

**Torres Rojas, Genara**

FOI# 13746

**From:** worldport.panam@gmail.com  
**Sent:** Saturday, February 02, 2013 12:25 AM  
**To:** Duffy, Daniel  
**Cc:** Torres Rojas, Genara; Van Duyne, Sheree  
**Subject:** Freedom of Information Online Request Form

Information:

First Name: Kalev  
Last Name: Savi  
Company: [www.savetheworldport.org](http://www.savetheworldport.org)  
Mailing Address 1: 14 Ethel Drive  
Mailing Address 2:  
City: Little Falls  
State: NJ  
Zip Code: 07424  
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Phone: 973 873 0242  
Required copies of the records: No

List of specific record(s):

In 2009 the Port Authority authorized a 20 million study of JFK Airport Terminal 3, as well as the adjacent Terminal 2 both of the same vintage and operated by Delta Air Lines, with the ultimate goal of creating a state-of-the-art 21st-century facility. This request is for a copy of this projects final report to the Board of Commissioners. Our purpose would be to see what the outcomes of this 20Million project was, i.e., what alternatives were considered, an analysis of the pros and cons of each alternative and what recommendations were made.

**THE PORT AUTHORITY OF NY & NJ**

*FOI Administrator*

February 15, 2013

Mr. Kalev Savi  
www.savetheworldport.org  
14 Ethel Drive  
Little Falls, NJ 07424

Re: Freedom of Information Reference No. 13746

Dear Mr. Savi:

This is a response to your February 2, 2013 request, which has been processed under the Port Authority's Freedom of Information Code (the "Code", copy attached) for a copy of the final report to the Board of Commissioners related to the 2009 PA authorized 20 million study of JFK Airport Terminal 3, as well as the adjacent Terminal 2 both of the same vintage and operated by Delta Air Lines, with the ultimate goal of creating a state of the art 21st century facility.

Material responsive to your request and available under the Code can be found on the Port Authority's website at <http://www.panynj.gov/corporate-information/foi/13746-O.pdf>. Paper copies of the available records are available upon request.

Please refer to the above FOI reference number in any future correspondence relating to your request.

Very truly yours,



Daniel D. Duffy  
FOI Administrator

Attachment

**JOHN F. KENNEDY INTERNATIONAL AIRPORT – TERMINALS 2 AND 3  
REDEVELOPMENT PROGRAM – PLANNING AUTHORIZATION AND  
LEASE SUPPLEMENT**

It was recommended that the Board authorize: (1) planning for the modernization and redevelopment of Terminals 2 and 3 and related facilities at John F. Kennedy International Airport (JFK), at an estimated total cost of \$20 million, of which an estimated \$7.5 million would be provided to Delta Air Lines, Inc. (Delta) and/or their consultants, and the balance allocated to Port Authority expenses for planning activities; and (2) the Executive Director to: (a) modify existing, or enter into new, consultant agreements, as deemed appropriate and in the best interest of the Port Authority, to provide professional services to support the performance of the planning work, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and (b) execute a supplement to the Delta Airlines Worldport Lease to provide an amount estimated at \$7.5 million to Delta to advance planning efforts and studies for the redevelopment of Terminals 2 and 3, with provisions for reimbursement of such costs to the Port Authority, either through project funding or as additional rental payments over the term of the lease.

Over the past decade, the JFK Redevelopment Program has developed and implemented needed physical improvements to accommodate the growth in air traffic at JFK and modernize standards for service, sustainability and security. Among the major initiatives that have been undertaken are new or improved access roads from major arteries, a reconfigured internal roadway system to facilitate passenger access to terminal complexes, expanded and enhanced terminal frontage roads, expanded and improved utility systems, a new air traffic control tower, AirTrain JFK, a new cogeneration facility and electrical distribution infrastructure, new parking garages and significant investments in airline terminals. Terminal One was the first of several terminals to be redeveloped and opened in 1998. The International Air Terminal (Terminal 4) redevelopment was completed in 2001. British Airways undertook a major expansion of Terminal 7, which was completed in 2003. American Airlines opened the central main terminal building and remote concourse of the new Terminal 8 in 2005, and the remaining portion of the new terminal and concourse was completed in 2007. The new Terminal 5, under construction by JetBlue Airways, is anticipated to open in the fall of 2008.

Terminals 2 and 3 remain as the last terminal complex at JFK in need of redevelopment. Terminal 3 was opened for international air service by Pan American World Airways (Pan Am) in 1960, as part of the Airport Terminal City. Terminal 2 was built in 1962 for domestic service. After Pan Am ceased operations, the two terminals were leased to Delta in 1993. Delta operates both domestic and international flights from the two terminals and has established JFK as a major hub for its operations. The Terminal 2 and 3 facilities are over 50 years old and, as the oldest passenger facilities at the airport, are not designed or configured to comply with modern standards for air travel. They are also undersized and do not provide the needed gate and processor capacity to meet Delta's future forecast demand for the JFK market.

Delta has previously worked with the Port Authority to explore options for the redevelopment of Terminals 2 and 3 into a consolidated terminal complex. However, that effort was suspended, due to the impacts of the events of September 11, 2001 on the airline industry. Since that time, Delta has increased its hub presence at JFK, to the point that the existing terminal complex no longer accommodates their current demand at acceptable levels of service and will not allow Delta to advance plans for continued growth at JFK.

