

# JFK Redevelopment Program

Community Advisory Council Meeting

06.24.2021



AIR LAND RAIL SEA

## Agenda

- **Welcome – Congressman Gregory W. Meeks and Borough President Donovan Richards**
- **Program Update**
- **Community Outreach Office Update**
- **Community Development – LBE & MWBE Participation**
- **Community Outreach & Engagement**
- **Aeroterm – Cargo Project at JFK**
- **Terminal Developer Updates**
  - **T1/The New Terminal One**
  - **T6/JFK Millennium Partners**
  - **T8/American Airlines**
  - **T4/JFKIAT & Delta Air Lines**
- **NYS DOT Van Wyck Expressway Project Update**
- **Q&A**

## OPENING REMARKS & PANYNJ UPDATES FROM:

### JFK Redevelopment Community Advisory Council Facilitator

Dr. Stacie NC Grant

### JFK Redevelopment Community Advisory Council Co-Chairs

Congressman Gregory Meeks

Queens Borough President Donovan Richards

### Director, Government & Community Relations Aviation Redevelopment - NY

Hersh Parekh

Senior Community Outreach Specialist, Rachelle Antoine

Outreach Specialist, Natasha Turner

Congressman Meeks acknowledged hearing concerns post pandemic about this project. While on pause, a ramp up is forthcoming for this Redevelopment and the community needs to spread the word about the opportunities as they become available. Borough President Richards was unable to bring greetings in person, but he did send his regards and continued support for the work the Advisory Council.

The feedback from the Council was taken into consideration with regards to scheduling meetings on Fridays. We hope that this Thursday afternoon time works better for the majority.

COVID-19 has had a huge impact on the JFK Redevelopment and the Aviation Industry. Thus, a majority of the construction is still on pause, but some movement is happening in the interim as outlined in the updates shared at this meeting by the Port Authority of New York & New Jersey and the Terminal Developers.

# JFKR Program Update

The major elements of the JFK Redevelopment Program remain **on pause**.

At this time, only the American Airlines/Terminal 8 Expansion is in construction.

In April, the Port Authority Board of Commissioners approved a revised Terminal 4 project, a key step in the transformation of JFK Airport into a 21st century global gateway. The project will phase construction. Initial construction phase represents 60% reduction from original plan. This \$1.5 billion project was initially authorized in February 2020 as a \$3.8 billion project, reflecting the impact of COVID-19 on air travel.

The Port Authority and NTO T1 and JMP T6 developer teams continue intense negotiations to find a way to advance those projects.

# Reopening

144-33 & 35 Jamaica Avenue | Jamaica, NY

- On Tuesday, July 6, the JFK Redevelopment Community Information Center will re-open.
- In-person assistance will be available Tuesdays and Thursdays, from 9:00 am to 5:00 pm, by appointment only.
- Port Authority COVID-19 protocols will be in effect.
- More information to come about compliance consultants, terminal developers, and community partners office hours.



## Office Manager

- The JFK Redevelopment Program is seeking an Office Manager for the Community Information Center - <https://www.indeed.com/job/office-manager-e70c9efabe0700a6>
- The Office Manager will assist in the oversight of day-to-day office operations.
- This position will be a hybrid - remote and in-person - opportunity at least through Summer 2021, and perhaps longer.
- For more information, if you have a candidate referral, or for the complete job posting, please email Adam Knotts [info@rfwconsultants.com](mailto:info@rfwconsultants.com) with "Inquiry | JFKR Office Manager" in the subject line.

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## Summer 2021 JFKR Interns



Tasmim Rahman  
Springfield Gardens, NY  
New York Institute of Technology



Pranav Bhat  
Bellerose, NY  
Vaughn College of Aeronautics  
and Technology



# Early Works Projects

- As discussed at the last meeting, the early works projects have independent utility and are necessary to improve the JFK. They would also support JFK Redevelopment as enabling projects.
- The portfolio is made up of more than 20 projects, including Airside, Landside, and Facility improvements.
- Procurement strategy to emphasize use of Local M/WBE firms (currently up to \$1 million)
  - Local MWBE capacity analysis
  - Bid packaging to allow for maximum participation from qualified, available local MWBEs while continuing to meet the program goals.
- Ahead of the major redevelopment program elements, these projects commenced in Q2 2021 and will continue on a rolling schedule. **Local MWBEs, including those who participated in the Boot Camp have already received the first set of solicitations.**

## Project Readiness Boot Camp

- Facilitated by local M/WBE – R.F. Wilkins Consultants
- 3 cohorts from May 24-June 10
- 44 local Tier 1 and Tier 2 M/WBEs
- Topics covered
  - Doing Business with the Port Authority
  - Procurement 101/Bid Readiness
  - Labor Harmony/Prevailing Wages
  - Effective Cost Estimation
  - Site Security
  - Access to Capital
  - Bonding & Insurance
  - Understanding Contract Language
  - Safety Provisions
  - Contract Administration & Project Closeout
  - Back-office Management
- Virtual Graduation on June 17th



## Janitorial Maintenance SBE Program

The Port Authority prequalifies Pre-Certified Small Business Enterprises in the Janitorial Maintenance ("JMSBE") category to submit bids and/or proposals for contracts to provide general cleaning and janitorial services at Port Authority facilities, which are scheduled for bid or proposal solicitation on a JMSBE set-aside basis.

For more information, or to get pre-qualified please visit [www.panynj.gov/port-authority/en/business-opportunities/Vendor-Resources.html](http://www.panynj.gov/port-authority/en/business-opportunities/Vendor-Resources.html).

- If you have any questions about JMSBE Program, contact Marilyn Feliz, [mfeliz@panynj.gov](mailto:mfeliz@panynj.gov).

**Note:** Multi-million-dollar contract for cleaning services to include machine sweeping of parking lots & garages, and snow removal services at JFK Airport anticipated in Q4 2021. Only businesses on JMSBE list will be invited to submit a bid.

**Create More Opportunities for Your Business.**

Prequalify to be part of the Port Authority's Janitorial Maintenance Small Business Enterprise (JMSBE) Program.

The Port Authority of New York and New Jersey is accepting bids and proposals for general cleaning and janitorial services contracts at our facilities.

Businesses interested in bid for proposal, you must:

- Be prequalified by the Port Authority as a Small Business Enterprise in the Janitorial Maintenance (JMSBE) category.
- Have performed or be performing under at least one commercial/industrial/janitorial contract of at least \$75,000 annually within the last three years.

To apply for prequalification as a JMSBE vendor with the Port Authority, visit our website to create an account and prepare and submit your application package.

Once prequalified as a JMSBE, applicants can apply for prequalification to submit bids or proposals by completing the Request for Qualification Information application.

Becoming certified as a JMSBE by the Port Authority allows your business:

- Access to millions of dollars in contracting opportunities.
- Participation in our supplier diversity program.
- Inclusion on the Port Authority's online directory utilized agency-wide and by regional partners.

To learn more about becoming a Port Authority JMSBE, contact Marilyn Feliz at [mfeliz@panynj.gov](mailto:mfeliz@panynj.gov).

# Small Business Grant Program

NYS COVID-19 Pandemic Small Business Recovery Grant Program



Division of Small Business & Technology Development

The NYS COVID-19 Pandemic Small Business Recovery Grant Program (the "Program") was created to provide flexible grant assistance to currently viable small businesses, micro-businesses and for-profit independent arts and cultural organizations who have experienced economic hardship due to the COVID-19 pandemic.

#### OVERVIEW

Small businesses, Micro-businesses and For-profit independent arts and cultural organizations (collectively, "Eligible Applicants") must be currently viable and have begun operation on or before March 1, 2020, and continue to be in operation as of the date of application (may be shuttered due to COVID-19 restrictions).

Eligible Applicants will be required to show loss of gross receipts or other economic hardship as a result of the COVID-19 pandemic or compliance with COVID-19 health and safety protocols which resulted in business modifications, interruptions, or closures.

Small businesses, Micro-businesses and For-profit independent arts and cultural organizations must:

- Have 2019 or 2020 Gross Receipts of between \$25,000 and \$500,000 per annum (line 1, IRS Form 120 or 1066; line 1 IRS Form 1040 Schedule C).
- Demonstrate positive net profit on 2019 Business Return (8' or greater) (line 28, IRS Form 1120; line 22, IRS Form 1065; or line 31, IRS Form 1040 Schedule C).
- Demonstrate that total expenses on 2020 Business Income Return are greater than the grant amounts.
- Demonstrate at least 25% loss in annual Gross Receipts in a year-to-year revenue comparison as of December 31, 2020 to the same period in 2019.

