

(Board Meeting 2/16/17)

**The Port Authority of New York and New Jersey**  
**Board Meeting Transcripts**  
**February 16, 2017**

[Board Chair J. Degnan] And now I can call to order the Board Meeting of the Port Authority. Earlier today, the Committee on Operations and Capital Planning, Execution, and Asset Management met in public session. The Committee on Security, as you just heard, met in public and executive session. And the Committee on Finance met in executive session this morning. Their reports will be filed with the official minutes of today's Board Meeting. The commissioners also met in executive session earlier today to discuss matters involving ongoing negotiations and reviews of contracts or proposals, matters related to the purchase, sale, or lease of real property, where disclosure would affect the value thereof or the public interest, matters involving public safety or law enforcement, and matters in which the release of information could impair our right to receive funds from the United States or other grantor. First, at this point, I'd like to request a moment of silence in observance of the upcoming 24th anniversary of the first terrorist attack on the World Trade Center and in memory of the six victims including four Port Authority employees who perished on February 26, 1993. Thank you. Today, I'm pleased to report that Superintendent of Police, Director of Public Safety Mike Fedorko will be recognizing several Port Authority police officers who recently provided exemplary service in assisting members of the public in need of medical assistance during separate incidents at LaGuardia Airport. We're pleased to have them here with us today. Mike.

[M. Fedorko] Thank you, Chairman. Good afternoon, Chairman, commissioners. On February 4th, 2017 at 10:45 within LaGuardia Terminal C, police officers Anthony Oliveto, Jason Berrios and Joseph Miranne responded to and aided a call for unresponsive male with no pulse. Upon arrival, the officers immediately began life saving measures. They performed first-aid, administered CPR, and utilized the AED device to revive the patron. The patron began breathing on his own, local medics responded. And with the assistance of the officers, they were able to stabilize the patient for transportation to the hospital for further treatment. Later that same day, three short hours later, the same three officers responded to a similar aided call for a female who was also reported to be unresponsive with no pulse. Again, the officers immediately went into action, began administering lifesaving CPR, the AED was also used to its full potential, the woman's pulse returned and she began breathing on her own. As a result of the officers' quick intervention, the patron was able to be transported to the hospital and receive necessary medical attention. On February 4th, officers Oliveto, Berrios and Miranne saved two lives. Please join me in recognizing each of them for their actions which exemplify what dedicated members of the Port Authority Police Department do in service of others. I need to thank you guys... 'Cause we need to... >> Couple more please, right here. Thank you very much.

[Board Chair J. Degnan] Gentlemen, thank you for your service. You make me proud to be at the Port Authority. Pat, would you now provide your report?

[Exec. Dir. P. Foye] Yes, Chairman. Members of the public, commissioners, and colleagues, the Board will be considering and voting today on a proposed \$32 billion 10-year Capital Plan that was released last month for public review. Approval of this plan will be a major milestone for

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this agency, setting a course of major capital projects to renew and replace many of our facilities in the coming years. Thank you to everyone involved in its preparation. People at the Port Authority across every department worked long and hard and smart in support of the Capital Plan's development. And thanks to the Board for its leadership and countless hours of time spent on the plan. Thanks also to members of the public who took the time to review the plan and provide us comments, including many of you who came in person to the two hearings that several of our commissioners, senior staff, and I attended. We welcomed your engagement. The plan represents a continuation of this agency's return over the last several years to focusing on its core transportation mission. The plan includes nearly \$12 billion to modernize and redevelop our airports and bring them to world class 21 century standards. It also includes \$10 billion to renew and rebuild Trans-Hudson facilities, including completion of new bridges at the Goethals and Bayonne, and a comprehensive restoration of the George Washington Bridge, in addition to funding for a new Port Authority Bus Terminal. In support of our Trans-Hudson mission, the plan also includes upgrades and enhancements to PATH, including the extension of PATH to Newark Airport and a new station in the South Ward of the city. Lastly, as we have previously noted, the plan also includes a significant funding commitment by the Port Authority to pay debt service on up to \$2.7 billion of expected borrowing by Gateway Development Corporation for the Portal Bridge and Hudson Tunnel projects, which as we all know are urgently needed for this region, given the condition of the existing over 100-year-old Amtrak tunnels. As we know from the process we undertook to develop this plan, the infrastructure needs of this region are enormous. The Port Authority faced tough choices and needed to be disciplined in our prioritization of projects. Projects within the plan will remain subject toward gates review process and each new project will continue to require Board review and approval as they do today. We are focused on maintaining a balanced plan and the discipline that goes with that. With this blueprint in place, I'm confident this agency will bring important and needed projects to fruition that the people in the economy of the New York, New Jersey region will benefit from them for a long period of time. And in the spirit of continuous improvement, we've read the thoughtful comments of the Citizens' Budget Committee and the other comments that have been furnished and will consider them going forward. So I look forward to the Board's consideration and vote today and look forward to bringing these projects back to the Board and the public for authorization in meetings to come. Second, I wanted to say a few words about recent traffic issues at LaGuardia Airport. The traffic congestion at LaGuardia this past Friday following the cancellation of over 1,000 flights the day before due to the winter storm was simply unacceptable and we apologize for it. With the flight cancellations on last Thursday, we had our full traffic mitigation plan in place on Friday, including doubling of PAPD staffing to keep intersections clear, working together with New York State Police and NYPD traffic enforcement agents, but it wasn't enough. With President's Day weekend upon us and expected heavy passenger volumes again here, this is what we're doing about it. This past Monday at about 6 o'clock in the morning, we moved the taxi stand in front of Terminal B to the west side of that terminal. That step should keep 2,000 to 3,000 taxis a day away from the frontage roads at Terminal B. We have also made roadway changes to alleviate some pinch points, including widening of the 94th Street bridge roadway southbound out of the airport. We brought on Traffic Engineer Sam Schwartz, or as I like to say anti-gridlock Sam, to help evaluate and implement additional improvements. Sam and his firm are working with PA aviation staff and Jacobs Engineering. We are all hands on deck at LaGuardia, including PAPD working with state and local law enforcement and agencies like TLC, Taxi and Limousine Commission of the city of New York to help mitigate traffic. And

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lastly, we continue to get the message out, encourage travelers to first leave plenty of time to get to the airport, always good advice. Second, use the long term P10 lot, which is north of the Marine Air Terminal if you're driving and parking. And three, consider mass transit. Haply, the MTA is offering free LaGuardia-linked bus service today through an including Tuesday in anticipation of busy holiday weekend traffic. Lastly, I wanted to note some high praise from a third party expert for one Port Authority staffer, Diannae Ehler, the general manager of the Lincoln Tunnel and Port Authority Bus Terminal. I know that those of you who have worked with Diannae will all recognize what a special professional she is. She has dedicated her career to the Port Authority and her facilities. And while the proposed Capital Plan, you'll hear discussed today, provides funding for a replacement of the bus terminal, we shouldn't overlook the daily heroic effort led by Diannae to keep our existing aging bus terminal and the Lincoln Tunnel system running as smoothly as possible, including meaningful operational improvements and delay reductions over the last two years under Diannae's leadership. In addition to the quality of commute improvements underway, Diannae led the effort to address bus queuing on the streets around the bus terminal two years ago, which led to significant and discernible reductions in the number of buses lining up in the streets to get into the bus terminal. That was a noticeable improvement for the local community in addition to improving on-time performance. Diannae also led last year's significant gate changes at the terminal, working in conjunction with New Jersey Transit and other bus carriers. Also, in an order to improve the overall operational performance and reduce delays at the bus terminal, these changes in addition to a constant push to find other improvements such as changes to the so called Sputnik counter-flow lane and the Lincoln Tunnel XBL Express Bus Lane breakdown area all reflect Diannae's creativity and commitment to improving our customers' experience. The Chairman and I this week received the following note from Dr. Marty Wachs, the UCLA professor and a transportation expert who led the design and deliverability competition panel and also presented to this Board several months ago. Unsolicited, Dr. Wachs wrote to the chairman and me upon learning that the Board would be considering the Capital Plan today, including the Bus Terminal. I quote, "Of special importance is the call out to Diannae Ehler and her brilliance in so many respects. She has held the facility operation, the community, the stakeholders together in incredible ways. She sets the bar for the Port Authority not only as an operations person but as the supreme project executive manager. I do not overstate this." Dr. Wachs continues, "The facility is brilliantly managed by Diannae Ehler and her expert staff with unparalleled knowledge and experience." Dr. Wachs concludes with a shout out to Lillian Valenti and her procurement department and Mark Muriello and his team from Bridges and Tunnels. From an esteemed transportation professional, those are high words of praise and well deserved. Thank you, Diannae. Lastly, Libby McCarthy will, in a few minutes, describe changes that will be made to the Restore the George program to allow cyclists to avoid dismounting their bicycles as they traverse the new George Washington Bridge. We've heard the comments from the cycling community over the last several months and have acted accordingly. Thank you, Chairman.

[Board Chair J. Degnan] Thank you, Pat. I'd be remiss if I didn't supplement your expression of gratitude to Libby and team, particularly Mike Massiah and Jim Starace on the Capital Plan for your own work. You were the leader, you were the coach, you put in countless hours and some tense times guiding this program toward a point where the Board could approve it, and I'm grateful for that, and I know the Board is as well. Secondly, as long as we're doing shoutouts this morning... I agree with Pat that the response last Friday at LaGuardia Airport was inadequate. I

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went to LaGuardia about two months ago to visit with Lysa Scully who is our manager of the airport, facility, an amazing talent at the Port Authority who has worked for us for many years and is an effective leader and a very accomplished expert in the area. And I was impressed by how much they were doing. What happened last Friday is not for lack of diligence, talent, dedication, or commitment that we were simply overwhelmed by a confluence of events, but we've got to find a way to react to that and to manage it better going forward. But I want to thank Lysa and her team for all that they've done and are doing. And finally, just to add my own comments about Diannae Ehler. I mean, she was the under Cedrick's leadership, the guiding light of the quality of commute program at the bus terminal, which is a down payment against what we need to do with the bus terminal, which is replace the darn thing. But in the meantime to do what we can with talented management and modestly increased resources to improve the quality of commute for all the 220,000 rides that go through that facility each day. So thank you. At this point, we've reached the point in the public meeting where the Board, as the first action after public comments, will be voting on the Capital Plan, so I guess this is the last shot after a very impressive series of public meetings and an electronic communications with us about the nature of that Capital Plan for people to speak to it. We have a long list of speakers today, so I'm going to... Murray Bodin's not here, that will be helpful. So I'm going to ask people to stay within the three minute limitation if that's possible. So let me start with, because we customarily recognize the public officials are here first, they've been elected by hundreds of thousands if not millions of people to express their views, and I'll call first Senator Bob Gordon.

