

The Port Authority of New York and New Jersey
Public Board Meeting Transcripts
April 24, 2013

[Chair D. Samson] The Annual Meeting of the Port Authority of New York & New Jersey and its subsidiaries is now called to order. In addition, as part of today's proceedings, a special meeting of the Operations Committee may be held to consider certain matters on today's agenda. Earlier today, the Committee on Governance and Ethics met in public session, the Committees on Operations, Capital Planning, Execution and Asset Management, the World Trade Center Redevelopment Subcommittee, and a joint meeting of the Committees of Operations and Finance met in both public and executive session, and the Committees on Security, Finance, and the Nominating Committee met in executive session. Their reports will be filed with the official minutes of today's Board Meeting. The Commissioners also met in executive session prior to today's Board Meeting to discuss matters related to the purchase, sale, or lease of real property or securities where disclosure would affect the value thereof or the public interest, matters in which the release of information could impair a right to receive funds from the United States or other grantor, and to discuss and act upon matters involving public safety and law enforcement. Before we start, I'd like to ask everyone's indulgence for a brief moment of silence to acknowledge the recent tragic events in Boston, Massachusetts, and particularly for those who lost their lives due to this horrible act of terrorism. Thank you.

I'd also like to note, in connection with that tragedy and the events there, that 9 members of our Port Authority Police Department have traveled to Boston to provide support to the first responders there in the immediate aftermath of the attack. They were unable to attend today's meetings as they will be attending funeral services for one of the victims of the attack. Our next order of business is the election of officers. David Steiner, the Chairman of the Audit Committee of the Board, will provide the Audit Committee's annual report. Commissioner Steiner?

[Comm. D. Steiner] As Chair of the Audit Committee, I wish to submit the following report. In accordance with the By-Laws and its Charter, the Chair of the Audit Committee periodically reports on the activities of the Audit Committee. Currently the Audit Committee is comprised of me as Chair, Commissioner Moerdler as Vice-Chair, and Commissioners Lynford and Bagger. Since last April, the Audit Committee met 4 times. Senior Port Authority financial, audit, investigative, governance, and legal staff as well as representatives of the Audit Committee's outside counsel and our independent auditors regularly attend the Audit Committee meetings. Consistent with the Audit Committee's policy that the independent auditors and members of the Audit Committee have direct and unrestricted access to each other, a portion of each meeting is conducted with only outside counsel and the independent auditors present. In September 2012, the Audit Committee reviewed its Charter, and a revised Charter was adopted and subsequently approved by the Board of Commissioners later that month. The Charter provides guidelines that the Audit Committee shall follow in connection with carrying out its responsibilities under the By-Laws of the Port Authority. For your information, the Audit Committee is responsible for the annual retention of the Authority's independent auditors. In December 2011, the Audit Committee, after due deliberation, determined that the auditor rotation was appropriate, and to that end, the Audit Committee retained KPMG LLP as the

Authority's independent auditors for the year ending December 31, 2012. The Committee has reviewed and determined KPMG LLP's performance with respect to 2012 to be satisfactory. The Committee would like to take this opportunity to thank senior staff and its leadership in transitioning to the new independent auditors. Our Committee reviews in detail the Authority's audited financial statements prior to their release to external stakeholders and inclusion in the Comprehensive Annual Financial Report and makes such other inquiries in connection with the audited financial statements as it considers appropriate. The independent auditors have advised the Committee that they encountered no difficulties during the course of their audit, including restrictions on the scope of work or access to required information, and that there were no disagreements with staff in connection with the 2012 statements. In addition, the Committee was pleased to learn that for the 28th consecutive year, the Port Authority was recognized by the Government Finance Officers Association (GFOA) for excellence in governmental accounting and financial reporting in connection with the Port Authority's 2011 Comprehensive Annual Financial Report. The Audit Committee continues to be actively engaged with staff concerning the Port Authority's agency-wide Enterprise Risk Management, known as ERM, which identifies, quantifies, and mitigates various business risks. While there's much more to do to achieve our goals as they relate to ERM, the Committee is pleased with the continuing progress to date and appreciates the efforts of staff in proactively integrating ERM into the agency's business processes. The Audit Committee also oversees the Internal Audit function within the Port Authority. In addition to maintaining Internal Audit's role and reviewing internal controls and ensuring that vendors are not overcharging the Port Authority and that amounts due the Port Authority are properly collected, Internal Audit has focused on business process improvement and identifying savings within the Port Authority. Under the leadership of Robert Sudman, these additional efforts are bearing fruit and resulting in improved efficiencies and the installation of best practices. Bob and his talented team are to be commended on embracing these added responsibilities and the professional manner in which they are executing them. The Audit Committee also worked with the Special Committee of the Board of Commissioners that was formed to conduct a full review of the Authority's past and current governance, management, and financial practices and their advisors to help identify inefficiencies and establish best practices. The Audit Committee continues to work to identify areas for improvement. The Audit Committee also reviews reports prepared by the Office of Inspector General and accounts receivable reports prepared by the Treasury Department. In addition, as Chair of the Audit Committee, I review the expense accounts of the Executive Director and the members of the Board of Commissioners for conformance with established agency expenditure and reimbursement guidelines. The Committee believes that reasonable processes and controls are in place to mitigate business risk, and there is reasonable basis for the Board to have a high level of confidence in the professional and ethical conduct of Port Authority personnel. Lastly, the Committee would like to recognize the talent and commitment of our financial and investigative professionals who, through their hard work and dedication, facilitate the Audit Committee's oversight responsibilities as they relate to the quality and integrity of the Port Authority's framework of internal controls, compliance systems, and accounting, auditing, and financial processes. We welcome the new leadership of Chief Financial Officer Elizabeth McCarthy, who has already become an integral part of the team and contributed to our work, and we look forward to continuing to work with her. As a closing matter, both on behalf of the Audit Committee and personally, I would like to take this opportunity to acknowledge and thank Mike Fabiano for his over 36 years of service to this Authority. Mike has served the Authority

well, and in his years of direct service to the Audit Committee as Comptroller and Chief Financial Officer, Mike has embraced the initiative of this Committee and has been an invaluable partner in our work. His sound judgment, personal integrity, and can-do attitude have been greatly appreciated. We will miss him, and we wish him all the best in his retirement. Thank you, Mr. Chairman.

[Chair D. Samson] Thanks, Commissioner Steiner. Our next order of business is the annual report of the Governance and Ethics Committee. It will be read by its Chairman, Commissioner Schuber.

