

THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY

MINUTES

Thursday, June 27, 2019

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MINUTES of the Meeting of The Port Authority of New York and New Jersey held Thursday, June 27, 2019 at 2 Montgomery Street, City of Jersey City, County of Hudson, State of New Jersey

PRESENT:

NEW JERSEY

Hon. Kevin J. O'Toole, Chairman
 Hon. Richard H. Bagger
 Hon. Kevin P. McCabe
 Hon. Raymond M. Pocino

NEW YORK

Hon. Jeffrey H. Lynford, Vice Chairman
 Hon. Leecia R. Eve
 Hon. Daniel J. Horwitz
 Hon. Gary LaBarbera
 Hon. George T. McDonald
 Hon. Rossana Rosado

Richard Cotton, Executive Director
 Michael E. Farbiarz, General Counsel
 Linda C. Handel, Secretary

James K. Allen Jr., Chief of Staff to the Vice Chairman
 Brian Babb, Summer Intern, Law
 Adam L. Barsky, Chief of Staff to the Executive Director and Special Counselor
 Justin E. Bernbach, Director, Government and Community Affairs, New York
 John Bilich, Chief Security Officer
 Benjamin M. Branham, Chief Communications Officer
 Michael Brown, Police Chief
 Ana Carvajalino, Director, Office of Financial Planning
 Rebecca L. Cassidy, General Manager, Board Unit, Office of the Secretary
 Edward T. Cetnar, Director, Public Safety/Superintendent of Police
 Steven J. Coleman, Deputy Director, Media Relations
 Brian Cooney, Police Officer
 Jennifer S. Davis, Chief Intergovernmental Affairs Officer
 Clarelle D. DeGraffe, Director, Rail Transit
 Michael P. Dombrowski, Audio Visual Specialist, Marketing
 Diannae C. Ehler, Director, Tunnels, Bridges and Terminals
 Benjamin Feldman, Senior Program Manager, Intergovernmental Affairs
 Christopher Figaro, Police Inspector
 Amy H. Fisher, First Deputy General Counsel
 Kevin Frick, Attorney, Law
 Robert E. Galvin, Chief Technology Officer
 Ann M. Georgas, Legal Management, Manager, Law
 Erik George, Executive Advisor, Chief Financial Office
 Glen Guzi, Senior Program Manager, World Trade Center Construction
 Mercedes Guzman, Secretary to the Executive Director
 Natasha G. Jean Philipp-Cumberbatch, Manager, Corporate Transparency, Office of the Secretary
 Norma Juarez, Summer Intern, Law
 Howard G. Kadin, Attorney, Law
 Milena Kosc, Principal Board Management and Support Specialist, Office of the Secretary
 Alexandra Koscove, Summer Intern, Law
 Abigail Krusemark, Summer Intern, Law
 Lindsey M. Kryzak, Director, Media Relations
 Cristina M. Lado, Director, Government and Community Affairs, New Jersey

Aaron Lasker, Summer Intern, Law
 Huntley A. Lawrence, Director, Aviation
 Christopher Lyons, Summer Intern, Law
 Michael G. Massiah, Chief Diversity and Inclusion Officer
 Sara Mazurek, Summer Intern, Law
 Daniel G. McCarron, Comptroller
 Elizabeth M. McCarthy, Chief Financial Officer
 James E. McCoy, Deputy Secretary, Office of the Secretary
 David McKinley, Summer Intern, Law
 Mark Muriello, Deputy Director, Transportation and Revenue Programs, Tunnels, Bridges
 and Terminals
 Alec Nadeau, Special Assistant to the Executive Director
 Michael Nestor, Inspector General
 Maria Oliveri, Associate Board Management and Support Specialist, Office of the Secretary
 Alan L. Reiss, Director, World Trade Center Construction
 Sam Ruda, Director, Port
 Peter D. Simon, Chief of Staff to the Chairman
 Mark B. Spector, Director, Real Estate
 James A. Starace, Chief Engineer/Director of Engineering
 Patrick Sun, Summer Intern, Law
 Derek H. Utter, Chief Development Officer
 Lillian D. Valenti, Chief Procurement and Contracting Officer
 Kathryn Winfree, External Relations Executive, Intergovernmental Affairs
 Christine Xu, Summer Intern, Law
 Ben Zang, Summer Intern, Law

Guests:

Edmund Caulfield, Associate Counsel, Authorities Unit, Office of the Governor of New Jersey
 Mrs. Robert Jones
 Kathleen Leahy
 William Leahy
 Michael Wojnar, Assistant Secretary for Transportation, Office of the Governor of New York

Speakers:

Murray Bodin, Member of the Public
 Jeff Canton, NJ State Veterans Chambers of Commerce
 Karenina Capa Cortes, Unite Here Local 100
 Jenny Carpio, Unite Here Local 100
 Bhairavi Desai, NY Taxi Workers Alliance
 Brian Diego, PATH Labor Coalition
 Felice Farber, The General Contractors Association of NY
 Daniel Lacey, PATH Labor Coalition
 Thomas Malone, PATH Labor Coalition
 Aliyu Mouhammadu, NY Taxi Workers Alliance
 Victor H. Salazar, NY Taxi Workers Alliance
 Nadia Small, Unite Here Local 100
 Charlene Talarico
 Uppkar Thind, NY Taxi Workers Alliance
 Mohammad Tipu Sultan, NY Taxi Workers Alliance
 Carol Walter, Unite Here Local 100
 Neile Weissman, Complete George

Topic:

Transportation Issues
 Diversity & Inclusion
 Airport Workers Healthcare Issues
 Airport Workers Healthcare Issues
 Increase Charges for Yellow Cab
 PATH Contracts
 Proposed Changes to Capital Plan
 PATH Contracts
 PATH Contracts
 Increase Charges for Yellow Cab
 Increase Charges for Yellow Cab
 Airport Workers Healthcare Issues
 Human Resources Policies
 Increase Charges for Yellow Cab
 Increase Charges for Yellow Cab
 Airport Workers Healthcare Issues
 Widening Paths on GWB

The public meeting was called to order by Chairman O’Toole at 12:20 p.m. and ended at 2:20 p.m. The Board also met in executive session prior to the public session.

Report on Prior Meeting’s Minutes

Copies of the Minutes of the meeting of May 23, 2019 were delivered to the Governors of New York (in electronic form) and New Jersey (in paper form) on May 24, 2019. The time for action by the Governors of New York and New Jersey expired at midnight on June 10, 2019.

Moment of Silence

The Chairman requested a moment of silence to honor the recent passing of two distinguished members of the Port Authority Police Department, Police Officer William J. Leahy and Lieutenant Robert Jones.

PROPOSED CHANGES IN TOLLS SCHEDULE FOR VEHICULAR INTERSTATE CROSSINGS, PROPOSED PATH SYSTEM FARE INCREASE AND OTHER FEES

For decades, the American Society of Civil Engineers has issued “report cards” that grade the United States’ infrastructure, including bridges, railroads, airports, and shipping facilities. The Engineers’ most recent overall grade for the country’s infrastructure --- a D+. In a critical area of our national life, this is no one’s idea of success. And it confirms what anyone can see --- that American infrastructure is in crisis. Long cycles of underinvestment are having their predictable effect --- neglected bridges and ports are crumbling; aging rail fleets are not being rebuilt; and airports are buckling under the weight of surging demand, unable to deliver the performance we all expect.

But for the New York/New Jersey region, the Port Authority has committed to making major investments in its facilities, and is working to chart a different course. Our airports, trains, bridges, tunnels, and terminals are fundamental pillars of regional prosperity and vitality. They fuel the engine of our ever-expanding regional economy. And they are being used at record-setting levels, with hundreds of millions of customers relying on Port Authority facilities at higher levels than ever before. The agency’s airports have set passenger volume records each year for the last five years. Five years of consistent growth has led to record PATH ridership. AirTrain ridership is at an all-time high. Port Authority ports are driving record growth. And Port Authority bridges and tunnels are handling more than 120 million vehicles each year.

The Port Authority’s current capital plan commits the agency to invest in its facilities at unprecedented, record levels. And the agency is beginning to deliver concrete, tangible results. In 2018 the Port Authority opened the Goethals Bridge, the agency’s first new bridge since 1931; completed systematic safety and signals improvements at PATH; inaugurated new gates and a new concourse at LaGuardia Airport, as part of an \$8 billion total airport rebuild; and broke ground on major terminal construction work at Newark Liberty International Airport. In recent weeks, the agency began the federal environmental review process to replace the obsolete Port Authority Bus Terminal; formally completed the project to re-build the Bayonne Bridge, which included the raising of the Bridge, a step that opened the way for the wave of ultra-large container ships coming through the widened Panama Canal to serve the region; initiated the PATH Improvement Plan, to provide major capacity increases across the system, and to drive forward both a detailed, six-point delay reduction initiative and various customer service initiatives; and completed during June of 2019 the final major element of the ship-to-rail infrastructure that will dramatically enhance our ports’ ability to both receive global cargo and to ship it outside the New York/New Jersey market.

Doing all of this requires funding. To get the job done, police officers and engineers and train conductors must be hired; and capital is needed both to upgrade aging infrastructure and to build new world-class 21st century transportation facilities.

To fund its operations and its investments, the Port Authority does not rely on taxpayer dollars or funding from the states of New York or New Jersey. The agency is self-funding. The agency works aggressively to generate maximal revenue from non-toll and non-fare sources --- from third-party fees, from rentals, and from businesses operating at our facilities. In addition, the

Port Authority seeks infusions of private capital. But given the extremely heavy cost of making serious infrastructure investments, the agency must supplement its revenue by collecting tolls, fares, and fees from the users of its facilities.