#### GRANT AMOUNTS:

- Grant awards will be calculated based on a business' annual gross receipts for 2019:
- Annual gross receipts: \$25,000-\$49,999: Award is \$5,000/business;
- Annual gross receipts: \$50,000-\$99,999: Award is \$10,000/business; or
- Annual gross receipts: \$100,000-\$500,000: Award is 10% of gross receipts (maximum grant is \$50,000).

#### ELIGIBLE USE OF GRANT FUNDS:

- The grants must be used for COVID-19 related expenses incurred between March 1, 2020 and April 1, 2021. These include:
- Payroll costs; or
  - Commercial rent or mortgage payments for NYS-based property; or
  - Payment of local property or school taxes associated with a small business location in NYS; or
  - Insurance costs; or
  - Utility costs; or
  - Costs of personal protection equipment (PPE) necessary to protect worker and consumer health and safety; or
  - Heating, ventilation, and air conditioning (HVAC) costs; or
  - Other machinery or equipment costs; or
  - Supplies and materials necessary for compliance with COVID-19 health and safety protocols; or
  - Other documented COVID-19 costs as approved by ESD.

For more information on this program please visit [nysmallbusinessrecovery.com](http://nysmallbusinessrecovery.com)

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- For more information, please visit [www.nysmallbusinessrecovery.com](http://www.nysmallbusinessrecovery.com).

## Virtual Webinars

### Career/Workforce Development and Business Development

- 8 webinars focused on Career/Workforce Development, including partnerships with RDRC, CAO, and The Fortune Society.
- 6 webinars focused on Business Development, including collaboration with R.F. Wilkins, Workers' Compensation Board, and LGA Redevelopment Outreach Team
- 3 Fireside Chats for Mental Health Awareness Month: These webinars discussed the importance of normalizing the conversation around mental health in the workplace. The Fireside Chats offered useful tools, tricks, and tips to control and develop practices to better manage mental health.

## Council for Airport Opportunity

March 2020 – March 2021	Jamaica Career Center	Rockaway Career Center*	Total
JFK Airport Placements	288	57	345
Queens Residents	225	31	256
Target Zip Codes	146	30	176

# Environmental Stewardship

- Low Carbon Concrete Program
  - Cement, the primary binding agent in concrete, accounts for up to 7% of global carbon dioxide emissions due to its widespread use and energy-intensive production.
  - The Port Authority is working with Rutgers University and NYU to develop and test new low-carbon concrete mixes. The program is designed to lead the industry towards the use of more sustainable concrete mixes.
  - Field testing is planned for JFK Airport during upcoming phases of its redevelopment program.
- 2021 Sustainability Mini Camp
  - In response to community requests, the JFK and LGA Redevelopment Community Outreach Teams are planning the second annual mini summer camp focused on the environment & sustainability.
  - The mini-camp will take place in mid-August and is open to local middle-school students entering grades 6-8. More information to follow.

## Partner Virtual Office Hours\*

Organization	Days	Times
M/WBE Compliance Consultants	Monday, Tuesday, Thursday (beginning July 6 <sup>th</sup> )	Monday - 12PM-2PM (virtual)  Tues. & Thurs - 2PM-4PM (in-person at Community Office)
The New Terminal One	Monday-Friday	By appointment, new online booking system
JFK Millennium Partners	1 <sup>st</sup> and 3 <sup>rd</sup> Wednesday	1PM-5PM
American Airlines	1 <sup>st</sup> Fridays	11AM-1PM
Delta Air Lines / JFKIAT	TBA	TBA

In addition to Partner Hours, additional office hours and appointments can be made with Terminal Developers

## Contact Us

### Virtual Office Hours:

Monday to Friday – 9 am - 5 pm  
(718) 244-3834

JFKRedevelopment@panynj.gov  
[www.ANewJFK.com](http://www.ANewJFK.com)

### JFK Redevelopment Community Information Center

Tuesday & Thursday – 9 am - 5 pm  
144-33 & 35 Jamaica Avenue | Jamaica, NY  
Beginning July 6th - *by appointment only*



**Aeroterm JFK Development Project Update**  
 JFK Redevelopment Community Advisory Council  
 June 2021

## Aeroterm Introduction

**REALTERM**

Parent company with \$7 billion in AUM, 300+ buildings, and over 400 tenants globally

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**AEROTERM**

**MARKET POSITION**  
Largest 3rd party owner of on-airport logistics assets in North America

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**REALTERM LOGISTICS**

**MARKET POSITION**  
Leading non-operating owner of HFT logistics properties in North America

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**INDOSPACE**

**MARKET POSITION**  
Largest industrial sponsor in India with over \$1.5 billion in AUM



*The Leader in On-Airport Facility Solutions*

<b>15MM SF</b> OF PROPERTY & DEVELOPMENT	<b>109 ASSETS</b> IN NORTH AMERICA
<b>PRESENCE AT 36 AIRPORTS</b>	
<b>25+ YEARS</b> OF EXPERIENCE	<b>\$1.4BN</b> ASSETS UNDER MANAGEMENT

*Aeroterm is the leading owner and provider of capital, expertise, and facility related services to airports throughout North America, specializing in the development, acquisition, financing, construction, leasing and management of airport properties.*

## JFK International Airport | Cargo Area D

In 2017, Governor Cuomo laid out his plan to modernize and upgrade JFK International Airport and its associated facilities with aims to transition the airport into a global leader in the aviation industry.

The Master Plan formulated by the Port Authority of New York & New Jersey ("PANYNJ") calls for the migration of cargo activity to Cargo Area D and has designated the territory as the long-term cargo area of the airport. This migration will create a new, centralized, and efficient location for cargo operations at JFK.

In 2020, 1.2 million tons of cargo was processed at JFK, putting it in the top seven airports nationwide. This first phase of the Cargo Area D redevelopment will solidify this position while catalyzing further integration into the global supply chain for New York City and the Queens community.

## Aeroterm Development Project | Cargo Area D Phase I



## Project Aerial Rendering

The project boasts a solar array on the roof, further contributing to sustainability efforts at JFK.



## Project Rendering

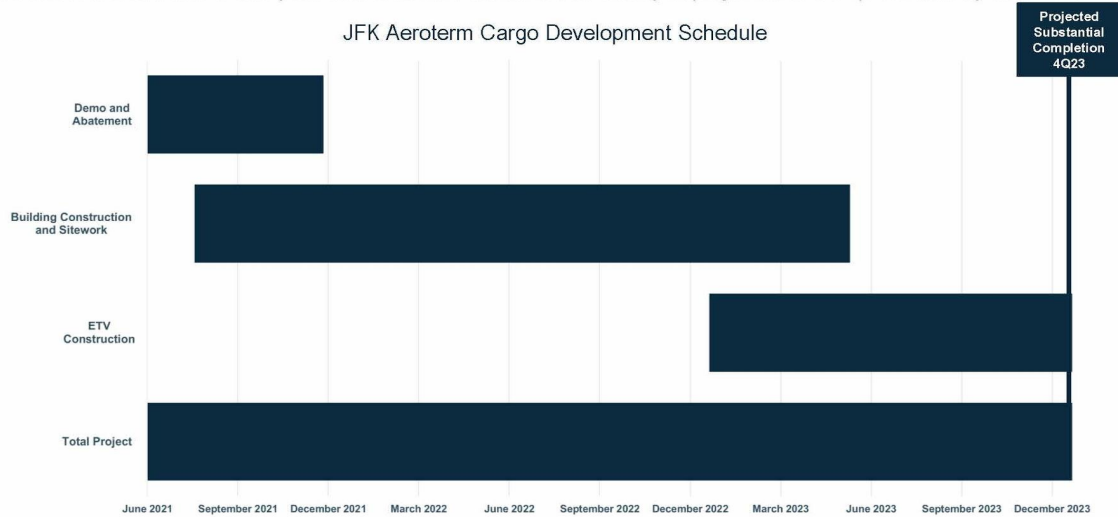




# Project Schedule

The development calls for a two-and-a-half-year construction schedule. The facility is projected to be operational by late 2023

JFK Aeroterm Cargo Development Schedule



Projected Substantial Completion 4Q23



## Business Inclusion Goals & Bidding Process

### Project Business Inclusion Goals

#### Mission Statement

Aeroterm embarks upon a MBE, WBE, SDVOB, and LBE program that aims to collaborate closely with the Port Authority and community organizations to ensure diversity and inclusion on the project as well as participation from the local Queens community.

