

April 30, 2026

The Honorable Kathy Hochul
Governor of New York State
NYS State Capitol Building
Albany, NY 12224

The Honorable Mikie Sherrill
Office of the Governor
225 West State Street
Trenton, NJ 08625

The Honorable Andrea Stewart-Cousins
President Pro Tempore and Majority Leader
The New York State Senate
188 State Street
Legislative Office Building, Room 907
Albany, NY 12247

The Honorable Nicholas Scutari
Senate President
New Jersey Senate
125 West State Street
State House South Addition, Level A
Trenton, NJ 08625

The Honorable Carl Heastie
Speaker of the Assembly
The New York State Assembly
188 State Street
Legislative Office Building, Room 932
Albany, NY 12248

The Honorable Craig Coughlin
Assembly Speaker
New Jersey General Assembly
125 West State Street
State House South Addition, Level B
Trenton, NJ 08625

Dear Governor Hochul, Governor Sherrill, President Pro Tempore and Majority Leader Stewart-Cousins, President Scutari, Speaker Heastie, and Speaker Coughlin:

Pursuant to the bi-state Gateway Development Commission Act (the “GDC Act”), the Gateway Development Commission (“GDC”) is hereby transmitting its Annual Report for Fiscal Year 2025 to “the governors and state legislatures of New York and New Jersey...” via this letter of transmittal, which incorporates information specified in the GDC Act. *See* N.J.S.A. 32:36-10; 2019 N.Y. Laws Ch. 108, Section 2(9).

EXECUTIVE SUMMARY

2025 was a pivotal year for GDC. With full funding for the Hudson Tunnel Project (“HTP”), we awarded a contract for one new construction package, and made significant progress on our active projects, including the substantial completion of the first construction package of the HTP, all on time and on budget.

While the HTP made notable progress in 2025, it is important to acknowledge the context in which GDC and its project partners and contractors were operating. In October 2025, federal funding for the HTP was paused and construction for the remainder of the year was largely funded through a line of credit. While the funding pause presented significant project delivery challenges, we are nevertheless pleased to share important updates during 2025.

GDC has overall responsibility for the delivery of the HTP, which consists of ten separate construction projects. In 2025, five of these packages were in progress and two were in the final stages of procurement. One of the remaining three entered the pre-qualification procurement phase, and two were on track to be procured further into the program. More detailed information is provided in the ‘Hudson Tunnel Project Activities’ section of this report.

In addition, GDC continued to grow and mature as an organization. We welcomed our second Chief Executive Officer, Thomas F. Prendergast, and two new executive staff members, Catherine Rinaldi as our new Executive Vice President, and James Starace as Chief of Program Delivery. Under our Delivery Partner, MPA Delivery Partners (“MPA”) (a Joint Venture of Parsons Corporation, Arcadis of New York, Inc., and Mace North America Limited), we significantly scaled up our staff capacity and added centuries of collective experience and expertise to the project team. The Board also approved GDC’s fifth Annual Operating and Capital Budget for Fiscal Year 2025, totaling \$56.3 million.

The information enclosed in GDC’s Fiscal Year 2025 Annual Report will provide further updates on each of the HTP’s ten construction packages, key organizational developments, and a report on the HTP’s financial status.

I. INTRODUCTORY SECTION

a. Board and Officers Information

In July 2019, the States of New York and New Jersey created GDC through the enactment of parallel legislation by each state and codified as the GDC Act. GDC is a public authority and a government-sponsored authority, with three Commissioners from the State of New York, three

Commissioners from the State of New Jersey, and one Commissioner directly appointed by Amtrak.

Following the enactment of the GDC Act, nominations were made to the Board of Commissioners (“Board”) by the respective appointing authorities beginning in 2019, and all Commissioners were confirmed to the Board by 2022. The Commissioners of the GDC Board in 2025 were as follows:

Alicia Glen (NY Co-Chair)
Balpreet Grewal-Virk (NJ Co-Chair)
Anthony R. Coscia (Vice-Chair and Amtrak Commissioner)
Jamey Barbas (NY Commissioner)
Janine Bauer (NJ Commissioner) (appointment terminated on 6/29/25)
Victor Herlinsky (NJ Commissioner) (appointment commenced on 6/30/25)
Marie Therese Dominguez (NY Commissioner)
Amy Rosen (NJ Commissioner)

In accordance with the GDC Board Bylaws, the following employees of Amtrak were appointed by Amtrak to serve as a Commissioner in 2025 in the event of absence or recusal by the Vice-Chair and Amtrak Commissioner:

Jennifer Mitchell, Executive Vice President, Strategy & Planning
Laura Mason, Executive Vice President, Capital Delivery
Tracie Winbigler, Executive Vice President, Business Transformation & Chief Financial Officer (terminated upon retirement on January 1, 2026)
Costin Corneanu, Executive Vice President, Chief Financial Officer (effective August 4, 2025)

Alicia Glen has served as the NY Co-Chair since her appointment at the Board meeting on July 19, 2022, Balpreet Grewal-Virk has served as the NJ Co-Chair since her appointment at the Board meeting on March 5, 2021, and Anthony R. Coscia has served as the Amtrak Commissioner and Vice-Chair in accordance with the GDC Act and the Bylaws; they continued to serve in such capacity during 2025.

At the January 16, 2025, Board meeting the Board adopted a Resolution appointing Thomas F. Prendergast as GDC’s Chief Executive Officer. The other Officers of GDC in 2025 were as follows:

Patrick J. McCoy, Chief Financial Officer
William Fletcher, Inspector General

Maria C. Anderson, Acting General Counsel, Acting Board Secretary and Acting Chief Ethics and Compliance Officer

b. Commission Developments and Activities

These developments and activities are also referenced in the letter from the GDC Chief Executive Officer to the Board dated April 30, 2026 attached hereto as Appendix A.

Organizational Developments.

GDC also continued to mature as an organization. In September 2025, the Board authorized an extension to the Delivery Partner contract to MPA in an amount not to exceed \$665 million. Over the course of the project, MPA will deliver staff and other resources with a depth of experience working on all aspects of large-scale infrastructure projects. The Board also awarded contracts for expert business advisory services in May 2025, site security services, procurement services and auditing services in July 2025, and Engineer of Record Services and Engineering Services During Construction in August 2025.

Hudson Tunnel Project Activities

GDC continued to advance construction of the HTP on both sides of the Hudson River – and in it – in 2025, launching new projects and hitting key construction milestones, including substantial completion of the Tonnelle Avenue Project on schedule and on budget. Tens of thousands of jobs are supported by the HTP, and construction is generating billions of dollars in economic activity.

In February 2025, the Board awarded the contract for the Manhattan Tunnel Project and construction started thereafter. This project involves building the portion of tunnel from the Manhattan Bulkhead to the Hudson Yards Concrete Casing — Section 3, preparing the ground under Manhattan’s West Side for tunnel boring, and constructing a Manhattan shaft for removal of the Hudson River Tunnel Section boring machines. The project continued construction activities using cranes and heavy excavation equipment to install a slurry wall for the Manhattan shaft, installing rebar and pouring concrete, and performing ground stabilization work. Construction launched on a marine temporary structure in the Hudson River, which will enable ground freezing around the Manhattan Bulkhead.

As required by the GDC Act, external engineering consultants prepared an independent report on GDC’s major capital projects, which included the Manhattan Tunnel Project in Fiscal Year 2025. This report is made available to the public on GDC’s website.

GDC advanced the procurement processes for the Hudson River Tunnel Section and the New Jersey Surface Alignment Project. GDC issued Requests for Proposals (“RFPs”) for the Hudson River Tunnel Section of the new tunnel and the New Jersey Surface Alignment Project, and a Request for Qualifications (“RFQ”) for the 10th Avenue Cut and Cover Project.

Eight out of the ten packages that comprise the HTP were either under construction or in procurement in Fiscal Year 2025.

GDC also secured approvals for five National Environmental Policy Act (“NEPA”) Re-Evaluations from the Federal Transit Administration (“FTA”), and submitted eight NEPA General Update Notifications to FTA, ensuring that upcoming construction work and risk mitigations are cleared to proceed on schedule.

On May 5, 2025, FTA formally notified GDC that FTA was assuming the role of the lead federal agency for the HTP’s environmental review under NEPA.

As construction activity ramped up, GDC worked with leaders in the communities where projects are located to keep local residents informed about construction activity and raise awareness of GDC’s programs to mitigate the impacts of construction. Commission staff opened a dedicated New York Community Engagement Center (CEC) near the active sites in Manhattan, which will serve as a hub for stakeholders and members of the public to learn about the project and ask questions. The Community Engagement team also partnered with local schools and organizations on educational programming initiatives at the Center. Planning efforts for a New Jersey CEC advanced, and it was on track to open in 2026. In addition, GDC created dedicated phone hotlines and email addresses for each active construction project, and maintained a Public Information Center at the Tonnelle Avenue Project site and in Weehawken during 2025. To help reduce the impact of noise related to HTP construction for residents in the vicinity of the Tonnelle Avenue and Hudson County staging areas, GDC launched a Noise Abatement Program in 2024 that continued into 2025, and conducted robust outreach efforts to encourage eligible residents to apply.

