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PORT AUTHORITY NY NJ
AIR LAND RAIL SEA

CAPITAL PLAN
2026–2035

A Decade of Big Ambition

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Letter of Transmittal to the Governors

Dear Governors Hochul and Murphy,

We transmit the Port Authority of New York and New Jersey's 2026–2035 Capital Plan for your review and alignment. This roadmap asserts the Port Authority's priorities and funding for the next decade, enabling us to complete the transformational projects already underway and launch the next set of investments that keep New York and New Jersey moving.

Over our past decade of achievement, the Port Authority through its 2016-2025 Capital Plan, delivered at an historic scale not seen in a generation: a critically-acclaimed, new LaGuardia Airport; Newark Liberty's Terminal A opening to equal acclaim; constructing a new Goethals Bridge; the Bayonne Bridge Raise-the-Roadway; the near build-out of the World Trade Center campus, and a new, world-class Harrison PATH Station – all while keeping the region's economy constantly moving, even through the challenges of the global pandemic.

This decade of achievement is the foundation for the ambitious decade ahead.

At JFK, the airport's transformation already more than halfway realized will be completed: two new, iconic world-class terminals – Terminal 1 and Terminal 6 – and a completely redesigned roadway network, part of a $19 billion program that combines $15 billion in private investment with Port Authority–funded infrastructure. The first gates and roadway segments are scheduled to open in 2026.

At Newark Liberty, we will be advancing a full-campus Vision Plan that includes an entirely new Terminal B, a new AirTrain Newark, and a reconfigured roadway and airfield to reduce delays and shorten curb-to-gate time – building on the success of the new Terminal A. Additionally, the NEC Access Program will provide direct links to Newark Liberty and to NJ Transit and Amtrak to the communities of Newark and Elizabeth for the first time.

In Midtown, we have moved the Port Authority Bus Terminal from concept to fully permitted and financed, and we have broken ground. The 2026-2035 Capital Plan will literally build on that foundation. The replacement will deliver a modern, light-filled terminal and separate staging facility, new ramps to and from the Lincoln Tunnel, and 3.5 acres of public green space – improving operations and taking idling buses off neighborhood streets.

The new Capital Plan continues the renewal of PATH, a 117-year-old railroad that remains essential to cross-Hudson mobility. PATH infrastructure is improving through the $430 million PATH Forward program, which will conclude in early 2026. Through the new Capital Plan, PATH will be running more trains during evenings, weekends, and off-peak hours to reduce wait times and enhance quality of life. PATH will also be adding direct weekend service from Hoboken to World Trade Center and Journal Square to Hoboken for the first time since 2001.

Simultaneously, the Port Authority will continue to safeguard the crossings that knit the region together. The George Washington Bridge is being renewed through Restore the George, with the replacement of all the bridge's 592 suspender ropes, which extends the life of the world's busiest bridge without closing its lanes. Under the new plan, that project will be completed, and the Outerbridge Crossing and Lincoln Tunnel Helix will be overhauled.

The Port of New York and New Jersey remains the East Coast's leading cargo gateway, handling millions of containers that support hundreds of thousands of regional jobs. The investments in this capital plan strengthen supply-chain reliability and keep the region's economy competitive.

In Lower Manhattan, the World Trade Center campus has evolved as both a symbol and a working hub – with the completion of the St. Nicholas Greek Church, PAC NYC, and community activations that honor its history while serving its future. The plan will provide funding for continued investment in One World Trade Center, which is now 10 years-old and 95 percent leased, as well as funding other state-of-good-repair projects on the campus.

As a self-funded agency, the Port Authority receives no taxpayer support from either state. The pandemic erased approximately $3 billion in revenues, and global construction inflation has raised costs across every project. Given those unrelenting headwinds, the plan includes reasonable, phased revenue measures – updates to PATH fares, airport access fees (taxis, for-hire vehicles), bus-carrier fees for the new terminal, and bridge and tunnel toll structures. These decisions are never easy, but every dollar is reinvested where people feel it: safer bridges, faster trips, and modern terminals that work as well as they look.

This next decade continues the momentum of the last one – big, ambitious achievements. We will finish what we started at JFK and Newark; deliver a 21st-century Midtown Bus Terminal; increase PATH frequency; modernize critical crossings; and sustain the state-of-good-repair work that keeps the region moving every day. The plan also advances sustainability and resilience, embraces innovation and technology, ensuring that economic benefits reach communities across both states.

We respectfully request your support for this Capital Plan, which will deliver the next decade of reliable, resilient, world-class infrastructure for New York and New Jersey.

Respectfully,

Rick Cotton
Executive Director

Kevin O'Toole
Chairman

DELIVERING PROGRESS TO THE REGION

Our Mission is to Keep the Region Moving

A Network Powering the Region's Growth

PORT AUTHORITY NY NJ
AIR LAND RAIL SEA

Created more than a century ago as a response to the need for regional management of the waterways and routes of commerce shared by the states of New York and New Jersey, the Port Authority builds the bridges, tunnels, terminals, airports, and ports that make our region work. For generations, the agency has been the backbone of a region built on movement — keeping planes flying, ships docking, vehicles crossing, trains moving — while connecting our economy to the world.

Now the Port Authority is implementing a $45 billion capital plan for the decade ahead. It's how we prioritize what matters most: finishing the generational projects already transforming our airports and terminals, while launching the next wave of investments that will define the region's future. This plan is about momentum: building on progress, staying ahead of growth, and delivering the infrastructure worthy of the world's greatest region.

By the Numbers

10% of U.S. GDP
flows through Port Authority facilities.

$45 billion
capital investment through 2035.

104 years
of bi-state partnership.

50,000+ jobs
created by the plan, including 33,000+ construction jobs

245 million
people who traveled through PANYNJ bridges and tunnels in 2024.

146 million
people who traveled through PANYNJ airports in 2024.

$3 billion
The amount of revenue lost during the COVID-19 pandemic.

$0
in taxpayer funding from either state.

Self-funded. Self-sustaining.

Funding Investments Responsibly

A Decade of Big Ambition: The $45 billion 2026–2035 Capital Plan will continue the agency's strong momentum and finish what was started in the 2017–2026 plan and more. We are committed to delivering next-generation, reliable, resilient infrastructure now and in the future to keep the region moving as it continues to grow and thrive.

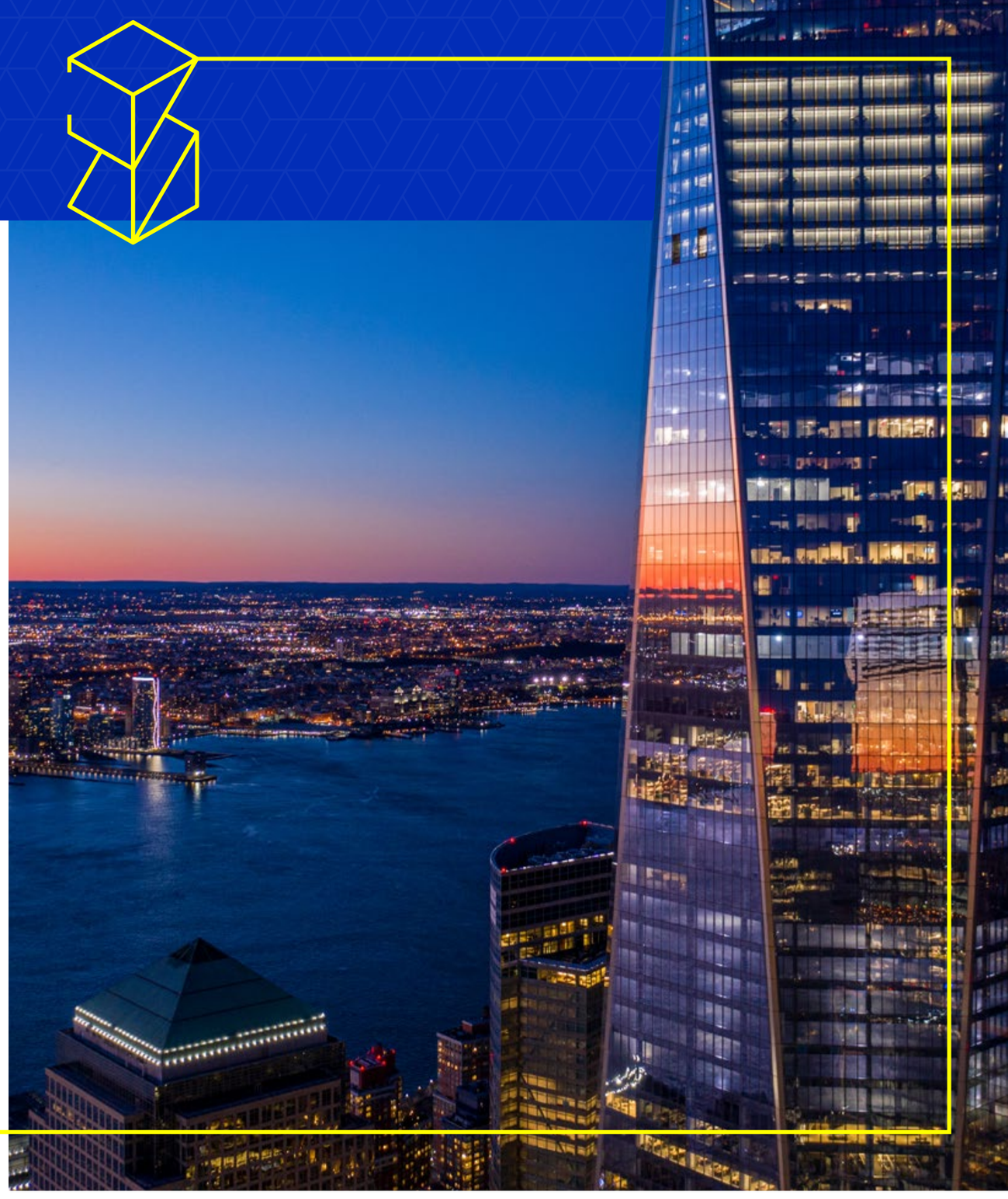
Sustaining Revenues and Fiscal Investments: Sustained investment in our critical assets is essential to ensure the region's infrastructure keeps pace with growth and resilience needs. Financially, the Port Authority is self-sustaining, receives no funding from either state, and raises the funds it needs to operate, construct and improve its facilities.

Two-thirds of the Port Authority's revenues are generated from non-toll/non-fare sources. The 2026–2035 Capital Plan includes revenue raisers to augment the Port Authority's net revenues in order to fully fund the plan.

Context and Headwinds: The Port Authority has been navigating one of the most difficult operating environments in its history. COVID erased $3 billion in revenue over a 24-month period, forcing painful capital spending delays and cost-cutting measures.

Inflation, supply chain shocks, and tariffs drove up the cost of steel, concrete, and electrical components. Rising interest rates increased borrowing costs. Lack of federal COVID relief for PATH combined with severe reductions in ridership required additional funding to support the PATH operation.

Despite these headwinds, the agency continued to move forward the vast majority of the ambitious agenda laid out in the 2017–2025 Capital Plan.



Completed Projects

2017–2025 Capital Plan: A Decade of Achievement

The Port Authority continues to advance on major projects funded under the 2017–2025 Capital Plan

Aviation

- Transformed LaGuardia Airport from worst to first with a wholesale rebuild
- Constructed an award-winning, five-star Newark Liberty's Terminal A
- Developed the EWR Vision Plan to bring the whole airport up to the same standard set at Terminal A

PATH

- Installed $1 billion state-of-the-art signal system
- Made critical resiliency upgrades
- Expanded the rail car fleet by 20%, increasing capacity by implementing 9-car trains on the NWK–WTC line

Seaport

- Raised the Bayonne Bridge to allow for higher-capacity cargo ships to call on the seaport
- Made critical infrastructure investments to increase capacity of cargo movement at the seaport
- Leveraged new terminal leases to drive future investment

TB&T

- Secured all federal and local approvals and broke ground on the $11 billion Midtown Bus Terminal replacement
- Built a new Goethals Bridge, ensuring the bridge's vitality for the next 100 years

WTC

- Revitalization of the World Trade Center:
  - PAC NYC
  - 3WTC
  - St. Nicholas Greek Church
  - High-end programming

Transformed the nation's worst airport into its best at LaGuardia, with a wholesale world-class rebuild

2017-2025 Capital Plan: Complete

Constructed and opened a five-star Terminal A at Newark Liberty — receiving accolades from critics and the community alike

2017-2025 Capital Plan: Complete

Built a new Goethals Bridge — a vital regional link for the 21st century — ensuring the bridge's vitality for the next 100 years

2017-2025 Capital Plan: Complete

Invested $3 billion to make 117-year-old PATH more reliable and resilient

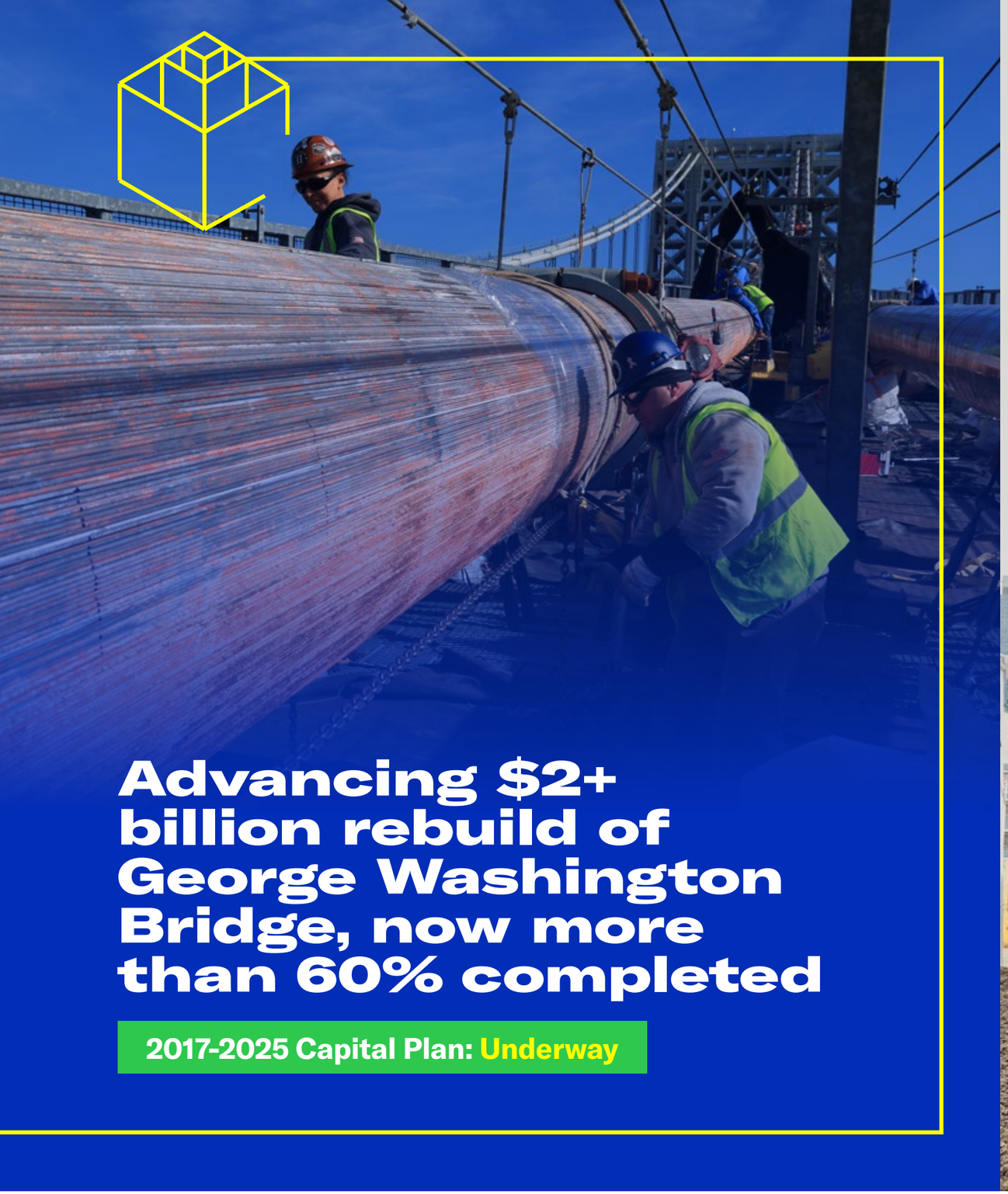
2017-2025 Capital Plan: Complete

Made critical infrastructure investments, to increase capacity of cargo movements at the ports

2017-2025 Capital Plan: Complete

Launched an ambitious vision to completely transform JFK Airport into a world-class gateway

2017-2025 Capital Plan: Underway



Advancing $2+ billion rebuild of George Washington Bridge, now more than 60% completed

2017-2025 Capital Plan: Underway

Broke the logjam, designed the replacement, engaged the community and broke ground on the Midtown Bus Terminal replacement

2017-2025 Capital Plan: Underway

2017–2025: A New World-Class Airport Paradigm

An unprecedented $30 billion investment across EWR, JFK, LGA

We redefined world-class standards:

- **Best-in-class customer eperience**
- **Inspiring civic architecture**
- **Robust public art program**
- **Local concessions & “sense of place”**
- **State-of-the-art functionality**
- **Cutting-edge technology**

We transformed airports from experiences to be endured into destinations.

The Reviews Are In!

LaGuardia Airport

NEW YORK POST

> LaGuardia Airport is the 'best new airport in the world' Really.

Condé Nast Traveler

> Delta's stunning new terminal at LaGuardia will make you want to show up to the airport early.

Time Out

> Terminal B overhaul is now officially complete. Thankfully, the results look phenomenal.

JFK Airport

The New York Times

> New York's airports are being rebuilt, piece by piece, in the most ambitious overhaul in decades.

Newark Liberty International Airport

THE POINTS GUY

> Newark's stunning new terminal is enough to change the airport's reputation.

Condé Nast Traveler

> It's the dawn of a new age at Newark Liberty International Airport.

PATH

The Observer

> The new PATH station in Harrison is so immense, so beautiful, it's almost impossible to remember how basic the old one was.

Midtown Bus Terminal

CBS NEW YORK

> Transforming it from an eyesore to eye-popping.

Award-Winning Facilities

LaGuardia Airport

WINNER OF UNESCO 2021 PRIX VERSAILLES FOR BEST NEW AIRPORT IN THE WORLD

ONE OF ONLY TWO AIRPORTS IN AMERICA TO RECEIVE A 5-STAR SKYTRAX RATING IN 2023

RATED BEST AIRPORT IN ITS CLASS IN TOP PASSENGER SURVEY TWO YEARS IN A ROW

WINNER OF FORBES TRAVEL GUIDE'S AWARD FOR BEST AIRPORT IN AMERICA TWO YEARS IN A ROW

Newark Liberty International Airport

WINNER OF UNESCO 2024 PRIX VERSAILLES FOR EXTERIOR DESIGN

WINNER 5-STAR SKYTRAX RATING

WINNER 2024 WORLD'S BEST NEW AIRPORT TERMINAL

USGBC LEED GOLD CERTIFIED

PORT AUTHORITY NY NJ
AIR LAND RAIL SEA

2026–2035 Capital Plan

A Decade of Big Ambition

2026–2035 Capital Plan: A Decade of Big Ambition

Completing a Generational Transformation

$45 billion 2026–2035 Capital Plan continues an unprecedented rebuilding program.

Maintains the world-class standard set in the previous plan — finishing major projects and aggressively advancing the agency's renewal and transformation agenda.

The plan creates 50,000+ jobs, including 33,000+ union construction jobs.

2026-2035 Capital Plan Highlights

We turned LaGuardia into the nation's model for how government can leverage private dollars, rebuild right, and earn universal acclaim from critics and customers alike. We're doing the same at JFK and Newark Liberty — new airy terminals with public art and beloved local concessions; better, faster airport access via car, train, or bus; and architecture that enables smoother taxiway operations and gate movements.

The new Midtown Bus Terminal, with early works construction already underway, will be a landmark of movement and design — a place commuters will appreciate rather than endure. A project that will ultimately benefit both commuters and the local community, by creating new public green space and getting idling buses off community streets. We are also advancing major renewal projects across our network to keep vital connections safe and resilient for decades to come.

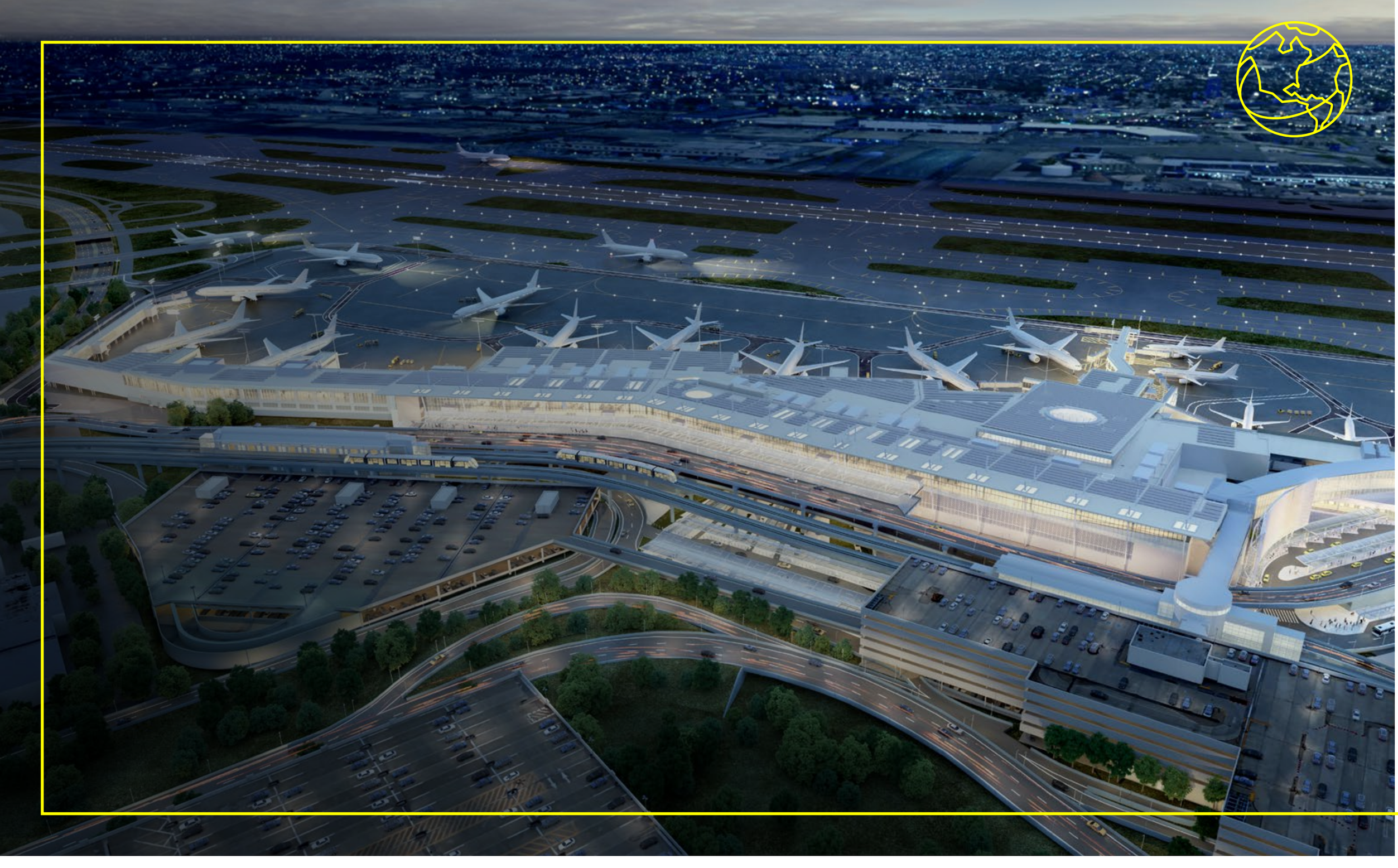
The rebirth of the World Trade Center is nearly complete. The 16-acre campus has become a vibrant destination for visitors, workers, commuters, and residents of Lower Manhattan. The capital plan will fund continued strategic investments to complete the campus and build out World Trade Center towers 2 and 5.

The Port of New York and New Jersey is the East Coast's gateway to the world, and we're investing to keep it that way. We are working with our private partners to rehabilitate wharfs and berths, while expanding capacity and making roadway improvements to reduce traffic on local streets. Modern truck and rail gates cut congestion and emissions while keeping supply chains resilient. Every improvement strengthens jobs, competitiveness, and the national economy that depends on it.

