

# PORT AUTHORITY NY NJ

AIR LAND RAIL SEA

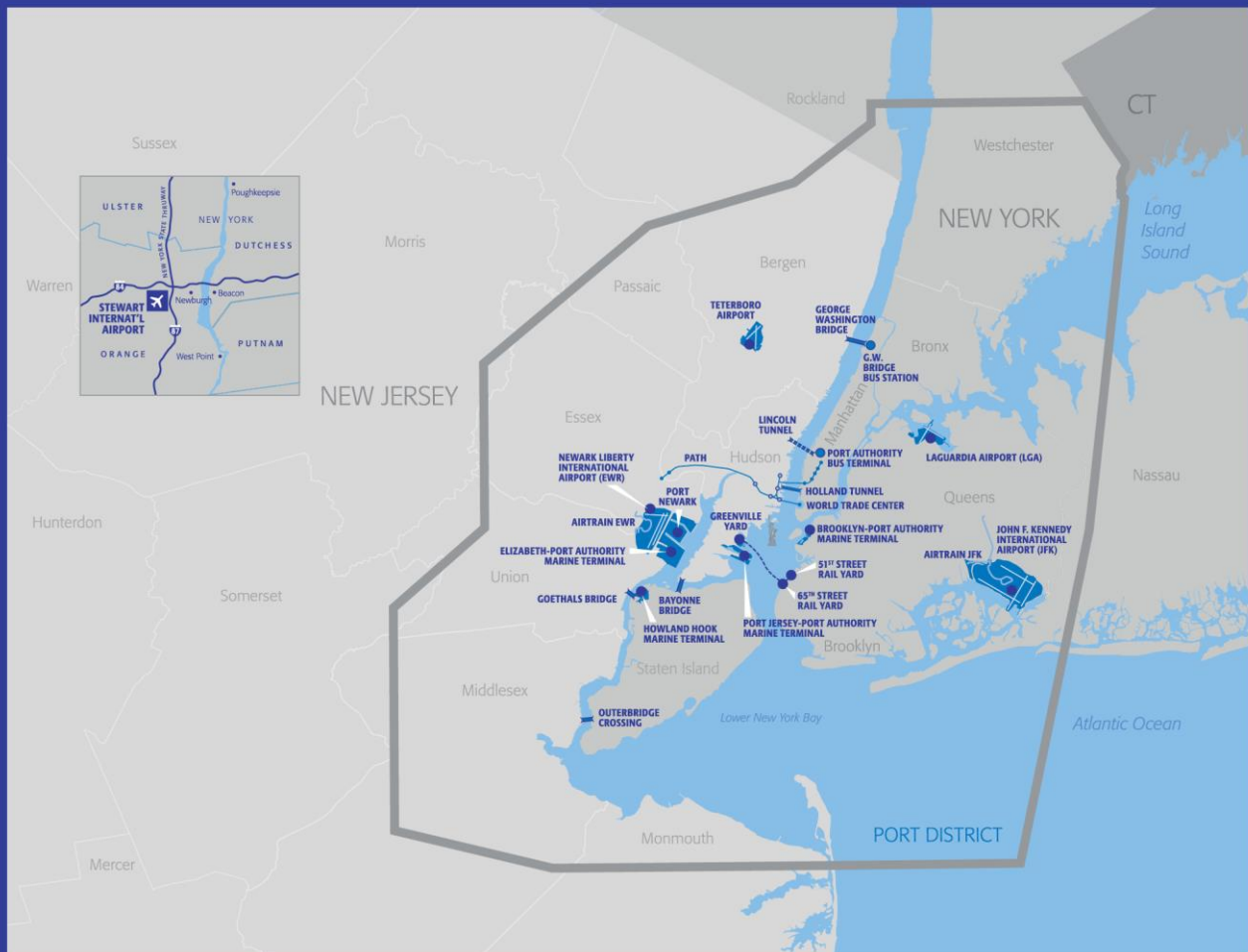


**2020** Proposed Budget  
NOVEMBER 2019

## 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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## INTRODUCTION

In continuance of The Port Authority of New York and New Jersey's commitment to the highest standards of accountability and transparency, the proposed 2020 Budget is presented for public comment. After the 30-day public comment period, the Port Authority's Board of Commissioners will consider approval of the proposed 2020 Budget on December 12, 2019.

The Public is requested to submit written comments on the proposed 2020 Budget by December 11, 2019 by visiting <http://www.panynj.gov/PublicComments/>. We request that comments be submitted as early in the comment period as possible. Comments will also be accepted at the Board of Commissioners meeting on December 12, 2019.

The proposed 2020 Budget is accessible in PDF, and financial schedules are available in Excel on the Port Authority's website: <https://corpinfo.panynj.gov/pages/budget/>.

# Budget Summary

On reverse: Terminal One construction continues  
at Newark Liberty International Airport.



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# PROPOSED 2020 BUDGET OVERVIEW

The Port Authority’s mission is simple yet economically vital to the New York and New Jersey region: 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 commuter rail transit system, six bistate tunnel and bridge crossings; the Port Authority Bus Terminal (PABT) and the George Washington Bridge Bus Station in Manhattan; and, the World Trade Center (WTC). 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 six strategic priorities, the Port Authority’s proposed 2020 Budget is consistent with this mission:

- **Safety and Security** – Providing world-class protection at our facilities
- **Capital Plan** – Revitalizing our infrastructure
- **Customer Experience** – Advancing the Agency in providing a 21<sup>st</sup> century customer experience based on global best practices
- **Operational Excellence** – Striving to deliver first-class operations; maintaining financial self-sufficiency
- **Sustainability** – Reducing our environmental impact
- **Employer of Choice** – Retaining, growing and attracting top talent

The proposed 2020 Budget’s sources include: \$5.8 billion in gross operating revenues from charges for use of its facilities; \$1.7 billion from the issuance of consolidated bonds and notes; \$0.4 billion from other sources, including capital reserves and funds on hand; \$0.4 billion from grants, capital contributions, and other miscellaneous revenue sources; and, \$0.3 billion from the application of Passenger Facility Charges (PFC). The Port Authority is self-sufficient and raises the funds necessary for the improvement and construction or acquisition of its facilities primarily upon the strength of its own credit. It has no power to levy taxes or assessments. Its bonds, notes, and other obligations are neither obligations of the States of New York or New Jersey (the “States”) nor are they guaranteed by the States or by either of them.

The proposed 2020 Budget’s uses include: \$3.4 billion for operating expenses; \$3.6 billion for capital investments on projects included in the \$37.0 billion 2017-2027 Capital Plan; \$1.4 billion for debt service charged to operations; and, \$0.2 billion for deferred operating expenses and other programs.

| 2020 Budget Sources   |
|---|
| <ul style="list-style-type: none"> <li>• \$5.8 billion in Gross Operating Revenues</li> <li>• \$1.7 billion in Consolidated Bond Issuances</li> <li>• \$0.4 billion in Other Sources*</li> <li>• \$0.4 billion in Grants, Contributions and Miscellaneous Revenues</li> <li>• \$0.3 billion in Application of Passenger Facility Charges</li> </ul> |

| 2020 Budget Uses  |
|---|
| <ul style="list-style-type: none"> <li>• \$3.4 billion for Operating Expenses</li> <li>• \$3.6 billion for Capital Expenditures</li> <li>• \$1.4 billion for Debt Service to Operations</li> <li>• \$0.2 billion to support Deferred Expenses and Other Programs</li> </ul> |

\* 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.

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The proposed 2020 core Operating Expense Budget of \$3.4 billion is in line with inflation at 1.9% higher than the 2019 Operating Expense Budget. An additional \$62 million of incremental priority spending is included to support initiatives that: 1) achieve first-class operations; 2) support Capital Plan construction projects; and, 3) preserve and generate revenues. After consideration of the incremental priority spending, the proposed 2020 Operating Expense Budget is \$3.4 billion, or 3.8% higher than the 2019 Operating Expense Budget. We expect future years' operating expense growth to be in line with inflation after excluding short-term spending associated with the priority spending discussed above.

We project that the growth in our Operating Expense Budget will be more than offset by the increase in the projected 2020 Gross Operating Revenue Budget of \$5.8 billion, which reflects an increase of \$403 million, or 7.5%, stemming from the tolls, fare and other fee increases adopted by the Board of Commissioners in September, 2019, as well as organic growth in rentals and other revenues, primarily at Aviation, WTC and Port facilities.

The proposed 2020 Budget was developed in consideration of the Agency's six strategic priorities:

- **Safety and Security** – \$787 million is included to provide world-class protection at our facilities, upgrade our cyber security posture and enhance emergency operations. Along with existing initiatives, the proposed 2020 Operating Expense Budget provides an incremental \$7.9 million to augment homeless outreach efforts at PATH, PABT, and the airports; increase anti-hustler enforcement efforts at the airports; augment coverage at the airport Unified Operations Centers; and, increase police presence at our airports and other facilities to manage traffic flow and mitigate other disruptions resulting from capital project construction.
- **Capital Plan** – \$3.6 billion is provided to advance capital projects included in the Port Authority's \$37 billion 2017-2026 Capital Plan. Highlights of the 2020 Capital Budget are provided in Chapter 5.
- **Customer Experience** – \$68 million is included for upgrades to improve customer experience and to support increasing activity at our facilities. In particular, the proposed 2020 Operating Expense Budget reflects an increase of \$10.4 million in customer initiatives at airport terminals and as part of the PATH Improvement Plan, and at PABT.
- **Operational Excellence** – \$76 million is included for targeted initiatives in several areas to achieve important operational improvements. An incremental \$20 million as compared to the 2019 Operating Expense Budget provides: AirTrain Newark operational support; AirTrain JFK support of major repairs and maintenance; the PATH Improvement Plan to advance reliability; and, resources to advance various Port Master Plan recommendations. Along with existing initiatives, the proposed 2020 Operating Expense Budget includes a \$15 million increase for non-police resources to help mitigate challenges associated with operating our facilities during capital construction and redevelopment projects, including traffic mitigation.
- **Sustainability and Resiliency** – Over \$330 million is provided to support efforts that reduce our environmental impact and enhance the resiliency of our facilities. Continued capital spending of \$320 million is included in the \$3.6 billion Capital Budget, including \$310 million for Superstorm Sandy projects for the rehabilitation of PATH substations and tunnels, Aviation airfield lighting rehabilitation, and the Holland Tunnel's latent salt damage mitigation program.

To achieve our greenhouse gas emissions reduction goals, an incremental \$10 million in capital spending is provided for electric vehicle charging infrastructure projects across the facilities. Another \$11 million in Operating Expense funds are provided to convert our light duty and airport shuttle bus fleet to all-electric; implement an electric cargo handling equipment demonstration project at Port Elizabeth; further our efforts with Port's Truck Replacement Program; and, support the Ocean-Going Clean Vessel Incentive program.

To reduce Port Authority energy consumption, four large energy efficiency projects are underway across all facilities, with nine additional projects under development. Approximately 15 megawatts of on-site solar projects are in design at JFK and LGA airports and PATH. The JFK project will include 10 megawatts of energy storage and 5 megawatts of solar system output that will be for community benefit.



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- **Employer of Choice** – \$16 million is provided to retain, grow and attract top talent to operate maintain and manage the Port Authority’s facilities and assets through employee training, development and recognition programs.

The proposed 2020 Operating Expense Budget was also developed with consideration of the Agency’s standards. These consist of:

- **Integrity** – \$19 million is included to staff the offices of the Inspector General and Chief Compliance Officer in support of the Port Authority’s commitment to integrity. An incremental \$1 million as compared to the 2019 Operating Expense Budget is included to support vendor integrity checks and civilian complaint reviews.
- **Diversity and Inclusion** – \$13 million is included to support the Office of Diversity & Inclusion and Human Resources Department to further a more inclusive workplace and create higher diversity in our hiring outreach and contracting practices.
- **Global Best Practices** – \$1.6 billion continued spending on capital projects including \$1.5 billion on airport terminal redevelopment programs at LaGuardia, Newark and JFK Airports that will support the rebuilding of our legacy airports, invest in new infrastructure, and enable us to provide 21st century facilities that offer the world-class customer experience for our passengers; \$120 million to support the planning for AirTrain projects at LaGuardia and Newark Airports which will improve the predictability of travel time for travelers and airport employees at LaGuardia Airport, and replace the existing system at Newark Airport (EWR) which has exceeded its useful life to provide greater reliability at EWR.

Also included is \$10.4 million in operating expenses associated with Aviation’s Customer Experience Program with a priority to deliver a 21st century customer experience. Another \$4.8 million is included to develop and pilot connected and autonomous vehicle technology to increase future capacity of the Lincoln Tunnel Exclusive Bus Lane.

- **21<sup>st</sup> Century Technology** – \$86 million is included to support existing and new technology infrastructure which includes \$10.8 million to foster the introduction of new technologies across the Port Authority, while continuing to enhance the Digital Experience of our customers, strengthen Payment Card Industry compliance and migrate the Agency’s data to a cloud-based system.
- **Collaboration** – To further our efforts with external partners and host communities, \$5 million is included to fund the Office of Government and Community Affairs and critically important outreach efforts (including community offices), focused on communities and neighborhoods immediately adjacent to facilities with major capital construction projects.

Highlights of the proposed 2020 Capital Budget include:

- \$1.5 billion to advance the redevelopment of the region’s three major airports. At LaGuardia Airport (LGA), construction continues on the \$8 billion redevelopment effort of the entirely new, redeveloped facility as well as planning and design for the \$2 billion AirTrain LGA. At Newark Liberty International Airport (EWR), construction is advancing on the new Terminal One, which is part of the \$3.2 billion redevelopment of the airport, as well as on the separate \$2 billion project to replace the AirTrain at EWR. At John F. Kennedy International Airport (JFK), planning and early work to support the \$13 billion redevelopment of the airport is underway, encompassing new and interconnected terminals, a new centrally located ground transportation center, relocated state-of-the-art cargo facilities, and a new roadway configuration.
- \$471 million for upgrades to Trans-Hudson tunnel and bridge crossings, including: implementing all-electronic cashless tolling on the three Hudson River crossings; advancing the George Washington Bridge (GWB) suspender rope replacement project, as well as several other key components of the \$2 billion GWB “Restoring the George” Program; and, continuing construction of the Lincoln Tunnel Access Program projects.

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- \$246 million to complete the build-out of the WTC site, including improvement at One World Trade Center; continued construction on the Bathtub Vehicular Access project; and, completing infrastructure under the Performing Arts Center and the World Trade Center Transportation Hub.
  - \$43 million for PATH's Signal System Replacement Program, the PATH Improvement Plan, and the continuation of PATH station and equipment modernization programs, including Superstorm Sandy recovery work. Planning and design for the extension of the PATH system to EWR continues.
  - \$32 million to support construction and design activities at our Port facilities, including: completion of the Global Intermodal Container Transfer Facility at Port Jersey; an environmental review of the Cross-Harbor Freight Movement Program; analysis and planning for the critical wharf reconstruction work at multiple facilities; and, continued construction work on the rehabilitation of Berth 3 and Berth 25 bulkheads at Port Newark.
  - \$28 million to further planning and design activities for a new PABT, in addition to environmental, preliminary engineering and program management activities.

Overall, the Port Authority's 2020 Budget provides the financial resources necessary to advance the Agency's core mission of moving people and goods within the region and providing access to the nation and the world.

# REVENUES AND RESERVES

Pursuant to Port Authority Bond Resolutions

|   | Year ended December 31 <sup>st</sup> |                    |                    |                    |
|---|--------------------------------------|--------------------|--------------------|--------------------|
| (in thousands)  | 2018 ACTUAL                          | 2019 BUDGET        | 2019 ESTIMATE      | 2020 BUDGET        |
| <b>Gross Operating Revenues:</b>                      | \$5,334,748                          | \$5,383,595        | \$5,473,600        | <b>\$5,788,250</b> |
| Expenses:   |                                      |                    |                    |                    |
| Operating & Maintenance Expenses                      | 3,016,603                            | 3,035,159          | 3,154,648          | <b>3,165,934</b>   |
| Allocated Expenses                                    | 225,712                              | 241,445            | 235,917            | <b>240,583</b>     |
| Total Operating Expenses                              | 3,242,315                            | 3,276,604          | 3,390,565          | <b>3,406,517</b>   |
| Operating Asset Obligations                           | 12,921                               | 9,529              | 9,529              | <b>5,851</b>       |
| Total Expenses  | 3,255,236                            | 3,286,133          | 3,400,094          | <b>3,412,368</b>   |
| Net Operating Revenues                                | 2,079,512                            | 2,097,462          | 2,073,506          | <b>2,375,882</b>   |
| <b>Financial Income:</b>                              |                                      |                    |                    |                    |
| Interest Income                                       | 77,287                               | 69,553             | 62,709             | <b>42,121</b>      |
| Net Increase/(Decrease) in Fair Value of Investments  | 8,963                                | –                  | –                  | <b>–</b>           |
| Contributions in Aid of Construction                  | 198,173                              | 407,280            | 202,704            | <b>274,194</b>     |
| Application of Passenger Facility Charges             | 433,326                              | 288,690            | 287,637            | <b>294,374</b>     |
| Application of 4 WTC Associated Payments              | 65,293                               | 65,293             | 65,293             | <b>65,293</b>      |
| Grants, in Connection with Operating Activities       | 24,006                               | 58,082             | 52,164             | <b>26,869</b>      |
| Pass-Through Grant Program Payments                   | (1,438)                              | –                  | (718)              | <b>(363)</b>       |
| Net Revenues Available for Debt Service and Reserves  | 2,885,122                            | 2,986,360          | 2,743,295          | <b>3,078,370</b>   |
| <b>Debt Service:</b>                                  |                                      |                    |                    |                    |
| Interest on Bonds and Other Asset Obligations         | 943,328                              | 912,560            | 911,554            | <b>957,644</b>     |
| Debt Maturities and Retirements                       | 319,090                              | 334,500            | 334,500            | <b>387,820</b>     |
| Debt Retirement Acceleration                          | 8,300                                |                    |                    |                    |
| Repayment of Asset Financing Obligations              | 188                                  | 1,413              | 1,413              | <b>1,488</b>       |
| Goethals Bridge Replacement DFA                       | 28,238                               | 56,900             | 56,900             | <b>57,753</b>      |
| Total Debt Service                                    | 1,299,144                            | 1,305,373          | 1,304,367          | <b>1,404,705</b>   |
| Revenues after Debt Service and Transfers to Reserves | 1,585,978                            | 1,680,987          | 1,438,928          | <b>1,673,665</b>   |
| Direct Investment in Facilities                       | (1,771,900)                          | (2,699,806)        | (1,510,500)        | <b>(1,644,300)</b> |
| Non-Cash Pension and OPEB adjustment*                 | –                                    | (29,046)           | –                  | <b>(39,121)</b>    |
| (Decrease) / Increase in Reserves                     | (185,922)                            | (1,047,865)        | (71,572)           | <b>(9,756)</b>     |
| Reserves Balances, January 1**                        | 4,161,922                            | 4,414,305          | 3,976,000          | <b>3,904,428</b>   |
| <b>Reserves Balances, December 31</b>                 | <b>\$3,976,000</b>                   | <b>\$3,366,440</b> | <b>\$3,904,428</b> | <b>\$3,894,672</b> |

\* 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.

\*\* 2019 Budget beginning reserves based on estimates prior to year-end 2018.

# ASSETS AND LIABILITIES

Pursuant to Port Authority Bond Resolutions

December 31<sup>st</sup>

| (in thousands)                                     | 2018 ACTUAL         | 2019 BUDGET         | 2019 ESTIMATE       | 2020 BUDGET         |
|--|---------------------|---------------------|---------------------|---------------------|
| <b>ASSETS</b>                                      |                     |                     |                     |                     |
| Invested in facilities                             | \$59,548,616        | \$63,049,275        | \$63,001,061        | <b>\$65,161,243</b> |
| Cash and Investments                               | 4,308,815           | 5,126,977           | 4,111,857           | <b>4,480,037</b>    |
| Other Assets                                       | 5,495,646           | 5,734,579           | 5,625,176           | <b>5,488,203</b>    |
| <b>Total Assets &amp; Deferred Outflows</b>        | <b>69,353,077</b>   | <b>73,910,831</b>   | <b>72,738,094</b>   | <b>75,129,483</b>   |
| <b>LIABILITIES</b>                                 |                     |                     |                     |                     |
| Consolidated Bonds and Other Financing Obligations | 22,665,135          | 23,485,958          | 23,905,553          | <b>25,206,481</b>   |
| Other Obligations                                  | 2,471,355           | 2,375,935           | 2,375,935           | <b>2,304,445</b>    |
| Accounts Payable and Other Liabilities             | 4,912,226           | 4,145,817           | 4,667,101           | <b>4,642,639</b>    |
| <b>Total Liabilities &amp; Deferred Inflows</b>    | <b>30,048,716</b>   | <b>30,007,710</b>   | <b>30,948,589</b>   | <b>32,153,565</b>   |
| <b>NET POSITION</b>                                | <b>39,304,361</b>   | <b>43,903,121</b>   | <b>41,789,505</b>   | <b>42,975,918</b>   |
| Net position is comprised of:                      |                     |                     |                     |                     |
| Facility Infrastructure Investment                 | 37,064,123          | 40,536,681          | 37,885,077          | <b>39,081,246</b>   |
| Change in accounting principle                     | (1,735,762)         | –                   | –                   | –                   |
| Reserves:  |                     |                     |                     |                     |
| General Reserve Fund                               | 2,297,475           | 2,346,489           | 2,378,448           | <b>2,471,284</b>    |
| Consolidated Bond Reserve Fund                     | 1,678,525           | 1,019,951           | 1,525,980           | <b>1,423,388</b>    |
| Total Reserves:                                    | 3,976,000           | 3,366,440           | 3,904,428           | <b>3,894,672</b>    |
| <b>NET POSITION</b>                                | <b>\$39,304,361</b> | <b>\$43,903,121</b> | <b>\$41,789,505</b> | <b>\$42,975,918</b> |

## 2020 TOTAL EXPENDITURE BUDGET

|   | OPERATING          | CAPITAL            | DEBT SERVICE,<br>DEFERRALS &<br>OTHER | TOTAL                  |
|---|--------------------|--------------------|---------------------------------------|------------------------|
| (in thousands)  |                    |                    |                                       |                        |
| Chief Communications Officer                                  | \$1,162            | \$ —               | \$ —                                  | \$1,162                |
| Media Relations   | 2,679              | —                  | —                                     | 2,679                  |
| Marketing   | 10,716             | —                  | —                                     | 10,716                 |
| Chief Development Officer                                     | 664                | —                  | —                                     | 664                    |
| Environmental & Energy Programs                               | 4,985              | —                  | —                                     | 4,985                  |
| Ferry Transportation  | 637                | —                  | —                                     | 637                    |
| Planning & Regional Development                               | 5,141              | —                  | —                                     | 5,141                  |
| Project Management  | 222                | 8,336              | —                                     | 8,558                  |
| Real Estate   | 14,128             | 528                | —                                     | 14,656                 |
| Chief Diversity & Inclusion Officer                           | 9,228              | —                  | —                                     | 9,228                  |
| Chief, Human Capital / Human Resources                        | 27,858             | —                  | —                                     | 27,858                 |
| Labor Relations   | 2,621              | —                  | —                                     | 2,621                  |
| Chief, Intergovernmental Affairs                              | 5,413              | —                  | —                                     | 5,413                  |
| Chief, Major Capital Projects / WTC Construction              | 7,751              | 338,263            | —                                     | 346,014                |
| Chief Procurement & Contracting Officer                       | 14,890             | 1,617              | —                                     | 16,507                 |
| Chief Technology Officer                                      | 96,718             | —                  | 30,848                                | 127,566                |
| Chief Engineer  | 96,396             | 215,225            | 15,020                                | 326,641                |
| Capital Construction Contracts                                | —                  | 1,079,103          | —                                     | 1,079,103              |
| Chief Financial Officer                                       | 3,508              | —                  | —                                     | 3,508                  |
| Comptroller   | 14,633             | —                  | —                                     | 14,633                 |
| Financial Planning  | 2,777              | 1,200              | —                                     | 3,977                  |
| Management & Budget   | 6,752              | —                  | —                                     | 6,752                  |
| Treasury  | 13,026             | —                  | —                                     | 13,026                 |
| Storm Mitigation & Resilience                                 | 3,714              | —                  | —                                     | 3,714                  |
| Aviation  | 869,047            | 1,033,750          | —                                     | 1,902,797              |
| Port  | 84,214             | 27,802             | —                                     | 112,016                |
| PATH  | 271,693            | 148,437            | —                                     | 420,130                |
| Tunnels, Bridges & Terminals                                  | 282,904            | 368,277            | 5,639                                 | 656,820                |
| World Trade Center  | 170,002            | 26,222             | —                                     | 196,224                |
| Operations Services   | 66,875             | 13,593             | 104,213                               | 184,681 <sup>(1)</sup> |
| Executive Director  | 1,870              | —                  | —                                     | 1,870                  |
| General Counsel / Law   | 27,335             | 9,000              | —                                     | 36,335                 |
| Chief Ethics & Compliance Officer                             | 2,201              | —                  | —                                     | 2,201                  |
| Inspector General / Office of Investigations                  | 16,576             | 12,209             | —                                     | 28,785                 |
| Audit   | 9,615              | 4,742              | —                                     | 14,357                 |
| Office of Continuous Improvement                              | 1,576              | —                  | —                                     | 1,576                  |
| Secretary   | 6,805              | —                  | —                                     | 6,805                  |
| Chief Security Officer  | 3,704              | 2,967              | —                                     | 6,671                  |
| Emergency Management  | 14,370             | —                  | —                                     | 14,370                 |
| Port Authority Police / Public Safety                         | 533,732            | —                  | 15,260                                | 548,992                |
| Security Business Resource Management                         | 11,264             | —                  | —                                     | 11,264                 |
| Security Operations & Programs                                | 107,177            | 32,956             | 5,403                                 | 145,536                |
| World Trade Center Security                                   | 32,659             | 781                | —                                     | 33,440                 |
| Corporate Expenditures:                                       |                    |                    |                                       |                        |
| Amounts in Connection with Operating Asset Obligations        | 5,851              | —                  | —                                     | 5,851                  |
| Debt Service   Allocated to Operations & Capitalized Interest | —                  | 206,469            | 1,404,705                             | 1,611,174              |
| Insurance Premiums & Self-Insured Program Costs               | 138,274            | 58,020             | —                                     | 196,294                |
| Municipal Rents and Payments in Lieu of Taxes (PILOT)         | 362,047            | —                  | —                                     | 362,047                |
| Port Authority Insurance Captive Entity, LLC (PAICE)          | 590                | —                  | —                                     | 590                    |
| Corporate Allocations   | (22,362)           | —                  | 2,194                                 | (20,168)               |
| Regional Programs   | —                  | 25,743             | —                                     | 25,743                 |
| Special Project Bonds   | 68,730             | —                  | —                                     | 68,730                 |
| <b>Total Port Authority Budget</b>                            | <b>\$3,412,368</b> | <b>\$3,615,240</b> | <b>\$1,583,282</b>                    | <b>\$8,610,890</b>     |

(1) Net after interdepartmental chargebacks to other departments.

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# Budget Details

On reverse: The Port of New York and New Jersey continues to welcome larger container vessels at each of its six marine terminals.



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## SOURCES AND USES OF FUNDS

Sources of funds for the proposed 2020 Budget are anticipated to be \$8.6 billion, which is \$94 million, or 1%, higher than the 2019 Budget, primarily driven by increases in gross operating revenues and issuance of bonds.

### Sources of Funds

| (in thousands)                               | 2019<br>BUDGET     | 2019<br>ESTIMATE   | 2020<br>BUDGET     | 2020 VS 2019<br>BUDGET | % CHANGE    |
|--|--------------------|--------------------|--------------------|------------------------|-------------|
| Gross Operating Revenues                     | \$5,383,595        | \$5,473,600        | <b>\$5,788,250</b> | \$404,655              | 7.5%        |
| Consolidated Bond Issuances                  | 1,050,000          | 1,800,000          | <b>1,750,000</b>   | 700,000                | 66.7%       |
| Other Sources*                               | 1,264,377          | 396,974            | <b>412,272</b>     | (852,105)              | (67.4%)     |
| Grant, Contributions and Misc. Revenues**    | 530,672            | 319,443            | <b>365,994</b>     | (164,678)              | (31.0%)     |
| Application of Passenger Facility Charges*** | 288,690            | 287,637            | <b>294,374</b>     | 5,684                  | 2.0%        |
| <b>TOTAL</b>                                 | <b>\$8,517,334</b> | <b>\$8,277,654</b> | <b>\$8,610,890</b> | <b>\$93,556</b>        | <b>1.1%</b> |

\* 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.

Uses of funds for the proposed 2020 Budget are anticipated to be \$8.6 billion, which is \$94 million, or 1%, higher than the 2019 Budget, primarily driven by increases in operating expenses and debt service to operations.

