of economic and business variables, and throughout the year, schedules economic outlook webinars, issues topical economic bulletins and hosts periodic roundtables on subject area information and analysis. This information is used with other business intelligence to reassess priorities and develop strategies in line with agency goals. With this groundwork as a foundation, the Executive Director provides planning and budget guidance directives that focuses on agency-wide strategic priorities, and any budget targets. This guidance informs the development of departments' budget for the coming year and the capital program as well.

The Management and Budget Department (MBD) is responsible for managing and implementing several cross-functional processes, including the Annual Budget process to ensure the Port Authority's budget is fiscally sound and reflective of the agency's mission. Throughout the year, MBD regularly monitors budget performance, identifying any offsets required to accommodate unanticipated resource needs, as well as areas where corrective or rebalancing initiatives become necessary. Agency policy indicates the appropriate level of notification and/or authorization for any such corrective adjustments.

All departments submit the quantitative data on what they plan to spend and revenues they expect to take in. In addition, the Port Authority's lines of business (Tunnels, Bridges, and Terminals, PATH, Aviation, Port, WTC and Real Estate and Development), prepare detail capital and operating department-specific or multi-departmental strategies and initiatives, and that are consistent with the planning context and strategic priorities articulated by the Executive Director. Staff departments address how they intend to support the agency and line businesses in achieving agency and departmental objectives. MBD and Capital Planning review departmental submissions and, in consultation with executive management, provide comments and assess the financial impact of the submissions, working iteratively with the executive offices and the departments to refine and finalize a corporate budget and a capital project list that can achieve Port Authority business objectives within the financial constraints of the agency and in accordance with the long-range Capital Plan.

A final corporate budget proposal is posted online for public information and comment. The complete and thoroughly vetted budget package of operating, capital, and debt service spending is presented to the Board of Commissioners for approval. In general, the development of the full Port Authority budget is a 12-month process and follows the calendar shown below. When circumstances warrant, the process may be modified or extended.

Port Authority of New York & New Jersey – 12 Month Budget Process

| | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Scanning | | | | | | | | | | | | | |
| Executive Economic Review | | | | | | | | | | | | | |
| Planning Context | | | | | | | | | | | | | |
| Economic Variable Updates | | | | | | | | | | | | | |
| Guidance | | | | | | | | | | | | | |
| Business Plan Guidelines | | | | | | | | | | | | | |
| Budget Guidance | | | | | | | | | | | | | |
| Agency Strategic Planning | | | | | | | | | | | | | |
| Staff Departments | | | | | | | | | | | | | |
| Line Departments | | | | | | | | | | | | | |
| Capital Project Listing | | | | | | | | | | | | | |
| Draft Project List | | | | | | | | | | | | | |
| Final Project List | | | | | | | | | | | | | |
| Operating & Capital Budgets | | | | | | | | | | | | | |
| Staff Department Drafts | | | | | | | | | | | | | |
| Line Department Drafts | | | | | | | | | | | | | |
| Final Budgets | | | | | | | | | | | | | |
| Reporting | | | | | | | | | | | | | |
| Board Presentations | | | | | | | | | | | | | |
| Public Release and Comment Period | | | | | | | | | | | | | |
| Approval of Budget | | | | | | | | | | | | | |
| Release of Budget Book | | | | | | | | | | | | | |

Basis of Budgeting

Revenues and expenses are budgeted in an enterprise fund using the accrual basis of accounting. 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 its debt service obligations. For presentation purposes, budgeted net position is calculated on a basis consistent with generally accepted accounting principles. MBD prepares periodic financial reports designed to inform all levels of executive management, that measure and discuss actual and projected performance against the operating and capital budget. Financial reports are also presented to the Board of Commissioners on a quarterly basis, that concisely describe the operating and capital results and financial position of the agency as a whole, including year-end estimates, highlight exceptions or significant changes impacting the agency's financial condition, and suggest areas where management action may be necessary.