Delta's recent expansion of service contributed to JFK's 9.8-percent growth in international traffic, representing 41 percent of the net passenger gain in 2007. Delta has proposed to make significant investment at its facilities at JFK, and has undertaken studies of the terminal areas to identify concepts for accommodating their forecast growth. Delta, together with Port Authority staff, is evaluating a number of potential sites, reflecting a variety of options, and is considering landside, terminal and airside requirements. Preliminary construction phasing and staging are also being examined, to assess constructability and potential customer service impacts in an operating environment. Delta has expressed a commitment to continue to advance its planning efforts for the new redeveloped terminal facility, at a cost of approximately \$15 million.

Delta already has spent \$5 million toward this initiative. Out of the \$20 million in planning funds proposed under this initiative, the \$7.5 million to be provided to Delta would partially fund the Arup/Skidmore Owings & Merrill, LLP design team's efforts to advance the plan to a Stage 1 level of development. Delta would provide an equivalent amount, and has stated that it will complete that phase within the next 6-8 months.

The Port Authority would use the remaining \$12.5 million to fund the completion of planning work associated with determining the scope of work needed to modify airport infrastructure to support the terminal development. This would include: defining the scope of a required garage expansion, modifying the access roadway system for the quadrant, defining required changes to the utility systems located off-site to address the new loads, and completing an environmental review. This work would be completed by a combination of in-house staff and consultants, as necessary. Additionally, funds also would be included to allow the Port Authority to acquire program management services to staff the upcoming work effort with the Delta/Terminal 4 team. This staff support is needed to review drawings, provide comments on plans, define airport requirements, attend meetings, and provide needed information to advance the plan.

This planning authorization would provide the necessary resources for staff to advance planning efforts in cooperation with Delta to identify and validate a recommended final plan for the redevelopment of Terminals 2 and 3.

Pursuant to the foregoing report, the following resolution was adopted with Commissioners Bauer, Blakeman, Coscia, Mack, Pocino, Sartor, Silverman and Steiner voting in favor; none against; Commissioner Holmes abstaining and Commissioner Ferer recused:

**RESOLVED**, that planning for the modernization and redevelopment of Terminals 2 and 3 and related facilities at John F. Kennedy International Airport (JFK), at an estimated total cost of \$20 million, of which \$7.5 million will be provided to Delta Air Lines, Inc. (Delta) and/or its consultants, and the balance allocated to Port Authority expenses for planning activities, be and it hereby is authorized; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to: (1) modify existing, or enter into new, consultant agreements, as deemed appropriate and in the best interest of the Port

Authority, to provide professional services to support the performance of the foregoing planning work, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and (2) execute a supplement to the Delta Airlines Worldport Lease, and such additional documents as may be appropriate, to provide an amount estimated at \$7.5 million to Delta and/or its consultants to advance planning efforts and studies for the redevelopment of Terminals 2 and 3, with provisions for reimbursement of such costs to the Port Authority; and it is further

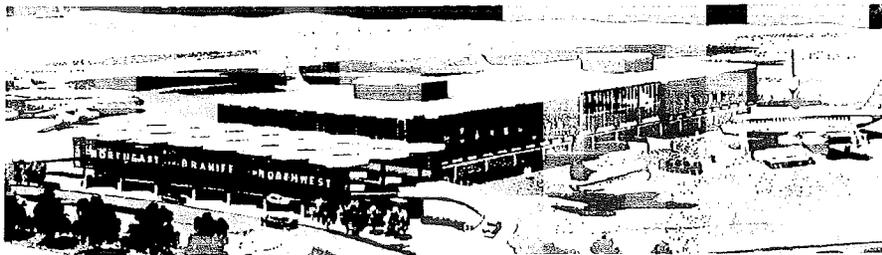
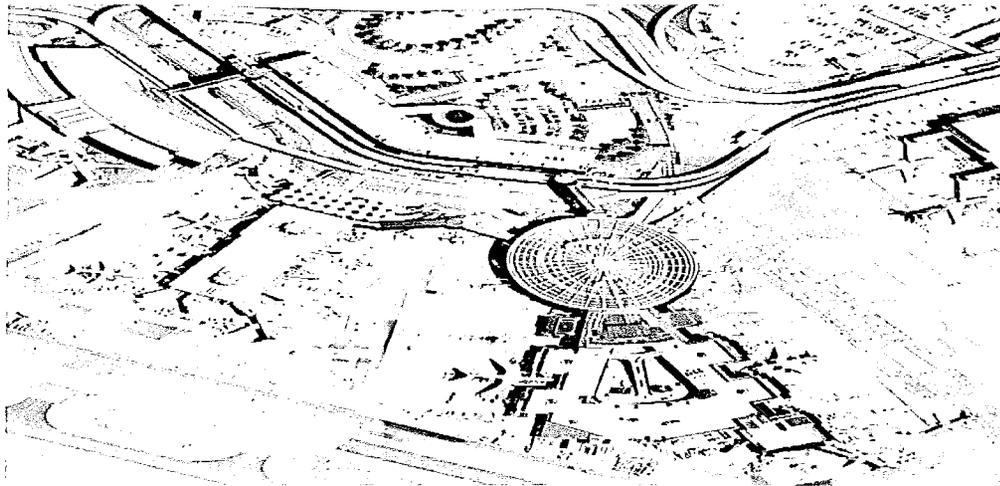
**RESOLVED**, that the form of all agreements in connection with the foregoing shall be subject to the approval of General Counsel or his authorized representative.