[Hon. R. Gordon] Thank you, Chairman and commissioners. Good afternoon. I am Senator Bob Gordon. I am the New Jersey Senate's Majority Conference Leader and serve as chairman of our Legislative Oversight Committee. My Committee has held a series of hearings on Port Authority issues for the past two years, including specific hearings on Gateway, the Port Authority Bus Terminal and PATH, and we held two hearings last month on the Port Authority Capital Plan. The views I am presenting today are not only the views of the overwhelming majority of elected officials, transportation experts, and commuters who testified at our hearings but also represent the views of our bipartisan senate leadership, including Senate President Steve Sweeney, Majority Leader Loretta Weinberg, Budget Chair Paul Sarlo, and Minority Leader Tom Kaen. Let me briefly summarize our key points. First, there is strong support for the construction of a Port Authority Bus Terminal on the Westside of Manhattan with 50% additional capacity sufficient to meet the projected demand in 2040, a position supported by the Port Authority staff in its excellent Trans-Hudson Capacity Study that found that Gateway and other mass transit options would not significantly reduce Trans-Hudson bus commuter demand. At this point, let me thank you, Mr. Chairman, for your efforts to provide the adequate resources for this project and also add my thanks to Diannae Ehler for her professionalism in keeping this facility as operational as it can be, given its age. The letters recently issued by a group of New York officials calling for a so-called tiered environmental impact statement, we believe, would duplicate the work of the Trans-Hudson Capacity Study, and analyzing other transportation options, and consequently can only be viewed as an effort to delay construction of a new bus terminal. I know I speak for my fellow Senate Legislative Oversight Committee members from both sides of the aisle in saying that we support an expeditious environmental impact study befitting the importance of the Port Authority Bus Terminal project to the people and businesses on both sides of the Hudson. For that reason, we strongly urge the Port Authority Board to vote today for the allocation of \$70 million to fund the Port Authority Bus Terminal study that is

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necessary to move this project along. We have been clear in our willingness to work cooperatively with New York officials and making that happen and in our support for any option that increases bus terminal capacity on the west side with the least possible impact on the neighborhood and preferably with no use of eminent domain. However, increased Trans-Hudson capacity is our top priority. We would like to see the Port Authority budget, the \$5 billion to \$6 billion needed to complete the new bus terminal within the next decade as was promised by the Port Authority Board in a resolution approved last spring. But whether the final amount in the Capital Plan is \$3.5 billion or \$5.5 billion, we would like to see that money spent on increasing bus capacity now during this 10-year Capital Plan, whether it is by building up on the current site or by building a scalable terminal on a location nearby. Second, we are pleased of the Gateway rail terminal... I'm sorry. We are pleased that the Gateway Rail Tunnel Project appears to be on track and adequately funded for the 2017-2026 Capital Plan. Third, I can report that no New Jersey project is more controversial than the PATH extension to Newark Airport. The project enjoys strong support from Newark officials who hope that it will revitalize a South Ward industrial district and from Manhattan financial district leaders who want a one-seat ride to the airport. It has also been portrayed as a potential boost to Trans-Hudson capacity if a park and ride facility is built on the site and if buses from the south and west stop there to discharge commuters. However, our concern is that the PATH is already at 95% capacity and demands on the system are growing, far outstripping the minor gains that will be realized when PATH is able to run trains closer together after the installation of the ATC system. That is why we are recommending that the Port Authority amend its 10-year Capital Plan to include the \$400 million to extend the PATH platforms at Grove Street in Jersey City in order to enable PATH to run a 10-car train from New York to the World Trade Center, a step that would significantly boost PATH capacity for a relatively low cost. This is a relatively inexpensive way to increase Trans-Hudson capacity, and we believe if it were up to the Port Authority staff, this project would be in the Capital Plan now, not in the 2027-2036 program. It would certainly make the PATH extension to Newark Airport more attractive. We also believe that if the PATH extension goes forward, it should include a non-preclude option for the eventual addition of a South Street Station in the East Ward, originally envisioned in the project. This second PATH station might very well do more to boost economic development and housing values in Newark than the monorail station in the South Ward. In closing, let me just say that we recognize that the Capital Plan before you today is far from perfect. It is a political compromise that reflects the priorities of our state's governors and is not the plan that would have been drawn up by an independent transportation policy expert or I believe your own senior staff. In that regard, we believe it is just the beginning. I fully expect that New Jersey's next governor will join with my Senate colleagues on both sides of the aisle in demanding changes in priorities in the years ahead to provide the 21st century transportation infrastructure that our region needs. Thank you all very much for your attention. Thank you.

[Board Chair J. Degnan] Thank you, Senator. At this point, the Chair of the New Jersey Assembly Transportation Committee John Wisniewski before whom I appeared with Libby and Steve Plate and Catherine Cronin yesterday, so I'm glad to see you two days in a row, Assemblyman.

[Hon. John Wisniewski] Mr. Chairman, people are going to begin to talk, we're seeing each other so much. First of all, Mr. Chairman and commissioners, thank you once again for the opportunity

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to express my views not only as a member of the General Assembly but as chair of the Assembly Transportation Committee. Yesterday, Chairman, you were kind enough to indulge myself and Committee members to come and make a thoughtful presentation to the Committee along with your staff. That was in fact enlightening and provided much needed information. With that being said, I continue to disagree with the content of the Capital Plan. You have received, I believe, it was over 250 comments heard from 56 witnesses and conducted two public hearings. Essentially, this Capital Plan remains unchanged from when it was first presented with some minor additions that we had discussed at the Committee meeting, those additions that I applaud. One of the frustrations that I have and members of my Committee and legislators have is the lack of attention to the Port Authority Bus Terminal. Granted that there is \$3.5 billion allocated in this 10-year Capital Plan to begin the process, we were astounded with the information you provided to the Committee yesterday that the request for a tiered environmental study has the prospects of essentially delaying this plan for almost another half decade, which is not acceptable. We have to recognize that the Port Authority Bus Terminal, and its capacity is severely under strain, and its facility is clearly outdated. It is something that needs to be addressed immediately and not more than a decade from now. I understand, Mr. Chairman, the concept that you presented to the Committee yesterday that the reality of how this Board operates now is a compromise in which commissioners have to recognize the potential for a gubernatorial veto and the decision making that this board undertakes ultimately is a combination of commissioners exercising their fiduciary responsibility with the knowledge in the back of their minds that no matter how well they exercise that fiduciary duty, there may be a gubernatorial veto unless certain actions are taken. I believe that some of the items in this budget, in this proposed Capital Plan rather represent some of that quid pro quo that seems to be all too frequently part of how this agency currently works. This is not necessarily an indictment of the commissioners, but an indictment of the process as it has evolved over the past decade or longer. The reality is that while a PATH service to Newark Airport would be a good thing, and that perhaps it would provide economic development potential to the city of Newark... And I don't believe anybody's against that, the reality is, is that in a constrained environment in which money is not limitless, there are real choices that need to be made. And in any transportation endeavor, you need to address those things that have the greatest impact and leave for later those things that have less. The Port Authority Bus Terminal clearly has immediate impact to hundreds of thousands of people every day. The PATH extensions, the LaGuardia train line has speculative advantages down the road that may lead to economic development benefits, but they're not clearly defined or well understood. And I would urge the commissioners to consider this, to not act on this capital budget but to think about how this capital budget could be made better. Delaying the Port Authority Bus Terminal for more than a decade is certainly not in the best interest of the long-term success of this agency nor in the commuting interests of the public. And I do believe that you, as commissioners, need to confront the reality that the receipt of a gubernatorial veto is not necessarily a bad thing. The reality is that the commissioners here need to express an independent judgment, notwithstanding the threat of a veto. Otherwise, the judgment that the commissioners are able to express is entirely constrained by what a governor will do. I have often said on the floor of the New Jersey Legislature that our job as legislators is to put forward policy that we believe best represents the hopes and aspirations of our constituents and our judgment as to what is in the best interest of the State of New Jersey, notwithstanding what the governor may do with a particular piece of legislation. I would urge the commissioners to accept that same philosophy that the mandate to exercise your fiduciary responsibility is a mandate to

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do what you believe is in the best interest of the people you serve, notwithstanding the potential for a gubernatorial veto of the minutes. Those governors will have to explain why they vetoed minutes because it did not contain a parochial project that does not benefit the entire service area of the Port Authority. I will leave you with that request and those thoughts because I do believe that while there are many good things in this Capital Plan, there are glaring omissions that you can solve by taking a bold stance and letting the governors decide how they wish to address it. Thank you very much.

[Board Chair J. Degnan] Thank you, Assemblyman. Vanessa Agudelo is here on behalf of Senator Marisol Alcantara. Have I got that name right, Alcantara? Is that right?

[Vanessa Agudelo] Alcantara. Yes.

[Board Chair J. Degnan] Thank you. Good afternoon, everyone, thank you. The senator wants to apologize for not being able to make it today. The reason why we're here is because we want to ask Port Authority to reconsider their position on widening the sidewalks for the George W. Bridge. Currently the George W. Bridge is the only connection across the Hudson River between New Jersey and New York City for pedestrians, runners, and bicyclists. These seven feet wide paths are heavily trafficked with about 1,700 cyclists and 900 pedestrians crossing every day. In 2015, the NYC Department of Transportation recorded that the George W. Bridge was the third most biked bridge in New York City with 3,700 trips per day on weekends. And that number is rapidly growing every year, especially with the Hudson River Greenway, the most mixed used path in the country, feeding directly into the GW Bridge. According to the Federal Highway Administration Guidelines, such shared used paths should be at least ten feet wide. Heavily used paths should be 14 feet wide. In fact, at seven feet, the GW would have, by far, the narrowest path in comparison to other bridges across the country. The Port Authority's plan to have one path for ped runners and another for cyclists is obsolete and unlikely to be followed. As studies shown by traffic engineers who expect 5% to 10% ped runners still using the bike path. Aside from safety issues, there are also public health sustainability, efficiency, and environmental benefits to this expansion. Applying the World Health Organization HEAT model, a widen GW Bridge would support 14,000 cyclists per day and would annually prevent 21 deaths worth \$195 million in healthcare spending. It would also improve resiliency. For example, should the region lose a Hudson rail tunnel before a replacement can be built, wider bridge paths would support tens of thousands of commuters per day as the East River Bridges did after the Superstorm Sandy flooded subway tunnels. Now if the region is to grow population and jobs while minimizing spending on roads and public transit and maintaining affordability, then growing bicycle mode share is the most cost effective means to increase throughput on existing architecture. For our district specifically, a widen GW Bridge would accelerate the growth of the city bike grid across the Westside and draw bike share up to Inwood and Washington Heights. By increasing cycling, you also increase affordability for residents. It saves about \$10,000 per year for owning a car and \$1,300 for commuting over mass transit, which is something that makes a huge difference for our constituents. With all that being said, although we are very appreciative and supportive of the new addition of the sidewalk wedge into your Capital Plan, we still believe that the sidewalks need to widen at the towers to comply, to at the very least comply with federal regulation. And I think that this would be a great opportunity to make such changes. Thank you very much.

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[Board Chair J. Degnan] Thank you. Councilwoman Tiffanie Fisher from Hoboken.