#### Goals

The \$145 M project is anticipated to incorporate more than 350 union construction jobs, and ultimately 100 new permanent jobs over the first several years of operations, which we will work with community organizations to help fill.

#### 1. Contract Utilization Goals

- MBE: 20%
- WBE: 10%
- SDVOB: 3%
- Aeroterm will also use good faith efforts to maximize the participation of LBEs

#### 2. Workforce Participation Goals

- Minority participation (40% including laborers, 30% except laborers)
- Female participation (7% including and excluding laborers)

### Project Bidding Process

#### Breakdown of the Bidding Process

Bid Package	Description	Bid Awarded	Status
1	Asbestos Abatement and Demolition	Yes	Awarded
2	Relocation of sanitary sewer	Yes	Awarded
3	Sitework package	No	Projected 3Q21
4	Building construction package	No	Projected 3Q21

#### Aeroterm Subcontractor Opportunities

- Sitework, curbing, paving
- Concrete, masonry and steel
- Carpentry, roofing, drywall, millwork and finishes
- Plumbing, fire protection, mechanical and electrical
- Landscaping and maintenance
- Material testing

If you would like to be included in the bid list, please contact Stephen Powell at [spowell@aeroterm.com](mailto:spowell@aeroterm.com)



# The New Terminal One at JFK: Updates

The New Terminal One at JFK (“NTO”) project is preparing for future construction with an ongoing contractor procurement, continued community engagement, and identification of local and M/WBE firms.

## Contractor Procurement

- NTO will select a design builder this summer.
- Selected firm(s) will advance schedule, deliver project on budget and drive our local, workforce and M/W/LBE objectives.

## Community Engagement

- U.S. DOT, Northeast Region Small Business Transportation Resource Center – 2021 Bonding Education Program, Apr 19
- PENCIL Org. – ‘Principal for the Day’
  - Aviation High School, Long Island City, Apr 28
  - Scholars' Academy, Rockaway Park, Apr 29
- Rockaway Development and Revitalization Corporation – 34<sup>th</sup> Annual Community Builders Tribute & Awards Gala, May 20
- Council for Black Business Enterprises – StreetWise Strong Matchmaking Event, June 15
- Family Legacy Foundation, Inc. – Community Food Distribution, June 18



## Recent NTO M/W/LBE Information Sessions

- M/W/LBE Information Session, Apr 13
- Passenger Boarding Bridges, May 25
- Enabling Works, June 8

## Upcoming M/W/LBE Information Sessions

- Baggage Handling Systems, July 13
- M/W/LBE Information Session, Aug 10
- M/W/LBE Information Session, Sep 14

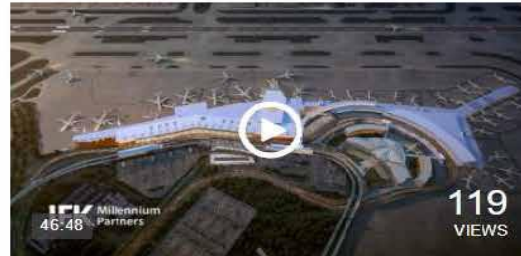
## Daily Virtual Office Hours from 9:00am to 5:00pm

**THE NEW TERMINAL ONE**  
—JFK INTERNATIONAL AIRPORT

## JMP Accomplished Work for MWBE Participation

JMP affirms its commitment to the MWL/BE program and will mobilize the MWL/BE community for MWL/BE procurement as soon as Ground Lease approval

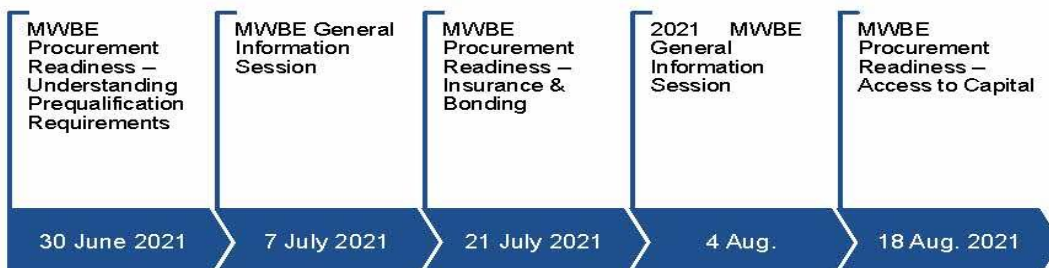
- During the last 12 months, JMP has hosted 2 virtual events a month.
- Over 1500 MWL/BE firms have registered for the virtual events with an average of 49% attendance (over 700 firms attending)
- In spring 2021, JMP launched an on-demand video series that attracted 170+ participants to review our webinars on demand.
- JMP also provides one-on-one technical assistance providing referrals to bonding assistance, contract financing and other local resources
- Prevailing feedback from the MWL/BE firms is “let’s engage in the JMP MWBE Program when the Project is ready to go.”



WED, JAN 20, 2021 | PUBLISHED

**JMP Virtual Office Hours - MWBE General Information Webinar**

## Upcoming Events





**Terminal 8 JFK Redevelopment Program**  
 Quarterly Meeting - JFK Community Advisory Council  
 June 24, 2021

**PROGRAM BUDGET**

ITEM	BREAKDOWN	FUNDING
Terminal 8:	Construction	\$255,418,137
	Additional Construction Cost	\$45,529,279
Joint Lounge/Check-In:		\$63,648,236
One JFK Vision (\$25M):	Public Restrooms	\$25,000,000
	CCTV	
	Signage	
	Other	
	<b>UPDATED TOTAL</b>	<b>\$389,595,652</b>

# PROGRAM SCHEDULE - UPDATE



60' Bump-Out



Interior Work



30' Bump-Out

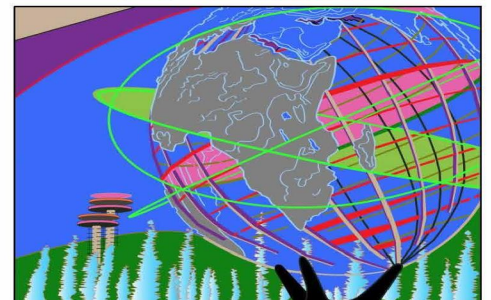
- 60 Bump-Out foundation and utility work underway
- 30' Bump-Out: Structure, Deck & Enclosure Complete
- Baggage Handling System: Phase 1 90% complete
- Level 4 Office Works: 75% complete
- CCTV Enhancements: design approved
- AA/BA Joint Lounge: Design complete pending PA approval
- One JFK Vision Restrooms & Signage: Design in progress
- 30' & 60' Bump-Out Interior bids to be awarded Q2/Q3 – extended bidding timeline to allow for more M/W/LBE participation

JFK TERMINAL 8

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## ONE JFK VISION – RESTROOMS & SIGNAGE

- Restroom Scope (for all 15 public facing restrooms):
  - Refresh 11 restrooms with new fixtures and finishes.
  - Two restrooms proposed to be expanded to meet new space standards.
  - Two restrooms in T8 Expansion project will match design concept.
- TAA Submission - 5/18
- Comments received 5/28. Response scheduled for 7/8.
- Start construction in August 2021
- Community Engagement - Jamaica Center for Arts and Learning (JCAL)
  - Artist chosen for landmark images.
  - Artist chosen for portraits.
- Signage Scope:
  - Improvements to achieve a One JFK Environment
  - Kickoff meeting planned for next week



JFK TERMINAL 8

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# Concessions Program

## Program:

- Comprising 68,000 square feet of terminal space, the T8 Concessions Program has been in place since the terminal opened in 2007
- As part of this redevelopment, American expects to see a significant increase in concessions space, providing new opportunities to enhance the customer experience as passenger volume grows

## Process:

- American plans to issue a competitive RFP in Summer 2021 to select a qualified concessions developer and manager
- Working closely with Port Authority with review input on key elements of the Program
- Program makes Airport Concession Disadvantaged Business Enterprise (ACDBE) participation a priority including meaningful efforts to engage, educate and include qualified ACDBEs in the Program
- Local Business Enterprise (LBE) participation will also be a cornerstone of the Program with Queens-based businesses being prominently represented among a fresh mix of local, national and international brands

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# MBE & WBE PARTICIPATION SUMMARY

(AS OF MAY 31, 2021)

**TOTAL AWARDED TO DATE: \$293,779,942**

Category	\$ Awarded	% of Total Awards
MBE	\$43,171,222	14.7%
WBE	\$47,652,584	16.2%

Significant MBE participation anticipated in upcoming interior awards not counted in above numbers.