# *John F. Kennedy International Airport Terminal 2&3 Redevelopment Program*

Committee on Operations  
May 22, 2008

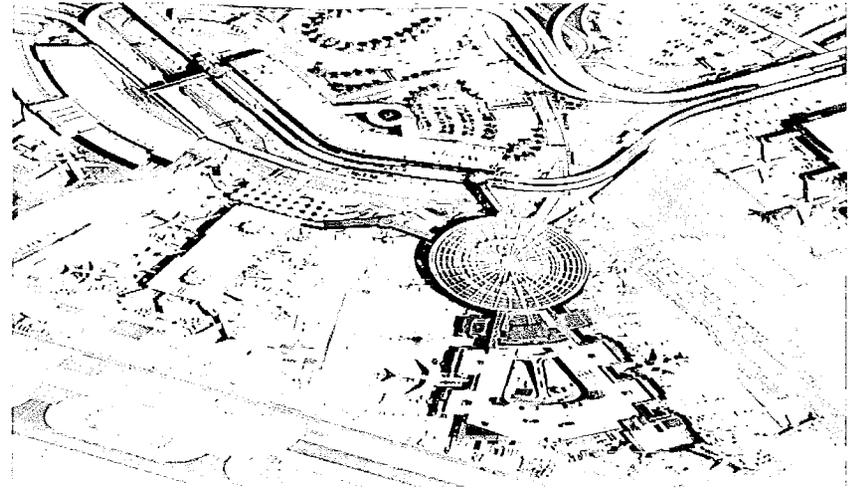


# *Terminals 2 & 3 – Aging Terminal Facilities*



# ***Terminals 2 & 3 – Inadequate Capacity***

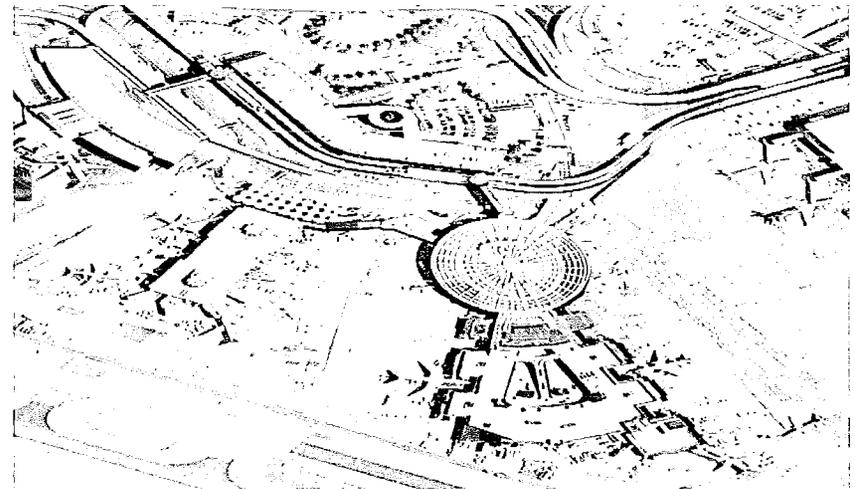
- **Split Operation**
- **Undersized Frontage**
- **Confusing Design**
- **Inadequate Space**
- **Undersized Ramp**
- **Shortage of Gates – Especially for International Activity**



