

**Olivencia, Mildred**

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**From:** andrew.tangel@wsj.com  
**Sent:** Monday, May 04, 2015 7:28 PM  
**To:** Olivencia, Mildred  
**Cc:** Torres Rojas, Genara; Van Duyne, Sheree; Ng, Danny  
**Subject:** Freedom of Information Online Request Form

Information:

First Name: Andrew  
Last Name: Tangel  
Company: The Wall Street Journal  
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Required copies of the records: Yes

List of specific record(s):

Copies of any letters sent by Dan Tishman, who is heading a panel weighing entries in a competition to redesign New York airports, to John Degnan andor Scott Rechler, chairman and vice chairman of the Port Authority, from April 1, 2015, until the present. The substance of the requested letter, or letters, pertains to recommendations for the Central Terminal Building project at La Guardia Airport. This request also includes any and all attachments and cover letters to said letters.

**THE PORT AUTHORITY OF NY & NJ**

*FOI Administrator*

July 30, 2015

Mr. Andrew Tangel  
The Wall Street Journal  
1211 Sixth Avenue, 5th Floor  
New York, NY 10036

Re: Freedom of Information Reference No. 15991

Dear Mr. Tangel:

This is in response to your May 4, 2015 request, which has been processed under the Port Authority's Freedom of Information Code (the "Code", copy enclosed) for copies of any letters sent by Dan Tishman to Chairman Degnan and/or Vice Chairman Rechler pertaining to recommendations for the LGA Central Terminal Building project from April 1, 2015 through the date of your request.

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/15991-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,



Danny Ng  
FOI Administrator

Enclosure

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Daniel R. Tishman  
Vice Chairman

April 29, 2015

Mr. John Degnan, Chairman  
Port Authority of NY & NJ  
150 Greenwich Street, 23<sup>rd</sup> Floor  
New York, NY 10007

Mr. Scott Rechler, Vice Chairman  
c/o RXR Realty  
625 RXR Plaza  
Uniondale, NY 11556

Chairman Degnan and Vice Chairman Rechler:

In January, New York Governor Andrew Cuomo created a seven-member panel to advise the Governor and the Port Authority of New York and New Jersey ("Port Authority") on the modernization of LaGuardia Airport and John F. Kennedy International Airport. These airports are critical gateways to the State of New York, the region, and the nation with a record number of more than 80 million passengers passing through these facilities last year. However, many of the facilities in these airports have lived well past their useful lives and are in drastic need of replacement. Passenger experience at LaGuardia and JFK airports has been consistently ranked as the worst in the world. These airports have become a symbol of decaying infrastructure in our urban gateways. For too long the development of LaGuardia Airport has been a sporadic and piece-meal approach, which has led the airport to become what Vice President Joe Biden described as a "third world airport".

The Governor's Advisory Panel was established to develop recommendations for the master plans of each airport. Over the past three months, the Advisory Panel has met with the Port Authority and the MTA to understand how the airports operate and how they are accessed, as well as evaluate the submissions to the Airport Master Plan Design Competition, which was launched late last year by the Governor. Given the unique nature of each airport and the ongoing procurement for the replacement of the Central Terminal Building (CTB) at LaGuardia, the Advisory Panel has focused its attention on the redesign of LaGuardia Airport. I am writing to

provide the Port Authority with the Panel's preliminary recommendations as it relates to the current procurement. We intend to issue our final report on LaGuardia in June and we will make recommendations with respect to JFK Airport in the coming months.

The Advisory Panel believes that instead of a fragmented and disjointed redevelopment effort, LaGuardia deserves a comprehensive, holistic redevelopment plan that will serve as the overarching guide throughout the airport's modernization. This is the central flaw with the current procurement for the replacement of the Central Terminal Building. The Central Terminal Building, which is also known as Terminal B, is the largest terminal at LaGuardia. However, the airport includes three other terminals, a parking garage currently under construction on the east end of the airport, another parking garage to be constructed on the west end of the airport, and the Marine Air Terminal, which is over 1.5 miles from Terminal B.

