

An aerial photograph of the John F. Kennedy International Airport terminal, showing the iconic double-arched roof structure and the surrounding airport grounds, including runways and taxiways. The image is slightly faded to serve as a background for the text.

COMMUNITY BENEFITS AGREEMENT

**JOHN F. KENNEDY INTERNATIONAL
AIRPORT**

RE-DEVELOPMENT PROGRAM

COMMUNITY BENEFITS AGREEMENT

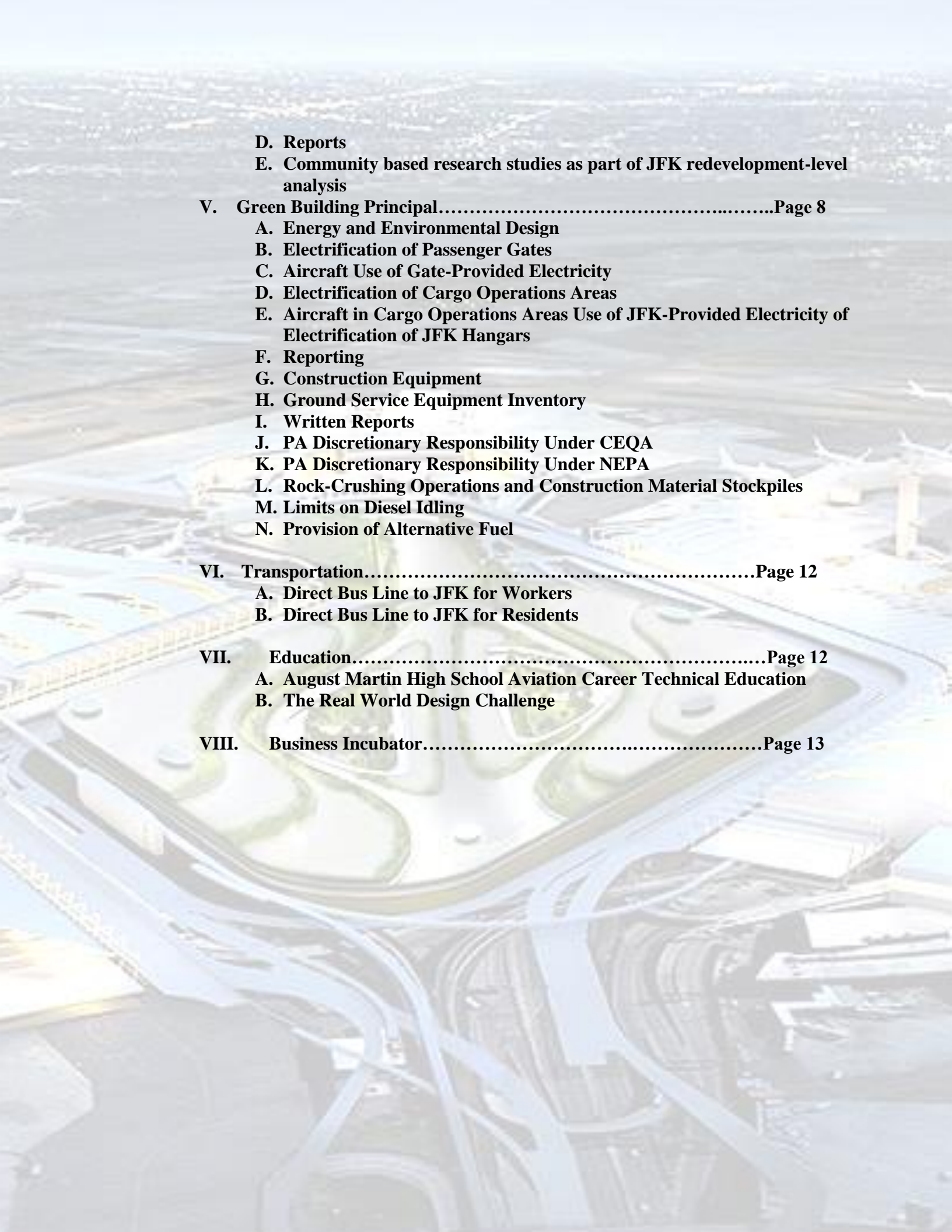
John F. Kennedy International Airport Re-Development Program

Table of Contents

1.0	Executive Summary.....	Page 1
2.0	The Cooperation Agreement and the Community Benefits Agreement	Page 2
3.0	Introduction.....	Page 3