That is why the Board of Commissioners has long committed to ensuring that agency tolls and fares keep up. The Board's public commitments, made in 2008, 2011, and 2017, are discussed more below. These commitments concern, among other things, the need to adjust tolls and fares to account for the pent-up impact of inflation. This is common sense as much as it is sound financial planning. Commitments made in 2008, 2011, and 2017 represent consistent action by multiple predecessor Boards to chart a responsible long-term course for the agency. In following that same path, the Board, today, must ensure that it is itself proceeding in a responsible way. This means that toll and fare adjustments should be considered with the benefit of robust public input, and with an eye to honoring prior Boards' commitments; addressing inflation's effects; keeping the Port Authority in line with sister agencies; and making necessary investments for the region's future. In addition, toll and fare adjustments should be undertaken against the backdrop of the sort of concrete, tangible progress that is now underway.

An example helps to underscore the practical need to consider adjustments to agency tolls and fares. In 2003, the Port Authority opened the JFK AirTrain. Sixteen years later, the JFK AirTrain has carried hundreds of millions of people and, by annual passenger volume, is the tenth-busiest rail transit system in the country. But the JFK AirTrain still charges precisely the same fare that it did on the day it opened in 2003. This is not sustainable. Inflation has marched steadily forward over the past sixteen years; there are virtually no goods or services in the New York/New Jersey area that cost today what they did in 2003.

Today, the Board is being asked to inaugurate a set of hearings, to get public input on the proposed adjustments to agency tolls and fares laid out in the detailed chart ("Schedule") that is attached. The very large majority of the proposed adjustments are part of a catch-up effort to ensure that today's tolls, fares, and fees reflect the accumulated impact of past inflation. In total, the toll and fare adjustments set out in the Schedule would collectively generate \$235 million in incremental annual revenue --- and support the \$37 billion capital plan the Board is today considering, a capital plan that would help to ensure the prosperity and the vitality of the New York/New Jersey region long into the future.

Bridges and Tunnels

The first adjustment set forth in the Schedule concerns increases in the tolls at the agency's bridges and tunnels --- proposed increases for all vehicles, starting in 2020.

The reason for the toll increase is straightforward. In January of 2008, the Board directed that bridge and tunnel tolls increases must regularly keep pace with inflation.

The required inflation adjustment was later re-affirmed by the Board in 2011. The 2008 decision, as re-confirmed in 2011, provides that in the wake of the last toll increase in 2015, the Port Authority must track inflation. When the cumulative impact of inflation exceeds \$1, the Port Authority is to put the inflation adjustment into effect. The Port Authority's Chief Financial Officer has concluded that this \$1 threshold will be triggered in 2020. This is because the Port

Authority has not had a general bridges and tunnels toll increase since 2015 --- and the CFO, using consumer price inflation data and projections, has advised that, in 2020, more than one dollar's worth of inflation will have accumulated since 2015.

Accordingly, under the Board's directives from 2008 and 2011, bridge and tunnel tolls will be increased to reflect the long-building impact of inflation.

In addition, in February of 2017, the Board approved a ten-year capital plan, that outlined a decade's worth of important, much-needed transportation projects. The 2017 capital plan rested on the assumption "that the Board of Commissioners will take certain actions in the future to create or raise certain fees and charges at [Port Authority] facilities to maintain a balanced [capital] plan."

As set forth in the Schedule, the \$1.00 inflation adjustment would go into effect on January 5, 2020 and future inflation adjustments would continue thereafter. In light of the enormous growth in E-ZPass penetration (up from 74% in 2008 to over 85% in 2018), the proposal would also reduce the E-ZPass discount for autos and motorcycles by 25 cents, from \$2.50 to \$2.25 at peak rates and from \$4.50 to \$4.25 at off-peak rates. The E-ZPass discount was intended, in part, to incentivize drivers to make use of the E-ZPass system. But given the now-widespread use of E-ZPass, the previous steepness of the E-ZPass discount is no longer necessary and the proposal would reduce the extent of the discount.

The increase set out in the Schedule would be the first general increase to Port Authority bridge and tunnel tolls since 2015. And even with the increase in Port Authority tolls, Port Authority crossings will *not* generally be more expensive than regional comparators. For a car crossing the MTA's Verrazzano Bridge, the toll by mail rate is \$19; for a car crossing a Port Authority bridge or tunnel, the toll by mail rate/cash rate is today \$15 and is proposed to move up to \$16. In a similar vein, the average of the Port Authority's peak and off-peak E-ZPass rates for autos and motorcycles would be essentially equivalent to the MTA's single E-ZPass rate.

Carpool Discount

The Bayonne Bridge eliminated toll booths and started exclusively using electronic tolling in 2017. Such a change in how tolls are collected can speed traffic along --- and by doing so can reduce emissions, and help to eliminate traffic build-up in nearby communities. But as an operational matter, it is difficult to offer a carpool discount without operators physically present in toll booths, both to see how many passengers may be in a given car and to confirm the vehicle is not a for-hire vehicle ferrying paying passengers. Technological solutions to this problem are both costly and not as reliable as they one day may be. This is why, when the Bayonne Bridge and Outerbridge Crossing went to all-electronic tolling, the then-existing carpool discount was eliminated. And this is why the Board resolved more than a year ago that the carpool discount will be eliminated at the Goethals Bridge. As Port Authority bridges and tunnels prepare for a potentially all-electronic future, the Schedule reflects the elimination of the carpool discount at all agency bridges and tunnels. Moreover, the Port Authority's current experience with the carpool discount has raised safety concerns. Offering a carpool discount has encouraged significant numbers of people to stand, on foot, on the shoulder of busy bridge and tunnel approach roads --- waiting for a ride for themselves, and to allow the car's driver to secure a carpool discount. This is dangerous and unlawful behavior. Aggressive enforcement activity has been unable to stop it.

And this behavior slows traffic, undermining one of the basic reasons why the carpool discount was put in place in the first place.

Out of State Accounts

It has become standard practice throughout the region for tolling agencies that rely upon E-ZPass to limit discounts to those E-ZPass customers with local E-ZPass accounts. The MTA does not offer E-ZPass discounts to those who do not have a New York account, and neither does the New York State Thruway Authority. Similarly, the New Jersey Turnpike Authority does not offer E-ZPass discounts to those who do not have a New Jersey account. Maryland also does not offer E-ZPass discounts on non-Maryland accounts. The Schedule proposes to bring the Port Authority into line with its peers, by offering discounts to customers with New York or New Jersey accounts.

New York/New Jersey Staten Island Bridges Discount

The proposed Schedule includes a new, commuter-focused discount plan --- so that steep discounts are targeted to benefit more frequent users of the new Staten Island bridges, those who cross the bridges at least ten times each month.

AirTrains

As noted above, the JFK AirTrain fare has not generally been increased since 2003. The AirTrain Newark fare has not generally been increased since 2005. As set out in the Schedule, the single-ride fare for each AirTrain would increase to \$7.75. In addition, to ensure that accumulated inflation can be smoothly and predictably reflected in future fares, the Schedule reflects that AirTrain fares would, going forward, be subject to an automatic inflation-adjustment mechanism.

PATH

The proposal reflected in the Schedule would keep the PATH single-ride fare at \$2.75 --- where it has been since 2014. In addition, certain multi-ride PATH discounts would be scaled back. This approach is broadly in line with the MTA's --- the base fare for an MTA-provided New York City subway ride is \$2.75, and the MTA has eliminated multi-ride discounts. In addition, under the proposal set out in the Schedule, PATH fares would, going forward, be subject to an automatic inflation-adjustment mechanism.

Airport Ground Transportation Access Fees

Throughout the United States, airport operators have imposed access fees on for-hire vehicles and taxis that enter the airport. The fees imposed by the Port Authority's peer airports in Los Angeles; Chicago; San Francisco; and Washington, DC; are as follows:

Airport	For-Hire Vehicles		Taxis	
	Pick Up	Drop Off	Pick Up	Drop Off
Los Angeles	\$4.00	\$4.00	\$4.00	-
Chicago	\$5.60	\$5.60	\$4.00	-
San Francisco	\$4.50	\$4.50	\$4.50	-
Washington DC	\$4.00	\$4.00	\$3.00	\$3.00*

*(IAD only)

As reflected in the Schedule, fees at the Port Authority's three major airports would follow the LAX model ---- \$4.00 per for-hire vehicle pick-up and \$4.00 per for-hire vehicle drop-off; and \$4.00 per taxi pick-up, with no fee for a taxi-drop-off.

* * *

Against this backdrop, it was recommended that the Board hold public hearings, to ensure that members of the public have ample opportunity to share their views directly with the Commissioners on the proposed toll and fare adjustments in the Schedule.

Six public hearings would take place, three in New York and three in New Jersey, two in the morning and four in the evening, on the following schedule:

	Date and Time	Location
Hearing 1	July 16, 8:00AM	4 World Trade Center; Manhattan
Hearing 2	July 17, 8:00AM	2 Montgomery Street; Jersey City
Hearing 3	July 18, 7:00PM	Terminal One Redevelopment Community Outreach Office; Elizabeth
Hearing 4	July 22, 7:00PM	College of Staten Island
Hearing 5	July 29, 7:00PM	Hilton Hasbrouck Heights
Hearing 6	July 30, 7:00PM	JFK International Airport

Each hearing would be attended by at least one Commissioner from New York and one Commissioner from New Jersey, as well as a Hearing Officer, who would be charged with ensuring that a transcript is made of each public hearing and provided to the full Board of Commissioners. In addition, a summary of all comments made at each hearing should be provided to the Board by the Executive Director by September 19, 2019.