[Comm. P. Schuber] Thank you, Mr. Chairman. As Chair of the Governance and Ethics Committee, I wish to submit the following report. The Governance and Ethics Committee reports periodically on the activities of the Committee. At the present time, the Committee consists of Commissioners Moerdler, Rosado, Sartor, in addition to myself. Pursuant to Section VIII of the Port Authority's By-Laws and the Governance and Ethics Committee Charter, the Committee has oversight in questions relating to the development of, and compliance with, governance and ethics principles of the Port Authority. The Committee ensures that the Board and staff are familiar with and committed to the ethics principles and programs that have been adopted by the Port Authority and assist the Board in fulfilling its oversight responsibility relating to the Port Authority's compliance with legal and regulatory requirements. During 2012, the Governance and Ethics Committee met 4 times. The Committee reviewed and modified its charter, which is consistent with best corporate practices approaches for governance committees and translates the Committee's responsibilities into an action plan for committee activities that is divided into three broad areas of oversight, including governance, ethics, and compliance. Consistent with the By-Laws and its Charter requirements, the Committee reviewed and discussed ethics policies for commissioners. The Committee discussed matters that included review of legal and regulatory requirements, a discussion on bi-state and corporate trends in governance and ethics, and a discussion of various methods for the review and evaluation of the Board and its committees. The Committee has been kept apprised of the agency's Enterprise Risk Management Program in addition. The Committee also received a report from Inspector General Robert Van Etten and is confident that the Office of Inspector General continues to be independent and free from interference in the conduct of its responsibilities. In accordance with its Charter, the Committee conducted a number of annual reviews, including the review and evaluation of the performance of the Board and its members, the effectiveness of the Board's committees and the Executive Director's performance, as well as a review of the independence and objectivity of the members of the Board and its committees. The Committee is confident that the Board and its committees are operating in an efficient and independent manner and that the Executive Director is effectively managing the operations of the Port Authority consistent with policies established by this Board. The Governance and Ethics Committee is dedicated to working with the Audit Committee to ensure that matters and trends identified in audit reports and the Office of Investigations are addressed in a way that fosters compliance with all legal and regulatory requirements. The Committee believes that reasonable processes and controls are in place to ensure the integrity of staff and the Board, that there is reasonable basis for the Board to have a high level of confidence in the professional and ethical conduct of Port Authority personnel, and that the Port Authority is conducting its business in a manner that ensures public confidence. And that is so submitted, Mr. Chairman.

[Chair D. Samson] Thank you, Commissioner Schuber. Our next order of business pertains to the election of officers, and in accordance with the By-Laws of the Port Authority of New York and New Jersey, Port Authority Trans-Hudson Corporation, Newark Legal and Communications Center Urban Renewal Corporation, and the New York and New Jersey Railroad Corporation, the Nominating Committee met in executive session prior to today's meeting in connection with the annual election of officers. Commissioner Sartor is Chair of the Nominating Committee. May we have your report?

[Comm. A. Sartor] Certainly, Mr. Chairman. I just want to preface my remarks by saying after a contentious half hour meeting— or maybe it was 2 minutes—on behalf of the Nominating Committee for the Port Authority of New York and New Jersey, Port Authority Trans-Hudson Corporation, Newark Legal and Communications Center Urban Renewal Corporation, and the New York and New Jersey Railroad Corporation, I desire to report that at its meeting held earlier today, in accordance with the revision of Article VII of the By-Laws of the Committee, by unanimous action submits the nomination of David Samson for election to the office of Chairman and Scott H. Rechler to the office of Vice-Chairman. For the Port Authority of New York and New Jersey, by unanimous action, the Committee also submits the nominations of Patrick J. Foye as Executive Director, William Baroni as Deputy Executive Director, and Darrell Buchbinder as General Counsel. By unanimous action, the Committee also submits the nomination of Karen E. Eastman as Secretary, Elizabeth M. McCarthy as Chief Financial Officer, Daniel G. McCarron as Comptroller, and Anne Marie Mulligan as Treasurer. In addition, the Committee by unanimous action also submits the nominations of Patrick J. Foye as President and William Baroni as Vice-President and Secretary of the Port Authority Trans-Hudson Corporation. In addition, the Committee by unanimous action submits the nominations of Patrick J. Foye as President and William Baroni as Vice-President and Secretary of the Newark Legal and Communications Center Urban Renewal Corporation. Lastly, the Committee by unanimous action submits the nominations of Patrick J. Foye as President and William Baroni as Vice-President and Secretary of the New York and New Jersey Railroad Corporation. Mr. Chairman, that concludes my report.

[Chair D. Samson] Thanks, Commissioner Sartor. May I get a motion to move these nominations for approval? [Vice-Chair S. Rechler] So moved. [Comm. D. Steiner] Second. [Chair D. Samson] All in favor? [all] Aye. [Chair D. Samson] So moved.

The next matter on the agenda is a proposal for the Board's consideration concerning several actions which would collectively result in a capital investment in excess of \$2 billion at our three bridges that connect Staten Island to New Jersey. The matter will be presented by both the Executive Director and the Deputy Executive Director. But before I turn it over to them for their comments and presentation, I just want to make a note on behalf of the Board that these actions coming today constitute a historic, perhaps a transformational, day for the Port Authority as we announce action on three of our major facilities. As these projects will now be outlined by the Executive Director and the Deputy Executive Director, they are examples of new ways that the Port Authority is doing business. With the Bayonne Bridge project, the Port Authority has designed an innovative structure to save money and to reduce environmental and local impacts. Equally important, the project team has worked with federal and state regulatory agencies to achieve approvals for this complicated project in record time and has targeted its

completion in advance of the opening of the expanded Panama Canal. With the Goethals Bridge, our project team has created an innovative financing arrangement, the first time in the history of the Port Authority on this scale, with private partners allowing us to leverage our capital resources. With strong leadership, the Port Authority is doing business differently, smarter and better. And with that, I would like to turn the presentation over to Bill and Pat.

[Exec. Dir. P. Foye] Commissioners, ladies and gentlemen, while to many today is Wednesday, at the Port Authority today is Bridge Day. Bill and I will discuss a major construction program for the three bridges that link Staten Island and New Jersey and include significant investment, \$2.8 billion in aggregate for these facilities. Today we seek approval of three major initiatives: first, a new Goethals Bridge to be built by means of an innovative financing approach using a public-private partnership; second, a Bayonne Bridge with a higher roadway by means of an innovative engineering approach; and third, a \$24 million investment at the Outerbridge Crossing. All three projects will begin construction this year. The combined projects will create approximately five thousand jobs, more than \$600 million in wages, and more than \$2.5 billion in regional economic activity. This Staten Island-New Jersey Bridges Construction Program represents new ways we are pursuing construction projects at the Port Authority, with engineering ingenuity and speed as well as leveraging expertise and capital from the private sector. We are refocusing the agency on our core mission, investing in regional transportation infrastructure. As we approach the 85th anniversary of the Goethals Bridge and the Outerbridge Crossing, these projects represent an unprecedented and, as the Chairman said, historic investment in our three Staten Island bridges. Two of the three projects, Goethals and Bayonne, are large-scale bridge-building projects. The \$1.5 billion Goethals Bridge Replacement Program is the first true surface transportation public-private partnership in the Northeast. The Bayonne Bridge "Raise the Roadway" Program is a \$1.29 billion engineering feat to increase the bridge's navigational clearance to allow for larger and more efficient and environmentally friendly post-Panamax container ships that pass through the channel. And last but not least, a much-needed pavement replacement project to maintain the Outerbridge Crossing in a state of good repair at a \$24 million total project cost. Let's start with Goethals. Opened in 1928, the Goethals Bridge serves more than 28 million vehicles a year. Located at the center of one of the largest cargo gateways in the nation, the bridge is essential to moving cargo between airports and seaports and regional markets in the New York-New Jersey metropolitan area. This is due to the bridge's many intermodal connections from the region's highways, Newark Airport, railroads and facilities such as the New York Container Terminal on Staten Island. Nearly 85 years old, the bridge is functionally obsolete. With only four narrow lanes, no shoulders or pedestrian walkway, the bridge no longer fits the demands of our region. A replacement bridge increases the capacity of the Goethals and is a far more cost-effective solution than continued spending for repairs to the existing bridge. The public-private partnership approach we are taking, also unique, is something I'll describe further in a moment. Here you see a rendering of the winning design for the Goethals Replacement Program. Since Goethals was one of the first facilities constructed by the Port Authority back in 1928, it seems fitting that we are working to replace this bridge with a state-of-the-art design and innovative bridge technology. The new bridge will be located directly south of the existing bridge, which will be taken down once the replacement bridge is completed. A cable-stayed design is proposed. That involves towers from which cables support the bridge deck without the use of anchorages. The proposed bridge would increase the number of lanes available from four narrow lanes to six wider travel lanes, which will ease