[Tiffanie Fisher] Hi, Thank you. First of all, I just want to thank everyone for your efforts. Can you hear me okay? Sorry. I just want to thank all of you for your efforts behind putting this plan in place that addresses so many projects across our area, all touch each of us, but as I've testified before, there are two in particular that have the biggest impact on Hoboken and the surrounding areas. My appeal today is more about what happens actually tomorrow after this plan is probably approved today. First, I hope you take away from this process and these hearings how vital and critical Trans-Hudson bus service is to the residents in economies of both New York and New Jersey. Your plan does not sufficiently fund a new Port Authority Bus Terminal nor does it contemplate starting plans to rebuild it for several years. Until then, I hope you'll work hard to not lose the opportunity to secure the location that you've identified as being just a block away from the current terminal. This location is clearly very attractive, so I hope you don't lose that opportunity. And I hope you work furiously to identify funding for the entire project so that we can return here again when the next Capital Plan is presented and we will see a fully funded plan for a new terminal next time. Second, as you plan for the many projects on the New Jersey side of the Hudson that you prioritize the coordination and planning of these projects in a way to minimize what is potentially a devastating impact on the communities closest to the Hudson River. And please pay close attention to Hoboken, not just because we're a great city, but rather because we are really touched and impacted by all of the projects that you're contemplating. We're not just a bedroom community of 54,000 people, most who commute to work on and through many Port Authority assets, but we are also a critical link for thousands of commuters who go through Hoboken during the commutes and travels every day. So there is a massive snowballing effect that occurs when one disruption happens. So as you think about the Helix project that is happening in the near term, the Gateway Tunnel that's happening in the near term, the Restore the George that's happening in the near term, and potentially the Port Authority that's a few years out, please spend as many resources as you have and involve and coordinate with as many stakeholders as possible, including the local cities, including New Jersey Transit, etcetera. I know it sounds like I'm stating the obvious, but I just want to stress this. Just so you have some minor color on why I'm actually raising, we've had a recent example of a minor, a very minor disruption in Hoboken near the Lincoln Tunnel. We had a Hudson County project on the north side of Hoboken on the Park Avenue Bridge. It's probably a block long. It's not very long at all. This is one of two entry points into Hoboken on the north end and it's a critical access way for commuters not just for Hoboken residents but for many coming from Central and South Jersey who travel through Hoboken to actually get into the Lincoln Tunnel through the back entrance, not through the helix. The platforms on this bridge needed to be replaced. And the first day they started the project, commuting times doubled for New Jersey Transit buses, for cars, for everyone in each direction, coming into the city and out of the city. And the only thing that was happening was two outbound lanes out of Hoboken were reduced to one. So it's a tiny little bridge, exiting a tiny town, and it had that devastating impact. So thankfully, Governor Christie stopped all infrastructure projects a couple of days later, so we had time to recalibrate and once the work started again in October, a couple months later, the work schedule moved to being only done at night and weekends to minimize this disruption. However, this was done at a significant incremental financial cost. So I just wanted to raise that as a real live recent example, so I know that your team has worked very hard and will continue to work hard and just make sure the planning and coordination of all of these projects are done in a way that will be least disruptive. I

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don't envy your position when you go through the planning and execution of those projects. So thank you again for giving me the opportunity to contribute to this process and represent the many voices in Hoboken. I'm looking for to seeing you next time. Thank you.

[Board Chair J. Degnan] Thank you. Andrew Hollweck from the New York Building Congress.

[Andrew Hollweck] Good afternoon. My name is Andrew Hollweck. I'm a senior vice president at the New York Building Congress, a membership organization of the design, construction, and real estate industry. The Building Congress is pleased to support the Port Authority's proposed \$32 billion 2017-2026 Capital Plan is a robust, forward looking proposal that leverages the Port's physical and financial assets to truly modernize and expand the regional transportation network. This is a budget with great promise. These investments... This is a contextual testimony. I'm not going to drill down on too much, but I think it's very important to set that context on this budget. These investments could not be made at a more critical time. An era of sustained growth has buoyed the region for nearly 20 years. There are literally millions more residents, millions more jobs, and an unprecedented increase in gross regional product since 1990. In many ways, the New York metropolitan region is a new place from it was a quarter century ago. While this transportation has been overwhelmingly positive, it has also strained our public infrastructure to its limit, maintaining a state of good repair is absolutely essential, is no longer enough. The region must replace old infrastructure and expand constrained systems to accommodate all of this tremendous growth. With this preamble, the Building Congress is excited about the Port's strategic approach to maintaining, rebuilding, and expanding its core facilities. Capital spending is proposed at record levels to effectively build new airports, build full replacements for a number of major facilities, and create new rail infrastructure that will add capacity for our region for the next century. This is precisely the visionary approach to long-term planning and investment that all major capital agencies should be undertaking and which government should try to emulate. While the plan in its entirety largely addresses state of good repair projects, there are several projects which truly steer the region towards a more stable future. Ongoing reconstruction of both LaGuardia and JFK airports, a new AirTrain connection to LaGuardia Airport, which is a Queens' resident and I've long advocated for and I'm incredibly supportive of. The complete replacement of the Lincoln Tunnel Helix, reconstruction of a range of critical components on the George Washington Bridge, notably a full replacement of the bridge's suspender cables, and perhaps most important, the Capital Plan provides essential funding for the Gateway Program. This funding is the first major multibillion dollar commitment of capital funds to what many people call the most important infrastructure project in the entire country. The Port's commitment of nearly \$3 billion will enable the Gateway Development Corporation housed at the Port to continue design and commence construction of key components of this project in the coming years. The Gateway Program will transform transportation in that region and particularly cross Hudson transportation. We are thrilled that the Port is investing meaningfully into this project. The Building Congress will assist the Port in advocating for essential federal dollars required to complete this generational project. Thank you for the opportunity to testify.

[Board Chair J. Degnan] Thank you. Is Gary LaBarbera here?

[Gary LaBarbera] Yes.

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[Board Chair J. Degnan] Gary, welcome.

[Board Chair J. Degnan] How are you?

[Gary LaBarbera] Good. Thanks.

[Board Chair J. Degnan] The last time I saw you, you were topping off a building here I think.

[Gary LaBarbera] That's correct.

[Board Chair J. Degnan] You can probably turn the mic go off.

[Gary LaBarbera] Not a problem. Well, first of all, Chairman, commissioners, Executive Director Foye, I want to thank you for giving me the opportunity to address you this morning. I did have prepared remarks. That's going to be put down. And I'll tell you the reason why. I'll be very candid. I'm not going to go through the context of the Capital Plan 'cause we've heard it from Executive Director Foye, my colleague from the Building Congress. First of all, my name is Gary LaBarbera, many of you know me. I'm the President of the New York City Building and Construction Trades Council here in New York City, representing 15 national and international unions and over 100,000 skilled and trained unionized construction workers. Obviously, since day one, our support has been bold for the Capital Plan, but I do want to make some comments and observations. You know, I heard this morning, I'm sorry that the elected from New Jersey Senator and assemblymen aren't here because it's very easy to take a look at any plan. I'm doing this a long time, 25 years, and what I've seen all too often happen is the rhetoric around what's not perfect. We cannot allow perfect to be the enemy of good. This is a very good Capital Plan. And the reason that this Capital Plan is so important, quite frankly, is because of the region which we're in. New York City, New Jersey, I'm going to speak a little bit in favor of New York City with all respect to my colleagues from New Jersey. But let's face it. New York City is the capital of the world. It is the economic engine of the world. And the reality is, in order to remain an economic engine, what we have to do is we have to have a strong infrastructure system that supports that engine. This plan addresses all of the major and the most serious projects that need to be done. And again, what needs not to happen is not the probably approved, with all due respect laid at this plan, approve it. We must be bold. We must act now. Let's get the shovels in the ground and let's build. Again, we cannot let perfect get in the way of good. There is always reasons why, we can find with any plan or any engineering or whatever it is, a reason to say, "Well, it could be this way. We should do this." The reality is delaying an affirmative action today, which the assemblyman mentioned, would be the worst thing to possibly do 'cause delay means nothing gets done. We must build. We must continue to create an infrastructure in this area that serves this area and this region. Aside... I've got 20 seconds, I'll make it fast. Aside from the importance of building this structure, it's the importance of generating thousands of good paying middle class jobs. And let me just mention. On behalf of the over 100,000 members, whatever is engineered, what is ever designed, I think we have demonstrated we can build. If it is the building you're standing in, you look at the World Trade Center, the iconic skyline of New York City has been built by the most skilled and experienced and trained unionized construction workers in the country. So again, in deference to my time, I ask you this afternoon to approve

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and move forward this Capital Plan. Let's get the shovels in the ground, let's build, and let's make New York City and New Jersey, keep them, and make them the greatest states in the nation. Thank you very much.

[Board Chair J. Degnan] Thank you. Phyllis Rossi. Is Phyllis Rossi here? Then we'll move on to Arthur Piccolo.

[Arthur Piccolo] Commissioners, each month I come here in a different way and make the case for symbolically naming the new transit center in honor of Alexander Hamilton. This month, we're celebrating birthdays of both Abraham Lincoln and George Washington. Last month, we celebrated the 260th anniversary of the birth of Alexander Hamilton. Your predecessors very logically named two important transportation symbols that connect our two states in honor of George Washington, the George Washington Bridge, and the Lincoln Tunnel in recognition of their importance to our nation. Neither of them has the same relationship to New York and New Jersey as Alexander Hamilton had. You can make the case that George Washington, Abraham Lincoln, and Alexander Hamilton, in many ways, were the three greatest Americans we ever had. It's past time that you did this simple act of naming an important transportation center that connects New York and New Jersey in honor of our own Alexander Hamilton. But I want to tell you in contrast to a good message like that what you have done as the ultimate decision makers at the transit center in the recent months that you'd be embarrassed by. Since the formal opening of the transit center some months ago, Westfield malls has increasingly taken overuse of the very public floor of the transit center for its own commercial purposes, cluttering a clearly public space, most dramatic aspect of the transit center, filling the floor more and more with a mess of both large and small commercial kiosk, destroying the demarcated sidelines, and creating an insulting obstacle course for the many New Yorkers and Jerseyans and tourists who use the transit center. The new transit center was to be and must be the 21st century complement to New York's Grand Central Station. Never, never has the floor of Grand Central been cluttered with commercial kiosks selling merchandise, we will never see that happen because of the condemnation that would result. It's time you gave us, this is a disgrace that you would allow the crap that's going on down there right now, cluttering that floor and Westfield being given the right to do that, whether you put that in the lease or they're being allowed to do that even though they aren't being... It isn't in the lease. They have no right to the floor of that building. And get them to remove those kiosks right now. Go down there after the meeting if you haven't seen it. It's a public disgrace. At the same time, you refuse to act on a wonderful symbolic gesture, would be naming that building the Alexander Hamilton Transit Hub. Thank you.

[Board Chair J. Degnan] Thank you. Richard Hughes.

[Richard Hughes] Good afternoon, gentlemen. Members of the Twin Towers Alliance have been coming to these Board meetings for a long, long time, a lot of meetings. We've seen a lot of Board members come and go. And I wanted to say something positive. I think this Board is probably the best we've seen in the years we've been coming here. And I want to applaud Chairman Degnan for handling or leading this Board to the degree he has. You're not where you have to be. There are still a lot of transparency issues as we have brought up, but you're moving in the right direction. And I especially, we especially appreciate the give and take, the back and forth, the comments, the liveliness of these meetings. We feel like the public is actually involved,

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that there are Board Members who are speaking for the public. These meetings used to be conducted like the old Soviet Politburo. Therefore, it was very disturbing when we see the independence this Board has been showing and the real vitality, it was very disturbing in the last few months to see Governor Cuomo's power play to try to take over this Board and to take over this authority. He's behaving like a bully and a thug. And I'm glad to see that so many of the New York Board Members seem to be resisting his influence. The fact that Mr. Cohen resigned... Well, good riddance. He was Cuomo's henchman. The fact that the rest of the Board Members from New York did not resign, I applaud you. This Board needs to stand up to both governors. We have two bullies, one in Trenton, one in Albany. This agency should be above the fray. It should be above their influence. You, the Board, stand between the governors and the public. You act for us. Insofar as you do that, insofar as you work for the public, you have our gratitude, our thanks, no matter what mistakes get made. Insofar as you work for the governors, you have our condemnation. Cuomo should not be doing what he's doing. He doesn't seem to have paid any political price for it. It's a disgrace. I urge you to resist his influence. I urge you to work independently. You work for the region, not for any one state, not for any one governor. And insofar as you work for the region, I think you will do good things for this region. I don't know why Governor Cuomo seems to think the Bus Terminal is a New Jersey project. I'm a New Yorker. To me, it's wonderful that New Jerseyans want to work in New York City, take those long bus rides in here to work. They ought to come into a decent terminal, they ought to come in without a great deal of time wasted, they ought to come in to a good place. I'm glad they're coming to work in New York, they're spending their money here, we ought to be grateful. I don't know what's wrong with Governor Cuomo. Thank you.

[Board Chair J. Degnan] Thank you. Margaret Donovan.