To ensure broad public participation at the hearings, the Executive Director should be directed to place advertisements in various local newspapers, and to widely publicize the hearings using the Port Authority's website and its various social media platforms.

Moreover, opportunity for public comment should be afforded for an extended period, even beyond the six July hearings set out above. Accordingly, members of the public should be invited to send any written comments on the Schedule to the Port Authority, via www.panynj.gov/publiccomments. Comments can be received at the referenced link until September 13, 2019. A summary of these comments should be provided to the Board by the Executive Director by September 19, 2019.

All of this provides an opportunity for broad and robust public comment, beyond what is required by the agency's By-Laws. It is crucial that the public be able to weigh in on the toll and fare changes set out in the Schedule. In addition, hearings on the toll and fare adjustments described in the Schedule should be combined with any hearings that the Board might initiate with respect to the reassessment of the agency's ten-year capital plan. Combined hearings will be more convenient for members of the public who wish to weigh in on both topics. And combined hearings are consistent with Article VI(B)(2) of the Port Authority By-Laws, which requires hearings on toll and fare increases to "state the purpose or purposes for which such tolls . . . [and] fares . . . are to be instituted or changed."

It is expected that, in light of information gained during the hearings and by means of written comments, the Board will consider enacting the adjustments reflected in the Schedule at its September 26, 2019 meeting.

Pursuant to the foregoing report, the following resolution was adopted, with Commissioners Bagger, Eve, Horwitz, LaBarbera, Lynford, McCabe, McDonald, O'Toole, Pocino, and Rosado in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

RESOLVED, that the Executive Director be, and he hereby is, authorized and directed to conduct public hearings with respect to the proposed toll, fare, and fee adjustments enumerated in the attachment to this Resolution ("Schedule"), and to conduct such hearings, to advertise such hearings, and to report on such hearings to the Board of Commissioners --- all in the manner set out in the Report above; and it is further

RESOLVED, that the Executive Director be, and he hereby is, authorized and directed to solicit public comments with respect to the Schedule and to report on such comments to the Board of Commissioners, all in the manner set out in the Report above; and it is further

RESOLVED that, in light of information gained both during the public hearings and by means of written public comments, the Board will expect to consider enacting the toll, fare, and fee adjustments reflected in the attached Schedule at its September 26, 2019 meeting.





















Tolls-Existing & Proposed

Effective January 5, 2020

1. After 2020, it is proposed that all tolls (except vehicle Classes 8 and 9) will be indexed for inflation*

2. It is proposed that the E-ZPass toll discounts for all vehicle Classes be limited to users registered with a New York or New Jersey E-ZPass Customer Service Center account

All rates apply to the Lincoln Tunnel, Holland Tunnel, George Washington Bridge, Bayonne Bridge, Goethals Bridge, and the Outerbridge Crossing. **Tolls are collected entering New York. No tolls are collected entering New Jersey.** **PEAK HOURS** Weekdays: 6-10 a.m., 4-8 p.m. Sat. & Sun.: 11 a.m.-9 p.m. **OFF-PEAK HOURS** All Other Times **OVERNIGHT HOURS FOR TRUCKS** Sundays-Thursdays, 10 p.m. until 6 a.m. the following morning

Class	Vehicle Type	Number of Rear Wheels	Number of Axles	E-ZPass Off-Peak Hours ²		E-ZPass Peak Hours ²		E-ZPass Trucks Weekday Overnight Hours ²		Cash Toll/Toll by Mail All Hours	
				Existing	Proposed ¹	Existing	Proposed ¹	Existing	Proposed ¹	Existing	Proposed ¹
1	Vehicles with Two Axles and Single Rear (Includes Two Axle Recreational Vehicles with Single Rear Wheels and No Additional Axles In Tow) 		2	\$10.50	\$11.75	\$12.50	\$13.75	N/A	N/A	\$15.00	\$16.00
2	Vehicles with Two Axles and Dual Rear Wheels (Includes Two Axle Recreational Vehicles with Dual Rear Wheels) 		2	\$34.00	\$36.00	\$36.00	\$38.00	\$31.00	\$33.00	\$42.00	\$44.00
3	Vehicles with Three Axles or Combinations of Vehicles Totalling Three Axles 		3	\$51.00	\$54.00	\$54.00	\$57.00	\$46.50	\$49.50	\$63.00	\$66.00
4	Vehicles with Four Axles or Combinations of Vehicles Totalling Four Axles 		4	\$68.00	\$72.00	\$72.00	\$76.00	\$62.00	\$66.00	\$84.00	\$88.00
5	Vehicles with Five Axles or Combinations of Vehicles Totalling Five Axles 		5	\$85.00	\$90.00	\$90.00	\$95.00	\$77.50	\$82.50	\$105.00	\$110.00
6	Vehicles with At Least Six Axles or Combinations of Vehicles Totalling At Least Six Axles 		6+	\$102.00 Additional Axles \$17.00 each	\$108.00 Additional Axles \$18.00 each	\$108.00 Additional Axles \$18.00 each	\$114.00 Additional Axles \$19.00 each	\$93.00 Additional Axles \$15.50 each	\$99.00 Additional Axles \$16.50 each	\$126.00 Additional Axles \$21.00 each	\$132.00 Additional Axles \$22.00 each
7	Class 1 or 11 (Including Class 1 Recreational Vehicles) with Trailer (Minimum Three Single Wheel Axles) 		3	\$20.00 Additional Axles \$9.50 each	\$22.25 Additional Axles \$10.50 each	\$22.00 Additional Axles \$9.50 each	\$24.25 Additional Axles \$10.50 each	N/A	N/A	\$33.00 Additional Axles \$17.00 each	\$34.00 Additional Axles \$18.00 each
8	Two Axle Buses and Mini Buses (Seating Capacity = 10 or More) 		2	\$13.00	\$14.00 on 01/05/2020, \$14.50 on 01/02/2022, \$15.50 on 01/07/2024, and \$16.00 on 01/04/2026	\$13.00	\$14.00 on 01/05/2020, \$17.00 on 01/02/2022, \$18.00 on 01/07/2024, and \$21.00 on 01/04/2026	N/A	N/A	\$24.00	\$25.00 on 01/05/2020, \$27.00 on 01/02/2022, \$28.00 on 01/07/2024, and \$30.00 on 01/04/2026
9	Three Axle Buses and Mini Buses (Seating Capacity = 10 or More) 		3+	\$13.00	\$14.00 on 01/05/2020, \$14.50 on 01/02/2022, \$15.50 on 01/07/2024, and \$16.00 on 01/04/2026	\$13.00	\$14.00 on 01/05/2020, \$17.00 on 01/02/2022, \$18.00 on 01/07/2024, and \$21.00 on 01/04/2026	N/A	N/A	\$24.00	\$25.00 on 01/05/2020, \$27.00 on 01/02/2022, \$28.00 on 01/07/2024, and \$30.00 on 01/04/2026
11	Motorcycles 		2	\$9.50	\$10.75	\$11.50	\$12.75	N/A	N/A	\$15.00	\$16.00

*Increase when the cumulative Consumer Price Index (CPI) reaches \$1.00 when measured on the Cash/TbM Class 1 vehicle rate; one-time further reduction of \$0.25 to the E-ZPass discount for Class 1 and 11 vehicles

Toll Discounts-Existing & Proposed

Effective January 5, 2020

1. After 2020, it is proposed that all tolls (except vehicle Classes 8 and 9) will be indexed for inflation*
2. Green Pass E-ZPass Off-Peak tolls maintained at \$3.50 less than the Class 1 vehicle E-ZPass Off-Peak toll for qualifying vehicles registered for the program through the E-ZPass NY Customer Service Center
3. Staten Island Bridges Commuter Discount Plan tolls will be indexed to inflation, maintaining the discount of fifty percent off qualifying trips based on the auto E-ZPass Peak toll*

All rates apply to the Lincoln Tunnel, Holland Tunnel, George Washington Bridge, Bayonne Bridge, Goethals Bridge, and the Outerbridge Crossing. **Tolls are collected entering New York. No tolls are collected entering New Jersey. The Bayonne Bridge and Outerbridge Crossing are all cashless tolling facilities and no longer accept cash toll payments.**

PEAK HOURS
Weekdays: 6-10 a.m., 4-8 p.m.
Sat. & Sun.: 11 a.m.-9 p.m.