The Advisory Panel concluded that, from a holistic redevelopment point of view, there were multiple unaddressed issues with the current development at LaGuardia Airport. First, the Panel concluded that it was not good planning to continue to leave a large gap in the middle of the airport resulting in unconnected terminals. Second, the Panel believes it is illogical to build industrial "back office" facilities like a chiller plant on prime real estate between Terminal B and Terminals C and D. This real estate has the potential to be a premier passenger facility that would include the airport's central entrance, central dining and retail facilities, a central conference center with meeting rooms, and possible future hotel space, all of which have the potential to be tremendously positive assets to passengers and to generate significant additional revenue for the airport's operation. Third, the Panel believes the airport design must consider vastly improved ways to facilitate easy passenger movement from one end of the airport to the other, a critical need which is not currently being addressed. Fourth, the Panel believed the current redevelopment path, which results in separate architecturally unrelated terminals for the entire future of the airport, was not consistent with international standards for a 21<sup>st</sup> century airport design.

I met with the Governor last week to brief him on the Advisory Panel's vision and preliminary recommendations for LaGuardia Airport. At this meeting, the Governor expressed his strong overall support for the Advisory Panel's vision. As you both know, the Advisory Panel has no role in the selection of a preferred proposer in the current procurement at LaGuardia Airport, nor does the Advisory Panel have a role in the procurement of any future projects at the airport. That authority resides with the Port Authority Board and it is the Board's decision as to whether to move forward with a preferred proposer in the current procurement and, if so, which proposer. However, the Advisory Panel strongly recommends that the redevelopment of LaGuardia move forward under the guidance of a comprehensive master plan and that the recommendations outlined below be incorporated into the current CTB procurement, thereby positioning the entire airport, not just one terminal, to meet the needs of the region in the 21<sup>st</sup> Century.

The Advisory Panel also briefed Port Authority Executive Director Pat Foye on the following recommendations. It is Executive Director Foye's belief, based on the advice of external and in-house counsel, that the Advisory Panel's recommendations are consistent with the ongoing procurement for LaGuardia Airport, in terms of timeline, as well as the significant

potential for increased revenue generation inherent in the Advisory Panel's recommendations providing a return on the increased investment to be made with the expanded Terminal B.

In June, the Advisory Panel will submit its recommendation for the Design Competition as it relates to LaGuardia, as well as a final report outlining additional recommendations for the modernization of the entire airport and bringing to the State of New York a New LaGuardia. Given the time-sensitive nature of the ongoing procurement, the Advisory Panel is submitting at this time a series of preliminary recommendations to be incorporated into the current procurement:

- **Unifying Experience** –A New LaGuardia should look and feel like a single, unified terminal both from within and outside the airport to achieve as positive a passenger experience as possible. All future airport development should be made under the framework of creating a continuous and unified airport across Terminals B, C, and D. The Advisory Panel recommends that the Port Authority work with the current CTB bidders to determine how this unifying experience can be accommodated to ensure a complete, efficient and appealing experience for all passengers, and to create a consistent aesthetically attractive façade worthy of a world-class airport serving one of the globe's premier cities.
- **Program and Functionality of a New LaGuardia** – The design of the New LaGuardia should provide for an experience that allows travelers to intuitively understand the layout of the airport and where they need to go upon entering the airport. The layout of the New LaGuardia should be designed with generous height and openness to ensure a sense of orientation for passengers and facilitate efficient movement throughout the airport. In addition to designing the airport in this manner, the Port Authority will need to identify an alternate location for the proposed new central chiller plant.
- **Expanded Terminal B with a central "Great Hall"** – The New LaGuardia should include a main entrance to the airport that serves as a "Great Hall" welcoming travelers to a completely new experience at the airport. We recommend that the Port Authority work with the current CTB Bidders to provide for an expanded Terminal B with a central Great Hall. This expansion would extend to the western edge of the property line for Terminal C. The expanded terminal would provide for a continuous, unified airport experience, as well enable the creation of a central Great Hall that will serve as the primary entry portal of the airport in receiving passengers and facilitating a more convenient interchange between Terminal B and Terminals C and D. The central Great Hall should be constructed to include optionality for a future People Mover and a future AirTrain Station. The Great Hall and areas leading to it should also include premier retail and dining, a business center that includes amenities for conference room and meeting space, a possible future hotel, and other amenities in an aesthetically pleasing design that provides for a world-class passenger experience. Most importantly, these new features of an expanded Terminal B should also create additional revenue generating opportunities to continue and sustain the redevelopment of a New LaGuardia.