## Packages issued for 30' expansion Level 1 interior work :

- Terrazzo
- Flooring- Resilient
- Finishes
- HVAC
- Electrical

Invited	
WBE	69
MBE	79
LBE	60

JFK TERMINAL 8

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# LBE PARTICIPATION – LOCAL WINS TIER 1 & 2

(AS OF MAY 31, 2021)

Tier 1 (Target Zip Codes)	Location	Contract Value
Jamaica Blue Print: Drawing Reproduction	Jamaica, NY	\$57,298
Jetway Security	Valley Stream, NY	\$972,000
Royal Waste	Jamaica, NY	\$112,357
RCGA: One JFK Vision A&E	Jamaica, NY	\$360,534
Deutscher & Daughter: Doors & Hardware	Jamaica, NY	\$263,119
HRF Environmental	Jamaica, NY	\$69,600 (pending award)
KVC Services	Valley Stream, NY	\$2,728,685 (pending award)
A&V Steel	Richmond Hill, NY	\$810,000 (pending award)
Current Fire Protection	Cambria Heights, NY	\$652,000
Long Island Concrete	Queens Village, NY	\$1,160,333
B. Holder Photography	Queens Village, NY	\$2,800
Perry Onah Enterprise	Jamaica, NY	\$125,000
On Point HVAC	Ozone Park, NY	\$92,000

**Tier 1 Awards = \$7,405,726 (includes pending awards)**

Tier 2 (Borough of Queens)	Location	Contract Value
Strafford Group: Project Management	Flushing, NY	\$300,000
Elli NY Design: Millwork	Ridgewood, NY	\$122,400
Elite Demolition: Demolition	Maspeth, NY	\$375,000
Carter, Milchman & Frank, Inc: Material Supply	Long Island City, NY	\$34,916
US Aerial: Equipment Rental	Long Island City, NY	\$15,000
Bay Crane: Hoisting	Long Island City, NY	\$15,000
Unity Electric: Electrical	Flushing, NY	\$1,875,510
Fine Painting: Painting & Acoustical Panels (FCS Group)	Ridgewood, NY	\$115,500
Montana Datacom	Astoria, NY	\$84,268
PAL Environmental	Long Island City, NY	\$205,891
EDCC Services Corp	Maspeth, NY	\$225,000
Garcia Marble	Astoria, NY	\$13,500

**Total Tier 1 + 2 Awards = \$10,787,710 (includes pending awards)**

JFK TERMINAL 8

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# LBE PARTICIPATION – ENGAGEMENT

(AS OF MAY 31, 2021)

Awards & Pending Awards

Tier 1 - Target Zip Codes	13
Tier 2 - Borough of Queens	12
Tier 3 - Remaining Boroughs	22

JFK TERMINAL 8

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Total Laborer  
17,187

- Female Skilled: 1,311 (1.2%)
- Female Laborers: 949 (5.5%)

## Partnerships to increase female and minority skilled participation

- Nontraditional Employment for Women
- Helmets to Hardhats
- Pathway to Apprenticeship
- Edward J Malloy Construction Skills

JFK TERMINAL 8

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# WORKFORCE PARTICIPATION – LOCAL TRADE/LABOR

(FROM JANUARY 2021 TO MAY 31, 2021)

\*Tracking of participation based on local tier began in January 2021

## HOURS\*

Total Skilled  
64,913

Total Laborer  
9,207

## HOURS\*

- Tier 1 Skilled: 6,011 (9.3%)
- Tier 1 Laborer: 2,266 (24.6%)
- Tier 2 Skilled: 2,387 (3.7%)
- Tier 2 Laborers: 957 (10.4%)

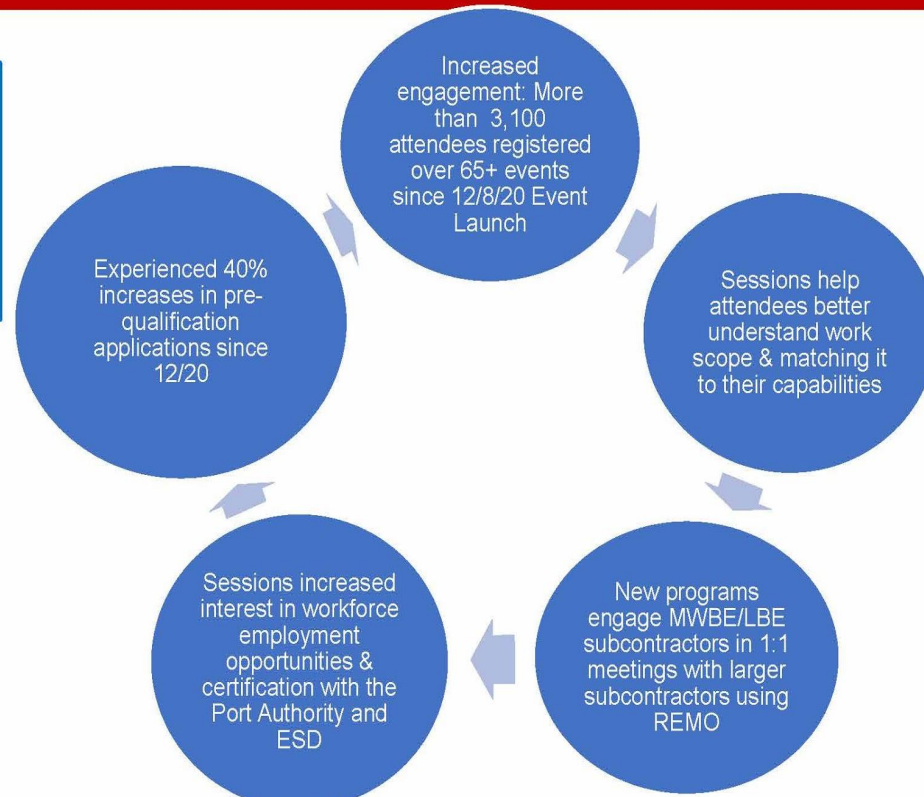
Trade/Labor Workforce	Tier	# of Employees	Current Percentage of Trade/Labor Workforce
Target Zip Codes	1	33	8.3%
Borough of Queens	2	36	9.0%
Remaining Boroughs	3	65	16.3%
PANYNJ Port District	4	257	64.3%
Undetermined		9	2.3%
<b>Total Trade/Labor Workforce</b>		<b>400</b>	

JFK TERMINAL 8

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# OUTREACH – GOALS & INITIATIVES