congestion and better accommodate the region's traffic volumes. This design also allows for a future mass transit corridor and restores a pedestrian walkway with access for bicycles. A replacement bridge also allows for new technologies, such as a structural monitoring system to monitor long-term serviceability of the bridge deck, a weight in motion system for tracking overload vehicles, and an intelligent transportation system for traffic monitoring as well as temperature sensors for winter maintenance. More than \$33 billion of regional goods pass over the bridge each year, so it is crucial to provide the greatest infrastructure technology available for the project. Let me talk briefly about the public-private partnership. As stated previously, this is a public-private partnership, PPP or P3, the first true P3 for surface transportation in the Northeast. This P3 involves a 40-year agreement between the selected private sector entity and the Port Authority to design, build, finance, and maintain the bridge. Importantly, the Port Authority will continue to operate the Goethals Bridge and maintain control of the asset and the revenue stream, yet we are able to leverage expertise from the private sector as to how to more cost-effectively construct and maintain the bridge. This P3 approach will save the Port Authority an estimated 10 percent in combined construction and maintenance costs over the life of the agreement when compared with the Port Authority's internal estimate. This approach minimizes public investment as the private developer must put in significant equity and will benefit from low-cost financing from the United States Department of Transportation TIFIA (Transportation Infrastructure Finance and Innovation Act) loan program, as well as tax-exempt Private Activity Bonds. We believe there are appropriate incentives and allocation of risk in this agreement. The Port Authority has ensured that no payments on the construction of the bridge will be made until more than a majority of the construction is completed. The selected developer's proposal also shows a schedule saving of six months when compared to the Port Authority's internal estimate if this project were done in-house. After careful scrutiny and selection, the Port Authority proposes award of a design-build-finance-maintain contract to the NYNJ Link Partnership for the design, construction, financing, and maintenance of the Goethals Bridge along with the approval of various support functions to ensure the Port Authority's implementation of this contract. NYNJ Link is a partnership between two leading infrastructure firms. Macquarie Infrastructure is a global leader in infrastructure and investment. Kiewit is one of the largest construction firms in the world. As we move forward with continued constraints on our resources, we are financing necessary infrastructure and at the same time minimizing the use of public funds and public debt capacity, yet we continue to maintain control of the asset to ensure that operations continue for the good of the region, with the public and our customers continually in mind. It's great that there are children in the Boardroom today because these investments are about the future prosperity of our region. We're leveraging the best of private sector construction expertise and using significant private capital, which will free up PA debt capacity. Construction and related service activities required for the completion of the Goethals Bridge replacement are estimated themselves to result in 5,600 total job years, \$220 million in wages, and \$870 million in economic activity. This means thousands of men and women will be part of this project and can be proud of what they are doing to contribute to the economy of the region. Lastly, let me give thanks, first to Governor Andrew Cuomo and Governor Chris Christie for their leadership on Goethals, Bayonne, and Outerbridge, to the Port Authority team here, from Tunnels and Bridges, Cedrick Fulton, Mike Valletta, Jim Blackmore, Libby McCarthy, our CFO, as well as Jerry Stoughton and Charles Huang in the Office of Financial Analysis, Lillian Valenti in Procurement and her colleagues Laurie Spencer, Tim Pullen, and Mitch Yonkler. Additional thanks goes to Peter Zipf, our Chief Engineer, and our Chief Structural Engineer, Bernie

Yostpille. Now I'll turn it over to Bill to discuss the other important projects to be approved today.

[Dep. Exec. Dir. B. Baroni] Thanks, Pat. I'd like to continue and build on that great Goethals project and present another great large-scale bridge-building Board action today, which includes an award of a contract for the \$1.29 billion Bayonne Bridge Program. As we presented to you and to the public on prior occasions, the "Raise the Roadway" concept for the Bayonne Bridge will increase the bridge's navigational clearance to allow the larger, more efficient, and environmentally friendly post-Panamax container ships through the channel. This will raise the existing clearance to 215 feet from the current 151 feet while preserving the iconic arch. This Bayonne Bridge Program also seeks to maximize opportunities for environmental efficiency. When we have raised this roadway, our ports will be able to welcome the largest, newest, and cleanest ships in the world. Moving forward, the Port of New York and New Jersey will be able to take advantage of the most modern technologies for a cleaner, greener port. The new roadway also allows for wider travel lanes, a full-length 12-foot shared use path for bikes and pedestrians, shoulders on the approaches and main span, and a median. I am pleased to report the Planning phase of the program is complete and final design was completed in less than 18 months, with an estimated soft cost of less than 5 percent of the total project cost. Now I will show you what this innovative construction will look like. The first scene. The Bayonne Bridge existing roadway deck will be replaced at an elevation 64 feet higher to provide an increased air draft. The existing approach structures will be completely replaced. Precast segmental concrete construction will be utilized, with use of a launching gantry for installation efficiency, and the new higher main span roadway deck will be constructed above the existing roadway, utilizing the arch as the gantry crane, meaning we're going to build a new roadway above a roadway that people are using. It is an extraordinary engineering feat for any agency. Members of the Board, this work will commence immediately after the completion of the environmental review process and once the Port Authority obtains the proper permits. In addition, the Port Authority is voluntarily entering into an agreement with the New Jersey Department of Environmental Protection in order to address environmental concerns that have been raised by the federal Environmental Protection Agency and members of the community. Future construction and related service activities required for the completion of this project are estimated to create 2,500 construction jobs, 6,300 total job years, \$380 million in wages, and more than \$1.6 billion in economic activity. This is another extraordinary win for our region, more jobs and renewed infrastructure to maintain the competitiveness of the New York-New Jersey Harbor. This is what the Port Authority does best. Combined with our expedited schedules and low soft costs, this project exemplifies the new ways in which the Port Authority is speeding up necessary infrastructure investment in our region. It is with excitement that I present to you our selected construction firm to raise the Bayonne Bridge Roadway, a joint venture between Skanska Koch Incorporated and Kiewit Construction Company. This firm was the lowest priced bidder. Construction will commence immediately once the environmental review process is complete, which is scheduled for mid-2013. We expect to have the navigational obstruction, the lower roadway, removed by late 2015 and all construction activities complete by mid-2017. And much as my colleague and friend Pat Foye thanked an extraordinary group of people here at the Port Authority for their work on Goethals, much of it shared on Bayonne, I must take a moment to thank Joann Papageorgis, who has been the project manager on this project for the past three years who has done extraordinary work, Mark Chertok,

