



Highlights

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A Message from Leadership

As we welcome the fall season, we want to take a moment to congratulate and thank all of you—our employees and partners—for making this past summer at JFK International Airport both successful and remarkably smooth. Despite the record travel season and the unprecedented level of redevelopment activity, we experienced very few days with significant traffic impacts, maintaining Code Green traffic conditions for 98.5% of the summer. This achievement is a true testament to the dedication of our team and the cooperation of our entire airport community. Looking ahead, this October we will open the next stage of permanent roadway improvements, including a new bridge that will provide

new access to Terminals 5 and 7. This milestone brings us one step closer to a simplified roadway network designed to support the needs of a world-class airport experience. We are proud of the momentum we built together during the redevelopment and especially this summer and look forward to carrying it into the fall. Thank you once again for your outstanding performance, your patience, and your ongoing support as we move forward in transforming JFK for generations to come.

— *Teresa Rizzuto (General Manager, JFK Airport), Jessica Forse (JFK Airport Redevelopment Program, Program Executive), & Gina Bigler (Director of Construction, JFK Redevelopment Program)*

JFK Pulse

As construction moves along, we continue to urge our airport community and employees to stay updated with the latest information as changes happen regularly.

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Terminal 1 – South Terminal Development



T1 - Arrivals Hall



T1 - Future Luxury Retail Space

Construction Updates | T1, continued

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T1 - Departures

**NTO Work Continues:**

- Canopy Installation on both arrivals and departures levels
- Traffic signal installations (arrivals & departures)
- Baggage Handling system testing
- Passenger boarding bridge installations (gates 1-8 complete, starting gates 9 & 10)
- Arrivals roadway asphalt & curb installation
- Terminal interior fit-out
- First phase of taxi lane KG improvements commenced
- Alphastruxure, an energy service provider and microgrid integrator, continues with their solar panel installation