Community Benefits Agreement Content Areas

I.	Residential Noise Mitigation.....	Page 3
	A. Funding of Aircraft Noise Mitigation Program	
	B. Acceleration of Noise-Mitigation Programs for City	
	C. Acceleration of Noise Mitigation of Places of Worship	
	D. End-of-block soundproofing.	
	E. Limitations on Nighttime Departures	
	F. Part 161 Study	
	G. Reports on Study Findings	
II.	Workforce and Economic Development.....	Page 4
	A. Purpose	
	B. Wages & Benefits	
	C. Project Workforce	
	D. PLA Pre-Apprenticeship	
	E. Targeted Hiring Requirements	
	F. Targeted Hiring and Workforce Development Program for Airport Jobs	
	G. Construction Work.	
	H. Non-Construction Work	
	I. Airport Concession	
	J. MWBE and Small Business Utilization and Retention Program	
	K. Job Readiness and Training Program	
	L. MWBE Compliance Community Information, Opportunity and Resource Center ("Center")	
III.	Air Quality Study.....	Page 7
	A. Air Quality Study	
	B. Contract Award Process	
IV.	Health Study.....	Page 8
	A. Health Study	
	B. Contract Award Process	
	C. Review of Protocols and Interim Reporting	



D. Reports	
E. Community based research studies as part of JFK redevelopment-level analysis	
V. Green Building Principal.....	Page 8
A. Energy and Environmental Design	
B. Electrification of Passenger Gates	
C. Aircraft Use of Gate-Provided Electricity	
D. Electrification of Cargo Operations Areas	
E. Aircraft in Cargo Operations Areas Use of JFK-Provided Electricity of Electrification of JFK Hangars	
F. Reporting	
G. Construction Equipment	
H. Ground Service Equipment Inventory	
I. Written Reports	
J. PA Discretionary Responsibility Under CEQA	
K. PA Discretionary Responsibility Under NEPA	
L. Rock-Crushing Operations and Construction Material Stockpiles	
M. Limits on Diesel Idling	
N. Provision of Alternative Fuel	
VI. Transportation.....	Page 12
A. Direct Bus Line to JFK for Workers	
B. Direct Bus Line to JFK for Residents	
VII. Education.....	Page 12
A. August Martin High School Aviation Career Technical Education	
B. The Real World Design Challenge	
VIII. Business Incubator.....	Page 13

COMMUNITY BENEFITS AGREEMENT

John F. Kennedy International Airport Re-Development Program

1.0 EXECUTIVE SUMMARY

The State of New York, through the Port Authority of New York and New Jersey (PA) has commence a plan to redevelop John F. Kennedy International Airport. The John F. Kennedy International Airport Redevelopment Program calls for a 13 billion dollar investment. The New York State Senate and Assembly members for Southeast Queens, in recognizing the potential benefits and detriment of the proposed program, has called the community to action. The coalition known as the Queens Connection Team which consists of Community Board 12, Community Board 14; Supthin BID; the Association of Minority Enterprise of New York, the Center for Community Advancement; Rev. Phil Craig of Greater Springfield Community Church and other stakeholders have collectively set out to draft a Community Benefits Agreement (CBA) in an effort to ensure further development of local businesses; job training and placement; educational services, meet the 30% MWBE goal and enhance the quality of life for the South East Queens community.

The implementation of the CBA will require \$307.5 Million. The content of the CBA includes residential noise mitigation benefits for \$37.5 million, workforce and economic development benefits for \$37.5 million; air quality studies for \$37.5 million; health studies for 37.5 million; green building principals for \$37.5 million; transportation benefits for \$37.5 million; education benefits for \$37.5 million and a business incubator for \$45 million. The John F. Kennedy International Airport Community benefits Agreement Board (JFK-CBA Board), designed to serve as the CBA compliance arm, will be guided by the Port Authority of NY/NJ, using Robert's Rules of Order. The Board will fashion a mission statement, rules to govern themselves, and follow the CBA's methodology to fund the agreed upon areas. They shall serve two-year terms, and can be re-appointed to no more than two following terms. The CBA monies shall be paid over a ten-year period and should commence a year before the major renovation to JFK begin. This will ensure implementation of the CBA areas. The CBA funds shall be paid yearly into an escrow account overseen by the State Comptroller. Similar to what was known as the "Pathmark Fund" which was held by the NYC Comptroller (2001-2005), the State Comptroller is tasked with the responsibility to ensure that the monies are properly collected and allocated, with transparency being properly maintained.

The JFK-CBA Board will be composed of elected officials whose communities are impacted as defined by the part 150 Sound Study. The assigned elected officials will then appoint a complete board, totaling 25 members. The Fifth Congressional District Representative will appoint five members, the NYS 10th Senatorial District Representative will appoint four members; the NYS 14th Senatorial District Representative will appoint three members; the NYS 31st Assembly Representative will appoint three members; the NYS 32nd Assembly Representative will appoint three members; the NYS 29th Assembly Representative will appoint two members; the NYS 33rd Assembly Representative will appoint two members; the NYC 27th District Councilmember will appoint one member; the NYC 28th District Councilmember will appoint one member and the NYC 31st District Councilmember will appoint one member.

2.0 The Cooperation Agreement and the Community Benefits Agreement

Therein calls for measures to mitigate noise, pollutant emissions and studies to reveal future health risk, air quality/emission reductions and control, environmental mitigations/commitments for construction and traffic impacts of the Program; as well as economic benefits package that includes but is not limited to pre-apprenticeship program, non-construction training, targeted hiring requirements, construction work, non-construction work, concessions, business development and assistance; job readiness and training programs for eligible residents of the Project Impact Area (PIA), and the City of New York.