### Uses of Funds

| (in thousands)            | 2019<br>BUDGET     | 2019<br>ESTIMATE   | 2020<br>BUDGET     | 2020 VS 2019<br>BUDGET | % CHANGE    |
|---------------------------|--------------------|--------------------|--------------------|------------------------|-------------|
| Operating Expenses        | \$3,286,133        | \$3,400,094        | <b>\$3,412,368</b> | \$126,235              | 3.8%        |
| Debt Service – Operations | 1,305,373          | 1,304,367          | <b>1,404,705</b>   | 99,332                 | 7.6%        |
| Deferred Expenses*        | 176,027            | 139,726            | <b>178,577</b>     | 2,550                  | 1.4%        |
| Capital Expenditures      | 3,749,801          | 3,433,467          | <b>3,615,240</b>   | (134,561)              | (3.6%)      |
| <b>TOTAL</b>              | <b>\$8,517,334</b> | <b>\$8,277,654</b> | <b>\$8,610,890</b> | <b>\$93,556</b>        | <b>1.1%</b> |

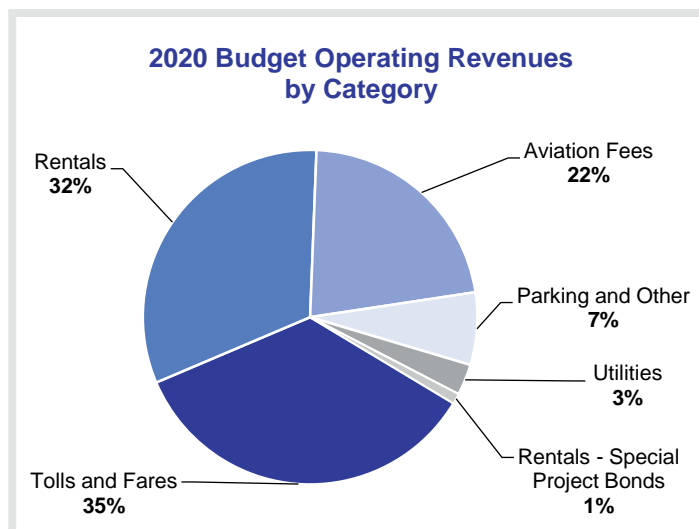
\* Deferred expenses include the purchase of ancillary equipment utilized at Port Authority facilities. These deferred operating expenses are amortized over the expected period of beneficial use.

## OPERATING REVENUES

The proposed 2020 Operating Revenue Budget of \$5.8 billion projects an increase of \$405 million, or 8% versus the 2019 Budget.

This increase is driven by:

- Higher toll and fare revenues of \$180 million reflecting the inflation-based toll rate increases and the reduction of PATH multi-trip discounts and projected increases in vehicular traffic and PATH passenger volume, partially offset by lower average toll rates as a result of higher E-ZPass utilization and violations activity.
- Higher rental income of \$157 million at Aviation, WTC and Port facilities.
- Higher aviation fees of \$73 million due to increased cost recoveries primarily as a result of increased operating and capital expenses, AirTrain fare increases, and the new Airport Ground Transportation Access Fee to be implemented in October of 2020.
- Parking and other revenues are expected to decrease by \$1 million driven by lower Aviation public parking revenues as a result of the continued decline in parking activity and average parking rates, which are partially offset by the phased implementation of dynamic pricing. The overall decrease is partially offset by an increase in Port fees due to higher throughput activity, and escalations in dockage, wharfage and Cargo Facility Charges.



### Proposed 2020 Operating Revenues Budget by Category and Business Segment

| (in thousands)                  | TOTAL              | TB&T        | PATH      | AVIATION    | PORT      | WTC       | DEVELOPMENT | OTHER |
|---------------------------------|--------------------|-------------|-----------|-------------|-----------|-----------|-------------|-------|
| Tolls and Fares                 | <b>\$2,045,925</b> | \$1,824,718 | \$221,207 | \$ -        | \$ -      | \$ -      | \$ -        | \$ -  |
| Rentals                         | <b>1,836,715</b>   | 45,298      | 10,621    | 1,213,908   | 248,121   | 300,961   | 17,513      | 293   |
| Aviation Fees                   | <b>1,289,177</b>   | -           | -         | 1,289,177   | -         | -         | -           | -     |
| Parking and Other               | <b>395,933</b>     | 13,746      | 1,766     | 270,239     | 83,151    | 26,592    | 439         | -     |
| Utilities                       | <b>151,770</b>     | 1,661       | 302       | 114,531     | 3,741     | 25,733    | 5,800       | 2     |
| Rentals – Special Project Bonds | <b>68,730</b>      | -           | -         | 68,730      | -         | -         | -           | -     |
| <b>Total</b>                    | <b>\$5,788,250</b> | \$1,885,423 | \$233,896 | \$2,956,585 | \$335,013 | \$353,286 | \$23,752    | \$295 |

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## Revenue Category Descriptions

**Rentals** – Amounts charged for the use of space at various facilities. There are two primary types of rentals: 1) Fixed Rentals, which are fixed monthly amounts, stipulated in tenant lease agreements; and, 2) 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 Port Authority aviation facilities based on the Port Authority's operating and capital expenditures. This category covers items such as flight fees, landing fees, monorail fees, fuel, and security related recoveries. This category also includes the Airport Ground Transportation Access Fee.

**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 fees for activity related revenue earned from marine Port throughput, including dockage, wharfage and Cargo Facility Charges.

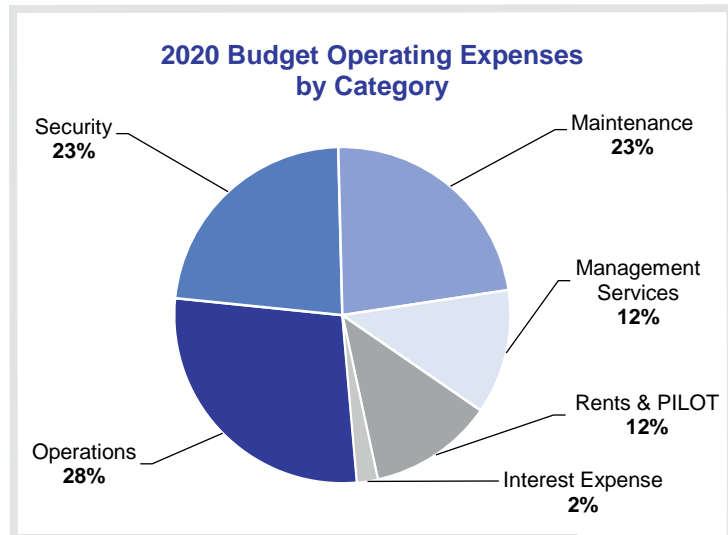
**Utilities** – Amounts derived from the resale of electricity, water, steam and other fuels to tenants based on consumption levels.

**Rentals – Special Project Bonds** – Special limited obligations issued for financing a single project for a lessee or for refunding all or any part of a prior series of Special Project Bonds. Special Project Bonds are secured solely by a pledge of facility rental under a lease with the lessee.

## OPERATING EXPENSES

The proposed 2020 Core Operating Expense Budget of \$3.4 billion reflects an increase of \$64 million, or 1.9% versus the core 2019 Budget. In addition, the Budget provides for \$62 million of incremental priority spending—which includes: 1) \$24.3 million to achieve first-class operations; 2) \$17.4 million to support capital plan projects; and, 3) \$19.9 million to preserve and generate revenues. The total proposed 2020 Operating Expense Budget is \$126 million, or 3.8% higher versus the 2019 Budget.

The proposed 2020 Budget was prepared in a fiscally disciplined manner and includes funding to continue advancing key strategic priorities while providing for the safe and reliable operations of our facilities.



### Proposed 2020 Operating Expenses by Major Category

- **\$957 million to support overall agency operations** represents an increase of \$53 million, or 6% versus the 2019 Budget. This increase provides: \$31.9 million for contractual and labor increases; \$13.5 million to support capital construction projects at the airports, including busing and traffic mitigation; \$6.6 million for higher toll collections and E-ZPass processing; and, \$1.0 million to support capital construction projects at other facilities.
- **\$791 million to ensure safety and security** reflects an increase of \$18 million, or 2% versus the 2019 Budget. This increase provides: \$10.1 million for contractual and labor increases; \$2.9 million for capital construction related support at the airports for traffic mitigation and at the tunnel and bridge crossings to support traffic management associated with the construction of all-electronic cashless tolling; \$2.8 million to increase anti-hustler enforcement at the airports; \$1.6 million for PATH and PABT homeless outreach efforts and increased station patrols as a component of the PATH Improvement Plan; and, \$0.6 million to further support the airport Unified Operations Centers.
- **\$770 million to maintain property, facilities and equipment** reflects an increase of \$50 million, or 7% versus the 2019 Budget. This increase provides: \$36.1 million for contractual and labor increases; \$8.9 million funding for AirTrain JFK customer and operational support and the Capital Asset Replacement Program and at AirTrain EWR to improve customer service and system availability; and, \$5.0 million to enhance track, signal and car equipment maintenance in accordance with the PATH Improvement Plan.
- **\$421 million for management services** reflects an increase of \$7 million, or 2% versus the 2019 Budget. This increase provides: \$4.8 million for a one-time connected and autonomous bus demonstration project in the Lincoln Tunnel Express Bus Lane; \$3.4 million to complete the expert review of PATH to improve reliability, increase availability of the fleet, and transition the Computer Based Train Control operations from an outside contractor to PATH staff; \$0.8 million for administrative services to expand Port's Truck Replacement Program, which is expected to be grant funded; and, the electronic cargo handling demonstration project at Port Elizabeth.

- **\$398 million for rents and Payment in Lieu of Taxes (PILOT)** is \$7 million, or 2% higher versus the 2019 Budget. This increase mostly represents contractual and labor adjustments provided for in long-term agreements for Rents and PILOT.
- **\$75 million for special project bonds** decreased by \$9 million, or 11% versus the 2019 Budget based on the amortization schedule.

## Proposed 2020 Operating Expenses Budget by Category and Business Segment

| (in thousands)      | TOTAL              | TB&T      | PATH      | AVIATION    | PORT      | WTC       | DEVELOPMENT | ALLOCATED & OTHER |
|---------------------|--------------------|-----------|-----------|-------------|-----------|-----------|-------------|-------------------|
| Operations          | <b>\$957,093</b>   | \$162,127 | \$146,753 | \$506,226   | \$34,591  | \$83,108  | \$5,850     | \$18,438          |
| Security            | <b>791,098</b>     | 163,583   | 65,717    | 444,982     | 24,078    | 88,164    | 904         | 3,670             |
| Maintenance         | <b>770,092</b>     | 138,274   | 147,542   | 317,278     | 46,124    | 83,083    | 2,614       | 35,177            |
| Management Services | <b>421,124</b>     | 44,454    | 45,572    | 97,372      | 32,548    | 27,842    | 923         | 172,413           |
| Rent & PILOT        | <b>397,746</b>     | 4,358     | 1,928     | 271,654     | 26,188    | 80,192    | 1,543       | 11,883            |
| Interest Expense    | <b>75,215</b>      | –         | –         | 68,730      | –         | –         | –           | 6,485             |
| Total               | <b>\$3,412,368</b> | \$512,796 | \$407,512 | \$1,706,242 | \$163,529 | \$362,389 | \$11,834    | \$248,066         |

### 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.

**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 pumps, automotive maintenance, and servicing, etc.), inspections, mechanical, janitorial/grounds keeping, and snow and ice removal.

**Management Services** – Functions that support facility 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.

## 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 \$22 billion of Consolidated Bonds outstanding as of December 31, 2019. (See Appendix 3 for more information)

The proposed 2020 Debt Service Budget includes \$1.4 billion of total debt service.

| <i>Year ended December 31st</i>   |                    |                    |                    |                    |
|---|--------------------|--------------------|--------------------|--------------------|
| (in thousands)  | 2018 ACTUAL        | 2019 BUDGET        | 2019 ESTIMATE      | 2020 BUDGET        |
| <b>Consolidated Bonds:</b>  |                    |                    |                    |                    |
| Interest on Consolidated Bonds  | \$867,433          | \$828,283          | \$835,189          | <b>\$876,597</b>   |
| Principal on Consolidated Bonds   | 327,390            | 334,500            | 334,500            | <b>387,820</b>     |
| Costs of Issuance   | 1,077              | 932                | 795                | <b>910</b>         |
| Subtotal  | 1,195,900          | 1,163,715          | 1,170,484          | <b>1,265,327</b>   |
| <b>Special Obligations:</b>   |                    |                    |                    |                    |
| Interest on Special Obligations*  | 5,574              | 15,372             | 7,598              | <b>12,287</b>      |
| Principal on Special Obligations*   | -                  | -                  | -                  | <b>-</b>           |
| Debt Service on Marine Ocean Terminal at Bayonne Peninsula Obligation (MOTBY) | 4,138              | 4,093              | 4,093              | <b>4,045</b>       |
| Tower 4 Liberty Bonds**   | 65,293             | 65,293             | 65,293             | <b>65,293</b>      |
| Goethals Bridge Replacement Developer Financing Arrangement                   | 28,239             | 56,900             | 56,900             | <b>57,753</b>      |
| Subtotal  | 103,244            | 141,658            | 133,884            | <b>139,378</b>     |
| <b>Total Debt Service</b>   | <b>\$1,299,144</b> | <b>\$1,305,373</b> | <b>\$1,304,368</b> | <b>\$1,404,705</b> |

\* 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.

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## CAPITAL EXPENDITURES

The proposed 2020 Capital Budget includes \$3.6 billion of capital investment across all facilities and aligns with the Agency's \$37 billion 2017-2026 Capital Plan (Capital Plan). This spending continues to advance the Agency's core transportation mission and commitment to rebuilding the region's aging infrastructure with 21<sup>st</sup> century facilities designed to enhance customer experience and accommodate future growth.

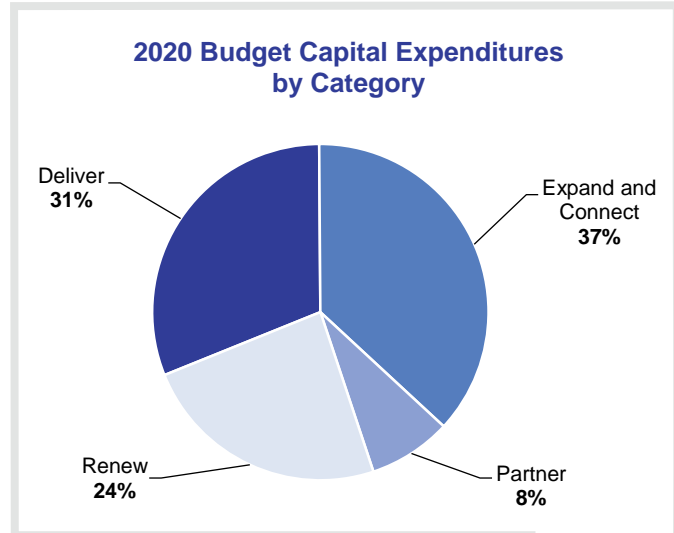
The proposed 2020 Capital Budget advances 447 projects from the Capital Plan. The projects in the Capital Plan reflect a risk-based prioritization and ranking process that allocate finite investment dollars to projects providing the greatest benefits. This process considered asset condition, operational and revenue impact, threat assessment, customer service, regional benefit and regulatory or statutory requirements.

The proposed 2020 Capital Budget is divided into four categories:

- **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 Capital Plan also provides support for the Gateway Passenger Rail Tunnel Project.
- **Renew** – Projects required to renew and maintain assets in a state of good repair and ensure efficient, safe and secure operations.

## 2020 Capital Spending by Category

- \$1.1 billion towards **Deliver** projects, including: continued investment in LGA Redevelopment, particularly the Western Half, which replaces the existing 1964 terminal and related infrastructure under a public-private partnership model; continued construction of PATH's Signal System Replacement Program and the Lincoln Tunnel Access projects; and, winding down of construction activities at the WTC complex.



- \$1.3 billion for **Expand and Connect** projects, including: EWR Terminal One Redevelopment, which began construction last year and will replace the existing 1973 Terminal A with a new modern terminal; and, planning for AirTrain LGA, EWR Terminal Two, and JFK Redevelopment, 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 planning for the replacement of PABT to meet future capacity demands, and planning for the extension of the PATH system to EWR.
- \$294 million in support of **Partner** projects that include Superstorm Sandy restoration to return assets to a state of good repair and prepare infrastructure for future coastal storms. Also included are planning funds for the Gateway Passenger Rail Tunnel project.
- \$883 million for **Renew** projects includes: the replacement of the AirTrain Newark Airport; the ongoing replacement of suspender ropes and rehabilitation of main cables as part of the "Restoring the George" Program; the continued rehabilitation of LGA's runway 4-22 and associated taxiways; and, all-electronic cashless tolling at the three remaining Hudson River crossings.

## Capital Expenditures by Department

| (in thousands)                       | 2018 ACTUAL        | 2019 BUDGET        | 2019 ESTIMATE      | 2020 BUDGET        |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Tunnels, Bridges & Terminals         | \$931,538          | \$885,067          | \$729,691          | <b>\$738,929</b>   |
| PATH                                 | 315,799            | 350,807            | 360,101            | <b>389,018</b>     |
| Aviation                             | 1,278,371          | 1,975,536          | 1,932,368          | <b>2,078,135</b>   |
| Port                                 | 146,154            | 163,415            | 135,069            | <b>50,046</b>      |
| World Trade Center                   | 339,307            | 369,602            | 288,634            | <b>320,899</b>     |
| Development and Ferry Transportation | 5,420              | 2,529              | 1,083              | <b>1,377</b>       |
| Regional Programs                    | 37,809             | 17,140             | 6,453              | <b>25,743</b>      |
| Agency Provisions                    | –                  | (14,295)           | (19,932)           | <b>11,093</b>      |
| <b>Agency Total</b>                  | <b>\$3,054,398</b> | <b>\$3,749,801</b> | <b>\$3,433,467</b> | <b>\$3,615,240</b> |



# Departmental Budget Summaries

On reverse: The Port Authority Bus Terminal is a critical regional hub for Trans-Hudson commuting.



LAND

# 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.



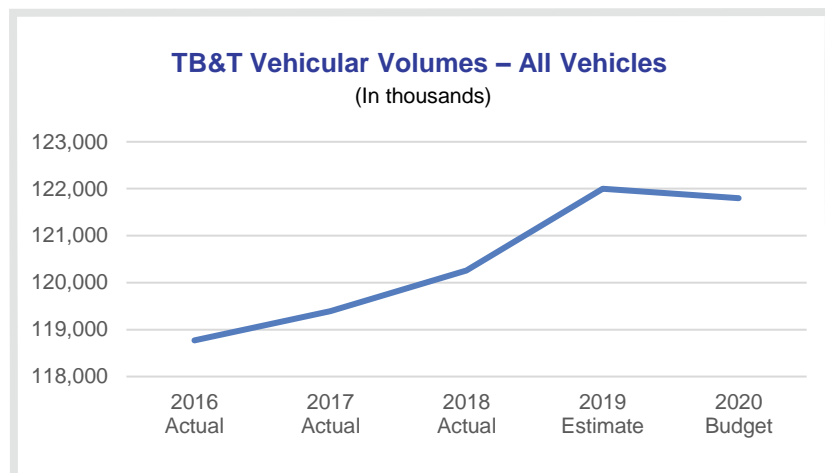
*New light duty electric vehicle at the George Washington Bridge.*

Core Functions

- Operate and maintain four long-span vehicular bridges, two Trans-Hudson vehicular tunnels, the George Washington Bridge Bus Station (GWBBS) and the Port Authority Bus Terminal (PABT), the world’s largest bus station in terms of volume.
- Deliver a capital and operating program that ensures safety and security standards across TB&T’s facilities and provides for the future needs of the region.
- Attract and maintain a diverse, inclusive and skilled workforce to manage, operate and provide our patrons best-in-class facilities, customer experience and operational excellence.
- Plan and provide a state-of-the-art toll revenue collection system that will facilitate the migration to an All Electronic Tolling environment for all TB&T crossings.

Activity Levels

TB&T’s eastbound vehicle volume is expected to reach 122 million in 2020, an increase of 0.5 million, or 0.4% versus the 2019 Budget. TB&T’s total traffic volume reflects current trends and includes the impact of the improved and expanded roadways at the new Goethals and Bayonne Bridges, fully opened in their new configuration to traffic in 2018 and 2019, respectively.



Staffing

TB&T’s staffing is comprised of permanent employees dedicated to operating, maintaining, managing and providing capital support to the facilities, and temporary employees who address short-term and seasonal workload, training and succession planning as well as support capital projects. Operations staff are responsible for facility management, incident and emergency response, traffic management, toll collection, and bus and passenger operations. Maintenance staff perform daily maintenance activities including preventive and corrective maintenance routines. Management staff support the operations and maintenance of the facilities and provide department-wide management oversight, including capital project delivery.

## TUNNELS, BRIDGES & TERMINALS (TB&T)

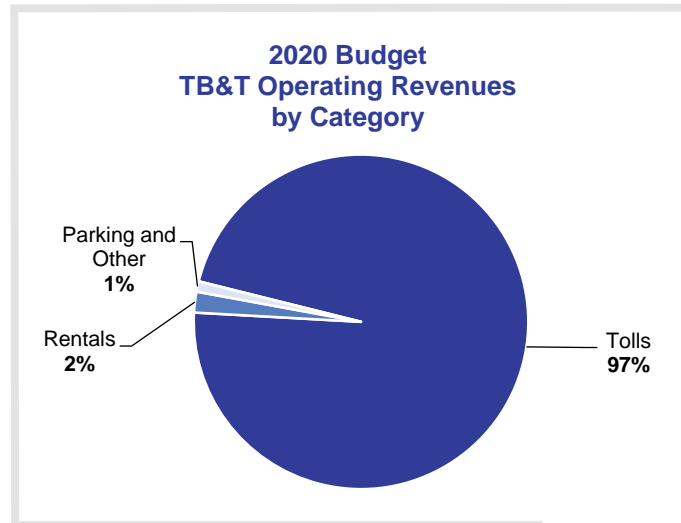
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### 2020 Operating Revenues

TB&T's projected 2020 Operating Revenue Budget of \$1.9 billion is \$146 million, or 8.4% higher versus the 2019 Budget.

Tolls constitute 97% of TB&T's revenue. The increase in toll revenue reflects the increase in toll rates effective January 5, 2020, and higher projected vehicular volume. This is partially offset by an increased E-ZPass market share (E-ZPass toll rates are lower than cash toll rates or Pay by Mail rates) and violations activity.

The remainder of TB&T's revenue is primarily from tenant rentals and public vehicular parking at PABT. Rental revenues reflect leases, telecommunication usage, bus parking, advertising and general consumer services at the PABT.

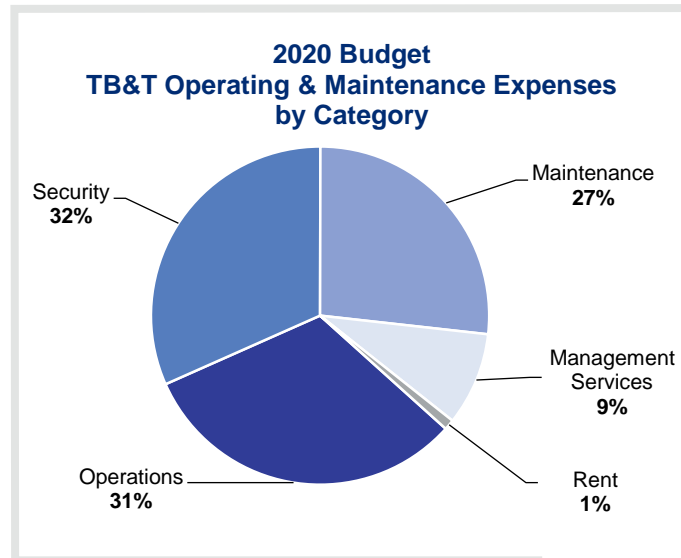


### TB&T Operating Revenues by Category

| (in thousands)           | 2018 ACTUAL | 2019 BUDGET | 2019 ESTIMATE | 2020 BUDGET        |
|--------------------------|-------------|-------------|---------------|--------------------|
| Tolls                    | \$1,673,579 | \$1,675,495 | \$1,668,538   | <b>\$1,824,718</b> |
| Rentals                  | 46,989      | 47,454      | 44,978        | <b>45,298</b>      |
| Parking and Other        | 15,124      | 14,120      | 13,052        | <b>13,746</b>      |
| Utilities                | 1,767       | 2,260       | 1,660         | <b>1,661</b>       |
| Total Operating Revenues | \$1,737,459 | \$1,739,329 | \$1,728,228   | <b>\$1,885,423</b> |

2020 Operating Expenses

TB&T's proposed 2020 Operating Expense Budget of \$568 million is \$29 million, or 5.4% higher versus the 2019 Budget.



TB&T Operating Expenses by Category

| (in thousands)                    | 2018 ACTUAL | 2019 BUDGET* | 2019 ESTIMATE | 2020 BUDGET      |
|-----------------------------------|-------------|--------------|---------------|------------------|
| Operations                        | \$143,115   | \$152,428    | \$157,594     | <b>\$162,127</b> |
| Security                          | 153,321     | 158,823      | 162,610       | <b>163,583</b>   |
| Maintenance                       | 123,677     | 126,147      | 142,679       | <b>138,274</b>   |
| Management services               | 49,343      | 40,627       | 35,258        | <b>44,454</b>    |
| Rent                              | 3,857       | 3,988        | 4,069         | <b>4,358</b>     |
| Sub-total Operating & Maintenance | 473,313     | 482,013      | 502,210       | <b>512,796</b>   |
| Allocated                         | 50,899      | 56,906       | 52,857        | <b>55,397</b>    |
| Total Operating Expenses          | \$524,212   | \$538,919    | \$555,067     | <b>\$568,193</b> |

\* Reflects reallocations of costs between departments.

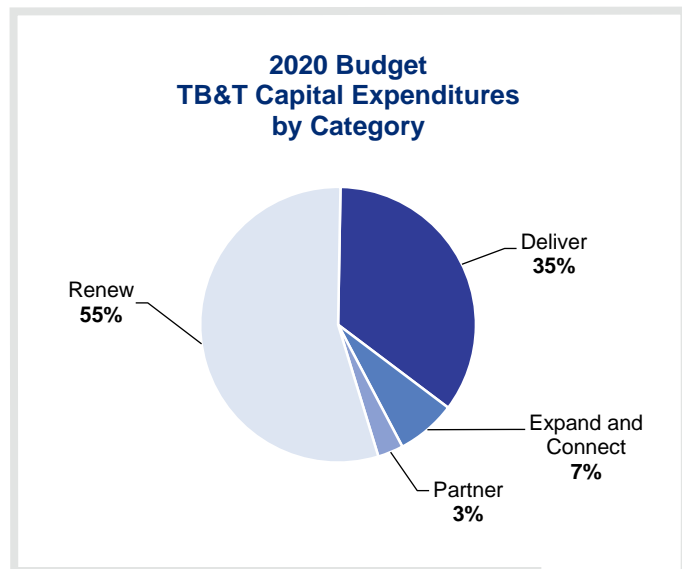
2020 Operating Budget Highlights

The proposed 2020 Operating Expense Budget provides funding for contractual and labor increases and supports increased revenue collection, maintenance of assets, traffic and customer service management while providing safe and reliable facility operations. Funding is also allocated to continue critical operations and maintenance training and succession planning initiatives.

The proposed 2020 Operating Expense Budget provides short term funding to perform a one-time connected and autonomous vehicle proof-of-concept demonstration pilot project at the LT to increase the capacity of the Exclusive Bus Lane. Funds are also provided for construction support during the installation of All Electronic Tolling gantries and other equipment at the GWB, HT and LT and during construction at the GWBBS.

2020 Capital Budget Overview

TB&T's proposed 2020 Capital Budget of \$739 million is \$146 million, or 17% lower versus the 2019 Budget. The 2020 spending includes funding for continued implementation of All Electronic Tolling at the Hudson River Crossings and continues the significant state of good repair work on critical bridge and tunnel facilities including related approach infrastructure.