[Margaret Donovan] Thank you. Good afternoon, commissioners. I was very sorry I had to miss the last few meetings because there is so little time to put my concerns on the record. But I'm going to make up for some lost time by leaving copies of a letter we sent this week to legislative leaders regarding the stalled Port Authority reform with no resolution in sight, the damage to the public interest is enormous. Another issue that I find disturbing, as I have told you many times before, is that the Freedom of Information Office in the new Port Authority too often behaves very much like the one in the old Port Authority. I wonder why the PA would rather discredit its transparency claims than provide information to which the public is entitled whether convenient or not. I will take that up in irrefutable detail soon. But what I want to address today again is the Durst Corporation's apparent gouging of the public that guarantees the empty Conde Nast space at 4 Times Square. I can't imagine that, of its own volition, the Port Authority would fail to find subtenants for the very desirable space at the very desirable Conde Nast cut rate to cover the public's cost. When I asked the Public Affairs Office last year for information on how much Durst was asking from perspective tenants, I was told that that information is unavailable. Why would filling such a prime space with such a bargain price tag be so difficult? If it weren't the Durst is holding out for top dollar since the public is underwriting his real estate speculation, how could that information be unavailable? Delivering Conde Nast to the World Trade Center gave Durst the winning offer over Related and freed up almost a million square feet in Midtown so that he could double the steeply discounted Conde rate five years before that lease was up. Smart business, except when it is being done on the public's back, the public whose agents had already given him and Conde Nast very preferential terms downtown. In 2015, this agency paid

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Durst \$47.6 million for the empty space. In 2016, the payment was reduced to \$41.7 million after around 25% of the block was finally leased. That's over \$100 million by spring. That's like giving him back 100% percent of his 25 cents on the dollar equity investment in the Freedom Tower for space he chose to leave empty until he could maximize his profits instead of just breaking even. He's going to share half his lease profits with the Port Authority, why not all until 2019? But in any case, the rate the tenants are trickling in, that is not much of a deal. Meanwhile, today's agenda is full of ways to spend the millions of totally wasted dollars. If the way this appears is wrong, then enlighten me. Of course, you don't provide for a dialogue but I hope someone in the press will stand up for the public's right to know the answers to a really murky matter. Thank you.

[Board Chair J. Degnan] Thank you. Stanley Zucker. Mr. Zucker is not here. We'll move on to Brad Taylor.

[Brad Taylor] Thank you, Mr. Chairman. And unlike some of the other speakers, this is the first time I've ever spoken to this group, and it's a privilege. Thank you very much, commissioners. And thank you, Executive Director Foye, you said something about that Ms. McCarthy's presentation would have something about the cycling community. I'm here to speak about the pedestrian pathway and bike pathway. My name is Brad W. Taylor. I'm a 58-year-old avid walker, a car owner until recently. And with the purchase of my first road bicycle just over a year ago, I've recently become an enthusiastic cyclist and user of the GWB pathways. The first time I rode up the Palisades along the scenic Henry Hudson Drive was truly a transformative experience that I'm confident countless other new riders would share if they didn't fear the narrow and overcrowded conditions on the bridge. As a 24-year resident along one of the many popular bike routes to and from the bridge, I have seen firsthand the seemingly exponential rise in popularity of cycling in general and the draw of the GWB in particular. Even under current conditions, riders stream past my apartment windows on their way to and from the bridge. I applaud the Port Authority for recognizing the inadequacy of the GWB pathway approaches and the need to separate pedestrian and bicycle traffic. Unfortunately, the current 10-year plan fails to address the basic inadequacy of the pathways themselves. Even with cyclists moved to one side of the bridge and pedestrians to the other, one roughly seven-foot wide path simply does not have the capacity to safely accommodate the existing two-way bicycle traffic on the bridge, let alone inevitable future growth. I am also a member of transportation alternatives like New York and a newly-minted ride leader in the 5 Borough Bike Club. Those organizations signed onto a letter addressed to you, asking the PA to, "Look into the possibility of constructing paths around the towers." While a laudable goal in and of itself, this does not address the basic need to expand the capacity of the cycling path to conform to national standards for current and anticipated bicycle traffic. Frankly, both this suggestion and the current plan for the paths are akin to adapting a two-lane highway with burgeoning traffic by taking out a few kinks and hairpin turns along the route. The GWB is a remarkable feat of engineering, but it is also an example of forward thinking by an earlier generation of planners. I strongly urge the PA to carry that visionary tradition forward to meet our changing transportation needs. You would do so by voting to include widened GWB pathways that meet national standards in your 10-year Capital Plan. And I just want to note that it's possible to do this without impacting automobile traffic whatsoever. Doing this now while other improvements at the bridge are underway is fiscally prudent and a once in a life span opportunity. Our generation and those to come will be forever

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grateful. Thank you very much.

[Board Chair J. Degnan] Thank you. Karl Olszewski. He's not available, we'll move on to Dustin Fry.

[Dustin Fry] Chairman Degnan, Director Foye, commissioners, thank you for the opportunity to speak in favor of adding widened bicycle and pedestrian paths to the entire span of the George Washington Bridge to the 10-year Capital Plan. My name is Dustin Fry. I'm a master's candidate at the Columbia School of Public Health. You have extended copies of my remarks. In November 2016, Neile Weissman presented you with results applying a World Health Organization model to cycling across a widened George Washington Bridge bicycle path. The WHO model showed that 20 deaths per year would be prevented by expanding the bridge. But improving public health is about more than just preventing deaths. It's also about preventing disease. And one way of measuring disease prevention is through the quality-adjusted life year or QALY. One QALY refers to one person living one year in perfect health. So it conceptualizes both longevity and wellness. Given the limited resources, it's important to identify and fund interventions that add the most quality-adjusted life years to society for the lowest cost. For example, adding driver side airbags to cars cost \$30,000 per quality-adjusted life year saved, while vaccinating children against the flu cost \$12,000 per QALY gained. Recently, doctors Gu, Mohit, and Muenning of the Columbia School of Public Health conducted a study to assess the health and economic impacts of the 2015 expansion of New York City's bike grid. They found that expenditures on bicycle infrastructure are an incredibly cost effective public health intervention costing just \$1,300 per QALY gained. Applying the same methodology to the cyclists described in Mr. Weissman's study, the authors found that these cyclists' health and longevity improved by 8%, and this adds 1,100 QALYs each year as a result of the bicycle path. But the paths are no longer adequate for the high traffic they carry. Continuing to support the growing volume of cyclists on the bridge means spending an estimated \$90 million. But over the entire 90-year projected longevity of the bridge, that's \$100,000 quality-adjusted life years saved at a cost of just \$883 per QALY. The bicycle and pedestrian path on the George Washington Bridge is an important part of New York and New Jersey's cycling infrastructure. It saves lives and prevents disease with tremendous cost effectiveness. Widening the path is the right choice for public health. Thank you.

[Board Chair J. Degnan] Thank you. Susan Rodetis.

[Susan Rodetis] Thank you, Chairman, directors, and commissioners, and everybody. I'm a professional user of the bridge from Girl Scout days of cookouts at the base to watching the second level go in, and now I actively cross it mostly on bicycle. I'm a professional cycling instructor. I teach people how to ride, how to ride better. I teach messengers how to do a better job, bike messengers, and also black car drivers how to share the road. I'm here today to also support widening, but in a CompleteGeorge.organization form, which the organization has suggested several things on their website. I'd also like you to remember and consider the remarks of Governor Cuomo, who in one of his five State of the State Addresses, this one was in the mid Hudson area, spoke about cycling tourism and is tying in 750 miles, some of which needs to be constructed, of bicycle paths in New York State. And I'm going to quote briefly from his speech, "We, the state, we spent a lot of money on tourism and we've gotten a tremendous return. We

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invested \$150 million in I Love New York," that famous campaign, "and received \$102 billion in tourism. Now we want to build the largest state multi-use trail in the nation, the Empire State Trail. It would go from Albany to Buffalo and New York City up to the Canadian border, 750 miles. I believe it would change the economy through the Hudson Valley and Erie Canal Corridor." Between the trail and the new Tappan Zee Bridge, New York State will invest half a billion dollars in active transportation in the Hudson Valley. Yet, for bicycle tourism, that could show a net decline if urban cyclists were stopped from visiting green spaces west of the Hudson and for New Jersey cyclists a route back and forth between New York City and Westchester. Prominent cycling blocks have highlighted the bridge's importance, calling it the crown jewel in the recreational area in the region. And many elected officials are signing on to support complete and wider paths. Community Board 7 Upper West Side became the eighth Board to call for wider paths. Daniel Garodnick Upper East Side became the 12th city council member to do so. These districts flank Central Park which has become so crowded that cycling groups have to limit their training to very, very early weekday mornings and therefore the egress across GWB is even more important. Communities calling for wider paths now form a solid crescent from Hell's Kitchen to Yonkers. A complete GW Bridge with legal and safe access would recognize the value of the upcoming plan and also maximize your \$300 million spending in the Goethals and Bayonne. I thank you, everybody, for listening and CompleteGeorge.org. I appreciate it. Have a good day.

[Board Chair J. Degnan] Thank you. Cesar Flores.

[Cesar Flores] Good afternoon, commissioners. Good afternoon, everyone. My name is Cesar Flores. I have worked at areas at Newark Airport for almost seven years. I'm a server at Earl of Sandwich in Terminal A. I enjoy the work I do. My coworkers and I are excited about the upcoming renovation of Terminal A and all the opportunities it will create. I am proud to work at Newark Airport and welcome the world to New Jersey and New York. We are hoping that as the renovation moves forward, the Port Authority and the developers make sure that we keep our jobs and treat us with respect. These jobs also need to be better. As you know, we still do not have the... \$15 minimum wage that workers at JFK and LaGuardia would get. We need our voices to be heard as the development goes forward, so the Newark Airport workers are not left unprotected. I'm sorry.

[Board Chair J. Degnan] Thank you. All right, Janna Chernetz.

[Janna Chernetz] Thank you, Chairman and commissioners. I'm Janna Chernetz. I'm the New Jersey Policy Director for Tri-State Transportation Campaign. And I've been before this Board regarding the Capital Plan many times, and I'm going to continue to talk about two areas of concern, one, the public process, and two, priorities. As I said, I've presented before this Board. I've also been at the recent Senate Legislative Oversight Hearing in New Jersey, where I was an invited expert to testify. Tri-State has also provided detailed written public comment on the 10-year Capital Plan and the misalignment of the region's most important transportation capital projects in this Capital Plan. And we echo the comments made by the two legislative champions from New Jersey that testified earlier, Senator Bob Gordon and Assemblyman John Wisniewski. They pointed out the woeful deficiencies of this Capital Plan and urged you to correct those before voting on it today. One of the biggest concerns... Two of the biggest concerns that were

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revealed during the Senate Legislative Oversight Hearing were, one, the Port Authority Bus Terminal being only allotted \$3.5 billion with no vision of completing it within the next 10 years. There's a ticking alarm clock that's going to be going off at these tunnels. If they're taken out of service, we know that capacity is going to be reduced by 75%, given the transportation demands in this region, not one other form of or mode of transportation can absorb the other. They all need to be up and running and they need to be up and running at all times. Second, the PATH extension to Newark. This is a project, when you compare its worth to the other projects, it's low on the totem pole. We have provided detailed comments on how bus service can be enhanced to be more robust to serve the area as well as at a lower cost. I am wondering if the Board has considered alternatives to the very expensive rail project that this Board is considering. The other project is the PATH extension of the platforms. This project is going to be postponed until the next 10-year Capital Plan. Don't have time for that. PATH capacity, in fact, it's almost at capacity, 95% capacity and exceeding capacity during peak hours. This project needs to move forward. It cannot be put off to the next Capital Plan. But finally, the public process, I'm just looking at the timeline here. I was before this committee, I mean, before this Board, two months ago, when we were talking about the public process with the public hearings. There were two public hearings two weeks ago and then the public comment ended yesterday. How is it that this Board has been able to fully vet the public comments that closed yesterday, consider them, talk about potential modifications, take those modifications back to the important departments in the Port Authority, make those changes, bring those back, and talk about them and to consider them? The vote for this Capital Plan was put in before the public comment period ended. How can that be a transparent and accountable public process? Thank you.