T1 Frontage Canopy Installation



T1 - Arrivals Variable Message Sign



Boulders being placed for landscaping the Arrivals Plaza

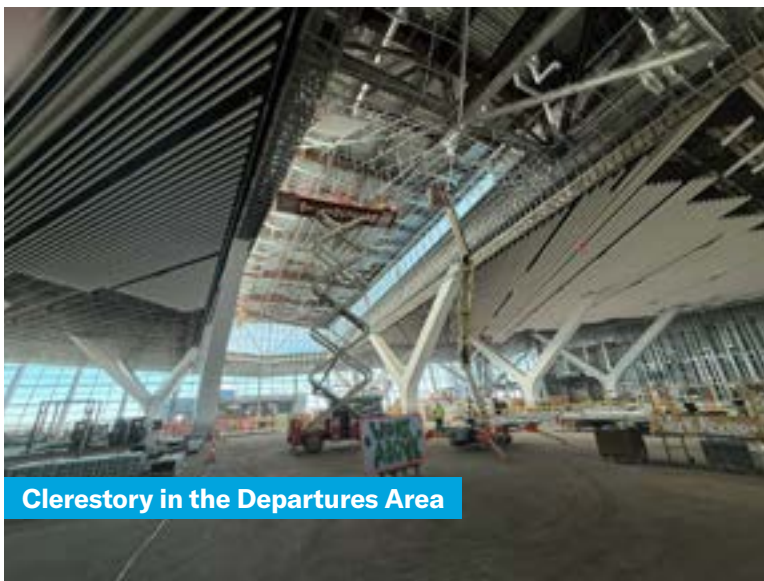


Departures Canpoy

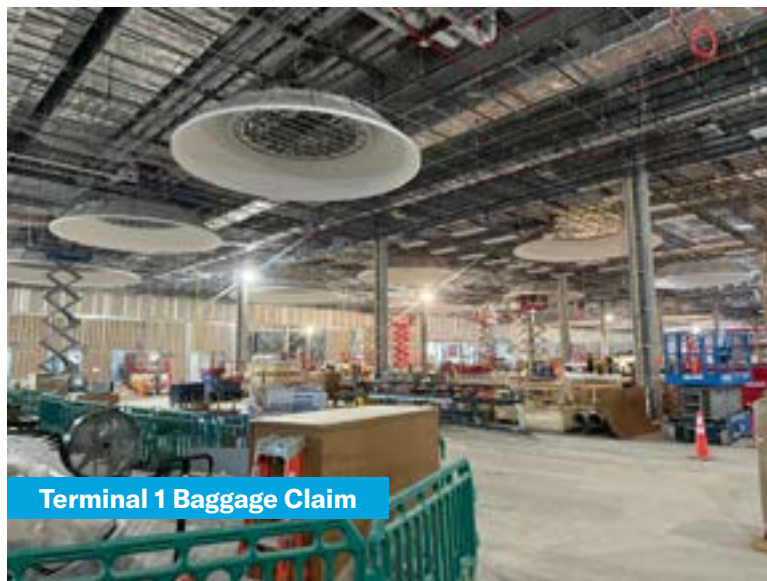
**New Terminal One
Single Track Outage**

- AirTrain single track outage needed for New Terminal One's Terminal 1 AirTrain Station pedestrian connector bridge started in early September
- The inner track, which provides the CTA loop, is currently closed
- Closure scheduled to remain in place until on or about 11/22

Construction Updates | T1, continued

[Go to Page 1](#)**Terminal 1 Concessions: Construction to start in the next few weeks for duty free spaces**

Clerestory in the Departures Area

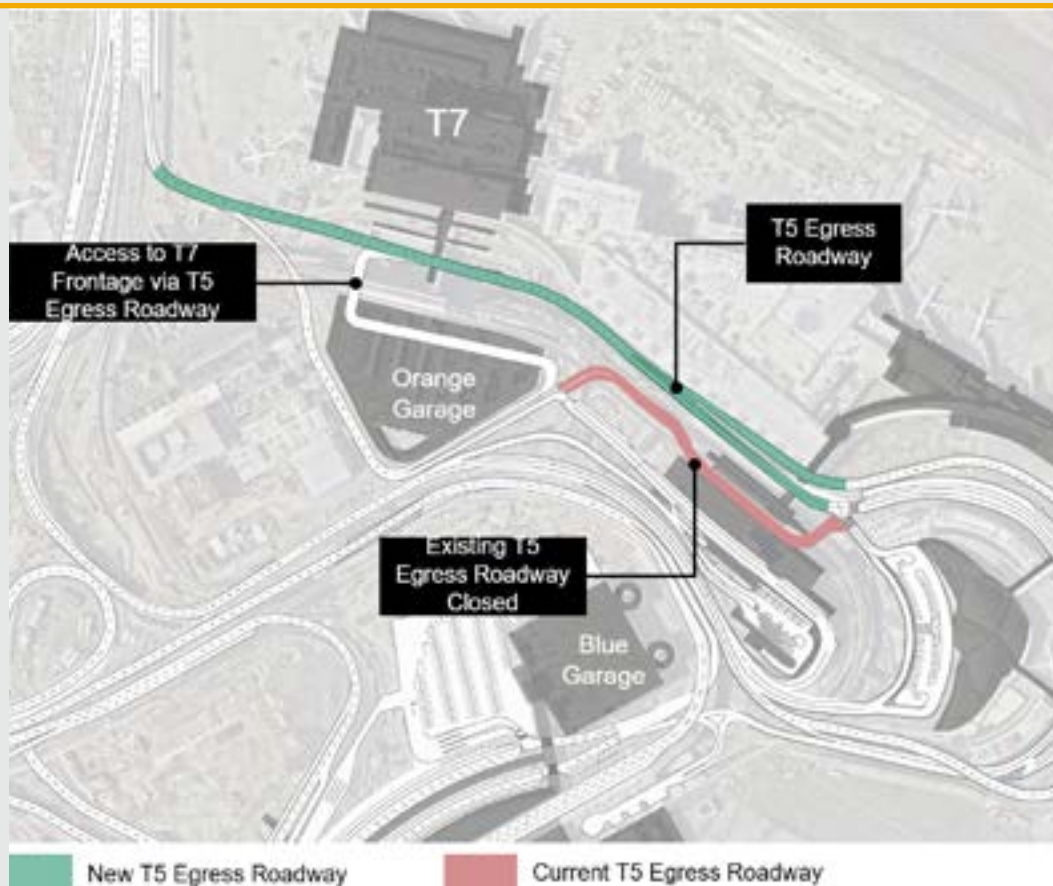


Terminal 1 Baggage Claim

Terminal 5 Updates | Activation of Permanent T5 Egress Roadways

Changes to Occur:

- T5 Egress traffic planned to be shifted onto the permanent route in mid-Novemeber
- T7 access also shifts onto the new roadways
- T7 Departures frontage moves into the Orange Garage with T7 Arrivals
- Existing roadway between the Yellow Garage and T7 AirTrain station closes
- Vehicles on KIAC Rd reduced to Yellow Garage exiting traffic and T7 egress traffic only



Construction Updates, continued

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Terminal 6 - North Terminal Development



T6 - Ongoing Fit Out for Check-in Hall



T6 - Ongoing Fit Out for Future East Hall

Recently completed:

- Departures roadways steel topping out
- Terminal substantially enclosed

Ongoing:

- Airside concrete removal, grading, and Econcrete installation
- Airside hydrant fuel system excavation and installation ongoing
- Other Airside utilities such as storm and water installation in progress
- Roadways foundations for R11C and R11C concrete pours ongoing
- Roadways MSE wall construction
- Terminal low voltage, fire protection, fire alarm, and baggage system install and testing
- Vertical transportation install and testing

Concessions:

- Layout and framing for Food & Beverage ongoing
- Layout and framing, MEP, for duty free ongoing

Upcoming:

- Medium-Temperature Hot Water systems and Chilled Water systems commissioning
- Substation 1 and 2 energization
- Baggage Handling System Integrated Systems Acceptance testing
- Permanent T5 egress roadway configuration

Construction Updates, continued

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Roads, Utilities, and Ground Transportation Center



New Terminal 5, 6 & 7 Flyover Bridge

- New Terminal 5/6/7 access bridge (J37) scheduled to be activated in this month
- Once activated T5/7 will no longer be accessible from the Van Wyck Expressway
- Major signage changes required both on and off airport to redirect Terminal 5 traffic to the JFK Expressway
- Signage to Terminal 1 Parking to be revised to direct customers to Terminal 8 Parking in lieu of Terminal 5 Parking

New Overhead Sign Structure Installation



Some of the new sign structure installations will require significant overnight traffic detours

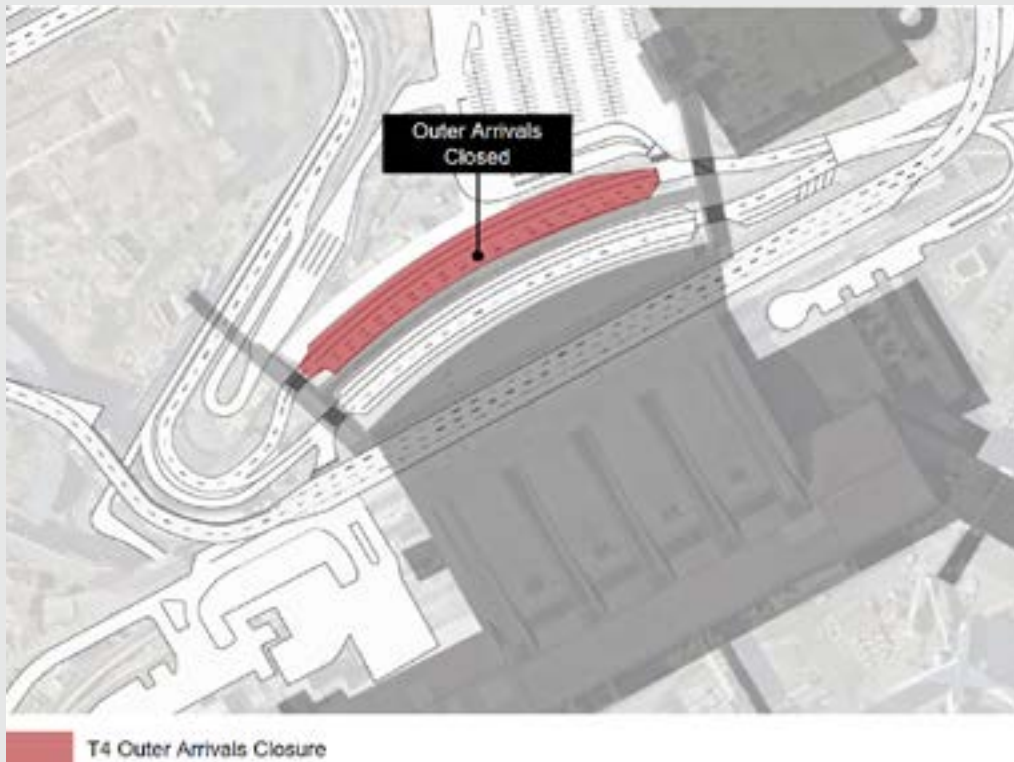
Installations of high priority sign structures started in September