Every line, every day. More trains, more often. The 2026 completion of the PATH Forward program will enable PATH to provide better reliability and dramatically increase service frequency with all four lines operating seven days a week for the first time in 25 years. Direct weekend service will be offered from Journal Square to 33 St, Hoboken to 33 St and Hoboken to World Trade Center. The capital plan would also fund state-of-the-art fare gates to combat fare evasion.

PROJECT HIGHLIGHTS

Building a Whole New JFK, a World-Class Global Gateway



Delivering a Global Best-in-Class JFK Worthy of the Region

The 2026–2035 Capital Plan will continue to drive the delivery of a once-in-a-generation transformation of JFK Airport. The completion of JFK's world-class transformation includes:

- $9.5 billion international, 2.4 million sq. ft. Terminal 1
- $4.2 billion international 1.2 million sq. ft. Terminal 6
- $3.9 billion vastly simplified roadway network

The first new gates will open in 2026. The 2026–2035 Capital Plan also drives the design and construction of a transformed AirTrain JFK:

- New state-of-the-art train cars
- Double capacity
- New world-class stations

The redevelopment of JFK is a powerful economic engine for the region, creating 15,000 total jobs, including nearly 10,000 direct construction jobs, while also providing opportunities for local contractors, businesses, and concessionaires to take part in the project.

To learn more about this project, visit PortAuthorityBuilds.com

Did you know?

The Port Authority implemented a unique operation to transport new construction material and dispose of waste from the construction site by using industrial barges on local waterways. This innovative solution is eliminating more than 330,000 pollution-heavy diesel truck trips that otherwise would have traveled through local neighborhoods

The EWR Vision Plan: an Entire Airport, Reimagined

A Fully Transformed World-Class Newark Liberty International Airport Worthy of the Region

The 2026–2035 Capital Plan will continue to drive the delivery of a comprehensive transformation of Newark Liberty International Airport. The completion of Newark Liberty's world-class transformation includes:

- Building a new, world-class Terminal B
- Expansion of five-star Terminal A
- Updating and expanding Terminal C

The plan will complete what we started, including:

- $3.5 billion AirTrain Newark (opening 2030)
- Critical Newark Liberty International Airport Train Station community access point (opening 2026)

In addition, there will be a third major runway added to reduce flight delays. The plan also calls for a simplified roadway network to improve vehicle access.

To learn more about this project, visit PortAuthorityBuilds.com

Did you know?

Newark Liberty is home to the nation's first air passenger terminal. Amelia Earhart was on hand for its dedication in May 1935. Today, Building One houses Port Authority operations and maintenance staff, and was the first Port Authority building to receive a full decarbonization retrofit.

Making LaGuardia Even Better

A New Terminal A and Mass Transit Improvements

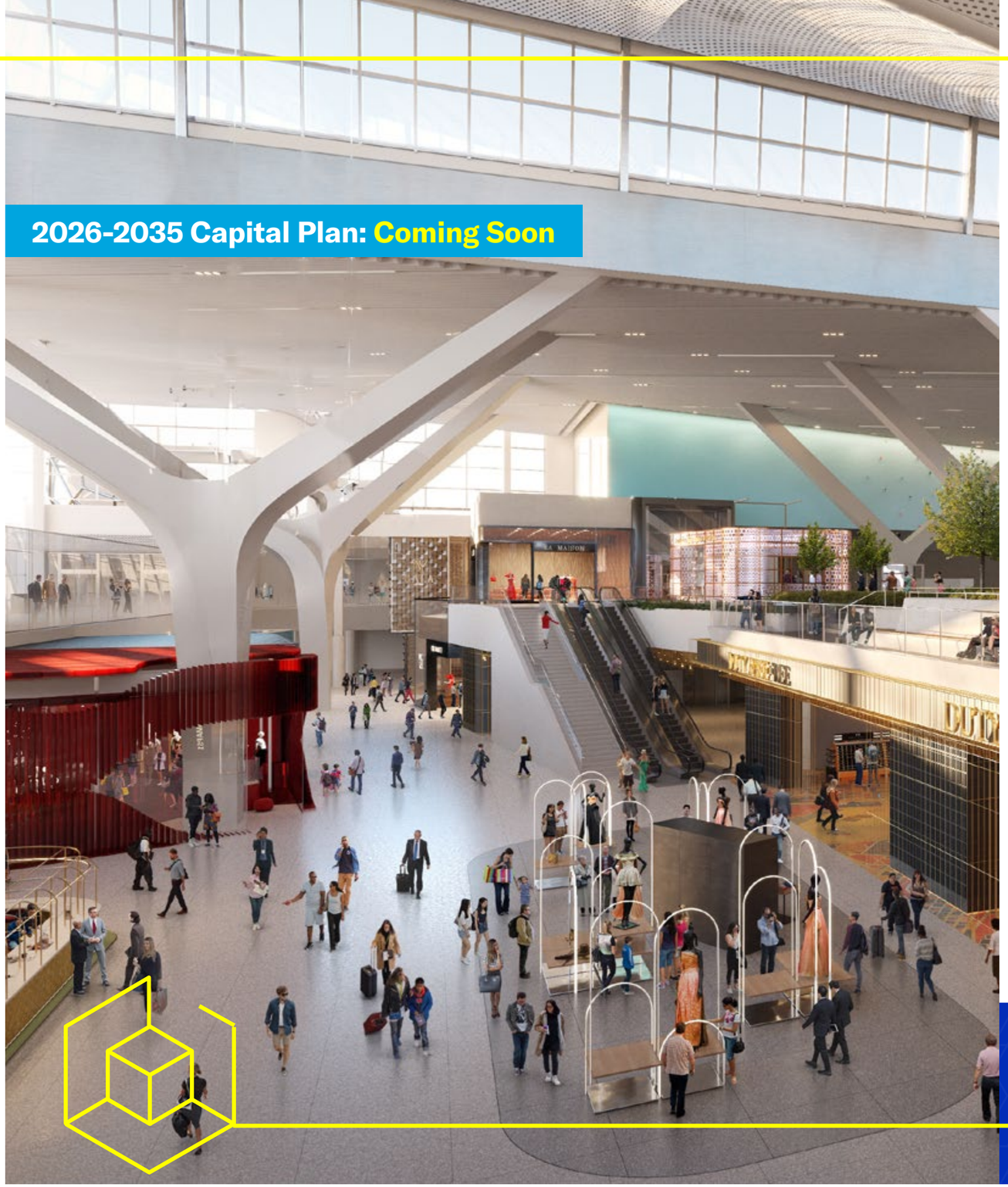
The 2026–2035 Capital Plan will drive construction of a brand-new, world-class Terminal A while fully preserving the historically landmarked Marine Air Terminal building at LaGuardia, including its 1940s rotunda and observation decks, and replacing only the small 1980s pre-fabricated concourse that is not part of the original Art Deco terminal.

The plan will complete improvements to the fast, free, and frequent LGA Link Q70 bus service for passengers, including a new bus lane on the Brooklyn-Queens Expressway and an on-airport bus stop. It will also integrate terminals B and C with an appealing and innovative on-airport pedestrian connection.

To learn more about this project, visit PortAuthorityBuilds.com

Did you know?

The LaGuardia Link Q70 was made permanently fare-free in 2022 — one reason it has become the default choice for millions of travelers annually.



A Historic Investment in the Region's Airports

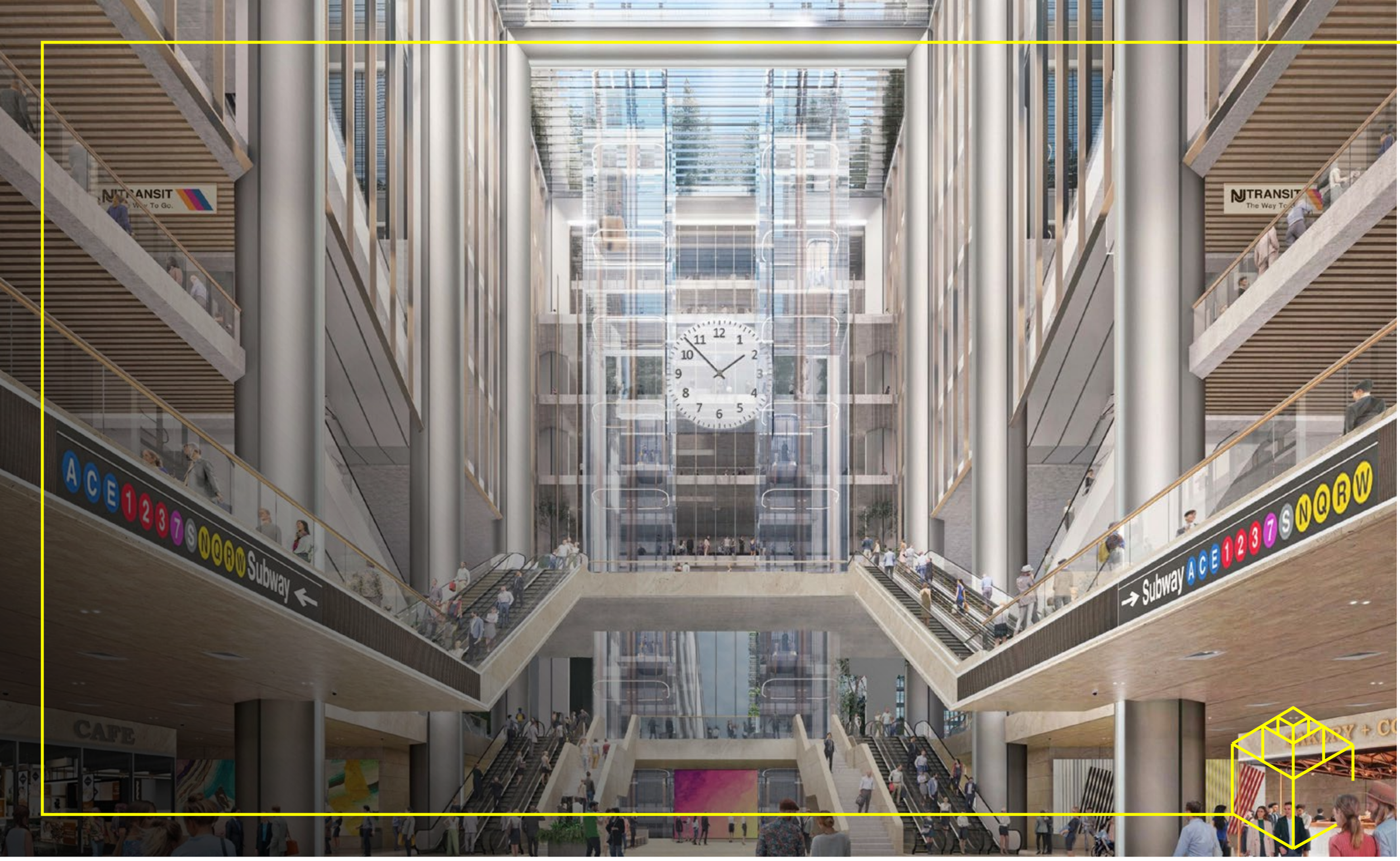
The taxi community and the Uber-Lyft/for-hire vehicle community are part of the lifeblood of the airports. We are committed to ensure that airport rides are available to legitimate taxis/for-hire vehicles that service the passengers.

The 2026–2035 Capital Plan will drive "Operation Legal Ride", a 10-year $100 million investment to crack down on the predators who harass passengers by offering illegal rides and who steal business from hard-working drivers. This includes technology tools such as license plate readers and AI-aided CCTV, meaningful enforcement, a deterrence strategy and enhanced coordination with the Taxi and Limousine Commission.

Funding responsibly: The majority of the Port Authority's funding comes from private investments, cost recoveries and revenues from lease activities and fees. To further support our ambitious agenda in the 2026–2035 Capital Plan, the plan will change airport access fees for for-hire vehicles and taxis. These increases bring our fee structure in line with peer airports (Boston, Chicago and San Francisco).

2017-2025 was a decade of great accomplishment. The 2026–2035 Capital Plan will continue this record investment. By 2035, a $50 billion wholesale remaking of three major airports will be complete, anchored by historic public-private partnerships in cooperation with our airline and development partners. The two capital plans will bring our paradigm shift to fruition: moving our airports from worst to first.

Transforming an Aging Commuter Hub Into a Modern Civic Landmark


NJTRANSIT
The Way To Go.
NJTRANSIT
The Way To Go.
A C E 1 2 3 7 S N Q R W Subway
Subway A C E 1 2 3 7 S N Q R W
CAFE

A World-Class Transit Hub to Serve the Next Generation

The 2026–2035 Capital Plan will drive $11 billion to fund the design, planning, construction, and opening of an inspiring, light filled, transit hub. Commuters will be served with direct, faster access to the Lincoln Tunnel, an expanded terminal, and 21st century technology to support a future all-electric fleet. The community will be served by eliminating idling buses off local streets, street-facing concessions, a new 3.5 acre green space, and the revitalization of the surrounding neighborhood.

This once-in-a-century project will be completed in two phases: Phase 1 (ramps / storage & staging) in 2030; and Phase 2 (the main terminal & green space) in 2035. The best-in-class Midtown Bus Terminal is a centerpiece of the 2026–2035 Capital Plan.

Funding responsibly: The vast majority of project funding is derived from general Port Authority net revenues and bond or loan proceeds. To provide important additional support for the cost of building, operating, and maintaining this world-class facility, the 2026–2035 Capital Plan will update carrier fees charged to bus companies operating at the facility, along with revisions to bus toll schedules that create three new bus classes separated by vehicle type — minibuses, two-axle, and three-axle — and institute gradual increases in toll rates for the new classes from mid-2026 through 2034.

To learn more about this project, visit PortAuthorityBuilds.com

Did you know?

Once construction is complete, the temporary deck-overs over Dyer Avenue will be transformed into 3.5 acres of publicly accessible green space.

Delivering Major Increases in PATH Service Frequency

2026-2035 Capital Plan: Coming Soon

Every Line, Every Day: Better PATH Service Is On The Way

The 2026–2025 Capital Plan will drive one of the largest service increases in PATH history, delivering more frequent rush-hour service, more frequent late-night weekend service, and direct weekend service on the JSQ–33 St Street, HOB–33 St, and HOB–WTC lines.

The plan also includes installing all-new uptown tracks and making critical infrastructure investments to provide faster, more reliable service, along with new state-of-the-art fare gates to combat fare evasion.

To learn more about this project, visit PANYNJ.gov/PATH

Did you know?

PATH has not operated direct service on the JSQ-33 St and HOB-WTC lines seven days a week in 25 years.

2026-2035 Capital Plan: Coming Soon

Major Service Announcement

The 2026–2035 Capital Plan will drive major service increases across the PATH system. For the first time in 25 years, all four lines will operate seven days a week beginning in 2026. Weekend service to 33 St will see a significant increase starting in 2026, with additional enhancements in 2027.

By mid-2026, direct peak service will operate on weekends from JSQ–33 St and HOB–WTC, while peak AM weekday service from HOB–WTC would also increase. Late-night service on Fridays will double by mid-2026 to match Saturday late-night service levels.

Additional trains will be added during the NWK–WTC weekday peak commute and weekend daytime hours in the first half of 2027.

To learn more about this project, visit PANYNJ.gov/PATH

2026-2035 Capital Plan: Coming Soon

A War on PATH Fare Evasion

Fare evasion is unacceptable, and we are committed to taking action to prevent it. As part of the 2026–2035 Capital Plan, we will install new state-of-the-art fare gates to reduce fare evasion and ensure that everyone pays their fair share. The 2026–2035 Capital Plan also funds advanced technology, including CCTV and artificial intelligence, to identify patterns of fare evasion and develop targeted strategies to more effectively deter and enforce fare payment.

Funding Responsibly: PATH's operations are unique among major U.S. transit systems in that PATH receives no state or federal funding. Fares cover only about 25% of the actual cost of each ride, with the Port Authority subsidizing the remaining 75%. To sustain operations and fund these major service increases, the 2026–2035 Capital Plan will increase fares by $0.25 beginning in summer 2026, followed by additional $0.25 increases each January from 2027 through 2029.

To learn more about this project, visit PANYNJ.gov/PATH

Fortifying Our Legacy Infrastructure for a Changing World

Reinvesting in the Region's Crossings

The 2026–2035 Capital Plan will drive major state-of-good-repair projects across the region's critical crossings. It will further advance the Restoring the George program to extend the life of the George Washington Bridge for another century through comprehensive structural rehabilitation. The plan also includes rehabilitation work on the Lincoln Tunnel Helix and the Outerbridge Crossing, as well as planning for the future replacement of these assets in the 2036–2045 Capital Plan period.

Funding Responsibly: Two-thirds of our revenues are generated from non-toll and non-fare sources. We continue to maximize these sources, which include landing and dockage fees, lease payments, and other charges to businesses operating at our facilities. To support critical tunnel and bridge investments, the 2026–2035 Capital Plan will phase out the current $2 E-ZPass discount for autos and motorcycles during off-peak hours. The phase-out will occur over four years beginning in 2027, at a rate of 50 cents per year. Truck E-ZPass discounts during off-peak hours and the Staten Island bridge discount program will remain unchanged.

Strengthening the Largest Port on the East Coast

2026-2035 Capital Plan: Coming Soon

The Busiest Seaport on the East Coast

The 2026–2035 Capital Plan will drive more than $1.2 billion in private investment to update and expand container terminal operations and infrastructure, maintaining our position as a “must-call” port on the East Coast. It will fund the restoration or replacement of wharves more than 60 years old to ensure long-term vitality and support continued growth, while further strengthening rail operations to enhance fluidity and capacity across the network.

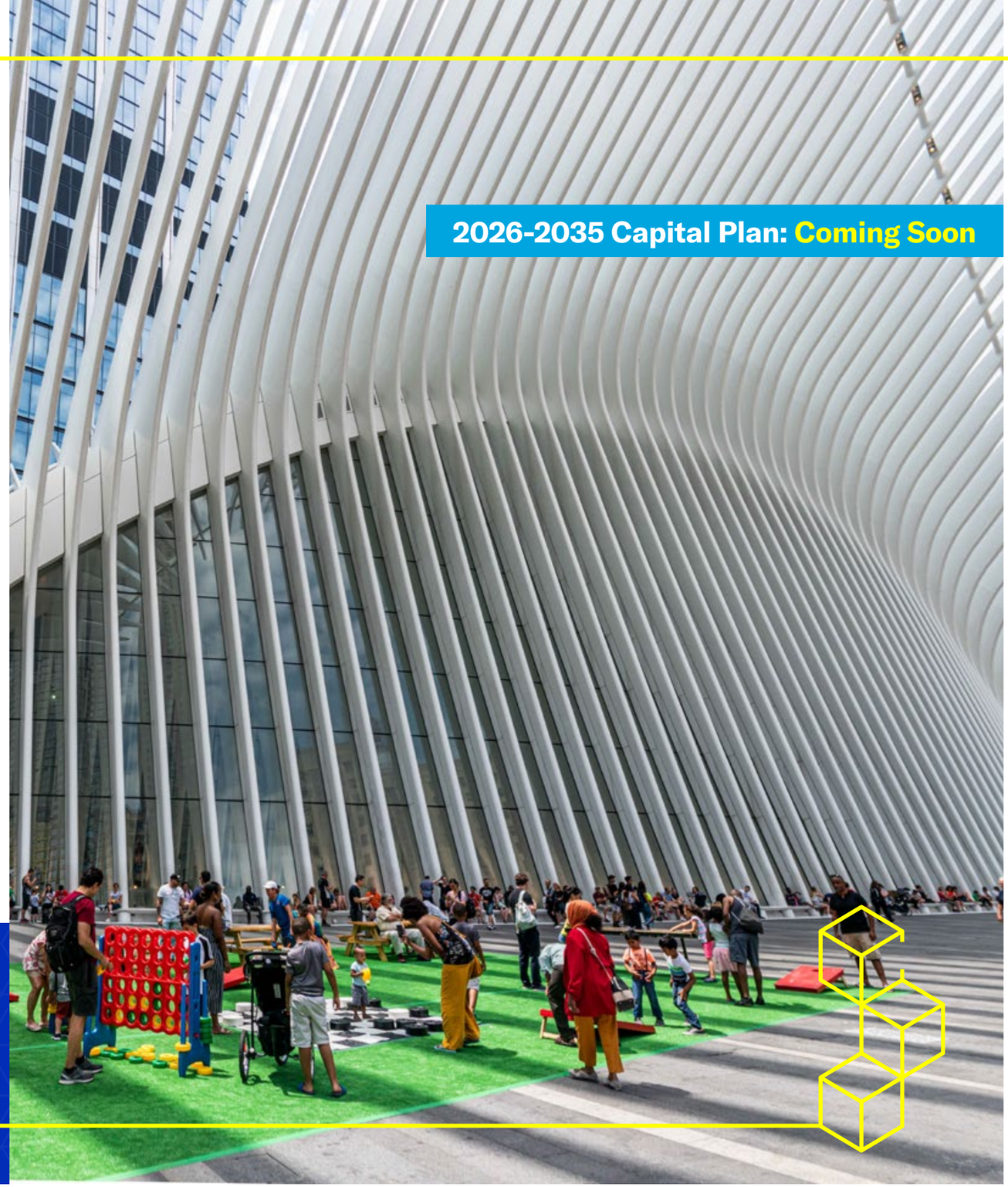
Finishing construction and putting into service a completely rebuilt Port Street Corridor access point will reduce traffic and improve safety. The plan also advances the deepening of the harbor to 55 feet, enabling the safer and more efficient movement of larger, high-capacity cargo vessels through the seaport in cooperation with the U.S. Army Corps of Engineers. These investments will create regional jobs, strengthen trade, and support national economic security — keeping the port competitive and the region’s economy moving.

Re-Energizing the World Trade Center

Completing the World Trade Center

The 2026–2035 Capital Plan will, in cooperation with our private partners, continue advancing the revitalization of the World Trade Center campus. The Port Authority has completed 3 World Trade Center and established 1 World Trade Center as a hub for technology and media companies, now at approximately 95% occupancy.

The agency also opened PAC NYC to widespread acclaim — a key milestone in completing the rebuild of the World Trade Center complex — and reopened the rebuilt St. Nicholas Greek Orthodox Church and National Shrine, the only house of worship destroyed in the September 11 attacks. These efforts have contributed to the ongoing revitalization of the Lower Manhattan community through unique and highly successful event programming, local food markets and a beer garden, and engaging public art installations.



2026–2035 Capital Plan: A Decade of Big Ambition

$42 Billion in Investments Across Airports, Bridges & Tunnels, Bus Terminal, Seaport, PATH and WTC.

* Continuing from the current 2017–2025 Capital Plan; excludes support of Gateway Tunnel

Aviation – $20.7B

- Finish world-class JFK Airport with new terminals + roadways
- Complete overhaul of AirTrain JFK stations and cars
- Build and open new Terminal B at Newark
- Complete $3.5 billion AirTrain Newark
- Replace 85-Year-Old LaGuardia's terminal A
- Streamline fast, free, frequent Q70 LGA Link bus

PATH – $2.6B*

- Major service increases: operate all four lines every day
- Run more trains when riders need it most: rush hours and weekends / weekend evenings
- Install new state-of-the-art fare gates and launch a war on fare evasion

Seaport – $2B

- Drive $1.2+ billion in private investment in terminal operations
- Restore 60+ wharfs and berths
- Deliver new, efficient and safe Port Street Corridor.
- Advance deepening of the harbor to 55 feet to maintain global competitiveness

TB&T – $15.4B

- Fully complete $11 billion Midtown Bus Terminal
- Advance $2 billion restoration of GWB
- Complete full rehabilitation program at Outerbridge Crossing and Lincoln Tunnel Helix

WTC – $1.2B

WORLD TRADE CENTER

- Goal: complete buildout of campus with construction of Tower 2 and Tower 5
- Continued strategic investment in 1 WTC

A Disciplined, Transparent Financial Approach

The Port Authority's capital program is self-funded: no tax dollars, majority of revenue from business partners, remainder from user fees.

Each revenue initiative contributes to the investments in our infrastructure and helps us through the headwinds of COVID, inflation, and tariffs.

The approach is disciplined, predictable, and transparent — phased and tied to delivery

Every dollar goes back into visible, tangible improvements that make the region move better.

Building for Tomorrow

This is a once-in-a-generation capital plan. We are delivering the airports, tunnels, terminals, and rail service that people use every day — and finishing the projects the region has been waiting for.

This plan creates more than 50,000 jobs, including more than 33,000 union construction jobs.

This is the foundation for the region's next generation of growth.

