

Port Authority of NY & NJ
John F. Kennedy International Airport

JFK Redevelopment Program Overview



January 2020

Program Overview



Governor's Vision Plan 2017

Stated Guiding Principles:

- Create a more unified, interconnected terminal layout
- Simplify the on-airport roadway network
- Airside improvements to reduce ground delays
- Increase capacity of the AirTrain
- Improve roadway access (Van Wyck expansion) and expand rail mass transit to JFK
- Develop state-of-the-art cargo facilities
- Centralize parking facilities
- Ensure world-class amenities



Governor's Vision Plan 2017



Timeline



Current Issues and Challenges

Airside

- Gates too small for current aircraft fleet
- Cul-de-sacs around T1, T2 & T7 leads to pushback onto taxiways
- Lack of Ground Service Equipment (GSE) space
- Lack of buffer time allowed between flights on gates

Terminals

- Old age and obsolescence
- Designed before 9/11

Roads & Parking

- Lack of capacity on roads
- Roadway Network is confusing
- Frontages very overloaded

Utilities

- Lack of capacity in network
- Limited resiliency in case of failure
- End-of-life assets



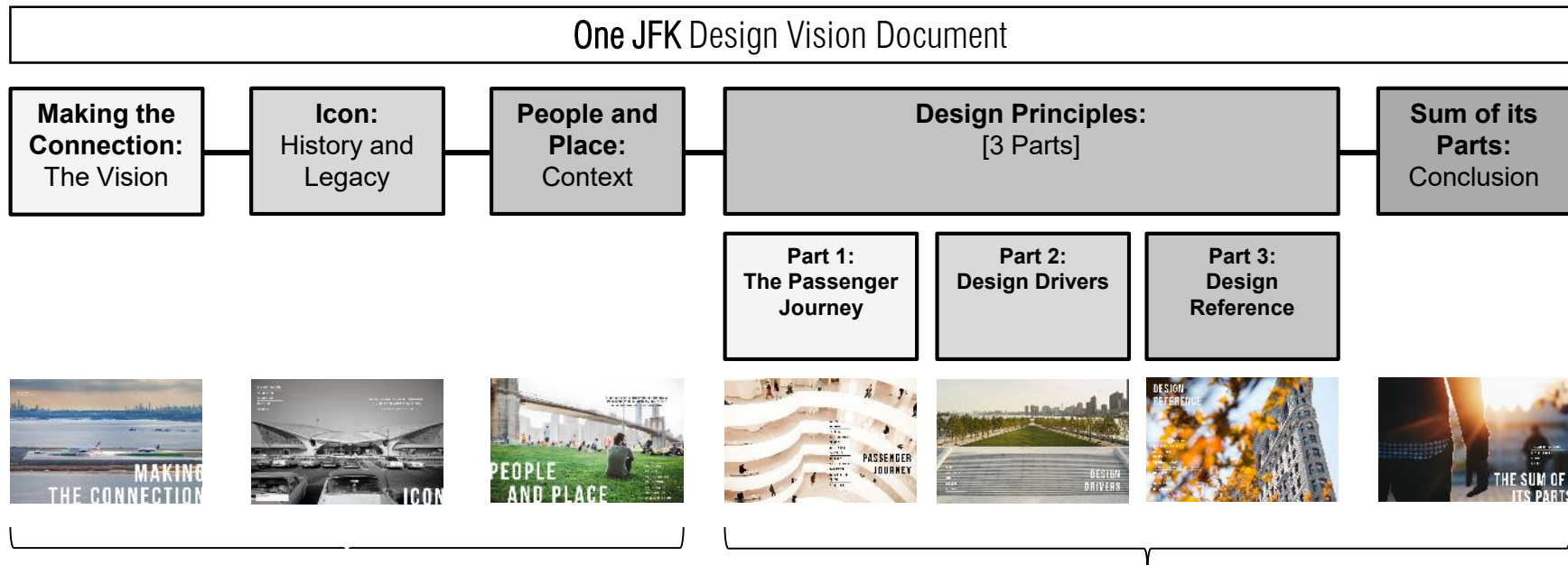
Current Issues and Challenges

Particular **Customer Experience** issues include:

- Overcrowding in terminal buildings in peak times
- Significant delays for arrival and departing passengers resulting from lack of facilities
- Overcrowding on the frontage roads
- Inter-terminal wayfinding for connecting passengers is difficult
- Complex journeys and unclear wayfinding in a number of terminals
- Very long walks in some locations



One JFK Design Vision



- The front-end of the document includes high-level text on the robust history and context of JFK, covering — global, regional, and local perspectives.

- Following Requirement for Performance of Work (RPW) and PA Standards & Guidelines, the back-end of document includes detailed descriptions of touchpoints: design drivers, qualities and values, design references and tools that apply to each touchpoint

Customer Experience

ACI Airports Customer Experience Accreditation

1. ACI Customer experience Level 2 accreditation achieved for JFK, EWR and LGA in 2019 – best submission to ACI so far in ACI-NA
2. Working to achieve Level 3 accreditation (no ACI-NA airport has level 3)
3. Supported by updated PA Customer Service Performance Management and Standards Manual (formerly Customer Care Manual)

ACI ASQs

1. Key independent measure of customer satisfaction
2. Significant opportunities for improvement at JFK
3. ASQs part of performance management for future operations
4. PA working with ACI on survey improvements



Development Considerations

- **Terminal capacity** – expands capacity to support growth in passenger demand from 60 million annual passengers (MAP) today, growing in line with the forecasts.
- **Customer experience** – dramatically enhances the end-to-end customer experience through innovation and global best practices
- **Design excellence** – creates exceptional design and aesthetics
- **Security** – leverages state-of-the-art technologies, systems, and protocols to protect the traveling public while maintaining a seamless and efficient customer journey
- **Sustainability** - Using principles of sustainability (e.g., materials, systems, energy sources) and resiliency
- **Access to airport** – complementary with improved airport access initiatives (e.g. expanded frontage roads, drop-off/pick-up zones, parking, connection to AirTrain, etc.)
- **Technology**
- **Community Involvement** - MWBE participation
- **Expedited Schedule**

Redevelopment Plan 2019



*Coordinated with but not part of Redevelopment

Landside roads, frontages and parking

Simplification of road system to:

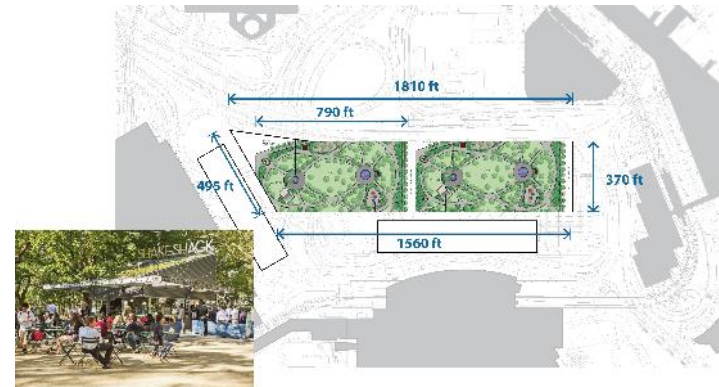
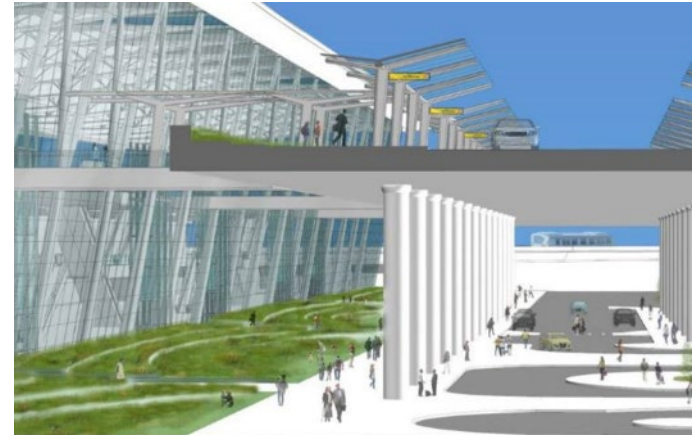
- Add capacity
- Improve the Journey
- Release land to add capacity (Reducing loops reduces intersections and roadway space)

Improved security through 105ft offset to curb and 300ft to parking from building façades where possible

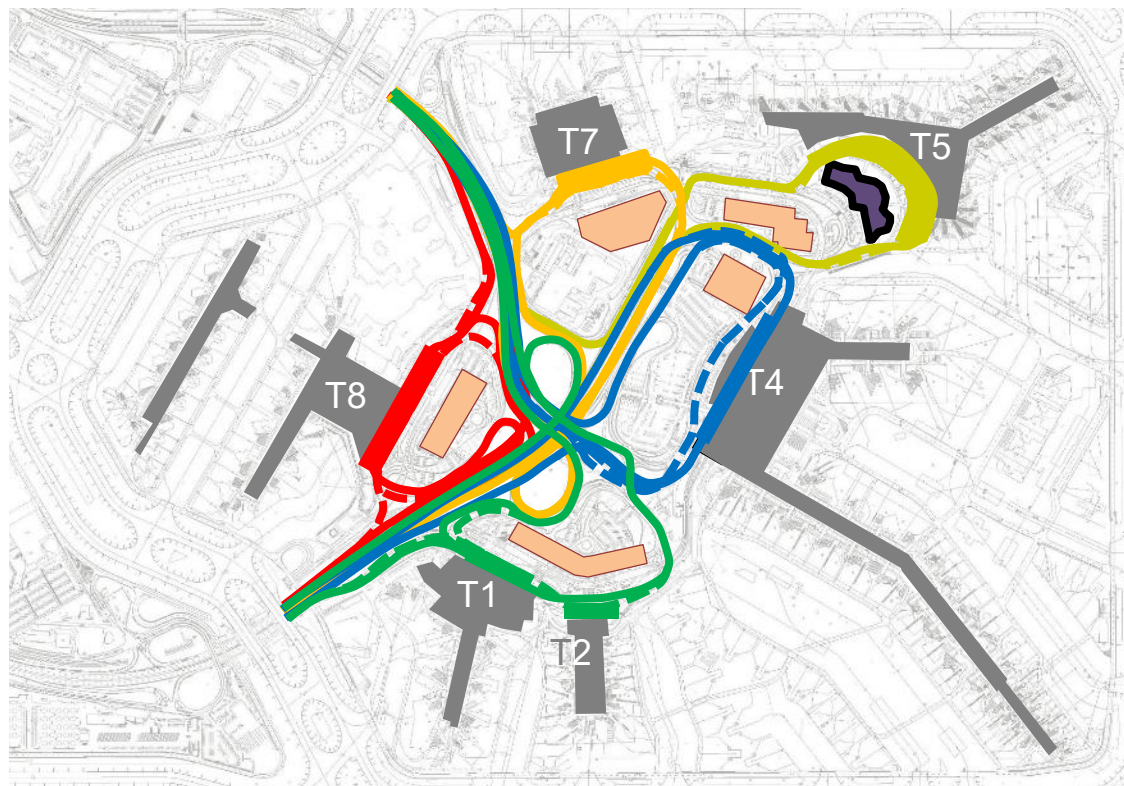
Improved safety and passenger service by providing capacity for everyone to have a curb for drop-off and pick-up