Installation of 30+ new overhead sign structures throughout the CTA has begun and will continue through Q1 2026

Construction Updates, continued

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Roads, Utilities, and Ground Transportation Center, cont.



Terminal 4 Outer Arrivals Capture

- Terminal 4 outer arrivals to be closed for a period of 96 consecutive hours
- Allows for installation and tie-in of new Thermal Distribution System lines servicing Terminal 4
- Closure planned to be in place on October 6th through October 9th
- Requires relocation of FHV's and Taxis to remote pick-up Lot 66 during the closure



RUGTC Installation of pre-cast T-Walls for Bridge J41 - This is ongoing work for New Terminal One's Departures Egress Road



Construction Updates, continued

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Roads, Utilities, and Ground Transportation Center, cont.

New GTC Garage (Future T1 Parking Garage)



Background: New Terminal One
Foreground: New Garage Precast Concrete Assembly



Image Left: New Garage Constuction
Image Right: Terminal 4 Departures Access Bridge
Foreground: New Garage Precast Concrete Assembly



Westbound Connector - Concrete placement to finish grade for J34 roadway



Long-Term Parking Lot
Solar Project:
Roughly 60% complete
and is projected to be
completed by May 2026



Community Outreach

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Institute of Concessions Program

Future Terminal 6 Duty Free



Future T6 Duty Free Space



In 2023, the Port Authority of New York and New Jersey announced the launch of a new specialized training program called the Institute of Concessions (IOC), offering extensive training and mentoring intended to increase the number of local and diverse airport concessionaires included in the transformation project of John F. Kennedy International Airport. The IOC is a new, multi-faceted program which provides in-depth knowledge, understanding, and practice of key competencies identified in a study by The Academies of Sciences and Transportation Research Board as necessary to successfully operate a concession in an airport terminal. The education and training are delivered by successful subject-matter experts on topics such as customer experience, financial investment and return, design and construction, operations and management, security requirements and more. Here, businesses learn about scaling their business, the availability of financial resources in the concessions industry, developing bids, and the nuances of operating in the airport among many other topics. The program is

Future Food & Beverage Space at T6



approximately 13-weeks long with training designed to deliver focused business insights that help prepare Food and Beverage and Retail businesses to operate in an airport setting. By completing the IOC, businesses will be equipped with the necessary skills to competitively bid for concession opportunities, win contracts, and effectively operate concessions within the airport. The goal is to create a pipeline of local and diverse businesses that can demonstrate to the Port Authority and its terminal

partners their ability to successfully manage concessions and contribute to the overall success of the airport. The IOC is supported by the Port Authority's private partners in the redevelopment of JFK: The New Terminal One, Delta Air Lines and JFKIAT, JFK Millennium Partners, and American Airlines. The program has been coordinated by Jars of Delight, a local southeast Queens-based minority and women-owned business enterprise (MWBE), and its CEO Dianna Rose, who was selected after a competitive solicitation.

Community Outreach, continued

[Go to Page 1](#)**Who: Dianna Rose****What: The Institute of Concessions Program****When: Happening now!****Where: JFK Airport****Why: The IOC is part of the Port Authority's larger community development program that is the centerpiece of the JFK Redevelopment Program****What do you feel is the most important aspect of the IOC program for the business owner?**

The most important aspect of the IOC is access — access to knowledge, networks, and opportunities that would otherwise be out of reach for many small and minority-owned businesses. The airport concessions environment is highly complex and competitive, and this program helps level the playing field by breaking down barriers, offering real-world insights, and preparing business owners to compete successfully for contracts.