CAPITAL SPENDING BY DEPARTMENT

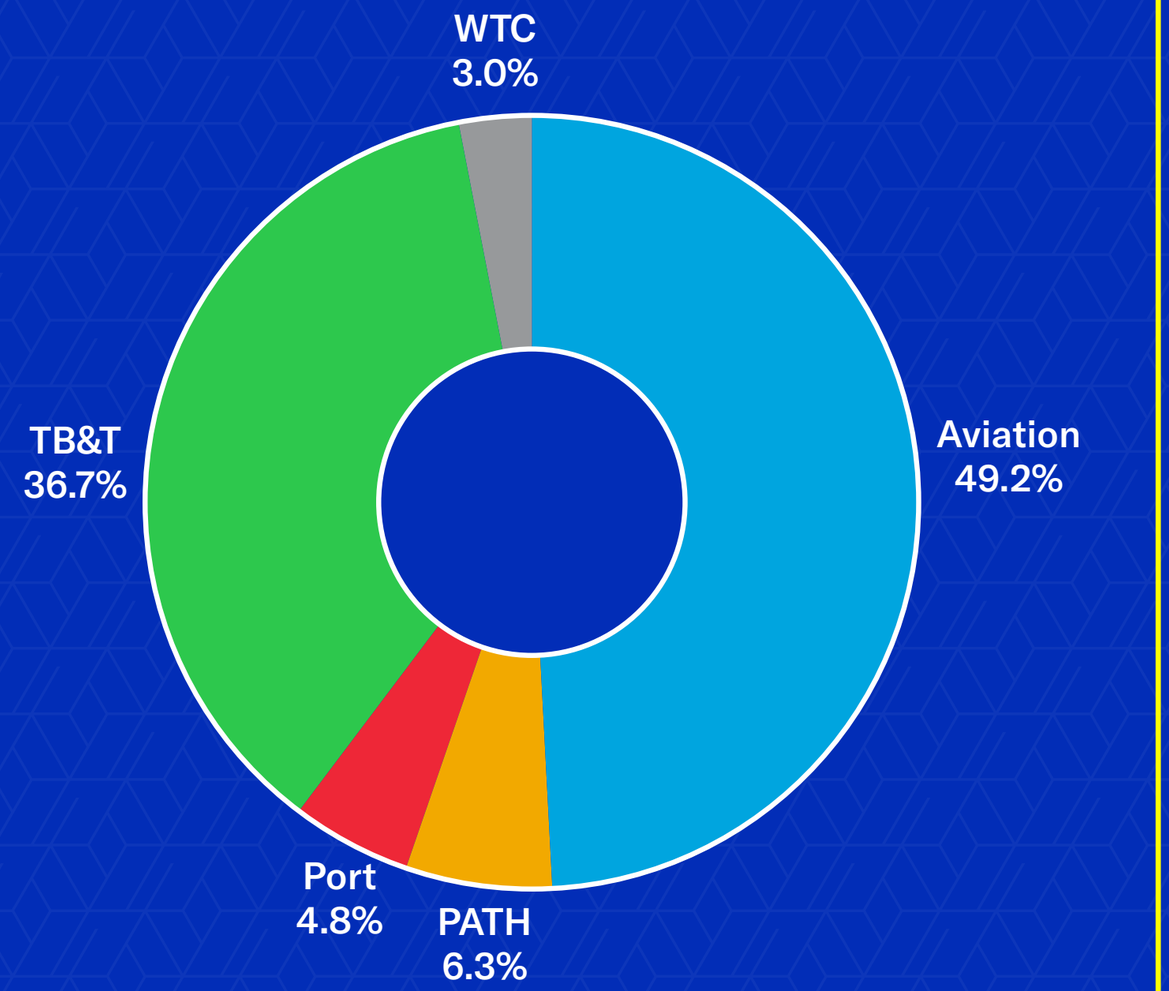
Aviation, PATH, Port, Tunnels, Bridges & Terminals, and World Trade Center

The Port Authority is a bi-state agency, created by interstate compact in 1921 under the clause of the United States Constitution permitting compacts between states with the consent of Congress. The compact also created the Port District, which comprises an area of about 1,500 square miles in both states, centered on 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 17 counties, in the two states. The Port Authority was created to provide transportation, terminal and other facilities of commerce within the Port District and to undertake port and regional improvements not likely to be financed by private parties, or that would not be attempted by either state alone. These include the development of major infrastructure: world-class airports, a modern port for the harbor shared by the two states, tunnel and bridge connections between the states, mass transit rail and terminal facilities and, in general, trade and transportation projects that secure the region's economic well-being.

Today, as was envisioned in 1921, the Port Authority is a financially self-supporting entity. It does not receive tax revenue from either state or from any local jurisdiction and has no power to tax, nor does it have the power to pledge the credit of either state or any municipality. The Port Authority relies primarily on revenue generated from facility operations — tolls from its bridges and tunnels between New York and New Jersey; user fees from the seaport, airports and bus terminals; fares on its rail transit system; and rent from facilities, consumer services, and retail stores.

The Port Authority operations are composed of five primary lines of business: Tunnels, bridges and terminals; the Port Authority Trans-Hudson (PATH) rail system; Aviation; the Port of New York and New Jersey; and the World Trade Center. In addition, its real estate department oversees commercial office and other development projects. Specifically, the facilities of the Port Authority include: two tunnels and four bridges between the states of New York and New Jersey, the Hudson Tubes network, including PATH system, two bus terminals, the trans-Hudson ferry service, five airports, five marine terminals, the World Trade Center, two waterfront development facilities, and four industrial development facilities. The Port Authority's role at its airports and marine terminals is primarily that of a landlord.

Capital Spending by Department



Aviation

The Port Authority manages a complex system of five airports that serves nearly 145 million passengers and moves more than 2 million tons of cargo each year. The agency serves as the landlord for the system and leases space to terminal and retail operators. This system includes the major metropolitan airports — JFK International, Newark Liberty International, and LaGuardia. These international gateways are economic engines for the region; supporting more than 330,440 jobs that pay $32.7 billion in annual wages and generating $75.8 billion in annual sales. Passenger volumes have grown steadily at all three of our major airports, reaching all-time volume records in the last two years. Significant Port Authority and private sector investments have been made in the airports in the last ten years producing world-class award winning facilities. But there is more to be done. Keeping up with demand and industry changes, requires the Port Authority to continue making investments to operate world class gateways to the region and the world.

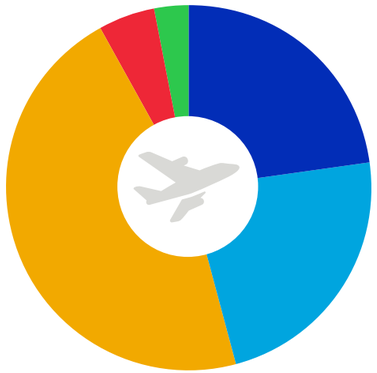
The agency is committed to making the necessary investments (approximately $20.7 billion or 49% percent of the 2026–2035 Capital Plan spending) to develop world-class facilities in the next 10 years.

Investment included in this plan will continue the transformation of Newark Liberty International Airport, building on the success of the award-winning new Terminal A. As part of its EWR Vision Plan, the Port Authority is advancing a comprehensive modernization of Newark Liberty International Airport. With a new, world-class Terminal B anchoring the transformation, the plan also calls for a simplified roadway network to improve vehicle access; a streamlined taxiway system to ease plane delays; and the expansion of the award-winning Terminal A. Additionally, the capital plan includes the funds require to complete the rebuilding of AirTrain Newark, a modern 2.5-mile automated system that will accommodate future passenger growth and deliver faster, more reliable connections across the airport.

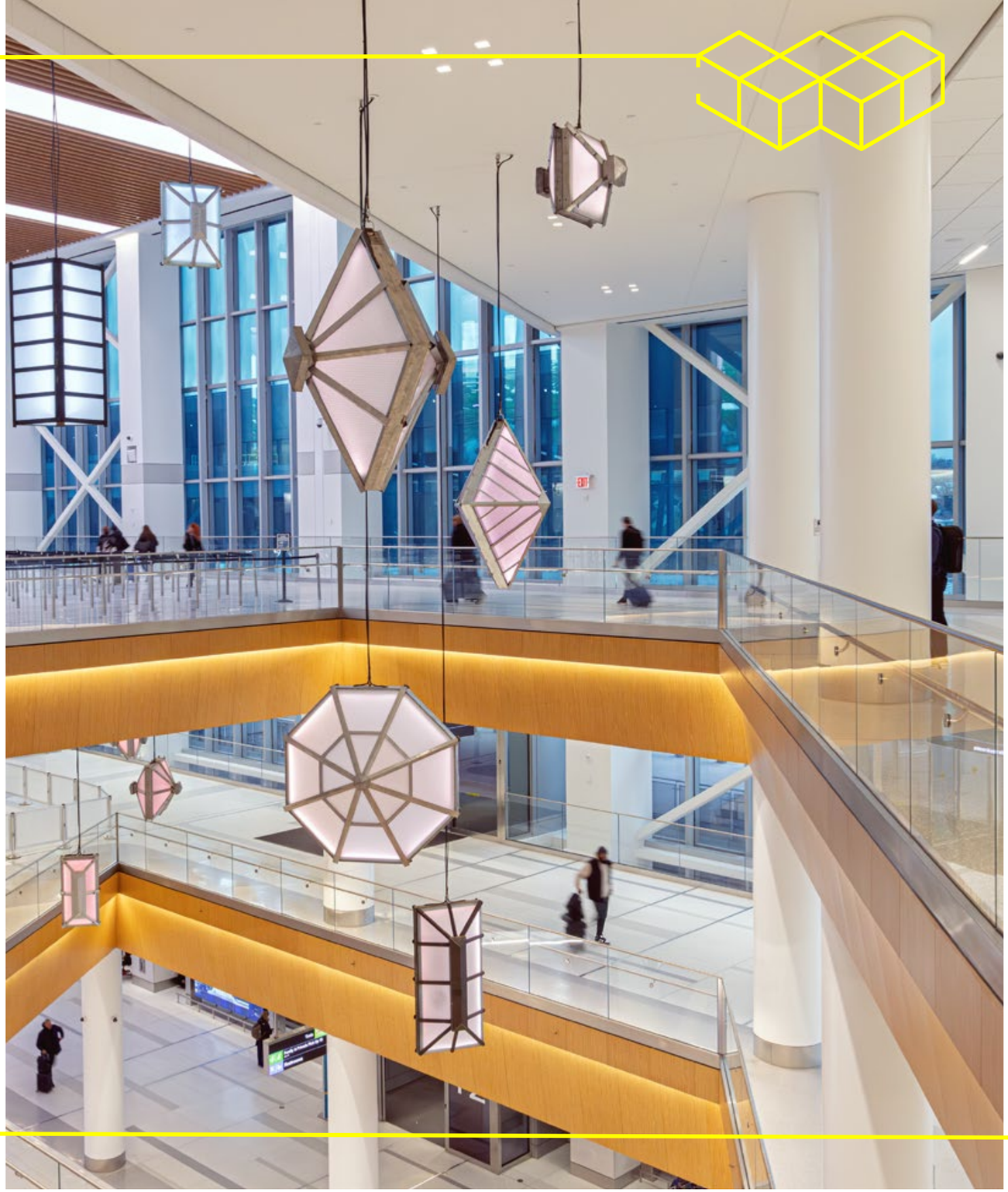
The plan also includes investments to continue the transformation of JFK International Airport. The Port Authority, in partnership with the private sector, is delivering a once-in-a-generation transformation of the airport – a new campus with a fully rebuilt and simplified roadway network, two brand-new international terminals, two expanded and modernized terminals, and a sense of place that feels unmistakably New York. The first gates of terminals 1 and 6 are scheduled to open in 2026. The redesigned roadway network, including a new ground transportation center, is set to open in December 2027. Additionally, as the airport grows, AirTrain JFK needs to grow along with it. The plan includes the funds required to overhaul this critical transit system including enhanced stations, new railcars, and bolstered infrastructure to deliver more frequent, reliable and comfortable service with ridership projected to grow from 24 million annual riders today to 33 million in 2050.

Completing the whole New LaGuardia Airport, which started in the last capital plan with the completion of the award-winning Terminal B, and the new Terminal C, this capital plan includes construction of a new Terminal A and projects to streamline mass transit access to LaGuardia Airport.

AVIATION



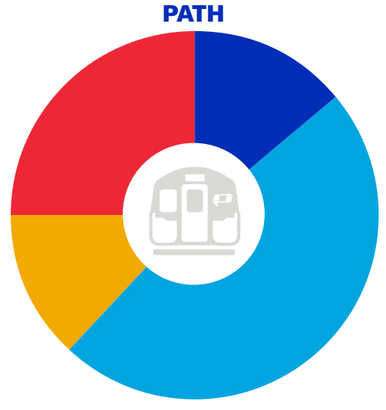
Projects Underway:	**$4.8 billion**	**| 23%**
State-of-Good Repair:	**$4.7 billion**	**| 23%**
New Airport Redevelopment:	**$9.5 billion**	**| 46%**
System Enhancements & Innovation:	**$1.1 billion**	**| 5%**
Safety, Security & Compliance:	**$664 million**	**| 3%**



PATH

The PATH rail system transports more than 200,000 people every weekday and over 60 million people a year through tunnels that are over 100 years old. The system plays an increasingly vital role in the trans-Hudson network by providing public transportation to citizens both east and west of the Hudson River. To support the growth in system-wide ridership and provide a foundation for safe, reliable, high-quality service in the system's second century, PATH has developed the PATH Forward program. PATH Forward builds upon work to restore and rebuild the system from Superstorm Sandy damage. When the PATH Forward program is complete in 2026, PATH will build on that progress with service increases beginning in March 2026. This includes weekend service on all four lines for the first time in 25 years, providing Hoboken passengers with dedicated service and giving Jersey City passengers more direct routes, as well as shorter wait times both on weekdays and weekends.

PATH riders will benefit from $2.6 billion (or 6 percent of the 2026–2035 Capital Plan spending) in investments throughout the next 10 years. These investments include important system upgrades and infrastructure improvements including the overhaul of PATH cars, track replacements and control upgrades, which will significantly improve the reliability of the system, replacement civil infrastructure and tunnel water management program in tunnels A and B, which connect New Jersey with midtown Manhattan. PATH riders will also benefit from new fare gates, a new TAPP payment system for faster, easier travel and higher fare capture.



Projects Underway: $360 million | 14%
State-of-Good Repair: $1.3 billion | 48%
System Enhancements & Innovation: $337 million | 13%
Safety, Security & Compliance: $661 million | 25%

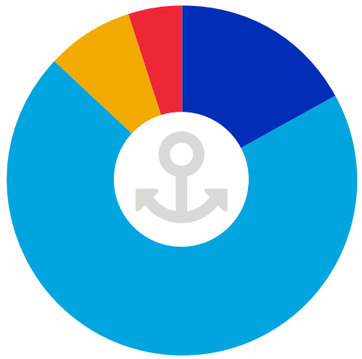
Port

The Port Department oversees the New York/New Jersey region's maritime cargo facilities that make up the Port of New York and New Jersey (PONYNJ), the second-largest port in the United States. The agency serves as the landlord for the PONYNJ and leases facilities to maritime terminal operators and other tenants who handles approximately 14 percent of all of the international cargo shipped to and from the United States.

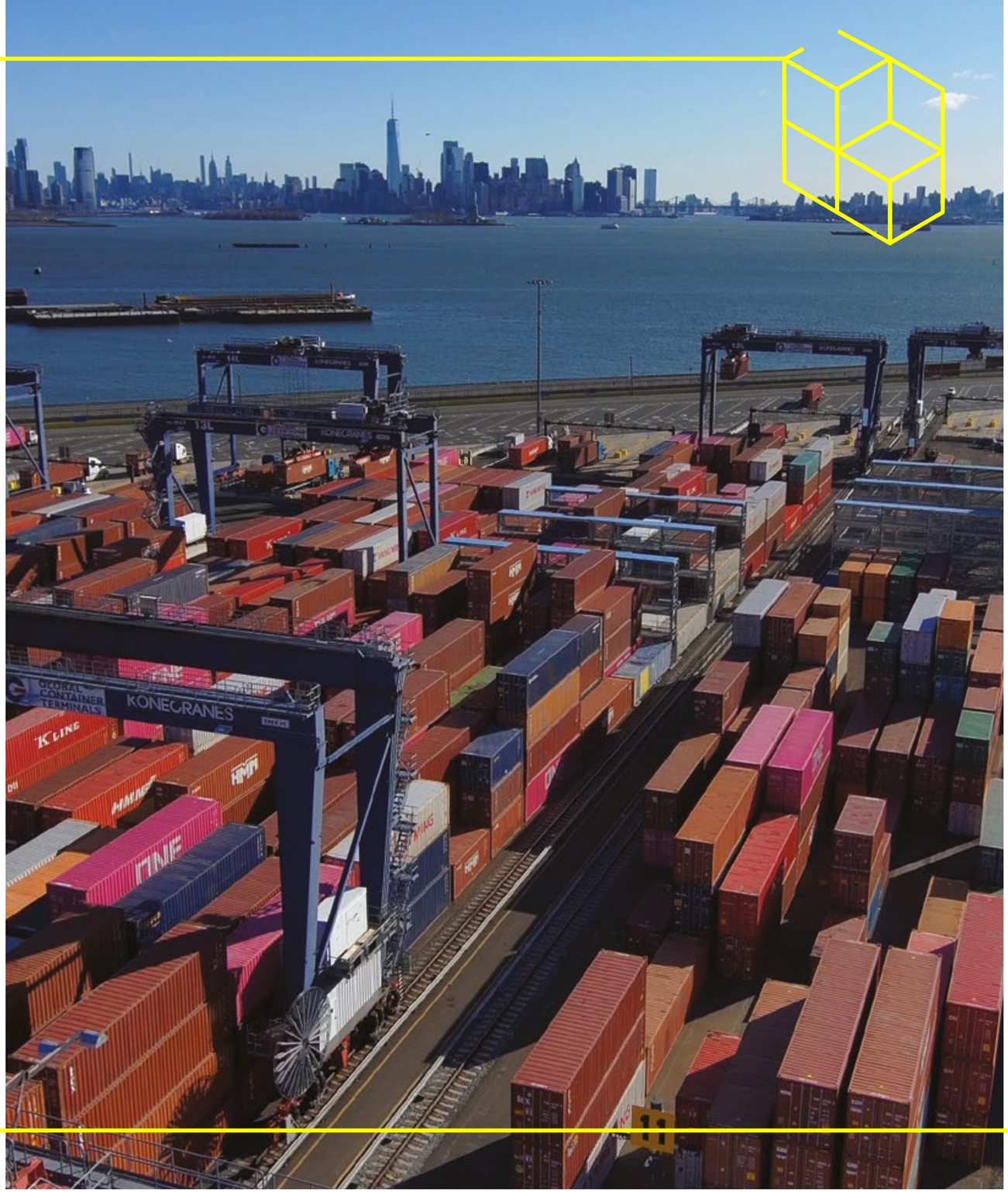
As the East Coast's largest port, it reaches 36 million local consumers and supports a diverse workforce of more than 330,000 jobs representing nearly $21 billion in annual wages. PONYNJ is comprised of five marine terminals, four on/near dock intermodal rail terminals connecting the marine terminals to the national freight rail network, one Class 3 railroad providing rail connectivity for domestic cargo east and west of the Hudson River, and one cruise terminal. The PONYNJ competes with ports throughout the United States for market share.

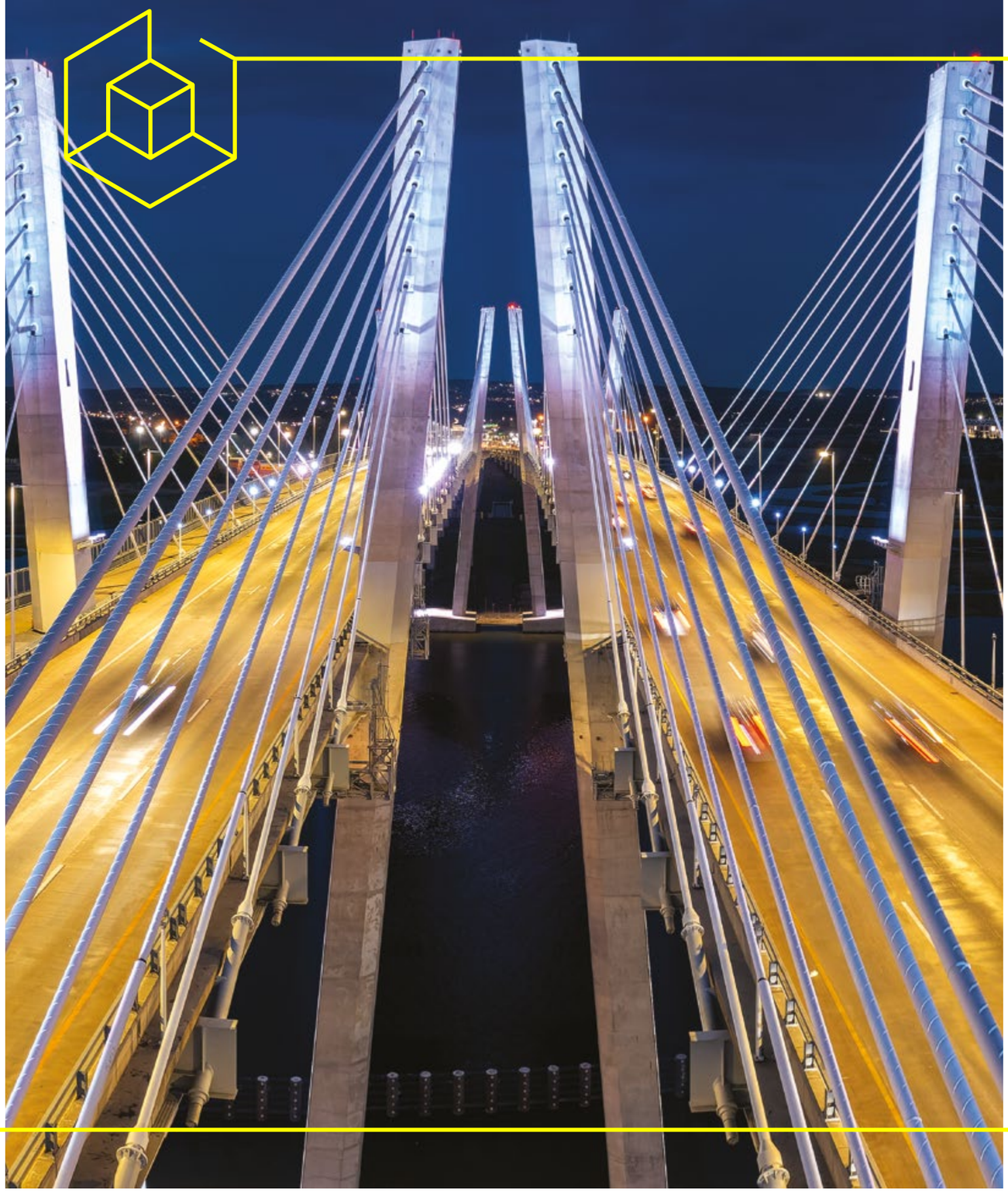
Capital improvements of $2 billion (5 percent of the 2026–2035 Capital Plan spending) in the port facilities during the next 10 years will enable the New York and New Jersey region to remain competitive. These investments will allow for greater ease and efficiency in the movement of containerized cargo into and out of the region. Significant projects include the completion of the rehabilitation of key terminal berths and wharves, the rehabilitation of public berths in Port Newark, and a comprehensive rehabilitation of the potable water and roadway infrastructure at Elizabeth Port Authority Marine Terminal. In addition to Port Authority investments in the marine ports, our private sector terminal operators are expected to invest approximately $1.2 billion primarily to replace all wharf and berth structures within their leasehold and to expand their leasehold to increase annual throughput capacity of the facilities. Further, in concert with the U.S. Army Corps of Engineers, the Port Authority is studying various harbor and channel deepening projects that will ready the harbor for the next generation of ships.

PORT



Projects Underway: **$334 million | 17%**
State-of-Good Repair: **$1.4 billion | 70%**
System Enhancements & Innovation: **$167 million | 8%**
Safety, Security & Compliance: **$110 million | 5%**





Tunnels, Bridges & Terminals

Connecting New York and New Jersey's road and commuter network, the agency's two vehicular tunnels, four bridges and two interstate bus terminals provide safe, efficient, and convenient access for approximately 110 million passenger cars, more than 50 million bus passengers a year and approximately 9 million trucks.