It should be noted that the negative impact of the project is significant. Based on the coalition legal analysis, the community is subject to suffer loss of property interest along with other health and environmental interest. This pending loss of property interest and other interest forms the basis for the community's standing to demand that measures to mitigate the damages be established before implementation of the program.

COMMUNITY BENEFITS AGREEMENT

John F. Kennedy International Airport

Re-Development Program

3.0 INTRODUCTION

This Community Benefits Agreement sets forth (1) a range of community benefits totaling \$307.5 Million, which is essential in protecting the community's interests as we support the redevelopment of John F. Kennedy Airport; and (2) it establishes an ongoing role for the JFK-CBA Board in implementation and oversight of these benefits agreements. This Community Benefits Agreement (CBA) is agreed to by the Queens Connection Team, in connection with, and as a result of, the Cooperation Agreement to which it is attached. All requirements set forth below begin immediately upon the effective date of the Cooperation Agreement, unless otherwise specified. Notwithstanding any other provision of this Agreement, PA shall have no responsibility to expend funds where the Federal Aviation Administration has made a determination that the expenditure violates or would violate either 49 U.S.C. § 47133, "Restriction on use of revenues," or that statute's implementing regulations.

I. RESIDENTIAL NOISE MITIGATION. \$37,500,000 total for implementation in all sub-sections.

A. Funding of Aircraft Noise Mitigation Program. Beginning in fiscal year 20 -, PA shall fund its Aircraft Noise Mitigation Program ("ANMP") at least at the following levels:

- \$1,875,000.00 million per year for the impacted communities (residential); and
- \$1,875,000.00 million per year for public institutions and houses of worship.

B. Acceleration of Noise-Mitigation Programs for City. Within eight months of the effective date of this Agreement, PA will provide a written schedule and work program to the Coalition Representative that is designed to achieve completion of the Aircraft Noise Mitigation Program (ANMP), a soundproofing program for the impacted communities, by the end of 2018, and will take all reasonable steps to timely implement that schedule and work program.

C. Acceleration of Noise Mitigation of Places of Worship. PA shall accelerate the program of soundproofing Places of Worship as part of the ANMP in effect as of the effective date of this Agreement. Within eight months of the effective date of this Agreement, PA shall conduct a needs assessment for this program, in consultation with the Coalition Representative. PA shall provide annual reports on the progress of the program.

D. End-of-block soundproofing. Within one year of the completion of the current ANMP for participating jurisdictions, PA shall commence an end-of-block soundproofing program, under which, if any residence on a particular city-block falls within the applicable noise contour for that block, then each residence on that block will be eligible for noise mitigation as described in this Section II.D

E. Limitations on Nighttime Departures. PA and the Coalition agree that restrictions on departures between the hours of midnight and 6:30 a.m. over the communities to the east of JFK International Airport would be desirable.

F. Part 161 Study. By April of _____, PA shall have completed a Contract Award Process for a study on the feasibility of implementing the JFK RDP Proposed Restriction (the “Part 161 Study”).

G. Reports on Study Findings. During the period in which the contractor is conducting the Part 161 Study, PA shall distribute to the Coalition Representative annual reports on preliminary study findings requesting permission to implement the JFK RDP Proposed Restriction. This application shall conform to the procedures and standards set forth in 14 C.F.R. Part 161.

II. WORKFORCE AND ECONOMIC DEVELOPMENT \$37,500,000 total for implementation in all sub-sections.

A. Purpose. PA expects the program to generate new local jobs and economic opportunities for the benefit of the Local Community. This will require the training, referral and hiring of Local Residents, minorities and women and the participation of Local businesses in the Project.

B. Wages & Benefits. During the Term, PA shall pay all PA Project Employees a Living Wage. PA shall make reasonable efforts to encourage Service Providers to pay a Living Wage to their employees working in the Project Area. PA will provide the same health insurance benefits to PA Project Employees as it provides to other PA Employees in similar positions. This provision shall not give rise to an individual cause of action that does not already exist under the law.

C. Project Workforce. PA and the Coalition Reps. are committed to robust representation of MWBE construction trade persons as they seek to fully participate in the redevelopment of JFK International Airport. Reflective of PA's commitment to this objective, PA will use good faith efforts towards a goal to have the construction workforce composed of 50% MWBE over the life of the Project.

D. PLA Pre-Apprenticeship. Subject to and consistent with agreements with the Building and Construction Trades Council of Greater New York, PA shall make good faith efforts to cause its construction manager (CM) to negotiate in the PLA (i) a local membership registry with the Unions that are a party to the PLA to establish priority status to recruit and train Local Residents in pre-apprenticeship and apprenticeship programs; (ii) a goal for Unions to fill at least thirty-five (35) per year Union pre- apprentice positions for work to be performed on any worksite in the City during the redevelopment of JFK with Local Residents; and (iii) a goal for unions to accept referrals from the Community Information, Opportunity and Resource Center (Center).