TB&T Capital Expenditures by Facility

| (in thousands)                       | 2018 ACTUAL | 2019 BUDGET | 2019 ESTIMATE | 2020 BUDGET      |
|--------------------------------------|-------------|-------------|---------------|------------------|
| George Washington Bridge             | \$182,028   | \$180,617   | \$162,709     | <b>\$266,075</b> |
| George Washington Bridge Bus Station | 1,367       | 5,577       | 7,837         | <b>7,150</b>     |
| Holland Tunnel                       | 53,574      | 61,602      | 62,387        | <b>61,098</b>    |
| Lincoln Tunnel                       | 238,797     | 267,070     | 231,256       | <b>234,490</b>   |
| Bayonne Bridge                       | 221,016     | 163,277     | 106,985       | <b>47,579</b>    |
| Goethals Bridge                      | 145,940     | 68,973      | 43,417        | <b>30,316</b>    |
| Outerbridge Crossing                 | 15,452      | 44,374      | 43,131        | <b>11,395</b>    |
| Port Authority Bus Terminal          | 73,364      | 93,577      | 71,969        | <b>80,826</b>    |
| Total Capital Expenditures           | \$931,538   | \$885,067   | \$729,691     | <b>\$738,929</b> |

## TUNNELS, BRIDGES & TERMINALS (TB&T)

*continued*

### TB&T Significant Capital Projects *(in thousands)*

| PROJECT TITLE & DESCRIPTION  | OPERATIONAL IMPACTS   | 2020 BUDGET |
|--|---|-------------|
| <p><b>Cashless Tolling at Lincoln Tunnel, Holland Tunnel, and George Washington Bridge:</b> Installation of gantry for tolling equipment, structural foundations, maintenance of traffic, civil work, power and communications and demolition including environmental remediation.</p>   | <p>Provides for seamless movement of traffic, saves commuter time, enhances safety, reduces traffic accidents, reduces traffic congestion and decreases vehicular emissions.</p>  | \$90,611    |
| <p><b>George Washington Bridge Restore the George Program:</b> Includes 11 high-priority projects, the largest being the replacement of all 592 suspender ropes and handrails, rebuilding the Palisades Interstate Parkway Helix, doubling the capacity for bikes and pedestrians, installation of safety fencing; rehabilitating the main Span's eastbound upper and lower levels and providing for the rehabilitation of associated bridge elements including approach spans, street ramps, bus ramps and turnarounds, structural steel and the Center and Lemoine Avenue Bridges.</p> | <p>Maintains structural integrity and state of good repair of the bridge and associated elements, which is the busiest bridge in terms of traffic volume.</p>   | \$153,620   |
| <p><b>Bayonne Bridge Navigational Clearance Program:</b> 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. The remaining funds included are for punch list and project closeout.</p>  | <p>Allows 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 were opened in 2019.</p> | \$46,868    |
| <p><b>PABT Replacement Planning:</b> Planning for the advancement and further definition of capital projects related to the development of the PABT, including planning for required parking and staging facilities.</p>   | <p>Advances the planning process for the replacement of the PABT to meet future capacity requirements.</p>  | \$27,848    |
| <p><b>Lincoln Tunnel Access Program:</b> Rehabilitation of the Pulaski Skyway, a new road for Route 1 &amp; 9 Truck North and the replacement of the Wittpenn Bridge. Spending represents the Port Authority's portion of the capital cost for the New Jersey Department of Transportation project.</p>  | <p>Improves the roadways and approaches leading to the LT, fosters economic activity, and improves regional competitiveness.</p>  | \$180,194   |



## TUNNELS, BRIDGES & TERMINALS (TB&T)

*continued*

### 2020 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 2020 projected free cash flow by facility.

### 2020 TB&T Projected Free Cash Flow

| (in thousands)                            | <b>GROSS<br/>OPERATING<br/>REVENUES</b> | <b>O&amp;M<br/>EXPENSES</b> | <b>ALLOCATED<br/>EXPENSES</b> | <b>EBIDA</b>       | <b>GRANTS &amp;<br/>CONTRIBUTION</b> | <b>CAPITAL<br/>EXPENDITURES</b> | <b>2020 FREE<br/>CASH FLOW</b> |
|---|---|-----------------------------|-------------------------------|--------------------|--------------------------------------|---------------------------------|--------------------------------|
| George Washington Bridge<br>& Bus Station | \$870,370                               | \$129,957                   | \$13,158                      | \$727,255          | \$ –                                 | \$273,225                       | <b>\$454,030</b>               |
| Holland Tunnel                            | 213,579                                 | 80,380                      | 10,333                        | 122,866            | 12,149                               | 61,098                          | <b>73,917</b>                  |
| Lincoln Tunnel                            | 282,241                                 | 111,879                     | 12,626                        | 157,736            | 4,656                                | 234,490                         | <b>(72,098)</b>                |
| Bayonne Bridge                            | 35,804                                  | 21,367                      | 2,649                         | 11,788             | –                                    | 47,579                          | <b>(35,791)</b>                |
| Goethals Bridge                           | 251,504                                 | 30,630                      | 2,166                         | 218,708            | –                                    | 30,316                          | <b>188,392</b>                 |
| Outerbridge Crossing                      | 182,487                                 | 24,463                      | 2,221                         | 155,803            | –                                    | 11,395                          | <b>144,408</b>                 |
| Port Authority Bus Terminal               | 49,438                                  | 114,120                     | 12,244                        | (76,926)           | 521                                  | 80,826                          | <b>(157,231)</b>               |
| <b>Total – TB&amp;T</b>                   | <b>\$1,885,423</b>                      | <b>\$512,796</b>            | <b>\$55,397</b>               | <b>\$1,317,230</b> | <b>\$17,326</b>                      | <b>\$738,929</b>                | <b>\$595,627</b>               |

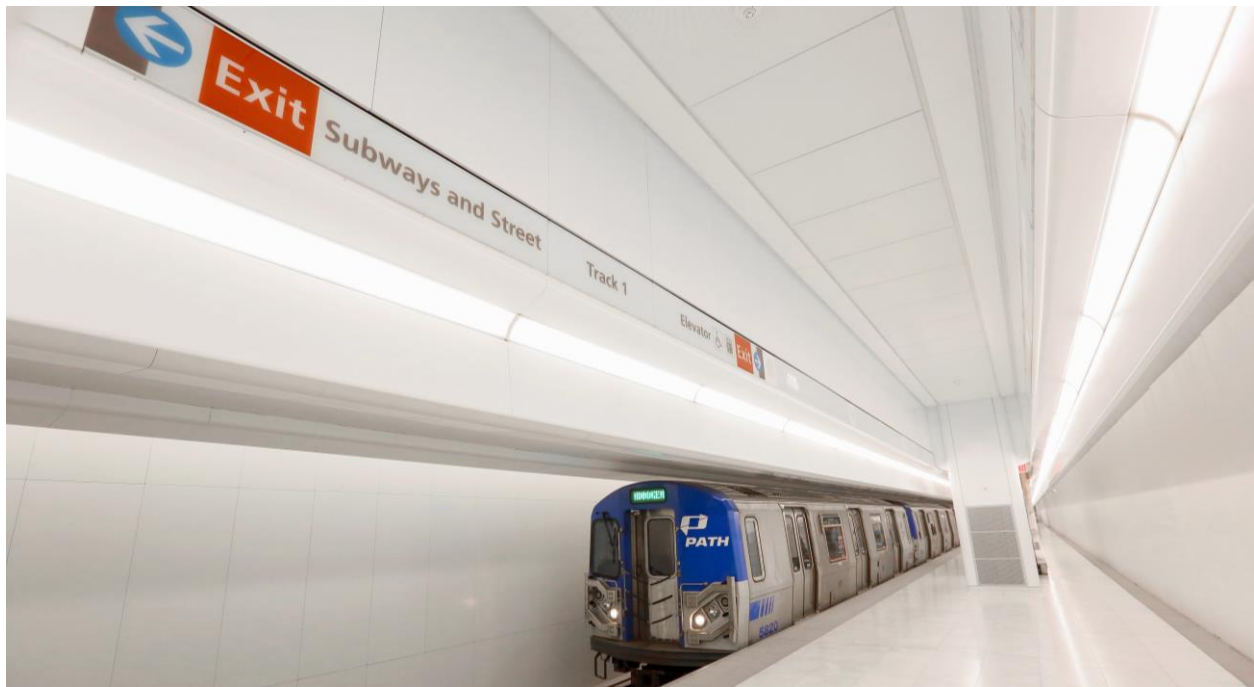
# PORT AUTHORITY TRANS-HUDSON (PATH)

## 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 and tunnel infrastructure. PATH's fleet of 350 active vehicles operate 24 hours a day, 7 days a week, making it one of the few 24-hour rail transit systems in the world.



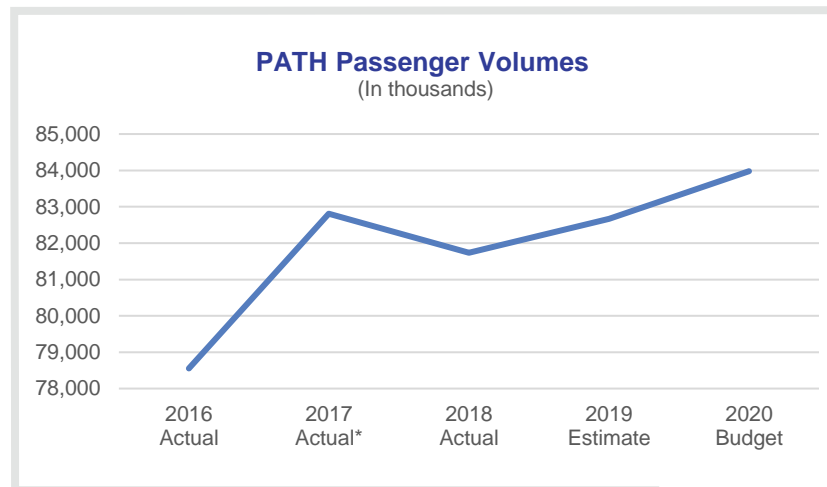
PATH train to Hoboken at the World Trade Center station.

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 2020 ridership is projected to be 84 million passenger trips, an increase of 2.1 million passengers, or 2.6% versus the 2019 Budget.



\* 2017 activity reflects the impact of cross-honoring NJ Transit customers during extended maintenance outages at Penn Station

Staffing

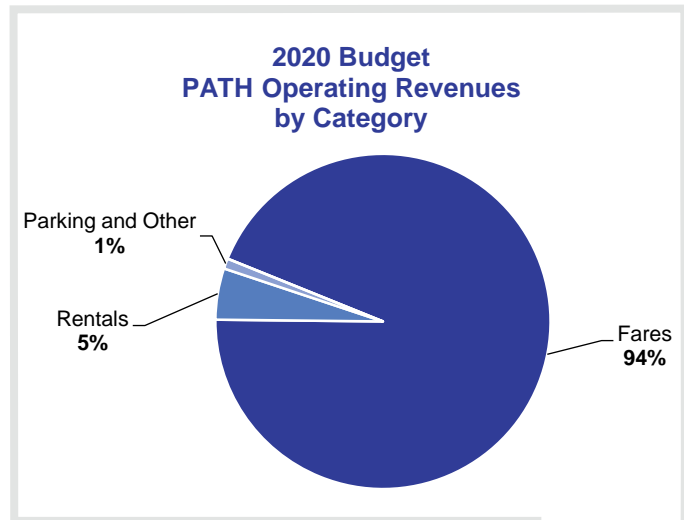
PATH’s staffing is comprised of permanent employees dedicated to operating, maintaining, managing, and providing capital support to the rail transit system and bus terminal and temporary employees who support short-term operational needs and capital projects. Operations staff manage the movement of trains, develop and maintain train schedules and provide passenger information and customer care programs throughout the stations, including compliance with Federal Railroad Administration (FRA) regulations. Maintenance staff ensure reliable and efficient train movement by inspecting, repairing or replacing components of railcars, tracks, station structures, signals, power distribution and communications. Management and administrative staff support the operation and maintenance of facilities, and provide department-wide oversight, including capital program delivery.

2020 Operating Revenues

PATH's projected 2020 Operating Revenue Budget of \$234 million is \$31 million, or 15.1% higher versus the 2019 Budget.

Fares constitute the majority of PATH's operating revenues. The increase in fare revenues reflects the scheduled reductions of the PATH multi-trip discount, the full year impact of the elimination of the MTA multi-ride discount, and increased ridership.

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

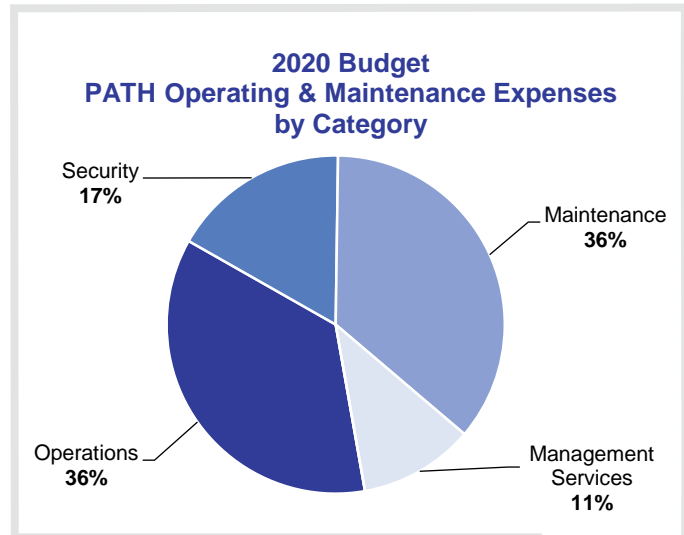


PATH Operating Revenues by Category

| (in thousands)           | 2018 ACTUAL | 2019 BUDGET | 2019 ESTIMATE | 2020 BUDGET      |
|--------------------------|-------------|-------------|---------------|------------------|
| Fares                    | \$191,806   | \$190,929   | \$199,003     | <b>\$221,207</b> |
| Rentals                  | 9,707       | 10,208      | 10,333        | <b>10,621</b>    |
| Parking and Other        | 1,955       | 1,862       | 2,788         | <b>1,766</b>     |
| Utilities                | 331         | 251         | 156           | <b>302</b>       |
| Total Operating Revenues | \$203,799   | \$203,250   | \$212,280     | <b>\$233,896</b> |

2020 Operating Expenses

PATH’s proposed 2020 Operating Expense Budget of \$463 million is \$24 million, or 5.5% higher versus the 2019 Budget.



PATH Operating Expenses by Category

| (in thousands)                    | 2018 ACTUAL | 2019 BUDGET* | 2019 ESTIMATE | 2020 BUDGET      |
|-----------------------------------|-------------|--------------|---------------|------------------|
| Operations                        | \$144,611   | \$141,927    | \$152,487     | <b>\$146,753</b> |
| Security                          | 65,167      | 62,869       | 65,217        | <b>65,717</b>    |
| Maintenance                       | 148,713     | 138,088      | 149,469       | <b>147,542</b>   |
| Management Services               | 31,792      | 39,474       | 47,115        | <b>45,572</b>    |
| Rent                              | 1,770       | 1,190        | 1,897         | <b>1,928</b>     |
| Sub-total Operating & Maintenance | 392,053     | 383,548      | 416,185       | <b>407,512</b>   |
| Allocated                         | 55,498      | 55,197       | 56,556        | <b>55,527</b>    |
| Total Operating Expenses          | \$447,551   | \$438,745    | \$472,741     | <b>\$463,039</b> |

\* Reflects reallocations of costs between departments.

2020 Operating Budget Highlights

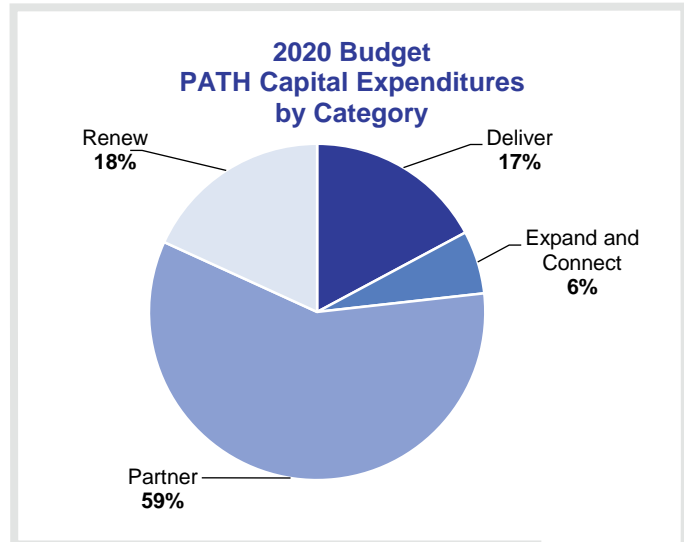
The proposed 2020 Operating Budget includes contractual and labor increases and funding to ensure the safety and security of PATH’s passengers, employees and contractors, as well as to maintain, protect and preserve critical infrastructure and assets.

The proposed 2020 Operating Budget includes resources, both short term and recurring, in support of the PATH Improvement Plan to address delays caused by track conditions, signals and car equipment issues, sick passengers, to augment homeless outreach efforts and improve customer service. Funding is also provided to complete the one-time expert review initiated in 2019 to improve reliability of the PATH system.

2020 Capital Budget Overview

PATH’s proposed 2020 Capital Budget of \$389 million is \$38 million, or 10.9% higher versus the 2019 budget.

This spending supports the capital components of the PATH Improvement Plan including projects to enable PATH station facilities and platforms to accommodate longer 9-car trains on the Newark-World Trade Center line, continuation of the Signal Replacement Program, Superstorm Sandy recovery and resilience work and planning for the extension of the PATH system to Newark Liberty Rail Link Station.



PATH Capital Expenditures by Facility

| (in thousands)                       | 2018 ACTUAL | 2019 BUDGET | 2019 ESTIMATE | 2020 BUDGET      |
|--------------------------------------|-------------|-------------|---------------|------------------|
| PATH                                 | \$315,046   | \$346,509   | \$355,881     | <b>\$384,566</b> |
| Journal Square Transportation Center | 753         | 4,298       | 4,220         | <b>4,452</b>     |
| Total Capital Expenditures           | \$315,799   | \$350,807   | \$360,101     | <b>\$389,018</b> |

**PORT AUTHORITY TRANS-HUDSON (PATH)**

*continued*

**PATH Significant Capital Projects** *(in thousands)*

| <b>PROJECT TITLE &amp; DESCRIPTION</b>   | <b>OPERATIONAL IMPACTS</b>  | <b>2020 BUDGET</b> |
|--|---|--------------------|
| <b>Superstorm Sandy Recovery &amp; Resiliency:</b> 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.  | Returns damaged assets to a state of good repair and prepare the system for future coastal storms.  | \$142,461          |
| <b>Tunnel E &amp; F Program:</b> Project to provide resilience through replacement of systems in Tunnels E and F between Exchange Place and World Trade Center including power feeds to substations, traction power, signal system, lighting, radio and communication cable, track and contact rail systems and electrical corrosion protection, as well as replacing the auxiliary power equipment at Exchange Place. | Returns damaged assets to a state of good repair and prepare the system for future coastal storms.  | \$94,120           |
| <b>Signal System Replacement Program:</b> 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.   | PATH will continue to replace temporary equipment with permanent equipment in locations vacated after removal of the existing decommissioned equipment.   | \$22,851           |
| <b>Upgrade of Fire Alarm System:</b> Replace and expand existing fire alarm system at about 27 sites with new state of the art equipment.  | Compliance with current building and fire codes.  | \$18,808           |
| <b>PATH Rail Extension to Newark Liberty Rail Link Station Planning:</b> 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. | \$18,029           |
| <b>Newark-WTC Line – Station Modifications to Accommodate 9-Car Train Operations:</b> Construction work at both Grove Street and Exchange Place stations, with minor work at both Journal Square and Newark Penn stations.   | Provides 9-car train operations on PATH's Newark to World Trade Center rail line and begin conceptual planning to determine additional station modifications for future 10-car train operations.  | \$9,351            |

## PORT AUTHORITY TRANS-HUDSON (PATH)

*continued*

### 2020 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 2020 projected free cash flow by facility.

### 2020 PATH Projected Free Cash Flow

| (in thousands)                       | GROSS<br>OPERATING<br>REVENUES | O&M<br>EXPENSES | ALLOCATED<br>EXPENSES | EBIDA       | GRANTS &<br>CONTRIBUTION | CAPITAL<br>EXPENDITURES<br>* | 2020 FREE<br>CASH FLOW |
|--------------------------------------|--------------------------------|-----------------|-----------------------|-------------|--------------------------|------------------------------|------------------------|
| PATH                                 | \$228,471                      | \$391,578       | \$55,178              | (\$218,285) | \$179,777                | \$384,566                    | <b>(\$423,074)</b>     |
| Journal Square Transportation Center | 5,425                          | 15,934          | 349                   | (10,858)    | –                        | 4,452                        | <b>(15,310)</b>        |
| Total – PATH                         | \$233,896                      | \$407,512       | \$55,527              | (\$229,143) | \$179,777                | \$389,018                    | <b>(\$438,384)</b>     |

\* 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) provides short-haul and low-cost international service. Teterboro Airport (TEB) serves general aviation clients.



The new Terminal B at LaGuardia Airport.

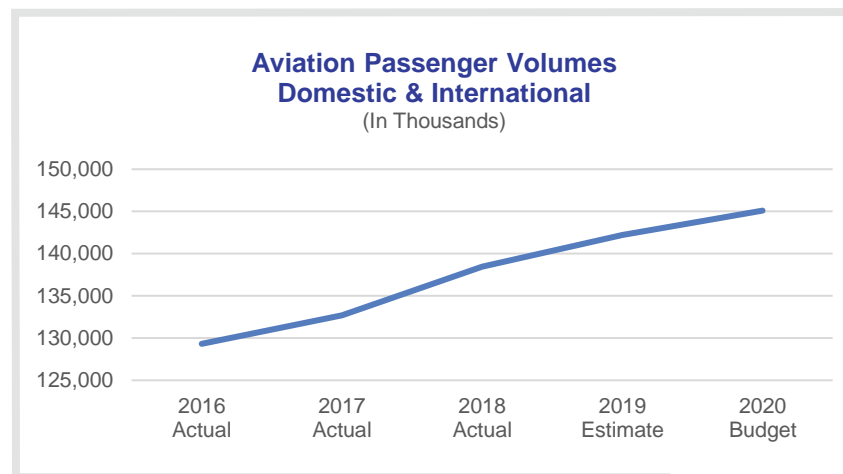
Core Functions

- 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 2020, approximately 145 million people are projected to use the Port Authority’s aviation facilities. This represents an increase of 5.2 million, or 3.7% versus the 2019 budget. Growth in traffic levels are projected for both domestic and international travel.

Air cargo activity is expected to decrease due to an anticipated slowdown in the global economic environment. In 2020, air cargo volume is projected to decline by 133,000 short tons, which is 5.9% lower than the 2019 budget.



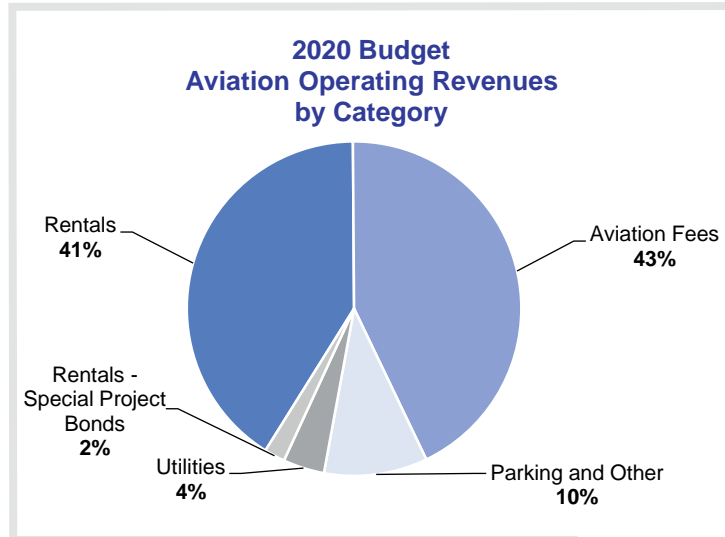
Staffing

Aviation’s staffing is comprised of permanent employees dedicated to operating, maintaining and managing the airports, as well as supporting capital projects and aircraft rescue and firefighting and temporary employees who support short-term and seasonal workloads and specific capital projects. Operations staff operate and manage aeronautical, landside, security and customer care functions, while complying with FAA rules and regulations. Maintenance staff provide maintenance to ensure facilities’ assets, infrastructure, and equipment operate at a high level of performance, including code and regulatory compliance. Management staff provide support to facilities’ operations and maintenance and department-wide oversight, including capital program delivery.

2020 Operating Revenues

Aviation’s projected 2020 Operating Revenue Budget of \$3.0 billion is \$183 million, or 6.6% higher versus the 2019 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, AirTrain fare box revenues, and the Airport Ground Transportation Access Fee.



Aviation fees are projected to increase by \$73 million, or 6% versus the 2019 Budget due to higher expected recoverable expenses from operations, maintenance, security, capital investments, increases to the AirTrain fares and implementation of a new Airport Ground Transportation Access Fee.

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, in-flight catering services, cargo, ground transportation, aircraft services and advertising, and are all included in rentals for reporting purposes. Rental revenues are expected to increase by \$126 million, or 11.5% versus the 2019 Budget. Fixed rentals are projected to increase by \$81 million from incremental rentals from new agreements and contractual escalations across all facilities. Percentage rentals are projected to increase by \$45 million in concessions, in-flight catering services permit fees, gate usage fees, and JFK IAT waterfall payments reflecting continuing trends from 2019.

Parking revenue includes fees charged to tenants and customers for public parking at the airports. Parking and other fees are expected to decrease by \$10 million, 3.6% versus the 2019 Budget. This is primarily due to a decline in public parking activity which is partially offset by the phased implementation of dynamic pricing at the Airports.

## AVIATION

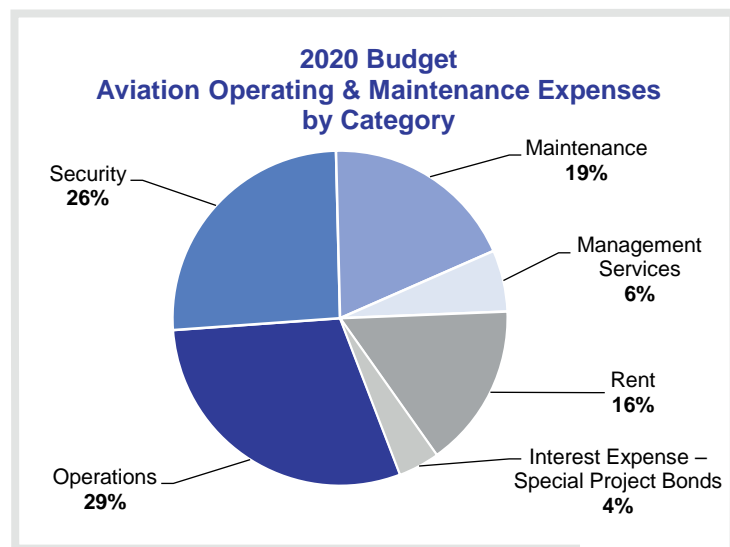
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### Aviation Operating Revenues by Category

| (in thousands)                  | 2018 ACTUAL        | 2019 BUDGET        | 2019 ESTIMATE      | 2020 BUDGET        |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Rentals                         | \$1,108,911        | \$1,088,301        | \$1,143,266        | <b>\$1,213,908</b> |
| Aviation fees                   | 1,192,454          | 1,216,508          | 1,263,603          | <b>1,289,177</b>   |
| Parking and other               | 259,016            | 280,262            | 268,283            | <b>270,239</b>     |
| Utilities                       | 122,819            | 114,496            | 120,602            | <b>114,531</b>     |
| Rentals – Special Project Bonds | 79,080             | 74,121             | 74,121             | <b>68,730</b>      |
| <b>Total Operating Revenues</b> | <b>\$2,762,280</b> | <b>\$2,773,688</b> | <b>\$2,869,875</b> | <b>\$2,956,585</b> |

### 2020 Operating Expenses

Aviation's proposed 2020 Operating Expense Budget of \$1.8 billion is \$65 million, or 3.7% higher versus the 2019 Budget.



### Aviation Operating Expenses by Category

| (in thousands)                               | 2018 ACTUAL        | 2019 BUDGET*       | 2019 ESTIMATE      | 2020 BUDGET        |
|--|--------------------|--------------------|--------------------|--------------------|
| Operations                                   | \$479,746          | \$468,783          | \$523,122          | <b>\$506,226</b>   |
| Security                                     | 417,156            | 431,959            | 458,345            | <b>444,982</b>     |
| Maintenance                                  | 303,813            | 300,204            | 320,201            | <b>317,278</b>     |
| Management services                          | 103,474            | 96,909             | 90,373             | <b>97,372</b>      |
| Rent   | 268,747            | 270,064            | 268,743            | <b>271,654</b>     |
| Interest expense – Special Project Bonds     | 79,080             | 74,121             | 74,121             | <b>68,730</b>      |
| <b>Sub-total Operating &amp; Maintenance</b> | <b>1,652,016</b>   | <b>1,642,040</b>   | <b>1,734,905</b>   | <b>1,706,242</b>   |
| Allocated                                    | 102,785            | 109,033            | 109,116            | <b>109,971</b>     |
| <b>Total Operating Expenses</b>              | <b>\$1,754,801</b> | <b>\$1,751,073</b> | <b>\$1,844,021</b> | <b>\$1,816,213</b> |

\* Reflects reallocations of costs between departments.

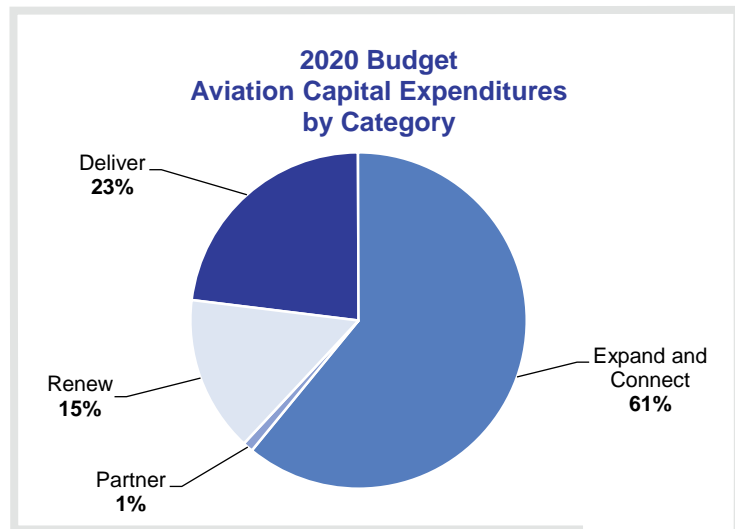
2020 Operating Budget Highlights

The proposed 2020 Operating Budget includes contractual and labor increases to support maintenance of critical airside and landside assets, transportation system operations and rent payable to the cities of New York and Newark, while providing safe and reliable airport operations.