## ***Terminals 2 & 3 – Customer Service***

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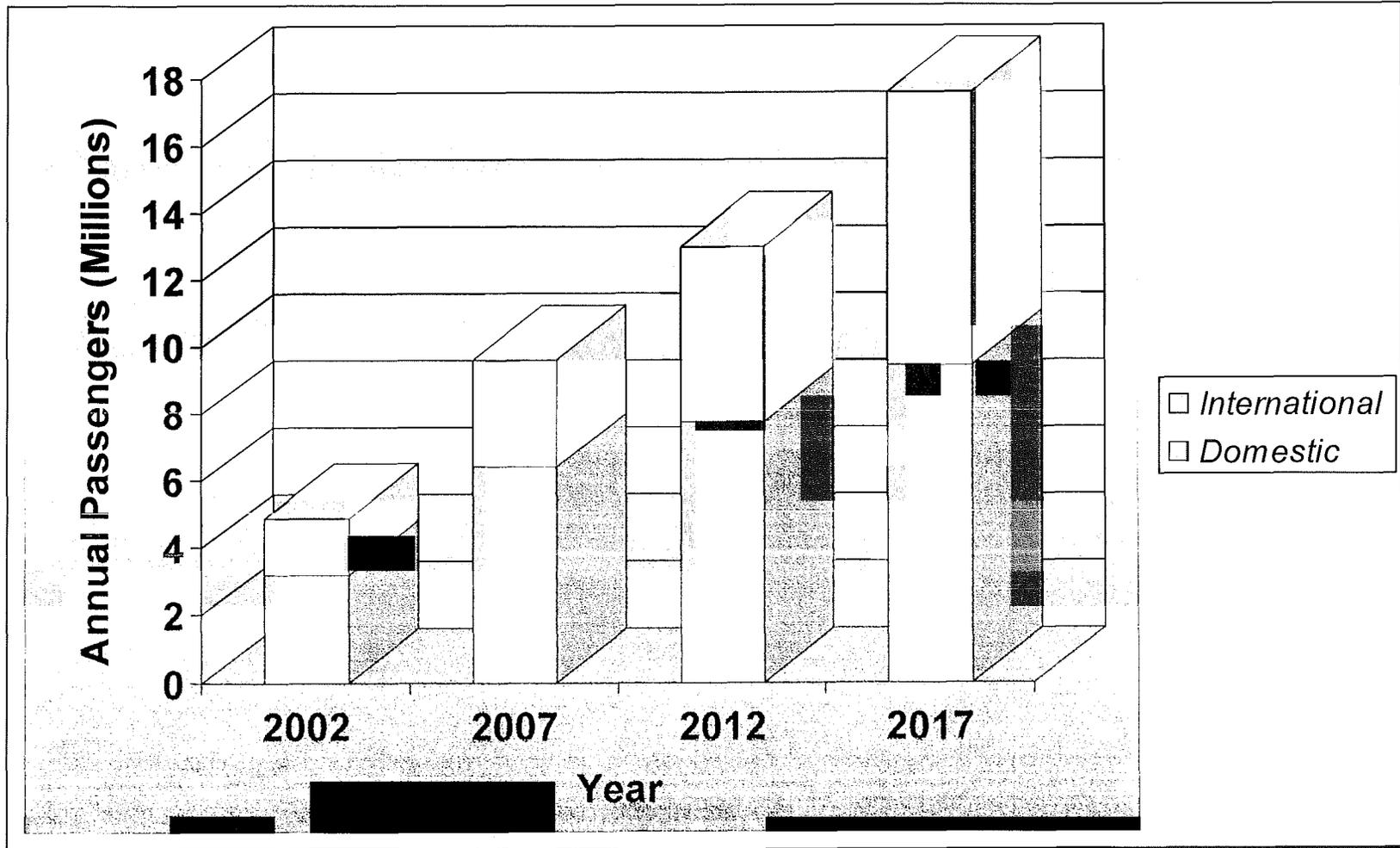
- **Lowest Customer Service Ranking among 16 terminals**
- **Stopgap Repair Efforts**
- **Terminals Not Sustainable Long Term**



