

JFK REDEVELOPMENT NEWSLETTER



June 2023

Fourth Edition

Highlights from this Issue

- Program Executive's Message (pg. 2)
- General Manager's Message (pg. 3)
- Around the Airport (pg. 4)
- Latest from Community Outreach (pg. 7)
- Advancing Diversity & Inclusion (pg. 8)
- Project Spotlight (pg. 9)

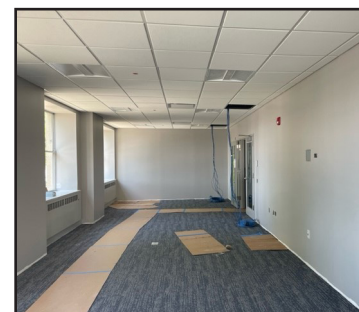
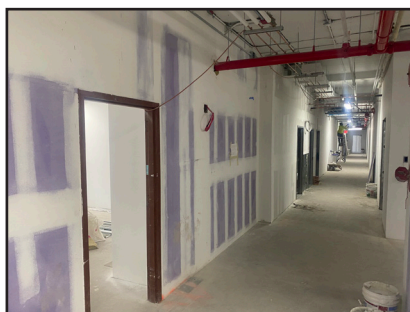
Key Accomplishments

- * Awarded 20+ work order contracts for infrastructure improvements
- * Placed 29,000 tons of asphalt airside for hardstands and taxis
- * Demolished 330,000 sq. ft. of terminal buildings for future multi-use facility
- * Developed Traffic Management Protocols
- * A completed Terminal 8 expansion
- * A consolidated Terminal 4 operation

Project Spotlight | Building 111

Redevelopment is getting a new Base of Operations!

With more than 70% of the renovations complete, Building 111 is set to become the new base of operations for the JFK Redevelopment Program and its partners by the end of the summer...



More on page 8



We're building the modern, state-of-the-art airport that you've been waiting for.

Visit [ANewJFK.com](https://www.ANewJFK.com) to learn more.

A Redevelopment Makeover

With several years under our belt and all projects full swing, JFK Redevelopment is evolving our approach to ensure that we are using all channels and platforms at our disposal to remain in communication with our customers, stakeholders and the entire airport community. There will be increased and enhanced on-site signage, both the airport and redevelopment websites will be updated to include dedicated areas with construction updates and tips for getting to and traveling from the airport and also email blasts targeting airport employees with information relevant to their needs. We are moving forward into the 21st century as one JFK.

Terminal 1	New 2.4M sq. ft. Terminal - construction underway
Terminal 6	New 1.2M sq. ft. Terminal - construction underway
Terminal 4	\$1.5B expansion and renovation - partially completed Q1 2023
Terminal 8	\$400M expansion and renovation - completed Q4 2022
CTA & GTC	\$1.24B reconfiguration and enhancement - expected completion Q2 2027

A Message from our Leaders



Jessica Forse, Program Executive, JFK Redevelopment

Welcome to the Fourth Edition of the JFK Redevelopment Newsletter. I am always excited when we share the work that we are doing and the progress that we are making to fulfill the Port Authority's promise to create a world-class airport worthy of New York.

By now, it is obvious, to anyone who has been at the airport, that there are major changes happening at JFK. This massive \$19B transformation that was planned years ago is happening right before our eyes. It is exciting; it is challenging; it is uncomfortable; and it is rewarding. As an engineer, part of my responsibility on any project that I work is to advance change. I know that change almost never comes easy, but it is necessary in order to grow and evolve. The redevelopment of JFK is a collaboration of the best and brightest professionals across a multitude of disciplines who are meeting on a weekly, sometimes daily, basis to ensure that we meet milestones with consideration to all of our stakeholders and those who are impacted. We bring together the Redevelopment team, Port Authority internal departments, and key external stakeholders to spend hours discussing and planning how to minimize impacts and mitigate inconveniences. However, as I said, change does not come easy.

As construction increases and modifications occur, I would like to encourage everyone to take advantage of the communications channels that we have developed to provide information and updates. I would also ask that you continue to be patient and understanding with us – transforming a 75-year-old airport into a 21st century gateway is no simple task. It does require change, some temporary and some permanent. But above all else, remember that all these changes are for the betterment of JFK and the Jamaica, Queens community. It will be worth it.

A New JFK is Coming...



A Message from our Leaders



Teresa Rizzuto, General Manager, JFK Airport

It has been eight months since we published our inaugural JFK Redevelopment Newsletter, and a great deal of hard work has gone into both the construction of the New JFK as well as all of our efforts to minimize any inconveniences associated with the continuing work.