our outside counsel, who has provided legal advice with our Law Department, Peter Zipf, Cedrick Fulton, Rick Larrabee, and Lillian Valenti and all of their teams for getting us today to this point. And if I might, Mr. Chairman and the Board, this point that we talk about with speed, three years ago there was significant doubt as to whether or not the Port Authority would or could do something about the obstruction at the Bayonne Bridge. Because of the leadership of Governor Christie and Governor Cuomo, we are here today. Governor Christie repeatedly would say we are going to raise the bridge, and today we are going to be able to raise the roadway of the bridge. This is a project, because of its complexity, because of the levels of government that were required, I would be remiss if I did not thank some of our partners in government. Certainly here in New York Senators Schumer and Gillibrand have taken great interest in this project, Senator Bob Menendez, who has essentially become part of the Bayonne team, a day-to-day focus on this project, from construction to focusing on the permitting process, Senator Frank Lautenberg, who has spent years focused on making our port the most competitive, I want to thank him for his tireless efforts, Congressman Albio Sires, Mayor Mark Smith of Bayonne, Assemblyman Alberto Coutinho of Newark have focused their attention on the Bayonne Bridge since the earliest days. And without all of their help, Republicans and Democrats from all across New York and New Jersey, this project, which three years ago people doubted whether or not the Port Authority cared enough to focus on, is now on the verge of being completed. Finally, and certainly not least, in keeping with our commitment to the third bridge linking New Jersey and Staten Island, I want to present a project that is crucial given the future initiatives of the Staten Island Bridges. We must continue to ensure that all of our facilities are in a state of good repair, and the Outerbridge Crossing, named after our first Chairman, Eugenius Outerbridge, constructed in the late 1920s, is in serious need of major pavement replacement. The spans were last repaved in the early 2000s with asphalt pavement, and the toll plaza concrete slabs have not received major rehabilitation since their initial installation. This project at the Outerbridge Crossing provides for the replacement of paved surfaces for the east and westbound spans, toll plaza, and approach roadways. We must work to mitigate any traffic concerns due to construction at the Goethals and Bayonne, and as a precaution to that, it is critical that we move forward with the Outerbridge project at this time. Construction, which will begin this year, as Pat mentioned, with Goethals and Bayonne, which will take up to 30 months, is anticipated to begin this year, concluded by the end of 2015 at a total cost of \$23.5 million. Today we'd like to award a contract to the Crisdel Group for this scope of work for \$15.3 with extra work. Future construction and related service activities required for this project are estimated to result in 120 job years, \$3 million in wages, and \$39 million in economic activity. These three projects represent crucial investments in our region that demands it. We are working expeditiously to replace or upgrade facilities, some of which are more than 80 years old. And for the millions of commuters and billions of dollars in goods that flow through the Staten Island bridges, we hope that this experience will be better, increased capacity, innovative technologies, and innovative financing solutions. For an agency that has done extraordinary things, these projects will help our commuters, our port, and our neighborhoods. Thank you, Chairman.

[Chair D. Samson] Thanks, Bill. As I said before, this is what we all consider a historic day for the agency. These three projects, individually and taken as a whole, present vivid examples of how the agency can and must work in the future. In the past, the Port Authority has been criticized for being stuck in time in old ways of doing business and being too insular and

uncooperative on significant projects. Sometimes those criticisms were justified. But as I've said repeatedly, this Authority is the finest planning and engineering agency in the world, and these three projects demonstrate what can be accomplished with strong leadership, as Bill and Pat said, in this case through Governors Christie and Cuomo, and through cooperative efforts with other public agencies and the private sector. These projects, moreover, are examples of the Port Authority's return to our core mission, investment in transportation infrastructure and driving economic development and job creation. Obviously, as both Bill and Pat have indicated, these projects will create employment, new jobs, in and of themselves. But more importantly, they allow the Port Authority, or our ports in particular, to remain competitive and to increase the efficiency of moving goods across the rivers. I want to thank in particular Joann Papageorgis and her team on the Bayonne Bridge project for amazing work on a complicated project in working with federal and state agencies for all the necessary approvals. I want to recognize the project team on the Goethals Bridge Replacement project in developing a creative financing model, which will be followed, hopefully, on future projects by this Authority. And at the end, these projects demonstrate what all of us here know, and that is the Port Authority is moving forward. And now I understand we have some speakers on this item, the first of whom is Jerry Keenan of the New Jersey Alliance.

[J. Keenan] Good afternoon, everyone. I want to say thank you for the opportunity to speak here. This is really a fantastic day in the history of the New York-New Jersey region and, frankly, for the entire East Coast. I want to congratulate everyone here on the Board for moving forward on this. This is a day that our children and someone mentioned the children will read about this in history books one day. I've always looked at this as this is something when back in the early 1900s when they built the George Washington Bridge and the Lincoln Tunnel and the Holland Tunnel and all of these bridges, when are we going to do what we need to do for our grandchildren and our children? So this is a great step toward that. I want to congratulate everyone from not only the Board but the Engineering Department staff, Peter Zipf, everyone involved all the way through for a great job. This is something that not only is going to be a great short-term investment for the region but is going to make the entire region much stronger for many, many years to come. Anyone who has driven along those bridges, there's no doubt that this is something that has been a long time in coming, although it's not always easy to do that. So once again I want to say congratulations to everyone in this room, and we're looking forward to seeing construction begin, and I'd just like to say bravo.

[applauds]

[Chair D. Samson] Thank you. Our next speaker is Richard Anderson of the New York Building Congress.

[R. Anderson] Mr. Chairman, Mr. Vice-Chairman, members of the Board, you would expect a building organization to be pleased with an action like this one and indeed we are. This is momentous, but it's particularly important for two reasons that I wanted to emphasize. One is the bi-state economy is the largest metropolitan economy in the world, and these kinds of investments, as you've pointed out, leverage this economy so effectively. And we can't make light of that. It's not just the direct construction jobs; it's what it means for the economic future. We need more bi-state investment, not less. And the second is the precedent you're taking

with the Goethals Bridge. You're launching a public-private partnership, the first in the Northeast, and this needs to be emulated. Mr. Chairman, you mentioned the landmark work the Port Authority has done over the years. This is another landmark step, and we congratulate you for that and hope that your colleagues in the other organization and particularly in the two state legislatures will authorize public-private partnerships going forward. Thank you very much.

[Chair D. Samson] Thank you. Our next speaker is Joseph Curto of the New York Shipping Association.

[J. Curto] Good afternoon, Mr. Chairman, Commissioners, Mr. Foye, Mr. Baroni, Admiral Larrabee, assembled staff, guests, and members of the press. My name is Joseph Curto. I'm currently the president of the New York Shipping Association. First I'd like to publicly applaud the effort and extraordinary work that the Port Authority has performed on the Bayonne Bridge project. I'm not an engineer, but I can appreciate the complications and enormity of a project of this nature. Also I'd like to thank the Port Authority for recognizing there was a critical time element involved for completing this project or at least having it well under way to coincide with the widening of the canal. I was pleased to hear today that that would be the case. We believe the raised bridge will be a key element in keeping our port competitive when the widened canal will permit larger ships to travel to the East Coast of the United States from Asia. We would very much like to see those ships here. As you heard earlier from Mr. Foye and Mr. Baroni, the larger, more modern post-Panamax ships represent a more efficient and environmentally friendly way to move cargo along the supply chain from the point of origin to the point of destination. During the past decade, billions of dollars have been invested in this port to prepare it for the future. Public-private cooperation and investment has led to modernized and reconstructed facilities, new equipment, new technology, and deep water channels and berths. Recently the New York Shipping Association completed negotiations on a new 6-year labor contract with the International Longshoremen's Association. We believe history will view this agreement as a turning point in the port's evolution because it provides the will and the means to address many of the issues which have negatively affected the port's competitiveness and efficiency. The last piece of the puzzle is the Bayonne Bridge. Once this project is complete, we will have in place all the tools necessary to guarantee the continued success of this thing that we call the Port of New York. A healthy port is the key to a prosperous regional economy. Thank you for allowing me to make these remarks.

[Chair D. Samson] Thank you. Our next speaker is John Nardi of the New York Shipping Association.