II. FINANCIAL SECTION

As referenced in the letter from CFO Patrick McCoy to the Board of Commissioners dated April 30, 2026 (attached hereto as Appendix B), GDC prepared audited financial statements for Fiscal Year 2025 in accordance with the requirements of the GDC Act.

III. CORPORATE INFORMATION SECTION

a. Property Acquisition and Disposition

GDC does not own and did not acquire any real property during Fiscal Year 2025. GDC also did not dispose of any personal property with a sales price of \$10,000 or more during Fiscal Year 2025.

b. Description of Commission and its Board Structure

GDC is empowered by the GDC Act to facilitate and coordinate activities and encourage the actions of others to effectuate the Gateway Program, in particular, Phase 1 of the Gateway Program, which includes the HTP. The GDC Act states that GDC is “intended to qualify for,

authorized, and empowered to apply for and accept, financial assistance, loans, grants, or any other funding for such purposes under federal, state, or local laws, and to make application directly to the appropriate officials or agencies for the application for and receipt of federal, state or local assistance, loans, grants or any other funding in aid of any of the purposes of this act.”

GDC’s Board of Commissioners held the following public Board meetings during 2025 in accordance with the GDC Act, its Bylaws, and the GDC Open Meetings Policy:

- January 16, 2025 – All Commissioners in attendance.
- February 3, 2025 – All Commissioners in attendance except NY Commissioner Dominguez.
- April 14, 2025 – All Commissioners in attendance except NJ Co-Chair Grewal-Virk.
- May 20, 2025 – All Commissioners in attendance except NJ Commissioner Rosen.
- July 28, 2025 – All Commissioners in attendance except NJ Commissioner Barbas.
- August 20, 2025 – All Commissioners in attendance except NY Commissioner Dominguez.
- September 30, 2025 – All Commissioners in attendance, except for NJ Commissioner Rosen, and NY Commissioner Barbas who was recused from the action item.
- December 15, 2025 – All Commissioners in attendance.

A copy of the GDC Bylaws, amended December 12, 2024, is attached hereto as Appendix C.

The GDC Board includes an Audit Committee, Governance Committee, and Project Delivery Committee.

The Audit Committee is comprised of Vice-Chair Coscia, Co-Chair Glen, and Commissioner Bauer, who was substituted with Commissioner Herlinsky. The Audit Committee met on April 11, 2025, June 27, 2025, September 26, 2025, and December 19, 2025.

The Governance Committee is comprised of Vice-Chair Coscia, Commissioner Dominguez, and Commissioner Rosen. The Governance Committee met on February 21, 2025, and May 16, 2025.

The Project Delivery Committee is comprised of Vice-Chair Coscia, Commissioner Barbas, and Commissioner Bauer, who was substituted with Commissioner Herlinsky. The Project Delivery Committee met on January 28, 2025, February 27, 2025, March 27, 2025, April 28, 2025, May 28, 2025, June 30, 2025, July 28, 2025, August 26, 2025, and November 25, 2025.

c. Description of Compensation Structure

During Fiscal Year 2025, GDC officers and employees were provided a compensation plan that included annual salary, medical, dental, and vision benefits, accrued vacation and sick leave, and participation in the Gateway Development Commission Retirement 401(a) and 457(b) Plans. A schedule that identifies GDC officers or employees in decision-making positions who were provided such comprehensive benefits and whose base salary qualifies them under the statute is attached hereto as Appendix D. Biographical information, excluding confidential personal information, for such officers and employees is also included within Appendix D.

d. Material Pending Litigation

GDC was named in a lawsuit filed by Adolph Colletti. GDC entered into a Master Services Agreement with MPA to, among other things, provide staffing to GDC for the delivery of the HTP. Colletti was assigned by MPA to work on the Tonnelle Avenue Project within the HTP from May to July of 2024. Colletti alleged in the Complaint that he was wrongfully terminated by MPA and alleged that GDC is a co-employer. The matter is pending before the New Jersey Superior Court venued in Sussex County.

George Harms Construction Co., Inc. filed a lawsuit against GDC related to an RFP for construction services related to the NJ Surface Alignment package in the HTP. Harms was denied a temporary restraining order to prevent GDC's use of a project labor agreement. The matter is pending before the U.S. District Court of New Jersey and the Third Circuit Court of Appeals.