Reduced frontage congestion through multiple curbs

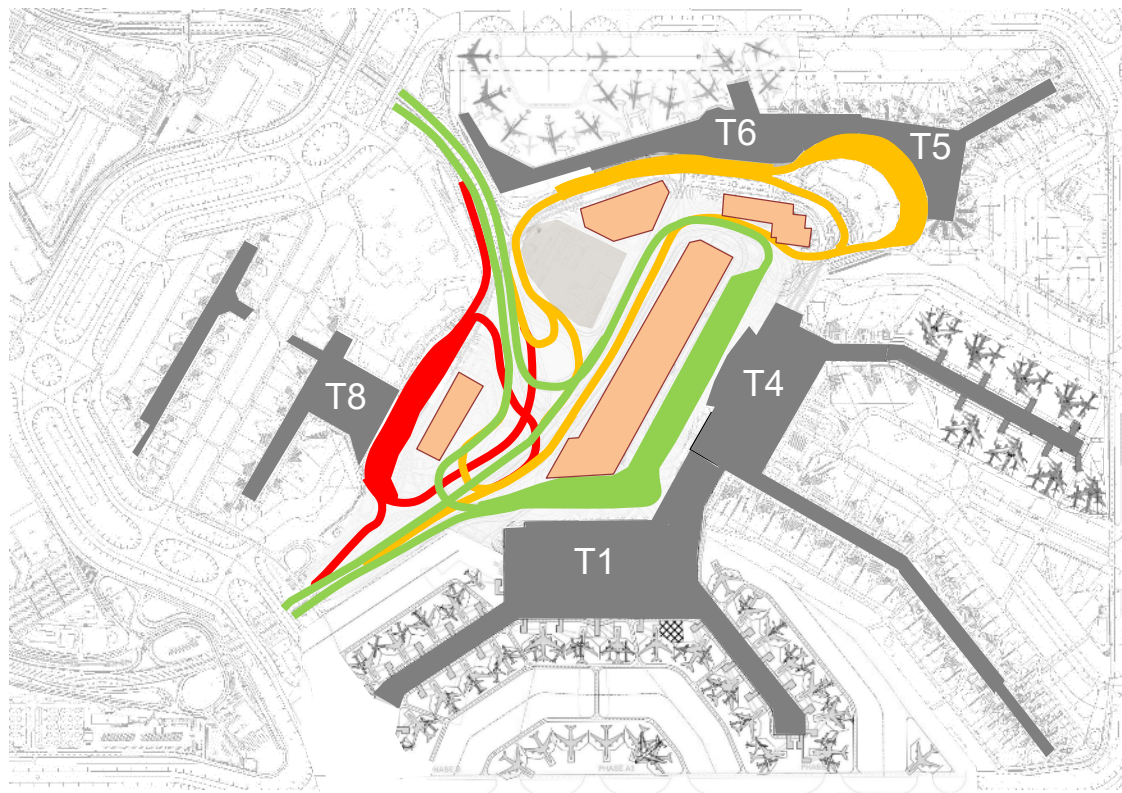
Proposed road layout releases 20 acres of land to enable development of the Ground Transportation Center and future development (JFK Central)



Now - 5 Loops and 2 Accesses

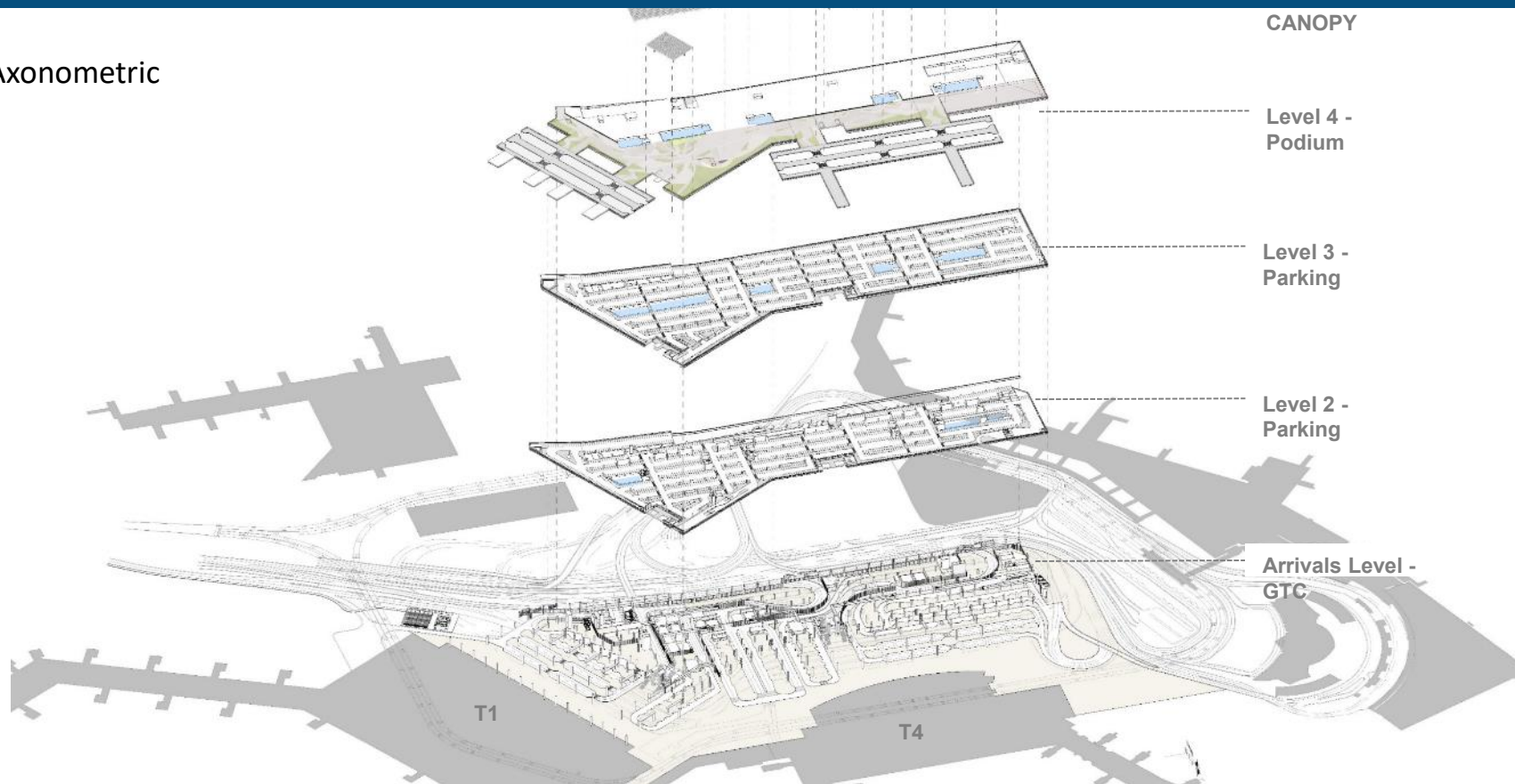


Future - 3 Loops and 2 Accesses



GTC + JFK Central

Axonometric



GTC + JFK Central



PA Projects



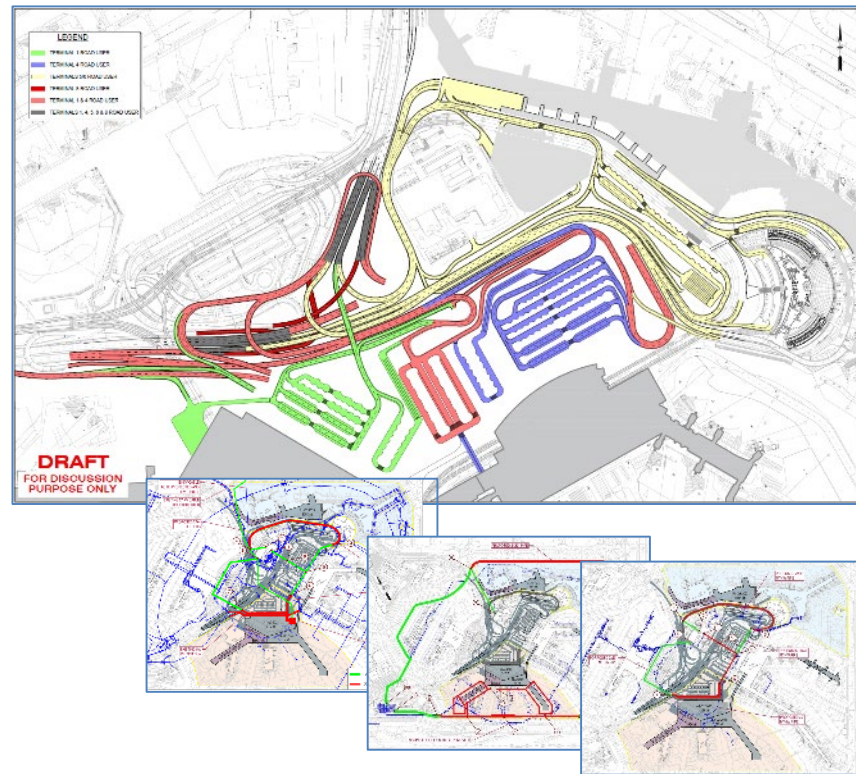
Roadways and Utilities

➤ Airport-wide Roadways Network

➤ Utility Systems:

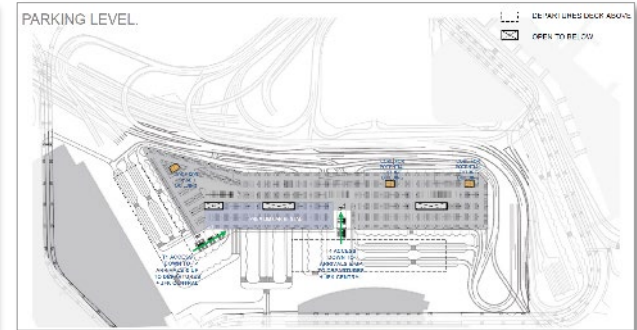
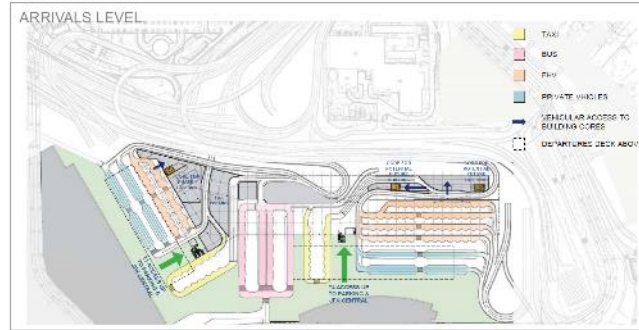
- ☐ Electrical Service (5kv/15kv)
- ☐ Fuel Distribution
- ☐ Chilled Water
- ☐ Medium Temperature Hot Water (MTHW)
- ☐ Communication
- ☐ Natural Gas
- ☐ Storm Water
- ☐ Sanitary
- ☐ Potable Water

➤ Roadways:



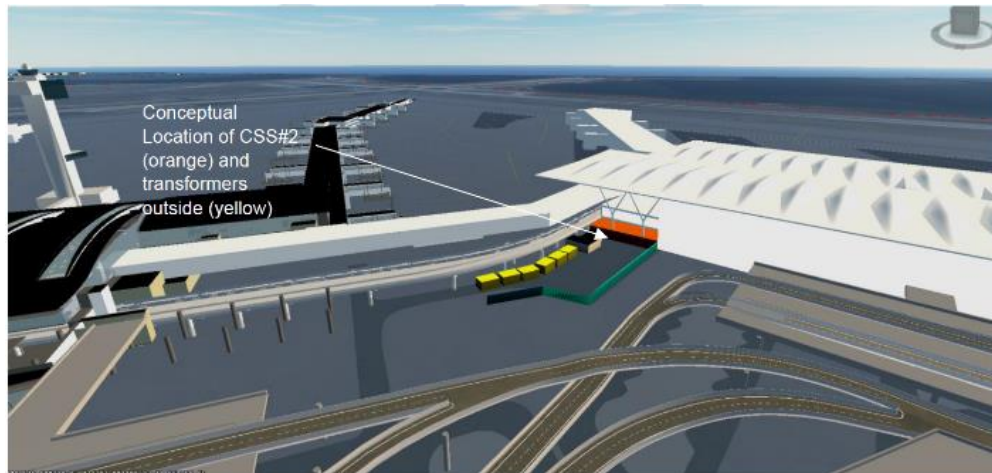
Ground Transportation Center (GTC)