Financial Policies

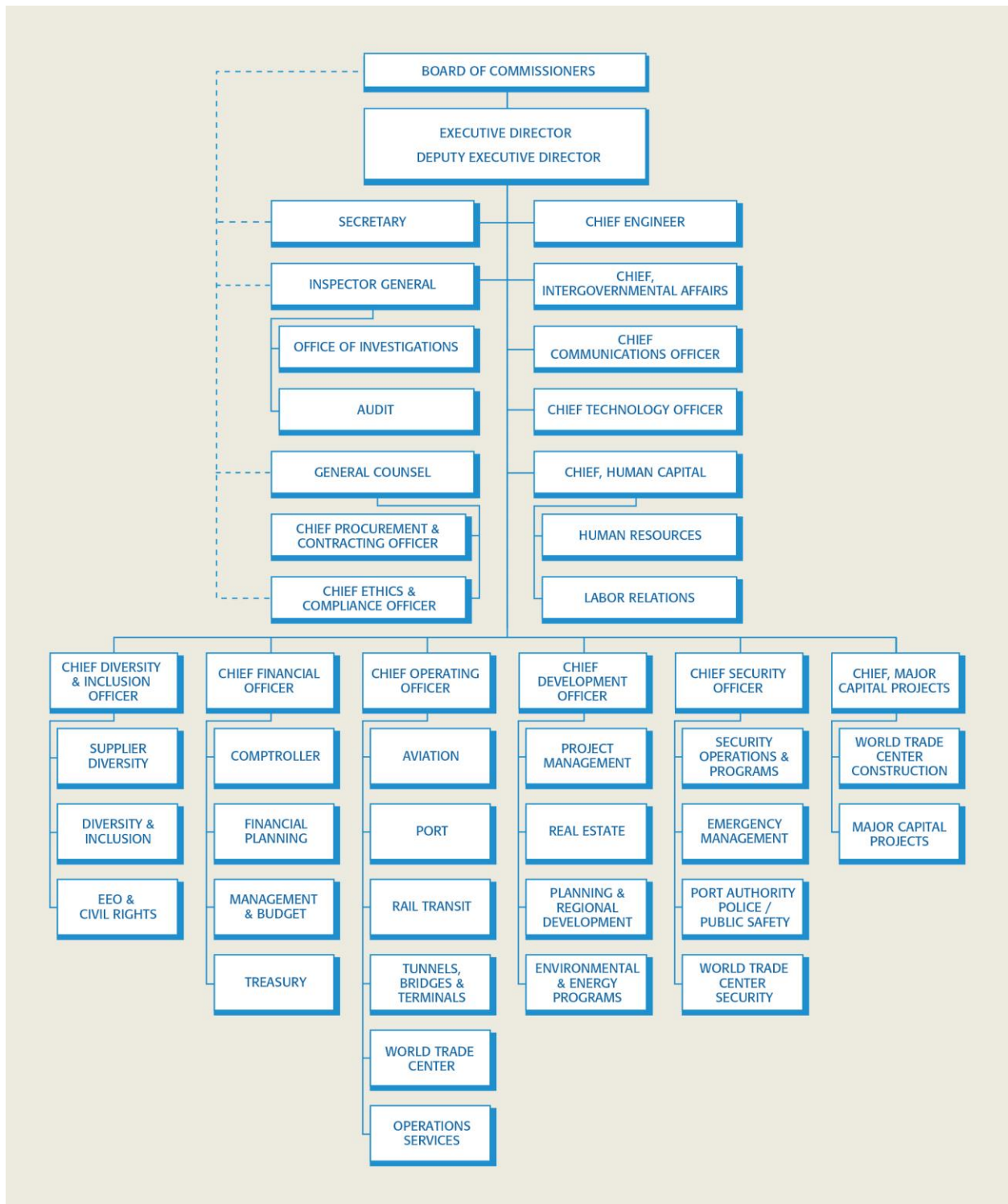
The Port Authority is financially self-sustaining and raises the monies necessary to operate its facilities and provide services to the public at large through tolls, fares, rentals, and other user charges. Funds needed for capital improvements, construction, and acquisition of facilities are raised on the basis of the Port Authority's own credit. The Port Authority cannot pledge the credit of either state 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 the Consolidated Bond Reserve Fund, which were established in accordance with applicable laws, statutes and resolutions. The agency has set specific targets for the balances of the reserve funds at any given time, as well as other debt-related ratios, including the Additional Bonds Test (as set forth in Section 3 of the Consolidated Bond Resolution).

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 to apply surplus revenues from all of its facilities financed by the issue and sale of bonds legal for investment (as defined in the applicable statutes) to maintain the General Reserve Fund in an amount equals 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 and Notes.

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 monies in the reserve funds may be accumulated or applied only to the purposes set forth in legislation and the agreements with the holders of the Port Authority's obligations pertaining thereto.

