

THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY

MINUTES

Thursday, May 21, 2026

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MINUTES of the Meeting of The Port Authority of New York and New Jersey held Thursday, May 21, 2026, at 150 Greenwich Street, New York, New York and via videoconference.

PRESENT:

NEW JERSEY

Hon. Kevin J. O’Toole, Chairman
Hon. J. Christian Bollwage
Hon. Fanny Cedeño
Hon. George Helmy
Hon. Joseph Kelley
Hon. Kevin P. McCabe

NEW YORK

Hon. Jeffrey H. Lynford, Vice Chairman
Hon. Marie Therese Dominguez*
Hon. Leecia R. Eve*
Hon. Elizabeth R. Fine
Hon. Winston C. Fisher
Hon. Gary LaBarbera

Kathryn Garcia, Executive Director
Jean Roehrenbeck, Deputy Executive Director
Amy H. Fisher, General Counsel
James E. McCoy, Secretary

Samantha Adolphe, Principal Board Management Support Specialist, Office of the Secretary
James K. Allen Jr., Chief Communications Officer
M. Rizwan Baig, Chief Engineer
Luke Bassis, Chief Procurement Officer
Christopher Beacham, Chief of Staff, Chief Financial Office*
Catherine Britell, Deputy Director, Tunnels, Bridges and Terminals
Christina Callahan, Chief, Human Capital
Ana Carvajalino, Director, Office of Financial Planning
Edward T. Cetnar, Director, Public Safety/Superintendent of Police
Shauna Daniel, Principal Board Management Support Specialist, Office of the Secretary
Clarelle D. DeGraffe, Director, Rail Transit*
Alfred P. Doblin, Director of Strategic Communications, Chief Communications Office
Diannae Ehler, Director, Tunnels, Bridges and Terminals
Gregory W. Ehrie, Chief Security Officer
Jose Febrillet, Chief Diversity and Inclusion Officer*
Benjamin E. Feldman, Deputy Chief Communications Officer
Kristen L. Figaro, Director, Government and Community Affairs, New Jersey
Robert E. Galvin, Chief Technology Officer
John Gay, Inspector General
Jessica S. Gummerman, Deputy Secretary
James D. Heitmann, Chief Operating Officer
David Kromm, Assistant General Counsel, Law
Christopher Lee, Director, Government and Community Relations, New York
Connie Lee, Director, Human Resources

* Remote participants via videoconference.

Stephen Marinko, Assistant General Counsel, Law
 Elizabeth M. McCarthy, Chief Financial Officer
 Zachary McCue, Chief, Government and Community Relations*
 Sarah McKeon, Director, Aviation
 Nicole Migliore, Senior Advisor and Chief of Staff to the Executive Director
 Matthew F. Murray, Senior Advisor to the Chairman
 Danielle M. Outlaw, Deputy Chief Security Officer
 Peter Penaflor, General Manager Board Unit, Office of the Secretary
 Steven Plate, Chief, Major Capital Projects
 Alan Reiss, Deputy Chief, Major Capital Projects*
 Becca Rivera, Chief of Staff, Office of the Chief of Human Capital
 Bethann Rooney, Director, Port
 Peter Simon, Chief of Staff to the Chairman
 Ibrahim Thiam, Assistant Manager Board Unit, Office of the Secretary
 Debra M. Torres, Chief Ethics and Compliance Officer
 Derek H. Utter, Chief Development Officer
 Lillian Valenti, Chief Emeritus
 Michael Vozza, Director, Management and Budget
 Li Pei Wang, Director, Project Management*
 Michael S. Wojnar, Special Counselor to the Executive Director
 Jolene Yeats, Director, World Trade Center

Guests:

Jessica S. O’Connor, Associate Counsel, Authorities Unit, Office of the Governor of
 New Jersey*
 David Ullman, Deputy Secretary for Transportation, Office of Governor of New
 York*

Public Commenters:

Erica Beverett
 Matty Buchys Hyland
 Michael Elling
 Altorice Frazier (Written Statement)
 Zara Hayden (Video Statement)
 Jack McKee (Video Statement)
 Emmanuelle Morgan
 Leah Owens (Written Statement)
 Renae Reynolds
 Michael Ring (Video Statement)
 David Saporta

Topic:

Port Emissions
 Disability Pride
 PATH Cellular Service
 Port Emissions
 PATH Service
 PATH Service
 PATH Service
 Port Emissions
 PATH Service
 PATH Accessibility
 PATH Cellular Service

* Remote participants via videoconference.