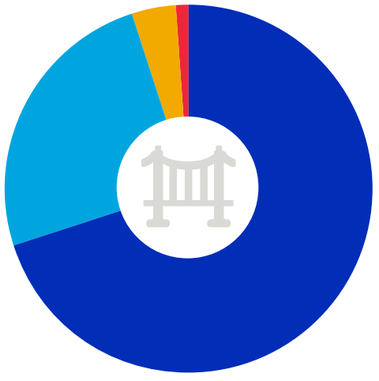
In the last ten years, the Port Authority has invested over $6.5 billion in its tunnels and bridges, building a new Goethals Bridge, raising the roadway on the Bayonne Bridge, effectively building a new bridge, extending the life of the George Washinton Bridge by replacing all 592 suspender ropes and access infrastructure, replacing the vent fans in the Lincoln Tunnel, and in concert with private partners redeveloping the George Washington Bridge Bus Station. Nonetheless, substantial investment remains not only to maintain, and on some occasions replace, TB&T facilities, but also to adapt them to the growing demands on this network.

Investments of $15.4 billion (or approximately 37 percent of the 2026–2035 Capital Plan spending) in tunnels, bridges, and terminals in the next 10 years will bring significant benefit to the regional transportation network.

The primary project for TB&T in this capital plan is the replacement of the world's busiest bus terminal with a next-generation gateway. The new terminal, complete with a light-filled, multi-story atrium, street-facing retail, and expanded bus capacity, will replace the current 75-year-old facility. A new staging facility will also remove idling and circulating buses from city streets. The project delivers meaningful community benefits including new open space, outward-facing retail, and cleaner air through its accommodation of all-electric bus fleets.

The Port Authority will also continue its comprehensive Restoring the George program, an ambitious renewal project for the world's busiest vehicular bridge as it nears its 100th birthday in 2031. After completing the replacement of all suspender ropes and other core projects, renewing overpasses and other key bridge infrastructure is necessary. Rehabilitation work will also take place on the Lincoln Tunnel Helix and the Outerbridge Crossing, as well as planning and design for the future replacement of these assets.

TB&T



Projects Underway:	**$10.8 billion | 70%**
State-of-Good Repair:	**$3.8 billion | 25%**
System Enhancements & Innovation:	**$556 million | 4%**
Safety, Security & Compliance:	**$212 million | 1%**

World Trade Center

The World Trade Center (WTC) Site is an internationally recognized, architecturally iconic 16-acre campus that serves as an active center of connection, business, culture, and remembrance. Located in downtown Manhattan, the WTC Site is home to the Transportation Hub, 1WTC, 2WTC, 3WTC and 4WTC, the Performing Arts Center, the 9/11 Memorial and Museum, Liberty Park, and thousands of square feet of retail — all significant assets, many of which the Port Authority helped construct and deliver.

After nearly 25 years of Port Authority investment in rebuilding and renewal, the 16-acre campus now stands as a vibrant, 24/7 destination for visitors, workers, commuters, and residents of Lower Manhattan, In this 10-year capital plan, the final WTC projects for which the Port Authority is directly responsible — primarily infrastructure projects that support the site — will be completed after investing approximately $1.2 billion (3 percent of the 2026–2035 Capital Plan spending). The Port Authority is committed to offering a safe, secure, sustainable office, retail, and cultural space, while serving as a site to remember those lost on September 11. The Port Authority is maintaining and operating some of the facility's assets and working with the business partners that manage the remainder.

WTC

Projects Underway: **$297 million | 24%**
State-of-Good Repair: **$358 million | 29%**
System Enhancements & Innovation: **$231 million | 19%**
Safety, Security & Compliance: **$357 million | 29%**

SUPPORTING INFORMATION

Monitoring the Plan

The Capital Plan is a blueprint for future spending and does not purport to supplant the Port Authority Board's authorization process for specific projects and contracts. Accordingly, the capital plan and related questions of funding capacity will be monitored and will be adjusted in the future.

The Port Authority Board's Committee on Capital Planning, Execution, and Asset Management and Committee on Finance will continue to monitor Port Authority capital expenditures and capital capacity, respectively, on a quarterly basis. In addition, at least every four years, the Board will reassess the capital plan in light of then-current information as to the progress of capital projects and capital capacity, and determine whether there will be sufficient resources to:

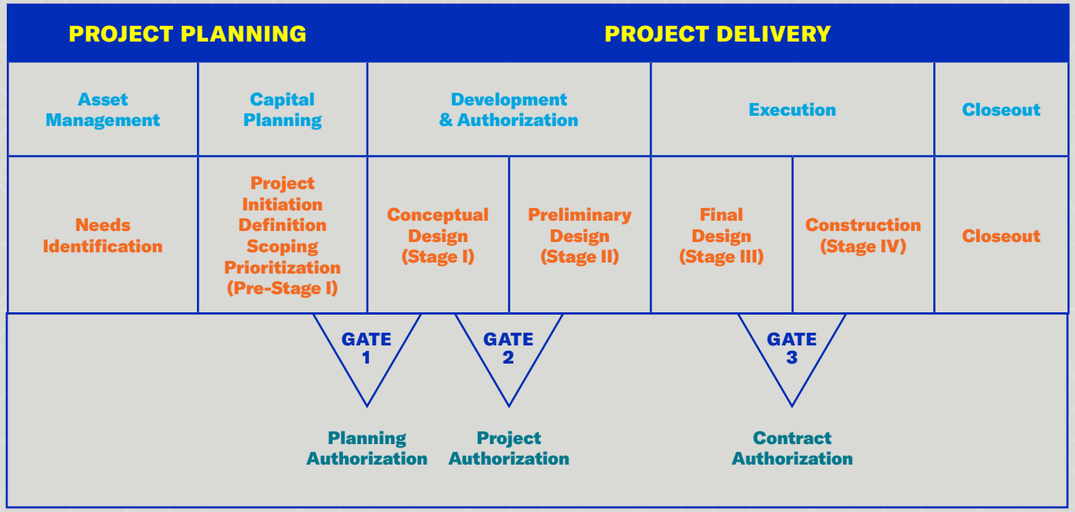
- invest in projects in the capital plan during its remaining period at roughly the pace and the cost that has been planned;
- to fund necessary expenditures in the subsequent 10-year period; and
- if the Board cannot make this determination, to modify the capital plan to ensure that these two conditions can be met and to maintain a balanced plan.

Further, the Port Authority's "gates" management process will continue to be utilized in order to determine when approval of construction contract awards will be sought on a given capital project. This process includes, among other things, consideration of: (1) the relative priority of the project; (2) the revenue-generating potential and capital capacity impact of the capital project; (3) and the overall capital capacity of the Port Authority.

The gating process, which is depicted below, provides natural break points in a project's life cycle, to either continue or modify a specific project. If a project is within its authorized total project cost, and capital capacity remains sufficient, the project can seek authorization to award its construction contract. If the total project cost exceeds the authorized level or there is not sufficient capital capacity to complete a project, or other priorities arise, then the award of the construction contract will be held until:

- other projects have been identified that will be deferred, eliminated, or modified to the point that there is sufficient capital capacity; or
- other fiscally prudent alternatives have been identified, such as value engineering, incremental revenues, expense savings, and anticipated project costs.

In determining capital capacity, consideration will be given to steps to reduce expenses, as well as to projected revenue increases and anticipated receipt of proceeds from either third-party grants or monetization of Port Authority assets, but only to the extent that such savings and additional funding are, in the judgment of the Board, highly likely to be realized.



Gate 1 ensures:
Proper project definition, scoping and prioritization

Gate 2 ensures:
- Appropriate level of project development (cost, schedule and scope)
- Validation of available capacity prior to proceeding to final design

Gate 3 ensures:
- Project compliance with existing budget and authorization
- Validation of available capacity prior to proceeding to construction contract award

Gating Process:
Appendix A provides an overview of how capital capacity and delivery of the capital plan will be monitored

Sources

The Port Authority is a municipal corporate instrumentality of the states of New York and New Jersey that has been in existence for nearly 105 years. The agency was created in April 1921 by the two states through a Compact, which was consented to by the Congress of the United States. At the time, the states of New York and New Jersey recognized that working cooperatively through a joint or common agency would provide better coordination of the terminal, transportation and other facilities of commerce in the Port of New York and New Jersey. To that end, the states created the Port Authority and the Port District, which is an area of about 1,500 square miles in both states, centered on the New York Harbor.

The Port Authority's diverse network of facilities and operations generates the agency's substantial revenues and provides the foundation for our significant long-term capital plan.

Although a joint agency of the two states, the Port Authority stands on its own, both operationally and financially. Operationally, the management structure of the Port Authority is similar to that of a traditional corporate entity. Financially, the Port Authority is self-sustaining and raises the funds it needs to acquire, construct or improve its facilities primarily on the basis of its own credit. Except in limited circumstances, the Port Authority does not receive federal or state support. When it was created, the states provided the Port Authority with the power to establish charges for the use of its facilities and to borrow money through its bonds or other obligations. The Port Authority, however, has no power to levy taxes or assessments and its obligations are neither obligations of the two states nor guaranteed by the two states.

In large part, the revenues of the Port Authority are generated from the tolls, fares, landing and dockage fees, rentals and other charges at certain of its facilities. Not all of the Port Authority's facilities produce surplus revenues; additionally, some facilities operate at a deficit or are non-revenue producing to the Port Authority. After covering the operating expenses of the Port Authority, these revenues are used to pay debt service on Consolidated Bonds and are then available to invest in capital or cover other obligations.

As indicated by the map below, the facilities, spread across the NY/NJ metropolitan region, provide a key network of aviation, ground transportation, infrastructure and marine terminal facilities. Given this wide span of operational facilities that are critical for the regional economy it is imperative that these assets be renewed and expanded in order to keep pace with the regional growth and continue to generate the revenue necessary to maintain operations and reinvest in the Port Authority's critical infrastructure.

Determination of Capital Capacity

The Port Authority employs a comprehensive planning process that considers multiple factors in the development of the annual budget and long-range capital plan and ensures that the agency is consistently moving toward achieving its long-term goals. This comprehensive planning process includes an annual assessment of the factors that impact the continuing operations of the Port Authority's facilities, such as contractual, municipal lease, and other relationships, as well as the regional needs, customer demands, and industry specific business environments. These factors provide inputs to the Port Authority's Integrated Financial Model (IFM), which is used to determine the capital capacity for the 10-year period and the size of the capital plan. This capital capacity is then allocated to the various projects under consideration using a comprehensive risk-based approach.

In determining capital capacity for this 2026-2035 period, the Port Authority projected its future net revenues based on its existing contracts and leases and its currently approved rates and charges, subject to contractual or other escalations. The projections also include the assumptions that the changes to various tolls, fares, fees and charges at its facilities that are subject to public comment at the same time as consideration of this capital plan are implemented. The Port Authority also included reasonable assumptions regarding federal or other third-party funding sources that would be available to support various projects in the plan.

The sources of funds currently projected to be available for the 2026-2035 Capital Plan are set forth and described in the table and narrative below:

2026–2035 estimate $ in millions	
Capital Program — Direct Port Authority Spending	$42,000
Port Authority Support of the Gateway Program	$2,700
Total Capital Program	$44,700
Currently Projected Sources	
Consolidated Bond Proceeds	$13,950
TIFIA Loan	$1,900
Pay-as-You-Go Capital Investment	$19,580
Other Special Obligations – Gateway Development Loan Support	$2,700
Federal Funding for Storm Recovery and Resilience	$380
Passenger Facility Charges — Aviation	$3,350
Other Currently Awarded Federal Grants	$840
Other Third-Party Funding	$2,000
Total Funds Projected to be Available	$44,700
Funding Gap	**$0**

Consolidated Bond Proceeds: The plan includes approximately $16 billion in proceeds assumed to be realized from the sale of Port Authority Consolidated Bonds inclusive of a loan agreement with the US Department of Transportation (TIFIA Loan). The amount was determined using our long-term Integrated Financial Model, assuming maintenance of our current strong credit ratios. Consolidated Bonds are senior obligations of the Port Authority.

Pay-as-You-go Capital Investment: The plan includes $19.6 billion in cash funded or pay-as-you-go capital. The amount was determined using our long-term Integrated Financial Model, assuming an overall ratio of 60% percent pay-as-you-go funding, after including the sources available from grants. This amount assumes that the Board of Commissioners will take certain actions in the future to create or raise certain fees and charges at its facilities in order to maintain a balanced plan.

Other Special Obligation: The plan includes $2.7 billion in "Other Special Obligations," which are subordinate to the Port Authority's Consolidated Bonds and are payable out of Consolidated Bond Reserves. These obligations correspond to the Port Authority's support of the Gateway Development Commission Federal Loan for the construction of the Hudson Tubes portion of the Gateway Program.

Federal Funding for Storm Recovery and Resilience: The plan includes approximately $380 million of remaining federal assistance to recover, protect, rebuild, and add resiliency to our assets in the wake of Superstorm Sandy. These amounts have been awarded by FEMA and FTA.

Passenger Facility Charges — Aviation (PFCs): The plan includes approximately $3.4 billion in PFCs, which are, pursuant to Federal Aviation Administration (FAA) regulations, collected from passengers using commercial airports at the current maximum rate of $4.50 per passenger, and which must be invested in airport facilities. The ability to collect and use these amounts is subject to approval from the FAA after a process that requires consultation with the airlines to determine the capital projects to be presented to the FAA for consideration and approval.

Other Currently Awarded Grants: The plan includes $840 million in awarded grants/ earmarks from various federal agencies associated with projects included in the plan. These grants include funds from the EPA for the Clean Ports Program, and FAA for eligible Airport Infrastructure Grant (AIG) and Airport Improvement Program (AIP)-related projects, as well as grants for certain security projects.

New Third-Party Capital: The plan assumes the receipt of contributions from Port terminal operators in connection with long-term leases at the various marine ports and the remaining contributions from JFK developers in connection with the construction of the supporting infrastructure for the new Terminal One and Terminal 6 at JFK airport.

Terms

The agency continues to prioritize safety, security and a customer-friendly traveler or user experience, while investing capital to modernize and maintain our facilities and develop world-class new facilities that enhance the regional transportation network. The 2026-2035 Capital Plan was developed using a comprehensive planning process and risk-based prioritization that considered asset condition, operational and revenue impact, threat assessment, customer service, regional benefit, and regulatory or statutory requirements.

The materials contained herein are intended to provide readers with the information necessary to understand the capital investments of the agency and how and where capital investments will occur. This Reader's Guide provides basic capital plan terminology and definition of terms.

Appendix B is a complete listing of all of the projects in the plan, with spending in the 2026-2035 period by department. Within each department, projects have been sorted by facility for the convenience of the reader.

Project ID: Unique number identifying a project in the agency's capital program management system

Project Title: Name of the project

Asset Category: Type of asset in which the investment is planned. Assets fall into one of five categories:

- Mechanical, Electrical, & Plumbing Systems: includes all the physical systems that control power, mechanics, and utilities within an asset
  - Control Systems
  - Electrical Power and Lighting
  - HVAC, Plumbing, and Sprinklers
  - Fueling
  - Mechanical Systems
- Roadways and Utility Infrastructure: Includes all of the physical assets necessary to build or maintain a road, together with the land at its edge and any utilities contained within a roadway
  - Paving and Roadways
  - Underground Utilities
- Structures/Buildings: Includes all physical assets that are built or constructed and any rehabilitation work associated with those assets
  - Buildings and Garages
  - Bridges
  - Ports Wharfs
  - Tunnels
  - Structure Rehabilitation
- Runway-Taxiway: Includes all physical assets necessary to build or maintain a paved or cleared strip on which planes land and take off
- Rail System: Includes all physical assets necessary to operate and maintain a railroad

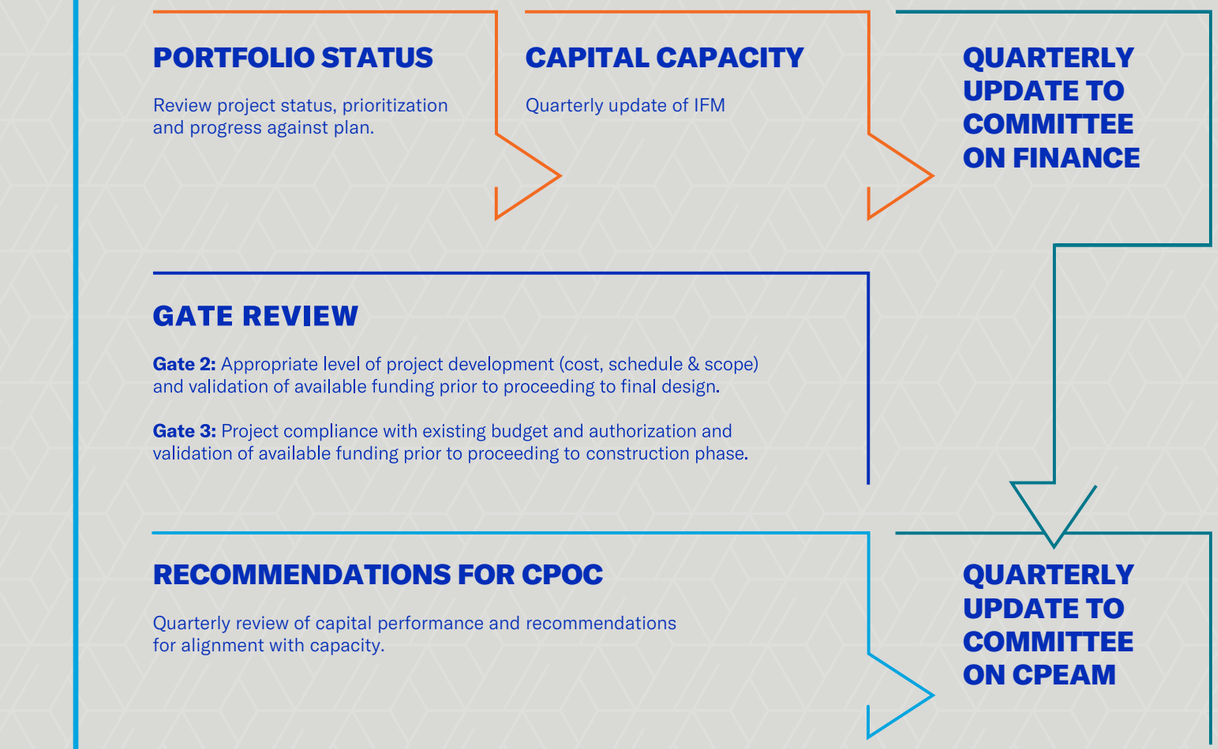
Stage: Project's current stage of completion. Projects fall into one of three stages:

- Planning: Includes activities associated with determination of project feasibility and completion of project definition; as well as conceptual design efforts to develop design concepts and criteria, identify and analyze alternatives, and determine conceptual construction cost estimates.
- Design: Further development of design concepts and refinement of construction cost estimates; preparation of final contract documents and design drawings that will generally be competitively bid and used for construction.
- Construction: Active execution of the construction contract and physical completion of the specified work.

Readers should note that spending estimates for projects in planning or design are subject to change as designs are refined and plans reach more definitive stages.

2026-2035 Spending ($1,000s): Estimated spending for projects with $50 million or above in spending within the 10-year capital plan.

Appendix A — Monitoring & Delivering the Capital Plan



- Capital Planning, Execution, and Asset Management (CPEAM): Committee of the Board of Commissioners that have oversight of the development, implementation and updating of the Port Authority's capital plans and programs, including its duration, and recommends such capital plans and programs for approval of the Board.
- Capital Planning Oversight Committee (CPOC): The Committee is conformed of the Chief Development Officer, Chief Operating Officer, Chief Engineer, Chief Financial Officer, and the Secretary of the Board. CPOC is responsible for monitoring the delivery of the capital plan, making recommendations regarding projects based on capital capacity, and a corporate prioritization of projects.

Appendix B — 2026–2035 Capital Plan Project List

Sorted by Department, Facility, and Program (in thousands)

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
AVIATION REDEVELOPMENT					
JOHN F. KENNEDY INTERNATIONAL AIRPORT REDEVELOPMENT					
CA33-700, CA33-701, CA33-702	AIRTRAIN CARS AND STATIONS	Design	1,031,982	1,280,000	2,311,982
CA33-120, CA33-200, CA33-360	PHASE II PLANNING AND FUTURE TERMINAL REDEVELOPMENT	Planning	145,290	840,000	985,290
CA33-601	NORTH CARGO AREA REDEVELOPMENT	Planning	375,000	125,000	500,000
CA33-002	FUTURE AIRSIDE INFRASTRUCTURE	Planning	325,000	175,000	500,000
CA33-410	GROUND TRANSPORTATION CENTER	Construction	460,644	0	460,644
CA33-320	LANDSIDE ROADWAYS AND UTILITIES	Construction	411,067	0	411,067
CA33-400	CONSOLIDATED RENT-A-CAR FACILITY	Planning	130,000	70,000	200,000
CA33-240	SUPPORT OF TERMINAL PLANNING DESIGN AND CONSTRUCTION	Construction	170,751	0	170,751
CA33-600	AIRSIDE HARDSTAND AND MULTI-USE FACILITY	Construction	148,962	0	148,962
CA33-202	CBP / TSA TECHNOLOGY UPGRADES	Planning	12,500	87,500	100,000
CA33-201	JFK eVTOLs	Planning	25,000	25,000	50,000
	JOHN F. KENNEDY INTERNATIONAL AIRPORT REDEVELOPMENT, SUBTOTAL		**3,236,196**	**2,602,500**	**5,838,696**
NEWARK LIBERTY INTERNATIONAL AIRPORT REDEVELOPMENT					
CA04-735	AIRTRAIN REPLACEMENT	Construction	2,577,989	80,004	2,657,993
CA44-048	NEW TERMINAL B ROADWAYS	Planning	310,000	550,000	860,000
CA44-050	NEW TERMINAL A NORTH GATE EXPANSION	Planning	430,000	70,000	500,000
CA44-052	NEW AIRTRAIN STATION FOR NEW TERMINAL B	Planning	0	440,000	440,000
CA44-049	NEW TERMINAL B AIRFIELD	Planning	75,000	325,000	400,000
CA44-046	NEW TERMINAL B	Planning	45,000	305,000	350,000
CA44-053	NEW TERMINAL B UTILITIES RELOCATIONS	Planning	200,000	100,000	300,000
CA44-X01	EXISTING TERMINAL B MODIFICATIONS	Planning	200,000	0	200,000
CA44-044	TERMINAL B PLANNING	Design	128,729	0	128,729
CA44-051	NEW TERMINAL A SOUTH GATE EXPANSION	Planning	100,000	0	100,000
CA44-047	NEW TERMINAL B PARKING	Planning	0	100,000	100,000
CA44-045	CENTRAL HEATING AND REFRIGERATION PLANT (CHRP) UTILITIES	Planning	85,000	15,000	100,000
CA44-043	STATION ACCESS	Construction	90,596	0	90,596
CA44-X02	EWR eVTOLs	Planning	25,000	25,000	50,000
CA44-037, CA44-038	NEW TERMINAL A AIRSIDE INFRASTRUCTURE	Construction	38,946	0	38,946
	NEWARK LIBERTY INTERNATIONAL AIRPORT REDEVELOPMENT, SUBTOTAL		**4,306,260**	**2,010,004**	**6,316,264**
LAGUARDIA AIRPORT REDEVELOPMENT					
CA22-X01	NEW TERMINAL A REDEVELOPMENT AND MARINE AIR TERMINAL PRESERVATION	Planning	157,000	420,000	577,000
CA22-009, CA22-014, CA22-022, CA22-387	GROUND ACCESS PROGRAM	Construction	264,452	125,000	389,452
CA22-X02	CENTRAL TERMINAL AREA HOTEL	Planning	133,000	167,000	300,000
CA22-X03	NEW TERMINAL A ROADS	Planning	80,000	35,000	115,000
CA22-X04	TERMINALS B / C CONNECTOR	Planning	60,000	40,000	100,000
CA22-X07	NEW TERMINAL A AIRFIELD AND UTILITIES	Planning	60,000	20,000	80,000
CA22-X05	ENTRANCE SIGNAGE	Planning	25,000	25,000	50,000
CA22-X06	LGA eVTOLs	Planning	25,000	25,000	50,000
CA22-X08	PHASE II PLANNING	Planning	33,240	0	33,240
CA22-X09	HANGAR 7 DEMO AND FUTURE PARKING	Planning	8,000	0	8,000
	LAGUARDIA AIRPORT REDEVELOPMENT, SUBTOTAL		**845,692**	**857,000**	**1,702,692**
	AVIATION REDEVELOPMENT TOTAL		**8,388,148**	**5,469,504**	**13,857,652**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
AVIATION NON-REDEVELOPMENT					
JOHN F. KENNEDY INTERNATIONAL AIRPORT					
CA03-866	RUNWAY 4R-22L AND ASSOCIATED TAXIWAYS REHABILITATION	Planning	230,000	0	230,000
CA03-923	FARMERS SUBSTATION REPLACEMENT	Planning	86,685	118,000	204,685
CA03-927	RUNWAY 4R APPROACH LIGHTING SYSTEM PIER REPLACEMENT	Planning	27,000	123,000	150,000
CA03-868	PUMP HOUSE AND HIGH-PRESSURE LOOP REPLACEMENT	Planning	122,200	27,800	150,000
CA03-864	5KV SUBSTATIONS REPLACEMENT	Planning	18,358	83,588	101,946
CA03-910	TAXIWAY Q AND RESTRICTED VEHICLE SERVICE ROAD REHABILIATION	Planning	57,000	38,000	95,000
CA03-881	COGENERATION FACILITY EXPANSION	Construction	80,727	0	80,727
CA03-887	TAXIWAYS L, M, N, MD, PA, PC, KD REHABILITATION	Planning	30,500	44,500	75,000
CA03-676	5KV DISTRIBUTION SYSTEM REHABILITATION	Design	55,000	15,000	70,000
CA03-878	DOMESTIC WATER SYSTEM REHABILITATION	Planning	55,790	14,210	70,000
CA03-628	TAXIWAYS A & B EAST REHABILITATION	Construction	69,567	0	69,567
CA03-667	TAXIWAYS A & B NORTH REHABILITATION	Design	68,569	0	68,569
CA03-677	FACILITY WIDE FIRE ALARM SYSTEM REPLACEMENTS - PHASE I	Design	61,831	3,601	65,432
CA03-861	AIRTRAIN CAPITAL ASSET REPLACEMENT PROGRAM	Construction	57,694	0	57,694
CA03-952	DUCTBANK AND FEEDERS FOR AEROTERM, GAZ, CENTRAL TAXI HOLD, AND FHV EAST LOT REPLACEMENTS	Design	51,374	0	51,374
CA03-811	TAXIWAY C REHABILITATION	Design	50,827	0	50,827
CA03-783	INSTALLATION OF FLOODGATES AT 17 OUTFALLS	Design	48,744	0	48,744
CA03-661	TAXIWAY Y REHABILITATION	Design	48,278	0	48,278
CA03-632	CENTRAL SUBSTATION SWITCHGEAR REPLACEMENTS	Design	47,156	0	47,156
CA03-950	EXISTING FARMERS SUBSTATION REHABILITATION	Design	45,594	0	45,594