OFF-PEAK HOURS
All Other Times

OVERNIGHT HOURS FOR TRUCKS
Sundays-Thursdays, 10 p.m. until 6 a.m. the following morning

Discount Plan-Enrollment Required	Number of Axles	E-ZPass Off-Peak Hours		E-ZPass Peak Hours		E-ZPass Trucks Weekday Overnight Hours		Cash Toll/Toll by Mail All Hours	
		Existing	Proposed ¹	Existing	Proposed ¹	Existing	Proposed ¹	Existing	Proposed ¹
Carpool Plan Class 1 & 11 Vehicles	2	\$6.50 Additional Axles \$9.50 each	Discontinued	\$6.50 Additional Axles \$9.50 each	Discontinued	N/A	N/A	N/A	N/A
Green Pass² Eligible Low-Emission Class 1 Vehicles	2	\$7.00 Additional axles \$9.50 each	\$8.25 Additional axles prevailing E-ZPass toll.	\$12.50 Additional axles \$9.50 each	\$13.75 Additional axles \$10.50 each	N/A	N/A	N/A	N/A
Staten Island Bridges Plan Class 1, 7 & 11 Vehicles	2	\$6.25 if 3+ trips taken; \$10.50 if only 1 or 2 trips taken. Additional Axles \$9.50 each	Replaced	\$6.25 if 3+ trips taken; \$10.50 if only 1 or 2 trips taken. Additional Axles \$9.50 each	Replaced	N/A	N/A	N/A	N/A
New York/New Jersey Staten Island Bridges Commuter Discount Plan³ Class 1, 7 & 11 Vehicles	2	N/A	\$6.88 if 10+ trips taken; \$11.75 if 9 or less trips taken. Additional axles \$10.50 each.	N/A	\$6.88 if 10+ trips taken; \$13.75 if 9 or less trips taken. Additional axles \$10.50 each.	N/A	N/A	N/A	N/A

*The 10-trip requirement applies to NY-bound trips made in a calendar month

PATH Fares-Existing & Proposed

1. After 2020, it is proposed that all fares be indexed for inflation

Fare Option	Price		Price Per Ride	
	Existing	Proposed ¹	Existing	Proposed ¹
1-Trip SmartLink /PATH SingleRide Ticket / Pay-Per-Ride MetroCard	\$2.75	\$2.75	\$2.75	\$2.75
PATH 2-Trip MetroCard	\$5.50	\$5.50	\$2.75	\$2.75
10-Trip - SmartLink	\$21.00	\$25.00 on 11/01/2019, \$26.00 on 11/01/2020	\$2.10	\$2.50 on 11/01/2019, \$2.60 on 11/01/2020
20-Trip - SmartLink	\$42.00	\$50.00 on 11/01/2019, \$52.00 on 11/01/2020	\$2.10	\$2.50 on 11/01/2019, \$2.60 on 11/01/2020
40-Trip - SmartLink	\$84.00	\$100.00 on 11/01/2019, \$104.00 on 11/01/2020	\$2.10	\$2.50 on 11/01/2019, \$2.60 on 11/01/2020
Senior SmartLink Card - for riders 65 years or older	\$1.00	\$1.25 on 11/01/2019	\$1.00	\$1.25 on 11/01/2019
SmartLink 1-Day Pass - unlimited for 1 day	\$8.25	\$10.00 on 11/01/2019, \$10.50 on 11/01/2020	N/A	N/A
SmartLink 7-Day Pass - unlimited for 7 days	\$29.00	\$34.50 on 11/01/2019, \$36.00 on 11/01/2020	N/A	N/A
SmartLink 30-Day Pass - unlimited for 30 days	\$89.00	\$106.00 on 11/01/2019, \$110.25 on 11/01/2020	N/A	N/A

AirTrain JFK Fare-Existing & Proposed

Effective November 1, 2019

1. After 2019, it is proposed that all AirTrain JFK fares be indexed for inflation*

Fare Option*	Price		Price Per Ride	
	Existing	Proposed ¹	Existing	Proposed ¹
Single Ride MetroCard	\$5.00	\$7.75	\$5.00	\$7.75

*The expiration of the 10-trip card will be reduced to 31 days

AirTrain Newark Fare-Existing & Proposed

Effective November 1, 2019

1. After 2019, it is proposed that all AirTrain Newark fares be indexed for inflation

Fare Option*	Price		Price Per Ride	
	Existing	Proposed ¹	Existing	Proposed ¹
Single Ride Ticket (NJ Transit)	\$5.50	\$7.75	\$5.50	\$7.75
Single Ride Ticket (Amtrak)	\$5.00	\$7.75	\$5.00	\$7.75

Airport Ground Transportation Access Fee-Existing & Proposed

Effective mid- to late-2020

Access Fee*	Pick-Up Price		Drop-Off Price	
	Existing	Proposed	Existing	Proposed ¹
Taxi	N/A	\$4.00	N/A	N/A
For-Hire-Vehicle (FHV)	N/A	\$4.00	N/A	\$4.00

*The airport Ground Transportation Access Fee is proposed for John F. Kennedy International Airport, Newark Liberty International Airport, and LaGuardia Airport

REASSESSMENT AND PROPOSED CHANGES TO THE 2017-2026 CAPITAL PLAN

At its meeting on February 16, 2017, the Board adopted the 2017-2026 Capital Plan with total spending of \$32.2 billion, including \$29.5 billion in direct spending on Port Authority facilities, and a commitment to support debt service payments on \$2.7 billion of Gateway Program Development Corporation low-cost borrowing for Phase 1 of the Gateway Program, subject to certain conditions. The approved Capital Plan included a balanced portfolio of critical projects selected after consideration of asset condition, operational and revenue impact, threat assessment, customer service, regional benefit and regulatory or statutory requirements and long-term affordability of the Capital Plan.

Since the Capital Plan was adopted, the Port Authority has reached significant milestones in the delivery of Capital Plan projects, including:

- Completion of the raising and rebuilding of the roadway of the Bayonne Bridge enabling record levels of cargo and providing a 21st century crossing for New Jersey and Staten Island residents;
- Opening of the first new 18 gate concourse as part of the complete rebuild of LaGuardia Airport, the first new airport in the U.S. in 25 years;
- Completion of the new Goethals Bridge, the first new bridge built by the Port Authority in 87 years;
- Groundbreaking for Newark Liberty International Airport's new Terminal One to replace the long-outdated Terminal A; and
- Opening of the new headhouses of PATH's Harrison Station, the first new PATH station in New Jersey in more than two decades.

At the 2017 meeting, the Board required that the Capital Plan be reassessed every two years, to ensure that the Port Authority has available sufficient revenues for the activities in the Capital Plan and to meet necessary expenditures in the succeeding ten-year period. The 2019 reassessment proposed by staff and further described in the "Capital Plan 2017-2026, 2019 Reassessment" separately provided to the Board today and available to the public on the Port Authority's website, reflects an increase of \$4.8 billion.

It is projected that there is adequate funding to fully support the \$4.8 billion increase, including approximately \$4.5 billion (94%) which is expected to be funded through additional revenues associated with the projects, including revenue increases from terminal rents, airline cost recoveries, user fees, and anticipated receipt of Passenger Facility Charges (PFC) and federal Superstorm Sandy Recovery and Aviation Improvement grants associated with certain projects. The remaining increase is expected to be accommodated within the revised \$37 billion Capital Plan.

Port Authority staff has compared the total spending associated with the existing Capital Plan, changed as set forth above, to forecasted capital capacity available to fund those efforts. The projected revenues considered at Capital Plan adoption in 2017 together with incremental project related revenue identified above and the proposed changes in tolls, fares and fees advanced today under a separate Board action, provide a reasonable basis to conclude that the Port Authority continues to have sufficient revenues to undertake and complete the Capital Plan, as revised.

It is important that the Board receive the benefit of public comment on the proposed Capital Plan changes. Therefore, it is recommended that the Board conduct public hearings before approving the recommended Capital Plan 2019 reassessment, to ensure that members of the public have ample opportunity to provide their views on the proposed uses for the new funding.

The public hearings will be held concurrently with hearings on the tolls, fares and fees separately considered today by the Board and relevant details are included in the resolution for that matter.

Following the public hearing process, it is expected that the Board will be in a position to decide whether or not to move forward with the recommended 2017-2026 Capital Plan changes and to determine whether, in light of current information as to capital capacity and the progress of capital projects, the Port Authority has sufficient resources to (1) invest in Capital Plan projects during the remaining planning period at roughly the pace and the cost that has been planned, and (2) fund necessary expenditures in the succeeding ten-year period, and that therefore, no additional adjustments to the Capital Plan are required.

Pursuant to the foregoing report, the following resolution was adopted, with Commissioners Bagger, Eve, Horwitz, LaBarbera, Lynford, McCabe, McDonald, O'Toole, Pocino, and Rosado in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

RESOLVED, that the Executive Director be, and he hereby is, authorized and directed to conduct public hearings with respect to the proposed changes to the 2017-2026 Capital Plan, as further described in the "Capital Plan 2017-2026, 2019 Reassessment" ("2019 Proposed Changes") which hearings shall be conducted concurrently and in the same manner as set forth in the Board's proposed changes in tolls, fares and fees; and it is further

RESOLVED, that the Executive Director be, and he hereby is, authorized and directed to solicit public comments with respect to the 2019 Proposed Changes and to report on such comments to the Board of Commissioners, all in the manner set out above and in the proposed changes in tolls, fares and fees; and it is further

RESOLVED that, in light of information gained both during the public hearings and by means of written public comments, the Board will expect to consider at its September 26, 2019 meeting, approval of the 2019 Proposed Changes and determination of whether the Port Authority has sufficient resources to (1) invest in Capital Plan projects during the remaining planning period at roughly the pace and the cost that has been planned, and (2) fund necessary expenditures in the succeeding ten-year period, and that therefore, no additional adjustments to the Capital Plan are required.

Capital Plan 2017-2026

2019 Reassessment - Proposed Capital Plan Changes

2017-2026 Capital Plan

In February 2017, the Board of Commissioners adopted a ten-year 2017-2026 capital plan. The 2017-2026 Capital Plan totaled \$32.2 billion and included \$29.5 billion in direct spending on Port Authority facilities, and a commitment to support debt service payments on \$2.7 billion of Gateway Program Development Corporation low-cost borrowing for Phase 1 of the Gateway Program, subject to certain conditions. The 2017-2026 Capital Plan represents a balanced portfolio of critical projects that affirms and supports the Port Authority's mission to meet the region's core transportation needs, while acting as good stewards of the public's resources in a fiscally responsible way. The 2017-2026 Capital Plan was developed using a comprehensive planning process and risk-based prioritization that considered: top of the agenda 21st Century infrastructure priorities; existing asset conditions; operational and revenue impacts; threat assessments; customer service, regional benefit, regulatory or statutory requirements; and, long-term affordability of the Plan.