The ensuing six-month period will present new and additional challenges to our employees and our customers. The good news is that the daily total of emplaning passengers is currently at 2019 levels and number over 100,000 and that current number is expected to increase as we experience our usual level of summer passengers. However, traffic management in and around the airport area will be commensurately challenging as roadways and accessways will be closed in order to accommodate the construction of the new terminals and the new avenues required to service them. The JFK Landside Team is doing an outstanding job balancing the demands of the ongoing construction while keeping foremost in mind the needs of employees and customers, providing the latter a satisfactory traveling experience despite the challenges inherent during the current redevelopment milieu as evidenced by our year-to-date ASQ scores which now stand at 3.92, inching closer to our 4.00 target.

Over the past six months we have implemented a number of additions to our information sharing capabilities and I would like to take this opportunity to remind recipients of this newsletter to take advantage of those enhanced communication methodologies by keeping those on your respective teams informed of ongoing projects and the challenges they may present. As always, I invite all of you to reach out for any information you feel may be lacking.

All the JFK stakeholders have felt some discomfort associated with the ongoing construction but we all should keep in mind that the irritations associated with it are ameliorated by imagining the light at the end of the tunnel: a brand-New JFK and a state of the art and the world class airport facility that New York deserves. Until we reach that end of the tunnel, I truly appreciate your patience and partnership.

A New JFK is Coming...

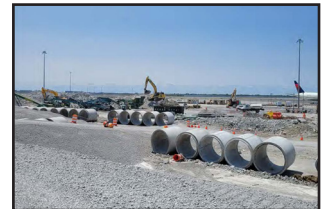
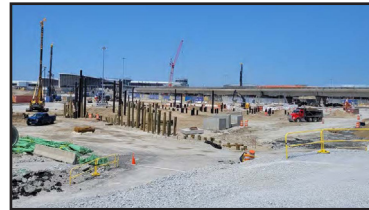


AROUND the AIRPORT

Safely Building a New Terminal One

In May, we entered our third scheduled closure of the AirTrain Terminal 1 Station in order to facilitate the continued construction of the New Terminal One (NTO). These closures ensure the safety of passengers and employees while construction is taking place in such close proximity to the AirTrain infrastructure.

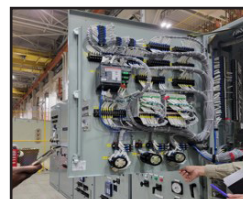
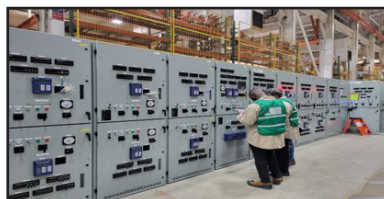
Extensive planning was taken by the Redevelopment Program and its partners to minimize impacts and provide mitigation measures. During this closure, there are free shuttle buses running 24/7 as well as supplemental shuttle bus routes that run during peak hours. Extensive signage has been placed on-site and digital alerts are being delivered routinely.



Powering a 21st Century Gateway

Upon completion of redevelopment, the transformed JFK will span 4,930 acres with 100 plus active gates in its terminals and an almost uncountable number of businesses, administrative and storage facilities. One might wonder how does one power and sustain a facility that massive and technologically advanced?

Currently powering the airport is Central Substation 1. However, over the years it has become strained as the needs of airport increased. Given the massive transformation that redevelopment is bringing to the airport, these needs will continue to increase. Enter Central Substation 2.



The Redevelopment Program is meeting those needs through the construction of a new 40 megavolt ampere capable facility that will be located between Terminal 1 and Terminal 4. This substation will be the first and only one of its kind at the airport and will primarily feed Terminals 1 and 6, and the Ground Transportation Center. This will initially only require 50% of the substation's capacity leaving ample resources for future loads from the Central Terminal Area. Its built-in redundancy and ability to interface with other airport power sources provides a fail-safe against black-outs. And that is how a world-class airport is powered and sustained.

Minimizing Terminal Roadway Traffic

As various construction projects activate around the airport, one of the most notable differences individuals at the airport will begin to notice are changes to the roadway system. Some of the changes are in direct relation to redeveloping the Central Terminal Area (CTA) roadways and some are accommodations for other work that needs to happen.

As we undergo modifications to the CTA Roadways, both permanent and temporary, much effort has been spent in Redevelopment, the General Manager's Office, Airport Operations and Customer Experience to mitigate impacts and remain communicative regarding those impacts which are unavoidable. At this time, a number of modifications have occurred to relieve potential congestion in the roadways servicing the terminals in an effort to better facilitate passenger access and exit as they are traveling.