IV. PROCUREMENT INFORMATION SECTION

GDC adopted Procurement Guidelines on November 16, 2021, to govern the acquisition of goods and services of any kind greater than \$5,000 and require a competitive process. GDC also adopted a Procurement Manual approved by the FTA on November 15, 2023, to govern purchases that are federally funded. GDC's CEO was delegated authority by the Board to enter into contracts in amounts not to exceed \$300,000, and report to the Board Co-Chairs and Vice-Chair any contracts executed that exceed \$100,000. In accordance with the Procurement Guidelines, and delegation of authority to the CEO, GDC entered into various operational contracts related to the operation of GDC during the 2025 calendar year. In accordance with the Procurement Guidelines, Procurement Manual, and resolutions adopted by the Board, GDC entered into one (1) capital related contract during the 2025 calendar year. GDC also extended contracts during the 2025 calendar year that were assigned to GDC by its predecessor entity.

A list of the procurements during 2025 statutorily required to be reported are attached as Appendix E.

There have been no amendments to the Procurement Guidelines or Procurement Manual since GDC's last Annual Report.

Respectfully Submitted,

Thomas Prendergast
Chief Executive Officer
Gateway Development Commission

APPENDIX A

April 30, 2026

Alicia Glen, Co-Chair, NY Commissioner
Balpreet Grewal-Virk, Co-Chair, NJ Commissioner
Tony Coscia, Vice-Chair, Amtrak Commissioner
Jamey Barbas, NY Commissioner
Justin Braz, NJ Commissioner¹
Marie Therese Dominguez, NY Commissioner
Victor Herlinsky, NJ Commissioner

Dear Commissioners,

In 2025, the Hudson Tunnel Project (HTP) fully transitioned from early work to heavy construction, creating good-paying jobs and economic benefits for the region and nation in the process. Thanks to your leadership and close coordination with our federal funding partners, Amtrak, the States of New York and New Jersey, industry, labor, and the local communities on both sides of the river, this vital project moved forward across five major construction sites.

The momentum behind this effort remained strong despite the headwinds GDC faced. While the HTP made substantial progress in 2025, it is important to acknowledge the context in which GDC and its project partners and contractors were operating.

In October 2025, federal funding for the HTP was paused and construction for the remainder of the year was largely funded through a line of credit. Any degree of financial uncertainty can pose a challenge for an infrastructure project, much less a megaproject of the HTP's size and scale.

While GDC continues to assess the impact that the funding pause and its attendant circumstances have had on the HTP schedule and budget, we are nevertheless pleased to share important program delivery updates from the previous year.

EXECUTIVE SUMMARY

The letter enclosed will detail significant developments on the HTP in the previous year, including construction and procurement milestones, organizational and leadership updates, and stakeholder outreach efforts as construction activity increases rapidly on both sides of the Hudson River.

While GDC made considerable progress in each facet of the HTP's delivery, a pause in its federal grant and loan disbursements presented a considerable challenge. The funding pause precipitated both technical difficulties and an atmosphere of uncertainty.

Despite these hurdles, GDC systematically advanced delivery of the HTP in 2025. At the close of 2025, the HTP had five packages in active construction, two advancing through the procurement

¹ Commissioner Braz's appointment commenced in January 2026.

process towards contract award, one in the pre-qualification phase of procurement, and two in design.

Construction of an essential early works component, the Tonnelle Avenue Project, reached substantial completion and cleared the way for tunnel boring preparatory work on the Palisades Tunnel Project to move forward on schedule.

Slurry wall construction for the tunnel boring machines (TBM) access shafts in both Hudson County and 12th Avenue in Manhattan advanced, as did in-water work to stabilize the river bottom in preparation for the subaqueous portion of the new tunnel.

With all packages progressing in sequence with one another, the HTP entered its heavy civil construction phase.

FEDERAL FUNDING FOR THE HTP

While the HTP advanced into heavy civil construction in 2025, the project's federal grant and loan disbursements paused in October 2025.

On September 30, 2025, the US Department of Transportation (USDOT) informed GDC of a new interim final rule modifying the federal Disadvantaged Business Enterprise (DBE) requirements. All federal grant and loan funds for the HTP were suspended pending a review of the project's DBE program.

GDC worked proactively with its federal funding partners to certify compliance with federal law. In the meantime, construction continued. This work was funded for the remainder of the year with GDC's existing funds and its line of credit. GDC remained focused on continuing to advance the project and maintain its schedule and budget with the limited resources available.