[J. Nardi] Mr. Chairman, Mr. Foye, Admiral Larrabee, Mr. Baroni, I come from the private sector, joining the New York Shipping Association, and I can tell you that around the world the Port of New York by shipping companies and companies who look at their infrastructure chains, they sort of look down at the Port of New York because of the Bayonne Bridge and some of the comments that were made that the port was stuck in a rut of the past. I just wanted to come up and say that this will tell the rest of the world that New York is back in business, that New York is going to be the most efficient, most competitive port there is, and that everybody in this room will benefit in the future. Thank you.

[Chair D. Samson] Thank you very much. Our last speaker on this issue is Phil Beachem of the New Jersey Alliance for Action.

[P. Beachem] Good afternoon, Mr. Chairman, members of the Board. I'm Phil Beachem, president of the Alliance for Action. For 39 years this organization has acted as an infrastructure advocacy group within the New Jersey state and within the region, both nonprofit and nonpartisan. I've been with the alliance 25 years. This action that you are taking here today, in my opinion, is the most transformational and historic action that any agency in the region has taken. Anyone driving over any of these bridges knows firsthand how bad they are. Knowing how bad they are and implementing a solution is sometimes few and far between. I want to commend Governor Christie and Governor Cuomo, I want to commend this Board, and I particularly want to commend the excellent staff of the Port Authority. I've been in public meetings on discussions on each of these issues over many, many years, and I know how dedicated your staff has been at trying to work on a solution, and I want to commend all involved on behalf of the New Jersey Alliance for Action. Thank you.

[Chair D. Samson] Thanks very much. May I have a motion to move these three projects forward for approval? [Comm. J. Moerdler] So moved. [Comm. A. Sartor] Second. [Chair D. Samson] All in favor? [all] Aye. [Chair D. Samson] So moved. [applause]

[Chair D. Samson] Now, after that happy and joyous vote, on a somber note it's with great sadness, personal and professional sadness, that I report on the recent loss of Port Authority Commissioner Sidney Holmes III, who passed away last week. I know that my colleagues on the Board will agree when I say that Commissioner Holmes will be sorely missed. He was a fine attorney who served on this Board with grace and passion, and, more importantly, he was a fine man. I want to offer a memorial tribute for the Board's consideration in recognition of Sid's service to the agency and the bi-state region. Sid's fiancé, MaryAnn Liberatore, is present today, and on behalf of the Board and personally, I want to extend our condolences and our great sympathy. Memorial tribute to the Honorable H. Sidney Holmes III. It is with profound sadness that we mark the recent passing of our colleague, H. Sidney Holmes III, on April 15, 2013. And the resolution reads this way: Whereas, from his appointment by New York Governor David Paterson in 2008 through his current service on the Board of Commissioners of the Port Authority of New York and New Jersey, the Honorable H. Sidney Holmes III gave tirelessly of his time, talent, and experience in furtherance of the agency's mission; and Whereas, during his tenure on the Board, H. Sidney Holmes brought to bear the full breadth of his vast experience and expertise in public finance and economic development in furtherance of the goals and mission of the Port Authority; Whereas, Sid Holmes served with great pride as a member of the Board of Commissioners during one of the most ambitious periods in the agency's history, with major capital construction projects undertaken at the airports, seaports, PATH, and the World Trade Center site; and Whereas, during his years on the Board, Sid Holmes served with great distinction as a member of the Committees on Finance, Operations, Audit, Security, Governance and Ethics, and the World Trade Center Redevelopment Subcommittee and as Chairman of the former Committee on Capital Programs/Agency Planning; and Whereas, as Chairman of the Committee on Capital Programs/Agency Planning, Sid Holmes was dedicated to the agency's capital planning process, whereby he contributed to stimulating and guiding an ambitious long-term transportation investment plan to maximize the region's economic opportunities,

productivity, and quality of life and provide for further security enhancements, modernization of the PATH system, and the continued redevelopment of the World Trade Center site; and Whereas, Sid Holmes was an advocate for the agency's minority, women, and small business enterprise programs that provide for an increase in recruitment of certified firms, the funding of training and development programs and creative loan and technical assistance programs, thereby ensuring that the Port Authority maintains its position as a leader in providing business and job opportunity to minority, women, and small business firms; and Whereas, Sid Holmes was committed to the agency's mission of building and maintaining transportation infrastructure for the region and was instrumental in the advancement of numerous security initiatives to ensure the safety and security of the agency's facilities so that the public and commerce may have the benefit of dependable, trustworthy passage throughout the region; Now, therefore be it Resolved, that the Commissioners of the Port Authority of New York and New Jersey express their deepest sorrow at the passing of Sid Holmes; and it is further Resolved, that the Board of Commissioners hereby directs that this resolution be suitably engraved and presented to the family of Sid Holmes as a token of the high esteem in which he was held by his colleagues on the Board and by the staff of the Port Authority of New York and New Jersey.

May I have a motion to move this item? [Comm.] So moved. [Chair D. Samson] Second? [Comm.] Second. [Chair D. Samson] All in favor? [all] Aye. [Chair D. Samson] So moved. MaryAnn?

[M. Liberatore] Thank you so much. Can I just say one thing? It's my opinion that the Port Authority was Sid's favorite board. And you have no idea how much this means to me. I really, truly thank you. Thank you. [applause]

[Chair D. Samson] I'd like to now call on Commissioner Rubin to pay tribute to John Drobny, the former Director of our Security Transition Office and Acting Director of Security for the World Trade Center. John recently retired from the Port Authority after nearly 45 years of service. Commissioner Rubin?

[Comm. J. Rubin] Yes. I'd like to offer the following resolution for the Board's consideration. Whereas, from the time he joined the Port Authority in 1969 as a Professional Trainee until the time of his retirement as Director of the Security Transition Office and Acting Director of Security for the World Trade Center, John J. Drobny has served with great distinction for nearly 45 years as Assistant General Superintendent of PATH, Assistant Director of the Interstate Transportation Department, Acting Director of Technology Services, among others; Whereas, John Drobny has been a strong leader, bringing thoughtful and innovative solutions to complex business issues, including the management of the agency's Capital Security Program and various security initiatives for the redevelopment of the World Trade Center; and Whereas, John J. Drobny was responsible for oversight of the development and execution of the innovative Intelligent Transportation System at the agency's tunnels, bridges, and terminal facilities and management of a multimillion dollar Bridge Painting Program which rehabilitated the iconic George Washington Bridge; and Whereas, in keeping with the agency's continuing tradition of excellence and achievement, John Drobny was awarded the Individual Exceptional Service Award for his extraordinary level of service following the events of September 11, the Robert F. Wagner Distinguished Public Service Award in 2004 for his service to the agency,

and the James G. Hellmuth Unit Citation Award in 2004 for the Tunnels, Bridges and Terminals Hazard Mitigation FEMA Grant Project which secured more than \$100 million of federal funding for the agency; and Now, therefore, be it Resolved, that the Commissioners of the Port Authority of New York and New Jersey hereby express to John J. Drobny their sincere appreciation for his service to the agency and the region it serves; and it is further Resolved, that the Board of Commissioners hereby directs that this resolution be suitably engraved and presented to John J. Drobny as a token of the high esteem in which he is held by the Board and staff alike. [Chair D. Samson] John, thank you so much. [applause] [Chair D. Samson] John, thank you for your dedicated service. Thank you for your personal assistance for my entry here and all your focus on security, and best of luck in retirement. [J. Drobny] Thank you very much.

[Chair D. Samson] Thank you. Can I have— [applause] Can I have a motion to move this? [Comm.] So moved. [Comm.] Second. [Chair D. Samson] All in favor? [all] Aye. [Chair D. Samson] So moved.