**THE PORT AUTHORITY**  
OF NEW YORK & NEW JERSEY

STATE OF NEW YORK

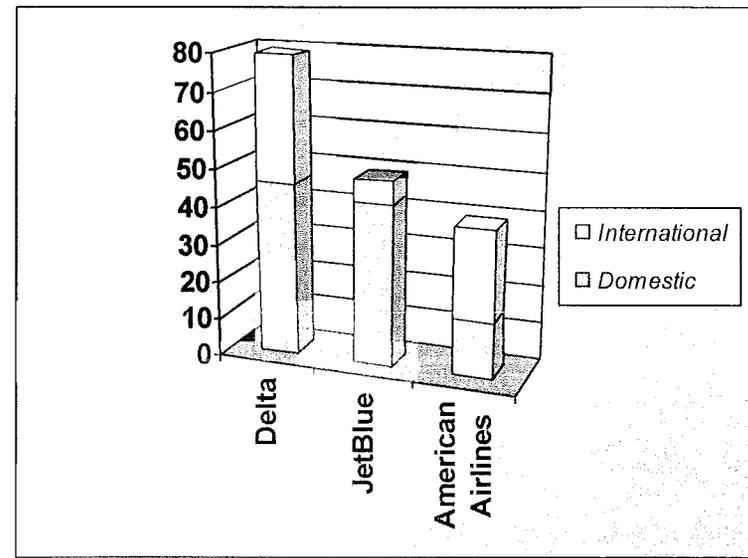
# Delta – Passenger Forecast



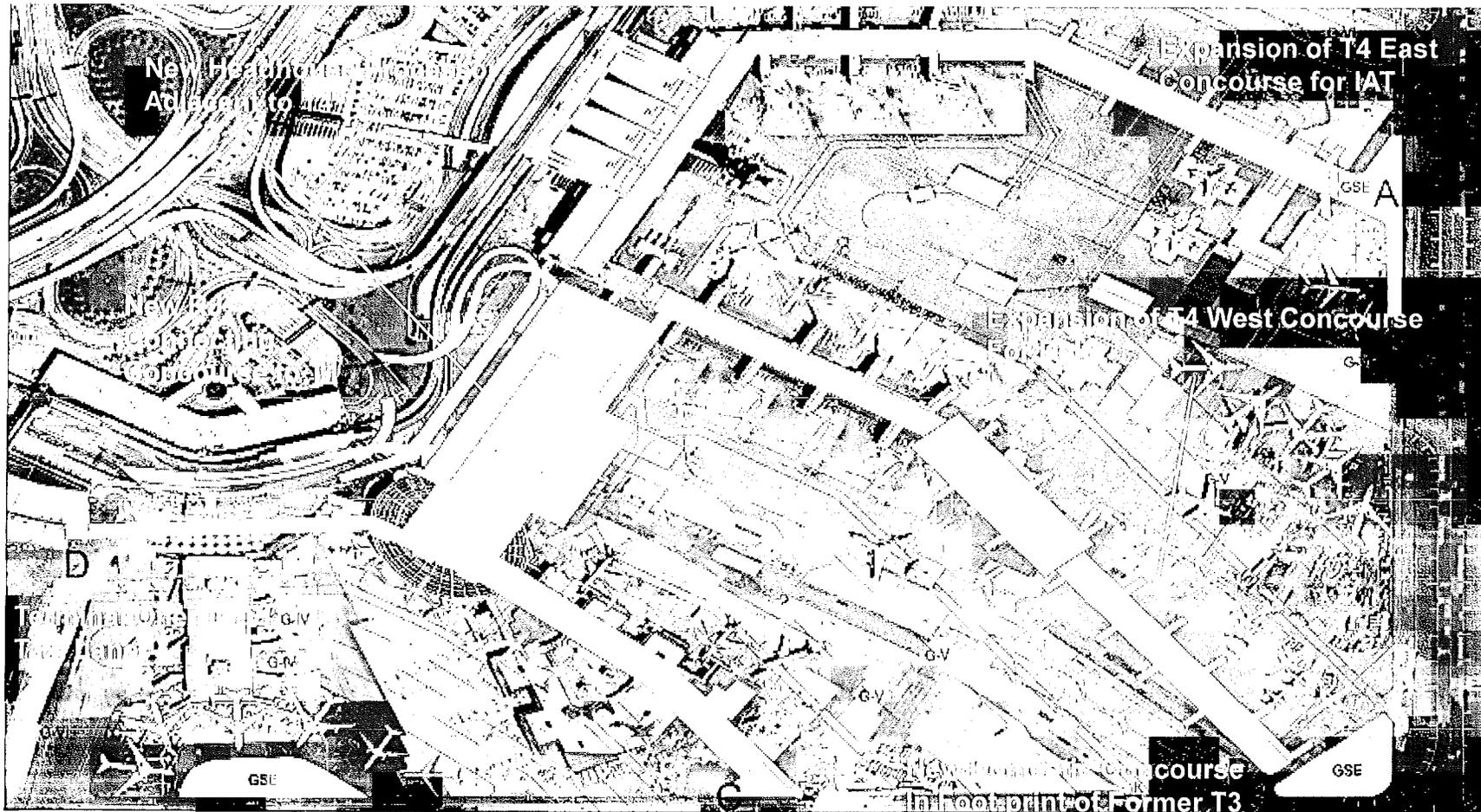
## ***Delta – Destinations Served***

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- **More Destinations than any other carrier at JFK:**
- **46 Domestic, 33 International**
- **Premiere Destination in the US:**
  - **Trans-Atlantic**
  - **Africa**
  - **Middle East**
  - **India**
  - **Latin America**
  - **Caribbean**



# Terminals 2 & 3 – Development



# ***Planning Authorization – \$20 Million***

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## **Terminal**

### **Delta**

- **\$5 million Direct Investment**
- **\$7.5 million reimbursable to PA**
  
- **Advance Planning to Define Program Scope and Costs to Stage 1**

## **Infrastructure**

### **Port Authority**

- **\$12.5 million**
  
- **Improvements to Off-site Roads/Utilities/Parking Garage**
- **PA Program Management Support Services**
- **A/E Services for Document Review / BOD Definition**



