

**THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY**

**MINUTES**

**Thursday, November 13, 2025**

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**MINUTES of the Meeting of The Port Authority of New York and New Jersey held Thursday, November 13, 2025, at 150 Greenwich Street, New York City, New York and via videoconference.**

**PRESENT:**

**NEW JERSEY**

Hon. Kevin J. O’Toole, Chairman  
 Hon. J. Christian Bollwage  
 Hon. George Helmy  
 Hon. Joseph Kelley  
 Hon. Kevin P. McCabe  
 Hon. Michelle E. Richardson

**NEW YORK**

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

Richard Cotton, 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  
 Christina Callahan, Chief, Human Capital  
 Ana M. Carvajalino, Director, Financial Planning  
 Edward T. Cetnar, Director, Public Safety/Superintendent of Police  
 Clarelle D. DeGraffe, Director, Rail Transit  
 Lisa Dewey-Mattia, Chief of Staff to the Executive Director  
 Christopher Diamond, Director, Office of Sustainability  
 Gregory W. Ehrie, Chief Security Officer  
 Jose Febrillet, Chief Diversity and Inclusion Officer  
 Benjamin E. Feldman, Deputy Chief Communications Officer  
 Whitney Ferguson, Director, Office of the Inspector General  
 Kristen L. Figaro, Director, Government and Community Affairs, New Jersey  
 Robert E. Galvin, Chief Technology Officer  
 John Gay, Inspector General  
 Shannon E. Gates, Principal Board Management Support Specialist, Office of the Secretary  
 Jessica S. Gummerman, Deputy Secretary  
 James D. Heitmann, Chief Operating Officer  
 Kirsten Hernandez, Executive Initiatives and Policy Manager, Executive Office  
 Leilani Irvin, Senior External Relations Manager, Government and Community Affairs  
 Stephen Marinko, Assistant General Counsel  
 Elizabeth M. McCarthy, Chief Financial Officer  
 Jacqueline McCarthy, Director, Aviation Redevelopment  
 Zachary McCue, Chief, Intergovernmental Affairs  
 Sarah McKeon, Director, Aviation  
 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

\* Remote participants via videoconference.

Thomas Pietrykoski, Director, Corporate Communications  
 Steven Plate, Chief, Major Capital Projects  
 Bethann Rooney, Director, Port  
 Aaron Sherburne, Deputy Director, Aviation Planning and Development  
 Dennis Stabile, Deputy Director, Tunnels, Bridges and Terminals  
 Debra M. Torres, Chief Ethics and Compliance Officer  
 Derek H. Utter, Chief Development Officer  
 Lillian Valenti, Chief Procurement Officer  
 Michael Vozza, Director, Management and Budget  
 Li Pei Wang, Director, Project Management  
 Arif Welcher, Assistant Director, Office of Sustainability  
 Michael S. Wojnar, Special Counselor to the Executive Director  
 Jolene Yeats, Director, World Trade Center

Guests:

Portia Henry, Assistant Secretary for Transportation, Office of Governor of New York  
 Jessica S. O'Connor, Associate Counsel, Authorities Unit, Office of the Governor of New Jersey

Public Commenters:

Christian Benerett (Written Statement)  
 Erica Beverett (Written Statement)  
 Beatriz Bofill  
 Matthew Buchys-Hyland (Video Statement)  
 Altorce Frazier (Written Statement)  
 Anna Humphrey (Video Statement)  
 Harry Malakoff  
 Jack McKee  
 Michael Raing  
 Shanel Thomas-Henry  
 Elizabeth Valdez

Topic:

Zero Emissions at our Ports  
 Zero Emissions at our Ports  
 PATH Train Service  
 Budget, Toll Increases, and Greetings  
 Port Shore Power  
 Elevators at PATH Stations in NYC  
 Proposal of Student Fares for K-12  
 PATH Train Service  
 PATH Station Accessibility in NYC  
 10 Year Capital Plan  
 PATH Station Accessibility in NYC

The public meeting was called to order by Chairman O’Toole at 12:02 p.m. and ended at 1:38 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 October 23, 2025, were delivered in electronic form to the Governors of New York and New Jersey on October 24, 2025. The time for action by the Governors of New York and New Jersey expired at midnight on November 10, 2025.