The proposed 2020 Operating Budget also provides short-term funds for construction support, primarily traffic mitigation and policing efforts at LaGuardia (LGA) and Newark International (EWR), recurring funds to support the implementation of the Airport Ground Transportation Access Fee, incremental funds for AirTrain Newark operational support and JFK major repairs and maintenance, and full transition of the on-airport buses to an all-electric fleet.

2020 Capital Budget Overview

Aviation’s proposed 2020 Capital Budget of \$2.1 billion is \$102.5 million, or 5.2% higher versus the 2019 Budget. This spending program moves forward our substantial commitment to improve our airport facilities, provide best-in-class service, address aging infrastructure, enhance safety and security and reduce congestion delays.



Aviation Capital Expenditures by Facility

| (in thousands)                        | 2018 ACTUAL        | 2019 BUDGET        | 2019 ESTIMATE      | 2020 BUDGET        |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|
| LaGuardia Airport                     | \$658,246          | \$777,265          | \$736,443          | <b>\$534,875</b>   |
| John F. Kennedy International Airport | 128,582            | 325,811            | 378,681            | <b>545,140</b>     |
| Newark Liberty International Airport  | 479,094            | 845,622            | 781,599            | <b>942,485</b>     |
| Teterboro Airport                     | 11,723             | 17,893             | 24,165             | <b>36,188</b>      |
| Stewart International Airport         | 726                | 8,945              | 11,480             | <b>19,447</b>      |
| <b>Total Capital Expenditures</b>     | <b>\$1,278,371</b> | <b>\$1,975,536</b> | <b>\$1,932,368</b> | <b>\$2,078,135</b> |

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

Aviation Significant Capital Projects (in thousands)

| PROJECT TITLE & DESCRIPTION   | OPERATIONAL IMPACTS  | 2020 BUDGET              |
|---|--|--------------------------|
| <b>EWR Terminal One Redevelopment:</b> Replace the existing 1973 Terminal A with an open, modern terminal.  | Allows 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.  | \$650,415                |
| <b>LGA Redevelopment</b><br><b>Western Half:</b> Replace the existing 1964 Terminal and related infrastructure including a new Central Hall through a private consortium under a public-private partnership model, as part of the construction of a new single integrated airport.<br><b>Eastern Half (Delta):</b> Support replacement of Terminal C and D by Delta as part of the construction of a new single integrated airport. | Allows 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.<br><sup>(1)</sup> Dollars represent Port Authority capital investment and does not include private capital investments. | \$460,216 <sup>(1)</sup> |
| <b>JFK Redevelopment Planning:</b> Planning for airport infrastructure improvements, including airside enhancements to improve efficiency and reduce delays and roadway modifications.  | Supports the modernization and transformation of JFK International Airport to accommodate passenger growth and provide best-in-class terminals and roadway network.<br><sup>(1)</sup> Dollars represent Port Authority capital investment and does not include private capital investments                                     | \$387,981 <sup>(1)</sup> |
| <b>AirTrain Newark Planning:</b> Planning for the complete replacement of the existing AirTrain system.   | Replaces existing system, which has reached the end of its useful life and to meet increasing passenger demands.   | \$103,150                |
| <b>EWR Terminal Two Planning:</b> Advances the planning to assess what is needed to replace the existing Terminal B.  | Provides for Planning effort to study the growth potential at EWR.   | \$32,500                 |
| <b>LGA Rehabilitation of Runway 4-22 and Associated Taxiways:</b> Advances construction effort to rehabilitate one of two runways at LGA.   | Increases life of the runway by 8-10 years and improves energy efficiency by replacing incandescent lights with LED lights.  | \$20,642                 |
| <b>TEB Rehabilitation of Runway 6-24:</b> Advances final design and construction to rehabilitate one of two runways at TEB.   | Increases life of the runway by 8-10 years and improves energy efficiency by replacing incandescent lights with LED lights.  | \$18,779                 |
| <b>AirTrain LGA Planning:</b> Advances the planning and design of an AirTrain system for LGA, which will provide a direct rail link to Long Island Rail Road and NYC Transit subway service.  | Reduces auto congestion and travel time delays and improves predictability of travel time for air travelers and airport employees.   | \$16,862                 |

## AVIATION

*continued*

### 2020 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 2020 projected free cash flow by facility.

### 2020 Aviation Projected Free Cash Flow

| (in thousands)                           | GROSS<br>OPERATING<br>REVENUES | O&M<br>EXPENSES    | ALLOCATED<br>EXPENSES | EBIDA              | GRANTS,<br>CONTRIBUTION<br>& PFC | CAPITAL<br>EXPENDITURES | 2020 FREE<br>CASH<br>FLOW |
|--|--------------------------------|--------------------|-----------------------|--------------------|----------------------------------|-------------------------|---------------------------|
| LaGuardia Airport                        | \$408,779                      | \$321,928          | \$28,881              | \$57,970           | \$305,179                        | \$534,875               | <b>(\$171,726)</b>        |
| John F. Kennedy International<br>Airport | 1,414,005                      | 796,868            | 42,367                | 574,770            | 26,226                           | 545,140                 | <b>55,856</b>             |
| Newark Liberty International Airport     | 1,072,896                      | 533,158            | 35,763                | 503,975            | 13,149                           | 942,485                 | <b>(425,361)</b>          |
| Teterboro Airport                        | 50,538                         | 31,332             | 2,513                 | 16,693             | 4,100                            | 36,188                  | <b>(15,395)</b>           |
| Stewart International Airport            | 10,367                         | 22,956             | 447                   | (13,036)           | 2,110                            | 19,447                  | <b>(30,373)</b>           |
| <b>Total – Aviation</b>                  | <b>\$2,956,585</b>             | <b>\$1,706,242</b> | <b>\$109,971</b>      | <b>\$1,140,372</b> | <b>\$350,764</b>                 | <b>\$2,078,135</b>      | <b>(\$586,999)</b>        |

# PORT

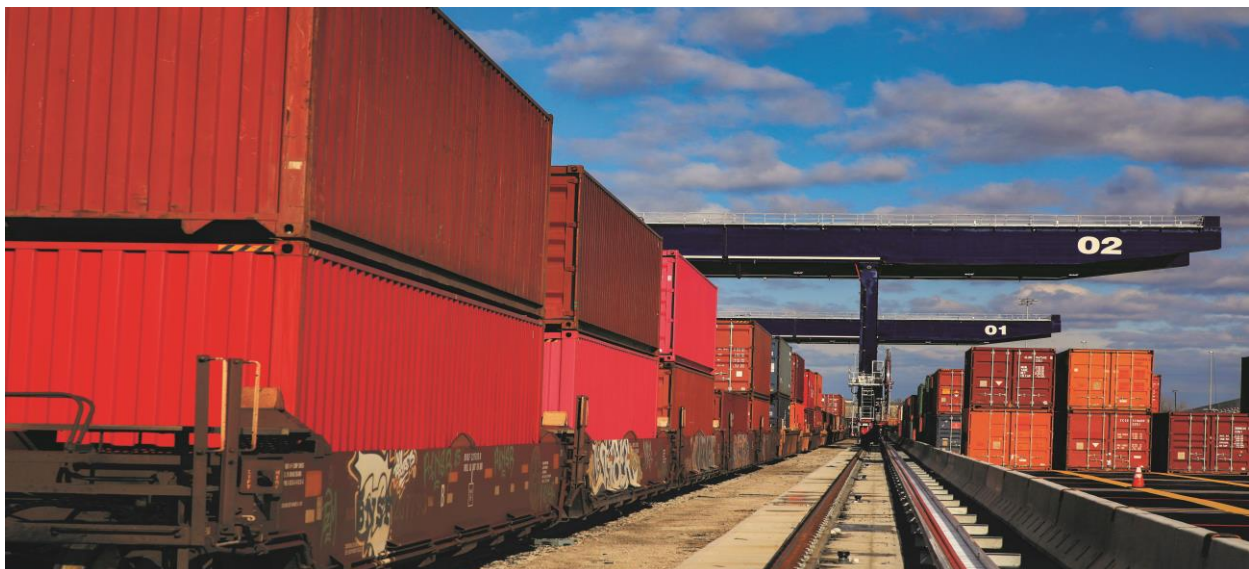
## Mission

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 second largest in the U.S. and 23<sup>rd</sup> 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 local consumers, with over 4 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.



*ExpressRail Port Jersey, the fourth facility, completes construction on the Port of New York and New Jersey's on-dock/near-dock ExpressRail system.*

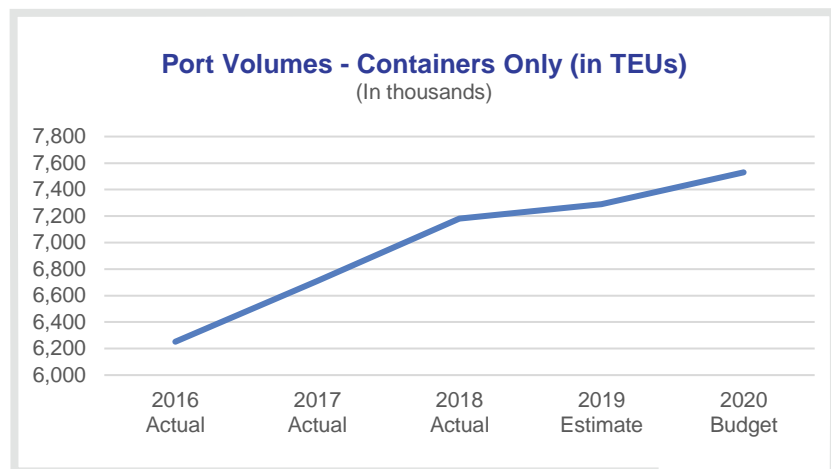


### Core Functions

- 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, including leasing, administration, and facilitation of improvements, programs and initiatives across Port facilities.
- 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 proposed 2020 Budget projects 4 million containers, or 7.5 million twenty-foot equivalent units (TEUs), an increase of 4.2% versus the 2019 Budget.

### Staffing

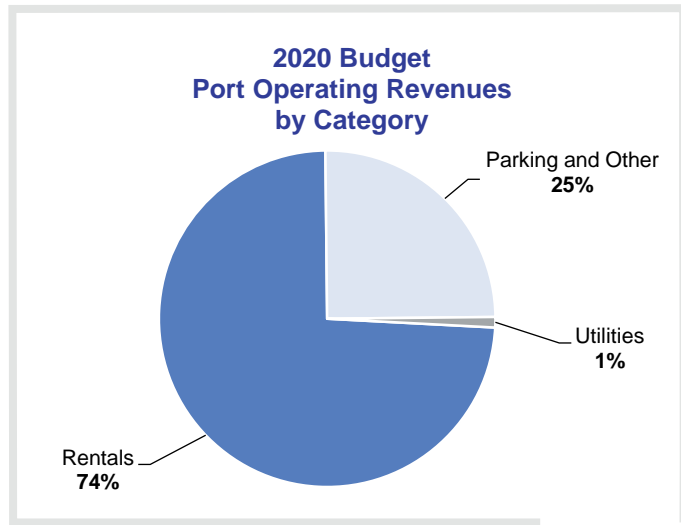
Port’s staffing is comprised of permanent employees dedicated to operating, maintaining, managing, marketing and providing capital support across the facilities and temporary employees who support short-term and seasonal workloads. Operations staff ensure that the facilities are operated in a manner that allows for the safe and efficient movement of international cargo to and from Port facilities. Maintenance staff maintain the marine terminals and port system and ensure compliance with applicable codes and regulations. Management staff support the operations and maintenance of facilities and provide department-wide oversight, including capital program delivery.

2020 Operating Revenues

Port’s projected 2020 Operating Revenue Budget of \$335 million is \$21 million, or 6.7% higher versus the 2019 Budget.

Rental revenues, derived from leased property, are the main source of revenue, corresponding to fixed land rents from various tenant agreements and through-put fees derived from container and other activity. Rental revenues are increasing by \$9 million, or 3.6% versus the 2019 Budget mainly due to scheduled escalations of ground rent for current agreements.

Parking and other fees are increasing by \$11 million, or 15.6% versus the 2019 Budget due to higher throughput from the major terminals, annual rate escalations on dockage, wharfage, and Cargo Facility Charges.

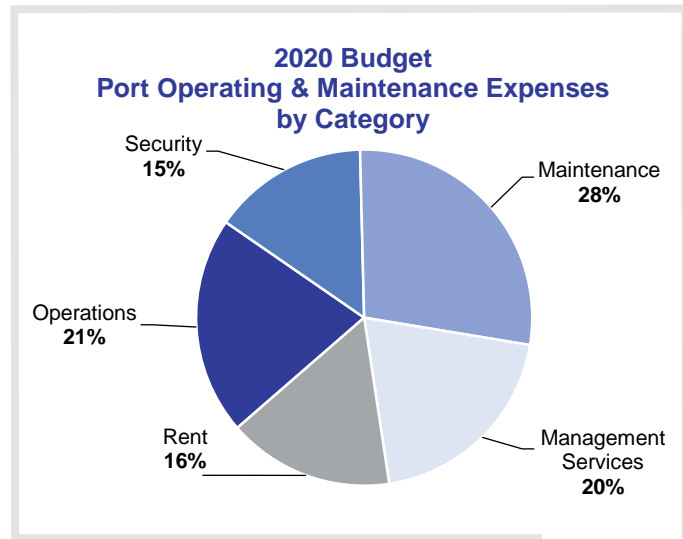


Port Operating Revenues by Category

| (in thousands)           | 2018 ACTUAL | 2019 BUDGET | 2019 ESTIMATE | 2020 BUDGET      |
|--------------------------|-------------|-------------|---------------|------------------|
| Rentals                  | \$236,137   | \$239,560   | \$240,102     | <b>\$248,121</b> |
| Parking and Other        | 72,382      | 71,912      | 76,252        | <b>83,151</b>    |
| Utilities                | 2,117       | 2,492       | 3,667         | <b>3,741</b>     |
| Total Operating Revenues | \$310,636   | \$313,964   | \$320,021     | <b>\$335,013</b> |

### 2020 Operating Expenses

Port’s proposed 2020 Operating Expense Budget of \$173 million is \$4.2 million, or 2.5% higher versus the 2019 Budget.



### Port Operating Expenses by Category

| (in thousands)                    | 2018 ACTUAL | 2019 BUDGET* | 2019 ESTIMATE | 2020 BUDGET      |
|-----------------------------------|-------------|--------------|---------------|------------------|
| Operations                        | \$39,527    | \$37,589     | \$36,205      | <b>\$34,591</b>  |
| Security                          | 23,895      | 24,138       | 24,471        | <b>24,078</b>    |
| Maintenance                       | 40,220      | 42,932       | 38,152        | <b>46,124</b>    |
| Management Services               | 28,712      | 28,455       | 31,691        | <b>32,548</b>    |
| Rent                              | 25,861      | 25,954       | 26,285        | <b>26,188</b>    |
| Sub-total Operating & Maintenance | 158,215     | 159,068      | 156,804       | <b>163,529</b>   |
| Allocated                         | 8,190       | 9,533        | 8,781         | <b>9,233</b>     |
| Total Operating Expenses          | \$166,405   | \$168,601    | \$165,585     | <b>\$172,762</b> |

\* Reflects reallocations of costs between departments.

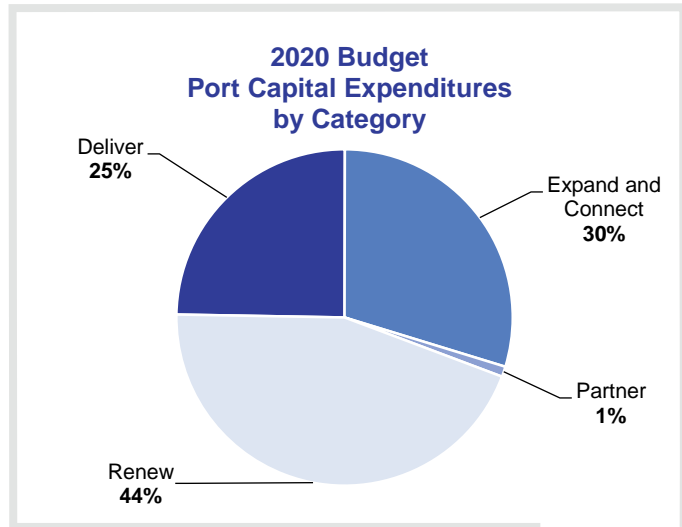
### 2020 Operating Budget Highlights

The proposed 2020 Operating Expense Budget includes contractual and labor 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 proposed 2020 Operating Budget continues implementation of environmental initiatives for an electric cargo handling equipment demonstration project at Port Elizabeth, to further the ongoing Truck Replacement Program, and support the Ocean-Going Clean Vessel Incentive program. Funding is also provided to confirm the implementation strategy for Port Master Plan Recommendations as well as supporting business development in the U.S. mid-west region.

2020 Capital Budget Overview

Port’s proposed 2020 Capital Budget of \$50 million is \$113 million, or 69% lower versus the 2019 Budget. This spending supports construction design activities at our facilities, including an environmental review of the Cross-Harbor Freight Movement Program and wharf reconstruction analyses at multiple facilities.



Port Capital Expenditures by Facility

| (in thousands)                       | 2018 ACTUAL      | 2019 BUDGET      | 2019 ESTIMATE    | 2020 BUDGET     |
|--------------------------------------|------------------|------------------|------------------|-----------------|
| Port Newark                          | \$22,104         | \$26,219         | \$23,441         | <b>\$13,463</b> |
| Elizabeth-PA Marine Terminal         | 10,409           | 5,748            | 6,407            | <b>5,272</b>    |
| Brooklyn-PA Marine Terminal          | 12,595           | 4,951            | 6,522            | <b>3,767</b>    |
| Red Hook Container Terminal          | 16               | 339              | 73               | <b>72</b>       |
| Howland Hook Marine Terminal         | 6,719            | 14,993           | 21,694           | <b>1,208</b>    |
| Greenville Yard/ NY and NJ Rail, LLC | 38,454           | 50,898           | 30,653           | <b>13,024</b>   |
| Port Jersey – PA Marine Terminal     | 55,857           | 60,267           | 46,279           | <b>13,240</b>   |
| <b>Total Capital Expenditures</b>    | <b>\$146,154</b> | <b>\$163,415</b> | <b>\$135,069</b> | <b>\$50,046</b> |

Port Significant Capital Projects *(in thousands)*

| PROJECT TITLE & DESCRIPTION  | OPERATIONAL IMPACTS   | 2020 BUDGET |
|--|---|-------------|
| <b>Greenville Yard:</b> Construct a new intermodal rail facility for Global Container Terminal – Bayonne. Project also includes full redevelopment of Greenville Yard “A”, which supports both the Intermodal Container Transfer Facility and New York New Jersey Rail LLC operations. | Improves 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. | \$10,558    |
| <b>Cross Harbor Freight Movement Program – Tier II Environment Review:</b> Examine the financial, economic, environmental and social impacts of the Enhanced Railcar Float Alternative developed in Tier 1.  | Improves the movement of regional goods by enhancing the transportation of freight across the New York / New Jersey Harbor.                                       | \$7,347     |
| <b>Wharf Reconstruction Analysis:</b> Provides for a study to evaluate wharf construction alternatives and assess terminal operational constraints.  | Provides for a study to evaluate wharf construction alternatives and assess terminal operational constraints.   | \$4,952     |
| <b>Rehabilitation of Berth 25 Bulkhead:</b> Provides for rehabilitation of Berth 25 at Port Newark.  | Improves the reliability of Berth 25 over an interim term.  | \$4,709     |

### 2020 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 2020 projected free cash flow by facility.

### 2020 Port Projected Free Cash Flow

| (in thousands)                       | GROSS<br>OPERATING<br>REVENUES | O&M<br>EXPENSES | ALLOCATED<br>EXPENSES | EBIDA     | GRANTS &<br>CONTRIBUTION | CAPITAL<br>EXPENDITURES | 2020 FREE<br>CASH FLOW |
|--------------------------------------|--------------------------------|-----------------|-----------------------|-----------|--------------------------|-------------------------|------------------------|
| Port Newark                          | \$99,181                       | \$79,849        | \$5,073               | \$14,259  | \$829                    | \$13,463                | <b>\$1,625</b>         |
| Elizabeth-PA Marine Terminal         | 171,075                        | 23,279          | 1,733                 | 146,063   | –                        | 5,272                   | <b>140,791</b>         |
| Brooklyn-PA Marine Terminal          | 7,350                          | 13,187          | 777                   | (6,614)   | 140                      | 3,767                   | <b>(10,241)</b>        |
| Red Hook Container Terminal          | 799                            | 6,981           | 253                   | (6,435)   | –                        | 72                      | <b>(6,507)</b>         |
| Howland Hook Marine Terminal         | 17,095                         | 15,590          | 425                   | 1,080     | 7,238                    | 1,208                   | <b>7,110</b>           |
| Greenville Yard/ NY and NJ Rail, LLC | 7,623                          | 7,315           | 137                   | 171       | 8,984                    | 13,024                  | <b>(3,869)</b>         |
| Port Jersey – PA Marine Terminal     | 31,890                         | 17,328          | 835                   | 13,727    | 2,410                    | 13,240                  | <b>2,897</b>           |
| Total – Port                         | \$335,013                      | \$163,529       | \$9,233               | \$162,251 | \$19,601                 | \$50,046                | <b>\$131,806</b>       |

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## 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, preserving the WTC's status as a landmark of international significance and remembrance and as 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 Campus seen from Lower Manhattan.*

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, Port Authority Police Department, and New York City Police Department.
- 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 the WTC.

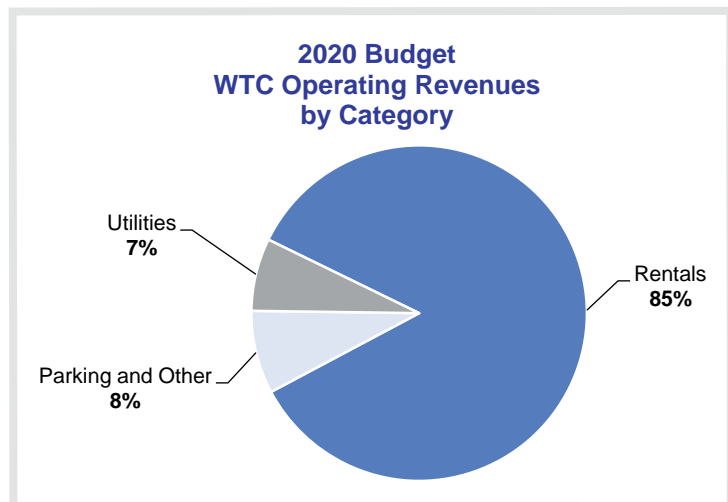
Staffing

WTC’s staffing is comprised of permanent and temporary employees who provide department-wide oversight, handle real estate and business relationships and property and revenue management.

2020 Operating Revenues

WTC’s projected 2020 Operating Revenue Budget of \$353 million is \$26 million, or 7.8% higher versus the 2019 Budget.

The main components of WTC revenue are rentals, which are increasing by \$26 million, or 9.5% primarily based on higher occupancy of One WTC, increased recoveries, and sublease rent for Tower 4.



WTC Operating Revenues by Category

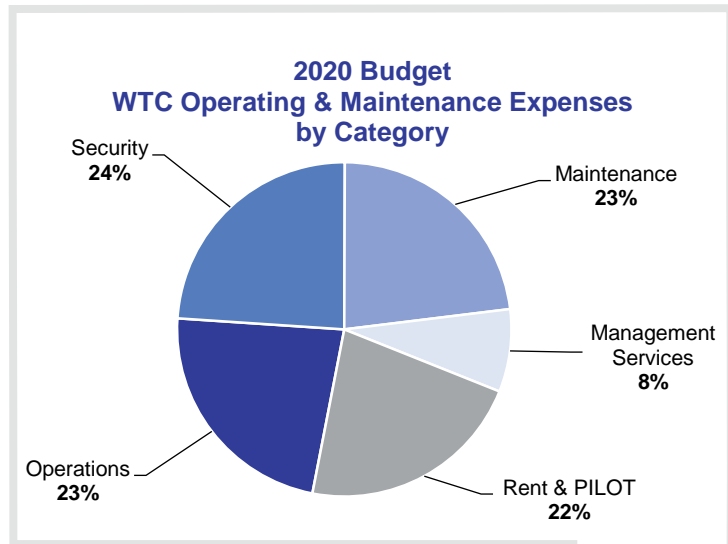
| (in thousands)           | 2018 ACTUAL | 2019 BUDGET | 2019 ESTIMATE | 2020 BUDGET      |
|--------------------------|-------------|-------------|---------------|------------------|
| Rentals                  | \$244,086   | \$274,814   | \$265,587     | <b>\$300,961</b> |
| Parking and other        | 34,797      | 28,855      | 27,937        | <b>26,592</b>    |
| Utilities                | 15,853      | 24,000      | 24,854        | <b>25,733</b>    |
| Total Operating Revenues | \$294,736   | \$327,669   | \$318,378     | <b>\$353,286</b> |



2020 Operating Expenses

WTC’s proposed 2020 Operating Expense Budget of \$373 million is \$8.5 million, or 2.3% higher versus the 2019 Budget.

The proposed 2020 Operating Budget includes Port Authority related operating expenses, the major components of which are site-wide operating cost, security and One WTC operating expenses.



WTC Operating Expenses by Category

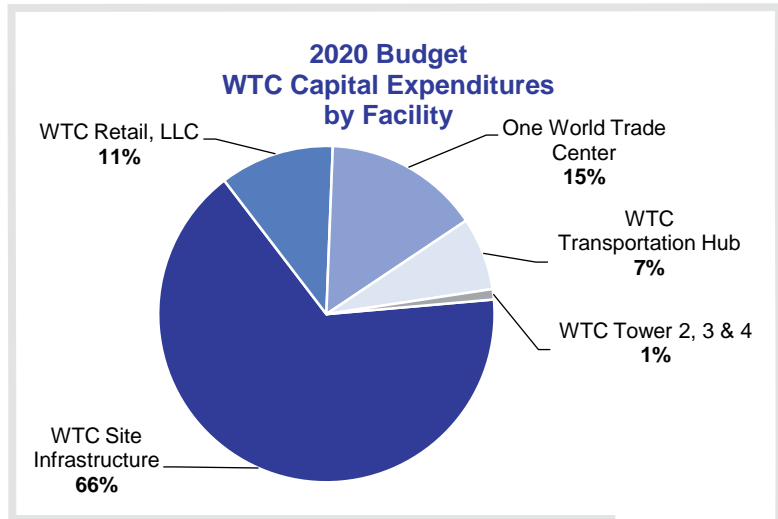
| (in thousands)                    | 2018 ACTUAL | 2019 BUDGET* | 2019 ESTIMATE | 2020 BUDGET      |
|-----------------------------------|-------------|--------------|---------------|------------------|
| Operations                        | \$104,918   | \$79,824     | \$84,558      | <b>\$83,108</b>  |
| Security                          | 73,702      | 91,357       | 81,803        | <b>88,164</b>    |
| Maintenance                       | 41,932      | 82,909       | 78,119        | <b>83,083</b>    |
| Management services               | 36,993      | 29,782       | 27,915        | <b>27,842</b>    |
| Rent & PILOT                      | 68,161      | 69,415       | 58,264        | <b>80,192</b>    |
| Sub-total Operating & Maintenance | 325,706     | 353,287      | 330,659       | <b>362,389</b>   |
| Allocated                         | 8,142       | 10,758       | 8,386         | <b>10,199</b>    |
| Total Operating Expenses          | \$333,848   | \$364,045    | \$339,045     | <b>\$372,588</b> |

\* Reflects reallocations of costs between departments.

The proposed 2020 Operating Expense Budget includes contractual and labor increases to secure, maintain and operate the WTC complex and Port Authority spaces, including One WTC. Also included is an increase in PILOT expenses due to escalations as well as completion of Tower 3 above grade space and the Retail North Temporary Access in the Oculus.

2020 Capital Budget Overview

WTC’s proposed 2020 Capital Budget of \$321 million is \$48.7 million, or 13.1% lower versus the 2019 Budget reflecting progress towards completion of the redevelopment of the complex.