We will now provide an opportunity for members of the public to comment on other Port Authority matters. This public comment period, which is limited to 30 minutes in total, provides an opportunity for members of the public to present their views directly to the Board but does not provide for a dialogue. Members of the public wishing to discuss a specific matter with the Port Authority staff are advised to contact our Public Affairs Department. Speakers are asked to comply with the fixed time limit of three minutes. The first speaker is Margaret Donovan.

[M. Donovan] Good afternoon. We were startled last month when the incorrigible Murray suddenly turned and started lecturing us. But his remarks served a purpose beyond bringing a smile to Chairman Samson's face because it showed us that someone can sit here month after month and not understand a word we say. But isn't that the point of giving speakers only three minutes to shed light on complex issues? Over and over we have heard well prepared statements delivered minutes before you vote on a matter that represents millions of the public's dollars, but your minds are made up before you hear a word, and you don't even pretend to take the statements into consideration. How is that for a best practice with other people's time and money? Those who fight corruption and claim to champion public integrity should note that public hearings that are an exercise in futility do far more damage to the public good than some loser bribing his way into a mayoral primary ever could. Murray thinks that we are making too much of past mistakes and that, anyway, you are not the ones who made them. But abuses of power are not mistakes, and as long as you are using the same old playbook, hiding behind closed doors, pandering to a political agenda, the public should expect no better results. And neither should you. And neither should the governors. Murray believes you are making difficult economic choices, but you could never get away with developing the new Hudson Yards the way you are developing Ground Zero, stacking the buildings with government workers, leasing a million square feet for 50 cents on the dollar after giving Durst the same bargain, and most recently giving away eight acres of this precious public holding in exchange for a \$200 million plot that the public already owns. But the biggest mistake our friend Murray made was in what he thinks brings people to New York. The last thing they are looking for at our generation's Lexington and Concord is another theme park. But that is what they will get, from the glitzy observation deck where people would pay double for a chance to stand on the roof to the so-

called campus that has no place for something as powerfully honest and noble as the Koenig Sphere and its eternal flame. Minoru Yamasaki famously said that, "The World Trade Center buildings "had a bigger purpose than just to provide room for tenants." But not anymore. Now it's all about providing room for tenants. And still they don't come because people are attracted by authenticity, not hype. You take pains to assure that the base of the spire be plumb because of how everything will rest upon it but ignore how that same principle applies to life. You may think that there is plenty of room under the 16-acre rug to keep sweeping the dirt and all will be well, but it doesn't work that way, and you should be smart enough to know it. Thank you. [Chair D. Samson] Thank you. Our next speaker is Michael O'Brien.

[M. O'Brien] Good afternoon, members of the Board and Mr. Foye. I am Police Officer Michael O'Brien. I have presently been suspended for the last four years, and I've come in front of the Board to simply ask when myself and my fellow officers who have been suspended, some of them up to seven years, are going to get an arbitration. I thank the Board for their time.

[Chair D. Samson] Thank you. Our next speaker is Deborah O'Brien.

[D. O'Brien] Good afternoon. My name is Deborah O'Brien. I am the wife of Port Authority Police Officer Michael O'Brien, who has been suspended without pay for the past four years. The Port Authority is contractually obligated to give him an arbitration hearing, and I'd like to know when.

[Chair D. Samson] Our next speaker is Jackson Scott.

[J. Scott] Good afternoon, members of the Board. I am Jackson Scott, an aviation enthusiast in middle school who would like to help save the former Pan Am Worldport, now simply known as Terminal 3, at JFK International Airport. This matter is important to me because this building means a lot to me. It is where I first flew without an adult, and it is where I go every February. It once cradled America's premier international air carrier. It helped harvest my love for aviation. When it was first completed in 1960, it was widely positive. Photo spreads in Life and Vogue magazines and enthusiastic write-ups in Time and local newspapers added to the general excitement. The building's functional innovations like the doorless air current entrance and mechanized baggage system echoed the envelope-pushing new aircraft it would serve. It was revolutionary for its time, but now we have let it hit an all-time low. Tarps hang from the ceiling like diapers to help eliminate leaks. How could we let this iconic building, which was the cradle of a once proud, strong, and important US carrier, fall in such a state of disrepair? Sadly, many people, including the Port Authority and Delta Airlines, fail to see the beauty and opportunity that lies within this building. They only see the bad things. To think we would get back only a minimal space of tarmac and pave over one of the symbols of Kennedy International Airport is extremely saddening. This terminal has too much historical value to become a parking lot. It symbolizes the Golden Age of air travel. Restoring and renovating the terminal can draw a huge crowd to the terminal, making revenue for Delta and the Port Authority. There can be many uses for the terminal. If we demolish the rear fan extension added in 1970 and keep the rotunda or umbrella terminal building, we'll call it the UTB for short, we can gain tarmac space while keeping an iconic building. There are many possible uses for the UTB. A connector between the UTB and T4 can be built, making the UTB a connector midpoint between T2 and T4. The UTB

can also be turned into a premium Delta Sky Club. Another use for the UTB can be to make it into a museum. It can showcase Pan Am, JFK, and Delta Airlines history if it is used as a connector midpoint. It can be turned into an observation area, with an observation deck set up on the roof. We can turn this terminal into a great thing for the public. When JetBlue Airways built its Terminal 5, they encircled and preserved the iconic Terminal 5/TWA Flight Center head house. Why can't the same be done with the Worldport? Grand Central Station managed to be saved when it was to be torn down, but preservationists managed to save it. Why not the same with the Worldport? It may be worth remembering the fate of New York's original McKim, Meade, and White designed Penn Station, which was torn down just three years after Pan Am's Worldport was opened. New Yorkers realized after the fact that once gone, an architectural treasure would not be coming back.

[applause]

[Chair D. Samson] Thank you. Our next speaker is Neile Weissman. [N. Weissman] I hate to follow that one.

[laughter]

[N. Weissman] Chairman Samson, Board members, first I want to commend the Authority for the attention and resources you have committed to improving bicycle and pedestrian access across the George Washington Bridge. It is no small gesture, and it is very much appreciated. So thank you. Second, I wish to comment on best current thinking on implementation. With the south path closing to facilitate recabling next year, the plan is to make immediate improvements to the north, replacing steps with ramps and widening access around the towers. Three years later, a refurbished south path will be pressed into service while the north gets done. Thereafter, keep both sides open, one for pedestrians, the other for cyclists. But for the upcoming decade, we would continue to share a single 8-foot path. Problem, respectfully: Per guidance from American Association of State Highway and Transportation Officials, the minimum for a 2-way shared use path is 10 feet, with up to 14 applicable for areas of high use. In very rare circumstances, 8 feet may be used where bike traffic will be low, pedestrian use occasional and/or if limited to short distances around physical constraints. Then in 2022 and for the rest of the century when both paths come online, the GWB will functionally twin the Manhattan Bridge, which hosts a million bike trips per year, that capacity supplemented by the Williamsburg and Brooklyn. Problem: With less than 1 percent of the area trips done by bike, the GWB already hosts half a million bike trips a year, and by Port Authority's own count, that use is on track to double in five years, meaning by 2018 we will already achieve Manhattan Bridge levels. And while it won't compound forever, if we stabilize at six percent as in Portland, that's six million annual trips; if we hit Berlin at 13 percent, that's 13 million; Copenhagen, 36 million. Understanding that the Authority receives no tax dollars, it nonetheless partners with states on projects of mutual interest. And since the MPOs are projecting \$2 billion in new bike/ped infrastructure through 2035, including a major facility linking Hudson, Edgewater, and Fort Lee, it is incumbent we ask you to leverage your investment, recognizing the bridge is a linchpin in constituent infrastructure and its role in whether those investments will succeed in their aspirations. Point of reference: The new Tappan Zee connecting 1.3 million residents in Rockland and Westchester will include a 16-foot path costing \$300 million. When the Authority assumed control of region

airports in the '40s, air traffic was three percent what it is today. When the GWB opened in '31, five and a half million cars came over. Today it is 20 times that. In each case the Authority had the vision to provide infrastructure that would beacon exponential growth. In cyclists you have a fast-growing constituency fully motivated to lobby for just such a vision, and over the next decade when the paths are torn out and rebuilt, there will never be a better, more convenient, timely, or less expensive opportunity. Thank you. [Chair D. Samson] Thank you. Our next speaker is Richard Hughes.

