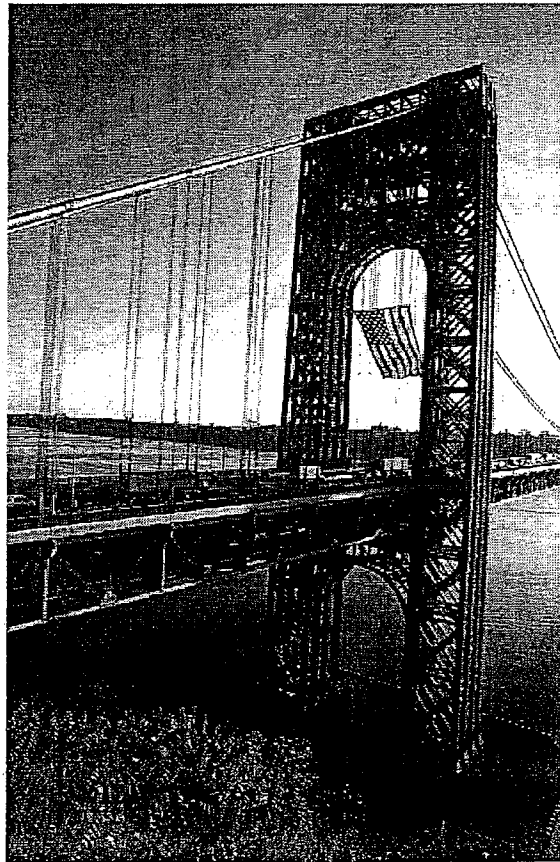
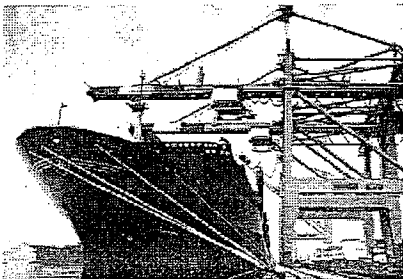


APPENDIX

The Port Authority of New York & New Jersey

Capital Plan Summary 2014 - 2023



February, 2014

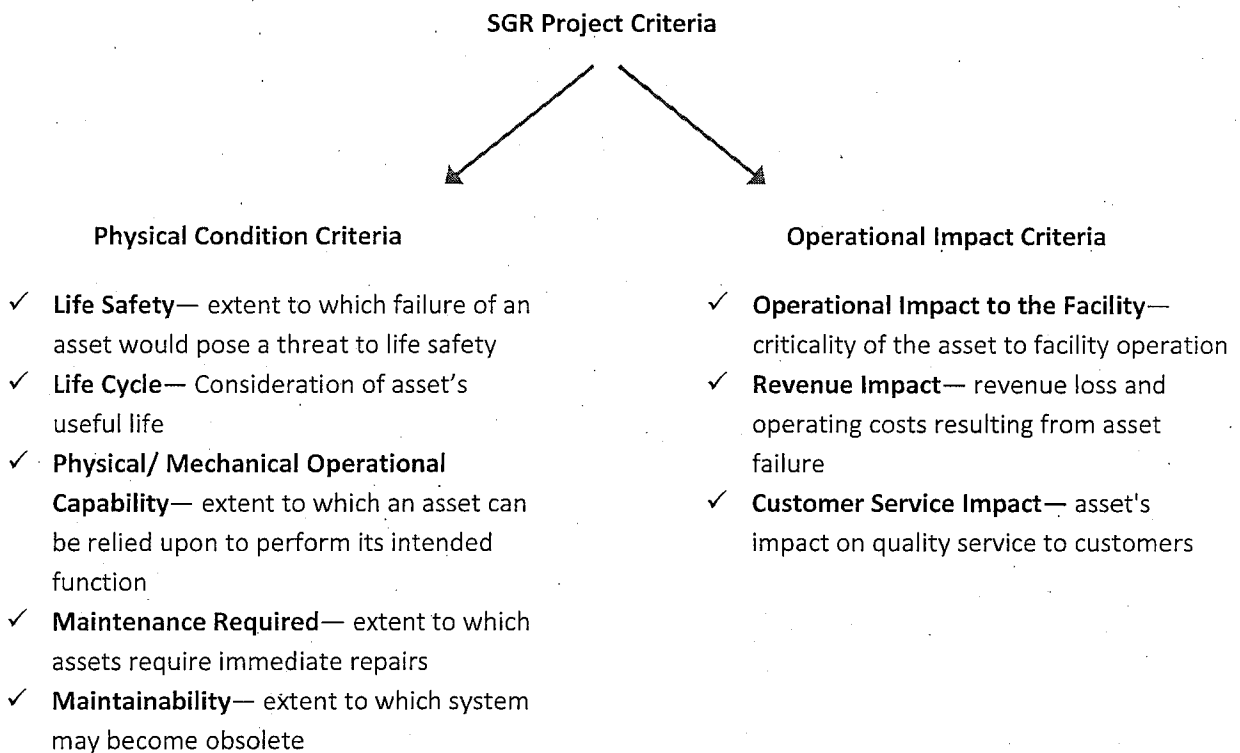
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Executive Summary

The 2014-2023 Capital Plan provides **\$27.6 billion** in capital investment to fund critical projects for the Port Authority's Ports, Airports, PATH system, Tunnels, Bridges, Terminals and the World Trade Center. The proposed 10-year capital plan is a balanced portfolio of more than 500 projects that will bring vital airport terminals into the 21st century and create important new bridge capacity, while at the same time preserving critical Port Authority infrastructure that is so essential for safe and efficient transportation in the region. It will support the generation of more than 126,000 job years, \$7.3 billion in wages and approximately \$29 billion in economic activity, and will enhance the Port Authority's legacy of excellence in constructing, maintaining and operating the New York-New Jersey region's transportation system.

The Capital Plan was developed using a comprehensive planning process and risk-based prioritization that considered asset condition, operational and revenue impact, threat assessment, customer service, regional benefit, and regulatory or statutory requirements. For our State of Good Repair Program (SGR), the criticality of an SGR project was determined by assessing the associated asset in two independent categories: (1) the current *physical condition* of the asset, and (2) the *operational impact* that the asset has on the facility where the asset is located. The following is the criteria employed in the SGR assessment:



The other project categories were also prioritized for inclusion in the capital plan. System Enhancing/Revenue Producing projects were evaluated based on the scale of the project, the potential economic value to the region, as well as the potential to provide revenue for the agency. Mandatory Projects were reviewed to confirm specific law, governmental rule or policy addressed by investment. All Mandatory Projects were included in the Capital Plan. Security Projects were evaluated by the Chief Security Officer and the Office of Emergency

Management as part of an overall risk based analysis. The 2014-2023 Capital Plan also provides for significant advancement of the agency's mission through investment in:

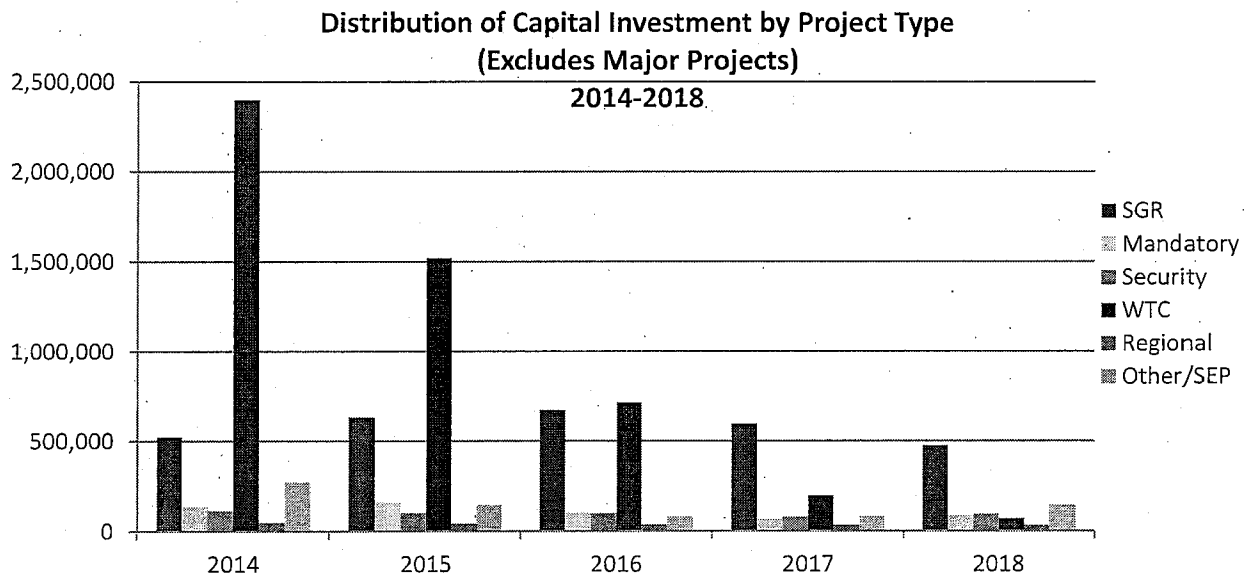
- New Major Initiatives:
 - Central Terminal Building at LaGuardia Airport (CTB)
 - Terminal A Redevelopment at Newark Int'l Airport
 - Lincoln Tunnel Helix Reconstruction
 - Lincoln Tunnel Access Projects
 - Goethals Bridge Replacement
 - Bayonne Bridge Roadway Elevation
 - GWB Suspender Ropes Replacement
 - Greenville Yards Port Development
 - PATH Grove St. Station Renovation
 - PATH Harrison Station Renovation
 - PATH Extension to Newark Int'l Airport
- Completion of the World Trade Center (WTC)
- As reflected in the following table, core Line Department planned spending, which excludes major project initiatives, represents nearly 40% of the 2014-2023 capital plan. The World Trade Center represents 18% of the plan and is forecasted to complete nearly all activities within the first 3 years of the plan. New major department initiatives account for 40% of the capital plan. The Port Authority will invest nearly \$16 billion in the first five years of the plan, including \$500 million in Storm Sandy related projects.