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA03-619	TAXIWAY Z, H AND G REHABILITATION	Design	42,849	0	42,849
CA03-668	TAXIWAYS A & B SOUTH REHABILITATION	Construction	41,880	0	41,880
CA03-874	TAXIWAY B WEST REHABILITATION	Planning	37,800	2,200	40,000
CA03-922	5KV ANNEX ELECTRICAL SUBSTATIONS AT NORTH CARGO AREA	Planning	0	36,500	36,500
CA03-727	BUILDING 269 ROOF AND HVAC REHABILITATIONS	Planning	33,528	2,304	35,832
CA03-880	TAXIWAY R AND RESTRICTED VEHICLE SERVICE ROAD REHABILITATIONS	Planning	2,000	33,000	35,000
CA03-839	FACILITY WIDE FIRE ALARM SYSTEM REPLACEMENTS - PHASE II	Planning	0	34,000	34,000
CA03-824	TAXIWAY A WEST REHABILITATION	Design	32,436	0	32,436
CA03-920	PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) REPLACEMENT	Planning	12,500	18,750	31,250
CA03-925	VERTICAL CIRCULATION REPLACEMENT AT AIRTRAIN STATIONS	Planning	0	30,000	30,000
CA03-934	BLUE GARAGE REHABILITATION	Planning	26,000	4,000	30,000
CA03-917	RUNWAY 4R ENGINEERED MATERIAL ARRESTOR SYSTEM (EMAS) REPLACEMENT	Planning	0	29,500	29,500
CA03-762	HANGAR 19 FIRE PROTECTION SYSTEM REPLACEMENT	Design	27,723	0	27,723
CA03-875	RUNWAY 22-L ENGINEERED MATERIAL ARRESTOR SYSTEM (EMAS) REPLACEMENT	Planning	25,000	0	25,000
CA03-932	EMERGENCY ALERT NOTIFICATION SYSTEM (EANS) REPLACEMENT	Planning	0	25,000	25,000
CA03-865	AIRTRAIN NEW FARE PAYMENT SYSTEM GATES	Planning	7,000	18,000	25,000
CA03-869	VAN WYCK EXPRESSWAY STORM PUMPS REHABILITATION	Planning	22,910	2,090	25,000
CA03-924	5KV DISTRIBUTION AT NORTH CARGO AREA EAST	Planning	0	23,750	23,750
CA03-678	WATER DISTRIBUTION SYSTEMS REHABILITATION	Design	22,122	0	22,122
CA03-879	BUILDING 14 ROOF REPLACEMENT - PHASE III	Planning	0	22,000	22,000
CA03-838	BUILDING 14 ROOF REPLACEMENT - PHASE II	Construction	21,719	0	21,719

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA03-848	AIRTRAIN FARE PAYMENT SYSTEM REPLACEMENT	Construction	21,281	0	21,281
CA03-867	BUILDING 14 HVAC SYSTEM REPLACEMENT	Planning	0	20,001	20,001
CA03-939	FIRE PROTECTION LIFE SAFETY REHABILITATION AT CENTRAL TERMINAL AREA GARAGES	Planning	17,000	3,000	20,000
CA03-X03	BUILDING 269 REHABILITATION	Planning	18,500	500	19,000
CA03-666	TAXIWAY F REHABILITATION	Planning	18,500	500	19,000
CA03-859	5KV DISTRIBUTION AT NORTH CARGO AREA WEST	Planning	19,000	0	19,000
CA03-691	VAN WYCK EXPRESSWAY ROADWAY REHABILITATION	Design	18,632	0	18,632
CA03-694	STORMWATER TREATMENT PLANT REHABILITATION AT BULK FUEL FARM	Planning	0	18,000	18,000
CA03-840	PERMANENT RESTROOMS AND AMENITIES AT TAXI HOLDS AND FOR HIRE VEHICLE STAGING AREAS	Construction	17,000	0	17,000
CA03-809	FIBER OPTIC COMMUNICATION SYSTEM REHABILITATION	Planning	0	16,346	16,346
CA03-812	TAXIWAY P JOINT REHABILITATION	Planning	0	16,345	16,345
CA03-818	RUNWAY 13R-31L JOINT REHABILITATION	Planning	0	15,000	15,000
CA03-819	RUNWAY 4L-22R JOINT REHABILITATION	Planning	0	15,000	15,000
CA03-883	J31 AND J32 BRIDGE REPLACEMENTS	Planning	0	15,000	15,000
CA03-862	PRIORITY REHABILITATION OF DRAINAGE OUTFALLS	Planning	15,000	0	15,000
CA03-926	AIRTRAIN GUIDEWAY REHABILITATION	Planning	0	15,000	15,000
CA03-664	TAXIWAY YA REHABILITATION	Planning	14,499	500	14,999
CA03-693	STORMWATER TREATMENT PLANT REHABILITATION AT SATELLITE FUEL FARM	Planning	0	14,500	14,500
CA03-951	EXISTING BERGEN SUBSTATION REHABILITATION	Design	14,404	0	14,404
CA03-662	TAXIWAY E REHABILITATION	Design	13,922	0	13,922
CA03-962	AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEM INSTALLATION	Planning	12,380	820	13,200

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA03-837	NORTH CARGO FACILITY DEVELOPMENT PHASE II	Design	13,000	0	13,000
CA03-872	PERIMETER INTRUSION DETECTION SYSTEM (PIDS) REPLACEMENT	Planning	0	12,960	12,960
CA03-929	AIRTRAIN ATC AND SCADA SYSTEM UPGRADES	Planning	0	12,000	12,000
CA03-870	GUARD POSTS J, V AND O REHABILITATION	Planning	12,000	0	12,000
CA03-889	AIRFIELD GUIDANCE SIGN REPLACEMENTS	Planning	11,972	0	11,972
CA03-057	INSTALLATION OF CCTV IN TERMINAL FRONTAGES	Design	11,969	0	11,969
CA03-871	CENTRAL SUBSTATION 1 REPLACEMENT	Planning	0	11,800	11,800
CA03-603	BUILDING 254 REHABILITATION	Design	11,765	0	11,765
CA03-788	INSTALLATION OF GROUND BASED AUGMENTATION SYSTEM	Construction	10,104	0	10,104
CA03-855	5KV FEEDER REHABILITATIONS	Construction	10,072	0	10,072
CA03-909	TAXIWAYS ASSOCIATED WITH RUNWAY 13L-31R REHABILITATIONS	Planning	0	10,000	10,000
CA03-958	CCTV END-OF-LIFE REPLACEMENT UPGRADE FROM ANALOG TO IP	Planning	8,640	360	9,000
CA03-953	EXISTING SUBSTATION BLAST WALLS	Design	8,161	0	8,161
CA03-X04	HOWARD BEACH AIRTRAIN SYSTEM RESILIENCE	Planning	850	6,150	7,000
CA03-620	BERGEN SUBSTATION REPLACEMENT	Construction	6,346	0	6,346
CA03-899	BUILDING 295 SWITCHOUSE 1 ROOF REPLACEMENT	Planning	0	6,150	6,150
CA03-957	WELCOME CENTER REPLACEMENT / UPGRADE	Planning	3,800	2,200	6,000
CA03-X05	SWITCHOUSE 1 & 2 AND VOR BUILDING EQUIPMENT RESILIENCE	Planning	250	5,651	5,901
CA03-X06	RUNWAY 22L / 4R TRANSFORMER	Planning	267	4,933	5,200
CA03-891	RESTRICTED VEHICLE SERVICE ROAD REHABILITATION - WEST	Planning	5,000	0	5,000
CA03-882	CONCRETE RUNWAY 4L-22R INTERIM REHABILITATION	Planning	3,500	1,500	5,000
CA03-892	SUPPLY AND DELIVERY OF PORTABLE BATTERY SYSTEM AND ASSOCIATED SERVICES	Planning	5,000	0	5,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA03-873	BUILDING 187 ROOF REPLACEMENT	Planning	5,000	0	5,000
CA03-885	CONCRETE RUNWAY 13L-31R INTERIM REHABILITATION	Planning	0	5,000	5,000
CA03-961	CCTV COVERAGE EXPANSION FOR AIRTRAIN	Planning	3,050	1,950	5,000
CA03-954	FENCE HARDENING AT AIRTRAIN STATIONS AND GUIDEWAY	Planning	5,000	0	5,000
CA03-884	RUNWAY 13L-31R INTERIM REHABILITATION	Planning	5,000	0	5,000
CA03-065	FUEL FARM PERIMETER STRENGTHENING	Planning	300	4,700	5,000
CA03-X07	RUNWAY 13R-31L TRANSFORMER	Planning	0	4,600	4,600
CA03-830	ELECTRIC INFRASTRUCTURE - PATRONS	Construction	3,625	0	3,625
CA03-955	PAPD RADIO NETWORK - BACKHAUL INFRASTRUCTURE UPGRADE	Design	2,862	706	3,568
CA03-X08	NEW GUARD POST BY NORTH CARGO AREA	Planning	0	3,500	3,500
CA03-858	JFK SOLAR AND BATTERY - DUCT BANK LONG TERM PARKING LOT 9	Construction	3,429	0	3,429
CA03-505	BIOMETRIC CARD READER SYSTEM INSTALLATION	Design	3,368	0	3,368
CA03-898	BUILDING 169 SWITCHOUSE 2 ROOF REPLACEMENT	Planning	0	3,350	3,350
CA03-846	RADIO DISPATCH CONSOLE REPLACEMENTS	Planning	2,198	1,002	3,200
CA03-X09	MAIN POLICE STATION RESCUE RESILIENCE	Planning	0	3,000	3,000
CA03-960	THURSTON BASIN FLOATING FENCE REPLACEMENT	Planning	3,000	0	3,000
CA03-894	CENTRAL TERMINAL AREA ROADWAYS REHABILITATION	Planning	0	3,000	3,000
CA03-730	BUILDING 142 ROOF REHABILITATION	Design	2,755	0	2,755
CA03-018	HANGAR 19 ROOF REPLACEMENT	Planning	0	2,750	2,750
CA03-949	TAXI DISPATCH SYSTEM REPLACEMENT	Planning	250	2,250	2,500
CA03-956	PAPD RADIO NETWORK - EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	2,261	2,261
CA03-888	HANGAR 19 ROLLUP DOORS REPLACEMENT	Planning	2,250	0	2,250
CA03-935	ROLLUP DOOR REPLACEMENTS AT BUILDINGS 269 AND 254	Planning	0	2,200	2,200

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA03-876	JFK EXPRESSWAY SERVICE ROADS AND RAMPS REHABILITATIONS	Planning	0	2,000	2,000
CA03-904	NORTH BOUNDARY ROAD REHABILIATION FROM NORTH HANGAR ROAD TO EASTERN ROAD	Planning	0	2,000	2,000
CA03-822	CELLPHONE LOT WEST REHABILITATION	Planning	0	2,000	2,000
CA03-823	CELLPHONE LOT EAST REHABILITATION	Planning	0	2,000	2,000
CA03-663	TAXIWAY FB REHABILITATION	Planning	0	2,000	2,000
CA03-877	TAXIWAY S REHABILITATION	Planning	0	2,000	2,000
CA03-911	FEDERAL CIRCLE ROADWAY REHABILITATION	Planning	0	2,000	2,000
CA03-697	NORTH BOUNDARY ROAD REHABILITATION	Planning	0	1,500	1,500
CA03-X10	EXISTING CENTRAL SUBSTATION RESILIENCE	Planning	1,500	0	1,500
CA03-689	JFK EXPRESSWAY ROADWAY REHABILITATION	Construction	1,375	0	1,375
CA03-828	ELECTRIC INFRASTRUCTURE - BUSES	Design	1,220	0	1,220
CA03-860	P25 NETWORK SWITCHING CENTER (NSC) EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Construction	1,062	0	1,062
CA03-671	TAXIWAY J REHABILITATION	Planning	0	1,000	1,000
CA03-893	CARGO PLAZA ROAD, PILOT ROAD AND COMPASS ROAD REHABILITATIONS	Planning	0	1,000	1,000
CA03-913	CARGO SERVICE ROAD REHABILITATION	Planning	0	1,000	1,000
CA03-695	150TH AVENUE REHABILITATION BETWEEN VAN WYCK EXPRESSWAY AND 134TH STREET	Planning	0	1,000	1,000
CA03-796	UPGRADE OF PERIMETER INTRUSION DETECTION SYSTEM (PIDS) EQUIPMENT / SOFTWARE	Construction	893	0	893
CA03-905	VAN WYCK EXPRESSWAY NORTH AND SOUTH SERVICE ROADS	Planning	0	700	700
CA03-906	RESTRICTED VEHICLE SERVICE ROAD NORTH REHABILITATION	Planning	0	700	700
CA03-914	CONCRETE HOLDING PAD REHABILITATION AT TAXIWAY YA	Planning	0	700	700
CA03-915	CONCRETE HOLDING PAD REHABILITATION AT TAXIWAY Z	Planning	0	700	700

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA03-814	AERONAUTICAL PAVEMENT REHABILITATION BY BUILDING 67	Planning	0	600	600
CA03-207	BULK FUEL FARM ROADWAY REHABILITATION	Planning	0	543	543
CA03-601	TAXIWAY CE REHABILITATION	Construction	515	0	515
CA03-X11	JFK BULK FUEL FARM RESILIENCE	Planning	0	500	500
CA03-896	148TH STREETH AND 147TH AVENUE REHABILITATION	Planning	0	200	200
CA03-908	RESTRICTED VEHICLE SERVICE ROAD REHABILITATION EAST OF RUNWAY 4R-22L	Planning	0	200	200
CA03-933	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Construction	181	0	181
CA03-901	150TH STREET REHABILITATION	Planning	0	150	150
CA03-902	AQUEDUCT ROAD REHABILITATION	Planning	0	150	150
CA03-912	WEST HANGAR ROAD REHABILITATION	Planning	0	150	150
CA03-700	NASSAU EXPRESSWAY REHABILITATION	Planning	0	150	150
CA03-895	CARGO ROAD REHABILITATION	Planning	0	150	150
CA03-897	EASTERN ROAD REHABILITATION	Planning	0	150	150
CA03-903	150TH AVENUE REHABILITATION	Planning	0	150	150
CA03-777	REPLACEMENT OF PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS)	Construction	80	0	80
CA03-829	ELECTRIC INFRASTRUCTURE - PA FLEET	Construction	58	0	58
CA03-776	AIRPORT ACCESS FEE PROGRAM INFRASTRUCTURE INSTALLATION	Construction	28	0	28
	SUBTOTAL, JOHN F. KENNEDY INTERNATIONAL AIRPORT		**2,040,174**	**1,038,671**	**3,078,845**
NEWARK LIBERTY INTERNATIONAL AIRPORT					
CA04-773	RUNWAY 4R-22L REHABILITATION	Planning	12,500	187,500	200,000
CA04-791	TAXIWAY Z REALIGNMENT	Planning	94,000	45,500	139,500
CA04-784	RUNWAY 11-29 AND CONNECTING TAXIWAY REHABILITATIONS	Planning	83,750	1,250	85,000
CA04-X09	SOUTH END-AROUND TAXIWAYS	Planning	0	60,000	60,000
CA04-792	MECHANICAL AND PLUMBING UPGRADES	Planning	0	53,750	53,750

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA04-793	ELECTRICAL TRANSFORMERS, SWITCHGERAS, AND WIRING UPGRADES	Planning	0	53,750	53,750
CA04-829	FIBER OPTICS AND OTHER COMMUNICATIONS EQUIPMENT UPGRADES	Planning	0	53,750	53,750
CA04-752	TERMINAL B BAGGAGE SCREENING SYSTEM REPLACEMENT	Design	37,043	0	37,043
CA04-587	AIRTRAIN CAPITAL REHABILITATION	Construction	33,772	0	33,772
CA04-610	RUNWAY 4L-22R REHABILITATION	Construction	32,175	0	32,175
CA04-764	BUILDING 58 FIRE PUMP HOUSE REPLACEMENT	Planning	30,000	0	30,000
CA04-780	TAXIWAY P REHABILITATION	Planning	28,000	0	28,000
CA04-794	PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) REPLACEMENT	Planning	9,376	16,874	26,250
CA04-810	EMERGENCY ALERT NOTIFICATION SYSTEM (EANS) REPLACEMENT	Planning	5,500	19,500	25,000
CA04-768	CENTRAL TERMINAL AREA BRIDGE REHABILITATIONS - PHASE II	Planning	0	25,000	25,000
CA04-809	FUEL LINE REHABILITATION	Planning	25,000	0	25,000
CA04-769	BRIDGE N20 SPAN REPLACEMENT	Planning	0	24,000	24,000
CA04-786	PRIORITY 1 LANDSIDE PAVEMENT REHABILITATION	Planning	21,887	0	21,887
CA04-781	TAXIWAYS A AND B REHABILITATION	Planning	20,000	250	20,250
CA04-817	STRUCTRUAL REHABILTATION OF BRIDGES	Planning	18,500	1,500	20,000
CA04-760	BUILDING 42 DOMESTIC AND FIRE PROTECTION ABOVE GRADE WATER PIPING	Planning	17,990	1,509	19,499
CA04-788	NEC STATION ELECTRICAL INFRASTRUCTURE REHABILITATION	Planning	19,000	0	19,000
CA04-782	TAXIWAYS W AND Y REHABILITATION	Planning	19,000	0	19,000
CA04-814	CCTV END-OF-LIFE REPLACEMENT UPGRADE FROM ANALOG TO IP	Planning	3,780	14,220	18,000
CA04-741	PERMANENT RESTROOMS AND AMENITIES AT TAXI HOLDS AND FOR HIRE VEHICLE STAGING AREAS	Design	15,809	0	15,809
CA04-787	MISCELLANEOUS TAXIWAYS AND RESTRICTED VEHICLE SERVICE ROAD REHABILITATIONS	Planning	15,000	0	15,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA04-783	RUNWAY 29 DEPARTURE END ENGINEERED MATERIAL ARRESTING SYSTEM (EMAS) REPLACEMENT	Planning	14,000	0	14,000
CA04-775	PERIMETER INTRUSION DETECTION SYSTEM (PIDS) REPLACEMENT	Planning	0	12,960	12,960
CA04-772	TERMINAL B PUBLIC ADDRESS SYSTEM REHABILITATION	Planning	10,000	2,000	12,000
CA04-X10	FLOODPROOFING OF GROUND MOUNTED ELECTRICAL EQUIPMENT SUPPORTING NAVAIDS	Planning	6,000	6,000	12,000
CA04-812	TERMINAL C GARAGE ESCALATOR REPLACEMENTS	Planning	11,500	500	12,000
CA04-779	PUMP STATION EMERGENCY POWER INFRASTRUCTURE	Planning	12,000	0	12,000
CA04-717	BUILDING 42 ELECTRICAL SWITCHGEAR REPLACEMENT	Planning	0	11,515	11,515
CA04-795	RUNWAY 4L-22R HIGH SPEED AND CROSS TAXIWAYS	Planning	0	11,500	11,500
CA04-824	SWITCH HOUSES 1, 2 AND 3 RESILIENCE UPGRADES	Planning	10,637	63	10,700
CA04-811	ROOF REPLACEMENTS AT VARIOUS BUILDINGS	Planning	0	10,000	10,000
CA04-796	UPGRADE RUNWAY 4L-22R LIGHTING SYSTEM	Planning	0	9,000	9,000
CA04-827	AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEM INSTALLATION	Planning	7,910	490	8,400
CA04-726	TERMINAL B RESTROOM REHABILITATION AND EXPANSION	Design	8,392	0	8,392
CA04-715	TAXIWAY B REHABILITATION	Design	8,007	0	8,007
CA04-761	DOMESTIC AND FIRE PROTECTION ABOVE GRADE WATER PIPING REPLACEMENT	Planning	7,916	0	7,916
CA04-754	PRIORITY REHABILITATION OF AIRPORT BUILDINGS	Construction	7,172	0	7,172
CA04-708	AIRPORT BRIDGE REHABILITATION	Design	6,282	0	6,282
CA04-819	EMPLOYEE SCREENING SYSTEM AT TERMINAL B	Planning	6,000	0	6,000
CA04-765	RUNWAY 4L-22R REHABILITATION	Planning	0	5,750	5,750
CA04-604	FUEL FARM BUILDING 117 SWITCHGEAR	Construction	5,666	0	5,666
CA04-833	WELCOME CENTER REPLACEMENT / UPGRADE	Planning	3,680	1,420	5,100

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA04-826	BUILDING 1 RESILIENCE UPGRADES	Planning	3,200	1,800	5,000
CA04-778	BUILDING 1 IT OFFICE FIRE PROTECTION LIFE SAFETY	Planning	0	5,000	5,000
CA04-767	BRIDGE N21 SAFETY WALK AT INNER ROADWAY REHABILITATION	Planning	0	5,000	5,000
CA04-051	FUEL FARM PERIMETER STRENGTHENING PROJECT	Planning	300	4,700	5,000
CA04-771	BUILDING 157 FIRE PROTECTION SYSTEM ABOVE GRADE PIPING REPLACEMENT	Planning	0	5,000	5,000
CA04-774	BUILDING 5 DOMESTIC AND FIRE PROTECTION ABOVE GRADE WATER PIPING REPLACEMENT	Planning	0	4,989	4,989
CA04-785	TAXIWAYS Z5 AND Z6 AND RESTRICTED VEHICLE SERVICE ROAD REHABILITATIONS	Planning	4,279	0	4,279
CA04-828	TERMINAL B CCTV COVERAGE AT PA CONTROLLED DOOR AREAS	Planning	4,000	0	4,000
CA04-813	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	2,560	627	3,187
CA04-698	TAXIWAY GUIDANCE SIGN REPLACEMENTS	Planning	3,000	0	3,000
CA04-808	LANDSIDE PAVEMENT REHABILITATION AT AIRPORT ENTRANCES, EXITS, AND CENTRAL TERMINAL AREAS	Design	2,643	0	2,643
CA04-832	VERIZON BUILDING 123 RESILIENCE	Planning	2,600	0	2,600
CA04-582	TERMINAL B RAMP REHABILITATIONS	Construction	2,307	0	2,307
CA04-047	INSTALLATION OF CCTV AT AIRPORT TERMINAL FRONTAGES	Construction	2,280	0	2,280
CA04-815	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	2,024	2,024
CA04-789	RUNWAY 11 DEPARTURE END ENGINEERED MATERIAL ARRESTING SYSTEM (EMAS) REPLACEMENT	Planning	0	2,000	2,000
CA04-807	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Construction	1,860	0	1,860
CA04-397	INSTALLATION OF BIOMETRIC CARD READER SYSTEM	Design	1,835	0	1,835
CA04-753	PRIORITY REHABILITATION OF AIRPORT BRIDGES	Construction	1,630	0	1,630