### **Chairman’s Report**

The Chairman advised that as part of the Port Authority’s public speakers’ program, two video statements and three 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.

**DIRECTION TO PUBLISH AND POST FOR PUBLIC REVIEW PROPOSED CAPITAL PLAN FOR 2026-2035 AND TO ESTABLISH SCHEDULE AND PROCESS FOR PUBLIC COMMENT THEREON**

The Port Authority seeks to provide the highest quality transportation services in first-rate and efficient facilities. The Port Authority periodically develops a 10-year plan for capital expenditures that reflects its priorities to complete ongoing capital projects, maintain existing capital assets for continued safe and efficient use and provide upgraded, transformative services to meet the changing needs of the traveling public and the region as a whole. Outreach to Port Authority customers and to other federal, state and regional stakeholders has occurred since 2023 as the effects of the COVID-19 pandemic waned, and the Board has met on numerous occasions together with Port Authority staff, to work toward formulation of a 2026-2035 capital plan reflecting stakeholder outreach and prudent Port Authority financial requirements. The staff has now developed a proposed capital plan (“Proposed Capital Plan”) and has determined to seek public comment thereon. The Proposed Capital Plan balances priorities geographically across the region and among competing uses for capital funds, to maintain, redevelop and replace facilities and upgrade delivery of services towards achievement of world class standards. The Proposed Capital Plan is also financially responsible based on staff’s projections of revenues and expenses.

It was therefore recommended that the Chief Financial Officer and the Chief Development Officer, in consultation with the Board and the Executive Director, publicly issue the Proposed Capital Plan as soon as practicable. The Proposed Capital Plan would provide detail on the major capital projects that the Port Authority intends to effectuate over the Plan period, the current anticipated cost for those projects and the expected financial capacity to pay for the projects in the Plan period as well as information on proposed revenue changes to effectuate the Proposed Capital Plan.

Consistent with the Proposed Capital Plan, the Chief Financial Officer has developed capital and operating budgets for 2026 (“2026 Budget”) on which the public may also comment. The Proposed Capital Plan, together with the 2026 Budget to be made available by the Chief Financial Officer, are hereinafter referred to as the “Public Comment Materials.”

The Public Comment Materials would be published and posted on the Port Authority’s website so that they can be conveniently viewed by interested parties. Information on providing public comment at a meeting or in writing (“Public Comment”) on the Public Comment Materials would also be posted.

The Port Authority would seek Public Comment on the Public Comment Materials from the date of publication through December 15, 2025. To assist therein with providing Public Comments, it was also recommended that the Board direct staff to hold six public hearings (each, a “Meeting”), each of which will be attended by at least two Commissioners, one from each of New York and New Jersey, as well as the Executive Director and the Chief Financial Officer (or their respective designees), at which comments on the Proposed Capital Plan, including proposed capital spending, proposed financial support for said spending, and revenue changes included therein would be heard. At the Meetings, comments on the 2026 Budget and other matters related to Port Authority matters would also be heard.

The 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:

	<b>Date and Time</b>	<b>Location</b>
Hearing 1	December 2, 9:00AM	2 Montgomery Street; Jersey City*
Hearing 2	December 3, 10:00AM	Building 14; JFK International Airport
Hearing 3	December 3, 7:00PM	4 World Trade Center; Manhattan*
Hearing 4	December 4, 7:00PM	EWR Redevelopment Community Outreach Office; Elizabeth
Hearing 5	December 8, 7:00PM	Hilton Hasbrouck Heights
Hearing 6	December 9, 7:00PM	College of Staten Island

\* For the hearings scheduled for 2 Montgomery and 4 WTC, public commenters would also have the option to provide comments via a video link to be provided on the Port Authority Website.

Notice of the Meetings would be published within the Port District in newspaper or newspapers of general circulation in each of New York and New Jersey and by means of the Port Authority website. The Meetings would be conducted in accordance with Article VI(B) of the By-Laws, which, among other things, requires that a hearing officer be designated for each Meeting and that transcripts be prepared.

It was further recommended that, in light of the information received during the Public Comment period, the Board would consider whether and to what extent the Proposed Capital Plan, capital spending projections, revenue projections and proposed revenue changes might be modified, and a finalized capital plan and tolls, fares and fees schedule changes for 2026-2035 would be considered by the Board at its December 18, 2025 meeting. The Chief Financial Officer would also consider at the time of the Board’s December 18, 2025 meeting, whether in light of the Board’s determinations, the 2026 Budget should be revised.