Appendix 5. Organizational Chart



Appendix 6. Performance Metrics

The 2019 Operating Budget reemphasizes the Port Authority's mission to keep the region moving by focusing on four priorities that guide our efforts: the provision of world-class protection, the promotion of a 21st century customer experience, the guarantee of operational excellence at our facilities, and a commitment to environmental sustainability.

| METRIC | DEFINITION AND OPERATIONAL IMPACTS | 2018 MAJOR OUTCOMES | 2019 PERFORMANCE MEASUREMENT |
|--|--|--|--|
| TB&T | | | |
| TB&T – Traffic Speed | Maintain median travel speeds during weekdays from 6am-10pm at all interstate vehicular crossings. | Through December 2018, the median weekday 6am-10pm eastbound vehicular speed for all interstate vehicular crossings as compared to the facilities' posted speed limit was 78.8%. | The median vehicular speeds at the crossings during weekdays from 6am-10pm in both the eastbound and westbound directions will be maintained at or above 80% of the posted speed limit across the system. |
| TB&T – Average Crash Rate (per Million Vehicles) | Improve safety and travel time reliability by ensuring priority crash locations are monitored and mitigations are implemented to reduce crashes. | Through September: TB&T had a 6.8% reduction in the number of crashes vs. 2017. Each facility individually improved over 2017 with the exception of the GWB. | Reduce overall crash rates by 7% relative to the corresponding performance in the prior year. For the top 10 traffic incident hot spots, reduce the number of incidents by 5%. |
| TB&T – Bus Terminal Customer Experience | Improve Port Authority Bus Terminal (PABT) Overall Terminal Satisfaction as measured by the annual Customer Attitude Tracking Survey (CATS). | 2018 PABT Overall Satisfaction (Good/Very Good ratings): <ul style="list-style-type: none"> • Travel through the PABT: 64% • Cleanliness of Public Areas are rated 44% • Quality and Variety of Retail Shops & Services are 39% • Restrooms Overall*: 78% • Elevator and Escalator Availability#: 90% <p>* - from restroom feedback system # - from vertical transportation availability reports</p> | Improve overall terminal satisfaction ratings in the Spring 2019 survey over the Autumn 2018 survey in line with targeted initiatives and resources: <ul style="list-style-type: none"> • Travel through the PABT: increase by 2% to a minimum of 66% • Cleanliness of Public Areas: increase to a minimum rate of 52% • Quality and Variety of Retail Shops & Services: increase to a minimum of 41% • Restrooms Overall: 80% • Overall availability of Escalators & Elevators: 92% |

Appendix 6. Performance Metrics

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| METRIC | DEFINITION AND OPERATIONAL IMPACTS | 2018 MAJOR OUTCOMES | 2019 PERFORMANCE MEASUREMENT |
|--|---|--|---|
| PATH | | | |
| PATH – Peak-Period Delays (by week) | The number of peak period delays of revenue service trains compared to total scheduled trains per week. | Through November: Weekly average of 66 trains delayed compared to 1,445 trains scheduled (4.6%). | Weekly average of no more than 50 delays assuming 1,500 scheduled train trips (3%). |
| PATH – Service Reliability | Maintain planned mean distance between failure (number of miles, on average, a PATH car travels before breakdown or failure occurs that results in delay) at 100,000 miles in order to reduce operational incidents and delays. | Did not meet the goal | Maintain miles between failure at 100,000. |
| PATH – Customer Satisfaction | Respondents to PATH surveys (both Pulse Quick Tap Surveys and larger-scale system-wide surveys) are “satisfied” or “very satisfied” with “overall PATH service.” | Through November: QuickTap Survey results showed that 72% of customer are “satisfied” or “very satisfied” with PATH service. | Improvement to a minimum of 77% of customers that are satisfied or very satisfied in survey results. |
| Aviation | | | |
| Aviation – Moving Goods & People – Taxi-In and Taxi-Out Time | A measure of the average time an aircraft spends taxiing to the runway (“taxi-out time”) or taxiing to the gate (“taxi-in time”). | Through November: Number of Taxi-In/ Taxi-Out Events greater than 90 Minutes: JFK: 2,315 out of 422,335 events, or 0.5% LGA: 1,437 out of 339,064 events, or 0.4% EWR: 910 out of 424,161 events, or 0.2% | Assume Taxi-In/Taxi-Out time is fewer than 90 minutes at JFK, LGA, and EWR. At least 33% reduction of 2018 excess time events. |
| Aviation – ASQ Passenger Satisfaction/Customer Experience | Improve overall airport passenger satisfaction as measured by the Airport Council International-Airport Service Quality Overall Satisfaction survey. Rating are on a scale of 1 to 5 | 2018 ASQ score by Airport: JFK: 3.87 EWR: 3.70 LGA: 3.48 | 2019: JFK/LGA/EWR: 4.0; 2020: JFK/LGA/EWR: 4.2; 2021: JFK/LGA/EWR: 4.4; 2022: JFK/LGA/WER: 4.5; 2023: JFK/LGA/WER: 4.6 |
| Aviation – Safety & Security – Runway Incursions (Vehicle/Pedestrian Deviations (VPD)) | Any occurrence at an aerodrome involving the incorrect presence of an aircraft, vehicle or person on the protected area of a surface designated for the landing and take-off of aircraft. | Through November: VPDs by Airport: JFK: 1 LGA: 0 EWR: 1 TEB: 4 SWF: 0 | Zero VPDs at all Port Authority airports. |