Capacity	Parking: Approx. 3,500 spaces
Area	Approx. 1.5M Sq. Ft.
Impacts on Existing Facility	Demolition of existing Blue and Green parking lots (surface) and Blue and Green Garages



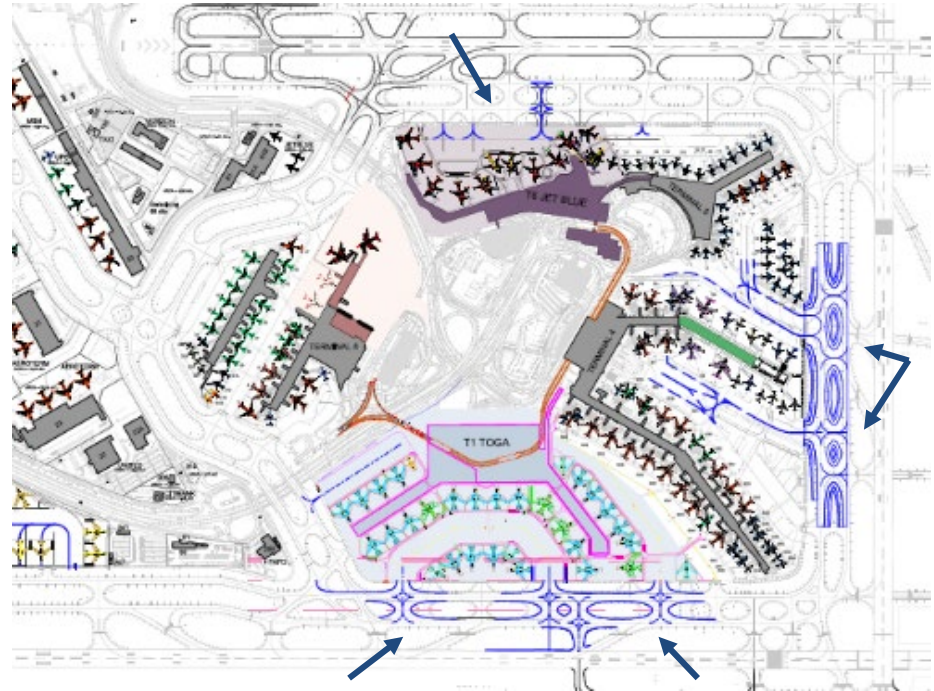
Central Substation 2

- 40 MVA capacity substation between T2 and T4 to provide additional power to the CTA



Airfield Interfaces

- **Project Goal/Purpose:**
 - Integrate new terminal layout into existing JFK airside system. Ensure a seamless and safe connection for aircraft movement between taxiway and terminal aprons.
 - Airfield interfaces are coordinated with the Facility's Taxiway A/ B SGR rehabilitation



AirTrain Vehicle Purchase & MCF Expansion

Project Scope: Purchase 15 additional cars, add two additional storage yard tracks, expand the transition zone track, extend the existing Operations and Maintenance Facility and upgrade the train control system.



NYSDOT Managed Use Lane (Van Wyck Expressway)

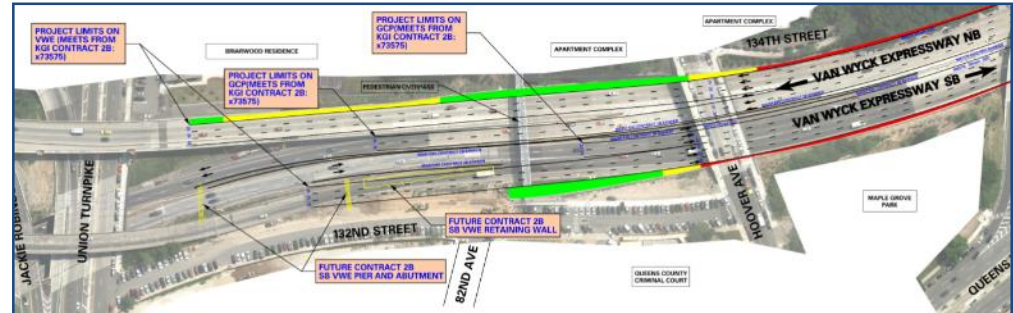
Project Scope:

- Provide an additional managed use vehicular travel lane for HOV 2+ (including occupied taxi & FHV) inbound and outbound on the VWE between the Kew Gardens Interchange and JFK Airport
- VWE exit and entrance ramps reconfiguration and replacement of overpass bridges: 22 existing bridges, 1 new bridge – including 4 LIRR bridges



Coordination with JFK Redevelopment:

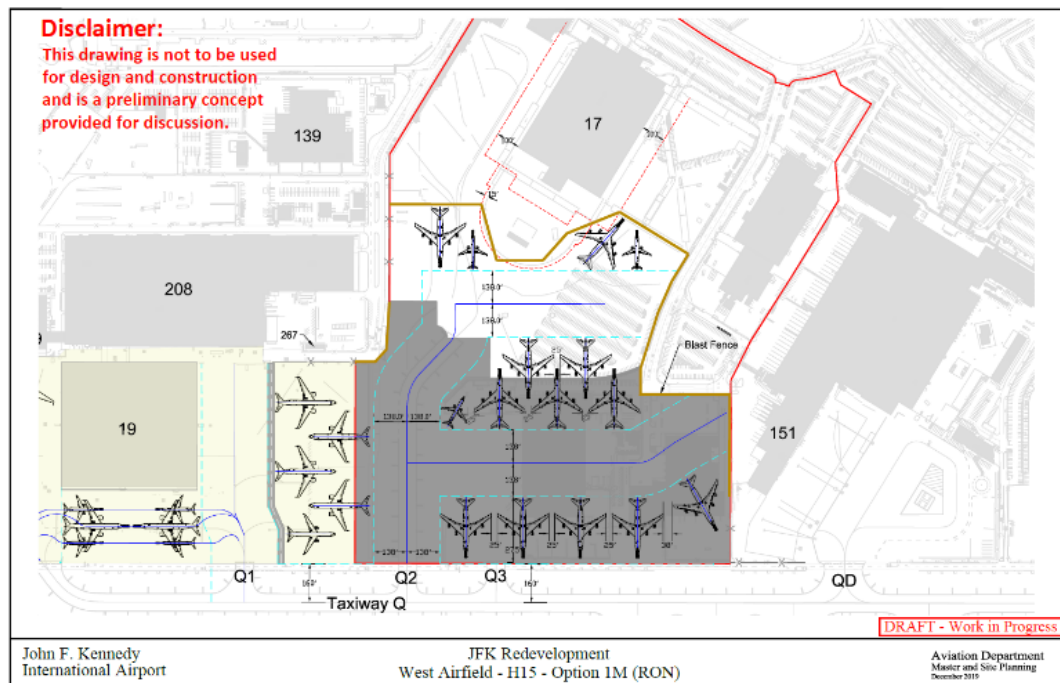
- Project from the New York State DOT on the main transportation corridor providing access to/from airport
- Coordinated with PANYNJ on construction logistics and management of lanes closures



West Airfield Development

Project Scope:

- Hardstand redevelopment at Hangar 15/16 site providing additional hardstands and deicing positions
- Building 15/16/former 216 abatement and demolition
- Apron repaving/reconfiguration at Hangar 19 site
- Grading and drainage, utilities protection, and AOA fence relocation and installation of Perimeter Intrusion Detection System (PIDS).



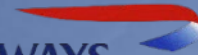
JFK AA/BA Terminal 8 Colocation

PROJECT OVERVIEW

American Airlines



BRITISH AIRWAYS



AECOM

Holt
CONSTRUCTION

OVERVIEW

OBJECTIVES OF THE DEVELOPMENT PLAN:

- ACCOMMODATE BA AND OTHER PARTNERS OPERATIONS IN EXISTING T8
- TO ACCOMMODATE NEW AA SCHEDULE IN WHICH ALL CURRENT AA 767 ARE REPLACED BY 777-200 AIRCRAFTS
- TO INSTALL NEW SCREENING SUBSYSTEM AND NEW CBR AREA





THE NEW T8

- 130,000 SF OF NEW-BUILT AND REFURBISHED AREAS
- 2 NEW WIDE BODY GATES, 3 NEW HARDSANDS, 3 GATES UPGAUGED TO WIDE BODY
- EXPANDED ATO, SECURITY SCREENING, HOLDROOMS & LOUNGES

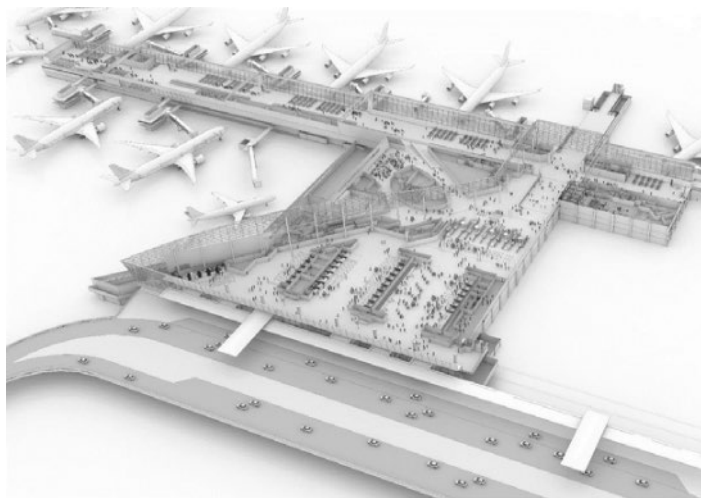
OVERVIEW



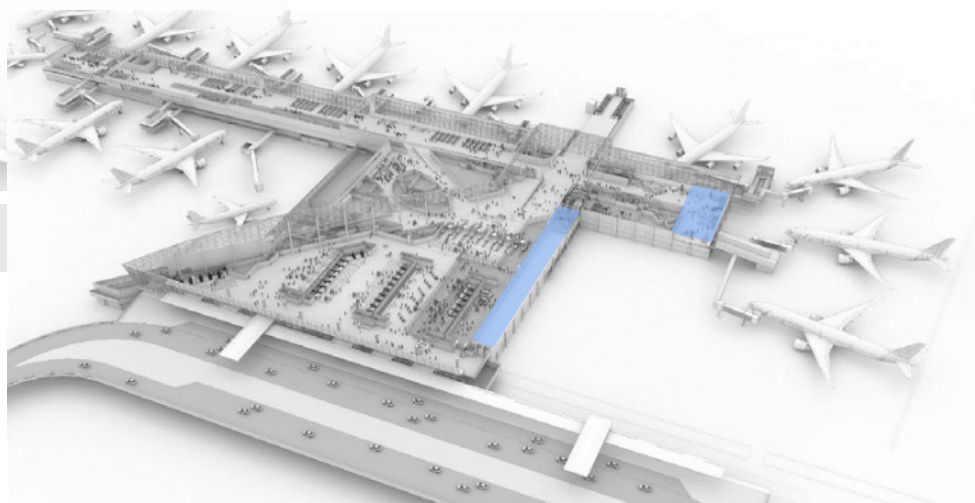
NEW BOARDING AREA







Existing



New

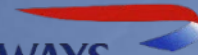
JFK AA/BA Terminal 8 Colocation

PROJECT OVERVIEW

American Airlines



BRITISH AIRWAYS



AECOM

Holt
CONSTRUCTION

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Palmina.Whelan@aa.com

JFK International Airport The New Terminal One



Overview – January 2020



I. Project & Team Overview

II. Construction Phasing & Timeline

III. The New Terminal One Experience

Project & Team Overview



Delivering the Vision Plan for JFK

JFK Vision	The New Terminal One
World-Class Facilities	✓
Terminal Integration	✓
Improved Roadways	✓
Easy Access	✓
Safety & Security	✓



**Transform
Customer
Experience**

**Top
Skytrax
Terminal**

Redevelopment of JFK Terminal One



0.7 million square foot building

9 Widebody Gates / **1** Narrowbody Gate

45 acres (current T1 site)