The capital plan, as finalized (“Capital Plan”) will be a blueprint for future spending, and does not purport to supplant the Board’s authorization process for specific projects and contracts; and the Capital Plan will be reassessed periodically and may be modified in accordance with changed financial conditions or priorities.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bollwage, Dominguez, Eve, Fine, Helmy, Kelley, LaBarbera, Lynford, McCabe, O’Toole and Richardson 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 as soon as is reasonably practicable, the Chief Financial Officer and the Chief Development Officer, in consultation with the Board and the Executive Director, are directed to publish a proposed capital plan for 2026-2035 including a schedule of tolls, fares and fee schedule changes (“Proposed Capital Plan”; and together with the 2026 Budget to be posted by the Chief Financial Officer, the “Public Comment Materials”), and cause the Public Comment Materials to be posted on the Port Authority’s website; 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 Public Comment Materials 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 notice of the Meetings shall be provided in accordance with Article VI(B)(2) of the By-Laws of the Port Authority (“By-Laws”) and that the conduct of the Meetings shall be in accordance with Article VI(B) of the By-Laws; and it is further

**RESOLVED**, that in light of the Public Comments, the Board will consider whether and to what extent the Proposed Capital Plan (including changes to Port Authority tolls, fares and fee schedules included therein) should be adopted or modified, and a finalized Capital Plan for 2026-2035 (“Capital Plan”) will be considered for adoption by the Board at its December 18, 2025 meeting; 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 all actions necessary or desirable to effectuate the foregoing.

**PORT NEWARK – HARBOR FREIGHT TRANSPORT CORP.– NEW LEASE LPN – 380**

It was recommended that the Board authorize the Executive Director to enter into a lease agreement (Lease) with Harbor Freight Transport Corp. (Harbor Freight), to provide for the letting of an estimated 12.71 acres at Port Newark consisting of Building 301 and adjacent open area (Premises) for Harbor Freight's continued handling of overweight and distressed containers and cargo exceeding standard size or weight limits for transport, typically wider, longer, or taller than standard loads. This cargo, also known as "over-dimensional," requires special handling and permits, and it is beneficial for Port Newark and Elizabeth-Port Authority Marine Terminal shippers that Harbor Freight supplies the service on-site. The proposed lease terms represent fair market value of the premises and are supported by an independent appraisal performed on behalf of the Port Authority.

Harbor Freight has operated at Port Newark since 1982, currently occupying the Premises as a holdover tenant. The Lease would allow Harbor Freight to continue to provide a trucking, warehousing and distribution service for an 11-year term, commencing retroactively on October 1, 2023, and expiring on September 30, 2034.

The aggregate fixed rental paid to the Port Authority over the term of the Lease would be an estimated \$33,325,961. In addition, Harbor Freight would be required to invest a minimum of \$2 million in eligible capital improvements in the Premises, including the repair of the fire protection life safety system, including replacement of all sprinkler mains, installation of a new fire alarm system and upgrade or replacement of sprinkler valve rooms (FPLS Work) for Building 301. To the extent Harbor Freight does not complete the FPLS Work within two years of Lease commencement, the Port Authority would be permitted to terminate the Lease. Further, if Harbor Freight failed to complete the minimum capital investment within eight years of Lease commencement, Harbor Freight would be required to pay the difference between \$2 million and the amount Harbor Freight had expended, to the Port Authority in a one-time payment.

From and after execution of the Lease, Harbor Freight would assume maintenance and repair responsibility of the leasehold, including, without limitation, the FPLS system, the roof and all paved areas.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bollwage, Dominguez, Eve, Fine, Helmy, Kelley, LaBarbera, Lynford, McCabe, O'Toole and Richardson 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 lease agreement with Harbor Freight Transport Corp. to provide for the letting of an estimated 12.71 acres at Port Newark consisting of Building 301 and adjacent open area, for an eleven-year term, commencing October 1, 2023, substantially in accordance with the terms outlined to the Board with such immaterial modifications as are necessary or desirable in his discretion to effectuate the transaction; 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 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 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.