What has surprised you about leading this program?

What has surprised me most is the sheer depth of talent and creativity among local business owners.

Every cohort reveals entrepreneurs who not only have strong business models but also bring cultural richness and innovation to the table.

I've also been struck by how much interest there is in retail opportunities alongside food and beverage — it's been a pleasant surprise to see the pipeline of specialty retail businesses grow so quickly once we began tailoring outreach to them.

Do you have any notable success stories?

Yes — several. For example, we've seen businesses move from being completely unfamiliar with airport concessions to becoming credible candidates with viable concepts ready for submission to terminal developers.

Alumni have leveraged the program to secure new partnerships, expand into new locations, and strengthen their operations. One standout example is Keishon Warren of BKLYN BLEND - a local QSR that came in with limited exposure and, through the IOC, positioned themselves as a strong partner for both a JV partnership a

licensing deal here at JFK. Those kinds of transformations reinforce the essential value of this work.

What are you looking forward to most in future cohorts?

I think I'm most looking forward to seeing how we can continue to shape the new JFK Airport into a true New York sense of place. As the vision for the airport endeavors to reflect the culture, diversity, and entrepreneurial spirit of the city it serves, this program is an essential aspect in making that vision real. Each group of business owners brings new flavors, products, and stories that make the airport through the various concessions feel authentically connected to New York. I'm also excited to watch how alumni and future cohorts help redefine what passengers expect from an airport experience — turning it into a showcase for the best our local communities have to offer.

JFK Redevelopment Community Information Center

144-33 Jamaica Ave. Jamaica, NY
Phone: 718-244-3834

Hours of Operation
Tuesday - Thursday 9 am – 5 pm

*Mondays and Fridays are virtual work days for the Community Information Center staff

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jfkredvelopment@panynj.gov

Redevelopment Broadcast

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Community Outreach, continued

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WE ASKED JFKR STAFF:

What has been your most memorable moment working on the redevelopment project?

THEY ANSWERED WITH:



"Playing in the ACF soccer tournament and getting to work alongside great talent in our field."

- Kelly Sanchez, Project Manager, works on the Van Wyck Expressway External Agency Coordination

"Westbound Connector's bridge J34 girders landing right over the Van Wyck Expressway (outbound) with traffic holds on the overnight." - Dan Leung, Project Manager, works on landside roadways



"For me, one of the most memorable moments was walking in the field, seeing the before and after of the projects like the R8 bridge construction. Seeing the transformation firsthand and knowing that I was able to contribute, even in a small way, to the progress and to building this incredible airport is something I'll always carry with me."

- Cid Pabon, Submittal Coordinator, works on the RUGTC, KIAC, Building 110 projects

"The People – Even though the project is not complete it is well underway. What's making that happen are the people working on it, their commitment, cooperation, etc. The folks here have become a unit working together towards a single goal." - Vito Ranieri, Senior Program Manager, works on the RUGTC project



"The highlight of my time with JFKR is when we restored full AirTrain service after an 8-month dual-track outage." - Mike Hostage, Project Manager, works on New Terminal One

**Upcoming:
Community Advisory
Council Meeting**

**OCTOBER 28TH
5:30PM
IN-PERSON ONLY**

**Rochdale Village
Community Center
169-65 137th Avenue,
Jamaica, NY 11434**



"One of the most memorable moments for me was opening the doors of the JFK Redevelopment

Community Information Center in June 2021, as our community was just emerging from COVID. I remember the excitement of seeing local firms and residents walk in with hope and curiosity.

Today, many of those same faces have become success stories—businesses winning contracts, residents finding jobs, and scholars thriving in aviation programs. Those stories are what keep me going; they fuel my passion to continue advocating and ensuring that this \$19 billion redevelopment delivers lasting opportunities for the people it was meant to serve."
- Rachelle Antoine, Manager of External Affairs and Community Outreach