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA04-820	FUEL FARM BUILDING 117 FUEL PUMP OPERATIONS	Planning	0	1,300	1,300
CA04-689	SOUTH AIRFIELD PAVING	Construction	1,263	0	1,263
CA04-806	TAXI DISPATCH SYSTEM REPLACEMENT	Planning	188	1,062	1,250
CA04-644	TERMINAL B ESCALATOR PIT ENCLOSURE	Design	1,022	0	1,022
CA04-730	ELECTRIC INFRASTRUCTURE - PATRONS	Design	1,000	0	1,000
CA04-825	TERMINAL B RESILIENCE UPGRADES	Planning	900	0	900
CA04-821	BUILDING 42 RESILIENCE UPGRADES	Planning	900	0	900
CA04-053	INSTALLATION OF CCTV IN TERMINAL B PASSENGER PRE-SCREENING AREAS	Construction	875	0	875
CA04-822	FUEL FARM BUILDING 315 METERING TERMINAL	Planning	0	700	700
CA04-830	BUILDING 46 CHRP RESILIENCE UPGRADE	Planning	600	0	600
CA04-680	UPGRADE PERIMETER INTRUSION DETECTION SYSTEM (PIDS) EQUIPMENT / SOFTWARE	Construction	588	0	588
CA04-790	PRIORITY 2 LANDSIDE PAVEMENT REHABILITATION	Planning	0	500	500
CA04-823	AIRPORT WIDE DRAINAGE RESILIENCE	Planning	400	0	400
CA04-643	PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) REPLACEMENT	Construction	351	0	351
CA04-614	WATER TANK A REPLACEMENT	Construction	310	0	310
CA04-751	BUILDING 58 PIPE REPLACEMENT	Construction	300	0	300
CA04-776	PAVEMENT REHABILITATION SOUTH OF RUNWAY 4R	Planning	0	250	250
CA04-748	SAFETY WALKS, DRAINAGE TROUGHS, AND CONCRETE DECK REHABILITATIONS FOR N21 AND N22 EXPRESS ROADWAYS	Construction	245	0	245
CA04-729	ELECTRIC INFRASTRUCTURE - PA FLEET	Construction	170	0	170
CA04-797	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Construction	162	0	162
CA04-670	INNER CONCRETE APRON AT SATELLITES B2 AND B3 REHABILITATION	Construction	85	0	85
CA04-755	LIGHTING AND HVAC UPGRADES	Construction	55	0	55

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA04-756	BUILDING 1 DECARBONIZATION	Construction	23	0	23
	SUBTOTAL, NEWARK LIBERTY INTERNATIONAL AIRPORT		**709,175**	**664,503**	**1,373,678**
LAGUARDIA AIRPORT					
CA02-577	EXISTING WEST END ELECTRICAL SUBSTATION REHABILITATION	Planning	143,400	27,400	170,800
CA02-549	RUNWAY 4-22 REHABILITATION	Planning	75,100	25,900	101,000
CA02-548	RUNWAY 13-31 REHABILITATION	Planning	87,458	0	87,458
CA02-576	RUNWAY DECKS CONCRETE SLAB REHABILITATION	Planning	7,770	73,280	81,050
CA02-583	ENGINEERED MATERIAL ARRESTOR SYSTEM (EMAS) REPLACEMENT	Planning	0	65,000	65,000
CA02-545	FIRE PUMP STATION REPLACEMENT	Planning	31,000	17,500	48,500
CA02-585	RUNWAY DECKS WEARING COURSE REHABILITATION	Planning	36,300	0	36,300
CA02-552	TAXIWAYS AA, BB, CC, DD, G, P & E REHABILITATION	Planning	35,700	0	35,700
CA02-533	FIRE ALARM FIBER LOOP REHABILITATION	Planning	0	27,334	27,334
CA02-592	EMERGENCY ALERT NOTIFICATION SYSTEM (EANS) REHABILITATION	Planning	0	25,500	25,500
CA02-464	RUNWAY DECK EXPANSION JOINT REPLACEMENTS	Construction	22,397	0	22,397
CA02-589	STRUCTURAL ELEMENT PRIORITY REHABILITATIONS - PHASE II	Planning	7,500	14,000	21,500
CA02-523	ELECTRICAL INFRASTRUCTURE BELOW RUNWAY DECK REHABILITATION	Planning	1,100	18,900	20,000
CA02-554	RUNWAY DECK STRUCTURAL ELEMENTS - PHASE VI	Planning	19,430	0	19,430
CA02-575	RUNWAY DECK STRUCTURAL ELEMENTS - PHASE VII	Planning	8,518	10,484	19,002
CA02-574	RUNWAY DECK STRUCTURAL ELEMENTS - PHASE VIII	Planning	0	19,002	19,002
CA02-587	STRUCTURAL ELEMENT PRIORITY REHABILITATIONS - PHASE I	Planning	5,500	10,000	15,500
CA02-526	EXISTING BUILDING 39 & MARINE AIR TERMINAL SUBSTATION REHABILITATIONS	Planning	0	15,000	15,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA02-557	GUARD POSTS 1 AND 3 BARRIER REHABILITATIONS	Planning	14,800	0	14,800
CA02-555	AMERICAN AIRLINES HANGAR APRON AREA REHABILITATION	Planning	14,780	0	14,780
CA02-553	ASPHALT PAVEMENT REHABILITATION ON RUNWAY 4-22 DECK	Planning	14,735	0	14,735
CA02-558	STORM DRAINAGE SYSTEM REHABILITATION AT BOWERY BAY BOULEVARD AND TERMINAL A	Design	14,052	0	14,052
CA02-579	POWER AND SUBSTATION CAPACITY REDISTRIBUTION	Planning	0	14,000	14,000
CA02-617	WEST SIDE DRAINAGE REHABILITATION	Planning	0	13,750	13,750
CA02-586	PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) REPLACEMENT	Planning	4,895	8,855	13,750
CA02-432	VARIOUS TAXIWAY PAVEMENT AND LIGHTING REHABILITATIONS	Construction	12,651	0	12,651
CA02-540	PERMANENT RESTROOMS AND AMENITITES AT TAXI HOLDS AND FOR HIRE VEHICLE STAGING AREAS	Construction	11,595	0	11,595
CA02-551	HANGAR 7 ROOFTOP HVAC REHABILITATION	Planning	11,500	0	11,500
CA02-514	TAXIWAY A FROM TAXIWAY K TO TAXIWAY Z REHABILITATION	Planning	0	11,250	11,250
CA02-588	BUILDING 137 HVAC IMPROVEMENTS	Planning	9,600	900	10,500
CA02-573	ECHO PARKING DIKE WALL STABILIZATION	Planning	9,500	500	10,000
CA02-544	EXISTING HANGAR 3 SUBSTATION REHABILITATION	Planning	9,413	587	10,000
CA02-556	EXISTING FUEL FARM SUBSTATION REHABILITATION	Planning	9,700	300	10,000
CA02-543	EXISTING TERMINAL A SUBSTATION REHABILITATION	Planning	10,000	0	10,000
CA02-618	RUNWAY DRIVE DRAINAGE IMPROVEMENTS	Planning	10,000	0	10,000
CA02-503	GROUND BASED AUGMENTATION SYSTEM INSTALLATION	Construction	9,678	0	9,678
CA02-610	AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEM INSTALLATION	Planning	5,680	3,920	9,600
CA02-522	RUNWAY DECK STRUCTURAL ELEMENTS - PHASE V	Construction	9,093	0	9,093

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA02-566	TAXIWAY B SOUTH OF TAXIWAY F REHABILITATION	Planning	8,750	0	8,750
CA02-546	PERIMETER INTRUSION DETECTION SYSTEM (PIDS) REPLACEMENT	Planning	0	8,640	8,640
CA02-620	WEST SIDE RUNWAY AND DRAINAGE IMPROVEMENTS	Planning	8,000	0	8,000
CA02-478	HANGAR 7 NORTH, SOUTH AND CENTER ROOF REHABILITATION	Planning	0	7,800	7,800
CA02-611	TERMINAL B GUNSHOT DETECTION	Planning	7,420	380	7,800
CA02-584	WEST FIELD LIGHTING VAULT ROOF REHABILITATION	Planning	0	7,600	7,600
CA02-559	ENGINEERED MATERIAL ARRESTOR SYSTEM (EMAS) SEAM SEAL REHABILITATION	Planning	7,500	0	7,500
CA02-616	BICYCLE LANE ACCESS	Planning	2,000	5,400	7,400
CA02-560	LANDING AND LIGHTING SYSTEM PRIORITY REHABILITATIONS	Planning	6,298	502	6,800
CA02-567	LANDSIDE PAVING REHABILITATIONS	Planning	0	6,500	6,500
CA02-582	BUILDING 30 EMERGENCY GENERATOR REPLACEMENT	Planning	2,250	4,200	6,450
CA02-516	TAXIWAYS D AND F REHABILITATION	Planning	6,000	0	6,000
CA02-607	WELCOME CENTER REPLACEMENT / UPGRADE	Planning	3,740	1,360	5,100
CA02-561	EAST PARKING GARAGE ELEVATOR SHAFT REHABILITATION	Planning	5,000	0	5,000
CA02-550	RUNWAY DRIVE REHABILITATION	Planning	5,000	0	5,000
CA02-515	TAXIWAY B REHABILITATION BETWEEN J AND GG	Design	4,677	0	4,677
CA02-619	TIDE GATES AT OUTFALLS 1A, 4, 5A	Planning	3,900	0	3,900
CA02-513	ELECTRIC VEHICLE CHARGING STATION INSTALLATIONS	Construction	3,084	0	3,084
CA02-330	BIOMETRIC CARD READER SYSTEM INSTALLATION	Design	2,734	0	2,734
CA02-606	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	2,008	496	2,504
CA02-613	MARINE AIR TERMINAL TRANSFORMER OUTSIDE HANGAR 7 RESILIENCE	Planning	2,500	0	2,500

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA02-604	TAXI DISPATCH SYSTEM REPLACEMENT	Planning	625	1,875	2,500
CA02-539	HANGAR 7 CENTER ROOF REPLACEMENT	Design	2,162	0	2,162
CA02-536	ELECTRIC INFRASTRUCTURE - PA FLEET	Construction	2,037	0	2,037
CA02-X01	BUILDING 137 ROLL UP DOOR REHABILITATION	Planning	0	2,000	2,000
CA22-607	WEST SIDE DEVELOPMENT PLANNING STUDY	Planning	0	2,000	2,000
CA02-524	WEST FIELD LIGHTING VAULT REGULATOR REHABILITATIONS	Planning	0	2,000	2,000
CA02-562	TAXIWAY A WEST OF TAXIWAY ZA REHABILITATION	Planning	0	2,000	2,000
CA02-535	ELECTRIC INFRASTRUCTURE - PATRONS	Design	1,831	0	1,831
CA02-563	VARIOUS TAXIWAY REHABILITATIONS	Planning	0	1,650	1,650
CA02-609	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	1,588	1,588
CA02-542	PRIORITY REHABILITATION OF BUILDINGS	Construction	1,538	0	1,538
CA02-612	FUEL FARM SUBSTATION RESILIENCE	Planning	1,500	0	1,500
CA02-614	ELECTRICAL SWITCHGEAR RESILIENCE	Planning	1,500	0	1,500
CA02-615	FIRE PUMP STATION RESILIENCE	Planning	1,500	0	1,500
CA02-X02	AIRPORT PERIMETER SECURITY FENCE	Planning	0	1,500	1,500
CA02-605	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Construction	1,460	0	1,460
CA02-541	RADIO DISPATCH CONSOLE REPLACEMENTS	Design	1,388	0	1,388
CA02-X03	BUILDING 137 RADIO COVERAGE	Planning	400	700	1,100
CA02-564	RUNWAY 13-31 FUTURE REHABILITATION	Planning	0	800	800
CA02-569	MARINE TERMINAL ROAD REHABILITATION	Planning	0	750	750
CA02-578	FACILITY FIRE ALARM HEADEND SYSTEM REHABILITATION	Planning	0	750	750
CA02-565	TAXIWAY B BETWEEN TAXIWAYS GG AND V REHABILITATION	Planning	0	750	750
CA02-473	BOWERY BAY BOULEVARD REHABILITATION	Planning	0	750	750
CA02-X04	WEST AND EAST FIELD LIGHTING VAULTS RESILIENCE	Planning	100	400	500

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA02-518	TAXIWAY AA, BB, F AND D REHABILITATION	Planning	0	500	500
CA02-X05	FUTURE PRIORITY ROOF REHABILITATIONS	Planning	0	500	500
CA02-608	CCTV END-OF-LIFE REPLACEMENT UPGRADE FROM ANALOG TO IP	Planning	480	20	500
CA02-519	TAXIWAY B CONCRETE REHABILITATION	Construction	421	0	421
CA02-X06	WEST END SUBSTATION RESILIENCE	Planning	100	300	400
CA02-X07	BUILDING 81 / MARINE AIR TERMINAL RESILIENCE	Planning	100	300	400
CA02-X08	HANGAR 7 AND BUILDING 30 ADA IMPROVEMENTS	Planning	100	300	400
CA02-594	RUNWAY 13-31 INTERIM REHABILITATION	Construction	359	0	359
CA02-506	UPGRADE PERIMETER INTRUSION DETECTION SYSTEM (PIDS) EQUIPMENT / SOFTWARE	Construction	344	0	344
CA02-302	PARKING LOT 6 AND MARINE TERMINAL ROAD REHABILITATION	Planning	0	250	250
CA02-493	ROOF REHABILITATIONS AT WEST END FACILITIES	Planning	0	250	250
CA02-570	MARINE TERMINAL ROAD PAVEMENT REHABILITATION BETWEEN BOWER AND FIORELLO	Planning	0	150	150
CA02-593	PUBLIC SAFETY NETWORK FIREWALL AND ROUTER UPGRADE	Construction	125	0	125
CA02-568	MARINE TERMINAL ROAD INTERSECTION PAVEMENT REHABILITATION	Planning	0	100	100
CA02-571	FUEL FARM ENTRANCE PAVEMENT REHABILITATION	Planning	0	100	100
CA02-487	AIRPORT ACCESS FEE PROGRAM INFRASTRUCTURE INSTALLATION	Construction	60	0	60
CA02-581	PAVEMENT REHABILITATION WEST OF MARINE TERMINAL ROAD	Planning	0	50	50
CA02-489	REPLACEMENT OF PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS)	Construction	39	0	39
	SUBTOTAL, LAGUARDIA AIRPORT		**761,875**	**468,573**	**1,230,448**
TETERBORO AIRPORT					
CA05-142	AIRCRAFT RESCUE AND FIREFIGHTING (ARFF) BUILDING REPLACEMENT	Planning	0	73,500	73,500

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CA05-191	RUNWAY 6-24 REHABILITATION	Planning	0	43,500	43,500
CA05-X01	WETLANDS MITIGATION	Planning	0	40,000	40,000
CA05-152	AIRFIELD LIGHTING VAULT REPLACEMENT	Planning	0	29,500	29,500
CA05-193	VARIOUS TAXIWAY REHABILITATIONS	Planning	25,000	0	25,000
CA05-139	LATERAL RUNWAY SAFETY AREAS	Planning	0	23,500	23,500
CA05-206	AIRCRAFT RUN-UP PAD INSTALLATION	Planning	10,500	10,000	20,500
CA05-196	RUNWAY 19 DEPARTURE END ENGINEERED MATERIAL ARRESTING SYSTEM (EMAS) REPLACEMENT	Planning	2,000	14,000	16,000
CA05-189	RUNWAY 6 DEPARTURE END ENGINEERED MATERIAL ARRESTING SYSTEM (EMAS) REPLACEMENT	Planning	14,000	0	14,000
CA05-208	AIRFIELD LIGHTING VAULT AND EMERGENCY GENERATOR RESILIENCE UPGRADES	Planning	8,100	1,900	10,000
CA05-190	PERIMETER INTRUSION DETECTION SYSTEM (PIDS) REPLACEMENT	Planning	0	8,640	8,640
CA05-192	RUNWAY 1-19 REHABILITATION	Planning	0	5,000	5,000
CA05-141	STORMWATER DRAINAGE SYSTEM REHABILITATION	Construction	4,241	0	4,241
CA05-199	AIRPORT BEACON RELOCATION	Construction	2,562	0	2,562
CA05-195	TAXIWAY G, L, P AND V REHABILITATIONS	Planning	0	2,500	2,500
CA05-194	RUNWAY 24 DEPARTURE END ENGINEERED MATERIAL ARRESTING SYSTEM (EMAS) REPLACEMENT	Planning	0	2,500	2,500
CA05-188	AIRPORT FENCE HARDENING	Planning	1,925	0	1,925
CA05-148	RUNWAY 1-19 REHABILITATION	Construction	690	0	690
CA05-161	UPGRADE OF PERIMETER INTRUSION DETECTION SYSTEM (PIDS) EQUIPMENT / SOFTWARE	Construction	244	0	244
CA05-209	PSE&G TRANSFORMER AT THE ADMINISTRATION BUILDING	Planning	200	0	200
CA05-207	CLIMATE CONTROL FOR ELECTRICAL EQUIPMENT IN HANGAR 1	Planning	100	0	100
	SUBTOTAL, TETERBORO AIRPORT		**69,562**	**254,540**	**324,102**
STEWART INTERNATIONAL AIRPORT					
CA06-137	TAXIWAY C AND ASSOCIATED RAMP REHABILITATIONS	Planning	21,800	0	21,800
CA06-142	RUNWAYS 9-27, 16-34 AND ASSOCIATED REHABILITATIONS	Planning	0	18,000	18,000
CA06-147	TAXIWAY H AND ASSOCIATED RAMP REHABILITATIONS	Planning	15,997	0	15,997
CA06-058	GLYCOL SYSTEM REHABILITATION	Construction	15,707	0	15,707
CA06-139	RUNWAY 9 APPROACH LIGHTS REPLACEMENT	Planning	12,177	0	12,177
CA06-104	EMERGENCY GENERATOR REPLACEMENT	Planning	8,030	1,970	10,000
CA06-138	INTERNATIONAL BOULEVARD REHABILITATION	Planning	8,697	0	8,697
CA06-131	TERMINAL ESCALATOR REPLACEMENTS	Planning	8,000	0	8,000
CA06-152	PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS) REPLACEMENT	Planning	1,875	1,875	3,750
CA06-157	WELCOME CENTER REPLACEMENT / UPGRADE	Planning	2,380	170	2,550
CA06-102	TERMINAL FIRE ALARM SYSTEM REPLACEMENT	Construction	775	0	775
	SUBTOTAL, STEWART INTERNATIONAL AIRPORT		**95,438**	**22,015**	**117,453**
MULTIPLE AIRPORTS					
CAXX-X05	ANTI-HUSTLING INITIATIVE	Planning	50,000	50,000	100,000
CAXX-X01	SUSTAINABILITY - ELECTRICAL VEHICLE CHARGING INFRASTRUCTURE	Planning	48,500	48,500	97,000
CAXX-X02	SUSTAINABILITY - BUILDING DECARBONIZATION	Planning	37,500	37,500	75,000
CAXX-X07	FIBER LOOP INSTALLATIONS AT JFK, LGA AND EWR	Planning	27,222	32,778	60,000
CAXX-X03	SUSTAINABILITY - RENEWABLE ENERGY GENERATION	Planning	17,500	17,500	35,000
CAXX-X04	SUSTAINABILITY - ZERO WASTE	Planning	6,000	6,000	12,000
CAXX-X06	AIRPORT WEBSITE REFRESHES	Planning	0	10,000	10,000
	SUBTOTAL, MULTIPLE AIRPORTS		**186,722**	**202,278**	**389,000**
	AVIATION NON-REDEVELOPMENT TOTAL		**12,251,094**	**8,220,084**	**20,471,178**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
TUNNELS, BRIDGES AND TERMINALS					
MIDTOWN BUS TERMINAL REPLACEMENT					
CT66-001	MIDTOWN BUS TERMINAL REPLACEMENT - TERMINAL	Design	1,094,843	4,826,724	5,921,567
CT67-001	MIDTOWN BUS TERMINAL REPLACEMENT - RAMPS AND STAGING AND STORAGE	Construction	3,764,138	302,636	4,066,774
CT06-320	MIDTOWN BUS TERMINAL REPLACEMENT - DECKOVER	Construction	188,557	0	188,557
CT68-001	MIDTOWN BUS TERMINAL REPLACEMENT - DYER AVENUE DECK-OVER OPEN SPACE FINISHES	Planning	0	112,000	112,000
CT06-285	MIDTOWN BUS TERMINAL REPLACEMENT - PLANNING	Construction	2,887	0	2,887
	SUBTOTAL, MIDTOWN BUS TERMINAL REPLACEMENT		**5,050,425**	**5,241,360**	**10,291,785**
EXISTING MIDTOWN BUS TERMINAL					
CT06-298	PRIORITIZED CONCRETE AND MASONRY REHABILITATION	Construction	6,823	0	6,823
CT06-306	WEARING COURSE REHABILITATION FOR BUS LEVELS	Design	4,480	0	4,480
CT06-328	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	1,399	344	1,743
CT06-329	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	1,108	1,108
CT06-327	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Design	992	0	992
CT06-307	PARKING LEVEL TRUSS PRESERVATION	Construction	916	0	916
CT06-326	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Design	85	0	85
	SUBTOTAL, EXISTING MIDTOWN BUS TERMINAL		**14,695**	**1,452**	**16,147**
HOLLAND TUNNEL					
CB02-156	SUPERVISORY CONTROL SYSTEM (SCADA) REPLACEMENT	Design	59,956	43,250	103,206
CB02-225, CB02-226	MITIGATION OF LATENT SALT DAMAGE TO MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS	Construction	87,003	0	87,003
CB02-261	12TH STREET IMPROVEMENTS	Design	21,529	26,015	47,544
CB02-210	EXISTING INTELLIGENT TRANSPORTATION SYSTEM REPLACEMENT	Design	19,248	8,458	27,706
CB02-253	MODERNIZATION OF TOLL COLLECTION SYSTEM	Planning	5,467	19,533	25,000
CB02-237	AM/FM REBROADCASTING SYSTEM REHABILITATION	Planning	7,900	11,199	19,099
CB02-252	ADMINISTRATION BUILDING STAIRWELL AND BUILIDNG ENVELOPE REHABILITATION	Planning	12,300	2,700	15,000
CB02-218	HIGH VOLTAGE TRANSFORMERS REHABILITATION AND REPLACEMENT	Design	12,292	1,354	13,646
CB02-215	EXHAUST FAN CHAMBER DOOR REPLACEMENTS	Planning	500	11,500	12,000
CB02-239	FIRE ALARM SYSTEM REHABILITATION	Planning	0	10,000	10,000
CB02-267	VENTILATION BUILDING FAÇADE REHABILITATIONS	Planning	800	8,600	9,400
CB02-249	STRUCTURAL AND MECHANICAL REHABILITATION	Construction	9,166	0	9,166
CB02-259	CIVILIAN RADIO COMMUNICATION SYSTEM REPLACEMENT	Planning	250	8,300	8,550
CB02-264	NORTH TUBE ROADWAY PAVEMENT REHABILITATIONS	Planning	5,800	1,000	6,800
CB02-194	PAVEMENT REHABILITATION AT NY AND NJ APPROACHES	Planning	5,800	1,000	6,800
CB02-265	SOUTH TUBE ROADWAY PAVEMENT REHABILITATIONS	Planning	5,800	1,000	6,800
CB02-191	POWER DISTRIBUTION SYSTEM REHABILITATION AND EMERGENCY GENERATOR REPLACEMENTS	Construction	6,308	0	6,308
CB02-241	PAVEMENT REHABILITATION AT VARIOUS LOCATIONS	Planning	5,800	200	6,000
CB02-263	ADMINISTRATION BUILDING WATER LEAK REHABILITATION	Planning	200	5,085	5,285
CB02-193	CONCRETE AND STEEL REHABILITATION	Design	5,266	0	5,266
CB02-250	PEDESTRIAN BRIDGE AND SNOW MELT CABLES REHABILITATION	Planning	5,250	0	5,250
CB02-251	NORTH TUBE NEW YORK ENTRANCE PORTAL WATER LEAKAGE REHABILITATION	Planning	3,400	1,600	5,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CB02-240	PRIORITY STRUCTURAL COMPONENT REHABILITATIONS	Planning	2,500	2,500	5,000
CB02-269	NEW JERSEY LAND VENTILATION BUILDING DRAINAGE AND SITE IMPROVEMENTS	Planning	0	4,250	4,250
CB02-257	NEW YORK LAND VENTILATION BUILDING ROOF REPLACEMENT	Planning	0	4,000	4,000
CB02-272	CCTV END-OF-LIFE REPLACEMENT UPGRADE FROM ANALOG TO IP	Planning	4,000	0	4,000
CB02-256	NEW YORK AND NEW JERSEY LAND VENTILATION BUILDINGS EVACUATION ROUTE REHABILITATIONS	Planning	0	4,000	4,000
CB02-246	NEW YORK PORTAL ROOF REPLACEMENT	Planning	1,800	1,200	3,000
CB02-268	VENTILATION BUILDING HATCH AND STEEL GRATE REPLACEMENTS	Planning	3,000	0	3,000
CB02-266	SAINT JOHN ROTARY ROADWAY PAVEMENT REHABILITATIONS	Planning	2,800	0	2,800
CB02-271	AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEM INSTALLATION	Planning	2,400	0	2,400
CB02-270	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	590	146	736
CB02-273	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	463	463
CB02-262	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Design	422	0	422
CB02-247	ELECTRIC VEHICLE INFRASTRUCTURE - PA FLEET	Construction	302	0	302
CB02-254	TOLL HOUSE GENERATOR REPLACEMENT	Planning	0	100	100
CB02-244	CASHLESS TOLLING INFRASTRUCTURE	Construction	44	0	44
CB02-260	PUBLIC SAFETY NETWORK FIREWALL AND ROUTER UPGRADE	Design	37	0	37
	SUBTOTAL, HOLLAND TUNNEL		**297,930**	**177,453**	**475,383**
LINCOLN TUNNEL					
CB03-337, CB03-333, CB03-344	HELIX REHABILITATION	Design	353,682	286,995	640,677
CB03-277	MEHANICAL AND ELECTRICAL VENTILATION EQUIPMENT REPLACEMENTS	Design	166,700	283,300	450,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CB03-323	GALVIN PLAZA BRIDGE DECK STRENGTHENING	Planning	60,935	79,065	140,000
CB03-276	SCADA SYSTEM REPLACEMENT	Design	46,511	17,200	63,711
CB03-279	SOUTH AND CENTER TUBE PORTAL CEILING REPLACEMENTS	Planning	0	40,229	40,229
CB03-330	MODERNIZATION OF TOLL COLLECTION SYSTEM	Planning	8,122	21,878	30,000
CB03-322	CUSTOMER EXPERIENCE ENHANCEMENTS AT 30TH STREET	Design	28,011	0	28,011
CB03-153	DYER PLAZA AND DYER AVENUE ROADWAY SLAB REHABILITATIONS	Planning	0	27,000	27,000
CB03-273	EXISTING INTELLIGENT TRANSPORTATION SYSTEM REPLACEMENT	Design	17,162	4,702	21,864
CB03-342	CENTER TUBE ROADWAY PAVEMENT REHABILITATION	Planning	0	20,000	20,000
CB03-303	SOUTH TUBE ROADWAY REPLACEMENT	Planning	2,967	17,033	20,000
CB03-301	AM/FM REBROADCASTING SYSTEM REHABILITATION	Planning	7,700	9,300	17,000
CB03-329	NORTH TUBE FEEDER CABLE REPLACEMENTS	Planning	15,569	232	15,801
CB03-318	PRIORITY STRUCTURAL REHABILITATION	Construction	14,119	0	14,119
CB03-275	ROOF REPLACEMENT PROGRAM	Planning	0	12,700	12,700
CB03-259	PRIORITY STRUCTURAL COMPONENTS REHABILITATION	Construction	11,878	0	11,878
CB03-335	NORTH AND CENTER TUBE CEILING HANGERS	Construction	10,381	0	10,381
CB03-148	ELECTRIC FEEDER AND LIGHT FIXTURE REPLACEMENTS AT THE NEW JERSEY PLAZA	Planning	0	10,000	10,000
CB03-343	HVAC SYSTEM REPLACEMENT AT THE ADMINISTRATION BUILDING - PHASE IV	Planning	0	9,833	9,833
CB03-190	NEW YORK EXPRESS WAY SUMP PUMP REPLACEMENT	Planning	110	9,333	9,443
CB03-320	PAVEMENT REHABILITATION AT VARIOUS LOCATIONS	Construction	8,984	0	8,984
CB03-341	NORTH TUBE ROADWAY PAVEMENT REHABILITATION	Planning	200	7,900	8,100
CB03-331	CIVILIAN RADIO COMMUNICATION SYSTEM REPLACEMENT	Planning	250	7,550	7,800