Since the Plan was adopted, the Port Authority has completed significant milestones in the delivery of the Plan. Below are significant milestones that have been met to date:

- In June 2017, the Bayonne Bridge project achieved its goal of 215 feet of navigational clearance. The new, wide roadway fully opened this spring and the entire project was completed in June 2019. The Port has seen an increase in the size of vessels calling on the port, with nearly 20 percent of all containerized cargo at the port now carried on ultra-large efficient container vessels enabling the port to handle record levels of cargo.
- In May 2018, the full opening of the new Goethals Bridge was achieved. The new \$1.5 billion cable-stayed crossing over the Arthur Kill between Staten Island, New York and Elizabeth, New Jersey represents a major upgrade to the region's infrastructure system and a vast improvement for drivers.
- The Bayonne Bridge and the Goethals Bridge projects represent the first major new bridge construction by the Port Authority since 1931.
- In June 2018, 3 World Trade Center (WTC) opened, adding approximately 2.5 million square feet of new office space and allowing for the opening of public space around the site. Pedestrian streets, Dey Street and Cortlandt Way, which connect the WTC site with Greenwich and Church Streets, were completed. The WTC campus now provides office space for nearly 40,000 employees.
- In October 2018, the first headhouse of PATH's Harrison Station modernization program was completed, by opening the westbound side of the station, featuring a glass and steel design and modern amenities. The second headhouse at Harrison opened in May 2019.
- PATH is the first railroad system in the region and one of the first in the nation to meet the federal Positive Train Control (PTC) mandate. Last fall the Federal Railroad Administration (FRA) certified that PATH's signal system upgrade met the federal regulatory requirements for PTC, achieving formal completion ahead of the FRA's December 31, 2018 deadline.
- On December 1, 2018 the first new 18-gate concourse opened as part of the complete rebuild of LaGuardia Airport (LGA), which will be the first new airport built in the U.S. in 25 years. The new 250,000-square-foot concourse which houses 18 gates, multiple new passenger amenities and concessions, and two airport lounges is a major milestone in the overall \$8 billion plan of transforming LGA into a state-of-the-art 21st century airport.

- During 2018 cellular service was brought to the underground PATH stations, and new PATH countdown clocks were installed, providing real-time train arrival information to passengers.
- The reconstruction of the Palisades Interstate Parkway helix, a critical component of the “Restoring the George” program, was completed in March 2019. The helix is a critical approach to the George Washington Bridge that connects the southbound Palisades Interstate Parkway to the bridge’s upper level roadway.
- In April 2019, the Port Authority activated cashless tolling at the Outerbridge Crossing, which provides commuters with quicker, safer, and more fuel-efficient travel over the bridge. Implementation of cashless tolling at the Goethals Bridge will occur later this year.

In addition, since the 2017-2026 Capital Plan was adopted, 215 projects have entered the construction phase with new contracts awarded. The following are significant awards:

- More than \$130 million in construction contracts have been awarded to replace two PATH substations which were inundated with flood waters during Superstorm Sandy in 2012. These substations are designed to exceed the Federal Emergency Management Agency’s (FEMA) flood elevation maps, in line with the Port Authority’s climate resilience design guidelines.
- In 2018, new construction contracts were awarded for two projects in the “Restoring the George” program. The projects continue to be delivered on time, with the program expected to be completed by 2024 as planned.
- In 2018, the agency awarded a design-build construction contract and broke ground at Newark Liberty International Airport for the construction of a new Terminal One. This historic \$2.7 billion project will replace the outmoded Terminal A facility.
- In March 2018, the Port Authority awarded a contract to repair PATH Tunnels E and F, which connect the Exchange Place Station in Jersey City, New Jersey to the WTC Station in New York. These tunnels were severely damaged during Superstorm Sandy. Work will be completed over 90 weekends in 2019 and 2020.
- In 2018, multiple contracts were awarded for PATH’s Railcar Overhaul Program for PATH’s PA5 railcar fleet, which is intended to refurbish the original 350 PA5 PATH cars that were procured in 2005.
- In 2018, through two Board actions, 72 new PA5 PATH cars were ordered and will be delivered by the end of 2022. These additional rail cars, combined with the new signal system, will significantly increase capacity and decrease peak hour congestion.

We also continue to make progress on three other mega projects in the 2017-2026 Capital Plan: (1) JFK’s transformation into an integrated 21st century airport; (2) the Port Authority Bus Terminal (PABT) Replacement; and, (3) LaGuardia AirTrain.

- In October 2018, as part of the JFK Redevelopment program, two terminal developers were selected: JetBlue and the Terminal One Group, which are expected to build two new major international terminals on the north and the south side of the airports, respectively.
- In May 2019, we began the environmental review process for the replacement of the obsolete PABT.
- In May of 2019, the Federal Aviation Administration’s (FAA) environmental review process of the new LaGuardia AirTrain began.

2019 Capital Plan Reassessment

The 2017-2026 Capital Plan is a blueprint for future spending and does not supplant the Board’s authorization process for specific projects and contracts. As part of the Board’s approval of the 2017-2026 Capital Plan, the Board confirmed: (1) the process by which performance and plan progress would be

monitored and reported; and, (2) how revisions would be accommodated to reflect changes in programs, policies, projects and the environment in which the Port Authority operates.

Pursuant to the 2017-2026 Capital Plan resolution, staff is required to report quarterly on capital and financial results to the Committee on Capital Planning, Execution and Asset Management, and the Committee on Finance to monitor quarterly capital expenditures and capital capacity. In addition, every two years the Board is required to reassess the Capital Plan in light of then-current information as to capital capacity and the progress of capital projects, and determine whether there will be sufficient resources to: (1) invest in projects during the remaining period of the 2017-2026 Capital Plan at roughly the pace and the cost that has been planned; and, (2) fund necessary expenditures in the subsequent ten-year period. If the Board cannot make this determination, it should modify the Capital Plan to ensure that these two conditions can be met, and to maintain a balanced Plan.

To aid the Board in the process of monitoring the Plan, the Board also directed staff to enhance the “gates” management process. Through this process staff are continually reviewing and recommending whether the next step in the delivery process of a given capital project (planning, design, and finally construction) may begin. This process includes, among other things: consideration of the revenue-generating potential and capital capacity impact of the capital project under review; the relative priority of the project; and, the overall capital capacity of the Port Authority.

The 2019 reassessment process of the Capital Plan began in 2018, with staff from engineering, project management, operations and finance departments conducting a comprehensive survey of the State of Good Repair (SGR) projects included in the 2017-2026 Capital Plan. Staff examined each of the SGR projects and prioritized them based on their current condition. Adjustments are recommended, with certain projects deferred, cancelled or modified to ensure the reassessed capital spending fit within the allocated funding approved in the Capital Plan for SGR projects.

Adjustments are also recommended with respect to four major projects, the additional of three new projects and other adjustments to existing projects. The proposed reassessed Capital Plan increases the total direct spending on Port Authority facilities by \$4.8 billion, from \$29.5 billion to \$34.3 billion. Of the total \$4.8 billion proposed increase, approximately \$4.5 billion or 94% of the increase, is projected to be funded through incremental revenues associated with the projects, including revenue from terminal rents, increased activity, airline cost recoveries, user fees, approval of Passenger Facility Charges (PFC) and receipt of federal grants associated with certain projects.

Major Projects:

The spending associated with certain major projects increased by \$4.3 billion in the proposed reassessed Capital Plan. This increase is projected to be funded by incremental revenues generated by the projects.

- New AirTrain Newark: The reassessed Capital Plan includes a new \$2 billion AirTrain Newark Replacement. This represents an entirely new project. The new AirTrain project replaces the planned spending of \$300 million to keep the old AirTrain in a state of good repair. The increase in the Capital Plan allocation for the new AirTrain is informed by previously authorized planning efforts and is projected to be covered by: airline cost recoveries; rental car fees; future period PFCs; and, farebox revenue, as well as \$110 million of reduced spending elsewhere in the Aviation Capital Plan.
- JFK Redevelopment: With respect to the already announced JFK Redevelopment project, the change made in the reassessed Capital Plan represents the technical Capital Plan provision catching-up with the authorizations made by the Board in October 2018. Approximately \$2.9 billion of the \$13 billion JFK project will be spent on Port Authority infrastructure, including: roadways; airfield improvements; a ground transportation center; and, utilities and electrical substations. The original 2017-2026 Capital Plan provided \$1 billion for spending on PA infrastructure. As reported to the Board in October 2018,

this incremental cost of \$1.9 billion for PA-owned infrastructure is projected to be funded from incremental rentals from private sector sources (the private terminal developers) and airline cost recoveries. The contribution from private capital remains at \$12 billion of the \$13 billion total cost of the redevelopment program, all as approved by the Board in October 2018.

- AirTrain LaGuardia: The reassessed Capital Plan provides for a \$2.05 billion project to build an AirTrain to serve LaGuardia Airport. The original 2017-2026 Capital Plan included \$1.5 billion in spending for this project. The revised project cost is informed by the continuing planning efforts and preliminary engineering studies underway as a result of previously authorized spending by the Board. The net increase to the Capital Plan is \$390 million, net of reductions elsewhere in the Aviation Capital Plan. This increase is projected to be covered by multiple sources, including: farebox revenue; airline cost recoveries; and, future period PFCs.
- EWR Terminal One Redevelopment: In February 2018 the Board reauthorized this project with an increase in the project cost of \$350 million due to market conditions increasing construction costs. As reported to the Board in February 2018, the additional funds required for this increase are projected to be provided by revenues from the new terminal.