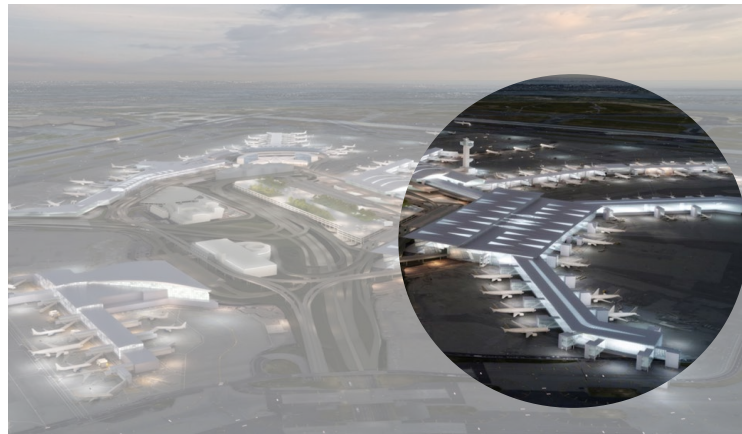


THE NEW TERMINAL ONE
JFK INTERNATIONAL AIRPORT

2.8 million square feet building

22 Widebody Gates / **1** Narrowbody Gate

144 acres (current T1, T2 and former T3 sites)



The New Terminal One Team

Airline Sponsors

AIRFRANCE 



KOREAN AIR



THE NEW TERMINAL ONE

JFK INTERNATIONAL AIRPORT

Operating Partner



REACH AIRPORTS
BACKED BY MUNICH AIRPORT AND CARLYLE



Munich
Airport



Financial Sponsors

THE CARLYLE GROUP

GLOBAL ALTERNATIVE ASSET MANAGEMENT



a Carlyle
backed
company

JLC | MJE-Loop
Capital Partners LLC



Architecture & Engineering



Design Lead

ATKINS
Member of the SNC-Lavalin Group



**SYSKA HENNESSY
GROUP**

RCGA

Project Management Office

LEHRER CUMMING
A CUMMING COMPANY



SNC • LAVALIN

Lead Contractor

AECOM TISHMAN

Creating Opportunities for the Community & Region

Jobs



5,000+ local construction jobs

10,000+ permanent jobs with continuity from the current Terminal One

Local



Creating opportunities for local firms and residents

Prioritizing 35 local zip codes, Queens and NY/NJ

MWBE



30% MWBE participation goal across all disciplines and phases including at the Financial Sponsor level and professional services

Labor



PLA with leading MWBE and local hiring provisions

Building Trades investing through Ullico as a Financial Sponsor

Community Involvement



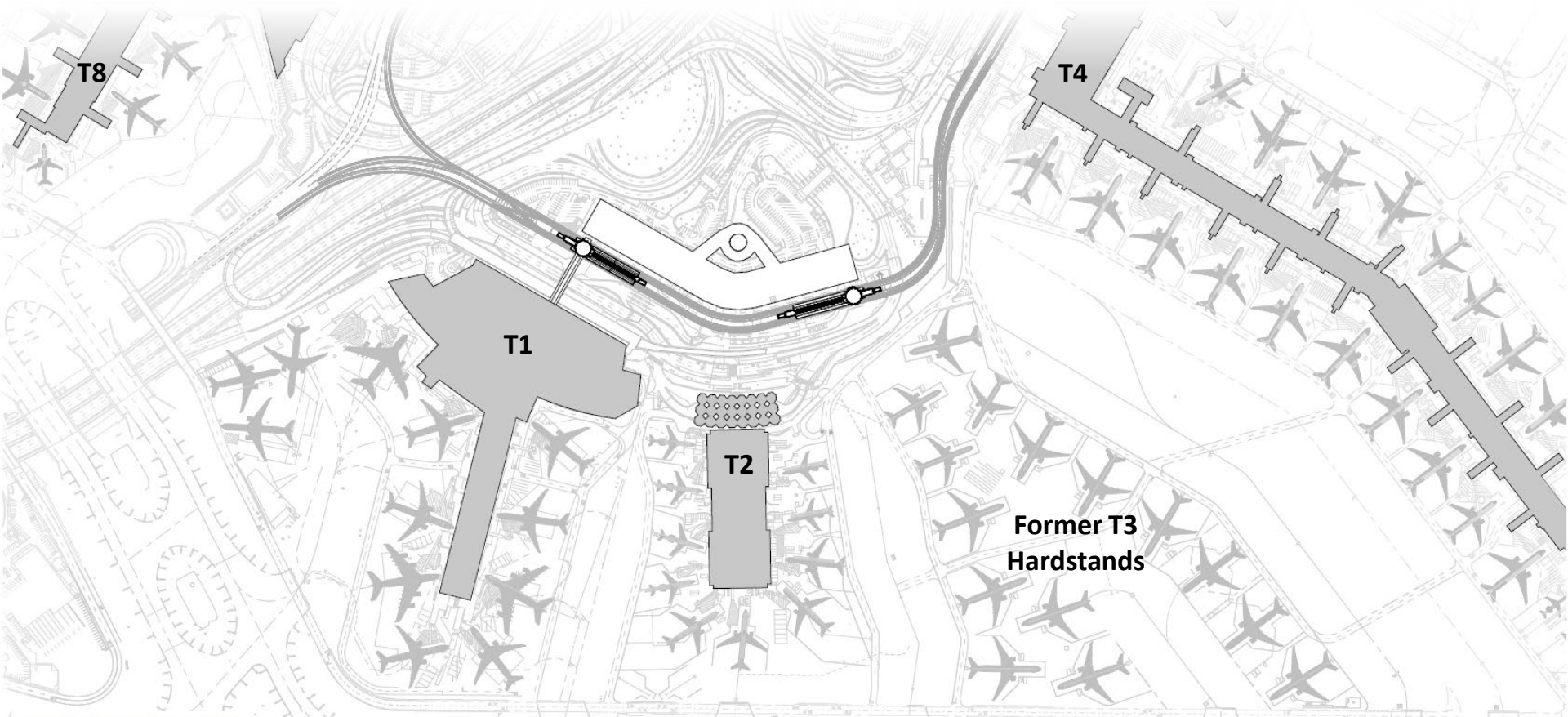
Initiatives on education, workforce, environmental and business development