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CB03-263	INTEROPERABILITY RADIO COMMUNICATIONS	Design	1,178	6,532	7,710
CB03-302	FIRE ALARM SYSTEM REPLACEMENT	Design	7,280	0	7,280
CB03-346	AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEM INSTALLATION	Planning	7,200	0	7,200
CB03-229	39TH STREET UNDERPASS REHABILITATION	Planning	0	5,000	5,000
CB03-347	CCTV END-OF-LIFE REPLACEMENT UPGRADE FROM ANALOG TO IP	Planning	1,540	2,460	4,000
CB03-338	PERMANENT ROCK STABILIZATION AT ROCK SLOPES C THROUGH G	Planning	0	3,960	3,960
CB03-298	HVAC SYSTEM REPLACEMENT AT THE ADMINISTRATION BUILDING - PHASE III	Construction	2,553	0	2,553
CB03-262	TOLL COLLECTION SYSTEM REPLACEMENT	Construction	2,490	0	2,490
CB03-349	NEW JERSEY VENTILATION BUILDINGS FLOOD PROTECTION	Planning	0	1,500	1,500
CB03-350	NEW YORK VENTILATION BUILDINGS FLOOD PROTECTION	Planning	0	1,500	1,500
CB03-345	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	628	155	783
CB03-316	ELECTRIC VEHICLE INFRASTRUCTURE - PA FLEET	Construction	611	0	611
CB03-348	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	500	500
CB03-340	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Design	461	0	461
CB03-334	HIGH TENSION TRANSFORMER 5JC REPLACEMENT	Construction	400	0	400
CB03-319	PRIORITY STRUCTURAL REHABILITATION AT BRIDGES AND MISCELLANEOUS STRUCTURES	Construction	91	0	91
CB03-311	REPLACEMENT OF OVERHEIGHT STRUCTURES AT NEW YORK ENTRANCE DETECTORS - PHASE II	Construction	73	0	73
CB03-336	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Design	40	0	40
	SUBTOTAL, LINCOLN TUNNEL		**777,826**	**885,857**	**1,663,683**
GEORGE WASHINGTON BRIDGE					

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CB04-334, CB04-330	HUDSON RAMPS COMPLEX REHABILITATION	Design	168,610	433,551	602,161
CB04-132	UNDERSIDE OF LOWER LEVEL STRUCTURE REHABILITATION AND PRIORITY STEEL REPAIR	Construction	331,762	0	331,762
CB04-327	UPPER LEVEL ROADWAY ORTHOTROPIC DECK AND SUPPORT STEEL REPLACEMENT	Planning	9,000	136,000	145,000
CB04-336	TRANSMANHATTAN EXPRESSWAY (TME) OVERPASSES REHABILITATION - PHASE I	Design	76,550	41,050	117,600
CB04-241	NEW YORK AND NEW JERSEY HIGH TENSION SYSTEM REHABILITATIONS	Design	55,242	57,318	112,560
CB04-409	UPPER LEVEL AND LOWER LEVEL RAMP REHABILITATIONS	Planning	47,076	36,924	84,000
CB04-335	TRANSMANHATTAN EXPRESSWAY ELECTRICAL SYSTEM REHABILITATION	Planning	1,144	79,856	81,000
CB04-408	TOLL COLLECTION SYSTEM MODERNIZATION	Planning	22,206	57,794	80,000
CB04-319	SUSPENDER ROPES REPLACEMENTS AND MAIN CABLES REHABILITATION	Construction	70,220	0	70,220
CB04-317	CENTER AVENUE AND LEMOINE AVENUE BRIDGE REHABILITATIONS	Construction	52,290	0	52,290
CB04-431	ROADWAY REALIGNMENT AND LOWER-LEVEL CANOPY REMOVAL	Planning	0	50,000	50,000
CB04-329	TRANSMANHATTAN EXPRESSWAY OVERPASSES REHABILITATION - PHASE II	Planning	0	45,560	45,560
CB04-428	MAIN SPAN LOWER LEVEL STEEL CURB AND RAILING REHABILITATIONS	Planning	9,495	30,505	40,000
CB04-367	SCADA SYSTEM REPLACEMENT	Planning	812	24,788	25,600
CB04-276	178TH AND 179TH STREET RAMPS, BUS RAMPS, AND BUS TURNAROUND REHABILITATIONS	Construction	23,096	0	23,096
CB04-430	EXISTING INTELLIGENT TRANSPORTATION SYSTEM REPLACEMENT	Planning	4,050	18,550	22,600
CB04-429	UPPER LEVEL WESTBOUND MAIN SPAN PAVEMENT REPLACEMENT	Planning	15,765	4,186	19,951
CB04-414	NEW JERSEY AND NEW YORK APPROACHES AND MAIN SPAN PRIORITY REHABILITATIONS	Planning	0	17,000	17,000
CB04-338	NEW JERSEY LIGHTING FEEDER REPLACEMENTS	Design	16,774	0	16,774

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CB04-332	ROADWAY DECK REHABILITATION OVER EMERGENCY GARAGE AT THE ADMINISTRATION BUILDING	Planning	0	15,000	15,000
CB04-411	CIVILIAN RADIO COMMUNICATION SYSTEM REPLACEMENT	Planning	9,600	5,000	14,600
CB04-436	AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEM	Planning	0	14,000	14,000
CB04-427	NEW JERSEY SYSTEM HYDRANT AND WATER SYSTEM REHABILITATION	Planning	7,654	4,346	12,000
CB04-407	NEW YORK AND NEW JERSEY APPROACH RAMP PRIORITY REHABILITATIONS	Construction	11,690	0	11,690
CB04-419	LINWOOD AVENUE BRIDGE REHABILITATION	Planning	0	11,000	11,000
CB04-339	BRIDGE TOWER TRANSFORMER REPLACEMENTS AND ELECTRICAL DISTRIBUTION ROOM REHABILITATIONS	Design	10,440	0	10,440
CB04-331	LOWER-LEVEL MAIN SPAN AND TRANSMANHATTAN EXPRESSWAY LOWER-LEVEL PAVEMENT REPLACEMENTS	Planning	0	9,000	9,000
CB04-420	LOWER-LEVEL NEW JERSEY ACCESS TUNNELS PRIORITY REHABILITATIONS & DRAINAGE IMPROVEMENTS	Design	8,204	0	8,204
CB04-412	HUDSON RIVER RAMP ROADWAYS PAVEMENT REHABILITATION	Planning	0	8,000	8,000
CB04-413	NEW YORK AND NEW JERSEY TOWER ELEVATOR REHABILITATIONS	Planning	0	7,000	7,000
CB04-415	TRANS-MANHATTAN EXPRESSWAY UPPER EAST ROADWAY PAVEMENT REHABILITATION	Planning	750	5,400	6,150
CB04-417	SOFFIT SLABS REHABILITATION OVER TRANS-MANHATTAN EXPRESWAY	Planning	0	6,000	6,000
CB04-224	STRUCTURAL STEEL FOR AMSTERDAM AVENUE REHABILITATION AND RECOATING	Construction	5,796	0	5,796
CB04-344	UPPER LEVEL WESTBOUND DEPARTURE ROADWAY AND RAMP PAVEMENT REHABILITATIONS	Planning	3,000	2,704	5,704
CB04-223	STRUCTURAL STEEL FOR FORT WASHINGTON AVENUE REHABILITATION AND RECOATING	Construction	5,463	0	5,463
CB04-439	CCTV END-OF-LIFE REPLACEMENT UPGRADE FROM ANALOG TO IP	Planning	4,000	0	4,000
CB04-258	FORT LEE STREET IMPROVEMENTS	Construction	3,855	0	3,855

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CB04-286	NEW YORK RAMPS STRUCTURAL STEEL, LEAD ABATEMENT AND PAINT REHABILITATION	Construction	3,742	0	3,742
CB04-422	HUDSON STREET RAMP WEST SIDEWALK REPLACEMENT	Planning	3,000	500	3,500
CB04-425	MAIN SPAN LOWER LEVEL NORTH STIFFENING TRUSS AT THE NEW JERSEY ABUTMENT REHABILITATION	Design	3,023	0	3,023
CB04-399	ADMIN BUILDING AND NJ SERVICE STREETS PAVEMENT REHABILITATION AND SIDEWALK RESTORATION	Construction	3,015	0	3,015
CB04-426	PILOT C-V2X DEPLOYMENT ALONG THE TRANSMANHATTAN EXPRESSWAY CORRIDOR	Design	2,449	0	2,449
CB04-380	MAIN SPAN UPPER LEVEL STRUCTURAL STEEL REHABILITATION - PHASE II	Construction	1,835	0	1,835
CB04-397	CASHLESS TOLLING INFRASTRUCTURE	Construction	1,469	0	1,469
CB04-404	ELECTRIC VEHICLE INFRASTRUCUTRE - PA FLEET	Construction	1,312	0	1,312
CB04-435	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	860	212	1,072
CB04-424	NEW CATCH BASIN INSTALLATION AT TME EASTBOUND TO HARLEM RIVER DRIVE SOUTHBOUND	Construction	860	0	860
CB04-325	REPLACEMENT OF EMERGENCY POWER SYSTEM	Construction	833	0	833
CB04-423	P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Design	628	0	628
CB04-421	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Design	54	0	54
	SUBTOTAL, GEORGE WASHINGTON BRIDGE		**997,624**	**1,121,244**	**2,118,868**
BAYONNE BRIDGE					
CB06-087	NAVIGATIONAL CLEARANCE PROGRAM	Construction	10,254	0	10,254
CB06-124	MODERNIZATION OF TOLL COLLECTION SYSTEM	Planning	2,730	7,270	10,000
CB06-127	DRAINAGE TROUGH REPLACEMENTS AT EXPANSION JOINTS	Planning	0	7,000	7,000
CB06-122	AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEM INSTALLATION	Planning	2,604	0	2,604

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CB06-126	NORTH-BOUND DEPARTURE ROADWAY PAVEMENT REHABILITATIONS	Planning	0	1,870	1,870
	SUBTOTAL, BAYONNE BRIDGE		**15,588**	**16,140**	**31,728**
GOETHALS BRIDGE					
CB07-145	INTERCHANGE RAMPS CONSTRUCTION	Design	51,062	67,056	118,118
CB07-167	MODERNIZATION OF TOLL COLLECTION SYSTEM	Planning	7,847	22,153	30,000
CB07-172	FUTURE BRIDGE FENCES	Planning	0	20,000	20,000
CB07-165	ADMINISTRATION BUILDING GENERATOR REPLACEMENTS	Planning	8,000	0	8,000
CB07-168	CIVILIAN RADIO COMMUNICATION SYSTEM REPLACEMENT	Planning	0	5,450	5,450
CB07-142	COOLING TOWER REPLACEMENT	Planning	0	5,000	5,000
CB07-171	ADMINISTRATION BUILDING SCADA INSTALLATION	Planning	0	2,500	2,500
CB07-103	GOETHALS BRIDGE REPLACEMENT	Construction	1,988	0	1,988
CB07-162	SHARED USE PATH CONNECTION PEDESTRIAN SIDEWALK INSTALLATION IN STATEN ISLAND	Construction	860	0	860
CB07-173	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	556	137	693
CB07-174	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	436	436
CB07-170	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Design	378	0	378
CB07-169	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Design	32	0	32
	SUBTOTAL, GOETHALS BRIDGE		**70,723**	**122,732**	**193,455**
OUTERBRIDGE CROSSING					
CB08-100, CB08-104, CB08-133	OUTERBRIDGE CROSSING REHABILITATION	Design	254,310	81,690	336,000
CB08-135	PIER PROTECTION UPGRADE	Planning	19,200	20,800	40,000
CB08-129	MODERNIZATION OF TOLL COLLECTION SYSTEM	Planning	5,995	19,005	25,000
CB08-075	FIRE STANDPIPE REHABILITATION	Planning	0	16,250	16,250
CB08-131	WESTBOUND BRIDGE SPAN ROADWAYS PAVEMENT REHABILITATION	Planning	0	6,000	6,000
CB08-134	EASTBOUND APPROACH AND NEW YORK DEPARTURE AND BRIDGE SPAN ROADWAY PAVEMENT REHABILITATIONS	Planning	0	4,080	4,080
CB08-132	NEW YORK AND NEW JERSEY LIGHTING CIRCUIT REPLACEMENTS	Planning	3,500	500	4,000
CB08-127	AUTOMATED LICENSE PLATE RECOGNITION (ALPR) SYSTEM INSTALLATION	Planning	2,817	0	2,817
CB08-130	EMERGENCY GENERATOR REPLACEMENT	Planning	0	100	100
	SUBTOTAL, OUTERBRIDGE CROSSING		**285,822**	**148,425**	**434,247**
GEORGE WASHINGTON BRIDGE BUS STATION					
CB48-060	NORTH AND SOUTH BUS PARKING BRIDGES STRUCTURAL REHABILITATION OVER BROADWAY	Design	4,637	43,314	47,951
CB48-048	CEILING REPLACEMENT OVER TME	Planning	6,149	36,351	42,500
CB48-070	PASSENGER ELEVATOR REPLACEMENTS	Planning	15,500	0	15,500
	SUBTOTAL, GEORGE WASHINGTON BRIDGE BUS STATION		**26,286**	**79,665**	**105,951**
	TUNNELS, BRIDGES AND TERMINALS TOTAL		**7,536,919**	**7,794,328**	**15,331,247**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
PORT AUTHORITY TRANS-HUDSON					
PORT AUTHORITY TRANS-HUDSON					
CR08-078, CR08-079	TUNNEL HARDENING AND WATER MITIGATION IN TUNNELS A & B	Planning	44,734	236,403	281,137
CR02-596, CR02-615	CIVIL INFRASTRUCTURE REPLACEMENTS IN TUNNELS A & B	Design	58,747	177,951	236,698
CR02-504	DUCTBANK REPLACEMENT IN TUNNELS A & B	Planning	0	189,000	189,000
CR02-715	PATH RAILCAR OVERHAUL ON SYSTEMS AND EQUIPMENT	Planning	5,000	154,000	159,000
CR02-717	NEW FARE GATES AND INFRASTRUCTURE UPGRADES	Planning	100,000	0	100,000
CR02-664, CR02-667	PATH RAILCAR AND TRACK STATE OF GOOD REPAIR PROGRAM	Construction	62,269	0	62,269
CR02-421	TUNNEL ELECTRICAL LIGHTING SYSTEM REHABILITATION	Planning	25,000	35,000	60,000
CR02-233	SUBSTATION #2 REPLACEMENT	Construction	55,706	0	55,706
CR02-212	TIE REPLACEMENT REPLACEMENT PROGRAM	Construction	24,155	26,458	50,613
CR02-328	TUNNEL TRACK AND DRAINAGE REPLACEMENT PROGRAM	Construction	23,976	26,432	50,408
CR02-683	RADIO SYSTEM REPLACEMENT SYSTEMWIDE	Planning	2,000	48,000	50,000
CR02-684	HARRISON YARD SIGNAL SYSTEM UPGRADE	Planning	40,000	10,000	50,000
CR02-261	CONTACT RAIL REPLACEMENT PROGRAM	Construction	23,025	26,945	49,970
CR02-259	CONTINUOUS WELDED RAIL REPLACEMENT PROGRAM	Construction	24,293	24,861	49,154
CR21-087	JOURNAL SQUARE TRANSPORTATION CENTER ROOF REPLACEMENT	Design	45,024	1,000	46,024
CR02-692	CONCRETE TIES, RAIL AND 3RD RAIL REPLACEMENT FROM WESTSIDE TO HARRISON	Planning	30,000	16,000	46,000
CR02-558	TURNOUT REPLACEMENTS IN B-YARD	Planning	12,000	30,000	42,000
CR02-721	CCTV ANALOG TO DIGITAL END-OF-LIFE REPLACEMENT	Planning	15,000	17,000	32,000
CR02-622	FARE COLLECTION SYSTEM REPLACEMENT	Construction	31,695	0	31,695
CR02-673	4TH TRACK FOR AMTRAK AND RELOCATION OF PATH TRACK G	Planning	6,000	24,000	30,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CR02-688	A-YARD AND B-YARD REHABILITATIONS INCLUDING EXTENSION OF TRACKS FOR 9-CARS	Planning	11,500	18,500	30,000
CR02-697	SYSTEMWIDE TURNOUT REPLACEMENT PROGRAM	Planning	12,000	18,000	30,000
CR02-631	STATION RESTORATIONS AT HOBOKEN, NEWPORT, EXCHANGE PLACE AND GROVE STREET	Construction	28,190	0	28,190
CR02-671	DOCK BRIDGE REHABILITATION	Planning	25,000	0	25,000
CR02-X01	COST SHARE REIMBURSEMENT FOR AMTRAK'S SAWTOOTH BRIDGES REPLACEMENT PROJECT	Planning	24,000	1,000	25,000
CR02-458	HARRISON STATION UPGRADES	Construction	14,000	8,670	22,670
CR02-547	SUBSTATION #15 REHABILITATION	Planning	7,155	14,845	22,000
CR02-632	OPEN AREA TRACK REPLACEMENTS	Construction	20,947	0	20,947
CR02-675	FORWARD AND INWARD CAMERAS IN PATH CARS	Planning	20,000	0	20,000
CR02-X01	LONG TERM NEEDS STUDY	Planning	0	20,000	20,000
CR02-696	9-CAR TRAIN TURNS AND LAYOVER TRACK WEST OF JOURNAL SQUARE	Planning	0	20,000	20,000
CR02-456	EXTEND RUNNING REPAIR SHOP	Planning	9,000	9,000	18,000
CR02-521	HIGH MAST LIGHTING REPLACEMENT AT HARRISON CAR MAINTENANCE FACILITY	Construction	16,000	0	16,000
CR02-548	SUBSTATION #14 REPLACEMENT	Construction	15,749	0	15,749
CR02-708	PNEUMATIC TRAIN STOP REPLACEMENTS	Planning	0	15,000	15,000
CR02-678	DIRECT FIXATION INSTALLATION AT TRACKS J1 AND K1	Planning	0	15,000	15,000
CR02-706	RESIZE AND REPLACE HVAC UNITS AT NEW YORK STATIONS	Planning	10,000	5,000	15,000
CR02-711	RESIZE AND REPLACE HVAC UNITS AT NEW JERSEY STATIONS	Planning	0	15,000	15,000
CR02-419	FIRE ALARM SYSTEM UPGRADE	Design	14,712	0	14,712
CR02-649	9-CAR TRAIN PROGRAM	Construction	12,905	0	12,905
CR02-658	STRUCTURAL DEFICIENCY REHABILITATIONS AT RAIL BRIDGES SYSTEMWIDE	Construction	12,863	0	12,863

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CR02-542	POWER SUPPLY REHABILITATION FOR VENTILIATION SUBSTATION AT PAVONIA	Planning	0	12,221	12,221
CR02-640	EXCHANGE PLACE PUMP ROOM AND INFRASTRUCTURE REPLACEMENT	Construction	12,186	0	12,186
CR21-089	ESCALATOR REPLACEMENT AT JOURNAL SQUARE	Planning	12,000	0	12,000
CR02-677	33RD STREET INTERLOCKING REPLACEMENT	Planning	2,000	10,000	12,000
CR21-092	SPRINKLER SYSTEM REPLACEMENT AT JOURNAL SQUARE	Planning	12,000	0	12,000
CR02-535	SCADA SYSTEM REPLACEMENT	Construction	11,499	0	11,499
CR21-090	ELEVATOR REPLACEMENT AT JOURNAL SQUARE	Planning	4,000	7,000	11,000
CR02-258	TURNOUT REPLACEMENT PROGRAM - PHASE III	Design	0	11,000	11,000
CR02-699	VAN WAGENEN PEDESTRIAN BRIDGE REHABILITATION	Planning	11,000	0	11,000
CR02-541	POWER SUPPLY REHABILITATION FOR VENTILATION SUBSTATION AT MORTON	Planning	0	10,900	10,900
CR02-540	POWER SUPPLY REHABILITATION FOR VENTILATION SUBSTATION AT 19TH STREET	Planning	0	10,779	10,779
CR02-543	POWER SUPPLY REHABILITATION FOR VENTILATION SUBSTATION AT RAILROAD AVENUE	Planning	0	10,598	10,598
CR21-093	JOURNAL SQUARE S-TRACK FLOODING MITIGATION	Planning	10,000	0	10,000
CR02-681	PATH TUNNEL EMERGENCY VENT FANS REHABILITATION	Planning	10,000	0	10,000
CR21-091	HOBAN CONTROL CENTER EQUIPMENT REPLACEMENTS	Planning	8,000	2,000	10,000
CR02-722	SENSORS FOR FARE EVASION	Planning	10,000	0	10,000
CR02-676	TUNNEL FIBER OPTIC CABLE REPLACEMENT	Planning	0	9,000	9,000
CR21-X01	BUS COUNTING SYSTEM AT JOURNAL SQUARE	Planning	0	8,000	8,000
CR02-689	PASSENGER ASSISTANCE PHONE REPLACEMENTS IN PATH STATIONS	Planning	1,000	7,000	8,000
CR02-690	PUBLIC MESSAGING SYSTEM REPLACEMENT IN PATH STATIONS	Planning	3,000	5,000	8,000
CR02-022	C-YARD VEHICLE STORAGE FACILITY AND ADDITIONAL TRACK	Construction	7,393	0	7,393