[Board Chair J. Degnan] Thank you. Steve Sigmund.

[Steve Sigmund] Thank you all for having me. I'm Stephen Sigmund with Global Gateway Alliance, the region's airport advocacy group, to testify on the Capital Plan. The Port Authority has drafted a comprehensive 10-year Capital Plan that rightly prioritizes airport modernization projects to help finally move our aviation infrastructure into the 21st century, committing over a third of the \$32 billion budget into some of the Port's most profitable assets is a smart move for the agency. The PATH extension to Newark and LaGuardia AirTrain are two critical projects that will finally equip our airports with modern, affordable, and efficient access and we will no longer have the worst mass transit access of any major airport system around the globe. The critics of these two projects are wrong. Neither are perfect options but both are considerable improvements to what isn't there now. Getting to Newark, the closest airport to Lower Manhattan now requires a three-seat ride and there is a no seat train ride to LaGuardia. It's past time we stop making the perfect the enemy of the good when it comes to fixing mass transit in this region. We wrote that before Gary spoke. Moreover, given the current chaos on the roads to LaGuardia, the AirTrain cannot come soon enough. The Port needs to continue to focus on bringing a positive customer experience to the passengers here and now while these major airport modernization projects are in the works. In particular, the agency and LaGuardia Gateway Partners must take additional steps to address the traffic situation at the airport with steps like making LaGuardia Link Q70 bus permanently free instead of just free on major holidays, providing park and ride options from underutilized nearby lots like Citi Field and developing a mobile app to communicate real-time conditions to passengers before they have to leave for the airport. Investing in the airports is an investment in our economy and our region's future, so we

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urge you to vote in favor of the plan today. Thanks.

[Board Chair J. Degnan] Thank you. Michael Blaustein.

[Michael Blaustein] Thank you. Thank you for the opportunity to testify on the Port Authority's Capital Plan. The Partnership for New York City represents the city's business leaders and largest private sector employers. We work to maintain the city's position as a global center for commerce and innovation. The Port Authority's Capital Plan commits resources to important regional transportation priorities that are essential to ensure continued economic growth. Equally important is that the Port Authority has demonstrated its ability to utilize public-private partnerships to carry out complex capital projects, reducing risk, and improving the quality and timing of project delivery. This capital program will help the metropolitan region remain a vibrant global center of business and innovation. Thank you.

[Board Chair J. Degnan] Thank you. Gregory O'Brian.

[Gregory O'Brian] Thank you. Hello, everybody. My name is Gregory O'Brian. I have been working for HMSHost at JFK Terminal 7 for the past 30 years. I am a member of UNITE HERE Local 100. I am here today to speak on behalf of my union. As you know, there's an ongoing redevelopment at JFK Terminal 7. British Airways is in the process of boarding a company to take over the concession program. British Airways did not inform our union that SSP was coming into the terminal to take over for Host. These decisions directly impact my coworkers and I. We would need to know this information in order to engage with new companies about the issues that affect us. Now SSP America is becoming our new employer. SSP is not agreeing to maintain wages at the same level for all the employees from our previous jobs. As I said, I have been working at your airport for 30 years, half my lifetime in this community. I have a family, two young daughters who still depend and rely on my health insurance and my benefits to provide for all of us. Because this terminal is privately managed, my union was not informed about which company was coming until it was too late. We work at this terminal and it's outrageous that our union was not informed about which company would take over our jobs. The Port Authority should require airlines like British Airways to release information to the public so that everyone including the workers in the terminal can prepare for situations like this. Thank you.

[Board Chair J. Degnan] Thank you. Christine Berthet.

[Christine Berthet] Good morning, good afternoon nearly, Chair Degnan, and esteemed commissioners, and Executive Director Pat Foye. So my name is Christine Berthet, I represent Community Board 4 on the West Side of Manhattan where the Port Authority Bus is located currently. The Capital Plan resolution authorizes a planning study that is exclusively dedicated on replacing the bus terminal on the West Side as well as building new garage and staging. And we believe that this narrow focus is short-sighted and may very well delay the project which everybody is very anxious to get done including us. Why? The Trans-Hudson capacity says it the best. The terminal does not operate in a vacuum. It is part of a system. So whilst you before agreed that a bus terminal should be located on the West Side, we already know that without the use of eminent domain, such a building will not satisfy the increased demand and thus other

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modes of cross Hudson transit must be studied to expand the capacity. We also know that CB4 has the third worst air quality in New York City and any permanent or interim garage or staging in the area will not pass the EPA test. Thus, we are asking that the resolution be amended to authorize funding for the planning of a program of multiple projects to meet Trans-Hudson commuting demand, including a bus terminal on the West Side of Manhattan. And further, in the other in the spirit of the working group you agreed to convene, we ask that before bids are issued for this planning study, CB4, the New York and New Jersey stakeholders, be allowed to jointly review and comment on the scope of the study. Thank you so much.

[Board Chair J. Degnan] Thank you. Karl Olszewski. I called before, but he wasn't here, or at least I didn't see him. I apologize. You were here apparently and I was moving on too quickly, so you are welcome.

[Karl Olszewski] Gentlemen, my name is Karl Olszewski. I'm the owner of KJO Rapid Rail Response and Emergency Rescue LLC. I am a retired Port Authority police officer, a 9/11 responder, and a disabled combat veteran out of Afghanistan. PA Board Members, I thank you for holding your varied meetings within a public forum and for the work you do in providing the transportation and infrastructure for the many millions of Port Authority commuters at numerous land, sea, and air facilities throughout the Tri-state area and beyond. Today, I'm here to speak specifically about the PATH rail system... That provides transport for approximately 270,000 daily and 76,500,000 yearly commuters. It is a magnificent system in and of itself. Last week I emailed through one of the PA websites a three-page planning brief... For review by members of the PA Board. The brief is entitled OPL, Operation PATH to Life. The main focus of OPL is, what I call, R4, rapid rail response and rescue. And I hope you having a chance to read it, agree with its merits and ConOps concepts of operation, and COAs as they say in the military, courses of action. Operation PATH to Life is a strategic operational and tactical plan that is built to immediately and directly support and defend the following, the entire PATH system in this post 9/11 world with a 12-point plan, her commuters, her police officers, her civilian employees, and all area first responders. And directly defending PATH, OPL helps to simultaneously support the commerce and industry of the Tri-state region, two, geographic domain and the PAs 10-year Capital Plan, and it is as it is outlined in the executive summary. That said, I know we all agree that what the PA builds out must be protected with proper oversight and due diligence for what is the sense of building anything or spending more money in maintaining it in the first place? PA Board Members, regardless as to what you may have been told in the past and/or most recently, the PATH command does not have a real R4 plan of its own nor, I'd venture to say, even a proof of concept that has been established as a foundational basis of response. Gentlemen, may I have another minute please?

[Board Chair J. Degnan] All right. Take half minute and wind up, please.

[Karl Olszewski] Gentlemen, Operation PATH to Life would be specifically built and designed to afford the PATH command, PAPD, and your facility and officers the planning needed to immediately address not only their disbursement and response but the delegation of the follow on forces responsible for maintaining the safety and security of PATH as a whole. Examples that OPL would offer the PATH system would be specific issues which in this post 9/11 world are certainly indigenous to response and what the Port Authority stands as a target-rich,

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unfortunately, environment that we live in. It would mitigate issues of active shooter, armed suspects on the platform and/or track, environmental hazmat situations, structural collapse, water into tunnel, but more specifically hostage situations and terrorist attacks. In closing, I would like to have Port Authority police officers in the event of one of those situations happening, instead of hearing a muddled response on the radio and not knowing exactly what to do, have the PATH communications desk blurt out the following, "OPL is in effect. All units disperse." Because they know where to go and they know what to do.

[Karl Olszewski] This...

[Board Chair J. Degnan] Thank you, sir. Thank you. All right, Charles Komanoff.

[Charles Komanoff] All right, gentlemen, thank you. >> Commissioners, thank you very much. I was here testifying in May 2014, coincidentally and tragically, a week after the death of Ernesto Butcher who had been the Director of Bridges, Tunnels, and Terminals, and I mentioned him then, and I mention him now because in 1989 and 1990, when I was the president of transportation alternatives... Ernesto was my counterpart at the Port with whom I negotiated legal bicycling access to the south side of the George Washington Bridge and we developed a fun relationship. And I miss him. I won't repeat what I said then, in fact, I've brought copies which perhaps could be distributed. I'm just here to underscore and support the other comments in support of the Complete George to say that you have a fabulous resource in the George Washington Bridge and not just that it's the busiest motor traffic bridge in the world but that it is the only way that walkers and bike riders can get between most of New Jersey or much of New Jersey and most or much of New York City and Westchester County, but it's also a beautiful facility. It could be a magnet rather than, at this point, a kind of agonizing and scary chokepoint. I just bike down here, I teach a class in transportation at Hunter College in the Park Avenue in the 60s. And I'm often more scared negotiating the narrow pinch points of the George Washington Bridge on my bike than I was in just biking down through Manhattan traffic. And it should be a magnet. It should be a place where 8-year-olds, and 20-year-olds, and 40-year-olds, and 69-year-olds like myself, and 80-year-olds go because it's a beautiful thing in itself, it's a spectacular place to be, the feeling that you have when you're on it, and you've crossed it, and you navigate it, and you look at it at the distance, and say like, "Wow. They built it, and I rode it, and it is a gateway to extraordinarily beautiful places." So I urge you to think way ahead, project yourselves into the future. The expansion that's in the works now with the re-cabling, it's not bad but it's not enough. Please go the entire distance. Thank you very much.

[Board Chair J. Degnan] Thank you. Louis Heimbach.

[Louis Heimbach] Chairman Degnan, honorable members of commission, I've come before you before to advocate for Stewart Airport, and it's why I'm here today. I was heartened to see that you are going to extend the incentives for the airport for the next few years, including international incentives, which means that the foreign airline which has not formally announced yet that it's coming is going to be considered. To that end, that is the Norwegian Airlines, but we also need to have a Federal Inspection Station, which I talked about when I was here last month, \$20 million, which is no longer included in the Capital Plan had been included previously. Some planning money is still available and I see today that it's not been changed. However, I'm

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heartened by your consideration of extending the incentives, including international air service, which I think can't happen without the federal inspection station. So I would hope that the staff and you will find that money somewhere in the next year so that we can have the federal inspection station at Stewart Airport. Thank you.

[Board Chair J. Degnan] Thank you. Leslie Azzouni.

[Leslie Azzouni] Hi. Good afternoon, members of the Board. My name is Leslie Azzouni. I've worked in JFK Terminal 5 for approximately five years. As you know, JetBlue selected AIRMALL to run the concession program on Terminal 5 despite these months of workers protesting against the company. JetBlue did not give us real information about the bidding process. Information that was received from Port Authority issues and the public REP. This lack of information from JetBlue shows the airlines are not being held accountable to workers and people of New York and New Jersey airports. This is unacceptable. JFK is our airport and we are not getting the treatment with respect as we deserve it. Like others here today, I am concerned about the security of my and the job of our coworkers. JetBlue have ignored and show no respect. And I just wanted to say that all here from JetBlue, they refused to meet with our union. That shows an action of a bad faith. As a single mom, I request for you to please advise them to meet with our union and sign an agreement on something that we don't lose our jobs. And thank you very. Have a nice afternoon.