JFK Airport Academy to upskill local workforce

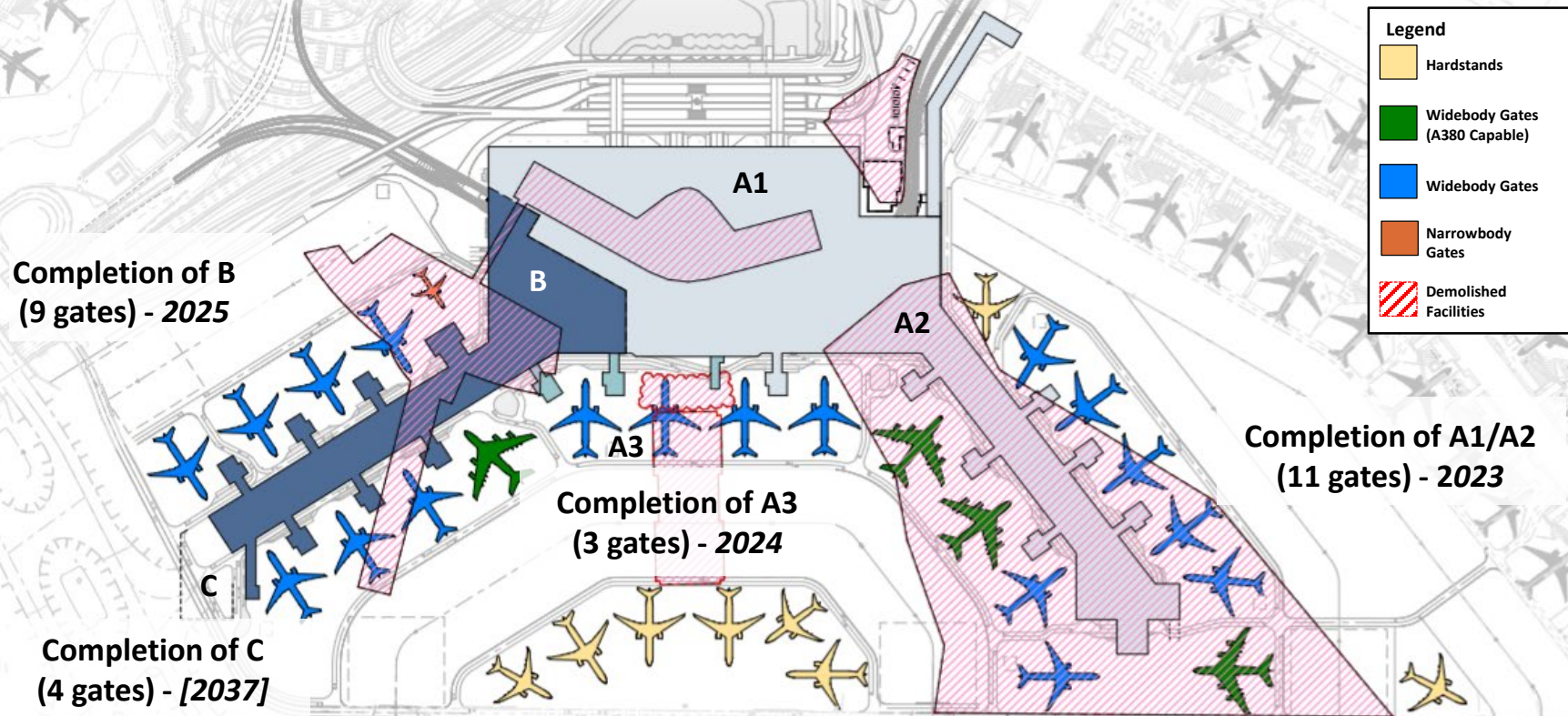
Construction Phasing & Timeline



Current Site



Construction Phasing



The New Terminal One Experience



Central Park
at
JFK



Aerial View



Terminal Frontage



Departures Hall





Commercial



Commercial

JFK

INTERNATIONAL AIRPORT

Arrivals Corridor







jetBlue | JFK Millennium
Partners

New JFK Terminal 6

January 2020

Project Sponsors

Terminal Operator

jetBlue® — JFK Millennium
Partners

VANTAGE
AIRPORT GROUP



Site overview

EXISTING
T7

NEW T6

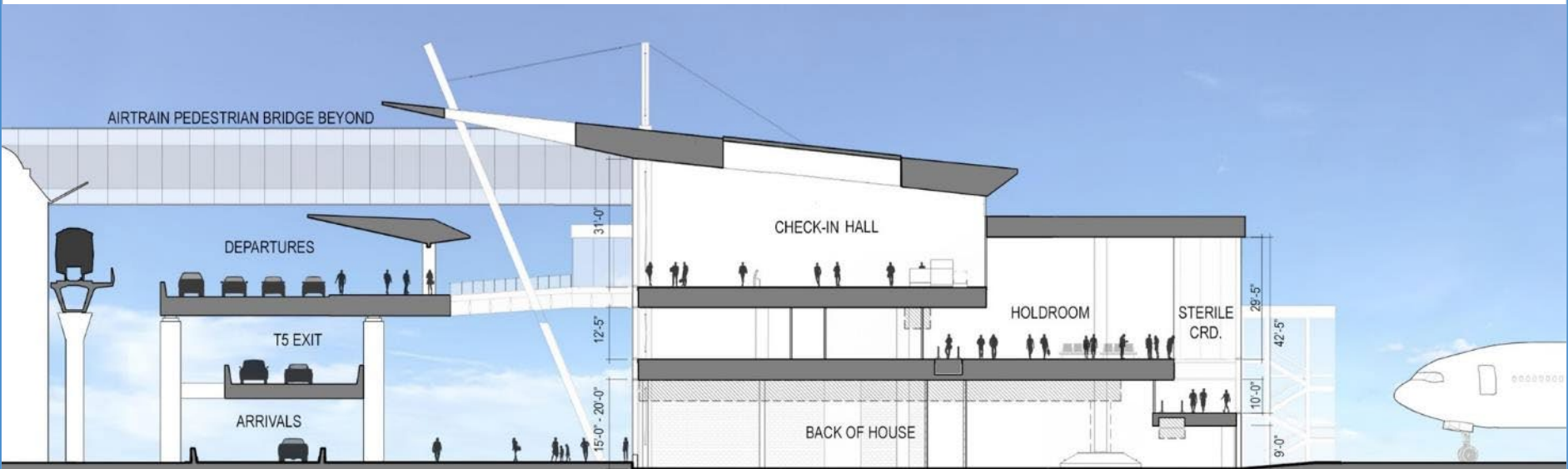
AIRTRAIN
STATION

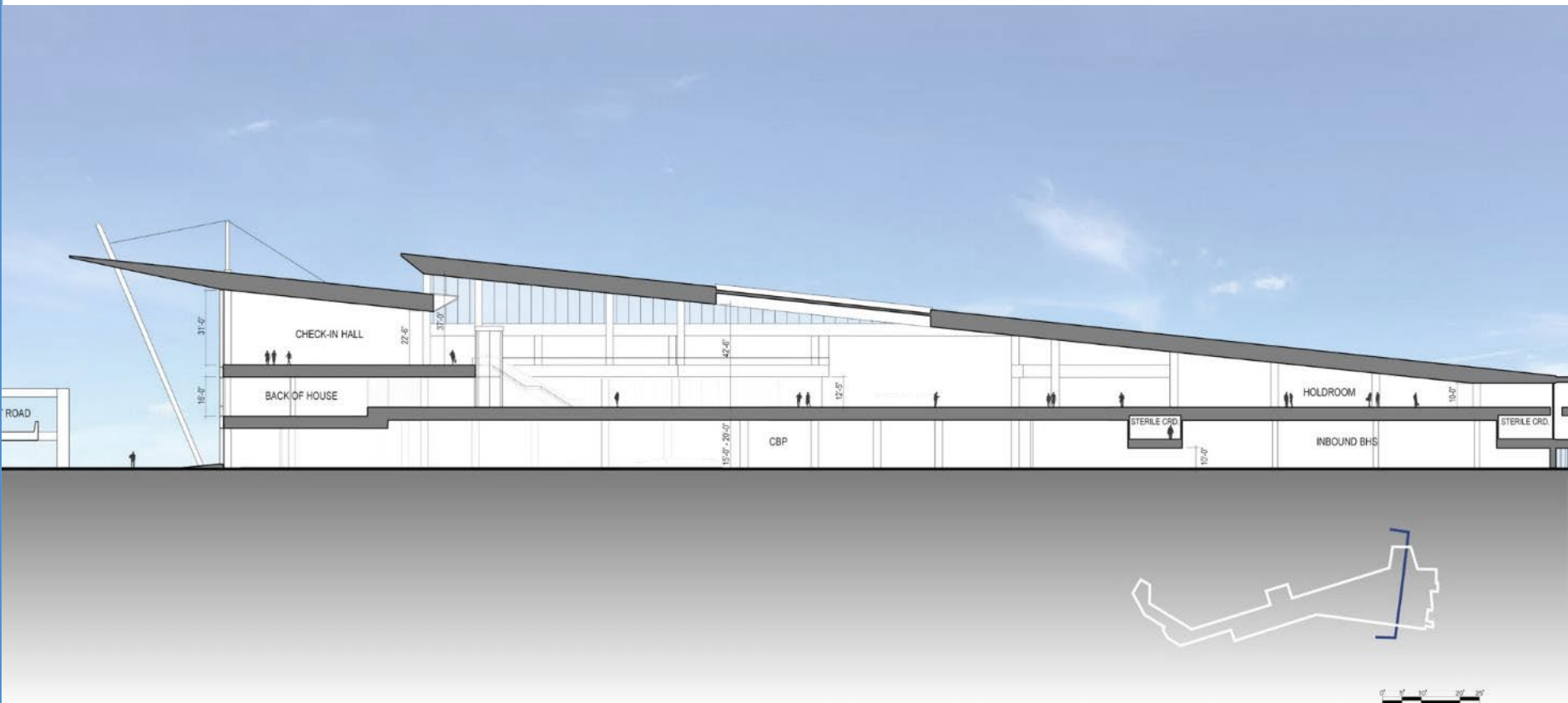
- T6 replaces the existing T7 across the T6 and T7 sites
- Seamless integration with T5 and AirTrain system
- New 3-level roadway system with improved roadway egress from T5
- Optimized airside layout
- New arrivals plaza and Ground Transportation Center
- Maintains Yellow and Orange Garages

The new T6

- 1.2 million square feet terminal
- 12 ADG V aircraft gates for domestic and international flights
- +70,000 square feet of concessions
- +30,000 square feet of airline lounge space
- New USCBP FIS
- Sized for 2050 passenger volumes

TERMINAL
JFK 6
jetBlue





DEPARTING CUSTOMERS

FEATURES

1000 LINEAR FEET OF CURBSIDE
DROP-OFF (TERMINAL 5 + 660 LF)

EAST AND WEST CHECK IN HALLS

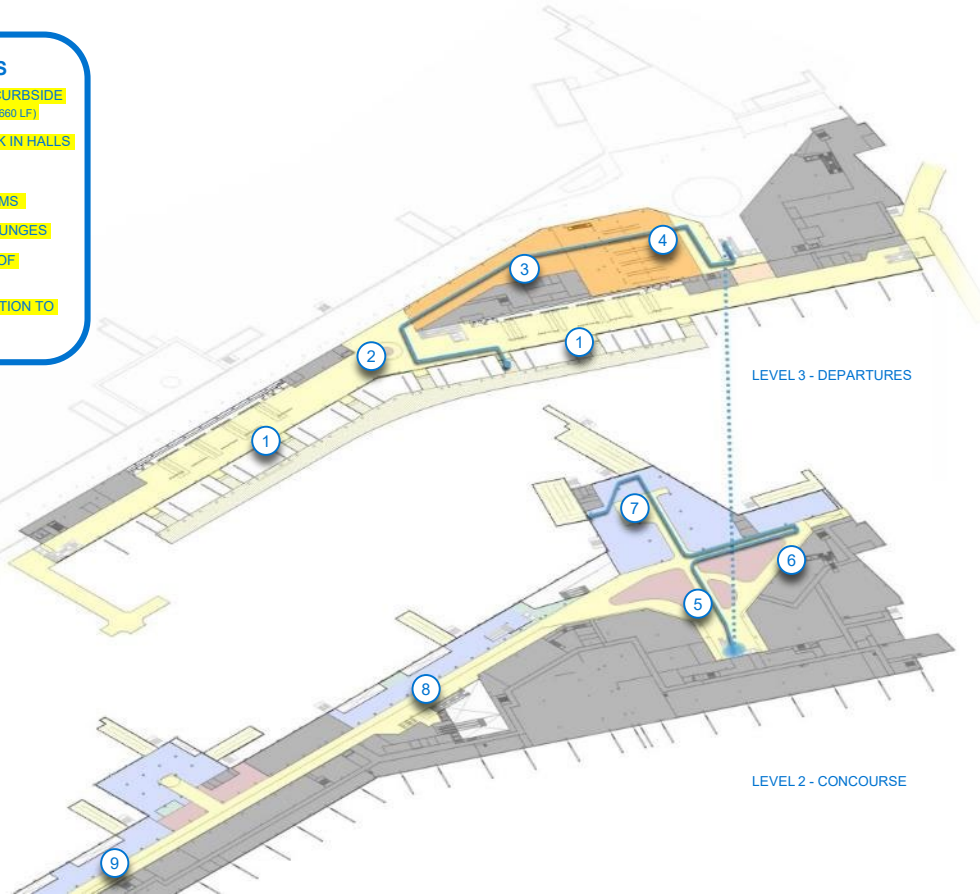
CENTRALIZED SSCP

12 GROUP V HOLDROOMS

2 OR MORE AIRLINE LOUNGES

+70,000 SQUARE FEET OF
CONCESSIONS SPACE

SECURE SIDE CONNECTION TO
TERMINAL 5



DEPARTURES LEVEL

- ① **CHECK-IN**
FULL-SERVICE COUNTERS, SELF-BAG DROPS,
KIOSKS. 20'-30' CEILINGS WITH SKYLIGHTS
- ② **WELL-WISHERS**
VIEW TO AIRFIELD, SKYLIGHT, CONCESSIONS
- ③ **CHECKPOINT**
11 CHECKPOINT LANES TOTAL: 9 ASL AND 2
TRADITIONAL (OVERSIZE) LANES WITH 23,000 SF
OF QUEUEING
- ④ **REVEST**
RECOMPOSURE WITH VIEWS TO GREAT HALL,
ACCESS TO AIRLINE LOUNGE

CONCOURSE LEVEL

- ⑤ **EAST CONCESSIONS HALL**
CONCESSIONS, 30'-40' CEILING HEIGHTS WITH
CENTRAL OCULUS SKYLIGHT
- ⑥ **GATE T6-1 + T5 CONNECTION**
ACCOMMODATES NARROW BODY OR WIDE BODY
AIRCRAFT (UP TO B787-9 WITH OPTION FOR
FUTURE A330-900)
- ⑦ **EAST CONCOURSE**
HOLD ROOM AREAS AND. BLENDED
CONCESSIONS AND HOLD ROOM SPACE
- ⑧ **CENTRAL CONCOURSE**
HOLD ROOM AREAS, CONCESSIONS AND.
BLENDED CONCESSIONS AND HOLD ROOM SPACE
- ⑨ **WEST CONCOURSE**
HOLD ROOM AREAS, CONCESSIONS AND.
BLENDED CONCESSIONS AND HOLD ROOM SPACE