[R. Hughes] Good afternoon, Commissioners. It's wonderful to hear about your new projects, about the bridges. This is great. They're needed. They're necessary. This is what the Port Authority does best. It's what you're supposed to do. And we at the Twin Towers Alliance are all for it because we're citizens of the region, and you help make this region better when you do these things. But here's my question, and perhaps at some point you'll be willing to answer it for us. How are you going to pay for all of this? How are you going to pay for all of these projects? Where is the money going to come from? We know, for instance, that you've gone through \$7.5 billion at the World Trade Center site, money that you didn't have to spend. And now you're going to spend billions of dollars for the bridges, and you're going to spend \$700 million to repair the George Washington Bridge? And you have to do something with the airports. JFK and LaGuardia are a disgrace. They're among the worst airports in the world. And this is supposed to be the greatest city in the world. So where is the money going to come from? We've asked for nearly two years. We've been asking for Larry Silverstein's investment financials at Ground Zero from the Port Authority. Every month we ask and every month we get the same reply: "Well, you'll have to wait." How long does the public have to wait to know how its money has been spent and wasted and how we are going to pay for things that we really need, like the bridges you've talked about and like the airport renovations? Where is the money going to come from? That's the big question. And I hope some of the press will finally ask the question, ask the question and force you to answer it. Where is the money going to come from? Larry Silverstein was paid \$4.5 billion by the insurance companies. How much money does he have at stake at Ground Zero? As far as we can tell, little or nothing. Yet he has \$10 billion in projects in the pipeline all over the world, from Warsaw to Disney World to China. But where is his money where it should be, at Ground Zero? Why isn't it there? And why isn't the Port Authority forcing him to put his money there so that the Port Authority can put its money where it needs to be, in the bridges, in the tunnels, in the airports? Why? We keep asking and asking and asking. We keep stating the obvious. Larry Silverstein was obligated under his contract with you to rebuild the Twin Towers on his own dime and to pay for the cleanup on his own dime, yet New Yorkers spent \$700 million for the cleanup, and you've gone through \$7.5 billion to try to develop the site. Where is the money going to come from? That question is going to have to be answered sooner than later. Thank you.

[Chair D. Samson] Thank you. Our next speaker is Assefash Makonnen.

[A. Makonnen] Good afternoon. My name is Assefash Makonnen. I'm here on behalf of Transportation Alternatives. I'm here today in support of the Port Authority's efforts to improve bike and pedestrian access and safety on its main assets. I'm speaking on behalf of our Executive Director Paul Steely White. In the past, we have worked with the Port Authority to improve cycling and walking conditions on the George Washington and Bayonne Bridges, key networks

for many commuters between New York and New Jersey, Manhattan's Hudson River Greenway being the most heavily used bike path in the country. Furthermore, Palisades, Piermont, Nyack, and Bear Mountain State have become increasingly sought out destinations for cyclists due to the convenience of Route 9 West and River Road, which are accessed via the George Washington Bridge. A 2013 New Jersey Department of Transportation study found that bicyclists accounted for about 50 percent of weekend traffic on parts of the 9 West highway. On the Bayonne Bridge, TA's work has been spearheaded primarily by the volunteer-driven Harbor Ring Committee, from whom I also have testimony. We are hoping to continue to work with the Port Authority to identify ideal routes and propose improved connections for cyclists from the Staten Island Ferry to the bridge and on the New Jersey side from the bridge to the southern end of the Hudson River Walkway. With help from our colleagues at the Port Authority, we have been able to mobilize community associations, municipal officials, businesses, and other parties to invest their time and interest in improved bike and pedestrian access to the George Washington and Bayonne Bridges, and we at Transportation Alternatives hope to continue the progress that we've made. We continue to appreciate and thank the Port Authority for its dedication to a safe and accessible New York and New Jersey for all, and thank you to the Board for the opportunity to testify on behalf of Paul Steely White and Transportation Alternatives. And I would like to submit these as well. Thank you.

[Chair D. Samson] Thank you. Our next speaker is Anthony Stramaglia.

[A. Stramaglia] Thank you, Mr. Chairman. Good afternoon, Commissioners, Directors, and members of the staff and public. I would also like to thank Jackson Scott, whom you just heard, and his family for taking some time off from school and work to come here in support of something he really believes in. We were thrilled when he approached us about speaking before you in support of saving the historic JFK Terminal 3, but we weren't surprised. You see, the admiration for this historic and iconic symbol of air travel knows no boundaries. Our campaign has inspired thousands of people of all ages from 59 countries across the globe so far. So many of them are young people like Jackson who understand and value the history, the culture, and the artistry this iconic terminal embodies. Actually, I would be wrong if I said our campaign took all the credit. I believe the very history, culture, and artistry this terminal embodies, these qualities themselves speak volumes. How appropriate that the very countries this terminal once served and continues to serve now come to its rescue. Many people from these countries are surprised to learn that here in the US we tear down so many historically important buildings simply to make room for something so much more mundane. They're even more upset when they hear that in the case of Terminal 3 we're making room for, well, a parking lot. Imagine Rome without the Colosseum, Greece without the Acropolis, or Egypt without the pyramids. It is just as difficult to imagine John F. Kennedy International without that magnificent umbrella adorning the southern corner of the airfield. The famous flying saucer has character. I think about how many kids must turn to their moms or dads as the car rounds past that soaring roof and they cry out in wonder, "Whoa, what is that?" I can tell you I remember it well because that was my reaction seeing that massive roof back in 1981, and I could never forget it. We've noticed a strange thing has been happening as May 24th draws closer. Folks have been writing us to tell us they're desperately trying to squeeze in that last trip flying into or out of Terminal 3 just so they can take another look at it. They're asking us if we know if it will be open past June or July or if there's any chance at all to save it so that their kids can see it someday because it meant so much to

them when they were kids. If there's this much interest in visiting the terminal now in its waning days, imagine the interest it will create if word spreads that it has been saved and will be restored and open once again to the public. And speaking of interest, I understand we have quite a few of our campaign supporters here. I'd like those folks to please stand up and show your support. Thank you. We once again ask you to please consider saving this important historic landmark so that young people like Jackson can continue to learn from its history, study its architecture and workmanship, and simply enjoy it as a work of art. And perhaps he can someday take his kids to see it and proudly say to them, "Look. Can you believe they wanted to tear this down?" "But we helped save it." Thank you.

[Chair D. Samson] Thank you. [applause] Our next speaker is Patricia A. Lewis.