2014-2023 Capital Plan Overview – by Department			
(\$ in 000's)	2014-2018	2014-2023	2014-2023 Share of Capital Plan
Aviation – Core Project	2,053,633	4,740,606	17.2%
TB&T – Core Projects	1,251,674	2,250,856	8.2%
PATH – Core Projects	873,279	1,715,502	6.2%
Port – Core Projects	495,711	1,266,391	4.6%
Provisions and Development	11,165	781,104	2.8%
Line Dept. Subtotal	4,685,462	10,754,460	39.0%
Bayonne Bridge Elevation	1,142,820	1,142,820	4.1%
Goethals Bridge Construction	463,435	474,552	1.7%
GWB Suspender Ropes Replacement	208,943	933,150	3.4%
Lincoln Tunnel Helix Reconstruction	36,297	1,441,267	5.2%
Lincoln Tunnel Access Projects	1,455,060	1,727,375	6.3%
Greenville Yards Development	286,351	312,701	1.1%
CTB at LaGuardia Airport	1,486,188	2,080,545	7.5%
Terminal A Redevelopment at Newark Airport	199,612	1,220,504	4.4%
PATH Harrison Station Renovation	191,950	206,950	0.8%
PATH Grove Street Station Renovation	18,641	214,141	0.8%
PATH Extension to Newark Airport	575,000	1,200,000	4.4%
Major Projects Subtotal	6,064,296	10,954,004	39.7%
WTC	4,900,211	4,912,156	18%
State and Regional	192,571	942,571	3%
Total	15,842,540	27,563,191	

Profiling the plan by capital project categories, the Port Authority has prioritized its portfolio by providing for State of Good Repair investment to maintain critical structural integrity and operational capabilities of its assets; Mandatory projects that are required by law, governmental rule or regulation or by Port Authority policy; Security projects that meet risk management goals; and System Enhancing Projects that improve customer service levels and yield regional or economic benefits.

2014-2023 Capital Plan Overview – by Project Type			
(\$000's)	2014-2018 Capital Program	2014-2023 Capital Plan	2014-2023 Share of Capital Plan
State of Good Repair	2,897,846	7,918,140	28.8%
Mandatory	563,235	738,282	2.7%
Security	492,710	829,533	3.0%
WTC	4,900,211	4,912,156	17.8%
State and Regional	192,571	942,571	3.4%
System Enhancing/Revenue Producing	731,672	1,268,505	4.6%
Major Project Initiatives *	6,064,296	10,954,004	39.7%
Total	15,842,540	27,563,191	

* \$4.7 billion of spending in 2014-2023 for Major Project Initiatives constitute State of Good Repair Projects. Together with core departmental spending, State of Good Repair projects represent 46% of the total Capital Plan.



Within each Line Department's capital budget, a significant portion of funding is dedicated to State of Good Repair projects; in total, \$2.9 billion of capital investment in SGR work is scheduled for 2014-2018, excluding Major Project Initiatives.

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Deliverability Process and Future Adjustments

The Port Authority is also enhancing various Capital Deliverability Processes to better focus on expediting the process to bring capital projects from their initial conceptual phase to execution, construction and ultimately to operation. These series of deliverability initiatives include:

- ❖ **New Project On-Boarding Process:** An enhanced project initiation, budgeting, monitoring and oversight process to allow for integration of asset management with the project planning and delivery efforts.
- ❖ **Implementation of Stage Gates:** A structured “funding gate” review process at defined points in the project life cycle to ensure projects comply with applicable project quality standards, approved plans and the Port Authority’s strategic objectives.
- ❖ **Project Risk Assessments:** A streamlined and scalable risk management process to allow for the identification, quantification and management of Project Risks throughout the project life cycle. Efforts include the performance of qualitative and quantitative Risk Assessments to aid in the establishment and management of Project Contingencies.
- ❖ **Small Project Delivery Program:** An expedited delivery process for small and/or routine infrastructure/building projects, including an expedited procurement process.
- ❖ **Enhanced Reporting on Key Performance Indicators:** An enhanced reporting system focused on key capital program performance indicators, with formal Quarterly progress updates to the Board’s Capital Planning, Execution and Asset Management Committee; a committee of the Board tasked with the governance to monitor and drive execution, effectiveness and efficiency of the capital plan.

The 2014-2023 Capital Plan provides the public with transparency as to the planned capital expenditures and priorities over the period. The Plan is intended to enhance the Board authorization process and will not be a substitute for current authorization practices. The Plan was developed using the best information available at the time and in consideration of available Port Authority capital capacity and third-party funding. The Port Authority will regularly monitor progress on the plan, new developments as to changes in risk, law or security and availability of funding and modify the Plan as necessary. For those projects with total project costs that exceed the planned Port Authority spending, outside funding will be sought/secured and/or project scope revisited.

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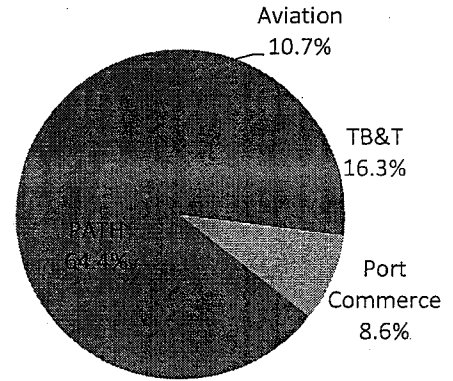
Storm Sandy Program

The Capital Plan provides funding for the Storm Sandy Program, which includes permanent repair, mitigation, and resiliency projects forecasted in the 2014-2023 period.

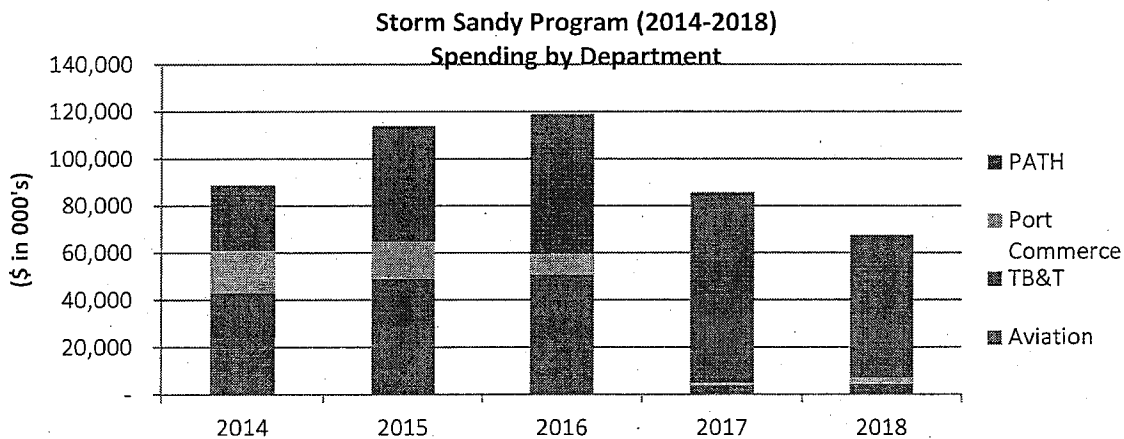
It is anticipated that a portion of these costs will be recovered through insurance and Federal public assistance programs. The initial Storm Sandy Capital Program consists of 57 projects, estimated to require \$1.0 billion of capital investment over ten years, with \$474 million of spending estimated to occur between 2014 and 2018. It is anticipated that the Sandy capital plan will increase during the 10 year plan period as project scopes are refined and agreed to with our Federal assistance partners. In addition, the Port Authority will continue to invest in Storm Sandy operating repairs and restoration, particularly at the World Trade Center site.

Over half of the spending will be for permanent repairs to the PATH system related to Storm Sandy. The remaining projects are for long-term repair and resiliency to help protect other Port Authority's assets from future storms.