**Goal: To create contract and job opportunities on the American Airlines Terminal 8 project.**



JFK TERMINAL 8

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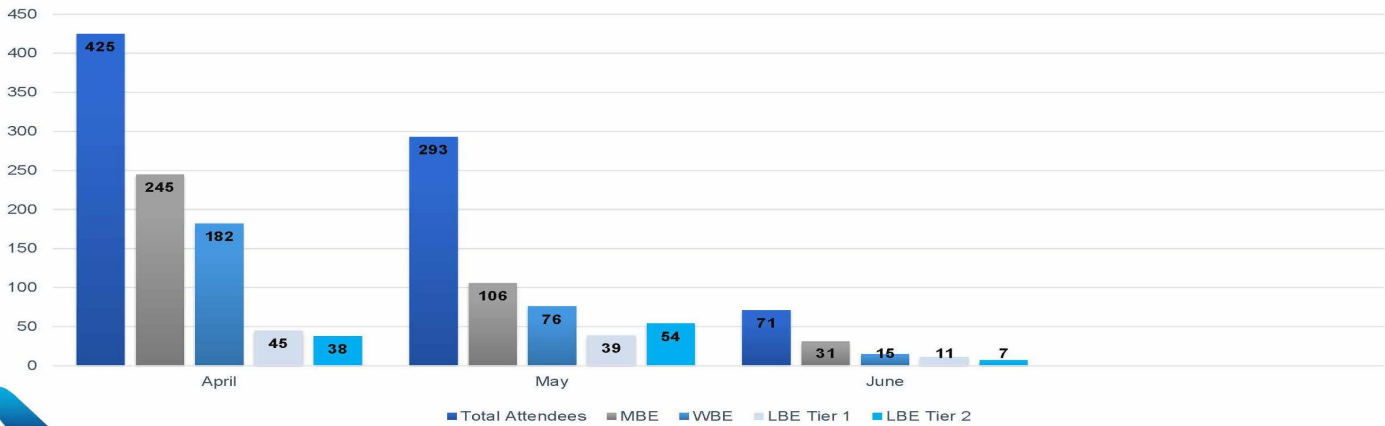
# OUTREACH – A Three Phase Approach

**Phase 1: Learn.** Goal was to provide individuals & firms with technical assistance for them to bid, win, and work on the project. T/8 team met regularly to share project opportunities, walk through pre-qualification process, safety procedures, insurance requirements, and more. Completed earlier this year.

**Phase 2: Network.** This phase commenced in April. Certified M/WBE and local firms and Queens' residents were able to meet 1:1 with construction team & subcontractors in a new virtual platform to find contract opportunities and make important connections. This provides small businesses with a face-to-face with a new connection. We are currently active this virtual outreach program

**Phase 3: Build Solutions.** This phase commences July and seeks to understand and remedy small businesses which are unable to get pre-qualified on a large project. Usually, the business owner is given minimal feedback and, after that door is closed, the conversation ends. In July, The T/8 team will be hosting a private forum for the certified and local businesses to map out barrier to entry and attempt to remove them, including issues like insurance and access to capital.

## OUTREACH OUTCOMES-Participant Data – Q2 2021



## OUTREACH- SUCESS STORY

### Setting up for Success

Subcontractor rejected through prequalification process

Multiple meetings with subcontractor team to discuss how they can improve their bid

Gaps in qualifications were determined and corrected

#### Story 1:

Sub contractor approved for smaller portion of project & will be placed on the bid list for other opportunities

### Connecting with new businesses

New MBE business owner interested in doing work on T8 project

MBE attended "Opportunity Fridays" & became pre-qualified - one of many M/WBE firms; firm invited to bid when opportunity becomes

#### Story 1:

M/W/LBE firm contracted to be site photographer

#### Story 2:

M/LBE hired by electrical sub contractor to provide material for project

### Second Tier Subcontractors

Active outreach made to facilitate partnerships between large and small subcontractors through outreach and 1:1 sessions

#### Story 1:

Large site subcontractor hired a small MBE electrical firm to perform duct bank to hardstands work

#### Story 2:

HVAC subcontractor subcontracted portion of work to smaller MBE HVAC firm



# June/July Outreach Events

June 4

- **Building a Better Safety Plan/Create Your Safety Checklist**
- Your Health and Safety Plan, commonly referred to as a HASP is an important part of your prequalification to work with the Terminal 8 Team. This session will help you build out your plan as well as take-away a checklist that you can use for your work.

June 11

- **Preparing a Bid**
- This session is a must-attend for any certified MWBEs or LBEs who want to learn how to put together a better bid for the JFK Terminal 8 project and beyond. From project scope to your work schedule and terms of payment, project leaders will be on-hand to provide you with the best practices for preparing a bid

June 18

- **Presenting Yourself: Preparing Your Pre-Qualification Statement & Pitch**
- Soft skills are imperative to being the face of your business! This important session will provide tangible tips to presenting your best self, preparing your pre-qualification statement perfecting your pitch. The program is designed for new and established businesses looking to take their pitch to the next level

July 14

- **Deconstructing OCIP Insurance Requirements**
- This session, led by insurance industry experts, will help you understand the coverages included in the Owner Controlled Insurance Program (OCIP) provided by American Airlines. It will also review the additional insurance you will be required to have in order to bid on a project. This session will demystify your insurance policy for you.

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# July/August Outreach Events

July 28

- **Pre-Qualification Support - YOUR FINANCIAL PROFILE- PART 1: Presenting Your Financial Story**
- Join American Airlines, Holt Construction and our community partners for a virtual "Opportunity Fair." This engaging virtual event will provide you with the chance to meet with the JFK Terminal 8 expansion team, The Building & Construction Trades Council of Greater New York and other Queens organizations to find your next contract or career! .

August 4

- **Pre-Qualification Support – Series A (YOUR FINANCIAL PROFILE- PART 2: Improving Your Credit)**
- Navigating through the pre-qualification process can be difficult for a small business. This special session will be invitation only – for newer contractors that need additional assistance with getting their company pre-qualification ready. From insurance to financials and safety plans, this session will provide certified and local businesses the opportunity to meet with the Holt and their supporting consultants to re-visit their application and get valuable feedback.

August 11

- **Pre-Qualification Support – Series B (LEGAL BRIEF: How Do Judgements, Liens, and Claims Impact Your Ability to Prequalify)**
- With continued feedback, we will continue to guide certified and local firms on how to navigate through the pre-qualification process. This special session will be invitation only – for newer contractors that need additional assistance with getting their company pre-qualification ready.

August 18

- **Pre-Qualification Support – Series C (YOUR SAFETY PLANS: Safer Projects, Stronger EMR Scores)**
- Our third session will continue to guide certified and local firms on how to navigate through the pre-qualification process. This session will be invitation only and have a heavy focus on re-capping the information that was previously presented.

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# Final Upcoming Opportunities

## 30/60/90 Opportunities

- **TAA 002** – Interior Finishes: Bids being reviewed.
- **TAA 004** – Mechanical Trades and interior finishes. Bids being reviewed and released through end of Q2/Q3 2021.
- **American Airlines and British Airways Joint Lounge:** Currently out for Bid
- **CCTV:** Bids being reviewed. Currently in budget preparation/review.
- **One Vision – Restrooms and Signage:** Currently in design. Forecast to release Q3/Q4 2021

***This will conclude the opportunities for the T/8 project***

# JFK International Air Terminal Terminal 4 Expansion Ph 2.5

JFK Redevelopment Advisory Council  
June 24, 2021



| JFKIAT |

## About JFKIAT



One of the airline wing buildings, part of the International Arrival Bldg.

JFK International Air Terminal, LLC (JFKIAT) is the first private operator of an airport terminal in the United States.

Founded in 1997, JFKIAT is owned by Schiphol USA Inc., a U.S. affiliate of Amsterdam based Schiphol Group, a leading airport operator and has overseen the growth of T4 in passenger volume and size over the last 20 years.



T4 is the largest terminal at New York's John F. Kennedy International Airport and was the first privately operated terminal in the United States. Covering nearly two million square feet, T4 is home to some 30 airlines, employs over 12,000 employees, and served almost 22 million passengers in 2019.

| JFKIAT |

## JFKIAT Corporate Social Responsibility

JFKIAT gives back to the NYC community through the use of its corporate giving program, 4GOOD, a philanthropic and sustainability program which encourages social change, general well-being, and environmental stewardship through a variety of initiatives.

- Granted internships/mentorship and career opportunities to students of local schools (York College, Vaughn College).
- During the pandemic, donations were made to help support families in need at Virgil I. Grissom Middle School and Bethany Baptist Church.



### ABOUT 4GOOD

JFKIAT believes in giving back to the communities it serves, making the community a better place to live. 4GOOD focuses on programs supported by our local partners, GREAT employee volunteerism, and strengthening the future work force.

Since its launch in 2016, the 4GOOD program has been a success. Teachers, employees, business partners and customers donate to support national social causes. The raise approximately \$300,000 annually in funds for charities, organize events in our terminal and host several American Red Cross Blood drives. 4GOOD also provides internships in cooperation with local school communities, offering the option to a college choice for students. We will continue to enhance the program and create a more focused approach.

Strengthening the partnership with the local community and achieving greater impact for fewer organizations.