The public meeting was called to order by Chairman O’Toole at 12:01 p.m. and ended at 12:45 p.m. The Board also met in executive session prior to the public session. Commissioner Dominguez was present for the executive session portion of the meeting and submitted her affirmative votes to the Secretary on the resolutions before the Board for consideration in public session, prior to departing.

Report on Prior Meeting’s Minutes

Copies of the Minutes of the meeting of April 23, 2026, were delivered in electronic form to the Governors of New York and New Jersey on April 24, 2026. The time for action by the Governors of New York and New Jersey expired at midnight on May 8, 2026.

Chairman’s Report

The Chairman advised that as part of the Port Authority’s public speakers’ program, three video statements and two written statements were received. The written statements were provided to the Commissioners and other relevant staff prior to today’s Board Meeting. The written statements will also be filed with the transcripts of today’s meetings on the Port Authority’s website. The video statements were shown as part of the public Board Meeting.

Moment of Silence

The Chairman called for a moment of silence in observance of the recent passing of Dustin C. Ford, an 11-year employee of the Aviation Department.

JOHN F. KENNEDY INTERNATIONAL AIRPORT – AGREEMENT WITH NEW YORK CITY DEPARTMENT OF PARKS AND RECREATION – MANAGEMENT AND MAINTENANCE OF TREES IN IDLEWILD PARK

It is recommended that the Board authorize, at a total cost of \$7.7 million, the Executive Director to enter into a 10-year Memorandum of Agreement (MOA) with the City of New York acting through its Department of Parks and Recreation (Parks) (effective on or about June 30, 2026), to replace a similar agreement with Parks that was authorized by the Board at its May 2014 meeting, and to take any and all other actions necessary to fulfill the Port Authority's obligations under the MOA.

Under federal regulations, the Port Authority is required to work with adjacent property owners to ensure that the runway safety areas established by the Federal Aviation Administration (FAA) at John F. Kennedy International Airport (JFK) are maintained in accordance with federal requirements. Parks' operation of Idlewild Park adjacent to JFK may, from time to time, be affected by FAA requirements. The MOA would provide that the Port Authority and Parks continue to coordinate their activities relating to tree management and maintenance, and wildlife management in Idlewild Park, and would specify the manner in which the Port Authority would provide compensation to Parks when trees in Idlewild Park are required to be replanted or reshaped to reduce the potential for future obstructions in the runway safety areas.

Under the previous MOA with Parks, the Port Authority has compensated Parks for the maintenance, removal and replanting of trees in Idlewild Park that would otherwise negatively impact the operation of the runway safety areas at JFK in order to ensure continued compliance with FAA requirements.

Under the proposed MOA, Parks would be provided with total compensation of \$7 million over the 10-year term for the same purposes as the predecessor MOA. Compensation to Parks would be paid in equal installments of \$700,000 annually.

The Board is also requested to authorize expenditures of up to \$700,000 for compensation to Parks to address other unforeseen operational conditions that may arise during the term of the MOA, including to address any new FAA requirements that may result in a need to have Parks reshape or remove additional trees, and/or compensate Parks at an agreed-upon rate for replacing them.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bollwage, Cedeño, Dominguez, Eve, Fine, Fisher, Helmy, Kelley, LaBarbera, Lynford, McCabe, and O'Toole 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 she hereby is authorized, for and on behalf of the Port Authority, to enter into a Memorandum of Agreement (MOA) with the City of New York, acting through its Department of Parks and Recreation (Parks), providing for: (1) mutual coordination on tree management and maintenance, and wildlife attractant management issues, including possible future replacement of trees in Idlewild Park, located adjacent to John F. Kennedy International Airport (JFK); (2) payment to Parks in an amount up to \$7.7 million for the costs related to the ongoing management of tree obstructions and wildlife mitigation at Idlewild Park over the 10-year term of the MOA (\$7 million), and up to \$700,000 to address other unforeseen operational conditions that may arise during the term that may result in additional reshaping or removal of trees obstructing the federally-established runway safety areas at JFK; and (3) mutually agreed-upon protocols for the

replanting and reshaping of Idlewild Park in a manner that would reduce the potential for future obstructions to the runway safety areas at JFK substantially, in accordance with the terms in effect under the preceding MOA with Parks; and it is further

RESOLVED, that the Executive Director be and she hereby is authorized, for and on behalf of the Port Authority, to take any and all other actions necessary to fulfill the Port Authority's obligations under the MOA; and it is further

RESOLVED, that the form of all agreements and documents in connection with the foregoing shall be subject to the approval of the General Counsel or her authorized representative.