**Storm Sandy Capital
Program by Department
2014-2023**

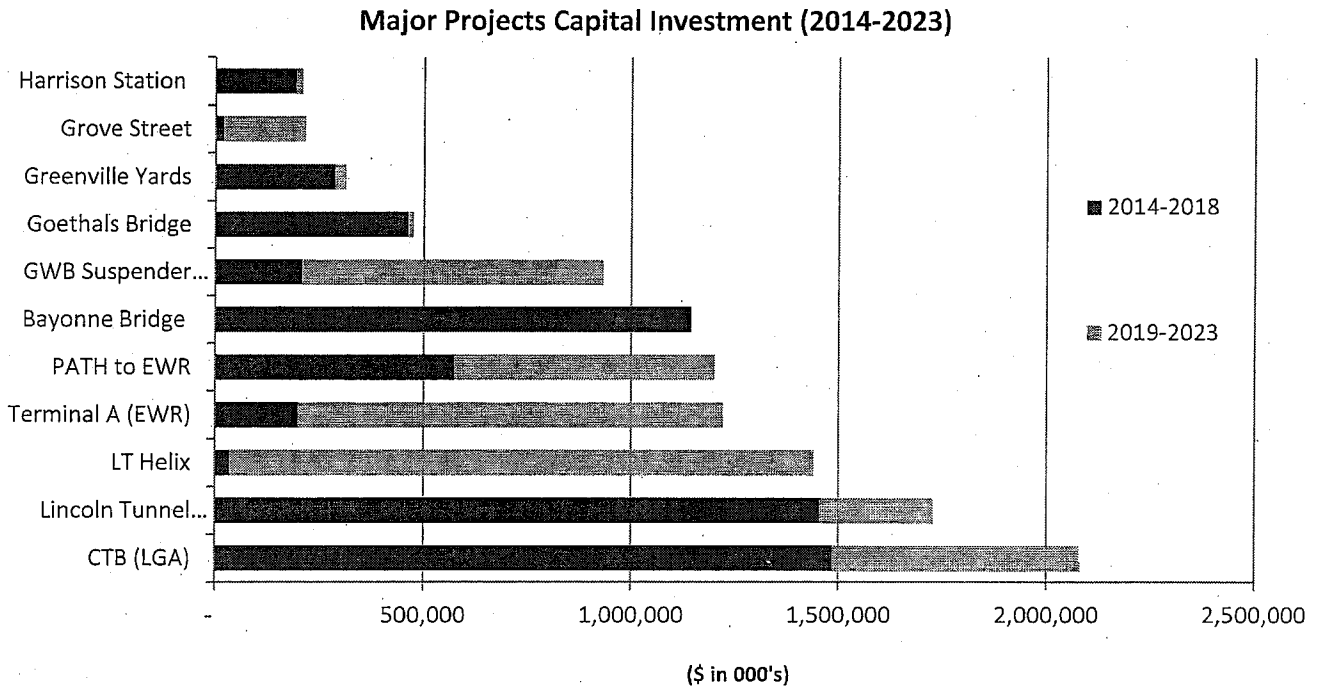


Storm Sandy Program 5 – Year Capital Spending by Department (\$ in 000's)							
	2014	2015	2016	2017	2018	2014-2018	2014-2023
Aviation	24,213	28,629	23,998	357	318	77,515	117,004
TB&T	18,870	20,097	26,862	3,482	4,268	73,578	177,490
Port Commerce	17,803	15,909	8,676	987	2,183	45,558	93,330
PATH	27,865	49,214	59,271	80,758	60,596	277,704	701,545
Total Sandy Program	88,750	113,849	118,806	85,583	67,365	474,355	1,089,369



Major Project Profiles

In the upcoming 10 years, the Port Authority will be undertaking 11 major project initiatives, excluding WTC work. These projects will have a significant impact on the region, as well as account for \$10.9 billion (39%) of the agency's capital program.

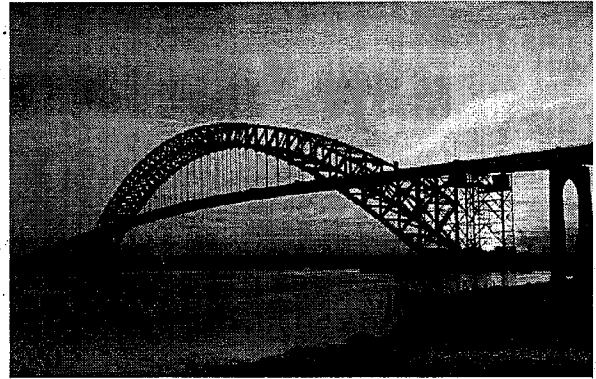


The following pages provide summary profiles for each of the Major Projects:

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Bayonne Bridge Navigational Clearance Program

Purpose: The Board authorized \$1.3 billion to raise the roadway of the Bayonne Bridge to 215 feet to accommodate larger more efficient ships anticipated post Panama Canal expansion. The current navigational clearance of 151 feet is an ongoing concern for the maritime industry. In late 2015, much larger container ships are expected to call at east coast ports. Allowing these vessels access to our port facilities will provide a more sustainable and competitive Port of New York and New Jersey.



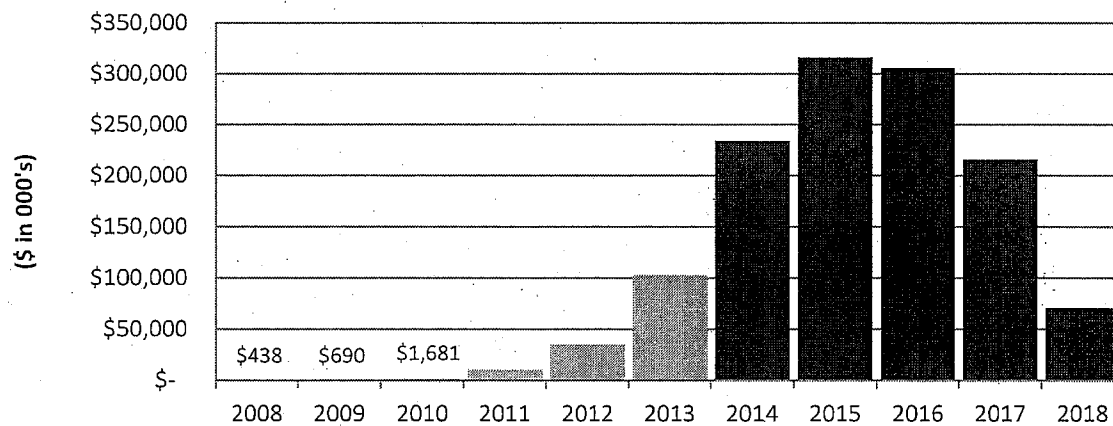
Scope: The scope of work includes the replacement of the existing main span deck and the NY and NJ approach structures and access ramps, at a higher elevation. The project will provide standard 12-foot lanes, median safety barrier and shoulders, a bikeway and a future transit corridor.

Bayonne Bridge Navigational Clearance Program	
Total Project Cost	\$1.3 billion
Actuals through 2013	\$105 million
Project Start Date	3Q 2009
Anticipated End Date	2Q 2017
Current Stage	Stage 4 Construction

Stakeholders: External stakeholders include domestic/international commercial shipping and maritime industry, adjacent communities, environmental interests, utilities, municipal, state and federal agency representatives and the traveling public.

Project Phasing: The construction will be performed in five main construction stages and allow continuous vehicular operation, one lane in each direction. Weeknight and certain weekend closures will be required.

**Bayonne Bridge Navigational Clearance Project
Actuals and Planned Spending***



*No spending planned post -2018

Goethals Bridge Modernization Project

Purpose: The existing Goethals Bridge, which opened in 1928, is now functionally obsolete. The current roadway has two substandard 10-foot lanes in each direction and lacks emergency shoulders. Congestion is prevalent and traffic speeds are often below 30 mph. The crossing is an important component within the regional transportation network of the New York Metropolitan Area and is a key link that connects I-278, Route 1/9 and the New Jersey Turnpike to the Staten Island Expressway, the West Shore Expressway and the Verrazano Narrows Bridge.

Scope: The program scope of work includes the replacement of the existing Goethals Bridge in its entirety with a new cable stayed bridge and approach viaducts. The Authority is utilizing a Public-Private Partnership (PPP) format to design, build, finance and maintain ("DBFM") the new structure. The Authority will retain ownership of the bridge and responsibility for toll operations. The new roadway will include the following components: Six 12' wide lanes (three in each direction); 12' wide outer shoulder in each

Stakeholders: USCG, FHWA, USACOE, NYSHPO, NYSDOT, NYSDEC, NYCDP, NYCEDC, NYCDEP, NYCDOT, SIB, NJDEP, NJSHPO, NJTA, City of Elizabeth, CONRAIL, traveling public, adjoining private property owners, and utilities.