[Board Chair J. Degnan] Thank you.

[inaudible].

[applause] That individual is not here. Reverend Steffie Bartley.

[K. Eastman] Reverend Kevin McCall is speaking on his behalf.

[Board Chair J. Degnan] Okay. Thank you.

[Reverend Kevin McCall] Reverend Kevin McCall is my name. I represent the National Action Network. Good afternoon to you gentlemen. And I'm here today representing the National Action Network where our president and founder is the Reverend Al Sharpton. As people of faith, it's our duty to speak out when we see injustice. We have done this for the last 25 years and that's what we see when we look at this Capital Plan. How can you, in good conscience, think it's okay to invest billions in a Capital Plan and completely leave us out and omit and disregard the hard work of the men and women who have helped out... And profit soar? It is a sin to mistreat your brothers and sisters who labor, who invest, who benefit from all of this in any way. The Bible that I read says in Proverbs 3:27-32, "Withhold nothing no good of them for it is due, when there's power in their hand to do it." Or as Dr. Martin Luther King Jr. said, "The time is always right to do what is right." So do the right thing. Raise wages for the subcontract airport workers so they can get on the path and get out of poverty and such as they're in. If you invest in just a fraction of your \$32 billion Capital Plan into higher wages for airport workers and invest your year of positive results. Higher wages reduced turnover which is of critical importance given the shootings and terror attacks at home and abroad. Airport workers are truly on the frontlines, the

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first responders of any emergency, and they keep all our airports safe and clean. You can value them by their work, by requiring airline contractors to pay a living wage. And when workers can afford more than just the basics, they can contribute even more money to the local economy. You see airport jobs should be good jobs, especially when considered Newark Airport is one of the largest employers in New Jersey. When these jobs pay poverty wages, it isn't just the workers and their families who suffer, but entire community is impacted. It is not just wages that's the matter at hand, airport workers also need meaningful benefits to stay well and prevent a treatable illness from turning into expensive, and God forbid, a terminal disease. You have the power to right this wrong, make the Capital Plan complete by also investing in human capital. The Capital Plan on the surface looks thorough. Improvements planned by the airport facilities are good for passengers, airlines, and businesses, and linking the PATH train to Newark Airport will undoubtedly help many travelers who travel daily. But there's one critical thing missing from this plan. There's no-one who can keep the facilities clean and safe from poverty. So make this Capital Plan complete, invest in the airport workers, and do the right thing just like Spike Lee said. >> Thank you.

[Board Chair J. Degnan] Thank you. Daquan Allen. Daquan Allen. Michael DeFreitas.

[Steven Leone] Excuse me. I'm replacing Daquan Allen.

[Board Chair J. Degnan] Okay.

[Steven Leone] Good afternoon, my name is Steven Leone. I clean United airplanes for a contractor called PrimeFlight Aviation Services at Newark Airport. Do you understand why your \$32 billion capital which includes no investment airport workers is a slap in the face to me and other cabin cleaners, skycaps, wheelchair attendants, and other subcontracted airport workers? If not, here's why. While you debate how you're going to spend all those billions of dollars in projects, we are scrambling around with pennies. I have to survive and buy my bus fare to go from work to home. While you turn a deaf ear to the hardships, me and other airport workers face living in poverty. I fear the knock on the door. It is the landlord trying to evict me. While you decide to fly for your next vacation, I have to decide whether to spend my last few dollars on food or keeping the lights on. This is a disgrace because you have the power and the authority to require airline contract workers to pay hard working employee needs higher wages and still you don't have nothing. Your inaction speaks volumes. It shows that you don't have values for airport workers. This is evident by the fact you don't pair it across the Hudson River, and as a result, Newark Airport workers make less than New York airport workers. This needs to change. I have always respected you and I've been here for the last two years. You should show me that courtesy. Raise minimum wage. It is our right. We deserve to have a contract and a union. Thank you. And may God bless America.

[Board Chair J. Degnan] Thank you. Michael DeFreitas.

[Michael DeFreitas] A special good afternoon to you, Committee Chairman and your Commissioners. My name is Michael DeFreitas. I work hard every day to help keep JFK running and safe for passengers and everyone who passes through the airport. My fellow workers and I welcome the announcement of JFK and LaGuardia Airport renovations. While we build new

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buildings, transportation are good for everyone, including workers like me. What is clearly lacking from these plans is modernization of the jobs in the airports. You are planning to spend billions on these renovation projects, but we will still be living in poverty. And we know, Committee Chairman and your commissioners, that poverty lends to many social ills in our society and nation at large. So we, today, seek your heartfelt sympathy and mercy to bring changes to our poor and less-unfortunate workers here throughout all our airports. So secondly, I want to say that we must not abort or avert the human capital. Financial capital is important but the human capital protects financial capital here and continues to keep our city safe... The other point is, and workers like me the key part of making our airports safer. I work hard, but I suffer and struggle to pay my bills and support my daughter, 14-years-old. You can use the capital development plan to raise wages, decrease employee turnover, and create a more expensive... Experienced workforce, sorry. I would like to go back to a United Nations 2010 report which says that... Everyone is responsible for their own wellbeing and their own welfare, but it's the policies of our governments and our leaders that either positively or negatively impact the lives of every working-class person. And I call you today to enforce your promises that will lend to greater and peaceful living for the poor and working-class people at all our airports. Lastly, I want to say that this United States is the most charitable nation on Earth, but yet we neglect the working-class people that work every day to secure our airports. And I want to say it is best that you understand that legacy is important here. When we all leave our lives at our offices and end of our tenure at 65 or whatever years, what do we seek to leave behind as a great remembrance? And we need to understand that God is going to judge us for the life we live and we offer our fellow citizens. Thank you for listening. And God bless you guys.

[Board Chair J. Degnan] Thank you. Maritza Collado. Maritza Collado here? Shirley Aldebol?

[Shirley Aldebol] Good afternoon. I am a PrimeFlight cabin cleaner at terminal B at LaGuardia Airport. As an airport employee, I work hard every day to help keep LaGuardia running and keep passengers safe. Airport workers welcome the announcements of LaGuardia Airport renovations. While new facilities and transportation that will enable us to get to work easily are great... We are disappointed by what is clearly lacking from these plans, modernizing the jobs in the airports. As the Port Authority is planning to spend billions of dollars on these renovation projects, you are failing to invest in the employees that keep your airports running and leaving us to work and live in poverty. You can't have modern airports without having modern jobs. There are many studies that prove higher wages and family sustaining benefits leads to a lower employee turnover and better customer service at airports. You have said safety is a top priority at the airports, but workers like me are key parts of making our airports safer. Why not use the Capital Development Plan to raise wages, decrease employee turnover, and create a more... I'm sorry. More experienced workforce. This will be good for everyone who travels through and works at our airports. You promised airport workers in New York and New Jersey three job improvements more than two years ago, but as you fulfilled promises to renovate the employee... To renovate the airports. I'm sorry. You are leaving us behind. And on a personal note, having to work in such low wages, I'm not able pursue the career that I want to be. I want to be a pilot. And having to work for such low wages is not, I'm not able to pay for like school and stuff. So it's kind of hard. It is wrong to make taxpayers pay to modernize JFK and LaGuardia if these renovations only help the airlines make bigger profits but do nothing to help, to put resources into our communities. You can't modernize the airports without modern jobs.

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[Shirley Aldebol] Thank you.

[Board Chair J. Degnan] Jack May? Oh, I'm sorry. Just a minute. Next speaker. Jack, go ahead. Mr. May.

[Jack May] Thank you for this opportunity to speak to you. The Port Authority should rethink and modify its plan to extend PATH from Newark Penn Station to Newark Airport. The scope of the planning effort for this project should encompass a better alternative for Newark Airport access. The PATH extension, as currently envisioned by your agency, would have passengers heading to the airport on PATH transferring at Hanes Avenue to the AirTrain people-mover just like many New Jersey Transit and Amtrak passengers currently do at this existing location. The PA has indicated that the current AirTrain in Newark is reaching the end of its life. The inadequate people-mover will soon have to be replaced with faster and larger capacity vehicles similar to those you use at JFK Airport or at least similar in size and compatible with PATH rolling stock. When replacing the AirTrain, why not extend the new automated system to Newark Penn station instead of extending PATH itself from Newark. From an infrastructure point of view, the capital cost should be similar as the route would be identical but the advantage to passengers and to the PA's airport itself would be significantly greater. These advantages include an increase of passenger base able to conveniently use public transportation, which will generate greater usage, value, and revenue by the creation of a more user-friendly route to Newark Airport. This includes the ability of passengers coming from the Raritan Valley line, Newark Lightrail, and both local and intercity buses to have a two-seat ride to the terminals rather than a three-seat one. Passenger on PATH from Newark and Jersey City would continue to have the same two-seat ride as you currently envisage but would change at Newark Penn rather than at the current Newark Airport station. Few Amtrak trains now stop at Newark Airport. However, most Amtrak trains do stop at Newark Penn. This will allow passengers from Amtrak stations in the region heading for Newark Airport much greater flexibility in selecting trains and flights. And in many cases, it will encourage them to use Newark over other airports such as Philadelphia. Also, you have reduced station costs because you won't need to maintain the Newark Airport Station. This is not something out of leftfield and has a precedent, a precursor as the Port Authority chose to invoke the same concept for Jamaica for Kennedy Airport. With funds in the budget to be expended to start the process of extending rail service between Newark Penn Station and Newark Airport, this suggestion should be examined carefully by PA staff and management before a decision is made on exactly how the extension should be built.

[Board Chair J. Degnan] Thank you, Mr. May.

[Jack May] A little imagination could go a long way.

[Jack May] Thank you.

[Board Chair J. Degnan] Thank you. Shirley Aldebol. I apologize for moving things too quickly. Khoa Tran. I think is the last speaker.

[Shirley Aldebol] Good afternoon. My name is Shirley Aldebol, and I'm vice president of SEIU

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Local 32 BJ. And there are two important issues I'd like to address today. The first is about the security officers who have the very difficult task of guarding the George Washington Bridge. These hardworking men and women who are members of our union Local 32 BJ need reliable equipment, protection from falling objects when on patrol, and better access to bathroom facilities, and reliable relief drivers to get them to these facilities. Hearing the earlier report, I'm glad to hear that the Port Authority and Summit Security are taking steps to correct many of these issues. You strive to provide good and safe working conditions for your own employees and for the general public. And we're glad to hear that you are demanding the same from contractors that employ these security officers. It's not only the right thing to do, it's also a matter of safety, a matter of public safety because these brave officers guard one of the most high-profile targets in the world. And your report on this issue is certainly a good first step. On a separate matter, we implore you to put forth a complete capital plan, one that values airport workers as much as it does bricks and mortar. What is missing in this plan is an investment in human capital. You cannot have a modern world-class airport without modern jobs that pay family-sustaining wages and benefits to its workers. A shiny new airport will keep its shine if you have workers to maintain it... And security officers to secure it. How can you spend billions on airport renovations but leave out subcontracted airport workers and allow contractors to continue to pay them poverty wages? That isn't just degrading and demoralizing to these workers who keep the airport clean, safe, and profitable, it is also unwise. It is an unwise business decision and it's unwise for the safety of the public and the safety of the millions of people that travel through these airports every year. After all, studies have shown that higher wages help reduce turnover. If safety is indeed a priority of this agency, shouldn't you raise wages to help keep the most seasoned, experienced subcontracted airport workers on the job? You cannot have a 21st century airport and pay 20th century wages to airport workers. So please, I repeat, your Capital Plan is incomplete unless you invest on the workers. Thank you.