Appendix 6. Performance Metrics

The 2019 Operating Budget reemphasizes the Port Authority's mission to keep the region moving by focusing on four priorities that guide our efforts: the provision of world-class protection, the promotion of a 21st century customer experience, the guarantee of operational excellence at our facilities, and a commitment to environmental sustainability.

| METRIC | DEFINITION AND OPERATIONAL IMPACTS | 2018 MAJOR OUTCOMES | 2019 PERFORMANCE MEASUREMENT |
|--------------------------------|---|---|--|
| Port | | | |
| Port – Expanding Cargo by Rail | Increased Intermodal Utilization: Grow volume of cargo moved by rail. | Through December: Containerized cargo moved by rail increased to 645,360 rail lifts. | Exceed 725,000 rail lifts, which is 12% increase vs. 2018. |
| Port – Grow Cargo Volume | Retain and grow key maritime services – container volumes (twenty-foot equivalent units (TEU)) and US container market share. | Through November: Container volume exceeded the goal of a 3% increase. US container market share greater than 16%. | Container volumes 3% greater than 2018 actuals. US container market share greater than 16.5%. |
| Port – Increase Efficiency | Increase % of port wide truck moves conducted with an appointment, thereby increasing efficiency and productivity. | Through November: Approximately 8% of all truck moves had an appointment. | Increase % of truck moves with an appointment to 25%. |
| Agency Sustainability | | | |
| Sustainability | Reduce direct Green House Gas (GHG) emissions 35% by 2025. | In 2018, we reduced direct GHG emissions by 7,600 metric tons (mtCO ₂ e) resulting in a 16% cumulative GHG reduction, and demonstrating progress towards the broader goal of 35% reduction in direct Port Authority emissions by 2025. | Cumulative GHG reduction target: 2019: -19.5% 2020: -22.2% 2021: -26% 2022: -28.8% 2023: -31.6% 2024: -34.4% 2025: -37.2% |

Appendix 7. Glossary

Additional Bonds Test – A debt service coverage ratio test required under the Port Authority’s Consolidated Bond Resolution. This test sets forth that prior to the issuance of Consolidated Bonds, it must be determined that net revenues will be sufficient to cover the debt service (as defined in the test) in the year that the debt service is at its maximum by at least 1.3 times.

Agency Provision – The agency provisions in the Capital Plan are provided to address future needs of the Agency, which may or may not be specifically known at this point in time.

Allocated Expenses – Expenses allocated to various business programs, operating facilities, and capital projects 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 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 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 Plan – Reflects the current assessment of the potential need for capital expenditures over a specific period of time for the modernization, renovation, rehabilitation, expansion, or acquisition of existing and additional facilities in order to continue to maintain appropriate levels of service. The most recent version of the plan is the 2017-2026 Capital Plan approved by the Board of Commissioners in February 2017.

Commercial Paper Obligations (CP) – Certain short-term special obligations of the Port Authority 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 certain Port Authority obligations. Payment of the principal and interest on CP is subject in all respects to the payment of debt service on Consolidated Bonds as required by the applicable provisions of the Consolidated Bond Resolution and to the payment into the General Reserve Fund of the amount necessary to maintain the General Reserve Fund at the amount specified in the General Reserve Fund statutes.

CP, and the interest thereon, are not secured by or payable from the General Reserve Fund.

Consolidated Bonds (including Consolidated Notes) – Long-term direct and general obligations of the Port Authority issued pursuant to the Port Authority’s Consolidated Bond Resolution for which the full faith and credit of the Port Authority is pledged for the payment of principal thereof and interest thereon. Consolidated Bonds are secured by a pledge of the net revenues of all existing facilities of the Port Authority and any additional facility which may hereafter be financed in whole or in part by Consolidated Bonds, a pledge of the General Reserve Fund of the Port Authority equally with other obligations of the Port Authority secured by the General Reserve Fund, and a pledge of the agency’s Consolidated Bond Reserve Fund.