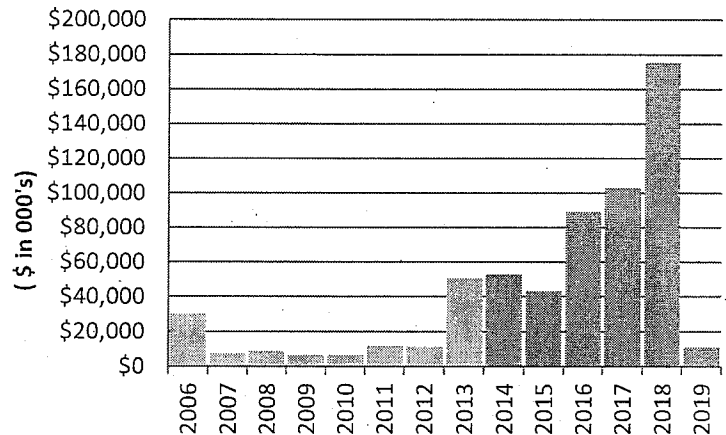
Project Phasing: Project implementation via a PPP Design/Build approach, with design and construction commencing in 2013. It is anticipated that the southern portion of the new bridge will be constructed and opened to traffic in late 2016. This will be followed by the demolition of a portion of the existing bridge to enable commencement of construction for the northern section of the new bridge. The new bridge is anticipated to be fully open for traffic by end of 2017 and project completion, including demolition of the existing bridge, by late 2018.

Goethals Bridge Modernization Program	
Total Project Cost	\$1.5 billion (PA cost limited to \$540M)
Actuals through 2013	\$132 million
Project Start Date	2Q 2002
Anticipated End Date	4Q 2019
Current Stage	Stage 3 Design



direction; 5' wide inner shoulder in each direction; 10' wide bikeway/walkway along the northern edge of the westbound roadway; and a corridor in the center of the bridge to accommodate future mass transit.

Goethals Bridge Modernization Project - Actuals and PA Planned Spending*



* Includes developer milestone payments for construction. No planned spending post-2019; 2006 datapoint reflects cumulative actuals through 2006

George Washington Bridge – Suspender Ropes Replacement Program

Purpose: The existing suspender ropes, main cables and cable strands are original installation components of the GWB, which opened in 1931. Inspections and studies indicate that the suspender ropes require replacement. The main cables are composed of individual wires and need to be inspected, cleaned and protected from deterioration. This work is required to maintain the structural integrity of the GWB, which is an integral part of the I-95 corridor handling over 100 million vehicles per year, annually generating approximately \$ 600 million in revenue.

Scope: The scope consists of replacement of all 592 suspender ropes, rehabilitation of the four main cables supporting the upper level and lower level roadways (including relocation of utilities to effectuate the rope replacement), replacement of upper level sidewalks, handrails, roadway curbs and main cable necklace lighting. This program also includes rehabilitation of cable strands in the anchorages.

Stakeholders: External stakeholders include the United States Coast Guard, State Historical Preservation Offices in New Jersey and New York, Borough of Fort Lee, Bergen County, New York City Department of Transportation and Community Board 12.

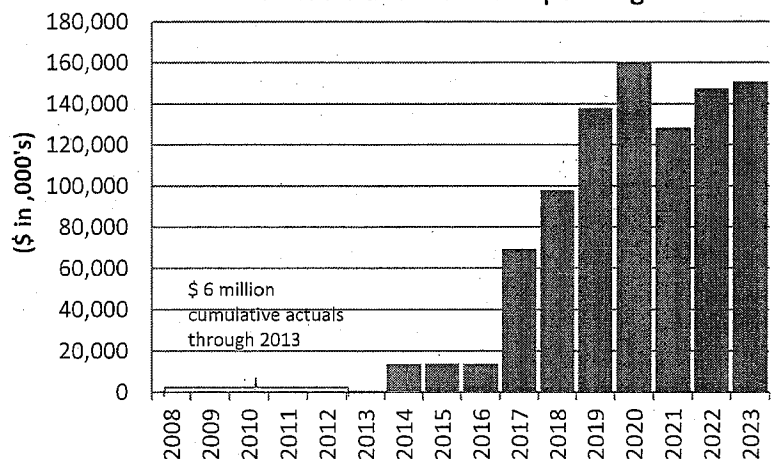


George Washington Bridge Suspender Rope Replacement Project	
Total Project Cost	\$1.2 Billion
Actuals through 2013	\$6 million
Project Start Date	1Q 2008
Anticipated End Date	4Q 2024
Current Stage	Final Design (Stage 3)

Project Phasing: The suspender ropes on the north side are to be replaced first, requiring closure of the sidewalk throughout duration of work.

Once completed, the north sidewalk will be opened to the public and the south sidewalk closed for suspender rope replacement work to progress. Upon replacement of all suspender ropes and reopening of the south sidewalk, the main cable necklace lighting is to be replaced. The cable strand rehabilitation within the anchorages proceeds through 2016 independent of the suspender rope replacement work.

**GWB Suspender Ropes Replacement Project
Actuals and Planned Spending**



Lincoln Tunnel- Helix Replacement Program

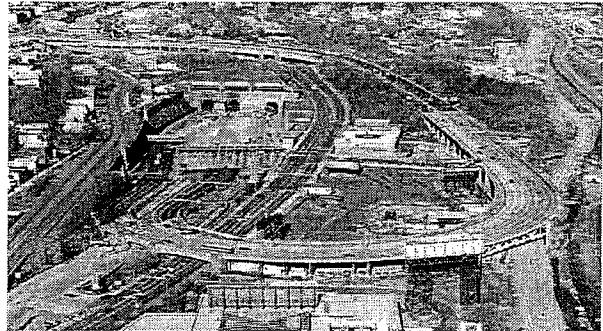
Lincoln Tunnel Helix Replacement Program	
Total Project Cost	\$1.4 billion
Planning Authorization	\$5.0 million
Actuals through 2013	\$10 million
Project Start Date	1Q 2011
Anticipated End Date (Construction Complete)	4Q 2023
Current Stage	Conceptual Design (Stage I)

Purpose: The Lincoln Tunnel Helix, constructed in 1937 and widened by one lane in 1957, is approaching the end of its useful life, is functionally obsolete and in need of replacement. As a precautionary measure, a rehabilitation construction contract is underway to extend the life of the existing helix until this replacement program is undertaken. On a typical weekday the Helix's seven land roadway carries over 120,000 vehicles and 1,800 buses carrying 65,000 commuters.

Scope: The scope consists of a new roadway structure with new foundations to replace the existing Helix. The roadway will be built with the same number of lanes but with a 30-foot wider deck to improve the bus lane flow riding on a new breakdown lane during morning and afternoon peak period, and to widen the traffic lanes from narrow 10.5 foot to 12-foot lanes.

The scope will also include an improvement and extension of the acceleration lane at Pleasant Ave on-ramp to facilitate westbound tunnel traffic, and merging Weehawken traffic without backing up tunnel traffic. This 300ft acceleration lane will require widening two overpass bridges of the local streets.

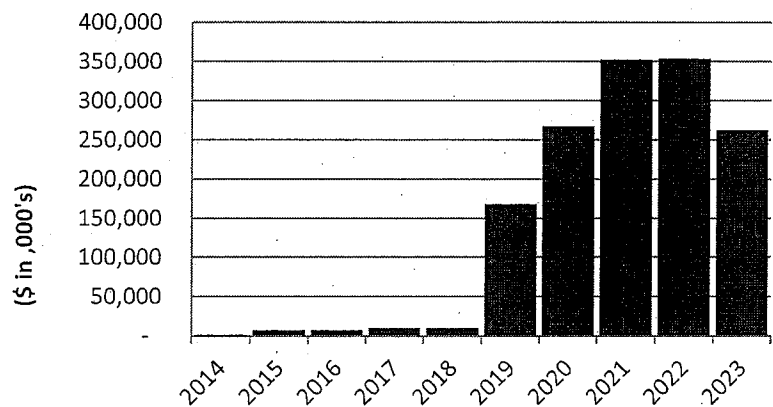
Stakeholders: NJDOT; NJDEP; SHPO; Weehawken; Union City; NJ Light-Rail; private property owners, bus operators, commuters, and traveling public.



Project Phasing: As part of on-going efforts, continuous rehabilitation programs are underway to address short-term needs (pavement repairs) and mid-term needs (structural rehabilitation and repaving currently contracted and undergoing) while awaiting the long-term solution to completely replace the Helix.

The replacement program will be staged and phased while maintaining the same number of traffic lanes by diverting traffic to the newly widened lanes while working on the replacement lanes. This will minimize disruption to the XBL operations and the tunnel traffic.

Replacement of Helix - Forecasted Spending*



* \$10 million in cumulative actuals from 2008 to 2013

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Lincoln Tunnel Access Program (LTAP)

Purpose: In 2011, the Port Authority and the State of New Jersey Department of Transportation (NJDOT) entered into an agreement to address critical roadways and approaches providing access to the Lincoln Tunnel. These existing roadways are deteriorated, overburdened, or used beyond their capacity.

The LTAP is intended to improve NY/NJ regional competitiveness, mobility of goods and services, foster economic activity and create hundreds of construction jobs. The Port Authority has allocated \$1.8 billion for LTAP infrastructure improvements undertaken by and in cooperation with NJDOT.