New Projects:

Three new projects are proposed to be added to address Port Authority priorities:

- PATH Improvement Plan (\$200 million): PATH is a critical Trans-Hudson link in the region. With the growth of many communities along its route, PATH continues to see record levels of ridership and expects continued growth over the next decade. The modernization of its signal system and the expansion of the railcar fleet are included in the original 2017-2026 Capital Plan. This project adds capital commitment in four separate aspects: (1) key station modifications to enable the running of 9 car trains on the Newark-WTC lines; (2) adopting a new fare payment system based on the integration with the MTA's new OMNY fare payment system; (3) capital support for PATH's new 30-month, 6-point delay reduction initiative; and, (4) funding for planning work to enable 10-car trains on the Newark-WTC line in the future.
- Electrical Vehicle Infrastructure (\$50 million): In October 2018, the Port Authority became the first public transportation agency in the United States to embrace the Paris Climate Agreement. The Port Authority commitment set an interim target of reducing greenhouse gas emissions across its facilities 35 percent by 2025. A significant part of this sustainability agenda includes the conversion of the Port Authority's on-airport shuttle bus fleet, currently comprised of diesel and diesel hybrid vehicles, to an all-electric, zero-emissions shuttle bus fleet. The Port Authority will also convert 50 percent of its light duty vehicle fleet – representing over 600 vehicles – to electric. This project will provide for the construction of the required electric vehicle infrastructure, including charging stations, to support the electric vehicle initiative.
- Planning for a new Terminal Two at Newark Liberty International Airport (\$35 million): Newark Liberty's Terminal B first opened in 1973, the same year as Terminal A, which is currently being replaced with a new Terminal One. Though Terminal B has been renovated to increase capacity and improve the passenger experience, it still faces constraints and is not designed to fully meet the needs of 21st century air travelers. Commencing planning will enable design for a new world-class Terminal Two to move ahead as part of the broader effort to move Newark Liberty International Airport, consistent with all Port Authority airports, to the top echelon of customer rankings.

The table below depicts the proposed adjustments to the 2017-2026 Capital Plan:

Project (\$ in millions)	Proposed Adjustments	2017-2026 Reassessed Capital Plan
Major Projects:		
New AirTrain Newark	\$1,640	\$2,050
JFK Redevelopment	1,900	2,900
AirTrain LGA	390	2,050
EWR Terminal One Redevelopment (as Board approved in February 2018)	350	2,700
New Projects:		
PATH Improvement Plan	200	200
Electric Vehicle (EV) Infrastructure	50	50
EWR Terminal Two Redevelopment Planning	35	35
Remaining projects in the 2017-2026 Capital Plan	235	27,015
Net Total 2017-2026 Reassessed Capital Plan	\$4,800	\$37,000

Newark Liberty International Airport - New AirTrain Newark

Overview: AirTrain Newark is a critical component of the operation of Newark Liberty International Airport (EWR). The line carries an average of 33,000 passengers per day or 12 million passengers per year, providing access to the Northeast Corridor (NEC) Rail Link, as well as providing transfer of customers and employees between the terminals, parking lots, and rental car facilities. Without AirTrain, EWR likely would not function at its current level of service. Specifically, congestion on airport roadways and terminal frontages would increase dramatically and there would be no airport access from Amtrak, NJ TRANSIT or any future PATH to Northeast Corridor Rail Link Station connection without the use of buses.

TOTAL PROJECT COST (Reassessed Capital Plan)	\$2.05 BILLION
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INCREMENTAL CAPITAL CAPACITY (from incremental revenue)	\$1.64 BILLION
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CURRENT STAGE	PLANNING
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Purpose: Replace the existing AirTrain Newark, which has reached the end of its useful life, with a new AirTrain that will meet increasing passenger demands and enable world-class operations that provide passengers with a 21st century customer experience. The existing system and subsystems are beyond their original design life and AirTrain Newark is experiencing increasing numbers of failures causing system disruptions.

Scope: The program will include construction of new AirTrain infrastructure, including guideway, passenger stations, substations, as well as a new maintenance control facility and other system components comprised of vehicles, train control and power distribution. The increase from the 2017-2026 Capital Plan is projected to be funded from project related revenues and future PFCs.

Implementation Plan: The Plan targets AirTrain Newark construction and manufacturing to start in late 2020 or early 2021. System testing and commissioning of the new system, would be targeted for 2024, after which revenue service would partially begin in 2025, with full delivery of the system in 2026. The staging plan for the construction of the new AirTrain Newark will be coordinated with the Terminal One Redevelopment Program construction.



John F. Kennedy International Airport Redevelopment

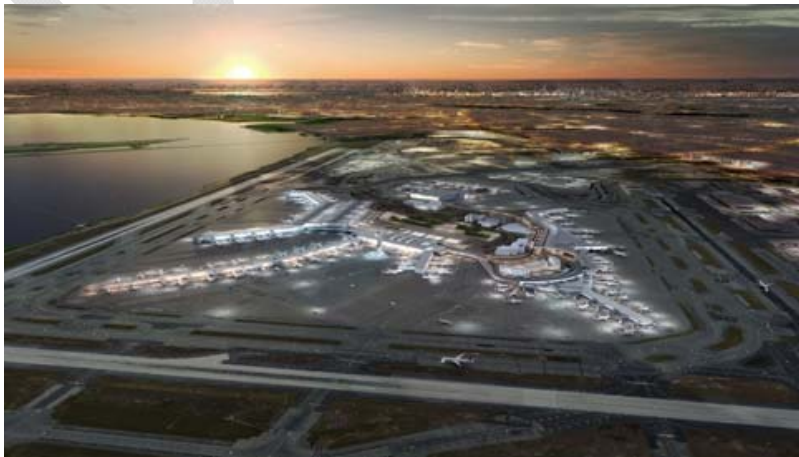
JFK Overview: John F. Kennedy International Airport (JFK) is the region's largest airport and the nation's busiest in terms of international passengers. In 2018, it accommodated a record 61.6 million passengers. Without terminal expansion and infrastructure improvements, JFK is expected to reach capacity by the mid-2020s. The airport, which generates \$15 billion in wages and supports nearly 285,000 jobs throughout the region, is routinely given poor marks by passengers due to an inconsistent, sub-par passenger experience and increasingly cramped nature of many facilities.

TOTAL PROJECT COST (Reassessed Capital Plan)	\$2.9 BILLION
INCREMENTAL CAPITAL CAPACITY (from incremental revenue)	\$1.9 BILLION
CURRENT STAGE	PLANNING/DESIGN

Purpose: On January 4, 2017, the Airport Advisory Panel (Advisory Panel), created by New York Governor Andrew Cuomo to make recommendations to the State of New York and the Port Authority regarding the transformation of LaGuardia Airport and JFK, issued a report entitled "A Vision Plan for John F. Kennedy International Airport". It included recommendations for the redevelopment of JFK to meet the standards of a world-class 21st century airport. The Vision Plan calls for an overhaul of JFK's eight disparate terminal sites into one unified airport. In October 2018, Governor Andrew Cuomo announced the PA's selection of two developers to build two new international terminals in the north and south sides of the airport. At its October 2019 meeting the Board authorized staff to continue negotiations with the two proposers.

Scope: This program includes high priority projects to modernize on-airport infrastructure in connection with the proposed Terminal One Group (TOGA) and JetBlue terminal redevelopment. Additional planning completed since the 2017-2026 Capital Plan was approved, and coordination with the private developers, identified further infrastructure improvements required to support the new international terminals. These improvements include: additional roadway improvements; airfield modifications; capacity improvements to AirTrain JFK; traffic mitigation; and, the construction of a new ground transportation center. As reported to the Board in October 2018, the increase from the 2017-2026 Capital Plan is projected to be funded from private sector revenues including rentals from the private terminal developers and airline recoveries.

Implementation Plan: The JFK program is currently in planning and design, with construction slated to start in the latter part of 2020. The program requires staging coordination with other projects underway at the airport as well as close coordination with JFK's operating airlines.



AirTrain LaGuardia

LGA AirTrain Overview: LaGuardia Airport (LGA) is the only major airport on the East Coast of the United States without direct rail transit access. Under current congested traffic conditions, travel time to LGA by road is unpredictable. Such variability and uncertainty make it difficult for travelers to plan, while also carrying a potential risk of missed flights.

TOTAL PROJECT COST (Reassessed Capital Plan)	\$2.05 BILLION
INCREMENTAL CAPITAL CAPACITY (from incremental revenue)	\$390 MILLION
CURRENT STAGE	PLANNING

Purpose: The AirTrain LGA Program will provide reliable and predictable access to the airport for travelers, airport employees and others having airport-related business. With passenger demand at LGA expected to reach 35 million passengers annually in 2030, reliable and efficient rail service to and from the airport is critical to manage on-site parking, improve drop-off and pick-up activities at the terminal frontages, as well as to reduce road congestion on and off the airport, including its nearby neighborhood streets, and reduce adverse environmental effects caused by travelers accessing the airport by road.

Scope: AirTrain LGA will connect the airport with a new station at Willets Point connecting to existing Long Island Railroad (LIRR) and NYC Transit (NYCT) subway service. The AirTrain will serve air travelers, airport employees and others having airport-related business. The incremental cost being added as part of the reassessed Capital Plan is driven by further advancement of design, a better definition of construction cost to address geotechnical and site conditions and the identification of certain mitigation/support projects required for the AirTrain program. This incremental cost is projected to be funded from multiple revenue sources including farebox revenue, airline cost recoveries and future PFCs.

Implementation Plan: AirTrain LGA construction is expected to start in 2021/2022 following the conclusion of the FAA's environmental review process which formally kicked off in May 2019 with the first public hearings held in early June 2019.