**THE PORT AUTHORITY**  
OF NEW YORK & NEW JERSEY

# Terminal 2&3 Redevelopment Program

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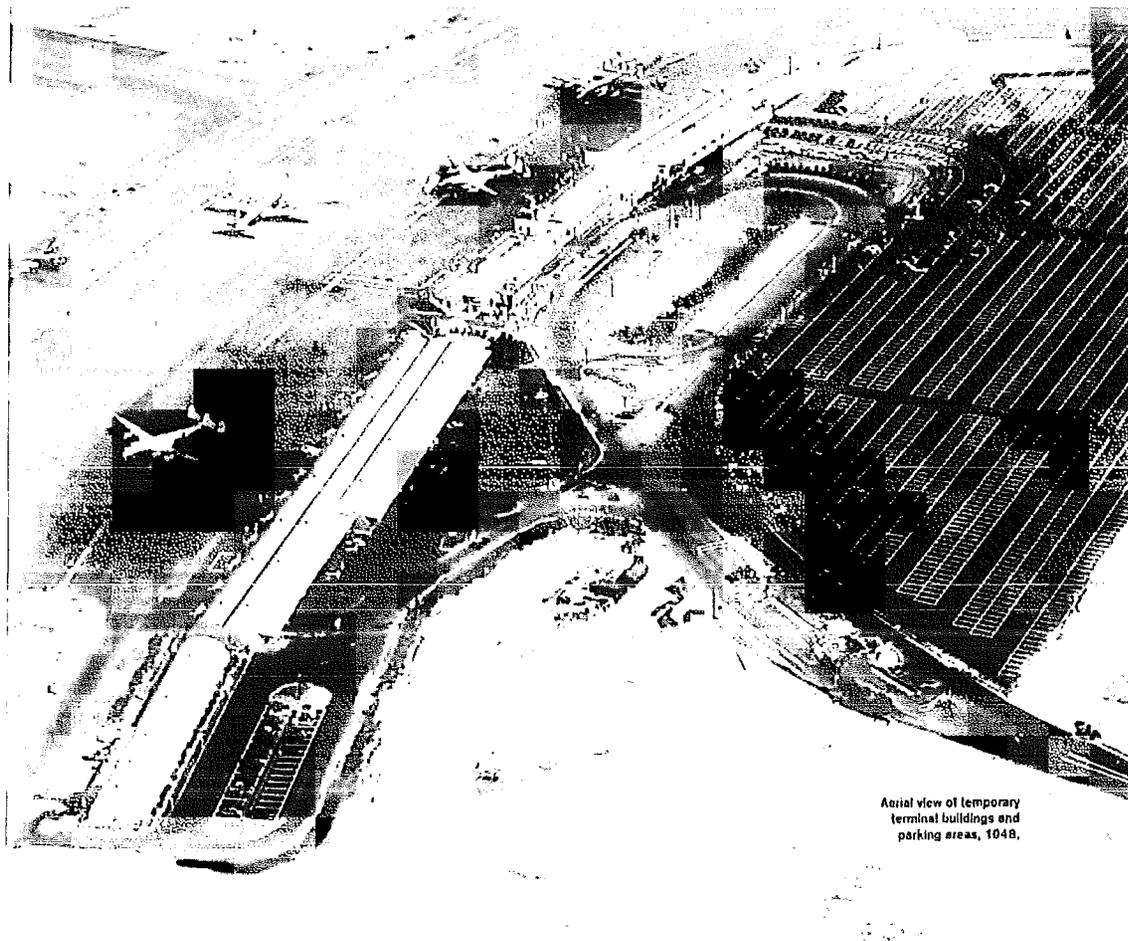
# ***John F. Kennedy International Airport Terminal 2&3 Redevelopment Program***

Board Meeting  
May 22, 2008



# 1948 – “New York International Airport”

## 200,000 Passengers



Aerial view of temporary terminal buildings and parking areas, 1948.



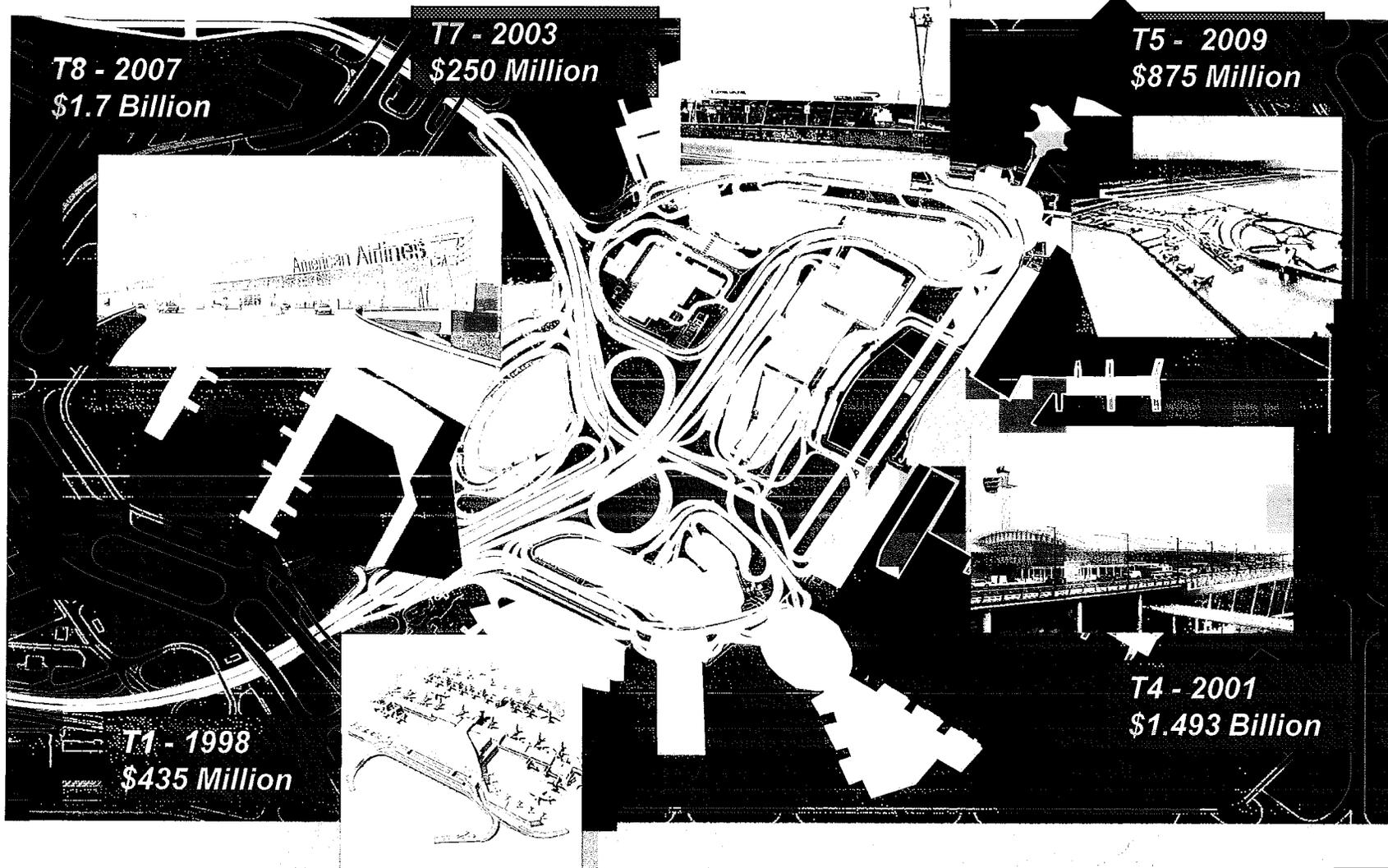
# 1970 – “Jewels on a Necklace”