E. Targeted Hiring Requirements. PA shall use good faith efforts to achieve certain hiring goals in the Project Impact Area with respect to Local Residents, as more particularly set forth below, during the construction period(s), and shall use commercially reasonable efforts to

achieve certain hiring on airport grounds and PA facilities wherever located, with respect to non-construction obligations set forth in this CBA.

F. Targeted Hiring and Workforce Development Program for Airport Jobs. Targeted Hiring and Workforce Development Program shall provide early access to targeted applicants for available Airport Jobs, and employers will receive prompt, cost-free referrals of qualified and trained applicants.

G. Construction Work. The parties acknowledge that: (i) the construction shall be managed by a CM; (ii) that the CM shall negotiate contracts with all relevant construction trade labor representatives and subcontractors and that these contractual arrangements shall be governed by the PLA. PA shall use good faith efforts to cause the CM to include the following target goals in the PLA or in the CM's contracts or subcontracts, as the case may be:

- Commencing as of the date of the issuance of the first permit relating to the program, the goal shall be that at least thirty-five percent (35%) of the total dollar value of the Project subcontracts governed by the PLA will be awarded to MWBE; and

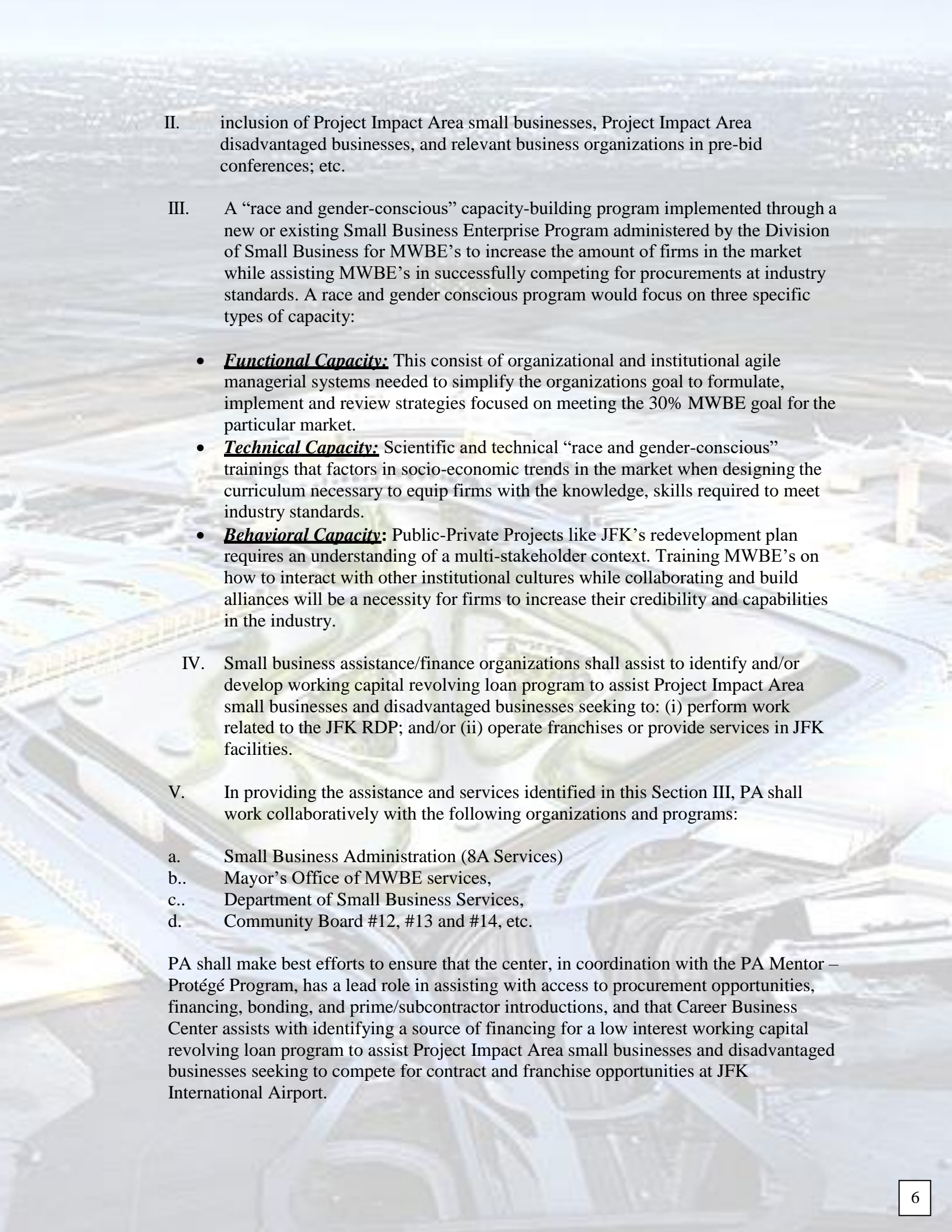
H. Non-Construction Work. PA shall, with respect to contracts for goods and services awarded by PA to Service Providers in the Project Area, include goals for hiring MWBE, as set forth herein. PA will establish a target goal of at least thirty-five percent (35%) of the total dollar value of non-construction contracts (excluding X and Y contracts), throughout the life of the Project for MWBE, provided, that, for purposes of this target, "Local" shall include the five (5) boroughs of New York City.

a. PA shall use good faith efforts to hire Local Residents with priority to zip codes comprised of community board 12, 13 and 14 for at least thirty percent (30%) of PA employees in the above-mentioned zip codes after construction. The Coalition Reps.