ARRIVING CUSTOMERS

FEATURES

STERILE CORRIDOR FOR INTERNATIONAL ARRIVALS

CONNECTION WITH EXISTING T5/ STERILE CORRIDOR SYSTEM

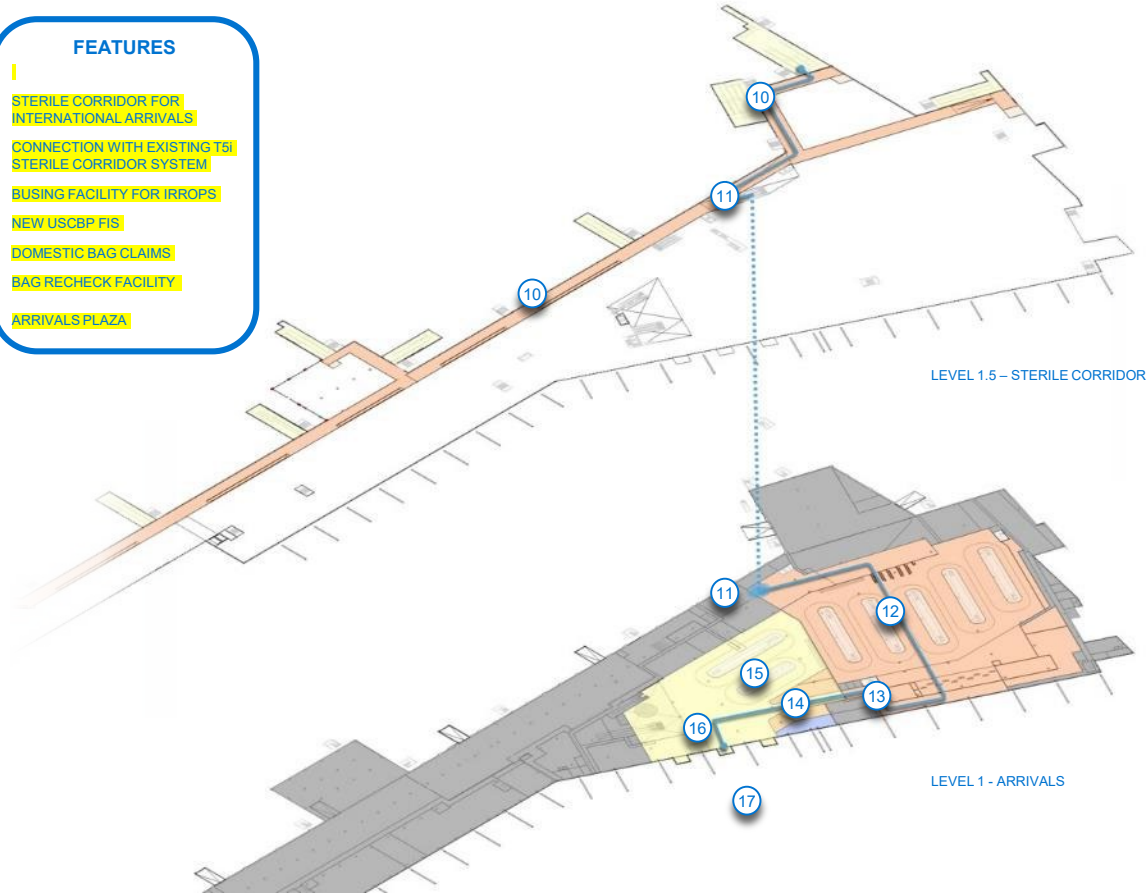
BUSING FACILITY FOR IRROPS

NEW USCBP FIS

DOMESTIC BAG CLAIMS

BAG RECHECK FACILITY

ARRIVALS PLAZA



LEVEL 1.5 – STERILE CORRIDOR

LEVEL 1 - ARRIVALS

STERILE CORRIDOR LEVEL

10 STERILE CORRIDOR

11 INTERNATIONAL ARRIVALS

TRIPLE HEIGHT SPACE, 50'+ CEILING HEIGHT,
NATURAL LIGHT AND VIEWS TO AIRFIELD

ARRIVALS LEVEL

12 FIS WITH INTERNATIONAL BAG CLAIMS

ACCESS TO RESTROOMS PRIOR TO BEGIN CBP
PROCESS, HIGH VOLUME, OPEN PLAN WITH (5)
285 LF DEVICES, 2000 PAX PER HOUR FACILITY

13 CBP EXIT CORRIDOR

14 MEET AND GREET

RE-CHECK, SEATING AND STANDING AREAS
ADJACENT TO CBP DISCHARGE, OPEN PLAN WITH
HIGH VOLUME CEILINGS, CONCESSIONS

15 DOMESTIC BAG CLAIM

16 ARRIVALS HALL

OPEN PLAN, HIGH CEILINGS, CONCESSIONS, PA
WELCOME CENTER, RESTROOMS

17 ARRIVALS PLAZA

CONNECTION TO GROUND TRANSPORTATION
CENTER (TAXI, FHV, POV), BUSING, T5 AND T6
AIRTRAIN STATIONS AND YELLOW AND ORANGE
GARAGES





WELCOME TO NEW YORK

AIRTRAIN

GROUND TRANSPORTATION
CENTER ↑

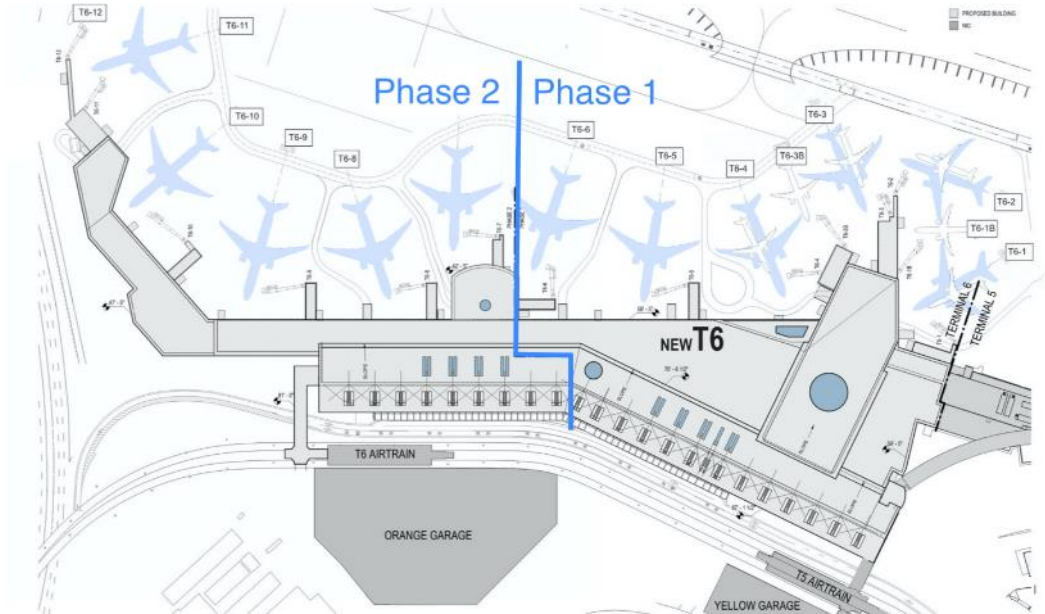
ORANGE GARAGE →

JFK
INTERNATIONAL AIRPORT

I ♥ NY

Project phasing

- Mid-2020 construction start, 2025 completion
- Phase 1:
 - Terminal building and concourses between existing T5 and T7
 - GTC and all roadways
- Phase 2:
 - Demolition of existing T7
 - Remainder terminal building and concourses





Contact information

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JFK Redevelopment Communication



JFK Redevelopment Program Updates Communication Protocol

All information and program updates relating to JFK Redevelopment will be distributed by JFK Redevelopment Program Team key personnel in coordination with the JFK General Manager Office:

JFK General Manager Office

Charles Everett, Deputy Director, Aviation Department/General Manager, JFK
Teresa Rizzuto, Interim Deputy General Manager, JFK

JFK Redevelopment Team

Jim Heitmann, Assistant Director Development, Aviation
Catherine Cronin, Project Executive Redevelopment, Aviation
Jim Steven, Program Director
Ed Peralta, Deputy Program Director
JFK Redevelopment, Stakeholder Communication Manager

- ❑ **Questions, concerns and requests for information should be addressed to the program team key personnel identified above**

JFK Redevelopment Communication – Coordination with Terminal Developers

JFK Redevelopment will lead the discussions with the Terminal Developers to prepare the information and updates that will be shared in advance of the meetings:

- Terminal 1: TOGA and Carlyle Airport Group
- Terminal 6/7: JFK Millennium Partners (JetBlue Airways, Vantage Group, RXR)
- Terminal 8: American Airlines

- ❑ JFK Redevelopment Program Management Team and Terminal Developers' Project Management teams will be collocated at Building 111
- ❑ An airport-wide Airport Operations Center (AOC) will also be at Building 111 for an integrated coordination / planning of airport operations and construction activities, real-time monitoring of construction activities and collaborative decision making during construction
- ❑ AOC will include JFK Operations, JFK Redevelopment, Traffic and Parking Management, PAPD, Terminal Operators, Terminal Developers, Federal Stakeholders

Program Updates protocol to communicate JFK Redevelopment updates to the airlines and the airport community

1. Airlines Kick-off Meeting – January 2020
2. JFK General Manager Monthly Meetings with Airport Community
3. Quarterly updates at the Airport Advisory Committee Meetings
4. Airport Affairs (Spring and Fall)
5. Monthly JFK Redevelopment Program Update Meetings and Newsletter
6. Weekly working group / airport redevelopment meetings
7. JFK General Manager Redevelopment Bulletins
8. JFK Redevelopment Website – postings, meetings dates and feedbacks platform

www.anewjfk.com

Preparing for operational issues during construction

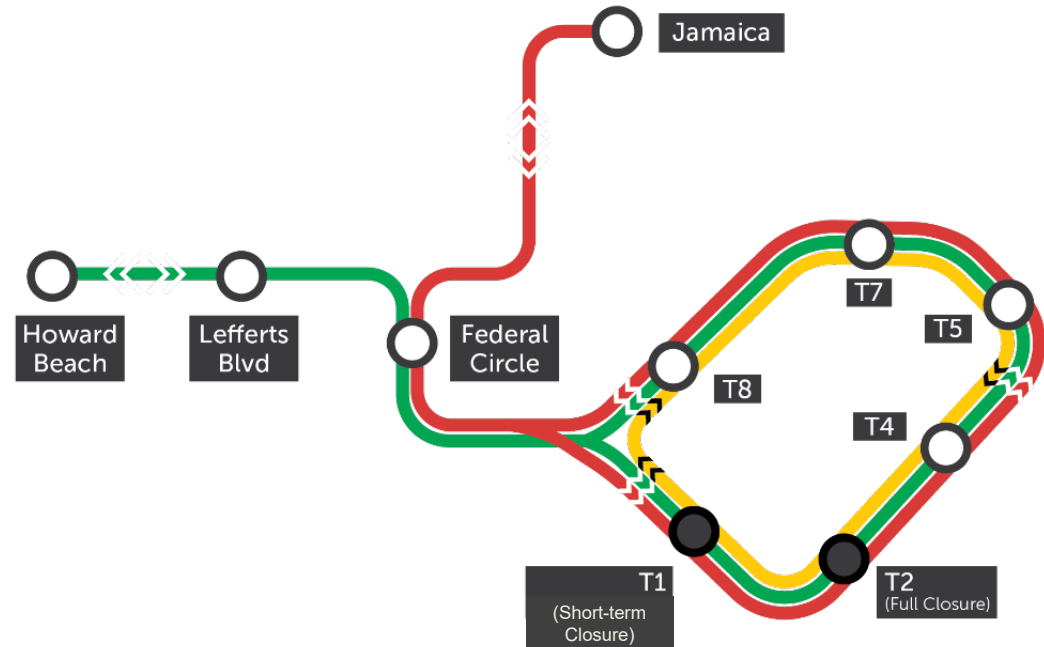
Focus Areas



Working Groups

1. Airside
2. AirTrain
3. Traffic Management
4. Parking

- ❑ AirTrain will remain in service through the JFK Redevelopment Program
- ❑ During construction, short term service interruptions may occur – leveraging normally scheduled maintenance
- ❑ Alternate service pattern is being developed in the CTA for a limited duration to construct Terminal 1

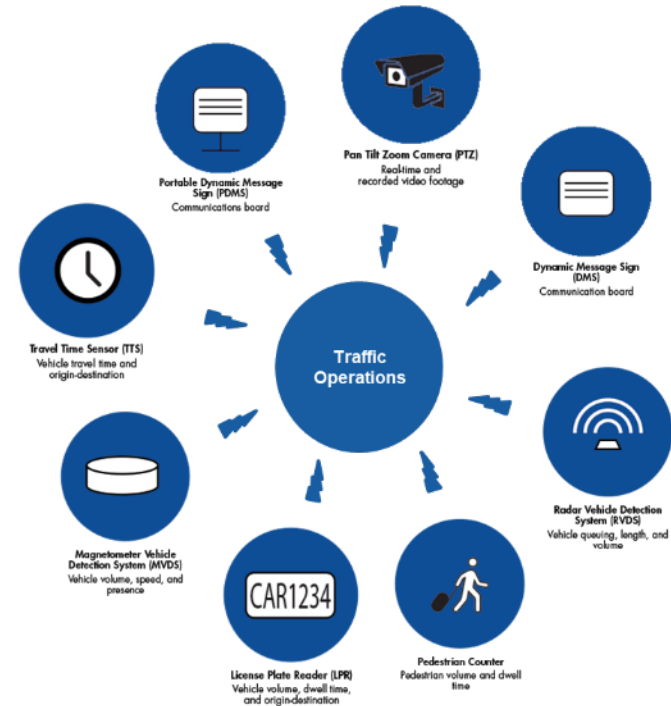


- Lessons Learned from LGA
 - Transportation Demand Management
 - Landside Operational Strategies
 - Roadway Geometric Improvements
 - Traffic Control Devices Implementation
 - Transportation Technology Deployment