OVERALL HTP DELIVERY STATUS

GDC made substantial progress during 2025 on five of the ten construction packages that comprise the HTP, moving the project toward the start of tunnel mining operations.

Construction on these packages is supporting more than 20,000 jobs and \$4.5 billion in economic output.

In 2025, five of the ten packages that comprise the HTP were in active construction, two were in the final stages of the procurement process, one entered the pre-qualification phase of procurement, and the two remaining packages were in design.

Active construction included work on the Tonnelle Avenue overhead bridge and Palisades Tunnel in New Jersey, ground stabilization work in the Hudson River, and construction on the west side of Manhattan to build the new tunnel's link into New York Penn Station.

Our work in New Jersey in 2025 focused on preparing for the arrival of the TBMs, which will build the first mile of the tunnel in New Jersey. In a major milestone for the project, the design for the first

TBMs was finalized and both machines successfully completed factory acceptance testing at the manufacturing facility.

Notably, GDC reached substantial completion on schedule and budget on the Tonnelle Avenue Project. A new roadway bridge is now fully operational and will carry Routes 1 and 9 over the future tracks to the new tunnel. The roadway bridge also creates an important staging area for the project, providing access under the highway for the TBMs to launch from the western face of the Palisades.

On the eastern side of Tonnelle Avenue, excavation advanced on the TBM portal launch box. The team safely and successfully implemented controlled blasting techniques as part of the excavation process.

A mile away in Weehawken, GDC began constructing the slurry wall for the Hudson County Access Shaft, which will be used to remove the first set of TBMs and replace them with the two machines that will build the section of tunnel under the Hudson River. GDC's community engagement team also coordinated with local residents to select certain elements of a noise barrier in 2024, which was installed around the site to mitigate construction impacts in 2025.

Meanwhile, work advanced to stabilize the soil in the Hudson River before tunnel boring begins. By the end of 2025, we stabilized nearly 60,000 square feet of riverbed and initiated work to remove timber piles that would otherwise obstruct the TBMs' route into Manhattan.

In New York, the Hudson Yards Concrete Casing – Section 3 (HYCC-3) Project made significant progress. The first of several major concrete pours began for the HYCC-3 tunnel box and work launched to connect this new section of the concrete casing to the existing sections. The project successfully passed the halfway mark in May 2025. The HYCC-3 Project, while part of the HTP, is under Amtrak's purview.

GDC awarded its largest and most complex construction contract yet for work on the Manhattan Tunnel Project. Construction on this package will require extensive ground improvement, excavation, and tunneling in a dense urban environment.

In February 2025, GDC awarded its fourth construction contract for work on the Manhattan Tunnel Project, and construction mobilized shortly after.

One of the most complex components of the HTP, the Manhattan Tunnel Project involves substantial ground improvement operations to create a clear pathway for the TBMs that will travel under the Hudson River and into Manhattan. It also involves constructing the 12th Avenue Access Shaft, where TBMs and digger shields will be removed and deployed, respectively.

By the end of 2025, we had prepared the construction site for upcoming construction activity. The guide wall for the access shaft was completed, and we began installing its slurry wall panels.