20 million Passengers



# 1990 - "Terminal Redevelopment"

30 million Passengers



T8 - 2007  
\$1.7 Billion

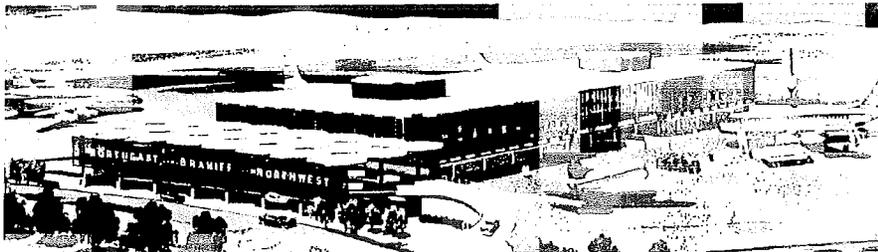
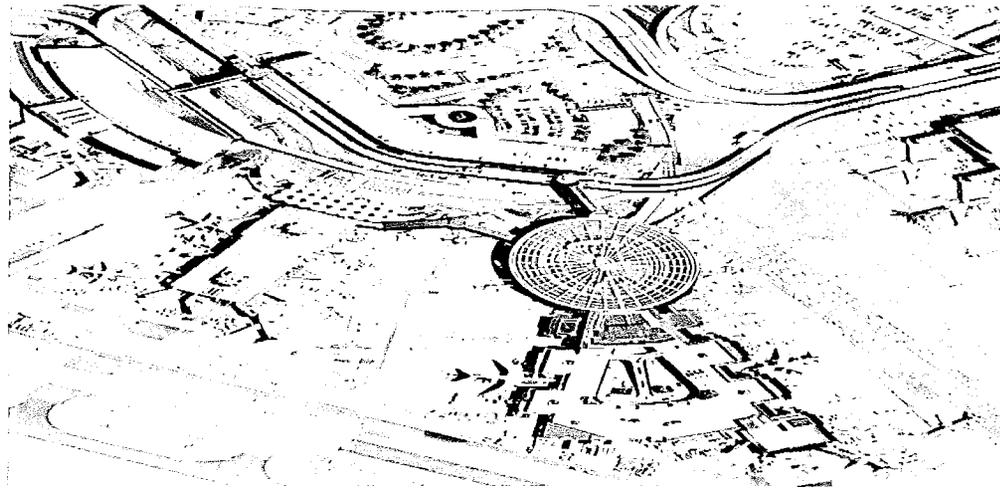
T7 - 2003  
\$250 Million