NEWARK LIBERTY INTERNATIONAL AIRPORT – LANDSIDE ROADWAY PAVEMENT REHABILITATION – PROJECT AUTHORIZATION

It is recommended that the Board authorize: (1) the expenditure of \$22.5 million (Authorized Project Cost) for final design and construction of the rehabilitation of ten landside roadways at Newark Liberty International Airport (EWR), constituting a total of 3.5 paved miles, including overhead and supervision costs and a prudent contingency (Paving Project); (2) the Executive Director to enter into Contract EWR-154.987 to be procured pursuant to a publicly advertised low bid process, to complete the Paving Project at a total construction cost included in the Authorized Project Cost; and (3) the Executive Director, in her discretion, to apply for and accept federal Airport Infrastructure Grant funding, if available, for the eligible portion of the Authorized Project Cost of the Paving Project.

The proposed Paving Project would rehabilitate roadways last rehabilitated in 2015, that have exceeded their useful life and require replacement in order to maintain a state-of-good-repair. The roadways are essential for EWR operations in supporting passenger circulation, terminal access, and connection to regional highways including, among other areas, the main EWR exit. The Paving Project is expected to be completed in 2029.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bollwage, Cedeño, Dominguez, Eve, Fine, Fisher, Helmy, Kelley, LaBarbera, Lynford, McCabe, and O'Toole 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 paving project (Project) to rehabilitate ten landside roadway locations at Newark Liberty International Airport (EWR) which have reached the end of their useful life and which would otherwise require excessive future maintenance, at a total project cost of \$22.5 million (Authorized Project Cost) be and it hereby is authorized; and it is further

RESOLVED, that the Executive Director be and she hereby is authorized, for and on behalf of the Port Authority, to award Contract EWR-154.987 to be procured pursuant to a publicly advertised low bid process, to complete the Project, at a total construction cost included in the Authorized Project Cost and, in her discretion, to apply for and accept Federal Aviation Administration grants, to the extent available, for a portion of the Authorized Project Cost; and it is further

RESOLVED, that the Executive Director be and she hereby is authorized, for and on behalf of the Port Authority, to take action with respect to other construction contracts, contracts for professional, technical, and advisory services, and such other contracts and agreements as may be necessary to effectuate the foregoing Project, pursuant to the authority granted hereunder, in the By-Laws or in another 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 work shall be subject to the approval of the General Counsel or her authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by the General Counsel or her authorized representative.

NEWARK LIBERTY INTERNATIONAL AIRPORT – TAXIWAY Z REHABILITATION – PLANNING AUTHORIZATION

It is recommended that the Board authorize: (1) planning and preliminary design work for the rehabilitation of taxiway pavement and associated infrastructure and the realignment of the east and west ends of Taxiway Z at Newark Liberty International Airport (EWR), in coordination with the Federal Aviation Administration's (FAA) safety and operational guidance and standards, including runway/taxiway separation requirements for certain large aircraft, at a planning cost not to exceed \$8.1 million (Authorized Planning Cost); (2) the Executive Director to retain consultants and an architectural/engineering firm for the planning effort; and (3) the Executive Director, in her discretion, to apply for and accept federal Airport Infrastructure Grant and/or Airport Improvement Program funding, if available, for the eligible portion of the Authorized Planning Cost of the Project. The planning work is expected to be completed in mid-2028.

Taxiway Z pavement and related infrastructure included in the Project are approaching the end of their useful lives and are beginning to show normal deterioration beyond remediation through routine maintenance. Together with the state-of-good repair work, the Port Authority would realign specific portions of Taxiway Z to simplify its geometry to aid airfield users. The Port Authority has previously completed two phases of interim work through 2022 for the realignment portion of the Project.

The proposed planning and preliminary design work would include evaluating the condition of the taxiway pavement, surveying underground utilities, identifying potential drainage improvements, evaluating the airfield lighting system and signage to maintain compliance with FAA standards and replacement of signage and pavement markings.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bollwage, Cedeño, Dominguez, Eve, Fine, Fisher, Helmy, Kelley, LaBarbera, Lynford, McCabe, and O'Toole 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 and preliminary design work at a cost not to exceed \$8.1 million to rehabilitate Taxiway Z at Newark Liberty International Airport and associated infrastructure, to maintain a state of good repair and realign Taxiway Z to simplify its geometry to aid airfield users, be and it hereby is authorized; and it is further

RESOLVED, that the Executive Director be and she hereby is authorized, for and on behalf of the Port Authority, to take action with respect to contracts for professional, technical, and advisory services and such other contracts and agreements as may be necessary to effectuate the foregoing planning and preliminary design work, pursuant to authority granted hereunder, in the By-Laws or in another resolution adopted by the Board, and in her discretion, to apply for and accept Federal Aviation Administration grants, to the extent available for a portion of the Authorized Planning Cost; 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 the General Counsel or her authorized representative and the terms of such contracts, agreements and other documents shall be subject to review by the General Counsel or her authorized representative.