Currently, the Terminal 5 Taxi Stand has been relocated to Level 1 of the Terminal 5 Yellow garage. Customer seeking taxi transportation from Terminal will now proceed from the terminal to the Yellow Garage via the 5th Floor Skywalk.

Terminal 5 for-hire vehicles pick-up, such as Uber and Lyft, has been relocated to a remote the Roof Level of Terminal 7 Orange Garage. Passengers will still be able to be dropped off directly in front of the terminal; however, arriving passengers will proceed via AirTrain to Terminal 7 for ride-shares. This commute has been tested and has is estimated to take approximately 15 minutes. Without having to share roadway space with other vehicles, this affords the greatest convenience for passengers seeking to return home from their travels.

A New Central Terminal Area

Many people are aware of the redevelopment of the terminals; however, the airport's Central Terminal Area (CTA) that allows ingress and egress to the airport as well as connecting all the terminals is an integral part of JFK, and like much of the airport will undergo substantive updates and enhancements.

The group awarded to fulfill the contract is a joint venture of Skanska USA Civil NE

and Halmar International LLC, Skanska Halmar JFK Joint Venture "(SHJV)" with Parsons Transportation Group as the Lead Designer. This \$1.24B project will reconfigure the CTA roadway system to provide more efficient access to all terminals including upgrading current and introducing new utilities to support the modernized airport expansion and a new multi-level parking garage equipped with EV charging and other sustainability features such as rainwater harvesting. When complete, our 21st century airport will have a more convenient and efficient multimodal transportation hub that improves customer journey and access to the all terminals.



Reducing Construction Impacts and Advancing Sustainability

The JFK Redevelopment Program is not only transforming JFK into a world-class gateway but is also committed to doing the right things the right way to get it done.

As of the first of June, Melville, NY-based contractor Modern Efficient Transport and Supply LLC (METS), an affiliate of Grace Industries LLC, and a division under the Haugland Group LLC will build and operate an on-airport construction support facility including a concrete batch plant, material crushing and marine barging transport facility that will dramatically reduce the impact of airport construction traffic on neighboring communities by eliminating the need for thousands of truck trips through local streets. In addition, METS has committed 100 percent of its trucking to certified minority- and women-owned (MWBE) firms and local business enterprises (LBE), as well as committing to local hiring and workforce development opportunities throughout the life of the contract.

The construction support facility will perform multiple functions throughout the course of the \$19 billion redevelopment program, including concrete production at an on-site batch plant, operation of a concrete crushing facility to recycle construction debris that will be repurposed for new construction, and a marine transport facility that will carry bulk materials such as sand, aggregate, steel and other building materials to the airport and remove non-hazardous debris and soil from the construction sites on and near the airport, with the capacity to responsibly recycle up to 75 percent of certain categories of construction debris.

Building this construction support facility underscores the Port Authority's commitment to being a good neighbor to community that JFK calls home and leveraging the redevelopment program to providing local economic opportunities.

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This new construction support facility at JFK Airport helps us meet two key goals at the Port Authority by reducing the adverse impact from this transformational \$19 billion construction project on the neighboring community and by advancing the Port Authority's sustainability agenda at JFK

Rick Cotton, Port Authority Executive Director



Latest from Community Outreach

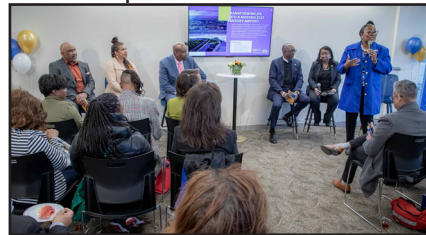
Sharing Community Success Stories



The Community Outreach team recently hosted its first Community Fireside Chat. This first chat featured local and minority and women-owned businesses (LBE/MWBE) who have been awarded contracts on the Redevelopment Program.

The process for obtaining certifications and attending information and networking sessions can feel overwhelming on a project as big as the JFK Redevelopment Program but the Community Outreach team, as

JFK Redevelopment Program but the Community Outreach team, as the community's touchpoint, are continuously developing opportunities to provide insight and assistance. The Community Fireside Chats series is part of their latest efforts to do so.



Need help getting your MWBE or ACDBE certification?

Check out these helpful links:

[Why become certified?](#) | [Doing business with the Port Authority](#) | [Redevelopment/Terminal Opportunities](#)

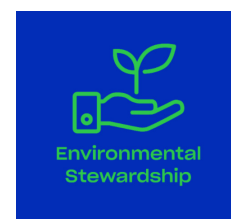
[View Redevelopment LBE/MBE Data](#)

Community Input in Action

The Community Outreach Team in collaboration with the Community Advisory Council is closing in on launch dates for our Institute of Concessions. The purpose of the Institute of Concessions is to target local and minority-owned businesses and inform and train them to operate a concession at JFK. Through the Institute of Concessions, local and minority businesses will be empowered with in-depth knowledge, understanding and application of key competencies necessary to operate a concession at JFK.