[Board Chair J. Degnan] Thank you. Our next order of business is a presentation by our Chief Financial Officer Libby McCarthy who will present the Port Authority's Capital Plan for the consideration by the Board. As you know, that's been posted on the website and early February was the subject of extensive public comment at public meetings. And, Libby, the floor is yours.

[L. McCarthy] Thank you. Thank you, Chairman and members of the public. The Board, as you know, on January 5th, you direct us to post the proposed \$32 billion 2017-2026 Capital Plan for public comment.

[Port Authority of New York and New Jersey] I'm going to summarize the outcome of that public comment process

[Summary of Public Comments on Proposed 2017-2026 Capital Plan] and the recommendations of staff as a result of that.

[Commitment to transparency]

[Board Chair J. Degnan] I don't think I have to ask. But in the interest of maintaining a quorum, I would ask that you move as quickly as you can.

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[L. McCarthy] I will, Chairman.

[Board Chair J. Degnan] I appreciate that. Thank you.

[L. McCarthy] Yeah. So again just in accordance with our mission and transparency, we conducted a very robust process. We publicly noticed this process including advertising in 11 newspapers. We conducted two meetings which were well-attended. There were 57 people, I believe, at the two meetings. And we were able to garner a number of comments. Throughout the period, we have been updating the Board with respect to the comments received and we have provided you with recommendations as we've gone along. So I think that I'm happy to report we have a very robust outcome in terms of comments.

[Overall 429 comments were received from a total of 365 individuals] In addition to the comments you've heard today,

[through the various outlets available] we had overall 429 comments received through our various media, and those all came in through the close of business. So I will walk through some of the summaries from that. In addition to that, we did get ten comments that came in after close of business yesterday, although, consistent with the comments and the themes that we've seen today. I'm happy to report that the comments were pretty consistent with what you heard today in terms of what was put forward from the perspective of the primary comments, over approximately 60% of the comments related to the pedestrian and bike access on the George Washington Bridge.

[Majority of comments related to specific projects] We also received comments on PATH extension, PABT Replacement, FIS at Stewart and LaGuardia AirTrain.

[Restoring the George: Scope of project for non-vehicular use] Just to go through the Restoring the George scope... The focus, no different from what you've heard. I think one thing we wanted to make sure was clear for everyone and we've communicated to you is that we have a substantial investment and our pathways and bicycle and pedestrian access. In the program, it's \$118 million or 20% of the construction cost related to the suspender rope program.

[Restoring the George: Pedestrians and cyclists] So what is that going to get us?

[will no longer have to compete for space on the same sidewalk] In terms of the program, the pedestrians and cyclists will no longer need to share a single sidewalk. Right now, we're condensed down on to one sidewalk, generally the south sidewalk. We will be opening both sidewalks and the bicyclists will use the north sidewalk and the pedestrians will use the south. So you'll all have effectively doubling the capacity of the sidewalks.

[Restoring the George: North and South Sidewalk ADA-accessible approach ramps to replace stairs] In addition to that, we will be eliminating the approach ramps... The staircases that approach the north sidewalk now and putting in ramps that will accommodate bicyclist on that without having them to have to carry their bikes up the sidewalks. The south walks will also be restored or replaced depending on what needs to be done. All of this to make sure that we have

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ADA-compliant ramps... That are 11 feet to 14 feet wide and constructed with a maximum of 5%... Slope.

[Restoring the George: Improved widths and slopes at future access ramp and spacious entry plazas] In addition to that, some of the... Gathering points and entry plazas are being widened so that you can meet your groups better, and then we are also adding three viewing platforms along the platforms. Then, we're also taking some of those hairpin turns in the ramps out and widening those. So these safety features in addition will include some better markings, bicycle-friendly rub rails, improved lighting, and way finding, and signage.

[Restoring the George: Exterior fencing replaced for increased safety] And then finally as we talked about in terms of some further safety issues, the scope of the program will be replacing the existing exterior fencing on the bridge with a new 11-foot high safety fence on the main span and then it will be a 9-foot high fence on those access ramps.

[Restoring the George: Modification around the towers allows cyclists to remain on bikes] So we heard a lot of comments, a lot of comments about people needing to dismount from their bikes to go around the towers where you see those right angle turns, and we asked ourselves, given all the comments and listening closely, was there something we could do to further enhance the modifications we were doing in a cost-effective way. The engineering staff together with the TBNT staff looked back and are proposing a modification that will add what we call the wedge at the towers which you see in blue on the side there which will allow for the cyclists to traverse the towers without having to dismount. So with this improvement, the ramps improvements, the access point improvements we're making, we will have a situation where the cyclists will be able to traverse the entire bridge without dismounting.

[Comments regarding other specific projects] So in addition to that, we had a number of... Oh, I just wanted to mention. We believe we can do that, make that modification within the total project cost that was originally estimated. PABT comments consistent with what you've heard, scope location, community involvement, obviously, that will be handled as we continue the process forward. PATH extension to Newark, positive in support, some with modifications, some asking about the cost-benefit, again will be addressed as the process continues forward. The FIS at Stewart International Airport is one that aviation is looking at to see what they can do in terms of that to support the expansion of international carriers there. And the AirTrain at LaGuardia received 13 comments. And for the most part concerns about its location, its scope, and potentially cost-benefit related to that program. Again, the planning authorization will be asked to do today should help us address and answer the questions that were raised in those concerns.

[Other comments received also include] We also received comments in support of the Gateway Program, some comments about other investments in our infrastructure at our facilities. So then we had few comments about replacing the AirTrain at Newark, request for service capacity increases at PATH, ten-car platform program, and then some other projects, some other regional projects that could be considered like the airport redevelopment that you've heard about at Newark, a Empire State Gateway Suspension Bridge, and things of that nature. So this is, again, all been summarized for you today along with recommendations from the staff.

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[Recommendations: Adopt plan as proposed] So in the interest of brevity, we're going to say staff is recommending that we adopt the plan as proposed with the modification to the scope of George Washington Bridge program, to accommodate those wedges all within the existing TPC, that we obviously continue our dialogue with our stakeholders and monitor our asset conditions and use that enhanced gating process to make sure that we're moving with the right programs forward and maintaining that balanced Capital Plan.

[Board Chair J. Degnan] Thanks, Libby. Any recusals, Karen?

[K. Eastman] No recusals.

[Board Chair J. Degnan] Okay. Do any Commissioners have any questions or comments for Libby?

[Comm. W.P. Schuber] Mr. Chairman.

[Board Chair J. Degnan] Commissioner Schuber.

[Comm. W.P. Schuber] Yeah, Mr. Chairman, if I might very quickly. I just wanted to commend Libby and her staff on the work that's been done on the plan completely as well as the handling of the public hearings with regards to this and the gathering of the statements that came by. I had the privilege of being at the two public hearings. I know that the Chairman was there, and Ken, and Jeff, and Pat Foye, thank you, and their staff and the people who provided the backup for those meetings, Stephanie for presiding at those meetings. I want to indicate you, thank you for providing the public comments that came through on the website because I've read those as you brought them, as they came in. I'm not sure I got the last 10 but I've pretty well read everybody else's. So thank you very much for keeping us posted.

[L. McCarthy] Thank you. And I would just like to particularly thank Sherien Khella who lead the team that put together the book and did all of the comment process for us.

[Board Chair J. Degnan] Thank you. Any other comments or questions? I'm gonna make a very brief comment. I'm very pleased, as you can probably tell, that we're finally moving ahead with this Capital Plan and specifically with planning for the bus terminal which is a critical project, everyone acknowledges, for both New York and New Jersey residents. This work must begin as soon as possible to ensure we're responding to the needs created by an aging terminal and an increasing demand. To that end, it's very important I think to note that this resolution does not preclude the study of any additional options for providing cross-Hudson transportation. We continue to acknowledge that while the bus terminal is a critical first step and is necessary irrespective of what else is done, it is only one piece of a menu of options that must be in place to meet the needs created by future demand increases. To suggest that we should delay or stop the Port Authority Bus Terminal renovation would imperil the safety of our commuters if we're to do that only to study additional alternative projects that are worthy of study and may need to be done. So the Port Authority reserves the right to study additional options necessary to satisfy cross-Hudson transportation demand. We started that when we convened the May 2015 Summit, the Trans-Hudson Crossing, which I believe led significantly to the recommendation of the two

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governors as to how the Gateway Tunnel should provide. And we clearly addressed that in the 2016 Trans-Hudson Commuter Capacity study. The work is being done to the extent additional studies should be presented to the Port Authority and additional options could enhance the ability across the Hudson in addition to the bus terminal, we should do that. The bus terminal is not a one size fits all solution, just one part of the piece of the fabric that we need to do in order to enhance Trans-Hudson crossing. With that, and if there are no other comments from the commissioners... Commissioner Lipper.

[Comm. K. Lipper] I would just like to complement the staff for having worked extremely hard for more than a year in preparing the groundwork for the capital budget and for the commissioners diligently discussing, debating, changing, arguing about the plan. I have strong objections to certain elements of the plan, namely the rail link to LaGuardia and the extension of PATH to Newark Airport, both for financial reasons that it will strain the Port Authority in that arena and mostly for the utility of those projects. I believe \$4 billion could be spent where there's greater demand for our services, where there's ridership. But I am content that the process which we will undertake and you will hear we will vote to have a ridership study done of each of these potential projects and if they don't indicate adequate ridership... Which I believe they won't, but I believe in the integrity of the system, and if they don't provide adequate ridership, we will redirect those funds. I hope those funds would be better used to add to the Bus Terminal... Project, which is fundamental to the region, and also frankly, to extend the PATH station so they could accommodate 10 cars, given the growth of it. There's a finite amount of money and we have to use that money very wisely. So with those strong reservations, I will vote for the Capital Plan because it is an extremely good Capital Plan and necessarily Capital Plan for the region. And I commend everyone involved with working on it, including the public for its contribution. Thank you.

[Board Chair J. Degnan] There are no other comments. Karen, could you take the roll. >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] The votes are in order, the matter is approved. Next order of business is a very brief presentation by Steve Plate who will discuss the resolution that's been made public already on the Port Authority Bus Terminal planning authorization. Steve.

[S. Plate] Thank you, Chair. And thank you, commissioners. I'm here today for a request that the Board authorize a total estimated amount of \$70 million for the first phase of a comprehensive planning effort for the replacement of the Port Authority Bus Terminal and support facilities with the National Environmental Policy Act as well as applicable federal, state, and local review processes, and for the planning of potential intermediate bus staging and storage facilities as well.

[Port Authority Bus Terminal (PABT) Replacement Program- Phase I Planning] I request under this item that you authorize the executive director to enter into agreements for the professional services, technical and related advisory services in support of this effort at an estimated aggregate amount of \$50 million, which is included within the \$70 million. The scope of services

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to be procured under this authorization includes project management, environmental planning and engineering, real estate advisory services. These services will allow the Port Authority to conduct a thorough evaluation of viable alternatives with extensive stakeholder engagement, interagency coordination, and comprehensive public outreach programs. Thank you for your considerate continued support.

[Board Chair J. Degnan] Thank you, Steve. Any questions or comments? Any recusals, Karen?

[K. Eastman] No recusals.

[Board Chair J. Degnan] There are no further questions or comments. We'll take a roll call vote. >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] The votes are in order, the item is approved. Hurray. Our next order of business is a brief presentation by Huntley Lawrence on the... He's our Director of Aviation. He'll discuss proposed planning to support the future redevelopment of JFK. Huntley.

[H. Lawrence] Yes, sir. Commissioners, I'm here to seek planning authorization for the redevelopment of JFK International Airport. Today, JFK operates with six terminals and four runways.