NEWARK LIBERTY INTERNATIONAL AIRPORT – TERMINAL B – AUTHORIZATION OF CUSTOMER SERVICE AND CORE BUILDING SYSTEM IMPROVEMENTS

It is recommended that the Board authorize the expenditure of \$75 million for the design and construction of near-term improvements (Improvements Project) to Terminal B (Terminal B Work), at Newark Liberty International Airport (EWR) to maintain a state-of-good-repair, as the agency continues to plan for the eventual replacement of Terminal B. The Improvements Project would commence in late 2026 and be completed by 2029. The amount authorized hereunder would be used for design and construction of a first phase (\$65 million), and for planning and design of the second phase (\$10 million), and is inclusive of Port Authority overhead, including financial expense, as well as a contingency.

Terminal B opened in 1973 and is the only passenger terminal at EWR that is operated directly by the Port Authority. Although the terminal was renovated nearly two decades ago, no significant investments in upgrades and/or refurbishments have been made since the last renovation. The proposed action would authorize improvements to the existing EWR Terminal B, in order to maintain an appropriate level of service in the face of aging infrastructure and limited passenger capacity while planning continues under a separate Board-authorized program for the eventual replacement of Terminal B.

The initial phase of the Improvements Project will provide \$65 million for design and construction of: (i) accessibility enhancements, including those necessary to comply with federal Americans with Disabilities Act requirements; (ii) upgrades to heating, ventilation and air conditioning (HVAC) systems and controls, rehabilitation of elevators and escalators, upgrades to fire alarm and fire suppression systems, and structural repairs; (iii) refurbishment of passenger boarding bridges and baggage handling systems and controls; and (iv) customer experience enhancements, including bathroom and hold (*i.e.* waiting) room upgrades. Funds in the amount of \$10 million for planning and design of the second phase of the Improvements Project are also being requested at this time, but future authorized funding would be subject to separate Board approval. The second phase will include other Terminal B improvements that require more in-depth planning and design to better accommodate international passenger activity and provide for other passenger amenities, such as sensory rooms. The Improvements Project has been devised in a manner which will allow the agency to substantially amortize the upgrades before the opening of the replacement for the existing Terminal B.

In order to proceed efficiently (and to maximize the time that the Port Authority will have beneficial use of the Improvements Project), the Port Authority would conduct a process to identify and pre-qualify contractors to perform portions of the Terminal B Work, to be awarded following competitive bids therefor. In addition, the Port Authority may implement portions of the Improvements Project through existing contractors currently under contract with the Port Authority, who are deployed on-site performing operation and maintenance services in Terminal B, subject to successful negotiation of contract supplements. Lastly, the existing competitively-procured agreement with Pierce, Goodwin, Alexander & Linville Inc. (PGAL) for planning and design for the Terminal B replacement would be supplemented to plan and design the contemplated second phase of the Improvements Project to provide appropriate coordination and transition to the replacement facility.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bollwage, Cedeño, Dominguez, Eve, Fine, Fisher, Helmy, Kelley, LaBarbera, Lynford, McCabe, and O'Toole 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 (Improvements Project) for improvements and upgrades to Terminal B at Newark Liberty International Airport (EWR) to upgrade Terminal B pending its eventual replacement, at an authorized cost of \$75 million (including \$65 million for construction and \$10 million for planning and design for additional upgrades (which would be proposed for authorization by the Board at a later date)), be and it hereby is, authorized; and it is further

RESOLVED, that the Executive Director be and she hereby is authorized, for and on behalf of the Port Authority to identify qualified contractors who can perform portions of the Improvements Project and to award contracts for different portions of the Improvements Project from time to time to the qualified contractors based on competitive bid, with the award in each instance to the qualified contractor who submits the lowest bid; and it is further

RESOLVED, that the Executive Director be and she hereby is authorized, for and on behalf of the Port Authority to supplement certain existing operation and maintenance contracts to expedite portions of the Improvements Project, pursuant to authority granted in the By-Laws or in another resolution adopted by the Board; and it is further

RESOLVED, that the Executive Director be and she hereby is authorized, for and on behalf of the Port Authority, to supplement an existing agreement with architect/engineering firm Pierce, Goodwin, Alexander & Linville Inc. (PGAL) to support planning and design of a future second phase of the Improvements Project for modifications to the configuration of the terminal to better accommodate international operations at Terminal B at EWR, at a cost not to exceed \$10 million; 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 her authorized representative, and the terms of such contracts, agreements and other documents shall be subject to review by General Counsel or her authorized representative.

Whereupon, the meeting was adjourned.

Secretary