Key program components include:

- Rehabilitation of the Pulaski Skyway
- Replacement of the Wittpenn Bridge
- Route 1 and 9 T – construction of new lanes

Scope: The LTAP consists of the rehabilitation, replacement, and new construction of three distinct projects:

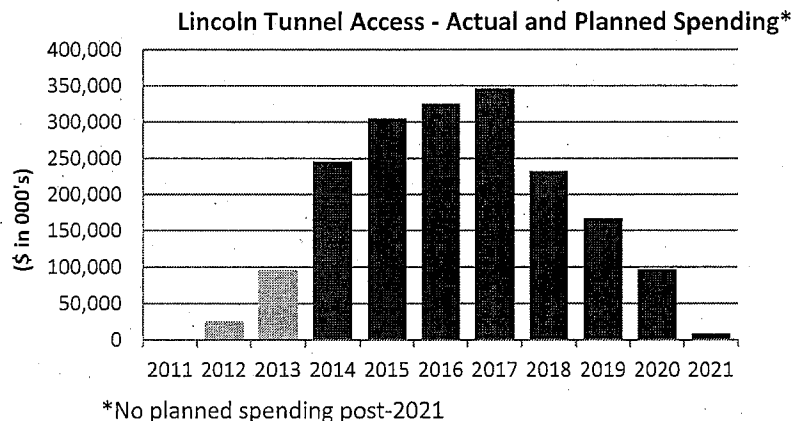
Pulaski Skyway Rehabilitation: Includes the replacement of the entire deck, repair/replacement of all deteriorated structural steel and safety railing. Also includes new CCTV, lighting, ITS (VMS) elements, seismically retrofitting, and repainting the structure.

Wittpenn Bridge Replacement: Includes the replacement of the existing structure (a vertical lift bridge). The scope of work also includes the demolition and disposal of the existing bridge.

Lincoln Tunnel Access Program	
Total Project Cost	\$1.8 billion
Actuals through 2013	\$121 million
Project Start Date	3Q 2011
Anticipated End Date (Construction Complete)	4Q 2021
Current Stage	Design & Construction (Stage I - IV)

Route 1 and 9 T (New road): Design and construction of a new road for Route 1 & 9 Truck connecting Tonnelle Circle to I-495. Project will require the acquisition of approximately 40 parcels of land needed for right-of-way purposes

Stakeholders: PANYNJ, NJDOT, cities of Jersey City, Kearny, Bayonne, Newark, property owners, regulatory agencies, and the traveling public.



Greenville Yards

Purpose: To facilitate and improve the movement of goods into and through the Greenville Yard – Port Authority Marine Terminal.

Scope: Final design and construction of the upgraded Cross Harbor Car Float system and an Intermodal Container Terminal Facility (ICTF) including support tracks and various site improvements.

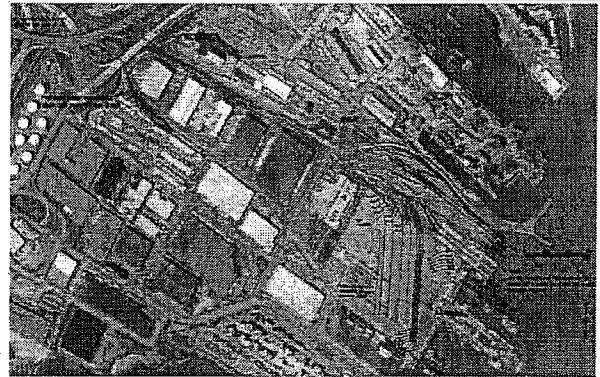
Stakeholders: NY/NJ Rail Corporation; Port Jersey Railroad; Global Container Terminal; Conrail; CSX; Norfolk Southern; Tropicana; Jersey City Municipal Utilities Authority; BMW; Weeks Marine; NYC Sanitation; IESI Corp.; Prologis; Summit Greenwich Renewal, LLC; Freeze Store Jersey City, LLC; Polar Logistics East Urban Renewal Associates; NJDOT; NJ Turnpike Authority; PSE&G; and Simms Metal

Project Phasing:

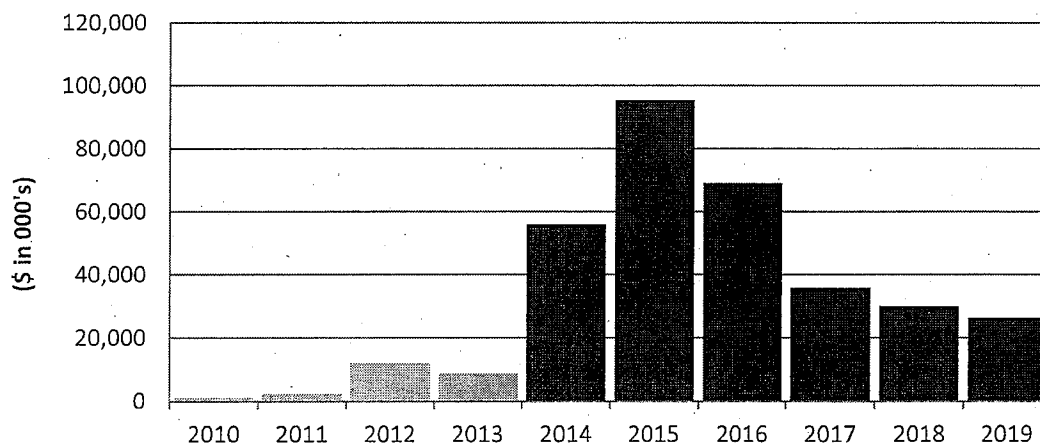
Phase 1 includes all work that can be completed without the relocation of the Tropicana rail, to support Cross Harbor and the ICTF. Phase 1 is scheduled to be completed in 2015.

Phase 2 includes the full build out after Tropicana Rail relocation, which is to be completed in 2019.

Greenville Yard Development	
Total Project Cost	\$438 million (PA cost limited to \$249 Million)
Actual through 2013	\$24.5 million
Project Start Date	4Q 2007
Anticipated End Date	4Q 2019
Current Stage	Final Design (Stage 3)



Greenville Yards - Actual and Planned Spending*



* No spending forecasted post -2019

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LaGuardia Airport (LGA) Redevelopment Program

Purpose: To replace the existing 1964 Central Terminal Building (CTB) and associated aeronautical ramps, utilities, roadway network and other supporting infrastructure facilities to meet current and future passenger demands.

Scope:

The program is comprised of two major parts; the CTB Replacement Project delivered by a Public Private Partnership (PPP) and the LGA Capital Infrastructure Program delivered by the Port Authority. The CTB Replacement Project includes a new 35-gate common use terminal, 70 acres of aeronautical ramps, frontage roads, cooling and heating plant, and a consolidated receiving, warehousing and delivery facility.

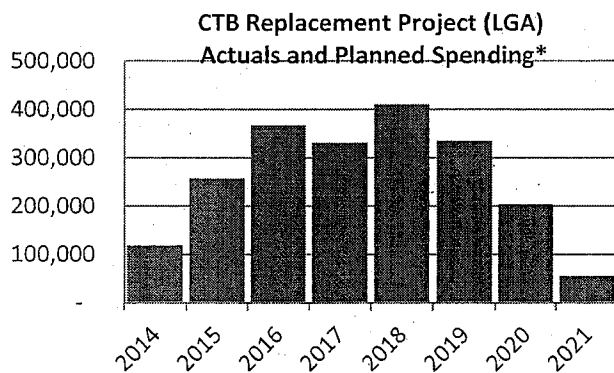
The PPP will design, build, partially finance, operate and maintain the new terminal and related facilities until 2050. It will also design and construct several elements for the PA including the west garage, landside utilities and a new road and bridge system in the central terminal area. The LGA Capital Infrastructure Program includes design and construction of a new 24 MW electrical substation, east garage, infrastructure and the demolition of Hangar 2 and 4.

LGA Redevelopment Program	
Total Project Cost	\$3.6 billion (PA cost limited to \$2.2B)
Actuals through 2013	\$88 million
Project Start Date	1Q 2006
Anticipated End Date	3Q 2021
Current Stage	Stage I (Design Complete)

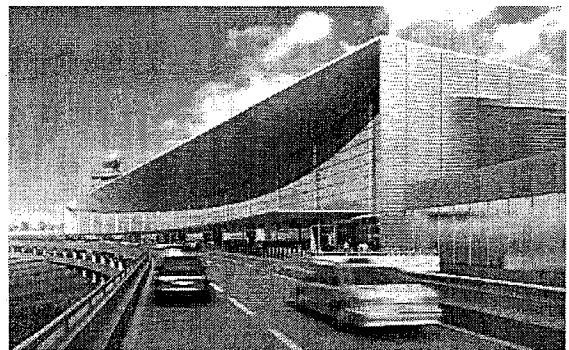
Stakeholders: Airlines, passengers, tenants, NYSDOT (Grand Central Parkway), NYC MTA (bus services), FAA and TSA.

Project Phasing:

- Planning and design activities from 2006 – 2017
- Site preparation of landside starting in 2012
- Remainder of program to be implemented beginning in 2013
- Ten new gates are expected to be open in late 2016, with the new headhouse opening in 2018
- The complete, 35-gate CTB is expected to be in operation by late 2021



* \$54 million in cumulative actuals from 2006 to 2013;
No anticipated spending post-2021



EWR Terminal A Redevelopment Program

Purpose: To replace the existing 1973 Terminal A with a new modern facility to meet increased passenger demands.