### COMMUNITY

JFKIAT has invested in helping NYC economic recovery within the 4GOOD's education program, teacher and professional development and continuing opportunities with the terminal, to drive education through the pandemic.

### PROJECT VOLUNTEER

Employees and business partners and school community such as 14 schools have volunteered over 14,000 hours and the annual Terminal 4 American Red Cross Blood Drive.

### CHARITY

JFKIAT proudly supports several causes in organizations including The American Cancer Society, the Red and Gold Club of Johns Hopkins, St. Jude Children's Research Hospital, and Soles 4 Soldiers. A Safety Place for Babies. The charitable contributions generated by the program in the address critical needs and needs by providing financial assistance, services for veterans, support for organizations for health and human services, education, and the environment.

### SUSTAINABILITY

JFKIAT is committed to reducing the carbon footprint and enjoying an optimal sustainable facility for the well-being of the employees, our 5,000 employees and the more than 20 million passengers that come through the terminal every year. To do this, we are using the most energy efficient building in the U.S. to reduce CO2 and energy use by the United States Green Building Council (USGBC) for operations and maintenance.

| JFKIAT |

# JFKIAT Corporate Social Responsibility

- JFKIAT in 2021 launched a fund, distributing \$230K for the local Queens community to combat impacts of the pandemic
- Non-profit Organizations:
  - Boys & Girls Club of Metro Queens
  - Bethany Baptist Church
  - Greater Allen A.M.E Cathedral
  - Virgil I. Grissom Middle School
  - Jamaica Center Business Improvement District
  - Greater Development Jamaica Corporation
  - August Martin High School
  - York College – CUNY Aviation Institute

## | JFKIAT |

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### MWBE

JFKIAT has consistently provided business opportunities by soliciting Port Authority Certified MWBE firms across all aspects of our business, operations and professional services.

- Construction projects at Terminal 4 engage with the Port Authority Affirmative Action Coordinator at JFK International Airport
- JFKIAT projects have consistently exceeded the 20% established goals and are currently targeted to exceed the 30% MBE & WBE goals



# Airport Concessions Disadvantage Business Enterprise

### ACDBE



JFKIAT currently partners with companies which use local minority ownership and participates within existing Concession Operating Businesses.

- Work closely with Business Development at the Port Authority to ensure ACDBE goals are met, maintained and new opportunities within the community are explored.
- ACDBE participation currently meets/exceeds the 20% requirement:
  - Creating partnerships with business partners
  - Directly leasing with ACDBE operators
  - Purchasing ACDBE supply chain

## | JFKIAT |

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# Delta LaGuardia & Delta/JFK-IAT JFK T4 Construction Past & Present

### LGA New Terminal C

- A \$3.9Bn replacement of Terminals C and D that commenced in August 2017 and opens in phases, with approximately 80% of the program scheduled for completion in 2022
- Delta serves as the general contractor directly holding all construction trade contracts as well as all design, program and construction management contracts
- To date we have awarded nearly \$3.0B in construction, design and management contracts, with more than 30% of all contracts being awarded to MWBE firms and over 10% of contracts being awarded to local Queens-based businesses to date
- On track to achieve LEED Silver certification

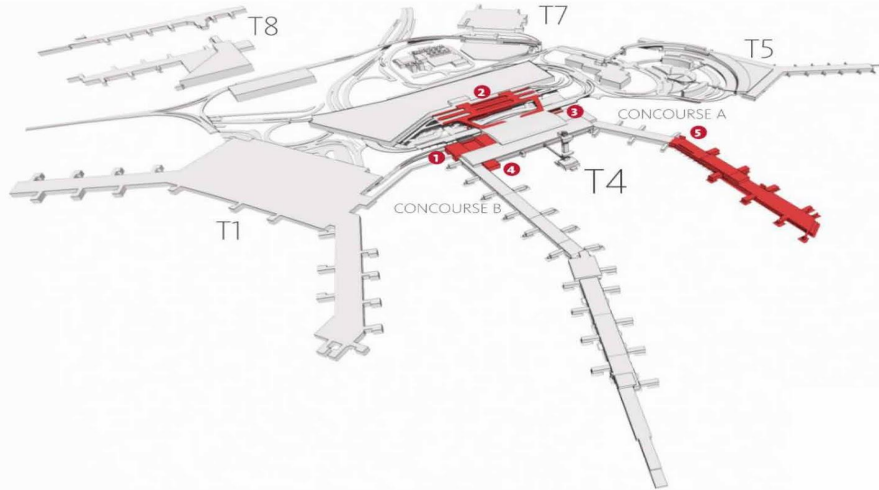
### JFK Phases 1 and 2

- \$1.5Bn project from 2010 – 2015
- Achieved 21% MWBE participation for Phase I
- Achieved 30% MWBE participation for Phase II

### JFK Phase 2.5

- A \$1.2B expansion of T4 commencing in 2021 with completion scheduled in 2023
- Delta will serve as the general contractor directly holding all construction trade contracts as well as all design, program and construction management contracts
- Our intention is to once again exceed our 30% MWBE target as well as focus on local businesses from communities around the airport—focused on design and professional services

# Original (Pre-COVID) Phase 3 Scope



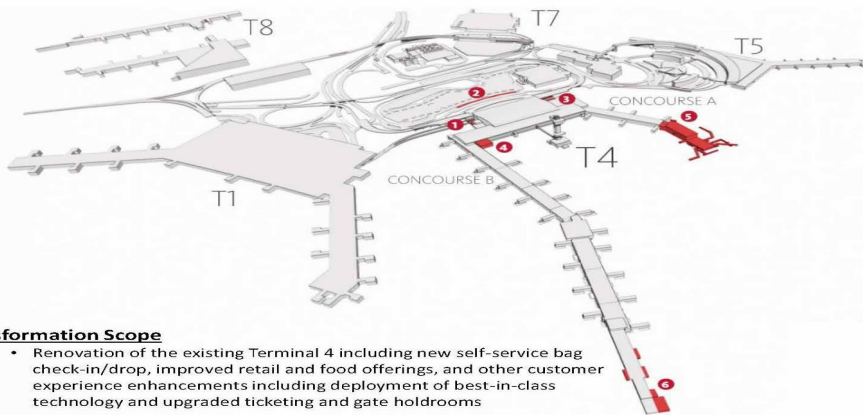
The original Terminal 4 Phase 3 expansion was comprised of the following five main elements:

- New Roadways
- Concourse A Expansion
- West Domestic Bag Claim & Security Checkpoint Expansion
- New Delta Lounge & Retail Hall Expansion
- Existing Terminal Upgrades and Renovation ("Transformation")

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# Current Phase 2.5 Scope



**Transformation Scope**

- Renovation of the existing Terminal 4 including new self-service bag check-in/drop, improved retail and food offerings, and other customer experience enhancements including deployment of best-in-class technology and upgraded ticketing and gate holdrooms

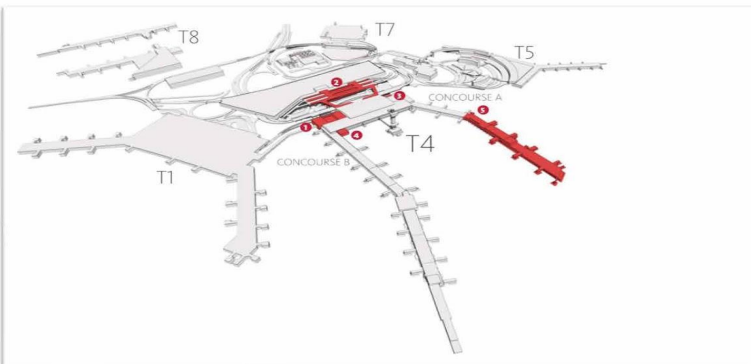
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The current Terminal 4 Phase 2.5 expansion is comprised of the following six main elements:

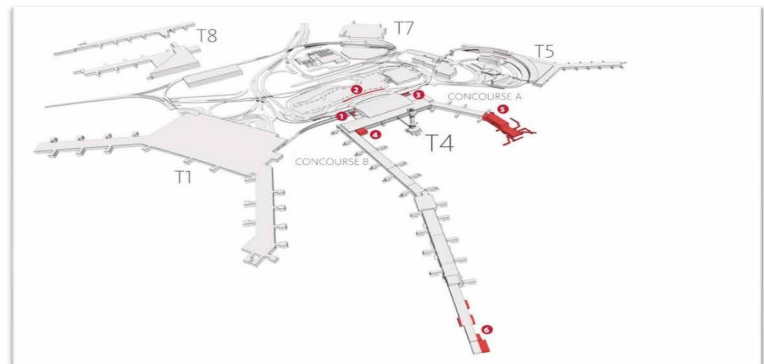
- New Arrivals Curb Frontage
- Concourse A Expansion
- Concourse B Holdroom Expansion
- East Domestic Bag Claim Expansion
- New Delta Lounge
- Existing Terminal Upgrades and Renovation ("Transformation")



# Original Phase 3 program compared to Current Phase 2.5 program



**Phase 3**

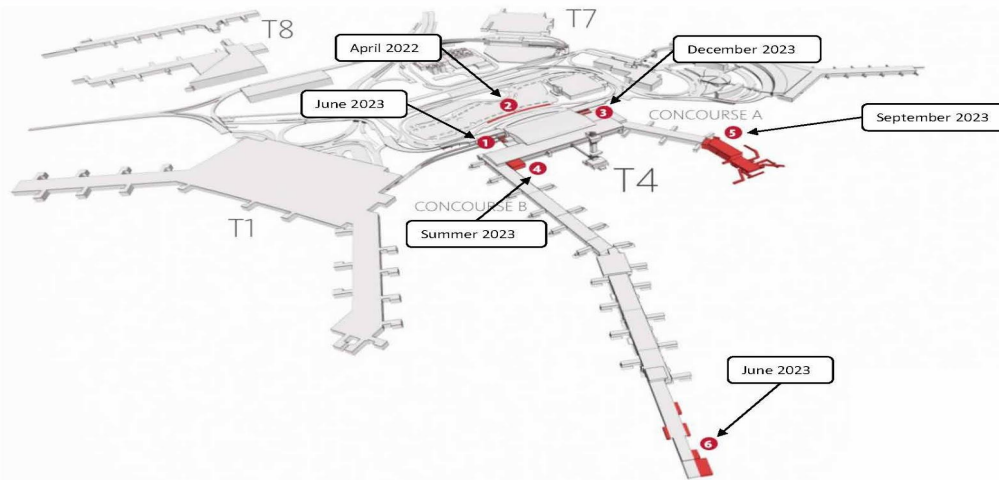


**Phase 2.5**

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# Construction Schedule



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## Upcoming A/E Design Procurement Opportunities

Architectural and Engineering Opportunities	Design Start Date	Design End Date	CA Start Date	CA End Date
<b>Concourse A Expansion and Concourse B Renovation</b>				
Project Administration Services		Nov-21	Nov-21	Jun-23
BIM Management and Technician	In Progress	Nov-21	Nov-21	Jun-23
Structural Engineering	In Progress	Oct-21	Oct-21	Jun-23
Mechanical	In Progress	Nov-21	Nov-21	Jun-23
Electrical	In Progress	Nov-21	Nov-21	Jun-23
Plumbing & Fire Protection	In Progress	Nov-21	Nov-21	Jun-23
Architectural Lighting	In Progress	Nov-21	Nov-21	Jun-23
Security	In Progress	Nov-21	Nov-21	Jun-23
ITC	In Progress	Nov-21	Nov-21	Jun-23
Acoustics & PA	In Progress	Nov-21	Nov-21	Jun-23
Facades	In Progress	Nov-21	Nov-21	Jun-23
Civil	In Progress	Oct-21	Oct-21	Jun-23
Geotechnical	In Progress	Nov-21	Nov-21	Jun-23
Sustainability	In Progress	Nov-21	Nov-21	Jun-23
Airside Planning and Engineering	In Progress	Oct-21	Oct-21	Jun-23
Airport Planning	In Progress	Oct-21	Oct-21	Jun-23
Baggage Handling System Design	In Progress	Nov-21	Nov-21	Jun-23
Hydrant Fueling System Design	In Progress	Oct-21	Oct-21	Jun-23

Architectural and Engineering Opportunities	Design Start Date	Design End Date	CA Start Date	CA End Date
<b>Headhouse Expansion and Renovation</b>				
Project Administration Services	In Progress	Dec-21	Dec-21	Dec-23
BIM Management and Technician	In Progress	Dec-21	Dec-21	Dec-23
Structural Engineering	In Progress	Dec-21	Dec-21	Dec-23
Mechanical	In Progress	Dec-21	Dec-21	Dec-23
Electrical	In Progress	Dec-21	Dec-21	Dec-23
Plumbing & Fire Protection	In Progress	Dec-21	Dec-21	Dec-23
Architectural Lighting	In Progress	Dec-21	Dec-21	Dec-23
Security	In Progress	Dec-21	Dec-21	Dec-23
ITC	In Progress	Dec-21	Dec-21	Dec-23
Acoustics & PA	In Progress	Dec-21	Dec-21	Dec-23
Facades	In Progress	Dec-21	Dec-21	Dec-23
Civil	In Progress	Oct-21	Oct-21	Dec-23
Geotechnical	In Progress	Dec-21	Dec-21	Dec-23
Sustainability	In Progress	Dec-21	Dec-21	Dec-23
Baggage Handling System Design	In Progress	Dec-21	Dec-21	Dec-23
Civil Structures Design	In Progress	Oct-21	Oct-21	Dec-23

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## Upcoming Trade Contract Procurement Opportunities

Bid Package Description	Issue for Bid Date	Construction Start Date
<b>Concourse</b>		
Piles	Jul-21	Sep-21
Concrete Foundations	Aug-21	Oct-21
Civil Support Package	Sep-21	Nov-21
Concourse Under Slab Plumbing	Sep-21	Nov-21
Concourse Structural Steel	Aug-21	Jan-22
Concourse Superstructure Concrete	Jul-17	Oct-17
Curtain Wall Systems	Sep-21	Mar-22
Roofing and Waterproofing	Nov-21	Jun-22
Fireproofing	Oct-21	Feb-22
Misc Metals	Dec-21	Jun-22
Vertical and Horizontal Transportation	Dec-21	Jun-22
Exterior Doors	Sep-21	Jun-22
Mechanical	Feb-22	May-22
Plumbing	Feb-22	May-22
Fire protection	Feb-22	May-22
Electrical - Power, Lighting, Fire Alarm	Feb-22	May-22
Electrical Low Voltage	Mar-22	Jun-22

Bid Package Description	Issue for Bid Date	Construction Start Date
<b>Headhouse</b>		
Headhouse Civil	Dec-21	Jun-22
Headhouse Piles	Aug-21	Jan-22
Headhouse Foundations Concrete	Sep-21	Feb-22
Headhouse Structural Steel	Sep-21	Mar-22
Headhouse Curtain Wall Systems	Nov-21	May-22
Headhouse Roofing and Waterproofing	Jan-22	Jun-22
Headhouse Fireproofing	Feb-22	May-22
Headhouse Misc Metals	May-22	Aug-22
Headhouse Vertical Transportation	Jan-22	Jun-22
Headhouse Exterior Doors	Sep-21	Jun-22
Headhouse Mechanical	Feb-22	Jul-22
Headhouse Plumbing	Feb-22	May-22
Headhouse Fire protection	Feb-22	Jul-22
Headhouse Electrical - Power, Lighting, Fire Alarm	Feb-22	May-22
Headhouse Electrical Low Voltage	Mar-22	Sep-22
Headhouse Relocation of Utilities	Dec-21	Feb-22

Bid Package Description	Issue for Bid Date	Construction Start Date
<b>Civil Work/Roadways</b>		
Selective Demolition	Dec-21	Feb-22
Temporary Signal and Traffic Signage	Dec-21	Mar-22
Permanent Roadways and Curb Modifications	Dec-21	Feb-22
Perim Roadways Structural Steel	Oct-21	Mar-22
Concourse A Apron Civil Package	Nov-21	Apr-22
Concourse B Apron Civil Package	Nov-21	Feb-22
Hydrant Fuel Systems	Sep-21	Dec-21
Site Utilities	Dec-21	Mar-22
<b>Projectwide &amp; Miscellaneous Trades</b>		
ADA Fence and Public Protection	Aug-21	Sep-21
Paymaster	Aug-21	Oct-21
Surveyor	Oct-21	Jan-22
Pre-Purchase Equipment	Oct-21	Feb-22
Final Cleaning	Jun-22	Sep-22

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# LOCAL, MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE OUTREACH EVENT

DELTA AIR LINES JFK INTERNATIONAL AIRPORT - PHASE 3 EXPANSION

DELTA AIR LINES invites construction and professional services firms to learn about upcoming opportunities at JFK Airport. This event is FREE. Registration is REQUIRED.