[Background] And in 2016, the airport accommodated 450,000 flights and served a record 59 million passengers, which was a 22% growth over the past five years. And passenger demand at the airport is expected to grow to 75 million passengers over the next 10 to 12 years and even higher beyond that. Today, the current terminal development is challenged by airfield and landside infrastructure boundaries that have been static since the early 1990s. And during certain peak periods, the airport cannot adequately support today's volumes, and passengers' air traffic demand increases, the congested airfield, terminals, and landside roadways and parking system will be further strained. And also, JFK does not have insufficient... Does have insufficient terminal and gate capacity to meet growing demand and experiences transportation access challenges.

[Current and Future Challenges] JFK's terminals have been developed as independent projects without the benefit of an overall master plan to guide development efforts. And this independent development has created an airport with inconsistent levels of service across the terminals. Customers experience transportation access challenges, including roadway network congestion, peak period overcrowding of on-airport transportation options and unreliable travel times to and from the airport.

[JFK Planning Efforts will Focus on:] For every million passengers accommodated at JFK, the New York, New Jersey regions stands to gain up to \$140 million in annual wages, \$400 million in annual sales, and 2,500 jobs. And as demand for JFK increases, having the ability to adequately accommodate these additional passengers becomes vital to realizing these economic gains.

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[Authorization Request] In January 2015, New York Governor Andrew Cuomo created an Airport Advisory Panel to make recommendations through the State of New York and the Port Authority regarding the transformation of JFK and LaGuardia airports. The advisory panel, with the assistance of expert consultants, received input from and worked with Port Authority staff and other agencies including the MTA, New York State Department of Transportation as well. On January 4, 2017 the advisory panel issued a report titled A Vision Plan for JFK International Airport, which included recommendations for the 21st century airport. The proposed planning work will evaluate the recommendations from the panel and will allow us to develop a comprehensive airport-wide framework by transforming JFK into a unified world-class airport. The planning effort will address functional relationships and overall planning approaches as they relate to airport traffic patterns, parking lot locations, taxiway expansion, and ensuring top amenities as we redevelop the airport's terminals. But it is important to note that the redevelopment of the airport's terminals is expected to be financed through private funds and requires commercial agreements with the respective terminal leaseholders.

[Authorization Request] I'm requesting \$50 million for the JFK Redevelopment Planning Program, comprised of \$40 million in professional, technical, and advisory services, and \$10 million in associated staff costs. This funding is included in the approved 2017-2026 Capital Plan. Additionally, we are seeking authority to apply up to \$50 million in passenger facility charges in order to recover costs associated with this planning effort.

[Scope of Planning Authorization] The scope of the planning authorization is included here and includes Master Planning, Feasibility Analysis, AirTrain JFK Analysis, and it will allow us to continue Airside capacity evaluations.

[Questions] Commissioners, pending your questions, I ask that you approve this planning authorization for JFK International Airport.

[Board Chair J. Degnan] Thank you, Huntley. Are there any questions or comments? Any recusals?

[K. Eastman] No.

[Board Chair J. Degnan] If no, would you take a roll call vote? >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] The votes are in order, the motion is approved. Finally, Huntley, would you address the LaGuardia resolution?

[H. Lawrence] Yes, sir. Commissioners, I'm also here to request planning authorization for an AirTrain system at LaGuardia Airport.

[Background] LaGuardia is the only major airport in the region that does not offer passengers or

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employees a rail service option. Access to the airport is exclusively road based and primarily served by taxis and other for-hire vehicles. Travel times to and from the airport are often long and unpredictable due to access road congestion. And the AirTrain is expected to have and be an integral part of the landside transportation infrastructure at LaGuardia, and having a reliable mode for passengers to travel to mass transit connections at Willets Point would help to ease congestion at the terminal frontages. Rail access to LaGuardia has been assessed in numerous studies over the past three decades, alternative alignment such as extending the N train to the airport would create significant community impacts. And the AirTrain between LaGuardia and Willets Point has the least impact on local communities and still offers mass transit connections via Long Island Rail Road and the 7 train. Willets Point also allows for future development of airport facilities which are surely needed at LaGuardia, such as a consolidated rental car facility, additional airport parking, which could further reduce frontage congestion by eliminating shuttle buses from the frontage.

[Authorization Request] The planning authorization would provide for \$20 million to be used for implementation of the AirTrain at LaGuardia, which is included in the 2017-2016 Capital Plan. The \$20 million is split between \$17 million in professional, technical, and advisory services, and \$3 million in associated staff costs. Additionally, we are seeking authority to apply for roughly \$20 million in passenger facility charges in order to recover costs associated with this planning effort. The planning effort is expected to result in the four or five deliverables that I'm showing here.

[Scope of Work] Cost estimate for the AirTrain System, preferred and alternate alignment, ridership studies, geotechnical investigation, and legal and financial consultants to support the RFQ and RFP process. The feasibility analysis will then be provided to the Board for review and a decision as to whether it is in the best interest to proceed. Commissioners, pending your questions, I ask you advance the proposed planning authorization for the implementation of the AirTrain system at LaGuardia, and approve.

[Board Chair J. Degnan] Thank you, Huntley. Any comments? Any recusals, Karen?

[K. Eastman] No recusals.

[Board Chair J. Degnan] Any comments or questions? Just one. Will this study include an analysis of whether we need a Tier I or Tier II EIS impact statement?

[H. Lawrence] Yes, it will be included as part of that. Yes.

[Board Chair J. Degnan] Okay. Thank you. Karen, would you take the roll? >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] The votes are in order, the matter is approved. We have several other items on today's agenda. The Committee chairs will be asked to provide a brief report and the Board will consider it. So on behalf of the Committee on Operations, I'll submit the item that we

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discussed earlier today with respect to incentivizing airlines to establish non-stop air service to destinations in Stewart International Airport. Any recusals?

[K. Eastman] No recusals.

[Board Chair J. Degnan] Comments or questions? Karen, would you take the roll? >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] Votes are in order, and that matter is approved. The next item which was discussed also earlier in Committee today includes that 30-year lease with Taylor Jet Center at Stewart. Any recusals?

[K. Eastman] No recusals.

[Board Chair J. Degnan] Is there a motion? >> So moved. >> Second? >> Second.

[Board Chair J. Degnan] Any questions or comments. If not, Karen, take the roll. >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] The next item authorizes the discontinuation of the Port Authority's Carpool Plan from the Bayonne Bridge with the commencement of the open road cashless tolling system at the bridge. The introduction of open road cashless tolling will allow drivers to move freely and efficiently across the bridge and that will reduce traffic congestion and protect the environment by decreasing vehicular emissions. Prior to making a motion on this item, I'd ask the Corporate Secretary to note any recusals.

[K. Eastman] No recusals.

[Board Chair J. Degnan] Commissioners, do you have any questions or comments about this? If not, is there a motion? >> So moved. >> Second? >> Second. >> Karen, would you take the roll? >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] The votes are in order, and the matter is approved. As Vice-Chair of the Committee on Capital Planning, etcetera. I'll now report on certain items under the committee's purview. The first is a \$7 million project for the installation of flood prevention tide gates and associated work at JFK. Any recusals?

[K. Eastman] No recusals.

[Board Chair J. Degnan] Is there a motion? >> Yes. >> Second? >> Second.

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[Board Chair J. Degnan] Comments or questions? Karen, would you take the roll? >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] Votes are in order and the matter is approved. The next item authorizes \$6.9 million in planning for the development of projects to repair and restore damaged structural, mechanical, and electrical elements in systems and provide flood protection at the Holland Tunnel. Any recusals?

[K. Eastman] No.

[Board Chair J. Degnan] Is there a motion? >> Motion. >> Second? >> Second.

[Board Chair J. Degnan] Any questions or comments? If not, Karen, would you take the roll? >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] On March 11 in 2016, the Port Authority released detailed information regarding a two-stage Bus Terminal Design and Deliverability Competition to the public. In May, an international panel renowned for their expertise in various fields, for whose service we are enormously grateful, was selected to evaluate submissions in this design and deliverability competition, and five finalists were selected in June of 2016. At the October 2016 meeting, the chair of the independent panel presented that panel's report. The Board commends the five finalist teams for their creative responses. And once again, thanks the panel for their hours of work and recommendations to us at no cost to us and these were volunteers. This item authorizes a payment of an honorarium of \$200,000 each to two of the design competitors and \$400,000 each to three of the design competitors in consideration of their work and effort in producing these design competitions. Prior to making a motion on this item, I'd ask the secretary to note any recusals.

[Board Chair J. Degnan] No recusals?

[K. Eastman] There are no recusals. Is there a motion? >> So moved.

[Board Chair J. Degnan] Is there a second? >> Second. All right, if there are no comments or questions, Karen, take the roll. >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] The next item, which was presented earlier, authorizes five projects to enhance flood resiliency of PATH's Exchange Place, Newport, Grove Street and Hoboken stations and an aggregate amount of \$63.3 million. Any recusals?

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[K. Eastman] No recusals.

[Board Chair J. Degnan] Is there a motion? >> Motion. >> Second? >> Second.

[Board Chair J. Degnan] Thank you, Rich. Are there any comments or questions? If not, Karen, would you take the roll? >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] Votes are in order, the matter is approved. I'll call on Commissioner Bagger to give his Finance Committee Report.

[Comm. R. Bagger] Thank you. As Chair of the Finance Committee, I'd like to recommend a resolution authorizing that the Board certify that Moynihan Station Transportation Program as a facility of the Port Authority. As you may recall from September of last year, the Board authorized the program subject to facility certification. Today's action would permit the Port Authority to expend up to \$150 million towards the program consistent with our Capital Plan. Are there any recusals on this item?

[K. Eastman] Yes. Commissioner Fascitelli and Commissioner Steiner are recused on this matter.

[Board Chair J. Degnan] Is there a motion on the item? >> So moved. >> Second? >> Second. >> Any questions or discussion? If not, a roll call, please. >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Recused. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Recused. >> Thank you.

[Comm. R. Bagger] The votes are in order, so the matter is approved.

[Board Chair J. Degnan] The last item on the agenda is... by Commissioner Lipper as Chair of Committee on Governance and Ethics.

[Comm. K. Lipper] Thank you, Chairman Degnan. As Chair of Committee on Governance and Ethics, I wish to put forth to the Board for consideration a resolution which authorizes certain further measures to improve Port Authority governance with respect to oaths, conflicts of interests, and affirmative cooperation with investigation. Specifically, this resolution requires... Port Authority employees in senior leadership positions to take an oath to affirm in writing that he or she will discharge all Port Authority duties in conformity with the law. It also provides for a conflict of interest process which will require General Counsel to identify potential conflicts of interests between Port Authority senior leaders, disclose financial statements, and decisions that the Board will be asked to consider, and include a mechanism for dealing with potentially complex conflict of interest matters including, if need be, disclosing them to the Board. Lastly, this resolution eliminates an impediment to employee participation in workplace investigations

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of potential misconduct by modifying certain workplace policies to ensure affirmative cooperation by staff in investigations. Prior to making a motion on this item, I would ask the Corporate Secretary to note any Commissioner recusals on this matter.

[K. Eastman] No recusals, sir.

[Comm. K. Lipper] Do any of the commissioners have any questions on this item? There are no questions. I will now request a motion on this item. >> So moved. >> Second.

[Comm. K. Lipper] Thank you. I will now request the Corporate Secretary to call the roll for the voting on this item. >> Chairman Degnan. >> Yes. >> Commissioner Bagger. >> Yes. >> Commissioner Fascitelli. >> Yes. >> Commissioner James. >> Yes. >> Commissioner Lipper. >> Yes. >> Commissioner Lynford. >> Yes. >> Commissioner Schuber. >> Yes. >> Commissioner Steiner. >> Yes.

[Board Chair J. Degnan] The votes are in order, the matter is approved. There being no further business, the meeting is adjourned.