T5 - 2009  
\$875 Million

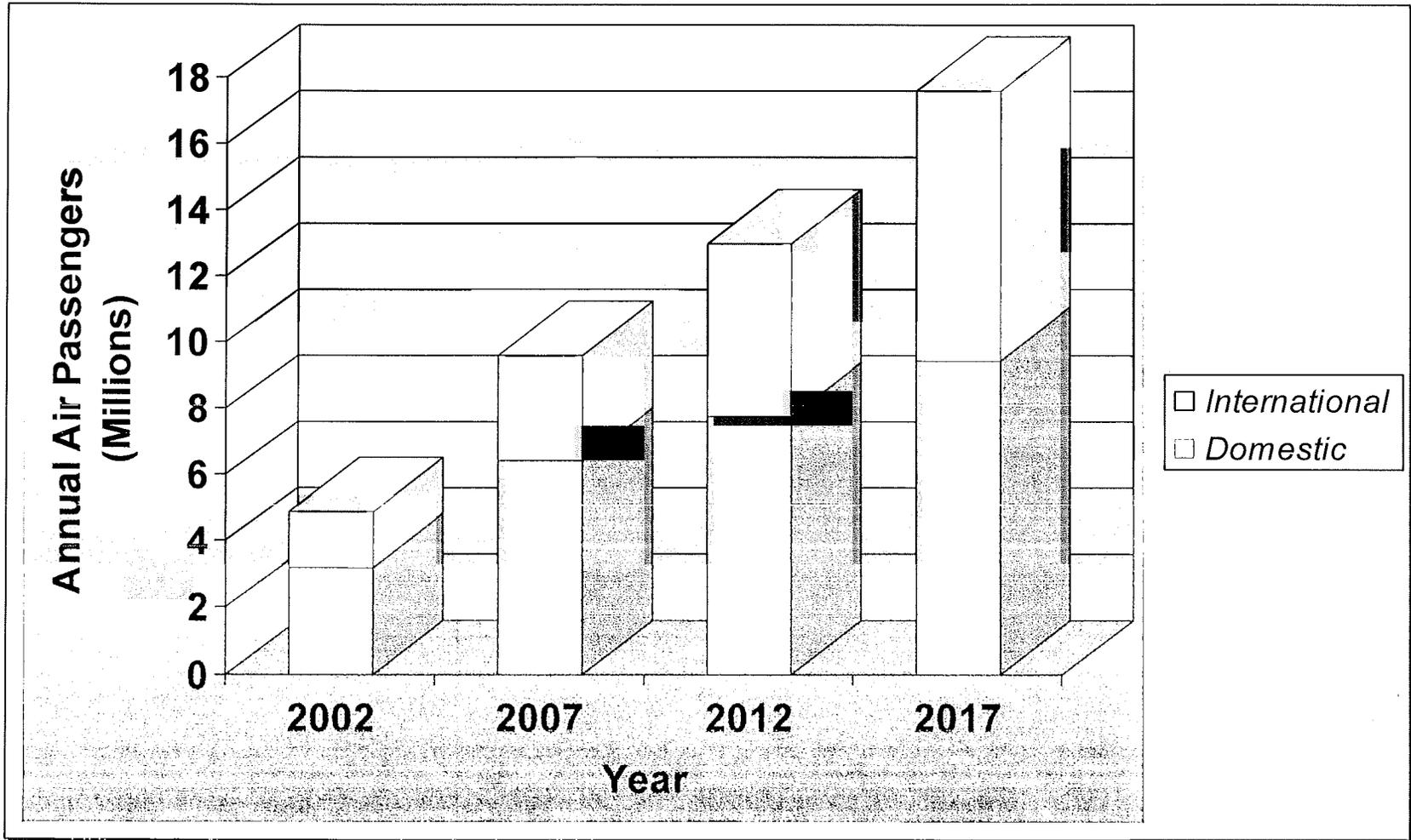
T1 - 1998  
\$435 Million

T4 - 2001  
\$1.493 Billion

# Terminals 2 & 3 – Aging Terminal Facilities



# Delta – Passenger Forecast



# ***Planning Authorization – \$20 Million***

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## **Terminal**

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**THE PORT AUTHORITY**

**FOR THE PORTS OF NEW YORK & NEW JERSEY**

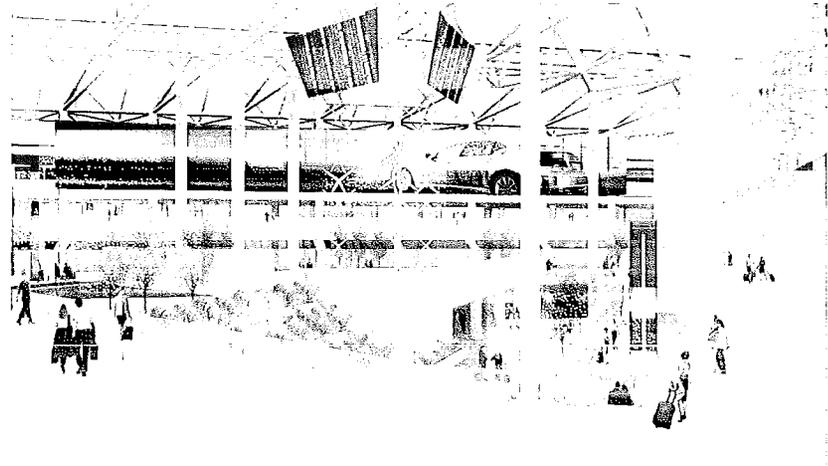
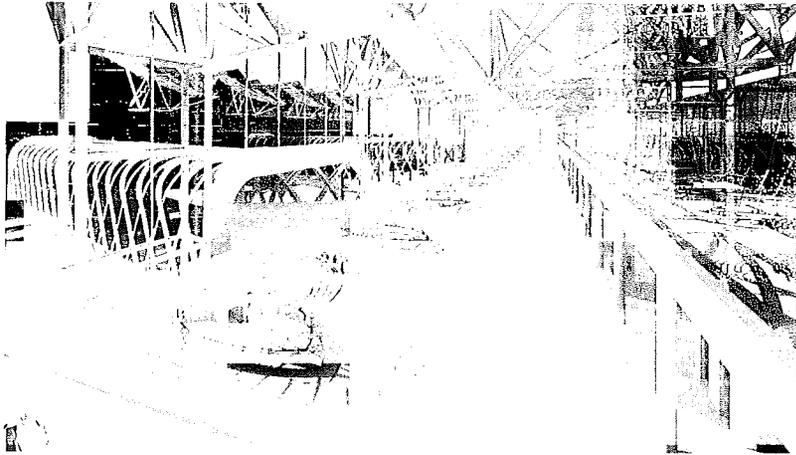
# Terminal 2&3 Redevelopment Program

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# Terminal 2&3 Redevelopment Program

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PORT AUTHORITY  
OF NEW YORK & NEW JERSEY