Newark Liberty International Airport Terminal One Redevelopment Program

Overview: The existing Terminal A at Newark Liberty International Airport opened in 1973; it is the oldest terminal at the airport and nearing the end of its useful life. It does not support modern airline operational requirements and strains to serve more passengers than provided under its original design capacity. This program will create a new terminal building equipped to serve the forecasted increase in passengers while providing an open, modern terminal that customers find easy to access. Importantly, the new terminal will, by design, adapt to increasing demands, including evolving requirements for air travel. The accompanying improved airfield layout will increase flow and allow for larger aircraft with dual taxi-lanes serving all gates.

TOTAL PROJECT COST (Reassessed Capital Plan)	\$2.7 BILLION
INCREMENTAL CAPITAL CAPACITY (from incremental revenue)	\$350 MILLION
CURRENT STAGE	CONSTRUCTION

Purpose: This program will replace the outmoded Terminal A building with a modern facility that meets increasing passenger levels, accommodates larger aircraft and upgrades all supporting infrastructure while providing a configuration whose layout can adapt and expand to allow for unforeseen changes in demand. As approved by the Board in February 2018, the increase to the Capital Plan provided for in the reassessed Capital Plan of \$350 million is driven by market conditions that increased construction costs. The increased costs are projected to be covered by revenues associated with the project.

Scope: The Terminal One Redevelopment Program includes four key elements:

- A new, 1 million square foot common use terminal with 33 gates that can accommodate 13.6 million annual passengers and future growth (the terminal could be expandable to 45 gates).
- Airfield paving on 140 acres contiguous to the new terminal, plus demolition of the existing Terminal A concourse.
- A new road system that connects the new terminal building to the existing Central Terminal Area, including eight new bridges and frontage roads.
- An “open”, tiered and naturally ventilated garage and surface lot featuring approximately 3,000 parking spaces.

Implementation Plan: In February 2018, the Board authorized a contract with Tutor Perini/Parsons JV, a joint venture between Tutor Perini Corporation and Parsons Transportation Group Inc., for the design and construction of Terminal One, and other infrastructure. It is anticipated that the new terminal will open in phases with full opening by the end of 2022.



PATH Improvement Plan

Overview: PATH ridership is at record-high levels, with continued growth expected over the next decade. This project adds capital commitment in four separate aspects: (1) key station modifications to enable the running of 9 car trains on the Newark-WTC line; (2) adopting a new fare payment system based on integration with the MTA’s new OMNY fare payment system; (3) capital support for PATH’s new 30-month, 6-point delay reduction initiative; and, (4) funding for planning work on a project to enable 10-car trains on the Newark-WTC line in the future.

TOTAL PROJECT COST (Reassessed Capital Plan)	\$200 MILLION
CURRENT STAGE	MULTIPLE

Purpose: Leveraging the on-going \$750 million investment in a new signal system that enables PATH to run more trains per hour, and the prior commitment of \$216 million for 72 new rail cars, the PATH Improvement Plan (“PIP”) adds \$80 million for station modifications to enable the conversion of the Newark-WTC line from 8-car trains to 9-car trains running every three minutes during the peak of the rush hour periods. These changes are anticipated to result in a 40 percent increase in capacity on the Newark-WTC line by 2022. PATH also anticipates in that timeframe an increase a 20 percent increase in capacity on the Journal Square-33rd St. line, Hoboken-WTC line and the Hoboken-33rd St. line.

As part of a 30 month \$50 million commitment of funds to reduce delays and enhance customer experience, the PIP includes capital funding to address the key causes of delay. The PIP also includes funding for the implementation of a new fare payment system integrated with the MTA’s new OMNY system.

Scope: To accommodate longer trains on the Newark-WTC line, PATH has proposed capital projects at both the Grove Street Station and the Exchange Place Station, with a planned investment of \$80 million.

As part of the six-point delay reduction initiative, the PIP will provide resources to address four of the major causes of delay: (1) track conditions; (2) switch failures; (3) car equipment failures; and, (4) signal equipment issues.

The PIP also requires capital investment for a new fare payment system that will support contactless media, including debit/credit cards and mobile devices and be fully integrated with MTA’s new fare payment system.

Implementation Plan: The multiple capital projects to support the PIP are expected to be completed by the end of 2022.



Determination of Capital Capacity

The Port Authority is a municipal corporate instrumentality of the States of New York and New Jersey that has been in existence for 99 years. The agency was created in April 1921 by the two States through a Compact, which was consented to by the Congress of the United States.

Although a joint agency of the two States, the Port Authority stands on its own, both operationally and financially.

Financially, the Port Authority is self-sustaining and raises the funds it needs to acquire, construct or improve its facilities primarily on the basis of its own credit. Except in limited circumstances the Port Authority does not receive federal or state support. When it was created, the states provided the Port Authority with the power to establish charges for the use of its facilities and to borrow money through its bonds or other obligations. In consideration of the self-sustaining nature of the Port Authority, the reassessed Capital Plan continues to allocate the agency's affordable capital to its highest priority needs in a fiscally responsible manner to achieve a financially balanced plan.

The Port Authority employs a comprehensive planning process that considers multiple factors in the development of the annual budget and long-range capital plan and ensures the agency is consistently moving towards achieving long-term goals. The planning process requires an annual assessment of impacts to the continuing operations of the Port Authority's facilities, such as the regional needs, customer demands and industry specific business environments.

These factors constitute an input of the Port Authority Integrated Financial Model (IFM), which was designed for completeness of the financial picture of the Port Authority, and is used to determine capital capacity.

In determining capital capacity, the Port Authority projects its future net revenues based on existing and anticipated contracts and leases, and its approved rates and charges, subject to contractual or other escalations. The determination of capacity also includes reasonable assumptions regarding funds available from third party contributions (including federal funds) to support certain projects in the plan, and net proceeds from the sale or net-lease of non-core real estate assets.

The reassessed Capital Plan increased the total direct spending on Port Authority facilities by \$4.8 billion, from \$29.5 billion to \$34.3 billion. Of the total \$4.8 billion increase, approximately \$4.5 billion or 94% of the increase, is projected to be funded through additional revenues generated by the projects, including anticipated revenue increases from terminal rents, increased activity, airline cost recoveries, user fees and anticipated authorization of PFCs and receipt of federal grants associated with certain projects as previously described.

The capital capacity generated from the incremental revenues from added projects, certain revenue initiatives and future projected revenue from Port Authority facilities provide the necessary funding to support the reassessed Capital Plan and allocate funds to ensure the required funds to deliver the projects that are currently in the construction phase, maintain our assets in full operational capacity, restore and fortify assets damaged by Superstorm Sandy and invest in projects that will expand and improve critical transportation assets.

629 GROVE STREET, JERSEY CITY, NEW JERSEY – NEW LEASE WITH LACKAWANNA WAREHOUSE CORPORATION OF NEW JERSEY II

It was recommended that the Board authorize the Executive Director to enter into a new lease agreement with Lackawanna Warehouse Corporation of New Jersey II (Landlord) for the Port Authority to lease and fit out a portion of the seventh floor of 629 Grove Street, Jersey City, New Jersey, as well as associated outdoor area, for a term of 10 years, six months, commencing on or about August 1, 2019.

The Port Authority currently occupies space at West 30th Street and 12th Avenue, New York, New York to accommodate portions of the Port Authority Police Department, under a lease which is due to expire on September 30, 2020. With the impending lease expiration, staff conducted an assessment of other suitable office space in New York and New Jersey, and identified 629 Grove Street as the most suitable alternative property to the current leasehold.

The proposed lease would be effective on or about August 1, 2019. The Port Authority would invest approximately \$6 million to provide for the timely design and fit-out of the space, including architectural design and construction, K9 facilities, heating, ventilation and air conditioning systems, furniture, equipment, training facilities, lockers and moving costs. The aggregate rent payable by the Port Authority over the term of the lease would be approximately \$4.8 million. This transaction would require no Port Authority payment for brokerage fees; the Landlord would be responsible for all such fees. The proposed lease would also be contingent upon Jersey City Planning Board approval of the fit-out of the space and alterations to the parking area.

Pursuant to the foregoing report, the following resolution was adopted, with Commissioners Bagger, Eve, Horwitz, LaBarbera, Lynford, McCabe, McDonald, O'Toole, Pocino, and Rosado in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

RESOLVED, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to enter into a new lease agreement with Lackawanna Warehouse Corporation of New Jersey II to provide for the Port Authority to lease and fit out a portion of the seventh floor of 629 Grove Street, Jersey City, New Jersey, as well as associated outdoor area, for a term of 10 years, six months, commencing on or about August 1, 2019, substantially in accordance with the terms outlined to the Board; and it is further

RESOLVED, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to enter into any other contracts and agreements necessary or appropriate in connection with the foregoing; and it is further

RESOLVED, that the form of all contracts, agreements and other documents in connection with the foregoing shall be subject to the approval of General Counsel or his authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or his authorized representative.

TETERBORO AIRPORT – REHABILITATION OF RUNWAY 6-24 – PROJECT AUTHORIZATION AND AWARD OF CONTRACT TEB-144.063

It was recommended that the Board authorize: (1) a project for the rehabilitation of Runway 6-24 at Teterboro Airport (TEB), at an estimated total project cost of \$29 million; and (2) the Executive Director to: (a) award Contract TEB-144.063 for the construction of the project, at an estimated total amount of \$20 million; and (b) enter into such other agreements as may be necessary to effectuate the project.

Runway 6-24 is one of two runways at TEB and handled half of the approximately 172,000 flight operations at TEB in 2018. The runway was last rehabilitated in 2009. The runway's pavement is approaching the end of its useful life, and the most recent inspection recommended rehabilitation of the pavement to extend the useful life of the runway. On April 26, 2018, the Board authorized planning work and engineering services to develop the project, at a total estimated cost of \$770,000.