Consolidated Bond Reserve Fund – A special reserve 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 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. Consolidated Bonds 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.

Consolidated Bond Resolution – The Port Authority resolution, adopted in 1952, that authorized and established the issuance of Consolidated Bonds for the purpose of refunding outstanding Port Authority bonds and to serve as a unified medium for financing purposes for which the Port Authority is or shall be authorized to issue bonds secured by a pledge of the General Reserve Fund.

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.

Deferred Expenses – Includes the purchase of ancillary equipment utilized at Port Authority facilities and corporate information technology components. These deferred expenses are amortized over the expected period of beneficial use.

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.

EBIDA – Earnings before Interest, Depreciation, and Amortization.

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

Fund for Regional Development Buy-Out Obligation – 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. Payments related to this buy-out obligation are special obligations of the Port Authority payable in the same manner and from the same sources as operating expenses.

General Reserve Fund – A special Port Authority reserve fund established by the States of New York and New Jersey pursuant to statutes adopted in 1931 (which have been amended and supplemented), and a 1931 resolution by the Board of Commissioners of the Port Authority, which was amended in 1952 to conform to the Port Authority's Consolidated Bond Resolution, that is pledged to support all outstanding Port Authority Consolidated Bonds. The General Reserve Fund is funded through surplus operating revenues from all existing Port Authority facilities and is statutorily required to be maintained at an amount equal to 10 percent of the par value of all outstanding Port Authority bonds legal for investment (as defined in the statutes).

Gross Operating Revenues – Revenues derived from the operation of Port Authority facilities, including 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 – The amount remaining after deducting certain operating expenses of the Port Authority from the gross operating revenues thereof, as more specifically defined in the Consolidated Bond Resolution.

Operating Asset Obligations – Principal and interest expense associated with the funding of operating assets such as the Fund for Regional Development Buy-Out Obligation and Port Authority Equipment Notes. Debt

service in connection with operating asset obligations is paid from the same revenues and in the same manner as operating expenses of the Port Authority.

Operating Expenses – Expenses incurred in connection with the operation, maintenance, security, repair and administration of Port Authority facilities, including direct prorated, and allocated expenses.

Passenger Facility Charges (PFC) – Pursuant to the Federal Aviation Safety and Capacity Expansion Act of 1990, as amended, the Port Authority has been authorized to impose a PFC on passengers utilizing its airports. Pursuant to federal law, the collection and expenditure of PFCs requires prior approval of the Federal Aviation Administration (FAA) and is restricted to PFC eligible project.

Port District – A geographical area of about 1,500 square miles in the States of New York and New Jersey, centering about New York Harbor. The Port District includes the Cities of New York and Yonkers in New York State, and the Cities of Newark, Jersey City, Bayonne, Hoboken and Elizabeth in the State of New Jersey, and over 200 other municipalities, including all or part of seventeen counties, in the two States.

Port Authority Equipment Notes (PAEN) – Certain special obligations of the Port Authority, of which none are currently outstanding, authorized to be issued for purposes in connection with the purchase of equipment, to refund obligations issued by the Port Authority in connection with the purchase of equipment, and/or for incidental purposes, including certain costs of, and relating to, such PAENs. The payment of the principal of and interest on PAENs would be a special obligation of the Port Authority payable from the proceeds of obligations of the Port Authority issued for such purposes or from the same revenues and in the same manner as operating expenses of the Port Authority.

Source of Funds – Gross operating revenues generated by Port Authority facilities, in addition to 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.

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) – Certain special obligations of the Port Authority authorized to be issued for purposes of payment for capital expenditures in connection with the facilities of the Port Authority or to refund prior Port Authority obligations and for certain incidental purposes. 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 thereof. Payment of the principal of and interest on VRMN is payable from the proceeds of obligations issued for such purposes, including from Consolidated Bonds or from net revenues as defined for purposes of VRMN deposited to the Consolidated Bond Reserve Fund. Payment of the principal of and interest on VRMN is subject in all respects to the payment of debt service on Consolidated Bonds as required by the applicable provisions of the Consolidated Bond Resolution and to the payment into the General Reserve Fund of the amount necessary to maintain the General Reserve Fund at the amount specified in the General Reserve Fund statutes. VRMN, and the interest thereon, are not secured by or payable from the General Reserve Fund.

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