## **JOHN F. KENNEDY INTERNATIONAL AIRPORT – REHABILITATION OF TAXIWAYS A AND B NORTH AND TAXIWAY C – PROJECT AUTHORIZATION**

It was recommended that the Board authorize: (1) a project for the rehabilitation of Taxiways A and B North at John F. Kennedy International Airport (JFK), at an estimated total project cost of \$71.9 million; and (2) a project for the rehabilitation of Taxiway C at JFK, at an estimated total project cost of \$51.9 million.

Taxiways A and B are major taxiways that serve every aircraft that arrives at and departs from JFK. Aircraft use Taxiways A and B North to traverse between runways and the Central Terminal Area or cargo facilities. The North sections of Taxiways A and B, last rehabilitated in 2008 (with interim repairs made in 2017), have reached the end of their useful life and now require full rehabilitation. In March 2025, the Board authorized planning and design work to develop a project for the rehabilitation of Taxiways A and B North, at an estimated planning cost of \$2.5 million (included in the \$71.9 million project cost referenced above).

Taxiway C is the primary taxiway for aircraft to the North Cargo Area, and for Runway 22R / Runway 13L departures and Runway 4R arrivals. Portions of Taxiway C, last rehabilitated in 2012 (with interim repairs made in 2022) now require full rehabilitation.

The proposed work would include pavement mill and overlay, replacement of light-emitting-diode light system, signage and foundations, pavement striping, as well as electrical and drainage improvements to ensure a state of good repair and to comply with the latest Federal Aviation Administration (FAA) standards. Outreach with airport stakeholders, including the FAA and airlines operating at JFK, would be conducted to mitigate impact to airport operations from the work. Both projects are expected to be completed by early 2029.

Costs associated with both projects are fully recoverable through a combination of FAA grants and payments from airlines pursuant to flight fee agreements.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bollwage, Dominguez, Eve, Fine, Helmy, Kelley, LaBarbera, Lynford, McCabe, O'Toole and Richardson 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 Taxiways A and B North at John F. Kennedy International Airport (JFK), at an estimated total project cost of \$71.9 million (inclusive of \$2.5 million previously allocated to planning and design work), be and it hereby is authorized; and it is further

**RESOLVED**, that a project for the rehabilitation of Taxiway C at JFK, at an estimated total project of \$51.9 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 construction

contracts, contracts for professional, technical, and advisory services and such other contracts and agreements as may be necessary to effectuate the foregoing projects; and it is further

**RESOLVED**, that the form of all contracts, agreements and other documents in connection with the foregoing projects 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.

**JOHN F. KENNEDY INTERNATIONAL AIRPORT – REHABILITATION OF TAXIWAY A WEST – PLANNING AUTHORIZATION**

It was recommended that the Board authorize planning and preliminary design work, at an estimated total planning cost of \$1.47 million, to develop a project for the rehabilitation of Taxiway A West at John F. Kennedy International Airport (JFK) to maintain the taxiway in a state of good repair.

Taxiway A is a major taxiway that serves every aircraft that arrives at, or departs from, JFK. Aircraft use different sections of Taxiway A on their paths between runways and the Central Terminal Area or cargo facilities. Taxiway A West was last rehabilitated in 2007 and is nearing the end of its useful life.

The planning and preliminary design work to be authorized includes evaluating the condition of the taxiway pavement, surveying underground utilities, identifying potential drainage improvements and replacing the airfield lighting system and signage to maintain compliance with Federal Aviation Administration (FAA) standards. The planning effort will also assist in refining the cost estimate for the rehabilitation work, which is anticipated to be recoverable from FAA grants and airline fees.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bollwage, Dominguez, Eve, Fine, Helmy, Kelley, LaBarbera, Lynford, McCabe, O'Toole and Richardson 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 an estimated total planning cost of \$1.47 million, to develop a project for the rehabilitation of Taxiway A West at John F. Kennedy International Airport to maintain it in a state of good repair, 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 and advisory services, and such other contracts and agreements as may be necessary or desirable to effectuate the foregoing planning and design work, pursuant to authority granted herein or otherwise within his discretion; and it is further

**RESOLVED**, that the form of all contracts, agreements and other documents in connection with the foregoing planning and design work 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.

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Secretary