Contract TEB-144.063 would provide for the rehabilitation of the runway, including pavement mill and overlay, and replacement of existing incandescent airfield lighting with light-emitting-diode lighting, at an estimated total construction cost of \$20 million. The completion of the project would ensure the continued safe operation of the runway, in compliance with Federal Aviation Administration standards.

Pursuant to the foregoing report, the following resolution was adopted, with Commissioners Bagger, Eve, Horwitz, LaBarbera, Lynford, McCabe, McDonald, O'Toole, Pocino, and Rosado in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

RESOLVED, that a project for the rehabilitation of Runway 6-24 at Teterboro Airport, at an estimated total project cost of \$29 million, be and it hereby is authorized; and it is further

RESOLVED, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to award Contract TEB-144.063 for the performance of construction work associated with the foregoing project, to the lowest-priced qualified bidder that meets prerequisites pursuant to a publicly advertised procurement process, at an estimated total amount of \$20 million; and it is further

RESOLVED, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to take action with respect to other construction contracts, contracts for professional and advisory services and such other contracts and agreements as may be necessary to effectuate the foregoing project, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and it is further

RESOLVED, that the form of all contracts, agreements and other documents in connection with the foregoing project shall be subject to the approval of General Counsel or his authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or his authorized representative.

GEORGE WASHINGTON BRIDGE – REHABILITATION OF NEW JERSEY/NEW YORK HIGH-TENSION ELECTRICAL SWITCHGEAR – PLANNING AUTHORIZATION

It was recommended that the Board authorize planning work to develop a project to replace high-tension electrical systems that serve the George Washington Bridge (GWB), at an estimated total cost of \$3.4 million.

Power to the GWB is provided by Consolidated Edison (Con-Ed) in New York and Public Service Electric and Gas Company (PSE&G) in New Jersey. Con-Ed supplies power to approximately half of the bridge loads, and PSE&G supplies the other half. The majority of the existing power distribution equipment that serves the GWB is nearly 50 years old and is nearing the end of its useful life.

The proposed authorization would provide for planning work to support future upgrades to the power distribution system serving the GWB, in order to ensure adequate and reliable power capacity to accommodate its future operations. A Stage I design that was completed in 2013 would be advanced through Stage II preliminary design. The Stage II preliminary design would seek to confirm loads, establish commitments with power suppliers Con-Ed and PSE&G, validate loads with the “Restoring the George” program and the GWB Bus Station, coordinate with the New York City Department of Transportation for potential easements, and revisit the building schematic design to confirm Stage I assumptions.

Pursuant to the foregoing report, the following resolution was adopted, with Commissioners Bagger, Eve, Horwitz, LaBarbera, Lynford, McCabe, McDonald, O’Toole, Pocino, and Rosado in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

RESOLVED, that planning work to develop a project to replace high-tension electrical systems that serve the George Washington Bridge, at an estimated total cost of \$3.4 million, be and it hereby is authorized; and it is further

RESOLVED, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to take action with respect to contracts for professional and advisory services and such other contracts and agreements as may be necessary to effectuate the foregoing planning work, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and it is further

RESOLVED, that the form of all contracts, agreements and other documents in connection with the foregoing planning work shall be subject to the approval of General Counsel or his authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or his authorized representative.

LINCOLN TUNNEL – HELIX REPLACEMENT PROGRAM – INCREASE IN PLANNING AUTHORIZATION

It was recommended that the Board authorize: (1) an increase of an estimated \$30 million in the amount of planning work for the replacement of the Lincoln Tunnel Helix (Helix), resulting in a total estimated amount of \$42.9 million authorized for such work; and (2) the Executive Director to award agreements for professional, technical, financial, and other advisory services, and to execute such documents with public and private entities as may be necessary to complete the Stage I planning work.

The Helix is over 80 years old and approaching the end of its useful life. In 2015, the Port Authority completed an \$80 million rehabilitation project to keep the Helix operational for the next ten to twelve years, as planning for its replacement is conducted.

The Helix structure is the primary approach to the Lincoln Tunnel and a critical link in the regional and interstate highway network. The Helix's seven-lane roadway carries approximately 87,000 vehicles per day, along with an Exclusive Bus Lane (XBL), which carries an estimated 1,800 daily buses with more than 70,000 weekday commuters. This makes the XBL one of the most highly used and most congested bus routes in the nation. The complex geometry of the Helix, its confined location, and considerations of impacts on traffic at both sides of the tunnel, present unique challenges for design and construction.

On October 2, 2008, the Board authorized planning work, in an estimated amount of \$5 million, for conceptual engineering design services in connection with the future replacement of the Helix. As part of this effort, a feasibility study was completed in 2012, which included the development of six concepts for the replacement of the Helix. Based on initial reviews of the concepts, it was recommended that additional concepts be developed, in coordination with an Advisory Committee, consisting of county and municipal representatives from the communities neighboring the tunnel, which was established to ensure consideration of the interests of the communities. Additionally, a concept to improve the Pleasant Avenue On-Ramp to westbound I-495 was also developed. If implemented as part of the project, this improvement work would require replacement of two bridges owned by New Jersey Department of Transportation (NJDOT). A third bridge owned by NJDOT would be widened to accommodate the widening of the Helix.

On September 24, 2015, the Board authorized additional planning work, in the estimated amount of \$7.9 million, to further evaluate additional designs, bringing the total amount of the planning authorization to \$12.9 million.

The proposed \$30 million increase in the amount of planning funds would be used to support completion of Stage I planning work. The additional planning work would provide for: (1) further evaluation of previously identified concepts and reduced-cost variants thereof, and development of a final concept for the Helix replacement, with input from the Advisory Committee and regional transportation agencies; (2) further evaluation of I-495 connections; (3) exploration of laydown and work areas for construction outside the Port Authority's right of way; and (4) evaluation of project delivery options and recommendation of a project delivery approach suited for the selected option.

Port Authority staff would review the recommended concepts, and associated project delivery approaches and costs for each option, in coordination with the Advisory Committee, prior to seeking any further increase in planning authorization that may be needed to initiate and complete Stage II planning efforts. Key factors to be taken into consideration in analyzing the alternatives include: cost reduction, impact on traffic during construction, means and methods for construction, conformity with current codes, construction duration, geographic footprint of the Helix, distances from Weehawken Stadium and local residences, rock excavation, environmental considerations, and stakeholder input. It is anticipated that Stage I planning work would be completed by the third quarter of 2021.

Pursuant to the foregoing report, the following resolution was adopted, with Commissioners Bagger, Eve, Horwitz, LaBarbera, Lynford, McCabe, McDonald, O'Toole, Pocino, and Rosado in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

RESOLVED, that an increase of \$30 million in the amount of planning work for the replacement of the Lincoln Tunnel Helix, resulting in a total estimated amount of \$42.9 million for such work, be and it hereby is authorized; and it is further

RESOLVED, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to take action with respect to contracts for professional, technical, financial and other advisory services and such other contracts and agreements as may be necessary to effectuate the foregoing planning work, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and it is further

RESOLVED, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to execute such documents with public and private entities as may be necessary to effectuate the foregoing planning work; and it is further

RESOLVED, that the form of all contracts, agreements and other documents in connection with the foregoing planning work shall be subject to the approval of General Counsel or his authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or his authorized representative.

LINCOLN TUNNEL – REPLACEMENT OF EXISTING INTELLIGENT TRANSPORTATION SYSTEM – PLANNING AUTHORIZATION

It was recommended that the Board authorize planning work in support of replacing the existing Intelligent Transportation System (ITS) at the Lincoln Tunnel, in order to maintain the system in a state of good repair, at a total estimated cost of \$2.2 million.

The ITS supports vehicular traffic management to measure traffic, provides customers with information concerning travel times and traffic incidents, and facilitates the timely resolution of traffic incidents. The existing ITS was installed in the early 2000s. As a result of technological advances and current operational requirements, it is necessary to replace elements of the system.

The ITS includes closed-circuit television cameras, variable message signs, vehicle detection sensors, vehicle height detection sensors, and lane control signals monitored and controlled from the Lincoln Tunnel Traffic Management Center. The Lincoln Tunnel is a critical link between New Jersey and New York; therefore, it is imperative that the ITS that supports vehicular traffic management be maintained in a state of good repair, to avoid delays and provide for safe passage to the traveling public.

The proposed planning effort includes evaluation of the ITS to optimize the upgrading and replacement of the various traffic monitoring and control signs and field devices at the Lincoln Tunnel and surrounding property, which comprise the ITS, to improve detection and response to traffic incidents, improve management of vehicular traffic, optimize traffic flows (thereby reducing overall fuel consumption and associated air pollution), and improve traffic performance measures. The project is also expected to improve timeliness of travel information disseminated to customers, as well as enhance traffic management and safety in the areas at and around the Lincoln Tunnel approaches in New York and New Jersey.

Pursuant to the foregoing report, the following resolution was adopted, with Commissioners Bagger, Eve, Horwitz, LaBarbera, Lynford, McCabe, McDonald, O'Toole, Pocino, and Rosado in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

RESOLVED, that planning work to support the development of a project to replace the existing Intelligent Transportation System at the Lincoln Tunnel, at a total estimated cost of \$2.2 million, be and it hereby is authorized; and it is further

RESOLVED, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to take action with respect to contracts for professional and advisory services and such other contracts and agreements as may be necessary to effectuate the foregoing planning work, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and it is further

RESOLVED, that the form of all contracts, agreements and other documents in connection with the foregoing planning work shall be subject to the approval of General Counsel or his authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or his authorized representative.

CONFIDENTIAL ITEM

The Board approved a matter in executive session, which shall not be made available for public inspection until such time as litigation related to this matter has concluded.

Whereupon, the meeting was adjourned.

Secretary