WTC Capital Expenditures by Facility

| (in thousands)             | 2018 ACTUAL | 2019 BUDGET | 2019 ESTIMATE | 2020 BUDGET      |
|----------------------------|-------------|-------------|---------------|------------------|
| WTC Site Infrastructure    | \$142,088   | \$179,484   | \$169,049     | <b>\$210,609</b> |
| WTC Transportation Hub     | 24,836      | 23,470      | 13,002        | <b>24,114</b>    |
| WTC Retail, LLC            | 71,843      | 70,000      | 72,268        | <b>35,006</b>    |
| One World Trade Center     | 60,497      | 86,034      | 33,526        | <b>46,725</b>    |
| WTC Tower 2, 3 & 4         | 40,043      | 10,614      | 789           | <b>4,445</b>     |
| Total Capital Expenditures | \$339,307   | \$369,602   | \$288,634     | <b>\$320,899</b> |

WTC Significant Capital Projects (in thousands)

| PROJECT TITLE & DESCRIPTION   | OPERATIONAL IMPACTS   | 2020 BUDGET |
|---|---|-------------|
| <b>WTC Site – Construction of Bathtub Vehicular Access/Foundation for The Ronald O. Perelman Performing Arts Center:</b> 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. | Provides a second means of vehicular ingress and egress to the roadway network and provide a foundation for a new performing arts center. | \$66,700    |
| <b>One World Trade Center:</b> Landlord tenant improvement obligation associated with occupancy.  | Provides base building tenant improvements for One WTC.   | \$38,787    |
| <b>WTC Retail:</b> 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.   | \$35,006    |

## WORLD TRADE CENTER (WTC)

*continued*

### 2020 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 2020 projected free cash flow by facility.

### 2020 WTC Projected Free Cash Flow

| (in thousands)          | GROSS<br>OPERATING<br>REVENUES | O&M<br>EXPENSES | ALLOCATED<br>EXPENSES | EBIDA       | GRANTS &<br>CONTRIBUTION | CAPITAL<br>EXPENDITURES | 2019 FREE<br>CASH FLOW |
|-------------------------|--------------------------------|-----------------|-----------------------|-------------|--------------------------|-------------------------|------------------------|
| WTC Site Infrastructure | \$3,437                        | \$165,086       | \$9,537               | (\$171,186) | \$5,160                  | \$210,609               | <b>(\$376,635)</b>     |
| WTC Transportation Hub  | –                              | –               | –                     | –           | –                        | 24,114                  | <b>(24,114)</b>        |
| WTC Retail, LLC         | 15,468                         | 9,249           | 162                   | 6,057       | 8,484                    | 35,006                  | <b>(20,465)</b>        |
| One World Trade Center  | 239,423                        | 129,861         | 170                   | 109,392     | –                        | 46,725                  | <b>62,667</b>          |
| WTC Tower 2, 3, & 4     | 94,958                         | 58,193          | 330                   | 36,435      | 65,293                   | 4,445                   | <b>97,283</b>          |
| Total – WTC             | \$353,286                      | \$362,389       | \$10,199              | (\$19,302)  | \$78,937                 | \$320,899               | <b>(\$261,264)</b>     |

## 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)                                   | 2018 ACTUAL      | 2019 BUDGET*     | 2019 ESTIMATE    | 2020 BUDGET      |
|--|------------------|------------------|------------------|------------------|
| Chief Communications Officer                     | \$623            | \$1,739          | \$1,185          | \$1,162          |
| Media Relations                                  | 2,753            | 2,825            | 2,612            | 2,679            |
| Marketing  | 5,243            | 5,451            | 5,794            | 6,010            |
| Chief Development Officer                        | 753              | 716              | 716              | 664              |
| Environmental & Energy Programs                  | 5,005            | 5,191            | 4,421            | 4,985            |
| Planning & Regional Development                  | 4,505            | 4,997            | 5,023            | 5,216            |
| Project Management                               | 250              | 210              | 167              | 197              |
| Real Estate                                      | 2,069            | 6,088            | 4,903            | 6,139            |
| Chief Diversity & Inclusion Officer              | 6,786            | 9,057            | 7,555            | 9,228            |
| Chief, Human Capital / Human Resources           | 25,449           | 26,650           | 25,537           | 26,591           |
| Labor Relations                                  | 1,585            | 2,630            | 2,629            | 2,621            |
| Chief, Intergovernmental Affairs                 | 6,503            | 5,764            | 5,092            | 5,413            |
| Chief, Major Capital Projects / WTC Construction | 422              | 331              | 331              | -                |
| Chief Procurement & Contracting Officer          | 11,320           | 10,835           | 10,686           | 10,414           |
| Chief Technology Officer                         | 87,256           | 90,703           | 86,699           | 96,531           |
| Chief Engineer                                   | 5,349            | 5,243            | 4,687            | 5,451            |
| Chief Financial Officer                          | 3,012            | 3,923            | 3,124            | 3,508            |
| Comptroller                                      | 11,275           | 11,967           | 12,159           | 12,128           |
| Financial Planning                               | 2,322            | 2,662            | 2,537            | 2,777            |
| Management & Budget                              | 5,905            | 5,874            | 5,572            | 6,016            |
| Treasury   | 10,003           | 15,742           | 17,583           | 16,131           |
| Storm Mitigation & Resilience Office             | 3,483            | 4,083            | 4,121            | 3,714            |
| Operation Services                               | 7,600            | 14,320           | 12,688           | 7,901            |
| Executive Director                               | 2,655            | 1,491            | 1,612            | 1,870            |
| General Counsel / Law                            | 18,812           | 22,330           | 21,426           | 24,290           |
| Inspector General                                | 9,358            | 9,768            | 9,111            | 9,724            |
| Audit  | 10,133           | 9,956            | 9,809            | 9,540            |
| Office of Continuous Improvement                 | 642              | 1,006            | 1,377            | 1,576            |
| Secretary  | 5,877            | 7,108            | 5,854            | 6,805            |
| Other  | 8,592            | 1,849            | 1,445            | 2,474            |
| Sub-total General Administrative                 | 265,540          | 290,509          | 276,455          | 291,755          |
| Allocated Expenses:                              |                  |                  |                  |                  |
| Less General Administrative Allocated to Capital | 39,652           | 53,454           | 40,576           | 53,106           |
| General Administrative Allocated to Operations   | 225,888          | 237,055          | 235,879          | 238,649          |
| Development Expenses Allocated to Operations     | (176)            | 4,390            | 38               | 1,934            |
| <b>Total Allocated Expenses to Operations</b>    | <b>\$225,712</b> | <b>\$241,445</b> | <b>\$235,917</b> | <b>\$240,583</b> |

\* Reflects reallocations of costs between departments.

# Capital Budget Summary

On reverse: The new PATH Harrison Station.



PATH

HARRISON  
PATH  
STATION

TRAINS TO  
NEWARK



PATH  
IMPROVED  
RELIABILITY

PATH Trains to Newark



RAIL



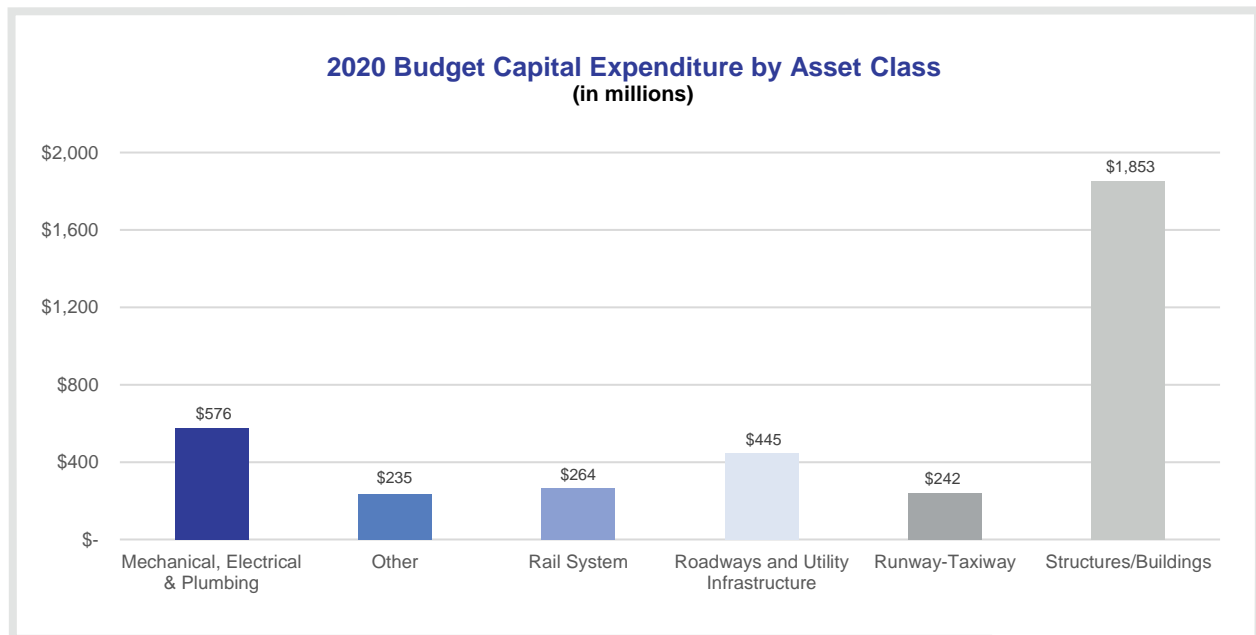
# CAPITAL PROJECT LISTINGS

Outlined below is information on the 2020 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<br>Stage 4 / Construction<br>Stage 5 / Closeout Stage<br>Stage M1 / Multiple Stages, Reporting Stage 1<br>Stage M2 / Multiple Stages, Reporting Stage 2<br>Stage M3 / Multiple Stages, Reporting Stage 3<br>Stage M4 / Multiple Stages, Reporting Stage 4<br>Stage M5 / Multiple Stages, Reporting Stage 5 |



# 2020 CAPITAL PROJECT LISTINGS

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

| PROJECT ID  | TITLE   | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET    |
|---|---|------------------|-----------------------------|-------|----------------|
| <b>DEPARTMENT: TUNNELS, BRIDGES &amp; TERMINALS</b> |   |                  |                             |       |                |
| <b>CB02 – HOLLAND TUNNEL</b>                        |   |                  |                             |       |                |
| CB02-040  | REHABILITATION OF TUNNEL VENTILATION SYSTEM - MECHANICAL AND ELECTRICAL         | Deliver          | HVAC, Plumbing & Sprinklers | 4     | 3,593          |
| CB02-123  | REPLACEMENT OF PIER 9 AND PIER 204  | Deliver          | Port Wharfs                 | M4    | 4,560          |
| CB02-156  | REPLACEMENT OF SUPERVISORY CONTROL SYSTEM                                       | Renew            | Control Systems             | 3     | 392            |
| CB02-175  | REPLACEMENT OF BULKHEAD DOORS IN VENTILATION BUILDINGS                          | Renew            | Buildings & Garages         | 4     | 3,373          |
| CB02-191  | REHABILITATION OF POWER DISTRIBUTION SYSTEM AND REPLACE EMERGENCY GENERATORS    | Renew            | Electrical Power & Lighting | P     | 321            |
| CB02-193  | REHABILITATION OF CONCRETE AND STEEL  | Renew            | Tunnels                     | 3     | 477            |
| CB02-197  | REPLACEMENT OF OVERHEIGHT DETECTION EQUIPMENT AT NEW YORK PLAZA                 | Renew            | Tunnels                     | P     | 690            |
| CB02-202  | REPLACEMENT OF TOLL COLLECTION SYSTEM   | Renew            | Control Systems             | 4     | 5,824          |
| CB02-205  | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM                               | Deliver          | Control Systems             | M4    | 109            |
| CB02-207  | REHABILITATION OF BRONZE DOORS AT SPRING STREET                                 | Renew            | Buildings & Garages         | 5     | 17             |
| CB02-210  | REPLACEMENT OF EXISTING INTELLIGENT TRANSPORTATION SYSTEM                       | Renew            | Control Systems             | 1     | 634            |
| CB02-217  | REPLACEMENT OF ROOF AND PARAPET AT NEW YORK EMERGENCY GARAGE                    | Renew            | Buildings & Garages         | 4     | 1,961          |
| CB02-218  | REHABILITATION AND REPLACEMENT OF HIGH VOLTAGE TRANSFORMERS                     | Renew            | Electrical Power & Lighting | 1     | 533            |
| CB02-223  | INSTALLATION OF ADDITIONAL MEANS OF EGRESS FOR NJ ADMINISTRATION BUILDING       | Renew            | Buildings & Garages         | 3     | 1,089          |
| CB02-224  | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM                                    | Deliver          | Control Systems             | 5     | 113            |
| CB02-225  | MITIGATION OF LATENT SALT DAMAGE TO MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS | Partner          | Electrical Power & Lighting | 3     | 7,023          |
| CB02-226  | MITIGATION OF LATENT SALT DAMAGE  | Partner          | Electrical Power & Lighting | 3     | 11,356         |
| CB02-227  | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE                  | Renew            | Control Systems             | 4     | 131            |
| CB02-228  | INSTALLATION OF EVASE STACK INSPECTION STRUCTURES                               | Renew            | Buildings & Garages         | 5     | 33             |
| CB02-229  | HOLLAND TUNNEL VENTILATION BUILDINGS CAMERA INSTALLATION                        | Renew            | Control Systems             | 3     | 962            |
| CB02-233  | REPLACEMENT OF MIDRIVER PUMP ROOM PUMP  | Renew            | HVAC, Plumbing & Sprinklers | P     | 1,300          |
| CB02-235  | ROOF REPLACEMENT AT NEW JERSEY SERVICE GARAGE 1                                 | Renew            | Buildings & Garages         | 3     | 1,809          |
| CB02-244  | CASHLESS TOLLING INFRASTRUCTURE   | Renew            | Other-Misc                  | 4     | 14,798         |
| <b>FACILITY TOTAL: CB02 – HOLLAND TUNNEL</b>        |   |                  |                             |       | <b>61,098</b>  |
| <b>CB03 – LINCOLN TUNNEL</b>                        |   |                  |                             |       |                |
| <b>LINCOLN TUNNEL ACCESS PROGRAM</b>                |   |                  |                             |       |                |
| CB03-267  | REHABILITATION OF PULASKI SKYWAY  | Deliver          | Bridges                     | M4    | 73,062         |
| CB03-268  | REPLACEMENT OF ROUTE 7 WITTPENN BRIDGE  | Deliver          | Bridges                     | M4    | 87,950         |
| CB03-269  | REPLACEMENT OF ROUTE 1 AND 9  | Expand & Connect | Paving & Roadways           | M4    | 19,182         |
| <b>LINCOLN TUNNEL ACCESS PROGRAM</b>                |   |                  |                             |       | <b>180,194</b> |
| CB03-213  | REPLACEMENT OF HELIX (PLANNING)   | Renew            | Paving & Roadways           | 1     | 12,433         |
| CB03-253  | UPGRADE OF LIFE SAFETY MONITORING SYSTEM  | Renew            | Control Systems             | 3     | 249            |
| CB03-259  | REHABILITATION OF PRIORITY STRUCTURAL COMPONENTS                                | Renew            | Paving & Roadways           | 1     | 223            |
| CB03-262  | REPLACEMENT OF TOLL COLLECTION SYSTEM   | Renew            | Control Systems             | 4     | 8,767          |
| CB03-264  | REPLACEMENT OF HVAC SYSTEM AT ADMINISTRATION BUILDING - PHASE II                | Renew            | HVAC, Plumbing & Sprinklers | 3     | 2,104          |



## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID                                   | TITLE   | PLAN CATEGORY | ASSET CATEGORY              | STAGE | 2020 BUDGET   |
|--|---|---------------|-----------------------------|-------|---------------|
| CB03-273                                     | REPLACEMENT OF EXISTING INTELLIGENT TRANSPORTATION SYSTEM   | Renew         | Control Systems             | 1     | 1,009         |
| CB03-274                                     | REPLACEMENT OF ABOVE-GROUND STORAGE TANKS   | Renew         | HVAC, Plumbing & Sprinklers | 4     | 2,136         |
| CB03-276                                     | REPLACEMENT OF SCADA SYSTEM   | Renew         | Control Systems             | 1     | 933           |
| CB03-284                                     | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM  | Deliver       | Control Systems             | 5     | 149           |
| CB03-285                                     | MITIGATION OF LATENT SALT DAMAGE TO MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS                             | Partner       | Electrical Power & Lighting | 4     | 281           |
| CB03-286                                     | MITIGATION OF LATENT SALT DAMAGE  | Partner       | Buildings & Garages         | 4     | 562           |
| CB03-290                                     | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE  | Renew         | Control Systems             | 4     | 255           |
| CB03-291                                     | REHABILITATION AND RELOCATION OF LINCOLN TUNNEL HELIX GUIDERAIL AND MANHOLE COVER - PRIORITY REHABILITATION | Renew         | Paving & Roadways           | 5     | (57)          |
| CB03-292                                     | VENTILATION BUILDINGS CAMERA INSTALLATION   | Renew         | Control Systems             | 3     | 1,005         |
| CB03-309                                     | REPLACEMENT OF CCTV IN THE NORTH AND SOUTH TUBES AND TTCS IN NORTH AND CENTRAL TUBES                        | Renew         | Other-Misc                  | 4     | 1,302         |
| CB03-310                                     | CASHLESS TOLLING INFRASTRUCTURE   | Renew         | Other-Misc                  | 4     | 22,945        |
| <b>FACILITY TOTAL: CB03 - LINCOLN TUNNEL</b> |   |               |                             |       | <b>54,296</b> |
| <b>CB04 – GEORGE WASHINGTON BRIDGE</b>       |   |               |                             |       |               |
| CB04-132                                     | REHABILITATION OF UNDERSIDE OF LOWER LEVEL STRUCTURE, PRIORITY STEEL REPAIR                                 | Renew         | Bridges                     | M3    | 19,267        |
| CB04-223                                     | REHABILITATION AND RECOATING OF STRUCTURAL STEEL FOR FORT WASHINGTON AVE                                    | Renew         | Bridges                     | 2     | 236           |
| CB04-224                                     | REHABILITATION AND RECOATING OF STRUCTURAL STEEL FOR AMSTERDAM AVENUE                                       | Renew         | Bridges                     | 2     | 111           |
| CB04-229                                     | REPLACEMENT OF LIGHTING ALONG FIXTURES, FEEDERS AND WIRING RAMP   | Renew         | Electrical Power & Lighting | P     | 81            |
| CB04-241                                     | REHABILITATION OF NJ/NY HIGH TENSION ELECTRICAL SWITCHGEAR  | Renew         | Electrical Power & Lighting | 2     | 1,567         |
| CB04-258                                     | IMPLEMENTATION OF FORT LEE STREET IMPROVEMENTS  | Deliver       | Paving & Roadways           | 4     | 1,825         |
| CB04-260                                     | REPLACEMENT OF TOLL COLLECTION SYSTEM   | Renew         | Control Systems             | 4     | 17,854        |
| CB04-261                                     | REHABILITATION OF UPPER LEVEL SPAN OVER NJ ANCHORAGE AND HUDSON TERRACE                                     | Deliver       | Bridges                     | M4    | 4,028         |
| CB04-276                                     | REHABILITATION OF 178TH & 179TH STREET RAMPS, BUS RAMPS, AND BUS TURNAROUND                                 | Renew         | Bridges                     | 4     | 34,186        |
| CB04-285                                     | REPLACEMENT OF THE PALISADES INTERSTATE PARKWAY HELIX   | Deliver       | Bridges                     | 4     | 3,648         |
| CB04-288                                     | TRANS MANHATTAN EXPRESSWAY MEDIAN BARRIERS AND WATER SYSTEM 'C' REHABILITATION                              | Renew         | Paving & Roadways           | 4     | 11,488        |
| CB04-312                                     | UPGRADE/REPLACEMENT OF SIGNS AND FIELD DEVICES  | Renew         | Control Systems             | 4     | 16,803        |
| CB04-317                                     | REHABILITATION OF CENTER AVE BRIDGE AND LEMOINE AVE BRIDGE  | Renew         | Bridges                     | 4     | 13,985        |
| CB04-319                                     | REPLACEMENT OF SUSPENDER ROPES AND REHABILITATION OF MAIN CABLES  | Renew         | Bridges                     | 4     | 76,879        |
| CB04-325                                     | REPLACEMENT OF EMERGENCY POWER SYSTEM   | Renew         | Electrical Power & Lighting | 3     | 2,219         |
| CB04-328                                     | UPGRADE OF FLAG HOIST SYSTEM ACCESS   | Renew         | Bridges                     | 4     | 2,101         |
| CB04-334                                     | REHABILITATION OF HUDSON RAMPS COMPLEX - PHASE I  | Renew         | Bridges                     | 1     | 3,137         |
| CB04-336                                     | REHABILITATION OF TRANSMANHATTAN EXPRESSWAY OVERPASSES (PHASE 1)  | Renew         | Bridges                     | 2     | 5,202         |
| CB04-338                                     | REPLACEMENT OF NEW JERSEY LIGHTING FEEDERS  | Renew         | Electrical Power & Lighting | 1     | 480           |
| CB04-357                                     | UPGRADE OF 800MHZ SIMULCAST TRUNKED RADIO SYSTEM  | Deliver       | Control Systems             | M4    | 116           |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID   | TITLE   | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET    |
|--|---|------------------|-----------------------------|-------|----------------|
| CB04-362   | REPAVING OF EASTBOUND UPPER LEVEL   | Renew            | Paving & Roadways           | 4     | 1,090          |
| CB04-363   | REPLACEMENT OF ELECTRICAL DISTRIBUTION ROOMS IN TOWERS                                    | Renew            | Electrical Power & Lighting | P     | 305            |
| CB04-364   | REPLACEMENT OF HALON FIRE SUPPRESSION SYSTEM IN ADMIN. BUILDING COMPUTER ROOM             | Renew            | HVAC, Plumbing & Sprinklers | 3     | 925            |
| CB04-377   | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM  | Deliver          | Control Systems             | 5     | 82             |
| CB04-379   | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE                            | Renew            | Control Systems             | 4     | 1,174          |
| CB04-380   | REHABILITATION OF BRIDGE MAIN SPAN UPPER LEVEL STRUCTURAL STEEL REHABILITATION (PHASE II) | Renew            | Bridges                     | 4     | 15,002         |
| CB04-390   | REPLACEMENT OF ELECTRICAL FEEDER (PHASE II)   | Renew            | Electrical Power & Lighting | 5     | 12             |
| CB04-392   | GWB NEW JERSEY ADMINISTRATION BUILDING SPRINKLER SYSTEM REHABILITATION                    | Renew            | HVAC, Plumbing & Sprinklers | 4     | 1,705          |
| CB04-394   | TRANS-MANHATTAN EXPRESSWAY HYDRANT AND WATER SYSTEMS REHABILITATION                       | Renew            | HVAC, Plumbing & Sprinklers | 4     | 6,694          |
| CB04-396   | GWB – MAIN TOLL HOUSE ROOF REPLACEMENT  | Renew            | Buildings & Garages         | 3     | 2,161          |
| CB04-397   | CASHLESS TOLLING INFRASTRUCTURE   | Renew            | Other-Misc                  | 4     | 52,868         |
| CB04-EXP   | PROVISION FOR EFFICIENCY AND PHASING - RESTORE THE GEORGE PROGRAM                         | Renew            | Structure Rehabilitation    | P     | (31,156)       |
| <b>FACILITY TOTAL: CB04 – GEORGE WASHINGTON BRIDGE</b> |   |                  |                             |       | <b>266,075</b> |
| <b>CB06 – BAYONNE BRIDGE</b>                           |   |                  |                             |       |                |
| CB06-087   | NAVIGATIONAL CLEARANCE PROGRAM  | Deliver          | Bridges                     | M4    | 46,868         |
| CB06-113   | REPLACEMENT OF TOLL COLLECTION SYSTEM   | Renew            | Control Systems             | 5     | 655            |
| CB06-120   | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE                            | Renew            | Control Systems             | 4     | 56             |
| <b>FACILITY TOTAL: CB06 – BAYONNE BRIDGE</b>           |   |                  |                             |       | <b>47,579</b>  |
| <b>CB07 – GOETHALS BRIDGE</b>                          |   |                  |                             |       |                |
| CB07-103   | REPLACEMENT OF GOETHALS BRIDGE  | Deliver          | Bridges                     | 5     | 20,871         |
| CB07-145   | CONSTRUCTION OF INTERCHANGE RAMPS   | Expand & Connect | Bridges                     | 1     | 2,566          |
| CB07-149   | REPLACEMENT OF TOLL COLLECTION SYSTEM   | Renew            | Control Systems             | 5     | 1,949          |
| CB07-152   | UPGRADE OF 800MHZ SIMULCAST TRUNKED RADIO SYSTEM  | Deliver          | Control Systems             | M4    | 35             |
| CB07-155   | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM  | Deliver          | Control Systems             | 5     | 181            |
| CB07-156   | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE                            | Renew            | Control Systems             | 4     | 38             |
| CB07-159   | ALL-ELECTRONIC TOLLING INFRASTRUCTURE   | Renew            | Control Systems             | M4    | 4,676          |
| <b>FACILITY TOTAL: CB07 – GOETHALS BRIDGE</b>          |   |                  |                             |       | <b>30,316</b>  |
| <b>CB08 – OUTERBRIDGE CROSSING</b>                     |   |                  |                             |       |                |
| CB08-082   | REHABILITATION OF SLAB  | Renew            | Paving & Roadways           | 1     | 1,537          |
| CB08-090   | REHABILITATION OF OUTERBRIDGE CROSSING CATWALKS   | Renew            | Bridges                     | 1     | 145            |
| CB08-104   | PRIORITY STRUCTURAL REHABILITATION  | Renew            | Bridges                     | 1     | 1,319          |
| CB08-109   | MAIN SPAN PIER & FENDER UPGRADES  | Renew            | Bridges                     | 4     | 2,929          |
| CB08-110   | REPLACEMENT OF TOLL COLLECTION SYSTEM   | Renew            | Control Systems             | 5     | 621            |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID   | TITLE   | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET   |
|--|---|------------------|-----------------------------|-------|---------------|
| CB08-117   | UPGRADE OF INTEGRATED TOLL COLLECTION SYSTEM  | Deliver          | Control Systems             | 5     | 74            |
| CB08-118   | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE                              | Renew            | Control Systems             | 4     | 60            |
| CB08-122   | ALL-ELECTRONIC TOLLING INFRASTRUCTURE   | Renew            | Control Systems             | M4    | 4,710         |
| <b>FACILITY TOTAL: CB08 – OUTERBRIDGE CROSSING</b>                 |   |                  |                             |       | <b>11,395</b> |
| <b>CB48 – GEORGE WASHINGTON BRIDGE BUS STATION</b>                 |   |                  |                             |       |               |
| CB48-056   | CB48-056 - REDEVELOPMENT OF GWB BUS STATION   | Deliver          | Buildings & Garages         | 5     | 5,015         |
| CB48-062   | CB48-062 - REPLACEMENT OF BLUE FASCIA PANELS  | Renew            | Buildings & Garages         | P     | 2,000         |
| CB48-065   | CB48-065 - INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE                   | Renew            | Control Systems             | 4     | 135           |
| <b>FACILITY TOTAL: CB48 – GEORGE WASHINGTON BRIDGE BUS STATION</b> |   |                  |                             |       | <b>7,150</b>  |
| <b>CT06 – PORT AUTHORITY BUS TERMINAL</b>                          |   |                  |                             |       |               |
| CT06-200   | SUPPLEMENTAL FIRE ALARM SYSTEM  | Renew            | Control Systems             | M4    | 143           |
| CT06-202   | REPLACEMENT OF PRIMARY ELECTRIC SERVICE   | Deliver          | Electrical Power & Lighting | 4     | 2,440         |
| CT06-230   | REPLACEMENT OF SOUTH WING HVAC UNITS AND ASSOCIATED ELECTRICAL DISTRIBUTION SYSTEM          | Deliver          | HVAC, Plumbing & Sprinklers | 4     | 5,851         |
| CT06-239   | INTERNAL STRUCTURAL ENHANCEMENTS  | Renew            | Buildings & Garages         | 4     | 11,099        |
| CT06-259   | REPLACEMENT OF NORTH WING STANDING BUS LANE WEARING COURSE                                  | Renew            | Paving & Roadways           | 3     | 362           |
| CT06-266   | UPGRADE OF 800MHZ SIMULCAST TRUNKED RADIO SYSTEM  | Deliver          | Control Systems             | M4    | 25            |
| CT06-267   | MODIFICATIONS OF ROOM VIDEO PROCESSING EQUIPMENT  | Deliver          | Buildings & Garages         | 4     | 19            |
| CT06-268   | REPLACEMENT OF SPRINKLER SYSTEM   | Renew            | HVAC, Plumbing & Sprinklers | 4     | 3,385         |
| CT06-269   | REHABILITATION OF EMERGENCY EGRESS DOORS  | Renew            | Buildings & Garages         | 3     | 4,786         |
| CT06-283   | INSTALLATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE                              | Renew            | Control Systems             | 4     | 132           |
| CT06-285   | REPLACEMENT OF PORT AUTHORITY BUS TERMINAL  | Expand & Connect | Buildings & Garages         | M2    | 27,848        |
| CT06-289   | REHABILITATION OF PRIORITY CONCRETE (PHASE II)  | Renew            | Buildings & Garages         | 4     | 136           |
| CT06-290   | REPLACEMENT OF TERMINAL DRAINAGE SYSTEM   | Renew            | HVAC, Plumbing & Sprinklers | 3     | 723           |
| CT06-293   | STRAND REPLACEMENT OF PARKING LEVEL TRUSS #1  | Renew            | Buildings & Garages         | 3     | 1,464         |
| CT06-295   | TRANSFERAL OF ELECTRICAL LOADS FROM SERVICE ROOM#2  | Renew            | Electrical Power & Lighting | P     | 1,423         |
| CT06-298   | REHABILITATION OF PRIORITIZED CONCRETE AND MASONRY  | Renew            | Buildings & Garages         | 1     | 411           |
| CT06-302   | CONSTRUCTION OF SAWTOOTH GATES 35 & 36 AND RELATED INFRASTRUCTURE                           | Renew            | Paving & Roadways           | M4    | 659           |
| CT06-306   | REHABILITATION OF WEARING COURSE FOR LOWER LEVEL, PARTIAL 3RD AND 4TH FLOOR BUS LEVEL       | Renew            | Paving & Roadways           | M4    | 3,376         |
| CT06-307   | PRESERVATION OF PARKING LEVEL TRUSS   | Renew            | Structure Rehabilitation    | 1     | 675           |
| CT06-309   | PABT PARTIAL SOUTH WING THIRD FLOOR WEARING COURSE REHABILITATION & RIDING SURFACE MEMBRANE | Renew            | Buildings & Garages         | 4     | 5,947         |
| CT06-310   | CRASH BARRIER ON LOWER LEVEL ROADWAY  | Expand & Connect | Other-Misc                  | 4     | 55            |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID  | TITLE                            | PLAN CATEGORY | ASSET CATEGORY      | STAGE | 2020 BUDGET    |
|---|----------------------------------|---------------|---------------------|-------|----------------|
| CT06-312  | QUALITY OF COMMUTE (QOC) PHASE 2 | Renew         | Buildings & Garages | M4    | 9,867          |
| <b>FACILITY TOTAL: CT06 – PORT AUTHORITY BUS TERMINAL</b> |                                  |               |                     |       | <b>80,826</b>  |
| <b>DEPARTMENT TOTAL: TUNNELS, BRIDGES &amp; TERMINALS</b> |                                  |               |                     |       | <b>738,929</b> |