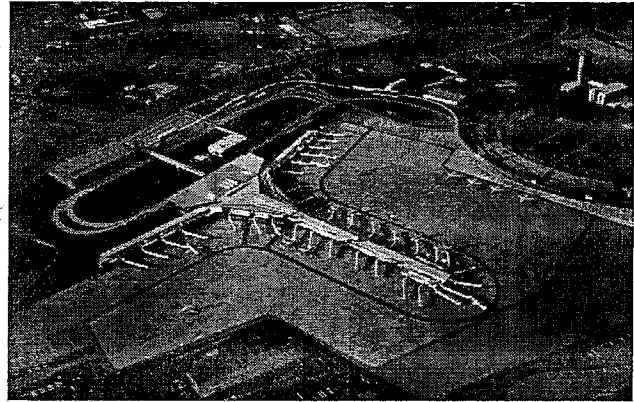
Scope: The program includes construction of a new 33-gate common use terminal (expandable to 45), 144 acres of associated airfield work, new roadway system and a 3,000-space parking garage complex.

Stakeholders:

Airlines, passengers and tenants, NJDEP, FAA, and TSA .

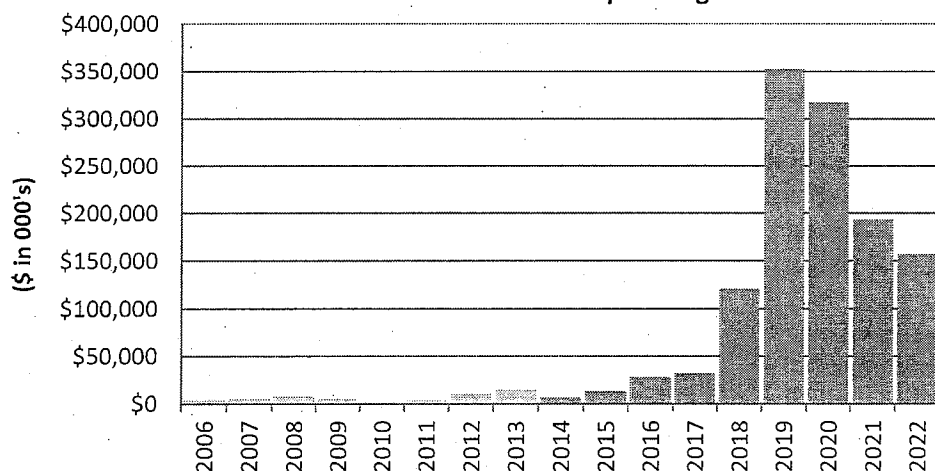
Project Phasing:

- Planning and design activities from 2013 – 2017
- Site preparation of landside starting in 2015
- Remainder of program implemented starting in 2018
- Anticipate 60 percent opening of Terminal in 2020
- Program Completion in 2022



EWR Terminal A Redevelopment Program	
Total Project Cost	\$2.0 billion (PA cost limited \$1.2 B)
Actuals through 2013	\$50.1 million
Project Start Date	2006
Anticipated End Date	4Q 2022
Current Stage	Phase II Planning (Stage 1)

**Terminal A Redevelopment
Actuals and Planned Spending***



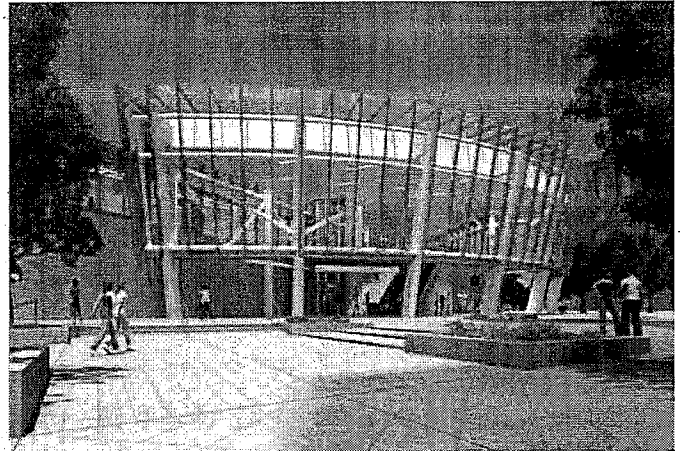
* No spending forecasted post-2022

Harrison Station Replacement and Upgrade

Purpose: Renovation of a PATH station that was built in 1936 and is now at the end of its useful life.

Scope: Station renovation includes:

- New station entrances serving the westbound and eastbound platforms with entrances to each platform on both sides of Frank E. Rodgers Boulevard
- Glass-enclosed entrances providing weather-protected facilities from the entry vestibules through platform-level waiting areas with heightened visibility and clear way-finding signage for passengers
- Widened stairs and escalator access to both eastbound and westbound platforms and new elevators
- New extended platforms capable of supporting up to ten-car train operations (the current platforms are limited to eight-car trains)



Contractor Work Order Construction Contract awarded to Halmar International in January 2013. Contractor has commenced with constructability review and buy-out of early action items.

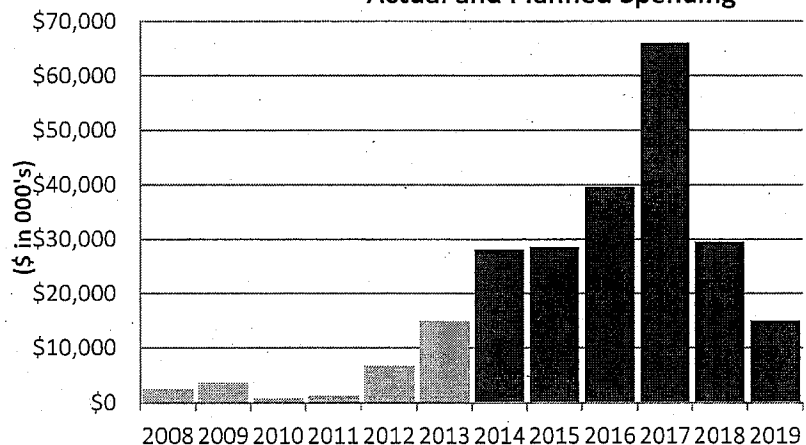
Harrison Station Upgrade	
Total Project Cost	\$249 million
Actuals through 2013	\$29.7 million
Project Start Date	2Q 2008
Anticipated End Date	1Q 2018
Current Stage	Final Design and Construction (Stages 3 & 4)

Stakeholders: Port Authority PATH, Commuters, the Town of Harrison, Amtrak, Local Developers

Project Phasing: Construct temporary platforms to the West for both platforms to continue normal 8-car train operations while the Northeast and Southeast Headhouses are constructed. Upon completion of the Northeast and Southeast Headhouses, construction of the Northwest and Southwest Headhouses will begin.

All construction to occur under a Construction Manager General

Harrison Station Upgrade and Replacement
Actual and Planned Spending*



*No anticipated spending post-2019

Grove Street Station – Capacity Enhancements and Station Modernization

Purpose: Provide for the enhancement and upgrade of PATH's Grove Street Station, inclusive of improvements necessary to accommodate 10-car train operations, ADA compliant elevators, NFPA egress requirements to meet future ridership forecast and overall station modernization.

Scope: To modernize PATH train station and accommodate 10-car train operations on the Newark to World Trade Center service line.

The proposed Phase 2 improvements include the staged elevators for ADA Compliance: Two elevators from Street to Mezzanine level and one elevator from Mezzanine to Platform level

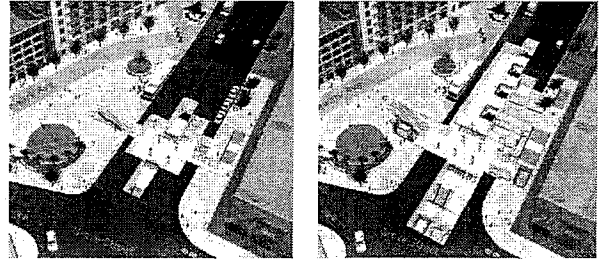
Stakeholders: PA, PATH, Jersey City, Wells Garage Realtors, Gregory Park Developers, PATH patrons

Project Phasing:

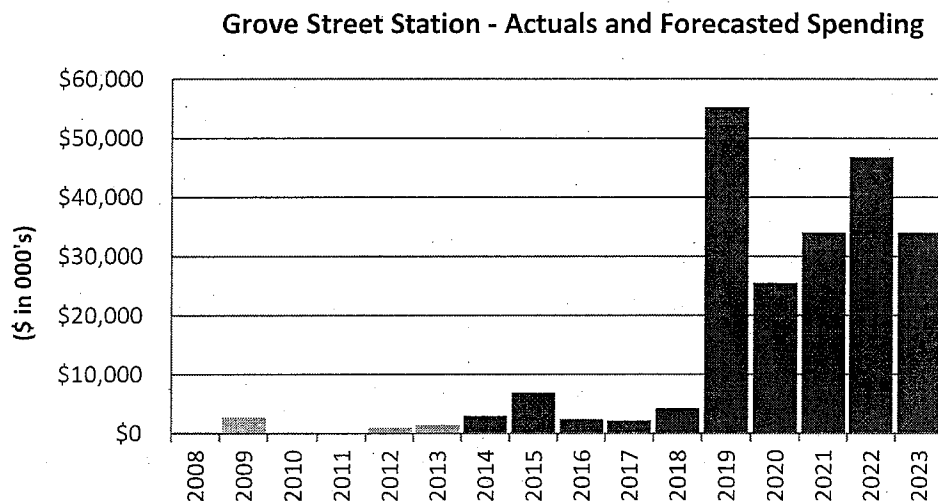
Phase 1- Interim ADA Access

Phase 2 - Detailed design and construction of 10 car full Station Modernization

Mezzanine Level Improvements: Existing (left) and Proposed (right)



Grove Street Station	
Total Project Cost	\$192 million
Actuals through 2013	\$5.6 million
Project Start Date	2Q 2008 Phase 1
Anticipated End Date	1Q 2016 Phase 1
Current Stage	Final Design (Stage 3) Phase 1



PATH Extension to Newark Airport

Purpose: Extend PATH to Newark Liberty International Airport's Rail Link Station to enhance rail service to the airport from communities served by PATH, particularly Lower Manhattan.