[P. Lewis] Hello. My name is Patricia Lewis. I have been a crew member with Delta Airlines and Pan American World Airways for more than 25 years, and I thank you very much for giving all of us the opportunity to speak with you today. I just learned of this hearing this morning while reading my email, so I will not be as eloquent a speaker as Jackson Scott here, who I just think is absolutely adorable, and the last gentleman who just spoke. We really appreciate your support in this effort. Thirty-five years ago, the United States airline industry was deregulated, which was one of the most admired and best run industries in the United States of America and the entire world. In 1978, over the objections of nearly every airline CEO in the United States, who were predicting a financial bloodbath, a small group of lobbyists and deregulation zealots managed to deregulate the United States airline industry. One of the best quotes of the day came from American Airlines Chairman Robert Crandall, who was the Senior Vice President of Marketing at the time. And because Jackson is here, I'm not going to quote him exactly [laughter], but he said, "You f-ing academic pinheads." "You don't know—" expletive deleted. "You cannot regulate this industry. You are going to wreck it." They did, and in the 35 years since then, every major airline in the United States has filed Chapter 11 bankruptcy. I'm not going to bore you with how much joy they've sucked out of the industry; I'm just going to tell you about the condition of the airport. There were problems with regulation, but at least it was transparent and there was accountability for the flying public and for people who worked in the airline industry. The deregulation of the airline industry was the equivalent of using a hand grenade to clean an oven, and the reason I'm here today is to beg you not to let some of these same lobbyists use a hand grenade to destroy the Pan Am Worldport. There was a great deal of intelligent design that went into the JFK Worldport. Charles Lindbergh and Juan Trippe were involved in the design of this terminal. It's a very beautiful terminal. If you would like an expert opinion on the design of the terminal, David Rockwell, who has been involved with the JetBlue Terminal and several airports in Asia as well as the W Hotels, said that the Pan Am Worldport is as deserving as the Grand Central Terminal and the TWA Terminal of preservation. And he said if we destroy it, 50 years from now people will say, "What were we thinking?" Terminal 4 is worse than most Third World airports, and here is just one last picture of the beauty of the terminal. But it's a beautiful rotunda, it's very, very spacious, and what's most intelligent about it is from a security point of view. I drew a diagram. I hope I have it. Dark. Right here. This is where you go through at Terminal 3. There's 6 points of entry. So if you have a terrorist attack here, here, or here, you can still go through the beginning of the rotunda, you can go through here, go through here, go through here, go through here. At Terminal 4 you all get railroaded like a bunch of mice into one big area that looks like Ellis Island, then you go downstairs through one

security checkpoint and you've got five lines of people, a thousand people, hundreds of people all jammed into one small space. It is not intelligent design, and my question is, would someone from the Port Authority be willing to speak with our smart 6th grader here and a delegation of Pan Am preservationists as well as an engineer from the Port Authority? Thank you so much.

[Chair D. Samson] Thank you. Our next speaker is Michael Frost.

[P. Lewis] Is that a yes, that there would be somebody from the Port Authority?

[Chair D. Samson] It was a thank you.

[P. Lewis] Oh. [applause]

[M. Frost] Good afternoon, Chairman Samson and distinguished members of the Board. Let me first thank you for the opportunity to be heard today. Less than a month from now, as you've been hearing from several other people here today, the Pan Am Worldport will stand empty. If Delta has their way, not long after that we're going to lose an important piece of aviation and architectural history. We've been here before, okay? The tale of two train stations, as Jackson Scott pointed out to you. Three years after the Worldport is built, we lost Penn Station. We learned our lesson, and a few years later we saved Grand Central Terminal. And those of us that commute via the Long Island Railroad and Metro-North can tell you the differences in the two experiences coming into New York City. Prior to this, we had the Tribune Building, we had the Singer Building. After the loss of the Singer Building in 1967, we have not lost a single skyscraper of first ranked significance in this city. Why? Because in 1967 we learned our lesson. In 1992, Greater Pittsburgh International Airport built a brand new, modern terminal. Their original art deco terminal, state-of-the-art from the 1950s, was demolished. To this day, if you go to Pittsburgh you'll hear from Allegheny County, from the city of Pittsburgh, you'll hear from the preservationists what a sad loss that was. They couldn't preserve it even as a museum. I'm not here today only as an employee of an airline but also as a user of Kennedy Airport and a self-proclaimed aviation buff who grew up in that airport and for much of my life grew up in that terminal. I was going to go over a lot of the glory of the terminal, why it's significant, but I think Jackson covered that for me. Thank you, Jackson. [applauds] We lost the original National Airlines Sundrome designed by IM Pei, who also designed the Louvre. We lost the Robert Sowers designed stained glass mural in the original American Airlines Terminal that was the largest in the world when it was unveiled. And we almost lost the Eero Saarinen designed TWA Terminal. The Port Authority had the vision to work with JetBlue and save that piece of aviation history. Please show that same vision today. Modern, efficient terminals are good, they're important. I work for an airline. We need these things. But history must be preserved. The rest of the world, the great cities preserve their history. Why in the greatest city in the world do we not do this? Delta by its own drawings has said they're going to replace this magnificent piece of history with a parking area that will contain less hardstands than they currently have gates in the terminal. This is efficient? The only reason this terminal is not being preserved by Delta is they do not want to spend the money. Shame on a company who made \$8.5 billion last quarter for not wanting to spend the money to save this terminal, and shame on you if you let this happen. Thank you. [applause]

[Chair D. Samson] Thank you. And our last speaker is Murray Bodin.

[M. Bodin] My presentation today was going to be directed primarily to Margaret and Richard. They know about it because I spoke to them about it before. I ask if you've seen this on a construction site. This is the red flag that those flaggers all wave. It's been illegal for 10 years. For 10 years they have not been permitted to use it, but they still use it, and the question is why? Because nobody can stop them. What they're supposed to use: Stop/Slow paddles. That's what's required. And it's often used but not all the time. But what's interesting about this Stop/Slow paddle is the letters. This is the only sign in the United States where the letters are distorted. They're longer than they should be. Why? Because somebody made a mistake and it was never corrected. What they should look like: this is what we have now. This is what has been adopted by the European Union, a standard size letter. There are no more local Alto or Halt or any of the strange letters. They all have standard letters. Why can't we do it? A mistake was made and we haven't figured out to correct it. I've asked—I've asked you to help me. You have organizations. Rich told me this morning just before we spoke that he has trouble following where the signs go. The same errors that you see over there are being repeated here. People are being confused unnecessarily. I need your help and your help and the help of your organizations to avoid 10,000-20,000 accidents across the United States, to save 3,000 or more lives across the United States by just making these things clearer. I need your help, Jackson needs your help because it's for him and my grandson and that generation that's going to have less accidents. Peter, that's you, right? I'd like to meet with you and sit down and figure out how the Port Authority can be as much of a leader as they have with these three bridges, which are excellent, in beginning the transition and showing the rest of the country the right way to do it. We don't need any new laws. There's a couple mistakes that have to be corrected, but correcting mistakes is quite easy. All it takes—thank you—all it takes is your decision, and the cost is minimal. You can avoid tens of thousands of accidents, you can save thousands of lives, and you can save a lot of money. Thank you.

[Chair D. Samson] Thank you. May I have a motion to approve the consent calendar? [Comm.] So moved. [Comm.] Second. [Chair D. Samson] All in favor? [all] Aye. [Chair D. Samson] So moved. There being no further business, I will move to adjourn the meeting. May I have a second? [Comm.] Second. [Chair D. Samson] All in favor? [all] Aye. [Chair D. Samson] The meeting is adjourned.