### DEPARTMENT: PATH

#### CR02 – PATH

|          |   |                  |                             |    |        |
|----------|---|------------------|-----------------------------|----|--------|
| CR02-022 | PATH – C-YARD VEHICLE STORAGE FACILITY & ADDITIONAL TRACK                       | Partner          | Rail Systems                | 1  | 1,760  |
| CR02-150 | IMPLEMENTATION OF SIGNAL REPLACEMENT PROGRAM                                    | Deliver          | Control Systems             | 4  | 22,850 |
| CR02-212 | IMPLEMENTATION OF TIE REPLACEMENT PROGRAM                                       | Deliver          | Rail Systems                | 4  | 2,048  |
| CR02-233 | REPLACEMENT OF SUBSTATION #2  | Renew            | Electrical Power & Lighting | 3  | 7,433  |
| CR02-258 | IMPLEMENTATION OF TURNOUT REPLACEMENT PROGRAM (PHASE 3)                         | Deliver          | Rail Systems                | M4 | 799    |
| CR02-259 | IMPLEMENTATION OF CONTINUOUS WELDED RAIL PROGRAM                                | Deliver          | Rail Systems                | 4  | 342    |
| CR02-261 | IMPLEMENTATION OF CONTACT RAIL PROGRAM  | Deliver          | Rail Systems                | 4  | 390    |
| CR02-290 | CONSTRUCTION OF PATH RAIL EXTENSION TO NEWARK LIBERTY RAIL LINK STATION         | Expand & Connect | Rail Systems                | 1  | 18,029 |
| CR02-328 | IMPLEMENTATION OF TUNNEL TRACK AND DRAINAGE PROGRAM                             | Deliver          | Rail Systems                | 4  | 2,620  |
| CR02-345 | CLOSEOUT OF PURCHASE OF PA-5 RAILCARS   | Deliver          | Rail Systems                | 5  | 1,335  |
| CR02-378 | REPLACEMENT OF SUBSTATION #8  | Partner          | Electrical Power & Lighting | 4  | 7,183  |
| CR02-382 | INSTALLATION OF CONTACT THIRD RAIL HEATERS FROM GRAPE TO NEWARK                 | Deliver          | Rail Systems                | 4  | 3,065  |
| CR02-384 | UPGRADE OF SOUTH STREET COMPRESSOR  | Partner          | Rail Systems                | 4  | 2,070  |
| CR02-418 | REPLACEMENT OF 15KV AND 27KV CABLES AT SUBSTATION #2 AND #15                    | Deliver          | Electrical Power & Lighting | 4  | 507    |
| CR02-419 | UPGRADE OF FIRE ALARM SYSTEM  | Renew            | Control Systems             | 4  | 18,808 |
| CR02-457 | PATH RAILCAR FLEET EXPANSION (CBTC)   | Expand & Connect | Rail Systems                | 4  | 3,395  |
| CR02-458 | REPLACEMENT AND UPGRADE OF HARRISON STATION                                     | Deliver          | Rail Systems                | M4 | 2,590  |
| CR02-462 | REPLACEMENT OF SUBSTATION #7  | Partner          | Electrical Power & Lighting | 4  | 14,630 |
| CR02-463 | REPLACEMENT OF SUBSTATION #9  | Partner          | Electrical Power & Lighting | 4  | 13,852 |
| CR02-507 | UPGRADE OF FIRE SUPPRESSION SYSTEM  | Renew            | HVAC, Plumbing & Sprinklers | 4  | 5,766  |
| CR02-511 | REPLACEMENT OF VENT LOUVERS AT SUBSTATION #4                                    | Renew            | Buildings & Garages         | 4  | 656    |
| CR02-514 | REPLACEMENT OF THE ROOF AT EXCHANGE PLACE SUBSTATION #4                         | Renew            | Buildings & Garages         | 4  | 617    |
| CR02-520 | CENTRAL VACUUM SYSTEM UPGRADE AT HARRISON CAR MAINTENANCE FACILITY TRACKS 5 & 6 | Renew            | HVAC, Plumbing & Sprinklers | 4  | 341    |
| CR02-521 | REPLACEMENT OF HIGH MAST LIGHTING AT HARRISON CAR MAINTENANCE FACILITY          | Renew            | Electrical Power & Lighting | 3  | 1,394  |
| CR02-529 | REPLACEMENT OF TRACKSIDE CIRCUIT BREAKERS                                       | Renew            | Electrical Power & Lighting | 1  | 1,324  |
| CR02-535 | REPLACEMENT OF SCADA PROGRAMMABLE LOGIC CONTROLLERS AND INTERFACE EQUIPMENT     | Renew            | Control Systems             | M4 | 2,512  |
| CR02-536 | IMPLEMENTATION OF PA-5 OVERHAUL PROGRAM   | Renew            | Rail Systems                | 4  | 8,422  |
| CR02-538 | REPLACEMENT OF HACK BRIDGE CONTROLS   | Renew            | Control Systems             | 1  | 273    |
| CR02-548 | REPLACEMENT OF SUBSTATION #14   | Partner          | Electrical Power & Lighting | 4  | 8,327  |
| CR02-556 | REPLACEMENT OF ELEVATORS AT HARRISON CAR MAINTENANCE FACILITY                   | Partner          | Mechanical Systems          | 4  | 1,318  |
| CR02-564 | REPLACEMENT OF WEST SIDE CROSSOVER  | Renew            | Rail Systems                | M4 | 3,333  |

## 2020 CAPITAL PROJECT LISTINGS

*continued*

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

| PROJECT ID | TITLE  | PLAN CATEGORY | ASSET CATEGORY              | STAGE | 2020 BUDGET |
|------------|--|---------------|-----------------------------|-------|-------------|
| CR02-573   | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM                                    | Deliver       | Control Systems             | M4    | 250         |
| CR02-579   | REPLACEMENT OF TRACKSIDE CIRCUIT BREAKER CONTROL CABLES                              | Renew         | Electrical Power & Lighting | P     | 411         |
| CR02-580   | IMPROVEMENTS OF INFRASTRUCTURE AT SOUTH ST YARD                                      | Deliver       | Control Systems             | 4     | 724         |
| CR02-585   | DESIGN AND PURCHASE OF RESILIENCY EQUIPMENT  | Deliver       | Rail Systems                | M4    | 6,441       |
| CR02-587   | IMPLEMENTATION OF HOBOKEN FLOOD RESILIENCY PROGRAM                                   | Partner       | Buildings & Garages         | 4     | 7,006       |
| CR02-589   | REPLACEMENT OF SIGNALS IN TUNNELS E & F  | Partner       | Electrical Power & Lighting | 4     | 20,148      |
| CR02-590   | REPLACEMENT OF RADIO AND ELECTRONICS IN TUNNELS E & F                                | Partner       | Electrical Power & Lighting | 4     | 10,189      |
| CR02-591   | REPLACEMENT OF 27KV, 15KV, TRACTION POWER AND INTER-TRIPPING CABLES IN TUNNELS E & F | Partner       | Electrical Power & Lighting | 4     | 31,755      |
| CR02-592   | REPLACEMENT OF LIGHTING 480V POWER DISTRIBUTION EQUIPMENT IN TUNNELS E & F           | Partner       | Electrical Power & Lighting | 4     | 16,787      |
| CR02-593   | REPLACEMENT OF AUXILIARY POWER EQUIPMENT & CABLE REPLACEMENT AT EXCHANGE PLACE       | Partner       | Electrical Power & Lighting | 4     | 3,132       |
| CR02-594   | REPLACEMENT OF CORROSION PROTECTION AND CONTROL SYSTEM IN TUNNELS E & F              | Partner       | Control Systems             | 4     | 4,361       |
| CR02-595   | REPLACEMENT OF TRACK, THIRD RAIL AND APPURTENANCES IN TUNNELS E & F                  | Partner       | Rail Systems                | 4     | 7,748       |
| CR02-597   | REPLACEMENT OF EXCHANGE PLACE STATION ESCALATORS                                     | Partner       | Mechanical Systems          | 4     | 3,704       |
| CR02-599   | INSTALLATION OF HARRISON CAR MAINTENANCE FACILITY AUTOMATIC FLOOD BARRIER            | Partner       | Buildings & Garages         | 4     | 9,292       |
| CR02-600   | EXCHANGE PLACE STATION HEAD HOUSE PERMANENT FLOOD PROTECTION                         | Partner       | Buildings & Garages         | 4     | 5,895       |
| CR02-601   | INSTALLATION OF HARRISON CAR MAINTENANCE FACILITY CONCRETE SEA WALL                  | Partner       | Buildings & Garages         | 3     | 5,153       |
| CR02-602   | EXTENSION OF RAIL YARDS  | Partner       | Rail Systems                | M4    | 3,335       |
| CR02-606   | INSTALLATION OF TRANSPORTATION MANAGEMENT SOFTWARE                                   | Renew         | Control Systems             | 4     | 612         |
| CR02-608   | REPLACEMENT OF POWER DISTRIBUTION CABLES IN PATH TUNNELS A & B                       | Deliver       | Electrical Power & Lighting | 4     | 6,155       |
| CR02-609   | REPLACEMENT OF EXCHANGE PLACE STATION ELEVATORS                                      | Partner       | Mechanical Systems          | 4     | 5,195       |
| CR02-610   | REPLACEMENT OF NEWPORT STATION ELEVATORS   | Partner       | Mechanical Systems          | 4     | 6,365       |
| CR02-611   | REPLACEMENT OF NEWPORT STATION ESCALATORS  | Partner       | Mechanical Systems          | 4     | 4,027       |
| CR02-612   | GROVE STREET STATION HEAD HOUSE PERMANENT FLOOD PROTECTION                           | Partner       | Buildings & Garages         | 4     | 2,855       |
| CR02-613   | NEWPORT STATION HEAD HOUSE PERMANENT FLOOD PROTECTION                                | Partner       | Buildings & Garages         | 4     | 9,471       |
| CR02-614   | INSTALLATION OF HOBOKEN ELEVATOR FLOOD RESILIENCY                                    | Partner       | Mechanical Systems          | 4     | 1,751       |
| CR02-617   | AIR LINE REPLACEMENT BETWEEN THE TUNNEL PORTAL AND ROUTE 1-9 BRIDGE                  | Deliver       | Control Systems             | P     | 1,181       |
| CR02-619   | IMPLEMENTATION OF FIRE STANDPIPE SGR PROGRAM   | Renew         | HVAC, Plumbing & Sprinklers | 4     | 852         |
| CR02-622   | PATH FARE COLLECTION SYSTEM REPLACEMENT  | Renew         | Control Systems             | 1     | 5,970       |
| CR02-624   | REPLACEMENT OF GROVE STREET STATION ESCALATORS                                       | Partner       | Mechanical Systems          | 4     | 2,143       |
| CR02-629   | REPLACEMENT OF HOBOKEN INTERLOCKING  | Partner       | Rail Systems                | 4     | 6,545       |
| CR02-630   | REPLACEMENT OF APPROACH SLAB AND PAVEMENT AT HARRISON CAR MAINTENANCE FACILITY       | Partner       | Paving & Roadways           | 4     | 2,860       |
| CR02-631   | RESTORATION OF HOBOKEN, NEWPORT, EXCHANGE PLACE AND GROVE STREET STATIONS            | Partner       | Buildings & Garages         | M3    | 3,736       |
| CR02-632   | REPLACEMENT OF TRACK IN OPEN AREAS   | Partner       | Rail Systems                | 3     | 2,847       |
| CR02-634   | REHABILITATION OF CATENARY POLES   | Renew         | Electrical Power & Lighting | 4     | 1,187       |
| CR02-635   | REHABILITATION OF BRIDGE STRUCTURES EAST AND WEST OF NEWARK PENN STATION             | Renew         | Rail Systems                | 3     | 390         |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID   | TITLE  | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET    |
|--|--|------------------|-----------------------------|-------|----------------|
| CR02-636   | REHABILITATION OF SANITARY EJECTOR PIT AT HARRISON CAR MAINTENANCE FACILITY(HCMF)  | Renew            | Buildings & Garages         | 4     | 2,073          |
| CR02-640   | EXCHANGE PLACE PUMP ROOM AND INFRASTRUCTURE REPLACEMENT                            | Partner          | Rail Systems                | 1     | 1,776          |
| CR02-642   | INSTALLATION OF REDUNDANT FLUID COOLER AT PTCC                                     | Expand & Connect | HVAC, Plumbing & Sprinklers | 4     | 1,308          |
| CR02-648   | A-10 SWITCH REPLACEMENT PROGRAM  | Renew            | Rail Systems                | 3     | 1,078          |
| CR02-649   | PATH 9-CAR TRAIN PROGRAM   | Deliver          | Rail Systems                | 1     | 9,351          |
| <b>FACILITY TOTAL: CR02 – PATH</b>                                 |  |                  |                             |       | <b>374,048</b> |
| <b>CR08 – PATH SAFETY</b>  |  |                  |                             |       |                |
| CR08-022   | REHABILITATION OF TUNNEL EMERGENCY VENTILATION FAN BLADE                           | Deliver          | HVAC, Plumbing & Sprinklers | 4     | 1,063          |
| CR08-066   | EXCHANGE PLACE BOLLARD UPGRADE   | Renew            | Paving & Roadways           | M4    | 321            |
| CR08-068   | UPGRADE OF JOURNAL SQUARE TRANSPORTATION CENTER BOLLARDS                           | Renew            | Paving & Roadways           | 5     | 332            |
| CR08-078   | IMPLEMENTATION OF TUNNEL WATER MANAGEMENT PROGRAM                                  | Deliver          | Rail Systems                | M4    | 5,505          |
| CR08-079   | INSTALLATION OF TUNNEL MITIGATION  | Renew            | Rail Systems                | M4    | 820            |
| CR08-105   | INSTALLATION OF CCTV AT PATH C, D, AND HARRISON YARDS                              | Renew            | Control Systems             | 4     | 1,078          |
| CR08-106   | CONSTRUCTION OF RADIO ROOM AND RELOCATION OF COMMUNICATIONS SYSTEM -PHASE II       | Renew            | Control Systems             | 1     | 1,399          |
| <b>FACILITY TOTAL: CR08 – PATH SAFETY</b>                          |  |                  |                             |       | <b>10,518</b>  |
| <b>CR21 – JOURNAL SQUARE TRANSPORTATION CENTER</b>                 |  |                  |                             |       |                |
| CR21-075   | REPLACEMENT OF JOURNAL SQUARE TRANSPORTATION CENTER WATER PUMPS AND PIPING SYSTEMS | Renew            | HVAC, Plumbing & Sprinklers | 4     | 15             |
| CR21-078   | REHABILITATION OF EXPANSION JOINTS AND DRAINS AT JSTC PARKING DECK                 | Renew            | Buildings & Garages         | 3     | 550            |
| CR21-079   | JSTC PLAZA - DRAIN BODY REPLACEMENTS   | Renew            | Buildings & Garages         | 4     | 1,760          |
| CR21-080   | REPLACEMENT OF JOURNAL SQUARE TRANSPORTATION CENTER BUS TERMINAL LANES             | Renew            | Paving & Roadways           | 2     | 787            |
| CR21-082   | REHABILITATION OF PUBLIC RESTROOMS AT JSTC   | Renew            | Buildings & Garages         | 4     | 1,340          |
| <b>FACILITY TOTAL: CR21 – JOURNAL SQUARE TRANSPORTATION CENTER</b> |  |                  |                             |       | <b>4,452</b>   |
| <b>DEPARTMENT TOTAL: PATH</b>                                      |  |                  |                             |       | <b>389,018</b> |

### DEPARTMENT: AVIATION

#### CA02 – LAGUARDIA AIRPORT & REDEVELOPMENT PROGRAM

|          |   |         |                             |    |        |
|----------|---|---------|-----------------------------|----|--------|
| CA02-041 | CCTV AT TERMINAL FRONTAGES  | Renew   | Control Systems             | P  | 725    |
| CA02-118 | REHABILITATION OF RUNWAYS DECK WEARING SURFACE                    | Renew   | Runway-Taxiway              | M4 | 706    |
| CA02-330 | INSTALLATION OF BIOMETRIC CARD READER SYSTEM                      | Renew   | Control Systems             | 2  | 541    |
| CA02-345 | REHABILITATION OF PUMP HOUSES ELECTRICAL AND COMMUNICATION SYSTEM | Renew   | Electrical Power & Lighting | 1  | 494    |
| CA02-414 | INSTALLATION OF AGENCY WIDE TRANSPORTATION MANAGEMENT SOFTWARE    | Renew   | Control Systems             | 4  | 414    |
| CA02-417 | CONSTRUCTION OF RUNWAY 13 & 22 DECKS SAFETY OVERRUN               | Deliver | Runway-Taxiway              | M3 | 6,595  |
| CA02-425 | REHABILITATION OF RUNWAY 4-22 AND ASSOCIATED TAXIWAYS             | Renew   | Runway-Taxiway              | 4  | 20,642 |
| CA02-430 | REHABILITATION OF RUNWAY DECKS STRUCTURAL ELEMENTS - IV           | Renew   | Runway-Taxiway              | 3  | 617    |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID                                     | TITLE  | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET   |
|--|--|------------------|-----------------------------|-------|---------------|
| CA02-432                                       | REHABILITATION OF TAXIWAY PAVEMENT AND LIGHTING                  | Renew            | Runway-Taxiway              | 1     | 785           |
| CA02-447                                       | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM                | Deliver          | Control Systems             | M4    | 136           |
| CA02-465                                       | REHABILITATION OF RUNWAY DECK PRIORITY STRUCTURAL ELEMENTS – 3   | Renew            | Runway-Taxiway              | 4     | 565           |
| CA02-467                                       | REHABILITATION OF TAXIWAYS B, AA, BB AND ASSOCIATED TAXIWAYS     | Renew            | Runway-Taxiway              | 5     | 105           |
| CA02-468                                       | REHABILITATION OF TAXIWAY A FROM TAXIWAY K TO TAXIWAY E          | Renew            | Runway-Taxiway              | 3     | 5,882         |
| CA02-484                                       | AIR OPERATIONS AREA LIGHT CIRCUIT REPLACEMENT                    | Partner          | Electrical Power & Lighting | 4     | 427           |
| CA02-486                                       | FLOOD CONTROL AND RESILIENCY IMPROVEMENTS                        | Deliver          | HVAC, Plumbing & Sprinklers | M4    | 1,941         |
| CA02-487                                       | INSTALLATION OF AIRPORT ACCESS FEE PROGRAM INFRASTRUCTURE        | Expand & Connect | Paving & Roadways           | P     | 1,084         |
| CA02-488                                       | REHABILITATION OF PUMP HOUSE 6 SUBSTATION                        | Partner          | Electrical Power & Lighting | 5     | (310)         |
| CA02-489                                       | REPLACEMENT OF PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) | Renew            | Control Systems             | 4     | 1,892         |
| CA02-490                                       | IMPROVEMENT OF DRAINAGE AT MARINE TERMINAL ROAD                  | Renew            | Underground Utilities       | 3     | 931           |
| CA02-494                                       | REHABILITATION OF FUEL FARM SUBSTATION SWITCHGEARS               | Renew            | Fueling                     | 4     | 2,963         |
| CA02-496                                       | INSTALLATION OF PILE SUPPORTED STRUCTURE FOR RUNWAY 4 LOCALIZER  | Expand & Connect | Runway-Taxiway              | 2     | 73            |
| CA02-499                                       | REHABILITATION OF PUMP HOUSE 1 RETAINING WALL                    | Renew            | Underground Utilities       | 4     | 167           |
| CA02-503                                       | SUPPORT FOR GROUND BASED AUGMENTATION SYSTEM                     | Expand & Connect | Runway-Taxiway              | 3     | 4,505         |
| CA02-506                                       | UPGRADE PIDS END OF LIFE SECURITY EQUIPMENT/SOFTWARE             | Renew            | Control Systems             | M3    | 633           |
| CA02-510                                       | REPLACEMENT OF WEST FIELD LIGHTING VAULT EMERGENCY GENERATOR     | Renew            | Electrical Power & Lighting | 4     | 736           |
| CA02-511                                       | DRAINAGE IMPROVEMENTS NEAR PATROL ROAD                           | Renew            | Underground Utilities       | 4     | 95            |
| CA02-512                                       | DRAINAGE IMPROVEMENTS AT HANGAR 7S PARKING LOT                   | Renew            | Underground Utilities       | 4     | 36            |
| CA02-534                                       | LGA PHASE I EV BUS CHARGING INFRASTRUCTURE                       | Expand & Connect | Electrical Power & Lighting | 4     | 1,328         |
| CA02-535                                       | ELECTRIC INFRASTRUCTURE-PATRONS                                  | Expand & Connect | Other-Misc                  | P     | 1,015         |
| CA02-536                                       | ELECTRIC INFRASTRUCTURE-PORT AUTHORITY FLEET VEHICLES            | Expand & Connect | Other-Misc                  | P     | 1,344         |
| CA02-539                                       | LGA - REPLACEMENT OF HANGAR 7 CENTER ROOF                        | Renew            | Buildings & Garages         | 3     | 730           |
| <b>LAGUARDIA AIRPORT</b>                       |  |                  |                             |       | <b>57,797</b> |
| <b>LAGUARDIA AIRPORT REDEVELOPMENT PROGRAM</b> |  |                  |                             |       |               |
| CA22-005                                       | CONSTRUCTION OF AIRTRAIN   | Expand & Connect | Rail Systems                | 1     | 16,862        |
| CA22-500                                       | LGA REDEVELOPMENT- PA COST FOR NEW FACILITIES (PPP)              | Deliver          | Buildings & Garages         | 4     | 62,176        |
| CA22-501                                       | LGA REDEVELOPMENT PROGRAM-CONCOURSE B                            | Deliver          | Buildings & Garages         | 5     | 1,308         |
| CA22-502                                       | LGA REDEVELOPMENT PROGRAM-HEADHOUSE                              | Deliver          | Buildings & Garages         | 4     | 65,062        |
| CA22-503                                       | LGA REDEVELOPMENT PROGRAM-CONCOURSE A                            | Deliver          | Buildings & Garages         | 4     | 102,412       |
| CA22-600                                       | LGA REDEVELOPMENT- PA COST FOR SUPPORTING INFRASTRUCTURE (PPP)   | Deliver          | Paving & Roadways           | 4     | 31,082        |
| CA22-601                                       | LGA REDEVELOPMENT-UTILITIES                                      | Deliver          | Underground Utilities       | M4    | 1,388         |
| CA22-602                                       | LGA REDEVELOPMENT-LANDSIDE ROADS AND BRIDGES                     | Deliver          | Paving & Roadways           | 4     | 53,612        |
| CA22-605                                       | LGA REDEVELOPMENT- 605-AIRSIDE MODIFICATIONS AND RSR             | Deliver          | Paving & Roadways           | 4     | 1,279         |
| CA22-606                                       | AIRPORT WIDE NEEDS IN SUPPORT OF LGA REDEVELOPMENT PROGRAM       | Deliver          | Buildings & Garages         | M4    | 7,854         |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID  | TITLE  | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET    |
|---|--|------------------|-----------------------------|-------|----------------|
| CA22-700  | LGA REDEVELOPMENT- PA COST FOR CENTRAL HALL (PPP)  | Deliver          | Buildings & Garages         | 4     | 14,041         |
| CA22-701  | LGA REDEVELOPMENT- CENTRAL HALL  | Deliver          | Buildings & Garages         | 4     | 114,298        |
| CA22-800  | TERMINAL C (DELTA)   | Expand & Connect | Buildings & Garages         | 4     | 5,704          |
| <b>LAGUARDIA AIRPORT REDEVELOPMENT PROGRAM</b>                      |  |                  |                             |       | <b>477,078</b> |
| <b>FACILITY TOTAL: CA02 – LAGUARDIA AIRPORT</b>                     |  |                  |                             |       | <b>534,875</b> |
| <b>CA03 – JFK INTERNATIONAL AIRPORT &amp; REDEVELOPMENT PROGRAM</b> |  |                  |                             |       |                |
| CA03-006  | JOHN F. KENNEDY INTERNATIONAL AIRPORT BUILDING 111 UNIFIED OPERATIONS CENTER (UOC)               | Renew            | Buildings & Garages         | 4     | 3,630          |
| CA03-057  | JFK - INSTALL CCTV IN TERMINAL FRONTAGES AT TERMINALS 1, 2, 4, 5, 7 AND 8                        | Renew            | Control Systems             | 2     | 108            |
| CA03-505  | INSTALLATION OF BIOMETRIC CARD READER SYSTEM   | Renew            | Control Systems             | 2     | 865            |
| CA03-516  | REHABILITATION OF RUNWAY 4R-22L  | Renew            | Runway-Taxiway              | 5     | 414            |
| CA03-529  | REHABILITATION OF TAXIWAY Q, QG AND RESTRICTED VEHICLE SERVICE ROAD                              | Renew            | Runway-Taxiway              | 5     | 377            |
| CA03-543  | REHABILITATION OF TAXIWAY W (NORTH OF RUNWAY 13L)  | Renew            | Runway-Taxiway              | 3     | 3,450          |
| CA03-574  | REPLACEMENT OF AIRPORT TRAFFIC CONTROL TOWER ROOFS & RELATED EQUIPMENT                           | Renew            | Runway-Taxiway              | 4     | 8,922          |
| CA03-601  | REHABILITATION OF TAXIWAY CE   | Renew            | Runway-Taxiway              | 3     | 1,913          |
| CA03-603  | REHABILITATION OF BUILDING 254   | Renew            | Buildings & Garages         | P     | 513            |
| CA03-605  | REPLACEMENT OF BUILDING 14 ROOF AT EAST WING   | Renew            | Buildings & Garages         | 5     | 257            |
| CA03-612  | REHABILITATION OF RUNWAY 13L-31R AND ASSOCIATED TAXIWAYS   | Renew            | Runway-Taxiway              | 4     | 16,905         |
| CA03-619  | REHABILITATION OF TAXIWAY Z, H AND G   | Renew            | Runway-Taxiway              | 1     | 438            |
| CA03-620  | BERGEN SUBSTATION  | Renew            | Electrical Power & Lighting | 3     | 3,177          |
| CA03-621  | REPLACEMENT OF 5KV FEEDERS   | Deliver          | Electrical Power & Lighting | 4     | 1,924          |
| CA03-628  | REHABILITATION OF TAXIWAYS A & B EAST (FROM TAXIWAY EA TO TAXIWAY KF)                            | Renew            | Runway-Taxiway              | 1     | 1,351          |
| CA03-632  | CENTRAL SUBSTATION – SWITCHGEAR E AND F REPLACEMENT  | Renew            | Electrical Power & Lighting | 3     | 2,493          |
| CA03-634  | REHABILITATION OF FARMERS SUBSTATION   | Renew            | Electrical Power & Lighting | 2     | 2,680          |
| CA03-639  | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM  | Deliver          | Control Systems             | M4    | 393            |
| CA03-668  | REHABILITATION OF TAXIWAYS A & B SOUTH (BTW. BRIDGES J10, J11 TO TAXIWAY KF)                     | Renew            | Runway-Taxiway              | 1     | 1,626          |
| CA03-669  | ENHANCEMENT OF TAXIWAYS CA & CB  | Expand & Connect | Runway-Taxiway              | 4     | 28,133         |
| CA03-676  | REHABILITATION OF 5KV DISTRIBUTION SYSTEM – PHASE I  | Renew            | Electrical Power & Lighting | 1     | 4,771          |
| CA03-677  | REPLACEMENT OF FACILITY-WIDE FIRE ALARM SYSTEMS  | Renew            | Control Systems             | 3     | 2,365          |
| CA03-678  | REHABILITATION OF WATER DISTRIBUTION SYSTEMS   | Renew            | Underground Utilities       | 1     | 1,575          |
| CA03-689  | REHABILITATION OF AIRPORT ACCESS ROADWAY (JFK EXPRESSWAY)  | Renew            | Paving & Roadways           | 3     | 1,705          |
| CA03-704  | REHABILITATION OF FEDERAL CIRCLE ROADWAYS AND RAMPS  | Renew            | Paving & Roadways           | 3     | 515            |
| 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     | 532            |
| CA03-764  | JFKIA CUT AND COVER TUNNEL POWER DISTRIBUTION VAULT AND PUMP STATION REPAIRS                     | Partner          | Electrical Power & Lighting | 4     | 3,175          |
| CA03-765  | REPLACEMENT OF AIRSIDE SWITCHGEARS   | Partner          | Electrical Power & Lighting | 4     | 1,030          |
| CA03-766  | INSTALLATION OF GATES / CHECK VALVES FOR EXISTING STORMWATER SYSTEMS (OUTFALLS 2, 3, 4, 5 and 6) | Partner          | HVAC, Plumbing & Sprinklers | 4     | 1,157          |



## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID   | TITLE   | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET    |
|--|---|------------------|-----------------------------|-------|----------------|
| CA03-769   | REPLACEMENT OF LIGHT CIRCUIT AT AIR OPERATIONAL AREA                                | Partner          | Electrical Power & Lighting | 4     | 13,044         |
| CA03-772   | REPLACEMENT OF 86 PAD SUBSTATION  | Renew            | Buildings & Garages         | 4     | 2,795          |
| CA03-774   | INSTALLATION OF AGENCY WIDE TRANSPORTATION MANAGEMENT SOFTWARE                      | Renew            | Control Systems             | 4     | 956            |
| CA03-775   | INSTALLATION OF JFK BACKFLOW PREVENTION DEVICES AND WATER METER UPGRADES - PHASE IV | Renew            | HVAC, Plumbing & Sprinklers | 5     | 427            |
| CA03-776   | INSTALLATION OF AIRPORT ACCESS FEE PROGRAM INFRASTRUCTURE                           | Expand & Connect | Paving & Roadways           | P     | 1,000          |
| CA03-777   | REPLACEMENT OF PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS)                    | Renew            | Control Systems             | 4     | 11,728         |
| CA03-782   | REHABILITATION OF BRIDGES J31 AND J32 AT AQUEDUCT ROAD                              | Renew            | Bridges                     | 4     | 4,553          |
| CA03-783   | INSTALLATION OF FLOODGATES AT 17 OUTFALLS   | Partner          | HVAC, Plumbing & Sprinklers | 1     | 490            |
| CA03-788   | INSTALLATION OF GROUND BASED AUGMENTATION SYSTEMS FOR AIRPORTS                      | Expand & Connect | Runway-Taxiway              | 3     | 6,219          |
| CA03-796   | UPGRADE PIDS END OF LIFE SECURITY EQUIPMENT/SOFTWARE                                | Renew            | Control Systems             | M3    | 861            |
| CA03-798   | REPLACEMENT OF AOA GUARD POST DELTA BARRIERS  | Renew            | Paving & Roadways           | 1     | 831            |
| CA03-808   | REPLACEMENT OF SWITCH HOUSE #1 EMERGENCY GENERATOR                                  | Renew            | Electrical Power & Lighting | 3     | 5,645          |
| CA03-811   | REHABILITATION OF TAXIWAY C (FROM T/W W TO T/W DB)                                  | Renew            | Runway-Taxiway              | 1     | 129            |
| CA03-817   | REHABILITATION AND EXPANSION OF RESTROOMS AT JAMAICA STATION                        | Renew            | Other-Misc                  | 5     | 447            |
| CA03-828   | ELECTRICAL INFRASTRUCTURE-BUSES   | Expand & Connect | Electrical Power & Lighting | P     | 890            |
| CA03-829   | ELECTRICAL INFRASTRUCTURE-PA FLEET  | Expand & Connect | Electrical Power & Lighting | P     | 616            |
| CA03-830   | JFK ELECTRIC INFRASTRUCTURE – PATRONS   | Expand & Connect | Electrical Power & Lighting | P     | 1,443          |
| CA03-834   | JFK SECURITY ID OFFICE EXPANSION  | Expand & Connect | Buildings & Garages         | 4     | 864            |
| CA03-835   | AEROTERM NORTH CARGO FACILITY   | Expand & Connect | Buildings & Garages         | P     | 996            |
| CA03-837   | NORTH CARGO FACILITY DEVELOPMENT PHASE II - FORMER HANGARS 3, 4 AND 5 SITE          | Expand & Connect | Underground Utilities       | P     | 6,593          |
| <b>JFK INTERNATIONAL AIRPORT</b>                       |   |                  |                             |       | <b>157,158</b> |
| <b>JFK INTERNATIONAL AIRPORT REDEVELOPMENT PROGRAM</b> |   |                  |                             |       |                |
| CA33-100   | JFK REDEVELOPMENT MASTER AND PROGRAM PLANNING                                       | Expand & Connect | Other-Misc                  | 1     | 14,191         |
| CA33-110   | JFK REDEVELOPMENT PROFESSIONAL AND ADMINISTRATIVE SERVICES                          | Expand & Connect | Other-Misc                  | M4    | 18,301         |
| CA33-300   | JFK UTILITIES REDEVELOPMENT   | Expand & Connect | Underground Utilities       | P     | 57,533         |
| CA33-320   | JFK ROADWAYS REDEVELOPMENT  | Expand & Connect | Paving & Roadways           | P     | 70,657         |
| CA33-330   | JFK CENTRAL SUBSTATION 2 REDEVELOPMENT  | Expand & Connect | Electrical Power & Lighting | P     | 68,827         |
| CA33-350   | JFK FUEL SYSTEM REDEVELOPMENT   | Expand & Connect | Fueling                     | P     | 6,173          |
| CA33-410   | JFK GROUND TRANSPORTATION CENTER AND KENNEDY CENTRAL REDEVELOPMENT                  | Expand & Connect | Buildings & Garages         | P     | 60,764         |
| CA33-502   | EXTENSION OF EXISTING TAXIWAY K4  | Expand & Connect | Runway-Taxiway              | 1     | 6,169          |
| CA33-503   | JFK HARDSTANDS REDEVELOPMENT  | Expand & Connect | Other-Misc                  | 1     | 62,096         |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID | TITLE   | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET    |
|------------|---|------------------|-----------------------------|-------|----------------|
| CA33-700   | JFK AIR TRAIN REDEVELOPMENT   | Expand & Connect | Rail Systems                | P     | 23,271         |
|            | <b>JFK INTERNATIONAL AIRPORT REDEVELOPMENT PROGRAM</b>  |                  |                             |       | <b>387,982</b> |
|            | <b>FACILITY TOTAL: CA03 – JFK INTERNATIONAL AIRPORT</b>   |                  |                             |       | <b>545,140</b> |
|            | <b>CA04 – NEWARK LIBERTY INTERNATIONAL AIRPORT &amp; REDEVELOPMENT PROGRAM</b>                  |                  |                             |       |                |
| CA04-045   | TERMINAL B EXTERIOR CURTAIN WALL GLASS UPGRADE  | Renew            | Buildings & Garages         | 3     | 9,198          |
| CA04-047   | EWR - INSTALL CCTV AT AIRPORT TERMINAL A, B & C FRONTAGES                                       | Renew            | Control Systems             | 3     | 792            |
| CA04-053   | EWR - INSTALL CCTV IN TERMINAL B INTERIOR PASSENGER PRE-SCREENING AREAS                         | Renew            | Control Systems             | 3     | 509            |
| CA04-397   | INSTALLATION OF BIOMETRIC CARD READER SYSTEM  | Renew            | Control Systems             | 2     | 631            |
| CA04-528   | REPLACEMENT OF CHRP NORTH ELECTRICAL SUBSTATION AND CHILLER UPGRADES                            | Deliver          | Electrical Power & Lighting | M4    | 7,842          |
| CA04-529   | REHABILITATION OF TERMINAL FRONTAGE BRIDGES   | Renew            | Bridges                     | M1    | 733            |
| CA04-532   | TERMINAL C AND P4 GARAGE DECK REHABILITATION  | Renew            | Buildings & Garages         | 3     | 378            |
| CA04-559   | REHABILITATION OF CENTRAL TERMINAL AREA ENTRANCE & BRIDGES - N1, N2, N18, N19, N20, N21 AND N22 | Renew            | Bridges                     | M4    | 742            |
| CA04-573   | REHABILITATION OF RUNWAY 11-29  | Renew            | Runway-Taxiway              | 4     | 8,586          |
| CA04-582   | REHABILITATION OF TERMINAL B2 AND B3 RAMP FROM RD TO RF   | Renew            | Paving & Roadways           | 1     | 1,167          |
| CA04-587   | CAPITAL REHABILITATION - EWR AIRTRAIN   | Renew            | Rail Systems                | P     | 5,701          |
| CA04-593   | REPLACEMENT OF TERMINAL B STERILE CORRIDOR DOORS AND OPERATIONAL MODIFICATIONS                  | Deliver          | Buildings & Garages         | M5    | 258            |
| CA04-598   | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM   | Deliver          | Control Systems             | M4    | 205            |
| CA04-604   | REPLACEMENT OF FUEL FARM BUILDING 117 SWITCHGEAR  | Renew            | Electrical Power & Lighting | 1     | 464            |
| CA04-608   | REHABILITATION OF RUNWAY 4R-22L   | Renew            | Runway-Taxiway              | 1     | 5,315          |
| CA04-610   | REHABILITATION OF RUNWAY 4L-22R   | Renew            | Runway-Taxiway              | P     | 96             |
| CA04-611   | RECONSTRUCTION OF ESCALATORS 15 AND 21 AT TERMINAL B  | Renew            | Buildings & Garages         | 1     | 390            |
| CA04-614   | REPLACEMENT OF WATER TANK "A"   | Renew            | Underground Utilities       | P     | 452            |
| CA04-639   | REPLACEMENT OF EWR AERONAUTICAL OPERATIONS AREA (AOA) LIGHT CIRCUIT                             | Partner          | Electrical Power & Lighting | 5     | 1,879          |
| CA04-640   | INSTALLATION OF AGENCY WIDE TRANSPORTATION MANAGEMENT SOFTWARE                                  | Renew            | Control Systems             | 4     | 268            |
| CA04-642   | INSTALLATION OF AIRPORT ACCESS FEE PROGRAM INFRASTRUCTURE                                       | Expand & Connect | Paving & Roadways           | 1     | 1,000          |
| CA04-643   | REPLACEMENT OF PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS)                                | Renew            | Control Systems             | 4     | 2,645          |
| CA04-646   | REHABILITATION OF TAXIWAY S   | Renew            | Runway-Taxiway              | 5     | 140            |
| CA04-680   | UPGRADE PIDS END OF LIFE SECURITY EQUIPMENT/SOFTWARE  | Renew            | Control Systems             | M3    | 869            |
| CA04-681   | REPLACEMENT OF AOA GUARD POST DELTA BARRIERS  | Renew            | Paving & Roadways           | 1     | 583            |
| CA04-684   | REPLACEMENT OF ROOF AT GAS ISLAND CANOPY AND BUS CANOPY B1/C1                                   | Renew            | Buildings & Garages         | 4     | 34             |
| CA04-688   | AIRTRAIN FOOTING  | Renew            | Other-Misc                  | 4     | 10,593         |
| CA04-689   | SOUTH AIRFIELD PAVING   | Expand & Connect | Runway-Taxiway              | 4     | 83,381         |
| CA04-691   | EWR – BLDG 76 UNDERGROUND STORAGE TANK  | Renew            | Fueling                     | 4     | 830            |
| CA04-696   | TERMINAL B INTERNATIONAL FACILITY – REPLACEMENT OF MOTOR CONTROL PANELS FOR INBOUND BAGGA       | Renew            | Electrical Power & Lighting | 3     | 1,766          |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID | TITLE   | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET    |
|------------|---|------------------|-----------------------------|-------|----------------|
| CA04-708   | AIRPORT BRIDGE REHABILITATION   | Renew            | Bridges                     | P     | 933            |
| CA04-715   | REHABILITATION OF TAXIWAY B FROM TAXIWAY U TO TAXIWAY RL AND TAXIWAY RM FROM TAXIWAY Y TO | Renew            | Runway-Taxiway              | P     | 181            |
| CA04-726   | TERMINAL B RESTROOM REHABILITATION AND EXPANSION  | Renew            | Buildings & Garages         | 3     | 13,227         |
| CA04-728   | ELECTRIC INFRASTRUCTURE-BUSES   | Expand & Connect | Electrical Power & Lighting | 4     | 1,509          |
| CA04-729   | ELECTRICAL INFRASTRUCTURE-PA FLEET  | Expand & Connect | Electrical Power & Lighting | 1     | 1,527          |
| CA04-730   | ELECTRIC INFRASTRUCTURE-PATRONS   | Expand & Connect | Electrical Power & Lighting | 0     | 1,337          |
| CA04-733   | EWR SECURITY ID OFFICE EXPANSION  | Expand & Connect | Buildings & Garages         | 4     | 1,002          |
| CA04-735   | REPLACEMENT OF EWR AIRTRAIN   | Renew            | Rail Systems                | 1     | 68,735         |
| CA04-736   | REHABILITATION OF ENTRANCE & CTA ROADWAYS, BREWSTER ROAD, AND BRIDGE N9                   | Renew            | Paving & Roadways           | 3     | 2,812          |
| CA04-737   | EWR - TERMINAL B – BIOMETRICS   | Expand & Connect | Other-Misc                  | 4     | 413            |
| CA04-738   | NEWARK LIBERTY INTERNATIONAL AIRPORT – GUNSHOT DETECTION SYSTEM – TERMINAL B              | Expand & Connect | Other-Misc                  | 3     | 2,327          |
|            | <b>NEWARK LIBERTY INTERNATIONAL AIRPORT</b>   |                  |                             |       | <b>241,450</b> |
|            | <b>NEWARK LIBERTY INTERNATIONAL AIRPORT REDEVELOPMENT PROGRAM</b>                         |                  |                             |       |                |
| CA44-037   | TERMINAL ONE REDEVELOPMENT – TERMINAL   | Expand & Connect | Buildings & Garages         | 4     | 424,944        |
| CA44-038   | TERMINAL ONE REDEVELOPMENT – AIRSIDE  | Expand & Connect | Buildings & Garages         | M4    | 23,684         |
| CA44-039   | TERMINAL ONE REDEVELOPMENT - LANDSIDE INFRASTRUCTURE                                      | Expand & Connect | Paving & Roadways           | M4    | 129,077        |
| CA44-040   | TERMINAL ONE REDEVELOPMENT – PARKING  | Expand & Connect | Buildings & Garages         | 4     | 72,710         |
| CA44-041   | EWR AIRTRAIN REPLACEMENT PLANNING   | Renew            | Rail Systems                | 1     | 18,120         |
| CA44-042   | NEWARK TERMINAL 2 REDEVELOPMENT PLANNING  | Expand & Connect | Other-Misc                  | P     | 32,500         |
|            | <b>NEWARK LIBERTY INTERNATIONAL AIRPORT REDEVELOPMENT PROGRAM</b>                         |                  |                             |       | <b>701,035</b> |
|            | <b>FACILITY TOTAL: CA04 – NEWARK LIBERTY INTERNATIONAL AIRPORT</b>                        |                  |                             |       | <b>942,485</b> |
|            | <b>CA05 – TETERBORO AIRPORT</b>   |                  |                             |       |                |
| CA05-127   | REHABILITATION OF TAXIWAY G (WEST OF RUNWAY 1-19) AND TAXIWAY E (HIGH SPEED)              | Renew            | Runway-Taxiway              | 4     | 1,219          |
| CA05-128   | REHABILITATION OF RUNWAY 6-24   | Renew            | Runway-Taxiway              | 3     | 18,779         |
| CA05-129   | REHABILITATION OF TAXIWAY L   | Renew            | Runway-Taxiway              | 4     | 4,107          |
| CA05-130   | REMOVAL OF TAXIWAY B AND INSTALLATION OF NEW TAXIWAY V                                    | Expand & Connect | Runway-Taxiway              | 4     | 1,470          |
| CA05-141   | REHABILITATION OF STORMWATER DRAINAGE SYSTEM  | Renew            | Underground Utilities       | M4    | 7,516          |
| CA05-143   | REHABILITATION OF BUILDING 72   | Renew            | Buildings & Garages         | P     | 371            |
| CA05-148   | REHABILITATION OF TETERBORO RUNWAY 1-19   | Renew            | Runway-Taxiway              | P     | 558            |
| CA05-151   | REPLACEMENT OF TETERBORO AERONAUTICAL OPERATIONS ARIAL LIGHT CIRCUIT                      | Partner          | Electrical Power & Lighting | 4     | 401            |
| CA05-153   | INSTALLATION OF AGENCY WIDE TRANSPORTATION MANAGEMENT SOFTWARE                            | Renew            | Control Systems             | 4     | 12             |
| CA05-155   | REHABILITATION OF SEWAGE PUMPS  | Renew            | Underground Utilities       | 5     | 15             |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID   | TITLE  | PLAN CATEGORY    | ASSET CATEGORY        | STAGE | 2020 BUDGET      |
|--|--|------------------|-----------------------|-------|------------------|
| CA05-161   | UPGRADE PIDS END OF LIFE SECURITY EQUIPMENT/SOFTWARE                                   | Renew            | Control Systems       | M3    | 301              |
| CA05-163   | REHABILITATION ON TAXIWAY P  | Renew            | Runway-Taxiway        | 4     | 1,439            |
| <b>FACILITY TOTAL: CA05 – TETERBORO AIRPORT</b>            |  |                  |                       |       | <b>36,188</b>    |
| <b>CA06 – STEWART AIRPORT</b>                              |  |                  |                       |       |                  |
| CA06-007   | TERMINAL EXPANSION - FEDERAL INSPECTION SERVICES FACILITY                              | Expand & Connect | Buildings & Garages   | 4     | 17,656           |
| CA06-012   | REHABILITATION OF OPERATIONS CONTROL CENTER  | Renew            | Control Systems       | 3     | 1,386            |
| CA06-102   | REPLACEMENT OF TERMINAL FIRE ALARM SYSTEM  | Renew            | Control Systems       | 1     | 232              |
| CA06-127   | REPLACEMENT AND ENHANCEMENT OF THE PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS)   | Renew            | Control Systems       | 4     | 173              |
| <b>FACILITY TOTAL: CA06 – STEWART AIRPORT</b>              |  |                  |                       |       | <b>19,447</b>    |
| <b>DEPARTMENT TOTAL: AVIATION</b>                          |  |                  |                       |       | <b>2,078,135</b> |
| <b>DEPARTMENT: PORT</b>                                    |  |                  |                       |       |                  |
| <b>CP05 – PORT NEWARK</b>                                  |  |                  |                       |       |                  |
| CP05-187   | IMPROVEMENTS TO PORT STREET CORRIDOR   | Deliver          | Paving & Roadways     | M4    | 1,918            |
| CP05-233   | REHABILITATION OF BERTH 3  | Deliver          | Port Wharfs           | M3    | 4,006            |
| CP05-245   | REHABILITATION OF BERTHS 10, 12 & 25 AT PORT NEWARK                                    | Renew            | Port Wharfs           | 1     | 602              |
| CP05-255   | UPGRADE OF 800 MHZ SIMULCAST TRUNKED RADIO SYSTEM                                      | Deliver          | Control Systems       | M4    | 23               |
| CP05-272   | IMPLEMENTATION OF AGENCY-WIDE TRANSPORTATION MANAGEMENT SOFTWARE                       | Renew            | Control Systems       | 4     | 5                |
| CP05-288   | PORT NEWARK CCTV UPGRADE AND EXPANSION   | Renew            | Control Systems       | 4     | 217              |
| CP05-292   | WHARF RECONSTRUCTION ANALYSIS - PORT NEWARK MARINE TERMINAL                            | Renew            | Port Wharfs           | 1     | 872              |
| CP05-294   | REHABILITATION OF BERTH 25 BULKHEAD AND EAST END BULKHEAD EXTENSION                    | Renew            | Port Wharfs           | 4     | 4,709            |
| CP05-303   | WHARF STRUCTURE REHABILITATION AT PORTNEWARK BERTHS 53, 55 AND 57                      | Renew            | Port Wharfs           | 4     | 369              |
| CP05-304   | MARSH STREET PAVING AND UTILITIES REHABILITATION                                       | Renew            | Paving & Roadways     | 3     | 742              |
| <b>FACILITY TOTAL: CP05 – PORT NEWARK</b>                  |  |                  |                       |       | <b>13,463</b>    |
| <b>CP08 – PORT NEWARK</b>                                  |  |                  |                       |       |                  |
| CP08-070   | PORT ELIZABETH CCTV UPGRADE AND EXPANSION  | Renew            | Control Systems       | 4     | 268              |
| CP08-149   | REHABILITATION OF WATER SYSTEM (PHASE II) AT PORT ELIZABETH MARINE TERMINAL            | Renew            | Underground Utilities | 1     | 505              |
| CP08-162   | WHARF RECONSTRUCTION ANALYSIS – EPAMT  | Renew            | Port Wharfs           | 1     | 870              |
| CP08-165   | NJMT BRIDGE PRIORITY REPAIRS AND CONCRETE PAVEMENT REPAIRS – CONCRETE PAVEMENT         | Renew            | Bridges               | 4     | 460              |
| CP08-166   | EP-924.643 PRIORITY MARINE REHABILITATION-WORK ORDER # 5 - BERTHS 76 TO 82             | Renew            | Port Wharfs           | 4     | 1,119            |
| CP08-167   | EP-924.643 PRIORITY MARINE REHABILITATION-WORK ORDER # 4 - BERTHS 56, PARTIAL BERTH 58 | Renew            | Port Wharfs           | 4     | 1,194            |
| CP08-168   | NJMT TRAFFIC SIGNAL INTEGRATION  | Renew            | Control Systems       | 3     | 856              |
| <b>FACILITY TOTAL: CP08 – ELIZABETH PA MARINE TERMINAL</b> |  |                  |                       |       | <b>5,272</b>     |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID   | TITLE  | PLAN CATEGORY    | ASSET CATEGORY              | STAGE | 2020 BUDGET   |
|--|--|------------------|-----------------------------|-------|---------------|
| <b>CP09 - BROOKLYN MARINE TERMINALS</b>                                  |  |                  |                             |       |               |
| CP09-101   | BROOKLYN PIERS CCTV UPGRADE AND EXPANSION  | Renew            | Control Systems             | 4     | 135           |
| CP09-132   | WHARF RECONSTRUCTION ANALYSIS - BROOKLYN MARINE TERMINAL                             | Renew            | Port Wharfs                 | 1     | 870           |
| CP09-135   | BP PIER 9A TRAVEL PATH AND ZONE 3 & PIER 9B ZONES 3A AND 7 - PRIORITY MARINE REPAIRS | Renew            | Port Wharfs                 | 4     | 2,762         |
| <b>FACILITY TOTAL: CP09 - BROOKLYN MARINE TERMINALS</b>                  |  |                  |                             |       | <b>3,767</b>  |
| <b>CP11 - HOWLAND HOOK</b>   |  |                  |                             |       |               |
| CP11-089   | UPGRADE OF PAVEMENT SUBGRADE AT HOWLAND HOOK MARINE TERMINAL                         | Partner          | Paving & Roadways           | 4     | 338           |
| CP11-090   | WHARF RECONSTRUCTION ANALYSIS - HOWLAND HOOK MARINE TERMINAL                         | Renew            | Port Wharfs                 | 1     | 870           |
| <b>FACILITY TOTAL: CP11 - HOWLAND HOOK</b>                               |  |                  |                             |       | <b>1,208</b>  |
| <b>CP16 - PORT JERSEY-PORT AUTHORITY MARINE TERMINAL</b>                 |  |                  |                             |       |               |
| CP16-035   | DEVELOPMENT OF INTERMODAL CONTAINER TRANSFER FACILITY AT GREENVILLE YARD             | Deliver          | Rail Systems                | M4    | 5,227         |
| CP16-044   | UPGRADE ELECTRICAL INFRASTRUCTURE AT PORT JERSEY                                     | Renew            | Electrical Power & Lighting | M3    | 2,870         |
| CP16-047   | REHABILITATION OF BERTH E-1 AND E-2  | Renew            | Port Wharfs                 | 1     | 1,051         |
| CP16-066   | UPGRADE OF EAST SUBSTATION PROTECTIVE DEVICES & DISTRIBUTION EQUIPMENT               | Deliver          | Electrical Power & Lighting | M4    | 203           |
| CP16-070   | CONSTRUCTION OF PORT JERSEY 2ND LEAD TRACK   | Expand & Connect | Rail Systems                | 3     | 2,989         |
| CP16-080   | PORT JERSEY BOULEVARD ROADWAY IMPROVEMENTS   | Expand & Connect | Paving & Roadways           | 4     | 31            |
| CP16-082   | WHARF RECONSTRUCTION ANALYSIS - PORT JERSEY MARINE TERMINAL                          | Renew            | Port Wharfs                 | 1     | 869           |
| <b>FACILITY TOTAL: CP16 - PORT JERSEY-PORT AUTHORITY MARINE TERMINAL</b> |  |                  |                             |       | <b>13,240</b> |
| <b>CP17 - GREENVILLE YARD / NYNJ RAIL LLC</b>                            |  |                  |                             |       |               |
| CP17-016   | INSTALLATION OF SUPPORT TRACKS   | Expand & Connect | Rail Systems                | M4    | 937           |
| CP17-019   | CONSTRUCTION OF NEW BARGE  | Deliver          | Port Wharfs                 | 5     | 44            |
| CP17-027   | REHABILITATION OF TRANSFER BRIDGE #10  | Deliver          | Bridges                     | 4     | 643           |
| CP17-033   | MODIFICATIONS TO FENDER SYSTEM AT 65TH STREET TERMINAL                               | Deliver          | Port Wharfs                 | 4     | 573           |
| CP17-038   | CROSS HARBOR TIER II EIS   | Expand & Connect | Rail Systems                | 1     | 7,347         |
| CP17-039   | CONRAIL OFF SITES REGIONAL RAIL FREIGHT  | Expand & Connect | Rail Systems                | 4     | 3,133         |
| CP17-040   | 65TH STREET RAIL YARD TRANSLOAD SITE IMPROVEMENTS                                    | Expand & Connect | Rail Systems                | 1     | 347           |
| <b>FACILITY TOTAL: CP17 - GREENVILLE YARD / NYNJ RAIL LLC</b>            |  |                  |                             |       | <b>13,024</b> |

## 2020 CAPITAL PROJECT LISTINGS

continued

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

| PROJECT ID   | TITLE  | PLAN CATEGORY    | ASSET CATEGORY                          | STAGE       | 2020 BUDGET      |
|--|--|------------------|---|-------------|------------------|
| <b>CP91 – RED HOOK TERMINAL</b>                    |  |                  |   |             |                  |
| CP91-062   | REHABILITATION OF WHARF B AT PIER 10 AT RED HOOK                   | Renew            | Port Wharfs                             | 3           | 72               |
| <b>FACILITY TOTAL: CP91 – RED HOOK TERMINAL</b>    |  |                  |   |             | <b>72</b>        |
| <b>DEPARTMENT TOTAL: PORT</b>                      |  |                  |   |             | <b>50,046</b>    |
| <b>DEPARTMENT: DEVELOPMENT</b>                     |  |                  |   |             |                  |
| <b>CH02 – FERRY TRANSPORTATION</b>                 |  |                  |   |             |                  |
| CH02-006   | HOBOKEN PERMANENT FERRY TERMINAL                                   | Deliver          | Buildings & Garages                     | 4           | 236              |
| CH02-022   | CAPITAL IMPROVEMENTS - BATTERY PARK CITY FERRY TERMINAL            | Renew            | Buildings & Garages                     | P           | 1,141            |
| <b>FACILITY TOTAL: CH02 – FERRY TRANSPORTATION</b> |  |                  |   |             | <b>1,377</b>     |
| <b>DEPARTMENT TOTAL: DEVELOPMENT</b>               |  |                  |   |             | <b>1,377</b>     |
| <b>DEPARTMENT: WORLD TRADE CENTER</b>              |  |                  |   |             |                  |
| CR12   | WTC TRANSPORTATION HUB   | Various          | Multiple                                | 3, 4, 5, M5 | 24,114           |
| CW11   | WTC SITE INFRASTRUCTURE  | Various          | Multiple                                | 1 - M5      | 210,609          |
| CW30   | WTC RETAIL REDEVELOPMENT   | Deliver          | Deliver                                 | M4          | 35,006           |
| CW31   | ONE WORLD TRADE CENTER   | Various          | Buildings & Garages, Mechanical Systems | 4, M4, M5   | 46,725           |
| CW34   | WTC TOWER 4  | Deliver          | Buildings & Garages                     | M5          | 4,445            |
| <b>DEPARTMENT TOTAL: WORLD TRADE CENTER</b>        |  |                  |   |             | <b>320,899</b>   |
| <b>REGIONAL PROGRAMS</b>                           |  |                  |   |             |                  |
| CN92-001   | HUDSON RIVER TUNNEL PROJECT  | Partner          | Tunnels                                 | 4           | 10,495           |
| CF99-227   | NEW YORK REGIONAL TRANSPORTATION PROGRAM                           | Partner          | Rail Systems                            | P           | 15,248           |
| <b>REGIONAL PROGRAMS TOTAL</b>                     |  |                  |   |             | <b>25,743</b>    |
| <b>AGENCY PROVISIONS</b>                           |  |                  |   |             |                  |
| <b>OTHER-MISCELLANEOUS</b>                         |  |                  |   |             |                  |
|  | PROVISION FOR FUTURE MAINTENANCE CAPITAL                           | Renew            | Structure Rehabilitation                | P           | 21,346           |
|  | PROVISION FOR EFFICIENCY AND PHASING - EXPAND AND CONNECT PROJECTS | Expand & Connect | Structure Rehabilitation                | P           | (30,000)         |
|  | FUTURE SGR FUNDING REQUIREMENTS                                    | Renew            | Structure Rehabilitation                | P           | 19,747           |
| <b>AGENCY PROVISIONS TOTAL</b>                     |  |                  |   |             | <b>11,093</b>    |
| <b>AGENCY TOTAL</b>                                |  |                  |   |             | <b>3,615,240</b> |

# Appendix

On reverse: PAPD Officer stationed at the Lincoln Tunnel.