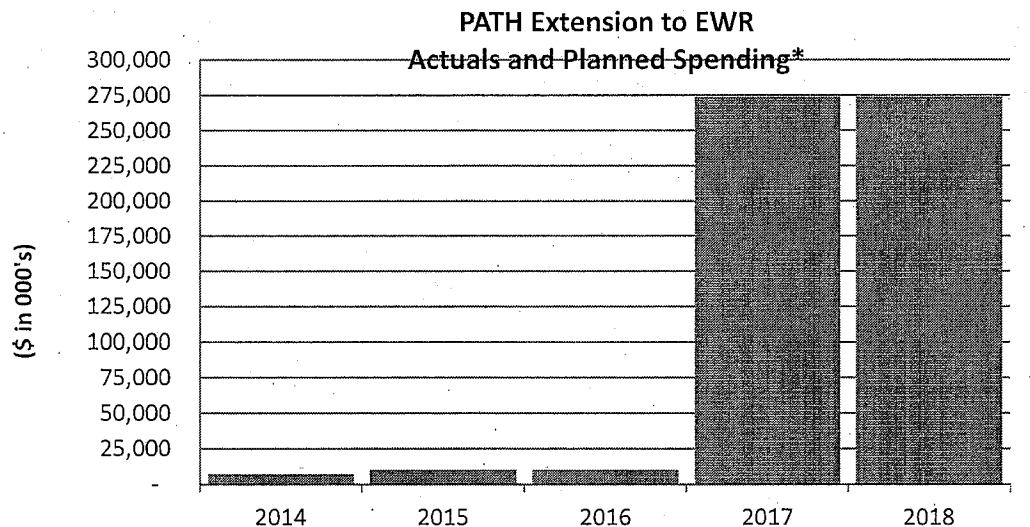
Scope:

- Construct new platforms and associated station passenger infrastructure at the Rail Link Station with connections to the existing Rail Link Station
- Replace the rail storage yard in the vicinity of the Rail Link Station
- Make modifications at Newark Penn Station to accommodate bidirectional passenger flow as well as limited vertical circulation improvements
- Investigate a Public-Private Partnership to construct a parking garage in the vicinity of the Rail Link Station for non-aviation commuters using the new station

PATH to Newark Airport	
Total Project Cost	\$1.5 billion (PA cost limited to \$1.0 B)
Actuals through 2013	\$2.9 million
Project Start Date	3Q 2012
Anticipated End Date	2024
Current Stage	Planning (Stage 1)

Stakeholders: Amtrak, NJ Transit, New Jersey DOT, City of Newark, Federal Aviation Administration, Federal Railroad Administration, Federal Transit Administration, local business owners, and community.

Project Phasing: TBD forecast completion 2024.



Port Authority Of New York and New Jersey

2014-2023 Capital Plan Summary

Spending (\$billions)	
2014-2018	2019-2023
\$15.84	\$11.72

The 2011-2020 capital plan (2011 plan) was originally between \$30 and \$33 billion over 10 years; however, it was eventually reduced to \$25.1 billion. The 2014-2023 capital plan (2014 plan) projects \$27.6 billion over 10 years, an increase of \$2.5 billion over the final version of the 2011 plan, but still 10-20% below annual spending levels in the original 2011 plan.

The following are notable changes between the 2011 plan and the 2014 plan:

Under the 2011 plan, State of Good Repair (SGR) spending consisted of 36% of the plan. SGR increases to 46% of the 2014 plan. The 2011 plan anticipated \$11.9 billion to be spent between 2014 and 2018. The first five years of the 2014 plan anticipates \$15.8 billion in spending. This is an increase of \$3.9 billion when compared to the projected spending over the same period in the 2011 plan. This represents an approximately 33% increase when compared to the 2011 plan, and entails much lower per yer spending in 2019-2023 as a result.

World Trade Center (WTC) spending planned for 2014 and beyond in the 2011 plan was \$1.5 billion. Under the 2014 plan, \$4.9 billion in future WTC spending is projected over the same period, consuming nearly one-third of total capital spending over the 2014-2018 period.

Under the 2011 plan, the following projects were listed as immediate priorities and much of the investment in these projects was supposed to be completed within four years (by 2015), per a port authority press release issued on Aug 9, 2011:

George Washington Bridge suspender ropes - Under the 2014 plan, 80% of the planned spending on this project will take place after 2018

Lincoln Tunnel Helix rehabilitation- Under the 2014 plan, 98% of the planned spending on this project will take place after 2018

Airport runway and taxiway modernizations – JFK runway investment largely complete by 2018, EWR runway work will take place after 2018

Port infrastructure improvements to rail and roads in the port - Greenville Yards investment set to take place primarily in 2015 and 2016

Bayonne Bridge roadway raising – Investment in this project is set to be completed by 2018

New Goethals Bridge with both Port Authority and private investment – Investment in this project is set to be completed by 2018

PATH Car, signal, and station modernizations – Cars have been purchased, signal replacement investment should be largely completed by 2018
Station investment will be spread across the entire program, with Harrison Station being completed first.

Security enhancements at all facilities – ongoing; however security expenditures are only projected to consume 3% of capital expenditures under the plan.

Completion of the World Trade Center – addressed above

The 2014 plan shifts funding to the planning and preliminary design of projects as opposed to construction of projects. In the 2011 plan, approximately 40% of spending was directed towards projects in the construction phase. A breakdown of spending by project phase was not provided in the 2014 plan for the program as a whole; however, in the individual lines of business, the amount dedicated to planning and preliminary design for SGR projects are as follows:

Aviation: ~\$2.5 billion of \$3.5 billion, 71% of SGR spending

Tunnels, Bridges, and Terminals: ~\$850 million of \$1.9 billion, 48% of SGR spending

PATH: ~\$700 million of \$993 million, 70% of SGR spending

Port Commerce: ~\$800 million of ~\$950 million, 84% of SGR spending

Annual Spending by plan:

Original 2011 plan: \$3.0-3.3 billion/year

Revised 2011 plan: \$2.51 billion/year

2014 plan 2014-18 period: \$3.17 billion/year

2014 plan 2019-2023 period: \$2.34 billion/year

2014-2018 Spending by Department (\$ in 000's)	
Aviation	\$3,739,433
TB&T	\$4,558,229
PATH	\$1,658,870
Port	\$782,062
WTC	\$4,900,211
Other	\$203,736
Total	\$15,842,540



Clubs of New Jersey

TESTIMONY TO THE SENATE LEGISLATIVE OVERSIGHT COMMITTEE

September 10, 2015

AAA has long advocated that oversight at the Port Authority be strengthened to better insure that toll revenue is appropriately spent only on needed transportation infrastructure projects.

Over the last several years, it has become readily apparent that increased transparency is needed at the agency. The Port Authority must balance the needs of commuters from two states and the continued pressures of maintaining its aging and deteriorating infrastructure.

While numerous efforts have been made to create the changes necessary to bring accountability and transparency to the Port authority, they have had little impact. In order to rightfully provide toll payers with the infrastructure they deserve, systemic changes must be made to support this vital economic region. Although AAA is not proposing specific provisions, our *Toll Payers' Bill of Rights* provides a good starting point.

AAA Bill of Rights for New Jersey's Toll Payers

AAA believes that there are a number of core principles that should guide the reform efforts when it comes to the state's tolling authorities. These principles are:

1. New transportation projects must ensure that the system significantly enhances safety, mobility, and reliability to provide an appropriate return on investment to motorists who will continue to pay most of the costs.
2. Transportation improvements should be based upon needs that are clearly identified and outcomes that are supported by research and assured through application of performance standards.
3. Transportation taxes, fees and other revenue collected from motorists must be equitable and transparent. Transportation agencies must demonstrate to the public that transportation resources are managed wisely and efficiently.
4. Motorists must receive direct and recognizable improvements to their travel experience if they are asked to pay more.
5. Revenues generated from taxes, fees, and other pricing mechanisms paid by motorists must be dedicated solely to meeting identified transportation needs and protected from diversion to other uses.
6. Public-private partnerships to increase transportation investments must be carefully managed to ensure that motorist fees are fair and equitable, that motorist fees are not diverted to non-transportation purposes, and that the facility is consistently maintained and improved.