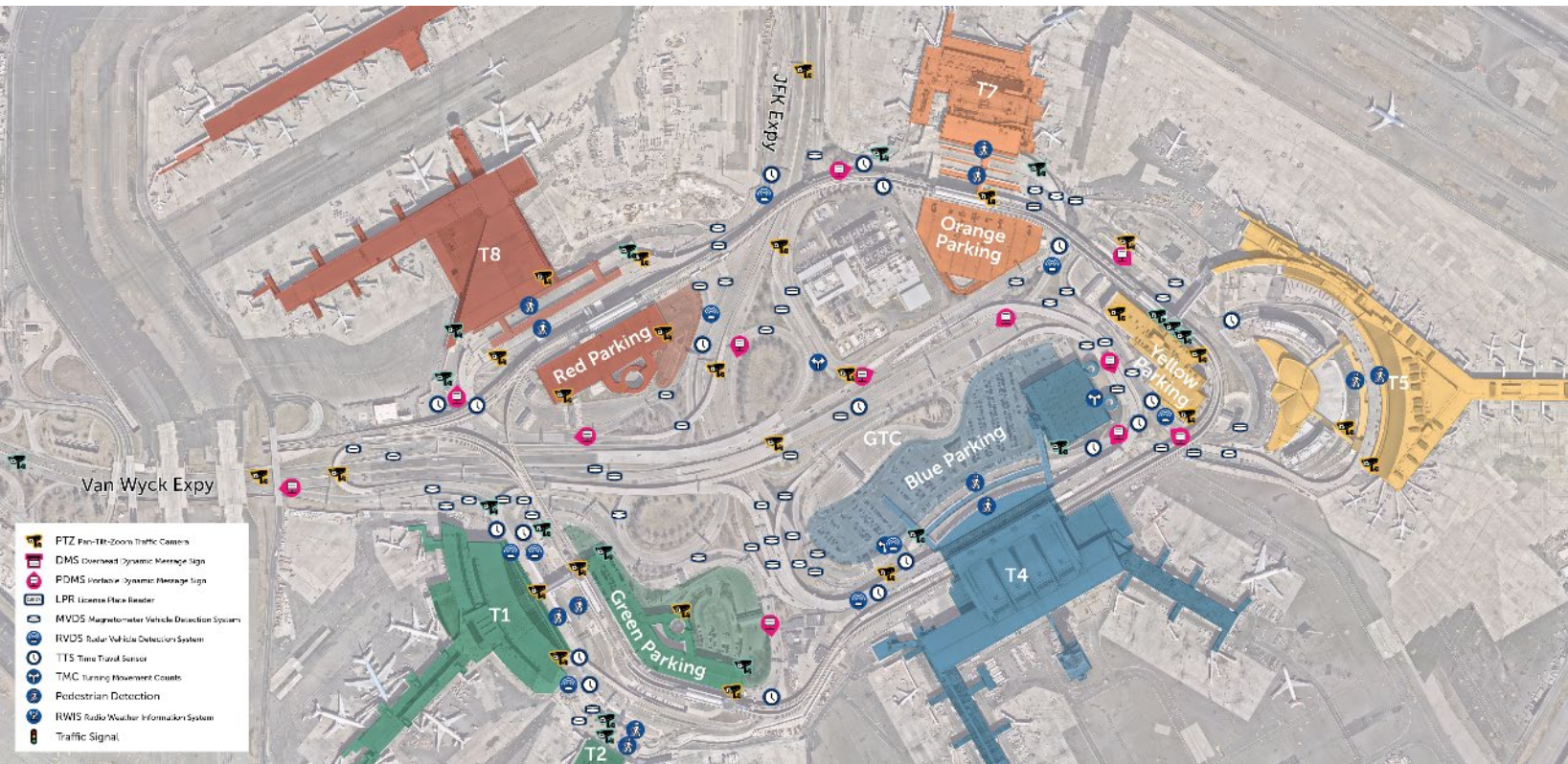


Early Action ITS Deployments

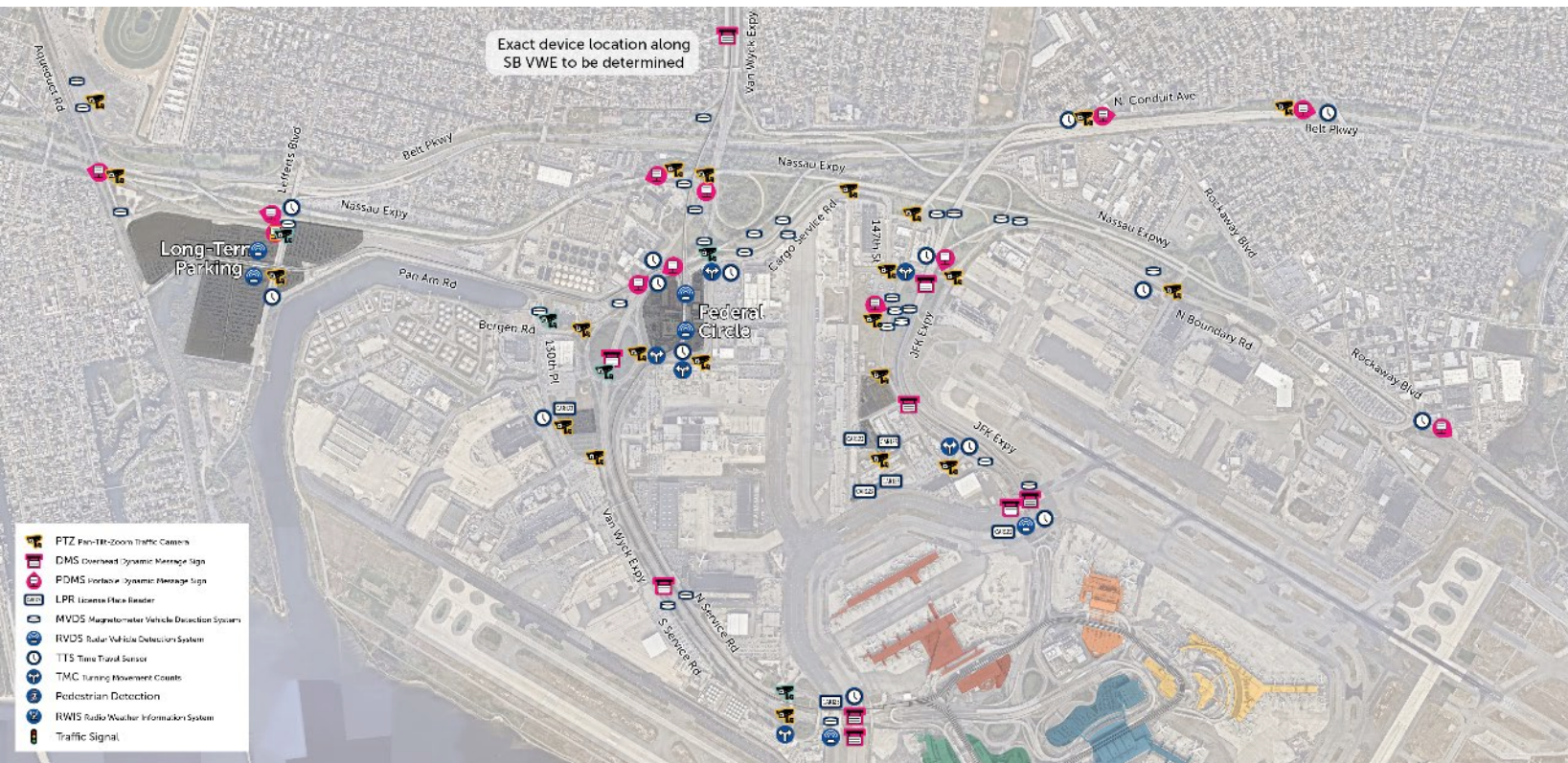
- **Dynamic Message Signs**
 - Portable
 - Permanent
- **Traffic Cameras**
- **Travel Time Sensors**
- **Vehicle Detection**
 - Magnetometer
 - Radar
 - Image
- **License Plate Readers**
- **Pedestrian Analytics**
(Over 350 Devices)



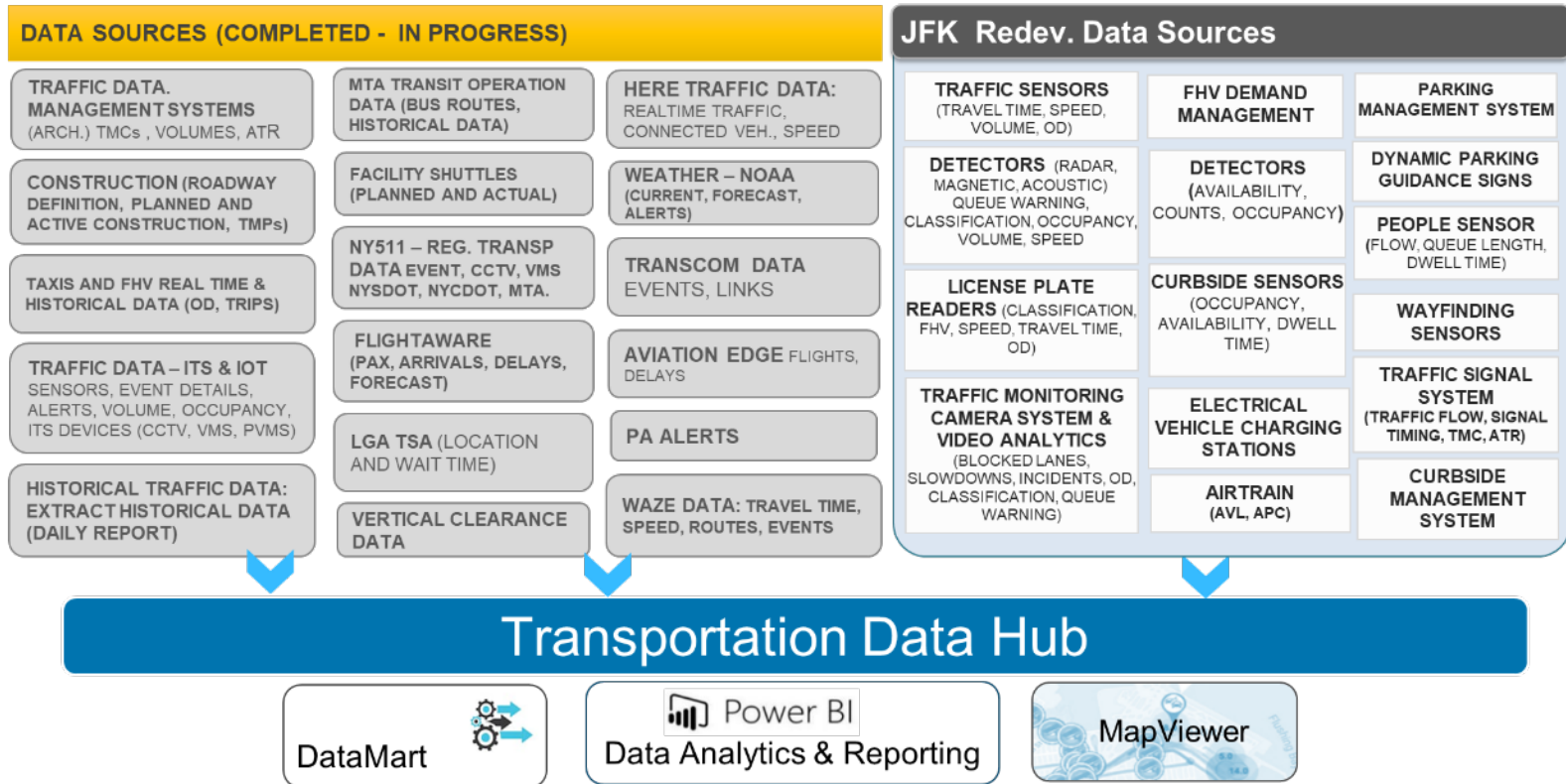
Transportation Technologies | Early Action ITS Deployment at JFK | CTA Locations