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CR02-660	ROCK SLOPE REHABILITATIONS EAST AND WEST OF JOURNAL SQUARE	Construction	7,199	0	7,199
CR02-679	BRIDGE 1 1/2 REHABILITATION	Planning	0	7,000	7,000
CR08-X01	CCTV VIDEO ANALYTICS ENHANCEMENT	Planning	3,784	2,885	6,669
CR02-507	FIRE SUPPRESSION SYSTEM UPGRADE	Construction	6,504	0	6,504
CR02-723	PATH UNDERGROUND PAPD RADIO NETWORK UPGRADE	Planning	6,500	0	6,500
CR21-085	AUTO RAMP REHABILITATION AT JOURNAL SQUARE TRANSPORTATION CENTER PARKING GARAGE	Construction	6,220	0	6,220
CR02-680	TRACKSIDE CIRCUIT BREAKER REPLACEMENT - PHASE II	Planning	0	6,000	6,000
CR02-707	ON-BOARD AUTOMATED PASSENGER COUNTING SYSTEM AND DIGITAL SIGNAGE	Planning	0	6,000	6,000
CR02-686	TRAIN SIMULATOR REHABILITATION AT HARRISON YARD	Planning	0	6,000	6,000
CR02-457	RAILCAR FLEET EXPANSION	Construction	5,528	0	5,528
CR02-659	TUNNEL CRACKS AND LEAKS REHABILITATION SYSTEMWIDE	Construction	5,385	0	5,385
CR02-693	9-CAR TRAINS CAR WASH AT C-YARD	Planning	0	5,000	5,000
CR02-695	MODERNIZATION OF PATH TRAIN CONTROL CENTER (PTCC)	Planning	5,000	0	5,000
CR02-718	FIRE MAIN AND ASSOCIATED COMPONENT REPLACEMENTS AT MACMILLAN BUILDING	Design	4,850	0	4,850
CR02-X02	SUBSTATION #15 FLOOD PROTECTION	Planning	0	4,100	4,100
CR08-106	RADIO ROOM CONSRUCTION AND RELOCATION OF COMMUNICATIONS SYSTEM - PHASE II	Construction	4,055	0	4,055
CR02-710	PURCHASE AND INSTALLATION OF COMPUTERIZED BASED TRAIN CONTROL (CBTC) REGULATION MODULE	Planning	4,000	0	4,000
CR21-080	JOURNAL SQUARE TRANSPORTATION CENTER BUS TERMINAL LANE REPLACEMENTS	Construction	3,471	0	3,471
CR02-X03	UPGRADE HVAC AT 17 LOCATIONS SYSTEM-WIDE	Planning	0	3,400	3,400
CR02-713	HARRISON YARD RECONFIGURATION	Planning	3,000	0	3,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CR02-719	PAPD RADIO NETWORK - BACKHAUL INFRASTRUCTURE UPGRADE	Design	1,923	472	2,395
CR02-716	TRAIN CAR VIDEO SYSTEM REPLACEMENT	Planning	0	2,000	2,000
CR02-619	FIRE STANDPIPE REPLACEMENT PROGRAM	Construction	1,863	0	1,863
CR02-720	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	1,516	1,516
CR02-691	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Design	1,420	0	1,420
CR02-653	RADIO DISPATCH CONSOLE REPLACEMENTS	Design	1,407	0	1,407
CR02-150	SIGNAL SYSTEM REPLACEMENT PROGRAM	Construction	1,374	0	1,374
CR21-086	CONCRETE SLAB REHAB BELOW JOURNAL SQUARE TRANSPORTATION CENTER BUS LANES AND PLAZA	Construction	1,346	0	1,346
CR02-X04	C-YARD SUBSTATION #5 TRANSFORMER ELEVATION	Planning	0	1,200	1,200
CR02-703	A-5 SWITCH MACHINE REPLACEMENT	Planning	0	1,063	1,063
CR02-698	REDUNDANT SITE FOR THE PATH TRAIN CONTROL CENTER (PTCC)	Planning	0	1,000	1,000
CR02-629	HOBOKEN INTERLOCKING REPLACEMENT	Construction	972	0	972
CR02-712	NEWARK PENN STATION APPRACH BRIDGE DECK TRACK UPGRADE	Planning	0	750	750
CR02-579	TRACKSIDE CIRCUIT BREAKER CONTROL CABLE REPLACEMENTS	Construction	747	0	747
CR21-078	EXPANSION JOINT AND DRAIN REHABS AT JOURNAL SQUARE TRANSPORTATION CENTER PARKING DECK	Construction	595	0	595
CR02-X05	EXCHANGE PLACE ELEVATOR HEADHOUSE RESILIENCE	Planning	0	500	500
CR02-674	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Design	122	0	122
	SUBTOTAL, PORT AUTHORITY TRANS-HUDSON		**1,073,988**	**1,355,449**	**2,429,437**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
PORTS					
PORT NEWARK					
CP05-245	BERTH 10 & 12 REPLACEMENTS	Design	193,479	0	193,479
CP05-324	BERTH 21 RECONSTRUCTION	Planning	1,563	123,437	125,000
CP05-371	BERTH 17 RECONSTRUCTION	Planning	1,563	123,437	125,000
CP05-323	BERTH 19 RECONSTRUCTION	Planning	39,641	85,359	125,000
CP05-372	BERTH 15 RECONSTRUCTION	Planning	39,638	85,362	125,000
CP05-374	PRIORITY MARINE REHABILITATION PROGRAM - PHASE II	Planning	3,000	87,000	90,000
CP05-187	PORT STREET CORRIDOR IMPROVEMENTS	Construction	89,623	0	89,623
CP05-335	BERTH 25 RECONSTRUCTION	Planning	0	64,241	64,241
CP05-306	BUILDING ROOF REHABILITATIONS	Construction	34,917	3,282	38,199
CP05-336	BERTH 23 RECONSTRUCTION	Planning	0	35,759	35,759
CP05-305	FIRE PROTECTION SYSTEM REHABILITATIONS	Construction	31,505	0	31,505
CP05-378	REGIONAL RAIL IMPROVEMENTS	Planning	1,000	19,000	20,000
CP05-353	MARSH STREET WATER MAIN REPLACEMENT	Planning	0	19,913	19,913
CP05-317	PRIORITY MARINE REHABILITATION PROGRAM - PHASE I	Construction	11,791	0	11,791
CP05-319	CORBIN STREET PAVEMENT REHABILITATION FROM TYLER STREET TO BERTH 3	Planning	7,000	4,500	11,500
CP05-273	BUILDING 111 ELECTRICAL AND MECHANICAL EQUIPMENT REHABILITATION	Design	7,936	0	7,936
CP05-X01	PORT FIBER OPTIC CABLE INSTALLATION	Planning	0	5,000	5,000
CP05-266	RECONSTRUCTION AND RELOCATION OF RESIDENT ENGINEERS OFFICE	Design	4,799	0	4,799
CP05-299	SYNTHETIC LINER INSTALLATION IN WATER MAINS	Design	3,541	0	3,541
CP05-310	CORBIN STREET RAMP REHABILITATOIN	Construction	3,499	0	3,499
CP05-318	HARBOR DEEPENING CHANNEL IMPROVEMENTS PRELIMINARY ENGINEERING AND DESIGN	Construction	3,150	0	3,150

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CP05-357	BERTH 24 AND 26 PAVING AND BULKHEAD REHABILITATION	Planning	0	3,000	3,000
CP05-373	GRAVESEND ANCHORAGE 50 FOOT DEEPENING	Planning	2,250	0	2,250
CP05-375	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	492	122	614
CP05-377	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	390	390
CP05-370	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Design	356	0	356
CP05-369	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Design	28	0	28
	SUBTOTAL, PORT NEWARK		**480,771**	**659,802**	**1,140,573**
PORT ELIZABETH					
CP08-149	WATER SYSTEM PHASE II REHABILITATION	Design	119,877	113,989	233,866
CP08-177	PRIORITY MARINE REHABILITATION - PHASE I	Construction	112,692	0	112,692
CP08-164	NORTH AVENUE BRIDGE DECK REHABILITATION	Planning	15,000	60,000	75,000
CP08-217	NJMT PAPD COMMAND FACILITY	Planning	44,700	300	45,000
CP08-212	PRIORITY MARINE REHABILITATION - PHASE II	Planning	2,500	7,500	10,000
CP08-171	ELIZABETH SOUTHBOUND CONNECTOR	Design	8,000	0	8,000
CP08-175	NORTH AVENUE BRIDGE PRIORITY REHABILITATION	Construction	5,098	0	5,098
CP08-214	BUILDING 111 AND 1900 PUMP REPLACEMENT	Design	4,500	0	4,500
CP08-215	CORBIN STREET AND LYLE KING STREET SOUTHBOUND PAVEMENT REHABILITATION	Planning	0	4,500	4,500
CP08-178	HARBOR DEEPENING CHANNEL IMPROVEMENTS PRELIMINARY ENGINEERING AND DESIGN	Construction	3,153	0	3,153
CP08-213	LIFT STATIONS E2 AND E4 REHABILITATION	Design	2,500	0	2,500
CP08-211	GRAVESEND ANCHORAGE 50 FOOT DEEPENING	Design	2,250	0	2,250
CP08-216	MCLESTER STREET UNDERPASS PUMP STATION REHABILITATION	Planning	1,100	500	1,600
CP08-170	FIRE PROTECTION SYSTEM REHABILITATIONS	Design	439	0	439
	SUBTOTAL, PORT ELIZABETH		**321,809**	**186,789**	**508,598**
HOWLAND HOOK					
CP11-098	HOWLAND HOOK DREDGING - PHASE II	Design	45,430	0	45,430
CP11-092	PRIORITY MARINE REHABILITATION - PHASE I	Construction	19,414	0	19,414
CP11-100	PRIORITY MARINE REHABILITATION - PHASE II	Planning	0	5,000	5,000
CP11-099	GRAVESEND ANCHORAGE 50 FOOT DEEPENING	Design	2,250	0	2,250
CP11-093	HARBOR DEEPENING CHANNEL IMPROVEMENTS PRELIMINARY ENGINEERING AND DESIGN	Construction	2,147	0	2,147
CP11-101	RESILIENCE IMPROVEMENTS	Planning	0	800	800
CP11-091	ELECTRIC VEHICLE INFRASTRUCTURE - PA FLEET	Construction	307	0	307
	SUBTOTAL, HOWLAND HOOK		**69,548**	**5,800**	**75,348**
PORT JERSEY					
CP16-105	PRIORITY MARINE REHABILITATION - PHASE II	Planning	2,000	18,000	20,000
CP16-094	PRIORITY MARINE REHABILITATION - PHASE I	Construction	9,952	0	9,952
CP16-095	COLONY ROAD GRADE CROSSING REPLACEMENT	Planning	0	5,213	5,213
CP16-X01	PORT JERSEY BOULEVARD ROADWAY ELEVATION	Planning	0	4,000	4,000
CP16-087	FIRE PROTECTION SYSTEM REHABILITATIONS	Construction	3,058	0	3,058
CP16-104	GRAVESEND ANCHORAGE 50 FOOT DEEPENING	Planning	2,250	0	2,250
CP16-096	HARBOR DEEPENING CHANNEL IMPROVEMENTS PRELIMINARY ENGINEERING AND DESIGN	Construction	2,154	0	2,154
CP16-047	BERTH E-1 AND E-2 REHABILITATION	Construction	1,523	0	1,523
CP16-093	BURMA ROAD GRADE CROSSING REPLACEMENT	Construction	200	0	200
	SUBTOTAL, PORT JERSEY		**21,137**	**27,213**	**48,350**
GREENVILLE YARD					
CP17-038	CROSS HARBOR TIER II ENVIRONMENTAL IMPACT STATEMENT	Construction	11,087	0	11,087

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CP17-044	65TH STREET RAIL YARD TRANSFER BRIDGE REHABILITATION	Design	5,999	0	5,999
CP17-040	65TH STREET RAIL YARD TRANSLOAD SITE IMPROVEMENTS	Construction	2,323	0	2,323
	SUBTOTAL, GREENVILLE YARD		**19,409**	**0**	**19,409**
FERRY SERVICES					
CH02-X02	HOBOKEN FERRY TERMINAL CORROSION REHABILITATION	Planning	9,000	0	9,000
CH02-022	BATTERY PARK CITY FERRY TERMINAL CAPITAL IMPROVEMENTS	Design	8,647	0	8,647
	SUBTOTAL, FERRY SERVICES		**17,647**	**0**	**17,647**
	PORTS TOTAL		**930,321**	**879,604**	**1,809,925**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
WORLD TRADE CENTER					
WORLD TRADE CENTER					
CW11-360, CW30-561, CR12-115, CR12-X01	REMAINING SITE INFRASTRUCTURE	Planning	221,007	28,481	249,488
CW31-001	ONE WTC TENANT IMPROVEMENTS	Planning	62,015	119,483	181,498
CW31-X01	ONE WTC STATE OF GOOD REPAIR	Planning	73,000	87,000	160,000
CW11-321	PUBLIC SAFETY / LIFE SAFETY (PSLS) RADIO SYSTEM REPLACEMENT OF END-OF-LIFE EQUIPMENT	Planning	27,493	47,506	74,999
CW11-345	RIVER WATER PUMP STATION ADDITIONAL REHABILITATION	Planning	12,000	28,000	40,000
CW11-347	MECHANICAL, ELECTRICAL AND PLUMBING EQUIPMENT REHABILITATION AT THE HUB, VSC AND VRN	Planning	12,000	28,000	40,000
CW11-340, CW11-317	LEAK MITIGATION CAMPUS-WIDE	Planning	16,867	20,800	37,667
CR12-114	OCULUS SKYLIGHT REHABILITATION	Design	11,503	10,932	22,435

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CW11-324	PSLS RADIO SYSTEM MODIFICATION OF ELEMENT AMPLIFIER AND MAIN HEAD ENDS	Planning	3,000	18,000	21,000
CW11-355	PSLS RADIO SYSTEM ANALOG TO DIGITAL UPGRADE MODERNIZATION	Planning	2,300	12,700	15,000
CW11-028	FLOOD RESILIENCY PROGRAM	Construction	12,654	0	12,654
CW11-351	VEHICLE SECURITY MONITORING AND TRACKING	Planning	0	10,000	10,000
CW11-334	VEHICLE BARRIER REPLACEMENTS	Planning	1,000	9,000	10,000
CW11-335	FIRE ALARM SYSTEM REPLACEMENT AND REHABILITATION	Planning	0	10,000	10,000
CW11-338	INACCESSIBLE EQUIPMENT UPGRADE AND FALL PROTECTION	Planning	2,500	7,500	10,000
CW11-353	RADIO SYSTEM HEALTH STATUS NOTIFICATION TO STAKEHOLDERS	Planning	2,300	6,700	9,000
CW11-325	PSLS RADIO MODIFICATIONS AT THE VSC AND VRN	Planning	1,500	7,500	9,000
CW11-332	OCULUS PROJECTIONS RAILING ENHANCEMENT	Planning	9,000	0	9,000
CW11-352	EXPANSION AND INTEGRATION OF THE OPERATIONS AND SECURITY RADIO SYSTEM	Planning	2,300	6,700	9,000
CW11-032	RIVER WATER PUMP STATION UPGRADE	Construction	8,929	0	8,929
CW11-314	IMMEDIATE SALT DAMAGE REMEDIATION	Construction	8,461	0	8,461
CW11-320	ELEVATORS, ESCALATORS, AND ELEVATOR MACHINE ROOM UPGRADES	Construction	7,035	0	7,035
CW11-323	UPS BATTERIES END-OF-LIFE REPLACEMENT	Planning	6,000	0	6,000
CW11-344	CAMPUS ACCESSIBILITY AND WAYFINDING	Planning	2,900	3,100	6,000
CW11-022	PROPERTY MANAGEMENT FACILITY CONSTRUCTION	Construction	2,755	3,194	5,949
CW31-674	ONE WTC DOMESTIC WATER TANK REHABILITATION	Construction	5,632	0	5,632
CW11-319	ONE WTC / WBVA FLOOD MITIGATION BELOW GRADE	Construction	5,494	0	5,494
CW11-329	VEHICLE BARRIER REPLACEMENT AT LIBERTY STREET FIREHOUSE 10 AND VSC ENTRANCE	Construction	5,243	0	5,243

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CW11-025	SITE WIDE INTEGRATION OF LIFE SAFETY EMERGENCY RESPONSE AND OPERATIONS SYSTEMS	Construction	5,233	0	5,233
CW11-327	SCADA SYSTEM END-OF-LIFE REPLACEMENT	Design	5,066	0	5,066
CW11-339	TECHNOLOGY UPGRADES	Planning	0	5,000	5,000
CW11-343	RIVER WATER PUMP HOUSE PASSIVE FLOOD PROTECTION	Planning	5,000	0	5,000
CW11-350	SECURITY / SAFETY OPERATIONS CONTROL CENTER BARCO WALL REHABILITATION	Planning	2,499	2,501	5,000
CW11-342	CENTRAL FAN PLANT UPGRADE PLANNING	Planning	2,000	3,000	5,000
CW11-363	RADIO DISPATCH CONSOLE REPLACEMENTS	Planning	3,231	1,569	4,800
CW11-318	SITE PERIMETER SLURRY WALL GROUNDWATER SEEPAGE MITIGATION	Construction	3,159	0	3,159
CW11-357	RADIO STAKEHOLDER SYSTEM ALARM NOTIFICATION TO THE PORT AUTHORITY	Planning	1,500	1,000	2,500
CW11-356	RADIO INTEGRATION AND CONSOLIDATION OF VARIOUS RADIO SYSTEMS WITH THE HUB RADIO SYSTEM	Planning	1,500	1,000	2,500
CW11-362	ASSESSMENT FOR DISTRICT HEATING AND COOLING LOAD-SHARING	Planning	2,100	400	2,500
CW11-330	LEAK MITIGATION FOR VSC ROOMS 236A, 125A, AND 125B	Design	2,478	0	2,478
CW11-346	FLOOD PROTECTION FOR BROOKFIELD PLACE ESCALATOR ENTRANCE TO HUB WEST CONCOURSE	Planning	0	2,000	2,000
CW11-349	OPTIMIZATION OF COASTAL FLOOD MITIGATION MEASURES	Planning	0	2,000	2,000
CW11-021	WEST BATHTUB VEHICULAR ACCESS (WBVA) CONSTRUCTION	Construction	1,844	0	1,844
CW11-348	PAPD RADIO NETWORK BACKHAUL INFRASTRUCTURE UPGRADE	Design	1,295	312	1,607
CW31-671	ONE WTC LOWER PODIUM BUILIDNG MAINTENANCE UNIT REHABILITATION	Construction	1,477	0	1,477
CW11-354	PAPD RADIO NETWORK EQUIPMENT END-OF-LIFE UPGRADE	Planning	0	1,035	1,035
CW11-341	MOBILE ELECTRIC GENERATOR ENHANCEMENTS	Planning	0	1,000	1,000

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
CW11-337	RELOCATION OF P25 NETWORK SWITCHING CENTER EQUIPMENT AND NETWORK EQUIPMENT UPGRADE	Design	943	0	943
CW11-322	CENTRAL CHILLER PLANT REHABILITATION	Construction	794	0	794
CW31-680	ONE WTC LOOPS, DEAD ENDS, AND BACK END FITTINGS FOR HVAC WATER PIPES	Construction	534	0	534
CW11-358	LED LIGHTING REPLACEMENT AND REHABILITATION	Planning	500	0	500
CW11-310	HVAC UPGRADE FOR 3 WORLD TRADE CENTER	Construction	400	0	400
CW11-010	CONSTRUCTION OF COMMON INFRASTRUCTURE	Construction	254	0	254
CW11-333	PUBLIC SAFETY RADIO NETWORK FIREWALL AND ROUTER UPGRADE	Design	83	0	83
CW31-668	ONE WTC BUILDING AUTOMATION SYSTEM UPGRADE	Construction	58	0	58
CW31-678	ONE WTC LEAK DETECTORS INSTALLATION AND BUILDING MANAGEMENT SYSTEM CONNECTIONS	Construction	18	0	18
WORLD TRADE CENTER TOTAL			**566,854**	**485,413**	**1,052,267**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
ALL NON-AVIATION FACILITIES					
ALL NON-AVIATION FACILITIES					
CXXX-005	SUSTAINABILITY - BUILDING DECARBONIZATION	Planning	27,823	32,177	60,000
CXXX-004	SUSTAINABILITY - EV CHARGING INFRASTRUCTURE	Planning	26,990	28,010	55,000
CF99-227	NEW YORK REGIONAL TRANSPORTATION PROGRAM	Planning	50,948	0	50,948
CL02-003	MULTI-FACILITY SECURITY OPERATIONS CENTER	Planning	5,000	30,000	35,000
CXXX-006	SUSTAINABILITY - RENEWABLE ENERGY GENERATION	Construction	11,327	16,673	28,000
CXXX-007	SUSTAINABILITY - ZERO WASTE	Construction	4,285	5,715	10,000
	ALL NON-AVIATION FACILITIES TOTAL		**126,373**	**112,575**	**238,948**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
TECHNOLOGY ENTERPRISE SYSTEMS AND INFRASTRUCTURE					
TECHNOLOGY ENTERPRISE SYSTEMS AND INFRASTRUCTURE					
CXXX-010	ENTERPRISE RESOURCE PLANNING	Planning	96,875	117,125	214,000
CXXX-011	TELECOM AND NETWORK INFRASTRUCTURE	Planning	51,600	42,400	94,000
CXXX-008	CYBERSECURITY AND PCI COMPLIANCE	Planning	28,000	0	28,000
CXXX-012	MICROSOFT ECOSYSTEM UPGRADES	Planning	6,750	13,250	20,000
CXXX-009	PRIMARY DATA CENTER	Planning	6,400	1,000	7,400
	TECHNOLOGY ENTERPRISE SYSTEMS AND INFRASTRUCTURE TOTAL		**189,625**	**173,775**	**363,400**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
ALL FACILITIES PROVISION					
ALL FACILITIES PROVISION					
CXXX-SGR	FUTURE SGR FUNDING REQUIREMENTS - NON AVIATION	Planning	160,000	240,000	400,000
CAXX-SGR	FUTURE SGR FUNDING REQUIREMENTS - AVIATION	Planning	110,000	205,000	315,000
CXXX-013	INNOVATION	Planning	40,000	40,000	80,000
CR08-109	SECURITY THREAT MITIGATION - NON-AVIATION	Planning	4,000	20,000	24,000
CA03-959	SECURITY THREAT MITIGATION - AVIATION	Planning	4,000	20,000	24,000
CXXX-014	CLIMATE RISK ASSESSMENT REFRESH	Planning	2,000	8,000	10,000
CXXX-015	PROVISION FOR EFFICIENCY AND PHASING	Planning	(224,000)	(276,000)	(500,000)
	ALL FACILITIES PROVISION TOTAL		**96,000**	**257,000**	**353,000**
	TOTAL PORT AUTHORITY DIRECT INVESTMENT		**22,771,174**	**19,178,228**	**41,949,402**

Project ID	Project Title	Stage	2026–2030 Spending	2031–2035 Spending	2026–2035 Spending
GATEWAY PROGRAM SUPPORT					
GATEWAY PROGRAM SUPPORT					
CF99-XXX	GATEWAY PROJECT (PA SUPPORT FOR PORTAL NORTH AND TUNNEL)	Planning	0	0	2,700,000
	GATEWAY PROGRAM SUPPORT TOTAL		**0**	**0**	**2,700,000**
	GRAND TOTAL		**22,771,174**	**19,178,228**	**44,649,402**