7. Publicly owned transportation facilities should only be sold or leased to private interests if agreements require the maintenance of high levels of service and remain under public oversight. Revenues resulting from the sale or lease must be used only for transportation purposes and compensate the public for the value of the facility.
8. Transportation fees, taxes, and other revenue collected from motorists should fairly represent their use of the system, and all transportation system users should bear a proportionate share of financing the system.
9. All tolling agencies should be required to adhere to open and transparent practices, including but not limited to the open records laws of all states that they serve.



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TESTIMONY ON PORT AUTHORITY OF NEW YORK AND NEW JERSEY REFORM

**EDWARD BAROCAS, LEGAL DIRECTOR
AMERICAN CIVIL LIBERTIES UNION OF NEW JERSEY**

LEGISLATIVE OVERSIGHT COMMITTEE

September 10, 2015

Thank you for the opportunity to address you today regarding the need for transparency of the Port Authority of New York and New Jersey (PANYNJ). My name is Edward Barocas and I am the Legal Director for the American Civil Liberties Union of New Jersey. The ACLU-NJ is a private, non-profit organization that promotes and defends our founding American principles of freedom, justice and equality. The ACLU has approximately 15,000 members and supporters in New Jersey, and half a million nationwide. The ACLU-NJ is the state's leading organization dedicated to advancing and defending civil rights and liberties.

Open government is a cornerstone of democracy that enables the public and the press to “play a watchful role in curbing wasteful government spending and guarding against corruption and misconduct.”¹ It permits the people to be engaged in their governance. Indeed, openness engenders trust. By keeping its actions open to scrutiny, government can show the public that it has nothing to hide, while helping cast light on inappropriate or unlawful activity when it does occur. As explained by United States Supreme Court Justice Louis Brandeis, “Sunlight is...the best of disinfectants.”²

The legislature's investigation related to the PANYNJ's closure of local lanes to the George Washington Bridge in September 2013 brought the issue of the PANYNJ's lack of transparency and accountability to the fore. Recent news involving alleged secret agreements have renewed the calls for action to address that concern. However, the lack of transparency at the PANYNJ has been a concern to New Jersey citizens well before the lane closure incident.³

¹ *Burnett v. Cty. of Bergen*, 198 N.J. 408, 414 (2009).

² Louis D. Brandeis, *Other People's Money and How the Bankers Use It* 92 (1914), New York, Frederick A. Stokes Co.

³ See, e.g., Kate Hinds, *Audit: Port Authority of New York and New Jersey is a “Challenged and Dysfunctional Organization”*, WNYC (Feb. 7, 2012), <http://www.wnyc.org/story/285422-audit-port-authority-of-new-york-and-new-jersey-is-a-challenged-and-dysfunctional-organization/>; Kate Hinds, *Port Authority Must Open Its Budget Process: Report*, WNYC (Jul. 16, 2013), <http://www.wnyc.org/story/307038-port-authority-must-open-its-budget-process-report/>. In August 2013, a United States Government Accountability Office study found that transparency of the Port Authority and other agencies could be enhanced. It noted: “For example, in September 2011, the New York

The ACLU-NJ supports legislative efforts to impose transparency requirements upon the PANYNJ. We applaud the sponsors of S2183, which after affirmance of a conditional veto by Governor Christie, was passed into law and now ensures that the PANYNJ will be subject to the same provisions regarding access to public records to which all New Jersey state and local government entities are subject. We also are grateful to the sponsors of S3066 and other bills that are attempting to institute open meetings requirement upon the agency. Most notably, S3066 contains provisions requiring meetings be open to the public except in limited circumstances and requiring public notice of agendas.

Existing Port Authority Legislative Proposals Lack Enforcement Mechanisms

However, an important element is missing from all of the proposed PANYNJ reform bills we have reviewed. While the bills adopt many of the positive transparency standards required of state agencies, local municipalities and school boards under the Open Public Meetings Act (OPMA), absent from the proposed PANYNJ reform bills has been a provision setting forth *consequences* for non-compliance and *remedies* for actions taken in violation of those standards.

The ACLU-NJ therefore urges that when the legislature advances any future PANYNJ transparency and accountability bills, it includes a provision that provides for enforcement of the bill's transparency provisions. In short, the ACLU-NJ urges you to ensure that the bill subjects the PANYNJ to the same enforcement processes and remedies for non-compliance that all New Jersey state and local government entities face.

Currently, New Jersey's Open Public Meetings Act (OPMA) applies only to state and local agencies. It does not apply to bi-state or multi-state agencies, such as the PANYNJ. Those agencies can voluntarily adopt transparency regulations (and most, if not all, have done so, with varying degrees of openness) but they are, in effect, left to self-govern, and often institute regulations that provide for far less public oversight than those that apply to state agencies, municipalities and school boards. We cannot afford to allow the Port Authority to police itself any longer: the absence of mandatory, statutory transparency requirements comparable to those that govern all state and local government entities must not be permitted to continue, especially in the wake of disclosures of improper and potentially unlawful actions of PANYNJ employees and officials over the past two years.

Ban Improper Use of Private E-mail Accounts for Public Business at the Port Authority

Port Authority reform legislation should seek to rectify some of the most significant transparency problems highlighted by Bridgegate, including the improper use of private email systems. When public officials are permitted to conduct business on private email accounts or via texts, it lessens accountability, engenders distrust, creates the very real possibility that government business will

State Committee on Open Government found that the PANYNJ's freedom of information policy which allows the public to request PANYNJ documents and open meeting policy were more restrictive and provided less access than freedom of information and open meetings laws that apply to state agencies in New York." United States Government Accountability Office, *Interstate Compacts: Transparency and Oversight of Bi-State Tolling Authorities Could Be Enhanced* 16 (2013), <http://www.gao.gov/assets/660/656956.pdf>. In 2012, the New Jersey

occur completely behind closed doors, and causes likely breaches of laws and regulations. It also increases the likelihood not only that the public will be wrongly denied access to records it has a right to obtain, but that the government records custodian – the very person designated to be in charge of the records – will himself or herself be kept in the dark. The records custodian will thereby be placed in the position of unwittingly denying the existence of public records that do in fact exist.

Any PANYNJ transparency bill should therefore contain a provision clarifying that the agency's custodian must have access to and maintain *all* government records, including those created on private email accounts or via texting. It should specify that PANYNJ officials must use their work email addresses for all public business.

Further, in those situations where correspondence regarding public business does occur via private email or texting, the resulting texts or emails must be printed out or transferred to the government email system as soon as practicable, and then treated the same as all other electronic or printed documents.⁴

Hold the PANYNJ to Transparency Standards on Par with Local and State Public Bodies

As you are aware, the PANYNJ is a bi-state agency and in order for laws pertaining to the agency to be enforceable, New Jersey and New York must adopt parallel laws. Because New York has yet to enact a bill related to open meetings requirements within the Port Authority, this state can set the bar for what should be required of the PANYNJ. We should set that bar high. Therefore, not only must the law contain provisions for enforcement of open meetings rules, it should also include other provisions that state and local government agencies are subject to under OPMA that have not yet been included in proposed bills. For example, the bill should make clear that, prior to going into closed session, the board must adopt a resolution explaining why closed session is necessary, including stating “the general nature of the subject to be discussed”; this is required of all other government entities under OPMA.⁵

* * *

As noted, what is most important is to ensure that all of the provisions of a transparency bill passed by the legislature have teeth to them. Mandates are only as strong as their enforcement provisions. Under the Open Public Meetings Act, when an entity like a local school board takes action in violation of the Act (for example, by voting to adopt a new ordinance or enter a contract without having provided the required notice to the public that such votes may take place), affected individuals can go to court to void the illegal actions. When a government body consistently violates OPMA's provisions, individuals can obtain a court-ordered injunction to ensure that the offending government body complies with the law in the future.

⁴ In a letter dated January 13, 2014, sent to Governor Christie and Acting Attorney General John Hoffman, the ACLU-NJ requested these standards be imposed upon all state agencies through regulations. To date, that has not occurred.

⁵ N.J.S.A. § 10:4-13

Thus far, proposed Port Authority reform bills have not contained any such enforcement mechanism or provided aggrieved parties with a simple statutory remedy. Without such an enforcement mechanism clearly set forth in a statute, the PANYNJ might again be left to its own devices, as there would potentially be no consequences for its unlawful actions.

Failure to include a strong enforcement mechanism would shield the PANYNJ from consequences that apply to all other New Jersey government agencies. Indeed, the lack of clear consequences could enable the PANYNJ to continue to operate in a culture of secrecy that is harmful to democratic governance and public trust.

We strongly support Port Authority reform and urge you to adopt the robust transparency and accountability measures proposed above. Thank you very much.