I. Airport Concession. The PA shall use good faith efforts in pursuit of the goal of recruiting no- less than 30% MWBE for concession opportunities in all PA and Airport facilities wherever located. Priority shall be given to any businesses located in the priority zip codes listed above.

J. MWBE and Small Business Utilization and Retention Program. PA shall coordinate with the Mayor's Office of MWBE Services, Department of Small Business Services, NYESDC, and other relevant business advocacy and assistance organizations to initiate a program to increase participation in the planning, construction, operation and maintenance of JFK International Airport by Project Impact Area small businesses and minority-owned business enterprises and women-owned business enterprises (MWBE). A goal of this program will be the utilization of MWBE as Airport Contractors in these areas, by PA in planning, design, financing, construction and all other projects of the JFK RDP. This program shall include:

- I. targeted outreach within the Project Impact Area to Project Impact Area small businesses, Project Impact Area disadvantaged businesses, and relevant business organizations;

- 
- II. inclusion of Project Impact Area small businesses, Project Impact Area disadvantaged businesses, and relevant business organizations in pre-bid conferences; etc.
- III. A “race and gender-conscious” capacity-building program implemented through a new or existing Small Business Enterprise Program administered by the Division of Small Business for MWBE’s to increase the amount of firms in the market while assisting MWBE’s in successfully competing for procurements at industry standards. A race and gender conscious program would focus on three specific types of capacity:
- **Functional Capacity:** This consist of organizational and institutional agile managerial systems needed to simplify the organizations goal to formulate, implement and review strategies focused on meeting the 30% MWBE goal for the particular market.
 - **Technical Capacity:** Scientific and technical “race and gender-conscious” trainings that factors in socio-economic trends in the market when designing the curriculum necessary to equip firms with the knowledge, skills required to meet industry standards.
 - **Behavioral Capacity:** Public-Private Projects like JFK’s redevelopment plan requires an understanding of a multi-stakeholder context. Training MWBE’s on how to interact with other institutional cultures while collaborating and build alliances will be a necessity for firms to increase their credibility and capabilities in the industry.
- IV. Small business assistance/finance organizations shall assist to identify and/or develop working capital revolving loan program to assist Project Impact Area small businesses and disadvantaged businesses seeking to: (i) perform work related to the JFK RDP; and/or (ii) operate franchises or provide services in JFK facilities.
- V. In providing the assistance and services identified in this Section III, PA shall work collaboratively with the following organizations and programs:
- a. Small Business Administration (8A Services)
 - b.. Mayor’s Office of MWBE services,
 - c.. Department of Small Business Services,
 - d. Community Board #12, #13 and #14, etc.

PA shall make best efforts to ensure that the center, in coordination with the PA Mentor – Protégé Program, has a lead role in assisting with access to procurement opportunities, financing, bonding, and prime/subcontractor introductions, and that Career Business Center assists with identifying a source of financing for a low interest working capital revolving loan program to assist Project Impact Area small businesses and disadvantaged businesses seeking to compete for contract and franchise opportunities at JFK International Airport.

K. Job Readiness and Training Program. \$37,500,000 total for implementation all sub-sections.

- a. **Job Training Program.** Beginning in fiscal year 2018-19, PA shall provide \$7,400,000, per year, over five years, to fund job training for Airport Jobs and Aviation-Related Jobs, and for Pre-apprenticeship Programs.
- b. **Job Training for the Construction Trades.** Beginning in fiscal year 2018- 19, PA shall, secure a qualified vender who would develop a training program in the construction trades. This vender will then partner with local high schools and provide the training.

L. MWBE Compliance.

- A third party MWBE compliance program shall be created with representation from community stakeholders and industry leaders throughout the life of the program.

M. Community Information, Opportunity and Resource Center ("Center")

The Community Information, Opportunities and Resources Center (the "Center") will serve as a one stop shop designed as a portal that allow community residents and businesses to access information, opportunity and resources related to the JFK RDP. The Center would be located near the Project Site. The Center would commence full operation with the acquisition of the first permit relating to the Project, and continue operation for a 20-year period from commencement of full operation of the Center. The Center would provide information and resources to enable local residents and businesses to receive prompt notification of business opportunities and available jobs at PA to learn about construction schedules, safety and mitigation, and to receive information about community-oriented service programs (i.e., technical assistance, clinics, mentoring, volunteerism). The Center would provide bilingual services and would be staffed, in part, by persons devoted exclusively to serving as liaison with the community with respect to the obligations incurred by PA in connection with the Project. The estimated annual minimum value of maintaining the Center would be \$1,500,000.00 with annual increases of 5%. PA would collaborate with appropriate organizations to develop and maintain the Center.