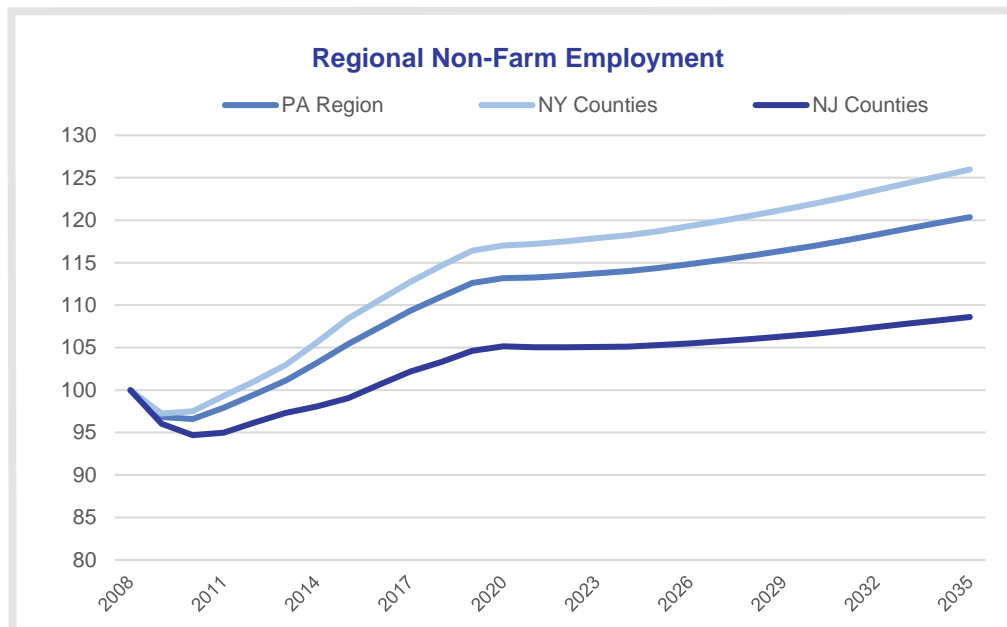




## APPENDIX 1. ECONOMIC OUTLOOK

As a part of the development of the Port Authority 2020 budget, the agency's Chief Economist and its Planning & Regional Development Department developed a Regional Economic Outlook. The Agency's current baseline forecast assumes modest economic growth in 2019 of less than 2%, with longer term growth, ignoring any future recessions, of roughly 1.6%, which is considerably under the historical average growth rate of roughly 3% over the last century. As a result of full employment nationally and regionally, as indicated by an unemployment rate below 4%, wage levels have started to rise ahead of inflation. In particular, in the port region wages have been rising notably in recent months. However, wage growth overall remains below what might be needed to substantially raise standards of living across the income spectrum. Energy prices, specifically crude oil prices, have been the key drivers of consumer price inflation. Such energy prices initially increased in 2018, then dropped markedly and have since recovered. The baseline scenario acknowledges economic risks in the form of uncertain consequences from new federal executive policies such as recently imposed 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. However, growth has been unevenly distributed, and New York City has remained the main engine for economic growth. In the Port District, output growth for 2020 will likely fall below 2.5% in our baseline scenario with a further slowdown likely. As a positive contributing factor, consumer spending has been strong in New York City and surrounding counties, in part as a result of record levels of tourism.

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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 annual 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, again, with New Jersey counties contributing less to overall regional growth.

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 tunnels and bridges and PATH ridership. 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. Gas prices have and will continue to play a major role in the determination of travel demand, especially for Trans-Hudson trips. In addition, the effects of the Federal tax bill and resulting reduced deductibility of state and local taxes mean less affordability and greater budgetary pressures experienced by many households.

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 2020. 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 inverted in early 2019, a historical indicator of recessions approximately 12 to 24 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 starting in 2019, 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. In addition to these factors, the simulative effects of the 2017 tax bill have now diminished. As mentioned above, a big question for the Port Authority region is the extent to which the elimination of the deductibility of state and local taxes will affect residents and the economy overall. This policy change is adversely affecting the regional housing market and is increasing the cost of living for residents in the region. The Port Authority will continuously monitor regional, national and international economic trends to facilitate appropriate responses to any deviations from baseline expectations.

## APPENDIX 2A. CONSOLIDATED STATEMENTS OF NET POSITION

Prepared in Accordance with Generally Accepted Accounting Principles

|   | December 31st       |                     |                     |                     |
|---|---------------------|---------------------|---------------------|---------------------|
| (in thousands)                                  | 2018 ACTUAL         | 2019 BUDGET         | 2019 ESTIMATE       | 2020 BUDGET         |
| <b>ASSETS:</b>                                  |                     |                     |                     |                     |
| Cash and Investments                            | \$4,308,815         | \$5,126,977         | \$4,111,857         | <b>\$4,480,037</b>  |
| Receivables, net                                | 916,876             | 1,035,482           | 1,004,572           | <b>918,025</b>      |
| Deferred charges and other noncurrent assets    | 2,633,625           | 2,459,963           | 2,887,498           | <b>2,569,106</b>    |
| Amounts receivable – Special Project Bonds      | 1,233,432           | 1,138,953           | 1,138,906           | <b>1,068,167</b>    |
| Amounts receivable – Tower 4 Liberty Bonds      | 1,245,637           | 1,245,025           | 1,245,025           | <b>1,244,413</b>    |
| Unamortized costs for regional programs         | 130,186             | 159,165             | 102,158             | <b>134,801</b>      |
| Facilities, net                                 | 37,400,012          | 37,186,543          | 38,431,362          | <b>40,154,264</b>   |
| <b>Total Assets and Deferred Outflows</b>       | <b>47,868,583</b>   | <b>48,352,108</b>   | <b>48,921,378</b>   | <b>50,568,813</b>   |
| <b>LIABILITIES:</b>                             |                     |                     |                     |                     |
| Accounts payable                                | 1,275,183           | 996,275             | 1,276,343           | <b>1,260,463</b>    |
| Accrued interest and other liabilities          | 1,561,650           | 1,777,586           | 1,632,993           | <b>1,587,350</b>    |
| Accrued pension and other employee benefits     | 2,733,254           | 2,057,622           | 2,079,767           | <b>2,013,067</b>    |
| Amounts payable – Special Project Bonds         | 1,233,432           | 1,138,953           | 1,138,906           | <b>1,068,167</b>    |
| Amounts payable – Tower 4 Liberty Bonds         | 1,245,637           | 1,245,025           | 1,245,025           | <b>1,244,413</b>    |
| Bonds and other asset financing obligations     | 23,941,033          | 24,666,969          | 25,290,337          | <b>26,533,273</b>   |
| <b>Total Liabilities and Deferred Inflows</b>   | <b>31,990,189</b>   | <b>31,882,430</b>   | <b>32,663,371</b>   | <b>33,706,733</b>   |
| <b>NET POSITION</b>                             | <b>\$15,878,394</b> | <b>\$16,469,678</b> | <b>\$16,258,007</b> | <b>\$16,862,080</b> |
| <b>Net Position is comprised of:</b>            |                     |                     |                     |                     |
| Net investment in capital assets                | \$14,190,682        | \$14,149,659        | \$14,644,807        | <b>\$14,461,129</b> |
| Restricted:                                     |                     |                     |                     |                     |
| Passenger Facility Charges                      | 52,378              | 211,484             | 45,490              | <b>98,041</b>       |
| Port Authority Insurance Captive Entity – PAICE | 348,232             | 339,691             | 132,255             | <b>263,507</b>      |
| Minority Interest in Tower 1 Joint Venture, LLC | 100,000             | 100,000             | 100,000             | <b>100,000</b>      |
| Unrestricted                                    | 1,187,102           | 1,668,844           | 1,335,455           | <b>1,939,403</b>    |
| <b>NET POSITION</b>                             | <b>\$15,878,394</b> | <b>\$16,469,678</b> | <b>\$16,258,007</b> | <b>\$16,862,080</b> |

## 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. CONTRIBUTIONS | GRANTS, CONTRIBUTIONS & PFCs | 2020 INCREASE/ (DECREASE) IN NET POSITION | 2019 ESTIMATE INCREASE/ (DECREASE) IN NET POSITION | 2018 INCREASE/ (DECREASE) IN NET POSITION |
| <b>INTERSTATE TRANSPORTATION NETWORK</b>           |                          |                    |                    |                               |                               |   |                              |   |  |   |
| Holland Tunnel                                     | \$213,579                | \$80,380           | \$10,333           | \$24,651                      | \$98,215                      | \$13,135                                | \$12,149                     | \$97,229                                  | \$80,596   | \$79,741                                  |
| Lincoln Tunnel                                     | 282,241                  | 111,879            | 12,626             | 71,626                        | 86,110                        | 53,296                                  | 4,656                        | 37,470                                    | 15,077   | 42,154                                    |
| George Washington Bridge & Bus Station             | 870,370                  | 129,957            | 13,158             | 52,498                        | 674,757                       | 28,486                                  | –                            | 646,271                                   | 610,337  | 560,556                                   |
| Bayonne Bridge                                     | 35,804                   | 21,367             | 2,649              | 32,137                        | (20,349)                      | 56,976                                  | –                            | (77,325)                                  | 134,346  | (65,251)                                  |
| Goethals Bridge                                    | 251,504                  | 30,630             | 2,166              | 44,536                        | 174,172                       | 125,709                                 | –                            | 48,463                                    | (29,657)   | 162,372                                   |
| Outerbridge Crossing                               | 182,487                  | 24,463             | 2,221              | 8,110                         | 147,693                       | 2,416                                   | –                            | 145,277                                   | 13,777   | 125,603                                   |
| Port Authority Bus Terminal                        | 49,438                   | 114,120            | 12,244             | 31,896                        | (108,822)                     | 13,044                                  | 521                          | (121,345)                                 | (159,987)  | (104,992)                                 |
| <b>Subtotal - Tunnels, Bridges &amp; Terminals</b> | <b>1,885,423</b>         | <b>512,796</b>     | <b>55,397</b>      | <b>265,454</b>                | <b>1,051,776</b>              | <b>293,062</b>                          | <b>17,326</b>                | <b>776,040</b>                            | <b>664,489</b>                                     | <b>800,183</b>                            |
| PATH   | 228,471                  | 379,316            | 55,178             | 123,979                       | (330,002)                     | 58,826                                  | 179,777                      | (209,051)                                 | (308,183)  | (496,576)                                 |
| WTC Transportation Hub                             | –                        | 12,262             | –                  | 75,435                        | (87,697)                      | –                                       | –                            | (87,697)                                  | (86,538)   | (87,627)                                  |
| Journal Square Transportation Center               | 5,425                    | 15,934             | 349                | 4,307                         | (15,165)                      | 2,304                                   | –                            | (17,469)                                  | (15,734)   | (15,141)                                  |
| <b>Subtotal - PATH</b>                             | <b>233,896</b>           | <b>407,512</b>     | <b>55,527</b>      | <b>203,721</b>                | <b>(432,864)</b>              | <b>61,130</b>                           | <b>179,777</b>               | <b>(314,217)</b>                          | <b>(410,455)</b>                                   | <b>(599,344)</b>                          |
| Ferry Transportation                               | 295                      | 1,035              | 32                 | 5,303                         | (6,075)                       | 3,375                                   | –                            | (9,450)                                   | (9,017)  | (8,995)                                   |
| <b>Total Interstate Transportation Network</b>     | <b>2,119,614</b>         | <b>921,343</b>     | <b>110,956</b>     | <b>474,478</b>                | <b>612,837</b>                | <b>357,567</b>                          | <b>197,103</b>               | <b>452,373</b>                            | <b>245,017</b>                                     | <b>191,844</b>                            |
| <b>Aviation</b>                                    |                          |                    |                    |                               |                               |   |                              |   |  |   |
| LaGuardia Airport                                  | 408,779                  | 321,928            | 28,880             | 118,696                       | (60,725)                      | 42,488                                  | 10,805                       | (92,408)                                  | (68,357)   | (61,294)                                  |
| John F. Kennedy International Airport              | 1,414,005                | 796,868            | 42,368             | 140,738                       | 434,031                       | 70,635                                  | 26,226                       | 389,622                                   | 336,395  | 298,468                                   |
| Newark Liberty International Airport               | 1,072,896                | 533,158            | 35,763             | 114,199                       | 389,776                       | 56,744                                  | 13,149                       | 346,181                                   | 331,826  | 324,228                                   |
| Teterboro Airport                                  | 50,538                   | 31,332             | 2,513              | 16,459                        | 234                           | 6,429                                   | 4,100                        | (2,095)                                   | 5,562  | (286)                                     |
| Stewart International Airport                      | 10,367                   | 22,956             | 447                | 10,045                        | (23,081)                      | 4,990                                   | 2,110                        | (25,961)                                  | (23,494)   | (30,617)                                  |
| PFC Program  | –                        | –                  | –                  | 107,513                       | (107,513)                     | –                                       | 294,374                      | 186,861                                   | 177,540  | 174,312                                   |
| <b>Total Aviation</b>                              | <b>2,956,585</b>         | <b>1,706,242</b>   | <b>109,971</b>     | <b>507,650</b>                | <b>632,722</b>                | <b>181,286</b>                          | <b>350,764</b>               | <b>802,200</b>                            | <b>759,472</b>                                     | <b>704,811</b>                            |
| <b>Port Department</b>                             |                          |                    |                    |                               |                               |   |                              |   |  |   |
| Port Newark  | 99,181                   | 79,849             | 5,073              | 34,254                        | (19,995)                      | 25,674                                  | 829                          | (44,840)                                  | (28,184)   | (49,990)                                  |
| Elizabeth - PA Marine                              | 171,075                  | 23,279             | 1,733              | 26,073                        | 119,990                       | 30,670                                  | –                            | 89,320                                    | 79,842   | 77,139                                    |
| Brooklyn - PA Marine Terminal                      | 7,350                    | 13,187             | 777                | 2,443                         | (9,057)                       | 2,161                                   | 140                          | (11,078)                                  | (623)  | (4,114)                                   |
| Red Hook Container Terminal                        | 799                      | 6,981              | 253                | 62                            | (6,497)                       | –                                       | –                            | (6,497)                                   | (6,379)  | (4,823)                                   |
| Howland Hook Marine Terminal                       | 17,095                   | 15,590             | 425                | 15,903                        | (14,823)                      | 11,800                                  | 7,238                        | (19,385)                                  | (22,691)   | (22,391)                                  |
| Greenville Yard                                    | 896                      | 138                | 1                  | –                             | 757                           | –                                       | –                            | 757                                       | 27,420   | 863                                       |
| New York & New Jersey Rail, LLC                    | 6,727                    | 7,177              | 136                | 6,352                         | (6,938)                       | 886                                     | 8,984                        | 1,160                                     | 2,766  | 20,138                                    |
| Port Jersey - Port Authority Marine Terminal       | 31,890                   | 17,328             | 835                | 14,622                        | (895)                         | 16,250                                  | 2,410                        | (14,735)                                  | (41,721)   | (3,415)                                   |
| <b>Total Port</b>                                  | <b>335,013</b>           | <b>163,529</b>     | <b>9,233</b>       | <b>99,709</b>                 | <b>62,542</b>                 | <b>87,441</b>                           | <b>19,601</b>                | <b>(5,298)</b>                            | <b>10,430</b>                                      | <b>13,407</b>                             |
| <b>Development</b>                                 |                          |                    |                    |                               |                               |   |                              |   |  |   |
| Essex County Resource Recovery Facility            | 17                       | 225                | 14                 | –                             | (222)                         | 239                                     | –                            | (461)                                     | (356)  | (239)                                     |
| PA Industrial Park at Elizabeth                    | 1,286                    | 151                | 11                 | 249                           | 875                           | 203                                     | –                            | 672                                       | 664  | 731                                       |
| Bathgate Industrial Park                           | 2,775                    | 1,550              | 11                 | 1,521                         | (307)                         | 121                                     | –                            | (428)                                     | (340)  | 712                                       |
| Teleport   | 10,199                   | 9,595              | 143                | 1,543                         | (1,082)                       | 287                                     | –                            | (1,369)                                   | (2,120)  | (571)                                     |
| Newark Legal & Communications Center               | –                        | 49                 | 7                  | –                             | (56)                          | –                                       | –                            | (56)                                      | (74)   | (26)                                      |
| Hoboken Waterfront                                 | 8,217                    | 264                | 37                 | 2,518                         | 5,398                         | 1,963                                   | –                            | 3,435                                     | 3,780  | 3,026                                     |
| Queens West Waterfront                             | 1,258                    | –                  | 1                  | 576                           | 681                           | 1,150                                   | –                            | (469)                                     | (406)  | (440)                                     |
| <b>Total Development</b>                           | <b>23,752</b>            | <b>11,834</b>      | <b>224</b>         | <b>6,407</b>                  | <b>5,287</b>                  | <b>3,963</b>                            | <b>–</b>                     | <b>1,324</b>                              | <b>1,148</b>                                       | <b>3,193</b>                              |
| <b>World Trade Center</b>                          |                          |                    |                    |                               |                               |   |                              |   |  |   |
| WTC Site   | 3,437                    | 165,086            | 9,537              | 94,114                        | (265,300)                     | 137,261                                 | 19,123                       | (383,438)                                 | (346,745)  | (118,680)                                 |
| WTC Retail, LLC                                    | 24,755                   | 9,249              | 162                | 45,038                        | (29,694)                      | 3,203                                   | –                            | (32,897)                                  | (32,371)   | (11,769)                                  |
| One World Trade Center                             | 239,422                  | 129,861            | 170                | 96,870                        | 12,521                        | 114,860                                 | –                            | (102,339)                                 | (120,759)  | (132,305)                                 |
| WTC 2, 3, 4, & 7                                   | 94,958                   | 58,193             | 330                | 77,721                        | (41,286)                      | 77,610                                  | 65,293                       | (53,603)                                  | (56,531)   | (56,869)                                  |
| <b>Total World Trade Center</b>                    | <b>362,572</b>           | <b>362,389</b>     | <b>10,199</b>      | <b>313,743</b>                | <b>(323,759)</b>              | <b>332,934</b>                          | <b>84,416</b>                | <b>(572,277)</b>                          | <b>(556,406)</b>                                   | <b>(319,623)</b>                          |
| Regional Programs                                  | –                        | 7                  | –                  | 53,074                        | (53,081)                      | 17,374                                  | –                            | (70,455)                                  | (79,462)   | (88,676)                                  |
| Port Authority Insurance Captive Entity, LLC       | –                        | 590                | –                  | –                             | (590)                         | –                                       | –                            | (590)                                     | (584)  | 3,383                                     |
| <b>Subtotal</b>                                    | <b>–</b>                 | <b>597</b>         | <b>–</b>           | <b>53,074</b>                 | <b>(53,671)</b>               | <b>17,374</b>                           | <b>–</b>                     | <b>(71,045)</b>                           | <b>(80,046)</b>                                    | <b>(85,293)</b>                           |
| <b>Total Port Authority</b>                        | <b>\$5,797,536</b>       | <b>\$3,165,934</b> | <b>\$240,583</b>   | <b>\$1,455,061</b>            | <b>\$935,958</b>              | <b>\$980,565</b>                        | <b>\$651,884</b>             | <b>\$607,277</b>                          | <b>\$379,615</b>                                   | <b>\$508,339</b>                          |

## APPENDIX 3. OUTSTANDING OBLIGATIONS AND FINANCING

|   | December 31st       |                     |                          |                     |                          |                      |                     |
|---|---------------------|---------------------|--------------------------|---------------------|--------------------------|----------------------|---------------------|
| (in thousands)                                      | 2018 ACTUAL         | ISSUED/<br>ACCRETED | 2019 REPAID/<br>REFUNDED | 2019 ESTIMATE       | 2020 ISSUED/<br>ACCRETED | 2020 REPAID          | 2020 BUDGET         |
| Consolidated Bonds                                  | \$20,898,775        | \$2,401,220         | (\$1,138,135)            | \$22,161,860        | \$1,750,000              | (\$425,150)          | <b>\$23,486,710</b> |
| Commercial Paper Obligations                        | 480,765             | 3,385,858           | (3,364,016)              | 502,607             | 2,800,000                | (2,775,000)          | <b>527,607</b>      |
| Variable Rate Master Notes                          | 69,600              | –                   | –                        | \$69,600            | –                        | –                    | <b>69,600</b>       |
| Fund for Regional Development<br>Buy Out Obligation | 143,939             | 9,529               | (53,211)                 | 100,257             | 5,851                    | (53,210)             | <b>52,898</b>       |
| MOTBY Obligation                                    | 51,032              | 2,679               | (5,000)                  | \$48,711            | 2,557                    | (5,000)              | <b>46,268</b>       |
| Tower 4 Liberty Bonds                               | 1,225,520           | –                   | –                        | 1,225,520           | –                        | –                    | <b>1,225,520</b>    |
| Goethals Bridge<br>Replacement DFA                  | 1,021,023           | 1,495               | –                        | 1,022,518           | 880                      | –                    | <b>1,023,398</b>    |
| Sub-total   | 23,890,654          | 5,800,781           | (4,560,362)              | 25,131,073          | 4,559,288                | (3,258,360)          | <b>26,432,001</b>   |
| Special Project Bonds                               | 1,245,835           | –                   | (95,420)                 | 1,150,415           | –                        | (71,490)             | <b>1,078,925</b>    |
| <b>Total Obligations<br/>(at PAR Value)</b>         | <b>25,136,489</b>   | <b>5,800,781</b>    | <b>(4,655,782)</b>       | <b>26,281,488</b>   | <b>4,559,288</b>         | <b>(3,329,850)</b>   | <b>27,510,926</b>   |
| Unamortized<br>Premium/(Discount)*                  | 1,239,754           | 208,938             | (55,912)                 | 1,392,780           | –                        | (57,853)             | <b>1,334,927</b>    |
| <b>Total Obligations<br/>(at Book Value)</b>        | <b>\$26,376,243</b> | <b>\$6,009,719</b>  | <b>(\$4,711,694)</b>     | <b>\$27,674,268</b> | <b>\$4,559,288</b>       | <b>(\$3,387,703)</b> | <b>\$28,845,853</b> |

\* 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:** 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.

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- 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):** Starting on July 1, 2018 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, the developer extends a loan in that principal amount to the Port Authority, to be repaid in monthly payments of principal and interest (the "DFA Payments") to the private developer. DFA Payments are a special obligation of the Port Authority, payable over the term of the Project Agreement, which has a scheduled expiration date of June 30, 2053, the thirty-fifth anniversary of the substantial completion date of the Replacement Bridge. 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, 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.

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## 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 in consideration of the Agency's six strategic priorities. 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 and Regional Development Department develops the regional planning context, releases quarterly forecasts of economic and business variables, and throughout the year, schedules economic outlook webinars and 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 prepare detailed capital and operating department-specific or multi-departmental strategies and initiatives which 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 Project Management Office 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 2017-2026 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 |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| <b>Scanning</b>                        |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Executive Economic Review              |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Planning Context                       |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Economic Variable Updates              |     |     |     |     |     |     |     |     |     |     |     |     |     |
| <b>Guidance</b>                        |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Business Plan Guidelines               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Budget Guidance                        |     |     |     |     |     |     |     |     |     |     |     |     |     |
| <b>Agency Strategic Planning</b>       |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Staff Departments                      |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Line Departments                       |     |     |     |     |     |     |     |     |     |     |     |     |     |
| <b>Capital Project Listing</b>         |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Draft Project List                     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Final Project List                     |     |     |     |     |     |     |     |     |     |     |     |     |     |
| <b>Operating &amp; Capital Budgets</b> |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Staff Department Drafts                |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Line Department Drafts                 |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Final Budgets                          |     |     |     |     |     |     |     |     |     |     |     |     |     |
| <b>Reporting</b>                       |     |     |     |     |     |     |     |     |     |     |     |     |     |
| 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.



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## Financial Policies

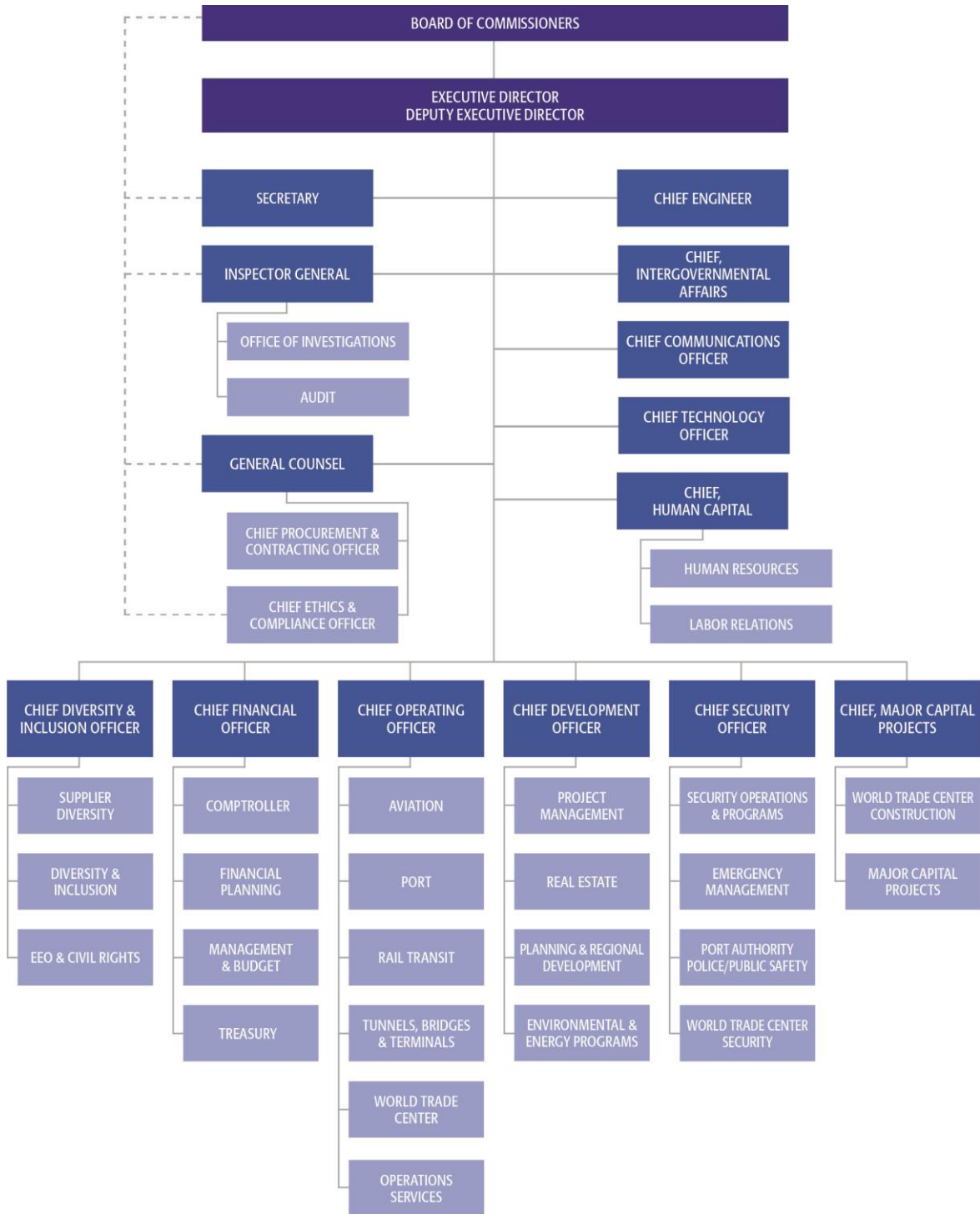
The Port Authority is financially self-sustaining and raises the monies necessary to operate its facilities and provide services to the public at large through tolls, fares, rentals and other user charges. Funds needed for capital improvements, construction and acquisition of facilities are raised on the basis of the Port Authority's own credit. The Port Authority can neither 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



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## APPENDIX 6. 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 \$37 billion 2017-2026 Capital Plan which is available on the PA website.

**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

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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. 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 projects.

**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.

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**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 other 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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**PORT  
AUTHORITY  
NY NJ**

**AIR LAND RAIL SEA**