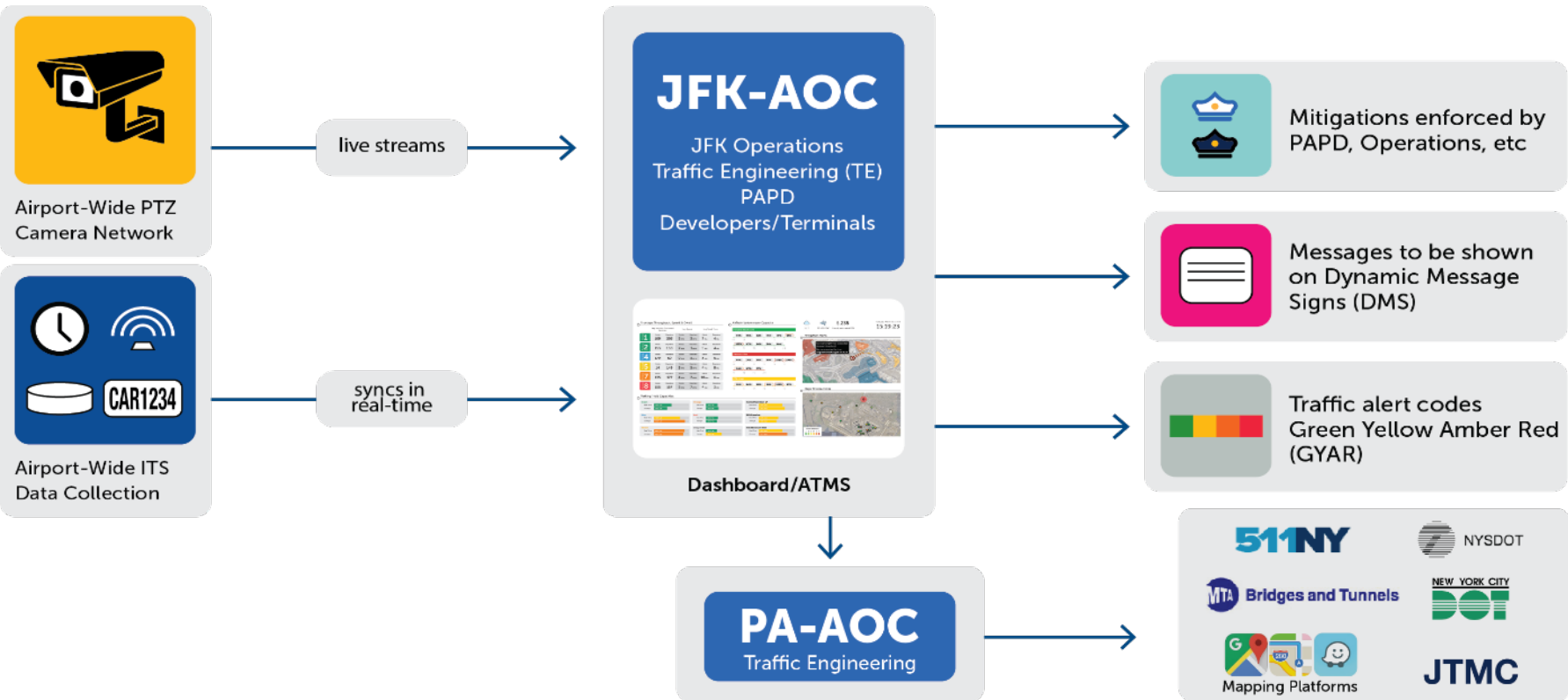
Transportation Technologies | Early Action ITS | Off-CTA Locations



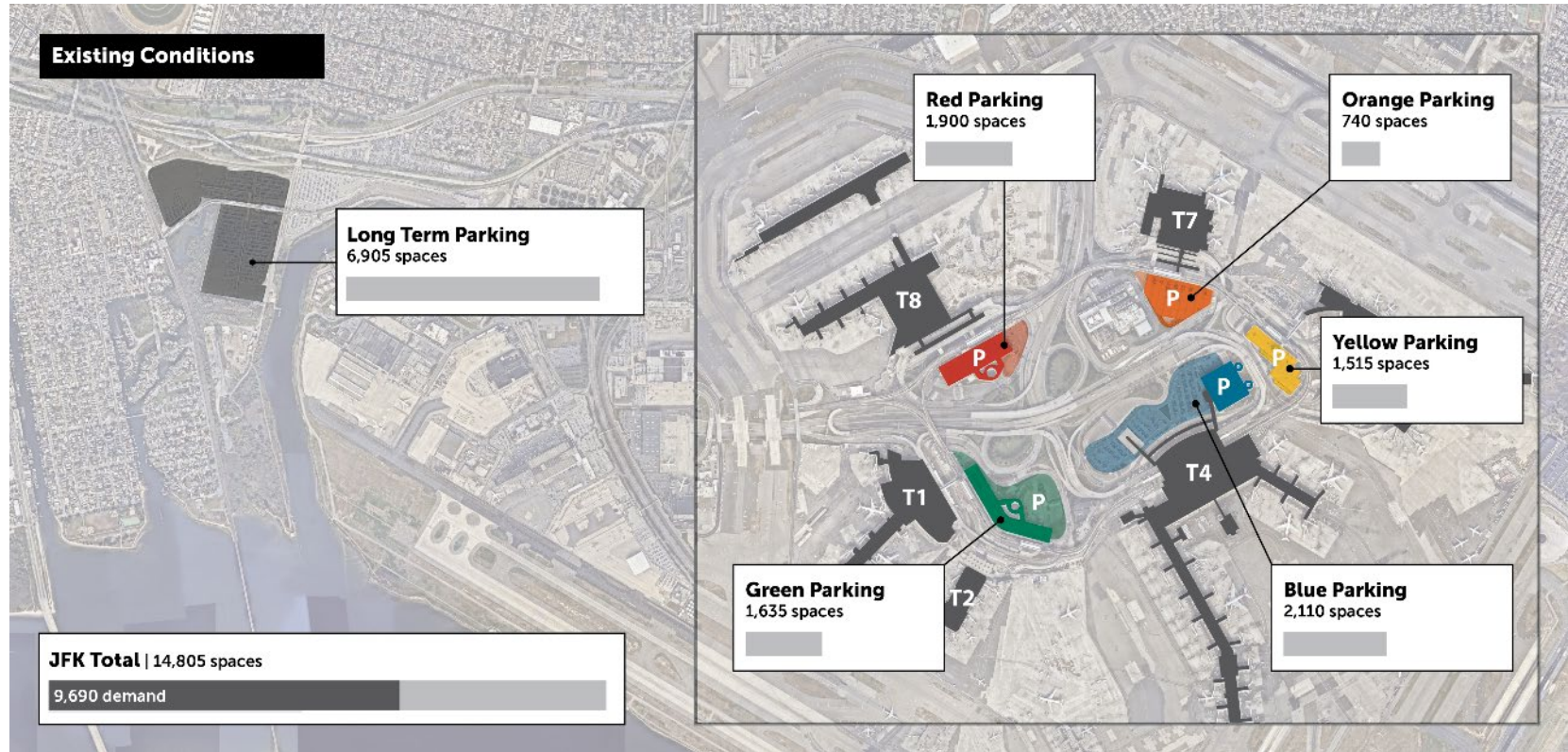
Transportation Technologies | Data Hub



Transportation Technologies | Proposed JFK-AOC Flow Chart



Transportation Management | Parking



Working Groups

1. Airside
2. AirTrain
3. Parking
4. Traffic Management

Working Groups

Learning from Grayson & RWY 13L

Ongoing transparent dialogue – weekly basis

Forum for discussion

Include appropriate sub-groups as needed (e.g. bussing, customer experience)

Alignment of objectives and actions

PA Resources for communications

Community Advisory Council

In October 2018, Governor Andrew Cuomo announced the formation of the 45 member JFK Redevelopment Community Advisory Council, composed of elected officials, community boards, business and nonprofit organizations, civic organizations and clergy. Advisory Council meetings are open to the public. For meeting dates, visit www.anewjfk.com

The Council is co-chaired by Congressman Gregory W. Meeks and the Queens Borough President*. The membership is divided into four committees:

Business Development

Co-Chairs: State Senator James Sanders
Hope Knight, President & CEO, Greater Jamaica Development Corporation

Career/Workforce Development

Co-Chairs: State Senator Leroy Comrie
Kevin Alexander, President & CEO, Rockaway Development and Revitalization Corporation

Education

Co-Chairs: Assemblywoman Alicia Hyndman
Dr. Berenecea Johnson Eanes, President of York College

Environmental Stewardship

Co-Chairs: Assemblywoman Stacey Pheffer-Amato
Barbara Brown, Co-Chair, New York Community Aviation Roundtable

**There is currently an Acting Queens Borough President until the existing vacancy has been filled.*

Community Initiatives Update

In October 2019, Governor Cuomo announced the first of a series of initiatives targeting job opportunities, business opportunities, and training and education initiatives to benefit the local communities around JFK Airport as part of the \$13 billion airport redevelopment program.

- **Jobs Recruiting Program**

Match job seekers in the local community with jobs in construction and airport operations.

- **Second Chance Employment Initiative**

Provide job opportunities to formerly incarcerated individuals and others with past involvement in the criminal justice system.

- **STEM Education Program**

Support science and technology education program for 300 local students to generate interest in aviation and aeronautics.

- **Concessions Opportunities**

Provide concession opportunities to local retailers and restaurants. Develop training program to enable and equip local small businesses to qualify and compete for future concessions opportunities.

M/WBE & Local Business Preference

- **30% M/WBE goal across the entire Redevelopment Program**
 - **Early Works & Construction Phase – e.g. financing, professional services, support services, other ancillary needs**
 - **Operation Phase – e.g. retail concessions, support services, etc.**
- **Local Preference, targeted zip codes (Southeast, Southwest Queens, Rockaways, parts of Western Nassau County)**
- **Outreach & Diversity and Inclusion teams have been and will continue to host regular events to connect local and M/WBE businesses to Terminal Developers**

Note: For the JFK Redevelopment Program, PANYNJ and NYS ESD Certifications will be accepted.

Community Information Center

JFK Redevelopment Community Information Center
144-33 & 35 Jamaica Avenue, Jamaica, NY
(718) 244-3834
JFKRedevelopment@panynj.gov | www.ANewJFK.com

External Affairs & Community Outreach Managers

Selvena N. Brooks-Powers & Nantasha Williams

Office Hours:

Mon, Tues, Wed, Fri – 9 AM- 5P; Thurs – 11 AM-7 PM

Organization	Days	Times
The New Terminal One Group	Every Tuesday	1-5PM
JetBlue & JFK Millennium Partners	1 st and 3 rd Wednesday	1-5PM
American Airlines	1 st Fridays	11-1PM
Queens Air Services Development Office	Every Thursday	11-5PM
Council for Airport Opportunity (CAO)	3 rd Thursdays	3-6PM

Next Steps

- a. Working Group kick-off meetings**
- b. Communications portal: www.anewjfk.com**
- c. Environmental Document**
 - a. Four Public Information Sessions will be held on the following days: January 21st, 22nd, 23rd, and 29th
 - b. We are planning on receiving FONSI (Environmental Approval) by end of March 2020
 - c. Minor works are planned to occur between now and March (e.g. pile testing, site survey/investigation)
 - d. Major Construction will commence by Q2 2020

Thank you for Visiting
www.anewjfk.com