III. AIR QUALITY STUDY. \$37,500,000 total for implementation in all sub-sections.

- A. **Air Quality Study.** PA shall fund a study by an Independent Expert of toxic air contaminants and criteria air pollutant emissions from jet engine exhaust and other emission sources ("Air Quality Study").
- B. **Contract Award Process.** Within 270 days of the date PA receives an FAA Approval to proceed with the Air Quality Study, PA shall complete a Contract Award Process for selection of a contractor to conduct the Air Quality Study. Within 90 days of the contract award, the contractor shall commence the Air Quality Study.

IV. HEALTH STUDY \$37,500,000 total for implementation in all sub-sections.

A. Health Study. PA shall fund a study to measure and investigate upper respiratory system and hearing loss impacts of JFK RDP operations due to the JFK RDP.

B. Contract Award Process. Within 270 days of the date PA receives an FAA Approval to proceed with the Health Study, PA shall complete a Contract Award Process for selection of a contractor to conduct the Health Study.

C. Review of Protocols and Interim Reporting. PA shall require that the contractor selected to conduct the Health Study submit proposed protocols to PA.

D. Reports. PA shall require the selected contractor to provide written annual progress reports to PA.

E. Community based research studies as part of JFK redevelopment-level analysis.

- **Inclusion in Project-Level Environmental Analysis.** PA acknowledges that, pursuant to CEQA, it will perform additional environmental review on the various JFK RDP project components as they are processed for future approval.
- **Scope of Community-Based Studies.** Community-Based Studies shall study potential environmental impacts of the JFK RDP project components on individuals living or working in close proximity to the Project Impact Area. For all Community-Based Studies, individuals living or working within the project study area shall participate in development of study design and in study implementation.

A. GREEN BUILDING PRINCIPLES. \$37,500,000 total for implementation in all sub-sections.

B. Energy and Environmental Design. To the extent practical and feasible, in accordance with local Building Codes and New York state codes, and subject to limitation or restrictions in accordance with FAA or Transportation Security Administration standards and guidelines, PA shall incorporate Leadership in Energy and Environmental Design (LEED) building standards into the demolition, design, construction and operation of all aspects of the JFK.

C. Electrification of Passenger Gates.

1. **Passenger Gate Electrification Schedule.** PA shall ensure that all Passenger Gates are equipped and able to provide electricity sufficient for aircraft needs under the following schedule:

2. All Passenger Gates for which new construction (excluding maintenance) is completed after the effective date of this Agreement shall be equipped and able to provide electricity to parked aircraft from date of initial operation and at all times thereafter.
3. Three years from the effective date this Agreement, and at all times thereafter, at least fifty percent of Passenger Gates at JFK RDP shall be equipped and able to provide electricity to parked aircraft.
- 4.. Five years from the effective date of this Agreement, and at all times thereafter, one hundred percent of the Passenger Gates at JFK RDP shall be equipped and able to provide electricity to parked aircraft.

C. Aircraft Use of Gate-Provided Electricity. PA shall ensure that gate-provided electricity is provided to all aircraft parked at Equipped Passenger Gates and, except for the exemptions identified in this section, that all aircraft use the gate-provided electricity in lieu of engine operation of aircraft or mobile/ground auxiliary power units.

1. Assessment of Electrification of Passenger Loading Areas. PA shall conduct an assessment of operations at Passenger Loading Areas for the purpose of determining whether electrification of Passenger Loading Areas is Operationally Infeasible.

D. Electrification of Cargo Operations Areas.

1. **Cargo Operations Areas Electrification Schedule.** PA shall ensure that, unless determined under procedures described below to be Operationally Infeasible and/or Technically Infeasible, all Cargo Operations Areas are equipped and able to provide electricity sufficient for aircraft needs as follows:
 - All Cargo Operations Areas for which new construction, not maintenance, is completed after the effective date of this Agreement shall be equipped and able to provide electricity to parked aircraft from date of initial operation of the Cargo Operations Area at JFK RDP and at all times thereafter.
 - Three years from the effective date of this Agreement and at all times thereafter, at least thirty percent of the Cargo Operations Areas at JFK RDP shall be equipped and able to provide electricity to parked aircraft.
 - Five years from the effective date of this Agreement and at all times thereafter, one hundred percent of Cargo Operations Areas at JFK RDP shall be equipped and able to provide electricity to parked aircraft.

E. Aircraft in Cargo Operations Areas Use of JFK -Provided Electricity of Electrification of JFK Hangars. PA shall conduct an assessment of operations at JFK RDP Hangars for the purpose of determining whether electrification of JFK RDP Hangars to provide electricity sufficient for aircraft needs at JFK RDP Hangars is Operationally Infeasible and/or Technically Infeasible.