TUESDAY, JUNE 29, 2021 | IN-PERSON EVENT  
8:00 am - 12 noon  
Continental breakfast will be served at 8:30 am.



HILTON NEW YORK  
JFK AIRPORT  
144-02 135th Avenue  
Jamaica, NY 11436

## REGISTRATION FORM

Please register no later than Friday, June 25, 2021 at [www.regional-alliance.org](http://www.regional-alliance.org) or email your registration to: [pcamargo.fascny@verizon.net](mailto:pcamargo.fascny@verizon.net)

If you have any questions, please call (212) 268-2991.

THIS IS AN IN-PERSON EVENT. SPACE IS LIMITED TO 100 ATTENDEES WITH PROOF OF VACCINE.

Name

Position

Company

Trade/Service

Address

City/State/Zip

Phone

Email

\*Please provide an email address. Confirmation will be sent by email.

# MBE / WBE / LBE Outreach Event

## June 29, 2021



Department of Transportation

## Van Wyck Expressway to JFK Airport Capacity and Access Improvements Contract 1 - D900048 Contract 2- D900050 Contract 3- D900053

Presentation to:

PANYNJ JFK Redevelopment Advisory Council  
June 24, 2021

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### Project Purpose

- Enhance safety and mobility along a three-mile section of the Van Wyck Expressway (VWE) in both directions between John F. Kennedy (JFK) Airport and Hillside Avenue in Queens
- A comprehensive strategy for Van Wyck Expressway that will result in an HOV lane in each direction from Grand Central Parkway to JFK airport
- Keep airport-bound cars, taxis and trucks on the expressway and off the service roads and local streets
- Address structural deficiencies on or crossing over the VWE within the project limits

## Project Benefits

- Once activated, HOV lanes will substantially reduce travel times
- Airport-bound traffic stays on Expressway and off local roads
- Improved safety and mobility in local neighborhoods including push-button traffic signals, dedicated turning lanes
- Preserve community connections by extending lifespan of bridges
- Upgraded ADA compliant intersections

## Project Overview

### VWE Contract 1: *Ongoing*

- o Replace and retrofit 9 VWE overpass bridges
  - o Between Hillside Ave and 133<sup>rd</sup> Ave
  - o Ramp configurations

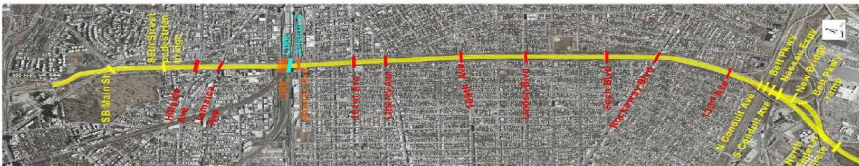
### VWE Contract 2: *Construction starting this July*

- o Replace and retrofit 3 LIRR bridges
- o Replace Atlantic Ave bridge over VWE



### VWE Contract 3: *Awarding winter 2021*

- o Widen VWE
- o VWE entrance and exit ramp configuration
- o Replace 6 bridges, widen 2 bridges, construct 1 new bridge over southbound VWE exit ramp to Nassau Expwy and eastbound Belt Pkwy



## Construction Phasing

### VWE Contract 1

#### Two Bridge Groups:

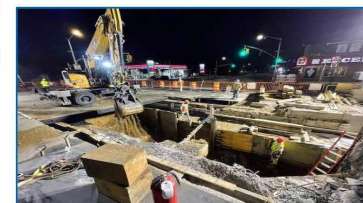
#### Group 1 bridges over the Van Wyck Expressway (VWE):

- Hillside Avenue, Liberty Avenue, 109th Avenue and Rockaway Boulevard, WB Belt Parkway Ramp



#### Group 2 bridges over the Van Wyck Expressway (VWE):

- Linden, Foch, 101<sup>st</sup> Ave, 133<sup>rd</sup> Ave, NB Linden Blvd Ramp
- During the fall of 2020, NYSDOT commenced work on the Group 1 Bridges over the Van Wyck Expressway (VWE). These operations will be completed summer of 2022.
- Each bridge will be worked on in stages to reduce traffic impacts
- Work on Group 2 Bridges will start early 2022



## Current Construction

### VWE Contract 1

- Relocating existing center piers (eastward) at the following bridges:
  - Hillside Avenue
  - Jamaica Avenue
- Relocating abutments (eastward and westward) at the following bridges:
  - Rockaway Boulevard
  - Hillside Avenue
  - 109<sup>th</sup> Avenue
  - Liberty Avenue
- Street lighting and traffic signal relocation at the following bridges:
  - Rockaway Boulevard
  - Hillside Avenue
  - 109<sup>th</sup> Avenue
  - Liberty Avenue



## Upcoming Road Closures

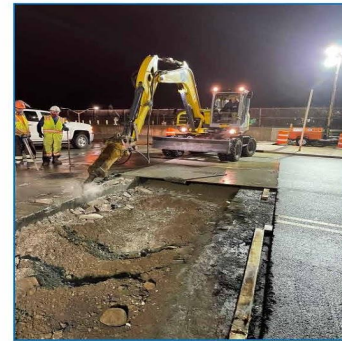
### VWE Contract 1

#### Bridges:

- Continuing overnight closures (1AM-5AM) to facilitate abutment work at Group 1 bridges.
- Group 2 bridges, to commence spring 2022, will require same night closures as Group 1 bridges.

#### VWE:

- Ongoing traffic pattern change on northbound VWE between Exit 6 (Jamaica Ave) and Exit 8 (Hillside Ave) until mid-August



## Project Overview

### VWE Contract 1

#### Project Location



### Bridges & Ramps

1. Hillside Avenue
2. Jamaica Avenue
3. 101st Avenue
4. Liberty Avenue
5. 109th Avenue
6. Linden Boulevard/NB Ramp
7. Foch Boulevard
8. Rockaway Boulevard
9. 133rd Avenue
10. NB Linden Boulevard Ramp
11. WB Belt Parkway Ramp



## Community Engagement

### VWE Contract 1

- Regular communication with Queens Community Boards 8, 9, 10, 12 and Jamaica Hospital
- Proactively inform motorists (VWE and local) and pedestrians of any upcoming impacts
- Maintain ongoing communication with local businesses/merchants
- Coordination among the VWE corridor liaisons to anticipate potential impacts on common constituents
- Ongoing community walk-throughs to provide information and develop local relationships
- Work with Community Boards to promote pedestrian safety



# Thank you.

## VWE Contract 1 Project Contact Information

Project Community Liaison  
*Tiffany Asberry*

Project Email  
[VWE@dot.ny.gov](mailto:VWE@dot.ny.gov)

Project Phone Number  
917-885-2967



## Questions & Answers

### Question:

What can you do to prepare individuals Interested in Concessions opportunities?

### Answer:

Discussions are underway for hosting another PANYNJ Institute of Concession Program. Additionally, ACDBE Certification is also encouraged for those interested in concessions.

**Question:**

To what extent does the restart of the project depend on the passage of the Federal Infrastructure plan?

**Answer:**

As shared over the past 15 months, COVID has had a devastating impact on the Port Authority of NY & NJ with \$3 billion in losses. PANYNJ continues to advocate for federal relief funding to make up for the lost revenue. Additionally, negotiations continue with the anchor terminal developers to identify a path forward for those projects, considering the impact of the pandemic on the aviation industry, with a possibility of a phased approach.

Extending the PANYNJ airport lease with the City of New York for an additional 10 years is a significant tool in helping the projects move forward.

**Question:**

Will a recording of this meeting be made available?

**Answer:**

Meetings Notes will be made available on [www.ANewJFK.com](http://www.ANewJFK.com)

**Final Remarks**

Please remember to spread the word to all businesses in the communities impacted by the JFK Redevelopment to take advantage of all the opportunities as they become available.

Stay safe and be well until we meet again.