The next initiative readying for launch is a collaboration with York College to develop an Aviation & Aerospace Academy to provide students with aviation-related educational opportunities throughout the school year.

Community Development Goals/Focus Areas





Advancing Diversity & Inclusion

A Pathway of Change for the Underrepresented

People who have had experiences within the criminal justice system face many challenges after re-paying their debt to society. Many times, employment opportunities are few for these individuals as hiring practices can be exclusionary for this population. Lack of employment is a major factor in the recidivism rates of these individuals. According to New York City data, the recidivism rate for burglary was 25.3%, grand theft 17.9%, grand theft auto 17.7% and petty theft 20.8% in 2022. However, these individuals have the potential to be valuable productive members of society, if given the opportunity.

In 2020, the Port Authority, in partnership with the Council for Airport Opportunity, created the Office of Second Chance Employment to leverage the Port Authority's airports as an inclusive employment space that gives consideration to the potential of an individual rather than disregard them because of past mistakes.

The JFK Redevelopment Program in collaboration with the Council for Airport Opportunity is making strides in creating a safe space of second chances for those that need it. Under the leadership of newly appointed Program Manager, Denisha Rapier, the Office of Second Chance Employment is expanding its outreach and collaborating with organizations within the airport like Alstom, who provides automated people moving services, to interview, consider and hire individuals despite their past.



“Our employer partners will only succeed if they have the best staff. Therefore, we work hard to ensure that all referrals to our employer partners have all the required hard and soft skills they need.”

Denisha Rapier, Program Manager

Who Says Construction Workers Can't Wear Pink?

Anyone who has spent any time on the construction sites of JFK's redevelopment may have spotted the pink hard hats of Crescent Consulting who provide compliance management and consulting services for companies in the construction industry. What many may not now is that their pink hard hats are more than a stylistic choice.

Yvette Greene-Dennis, Executive Director of Program Management, recounts that their signature pink hard hats originated on a project many years ago where her female colleague attempted to wear a pink hard hat and was verbally bullied by their male counterparts and told that she could not wear it. This colleague approached Yvette and challenged her to wear it believing that because of Yvette's outspoken and brazen personality, she would not be deterred. Yvette took up the challenge and was met with the same bullying; however, she refused to back down or stop wearing it. In fact, she went out and purchased a pink vest and pink boots. And since the hard hats were OSHA certified and violated no regulations, Yvette won.

They now wear their pink hard hats as a symbol of resistance to discrimination and the embracing of the presence of women in construction.



Project Spotlight | Building 111

With more than 70% of the renovations complete, Building 111 is set to become the new base of operations for the JFK Redevelopment Program and its partners by the end of the summer. Building 111, previously used by the Federal Aviation Administration (FAA), has been occupied on the first floor by the National Guard since 9/11; however, the second and third floors had been left unoccupied for about 25-30 years.

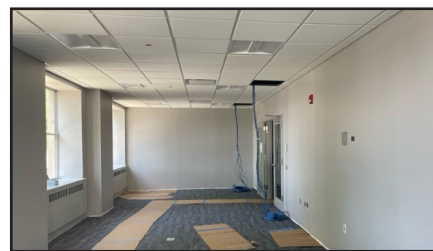
One of the benefits of redevelopment is that it allows a large group of professionals from across a number of disciplines such as construction, engineering and operations to come together and identify and repurpose abandoned areas and infrastructures around the airport. The restoration and renovation of Building 111 will leave it in useful state even after redevelopment is complete.

The new Building 111 will be the home for the National Guard, JFK Redevelopment



Construction Management and Program Management team, Terminal Developers (NTO and JMP), RUGTC design builders and the Airport Operations Center headquarters. It is expected to enhance collaboration and communication among the redevelopment partners by housing them all in one central location.

Building 111 will have security with a guard booth for entry and exit and 144 on-site parking spaces with designated overflow space. There will be a dedicated shuttle bus from Federal Circle that will service the building 24 hours a day. The bidding process is currently underway to select an operator for the building's grab-and-go cafeteria that will operate Monday-Friday from 7 a.m. to 3:30 p.m.



Tips for Navigating the Airport

- 1. Leave Early**
- 2. Check Parking Garage Levels on the Airport Website**
- 3. Pre-book Parking**
- 4. Use Public Transportation to Access the AirTrain**
- 5. Use Free Cell Phone Lots for Pick-ups**