F. Reporting. PA shall report in writing to the Coalition Representative on the progress of electrification of Passenger Gates, Cargo Operations Areas, and JFK RDP Hangars semiannually. Reports shall include, but not be limited to, the number and types of facilities and areas electrified, operational guidelines issued, a summary of exemptions granted, reports of violations of usage requirements, and actions taken by PA to enforce usage requirements.

G. Construction Equipment.

1. **Best Available Emissions Control Devices Required.** PA shall require that all diesel equipment used for construction related to the JFK be outfitted with the best available emission control devices primarily to reduce diesel emissions. The emission control devices utilized for the equipment at the JFK construction shall be:
 - verified or certified for use by CARB for on-road or off-road vehicles or engines; or
 - (ii) verified for use by Division of Air Resources (DAR) for on-road or off-road vehicles or engines.
2. **ULSD and Other Fuels. Ultra Low Sulfur Diesel (ULSD) and Other Fuel Requirements.** All construction equipment used for construction related to the JFK shall use only Ultra- Low Sulfur Diesel fuel (15 ppm or lower), so long as there are adequate supplies of ULSD in the impact area.
3. **Initial Period.** Prior to September 1, 2018 if ULSD is unavailable, then all construction-related diesel equipment may utilize emission control devices that do not require ULSD for only the same period of time that ULSD is unavailable.
4. **Operational Requirements.** Operational requirements shall be issued and enforced by PA regarding limitations on idling and engine maintenance.
5. **Enforcement by PA.** PA shall ensure that the requirements of Section VII.F are material terms of all Airport Contracts, lease agreements for portions of PA real property, and licensing or permitting agreements or requirements, such that compliance with Section VII.F is required of all Airport Contractors, Airport Lessees, and Airport Licensees. New, amended, renewed, or extended Airport Contracts, lease agreements, and any relevant
6. **Independent Third Party Monitor.** Compliance with requirements of this Section VII.F shall be monitored by an Independent Third Party Monitor.
7. **Ground Service Equipment (GSE) Diesel Emissions Reduction Incentive Program.**
8. **GSE Incentive Program.** PA shall create a program providing incentives for the reduction of GSE diesel emissions (“GSE Incentive Program”).

H. Ground Service Equipment Inventory.

1. **Scope of GSE Inventory.** PA shall prepare a study (“GSE Inventory”) detailing all GSE operated On-Site. The GSE Inventory shall include, but not be limited to, an inventory of the number, types, sizes, model year, usage history, and identity of operator for all GSE operated On-Site at the time of the GSE Inventory. The inventory shall be completed within 240 days of the effective date of this Agreement.
 2. Emission Reductions from On-Road Trucks, Buses, and Shuttles.
 3. Inventory of On-Road Heavy-Duty Vehicle Traffic and Study of Feasible Mitigation.
 4. **Heavy-Duty Vehicle Study.** PA shall fund a study of on-road Heavy-Duty Vehicle traffic related to JFK RDP operations. This study shall begin no later than one year from the effective date of this Agreement. including but not limited to:
 - an incentive program to replace, repower, or retrofit existing on-road Heavy-Duty Vehicles that service or make deliveries to and from JFK RDP;
 - establishment of a centralized delivery system, employing Alternative-Fuel Vehicles or Least-Polluting Available Vehicles, to reduce trips of delivery trucks and vehicles on JFK RDP airside roadways; and
 5. **Recommendations for Further Action.** Any recommendations for mitigation measures found to be feasible by the study shall be reviewed by PA and the Coalition Representative.
 6. **Conversion of Trucks, Shuttles, Passengers Vans and Buses to Alternative Fuel.**
 - **Covered Vehicles.** Requirements established under this Section X.J.2 shall apply to all on-road vehicles, including trucks, shuttles, passenger vans, and buses, that are 8,500 lbs gross vehicle weight rating or more and are used in operations related to JFK RDP (“Covered Vehicles”).
 - **Least-Polluting Available Vehicles.** In cases where Operators cannot comply with requirements established pursuant to Section X.J.2.b because neither Alternative-Fuel Vehicles or Optional Low NOx Standard Vehicles are commercially available for performance of particular tasks, PA shall instead require Operators to use Least-Polluting Available Vehicles for such tasks.
 - **Exemptions.** Construction-related diesel equipment used on JFK RDP Master Plan construction sites on fewer than 20 calendar days per calendar year shall be exempt from the requirements of this Section X.J.2.
- I. **Written Reports.** PA shall make annual written reports on PA and Operator compliance with requirements of this Section X.J.2 to the Coalition Representative and to PORT AUTHORITY.

- II. Particulate Matter (PM 2.5).
- III. Assessment of PM 2.5. PA shall assess and mitigate impacts of PM in compliance with all applicable provisions of state and federal law.
- IV. Determination of PM 2.5 Significance Thresholds. The assessment and mitigation of PM 2.5 impacts shall comply with the requirements for both attainment of PM 2.5 ambient air quality standards and the mitigation of significant project-related and cumulative impacts under CEQA.