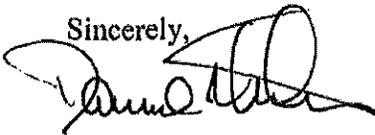
- **People Mover** – With the construction of an Expanded Terminal B and the inclusion of a Great Hall as the central arrival and departure area at the New LaGuardia, the Advisory Panel recommends that the Port Authority work with the CTB bidders to determine how their proposals can accommodate optionality and not preclude the construction of a People Mover within the airport. The People Mover will give passengers the ability to traverse from one side of the airport to the other in a convenient and accessible manner.
- **Future Rail Connection** – As the only airport in the New York City region that is not accessible by rail, the Advisory Panel commends the Governor for his vision in calling for rail access to LaGuardia Airport. While the existing CTB proposal calls for a design not to preclude a future rail link, we recommend that the Port Authority work with the CTB bidders to identify how an expanded Terminal B with a central Great Hall can specifically accommodate a future rail link from Willets Point that would drop passengers off at a central point to facilitate easy access to all terminals.
- **Hotel** – The nearest hotel to LaGuardia Airport is located across the Grand Central Parkway. The Advisory Panel recommends that the Port Authority work with the CTB bidders to identify the location for, and the merits of, a 100 – 200-room hotel either in the area of a new expanded Terminal B and Great Hall or in another area within the airport.
- **Accelerated Project Delivery** – The Advisory Panel recommends that the Port Authority work with the current CTB Bidders to consider various methods to accelerate project delivery of a new expanded Terminal B and Great Hall.
- **Future Growth of LaGuardia Airport** – LaGuardia Airport is the only major airport in the region where passengers are unable to fly to the west coast. Due to an archaic rule established in 1984 by the Port Authority, flights out of the airport are limited to only 1,500 miles. The Advisory Panel recommends that the Port Authority work with the CTB bidders to “future-proof” the airport and address how their construction proposals would accommodate air traffic at the airport in the event the Port Authority should act to lift or modify the existing rule in the future.
- **Cell Phone Lot Waiting area and improved road configuration** – While millions of passengers pass through LaGuardia Airport every year for their first visit to New York, it’s critical that the Port Authority and the New LaGuardia serve as good neighbor to the thousands of people that live in the areas surrounding the airport. Unlike most airports, including JFK and Newark International Airports, LaGuardia does not have an adequate cell phone lot waiting area for individuals waiting to pick up their respective passengers. As a result, cars and vans clog local streets to wait for arriving passengers. The Advisory Panel recommends that the Port Authority work with the CTB Bidders to identify an ideal location for an adequate and accessible Cell Phone Lot Waiting area at the airport. The redevelopment of the airport also presents an opportunity to address the incredibly confusing and inefficient current road configuration for entering and leaving the airport. The Advisory Panel recommends that the Port Authority work with the CTB Bidders to determine a more efficient road configuration that will allow for improved traffic flow, as

well as reduced congestion with the surrounding roadway network, including the Grand Central Parkway.

- **Parking** – The Port Authority is currently constructing a new 1,100-space parking garage on the east end of the airport and a 3,100-space parking garage is currently contemplated with the replacement of the Central Terminal Building. The Advisory Panel recommends that the Port Authority ensure that these two facilities provide for an adequate level of parking at a New LaGuardia and that these new garages be incorporated in the overall architectural treatment of the New LaGuardia to ensure a unified treatment of the entire complex.
- **Marine Air Terminal (MAT)** – Constructed in 1940 with only six gates, the Marine Air Terminal serves a small, but integral role at LaGuardia. However, the Terminal is over 1.5 miles from Terminal B making it incredibly challenging for passengers to reach the other terminals at the airport without traveling by car or bus. The Advisory Panel recommends that the Port Authority conduct a comprehensive study to determine how the MAT can be better integrated into the rest of the airport via a People Mover or some other form of reliable and convenient form of transportation.
- **Architecture Review Panel** – The Advisory Panel believes strongly that a viable master plan for the future is not only comprised of program scope but is bound by world-class architecture. Accordingly, we recommend that an Architecture Review Panel be established to advise the Port Authority and ensure the concept of a unifying architecture with each step that is taken to complete the modernization of a New LaGuardia.

Thank you for your consideration of these recommendations and I look forward to working with both of you in the continued modernization and transformation of LaGuardia and JFK airports.

Sincerely,



Dan Tishman  
Chairman, New York Airport Advisory Panel

CC: Pat Foye, Executive Director of the Port Authority of New York and New Jersey  
Amanda Burden  
Tony Collins  
Jose Gomez-Ibanez  
Queens Borough President Melinda Katz  
Jackie Snyder  
John Zuccotti