J. PA Discretionary Responsibility Under CEQA. PA, as a lead agency, shall exercise its independent discretionary responsibility to assess and mitigate significant PM 2.5 impacts under CEQA, contingent upon the adoption by SCAQMD of guidance thresholds for significant impacts

K. PA Discretionary Responsibility Under NEPA. PA, in conjunction with FAA, shall exercise its independent discretionary responsibility to assess significant PM 2.5 impacts under NEPA, contingent upon the adoption of thresholds for significant impacts of PM 2.5 by the EPA or applicable federal agency.

L. Rock-Crushing Operations and Construction Material Stockpiles. PA shall locate rock-crushing operations and construction material stockpiles for all construction related to the JFK RDP Master Plan in areas away from JFK RDP-adjacent residents to reduce impacts from emissions of fugitive dust.

M. Limits on Diesel Idling. PA shall prohibit diesel-powered vehicles from idling or queuing for more than ten consecutive minutes On-Site, unless CARB adopts a stricter standard, in which case PA should enforce standard.

N. Provision of Alternative Fuel. PA shall ensure that its infrastructure for providing fuel to Alternative-Fuel Vehicles is sufficient and available, where not Operationally Infeasible and/or Technically Infeasible, to meet all requests for alternative fuel from contractors and other users of JFK RDP.

V. TRANSPORTATION. \$37,500,000 total for implementation in all sub-sections.

A. Direct Bus Line to JFK for Workers. The PA shall work with The MTA to develop a direct bus line from the Rockaways to JFK airport. Such bus services is necessary to ensure that residents in this economically distress area have access to employment opportunity.

B. Direct Bus Line to JFK for Residents. The PA shall work with The MTA to develop a direct bus line from the communities surrounding JFK Airport to JFK Airport.

VI. EDUCATION \$37,500,000 total for implementation in all sub-sections.

A. August Martin High School Aviation Career Technical Education. August Martin High School Aviation Career Technical Education located at 156-01 Baisley Blvd.

Jamaica, NY 11434 shall provide 200 high school students a year, with the academic and technical education to pursue high-demand and high skill careers in the aviation industry. Successful completion of the program also includes students receiving a private pilot license.

B. The Real World Design Challenge (RWDC). The Real World Design Challenge shall be adopted by August Martin High School. The program will consist of an annual competition that provides high school students, grades 9-12, the opportunity to work on real world engineering challenges in a team environment. Students will utilize professional engineering software to develop their solutions. The RWDC provides students with opportunities to apply the lesson of the classroom to the technical problems that are being faced in the workplace.

C. Business Incubator/Accelerator. \$45,000,000 total for implementation in all sub-sections.

An incubator is a business designed to accelerate the growth and success of new and early-stage businesses by providing an array of support services such as management training, legal counsel, office space, and a range of administrative, consulting and networking resources. Seed money and many other services are in exchange for a small portion of equity in the company. Incubators are considered to be a catalyst tool for either regional or national economic development. These programs are funded through public and private partnerships, local and state government, private foundations and private investors.

In 2005, North American incubation programs aided over 27,000 companies providing employment for more than 100,000 workers. These programs generated annual revenues of \$17 billion. In Philadelphia, The University City Science Center started an incubator in science research. This initiative created 15,686 direct jobs and 42,021 total jobs contributing \$1.669 billion in direct and \$3.218 billion in total labor/wages. Developing innovative start-up companies is a booming business worldwide. According to the Business Incubation Association, there are approximately 900 business incubators nationwide. New York City (NYC) host a number of incubators but none in Southeast Queens, an area that services over 500,000 residents and still proliferating.

The best businesses to finance are in locations that are thriving in investments such Southeast Queens. There is an estimate of \$10 billion to redevelop John F. Kennedy International Airport, \$10 million to revitalize Downtown Jamaica and \$159 million to reconstruct the Van Wyck Expressway, which transports more than 200,000 vehicles daily. A location that is thriving in economic activity is the best location to host a business incubator.

More professionals are also interested in business ownership rather than traditional employment opportunities. They're seeking experts to advise and offer the best strategies on how to create and grow their start-up companies. Offering management trainings and support services ensures the success of these entrepreneurs and increases the capacity in the market. Southeast Queens is a magnet for opportunity, capable to host one of the best business incubators in the nation.

Resources:

Colbert, C., Adkin, D., Wolfe, C., & LaPan, K. (2010). Best Practices In Action: Guidelines for Implementing First-Class Business Incubation Programs, Revised 2nd edition. McNaughton & Gunn

<https://www.governor.ny.gov/news/governor-cuomo-announces-110-million-phase-iii-construction-project-kew-gardens-interchange>

http://gothamist.com/2017/01/04/cuomo_jfk_airport_overhaul.php

<http://economyleague.org/uploads/files/563420620364661675-science-center-full-report-2009.pdf>

<https://transportationtodaynews.com/news/5741-new-york-invest-110-million-third-phase-interchange-project/>

<https://inbia.org/services/resources/>