January 2025 – December 2025: One Year of Construction Progress

Tonnelle Avenue / Palisades Portal

January 2025



December 2025



Hudson County Shaft

January 2025



December 2025



Hudson River Ground Stabilization

January 2025

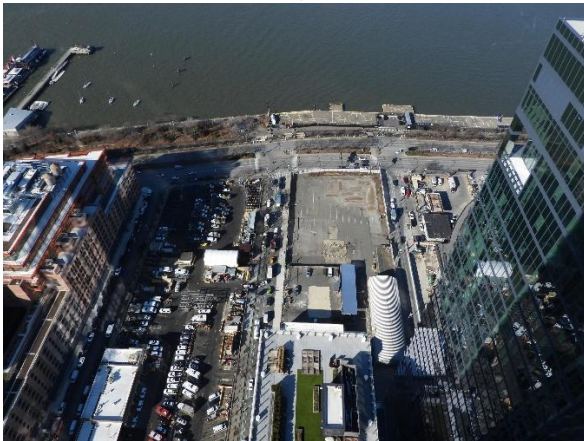


December 2025

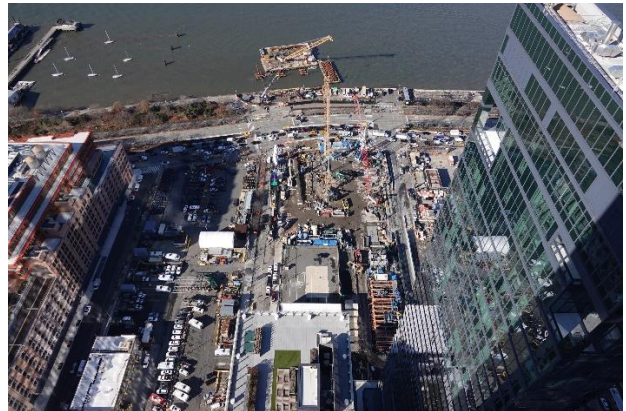


Manhattan Tunnel Project

January 2025

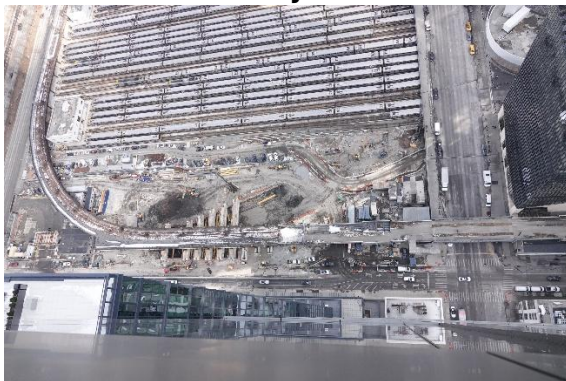


December 2025

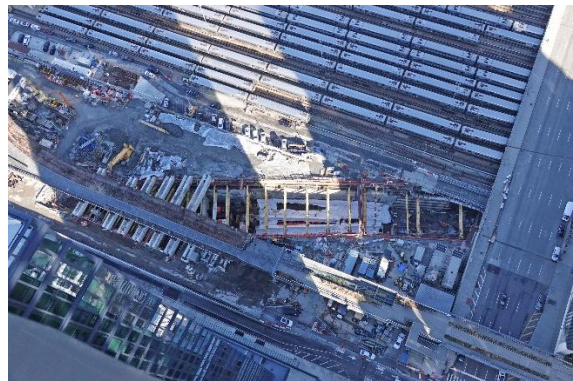


Hudson Yards Concrete Casing – Section 3

January 2025



December 2025



GDC proactively engaged its community and industry stakeholders to maintain positive, productive relationships with those closest to construction activity.

As construction ramped up, we increased our engagement with communities and industry stakeholders by expanding outreach efforts on both sides of the river.

In December 2025, GDC opened its first Community Engagement Center (CEC) on the west side of Manhattan. The CEC will serve as a hub for members of the public to learn about the project, ask questions, and find out about upcoming construction activities in the area. Opening this Center reflects our commitment to being good neighbors throughout construction. It is an interactive, informative space for engaging with local schools and community organizations on educational programming and other events.

Across the river in New Jersey, GDC hosted an Open House in North Bergen in January 2025 to ensure the community is updated with the latest construction information ahead of tunnel boring. GDC staff and contractors spoke with residents about what to expect once mining begins and shared important information on the project's noise abatement program.

As part of GDC's coordination with the industry, we launched an online vendor portal to support small firms that may lack access to the latest opportunities for work on the project. GDC also hosted an Industry Day event in May 2025 as an opportunity for potential subcontractors to network in-person with the prime bidders on two upcoming construction contracts.

Throughout the year, GDC continued to provide regular construction updates both virtually and at in-person community events, ensuring that residents and businesses remain informed and supported.

CEO SUMMARY COMMENTS

GDC's leadership and staff have the expertise and support needed to shepherd the HTP through to completion.

GDC continued to mature as an organization in 2025, adding new executive leadership with deep experience delivering complex projects. In addition, GDC launched the next phase of our public-private delivery model, bringing additional engineering, project management, and technical capacity to GDC.

With new contract awards on the horizon, the HTP's construction footprint is going to expand rapidly in the months and years ahead. GDC will continue to onboard seasoned engineers with the institutional knowledge required to shepherd the project into its next phase of construction.

Concluding Remarks

Reflecting on all GDC accomplished in 2025, I am more confident than ever that 2026 will build on this success. That said, while GDC and its partners have maintained their resolve to see this vital project through to completion, the federal funding pause put the project in a challenging position last year.

To keep the HTP on track, everyone involved – from our construction crews to our contractors – needs certainty that their hard work and dedication will be sustained by the federal funding committed to this project.

As CEO, I am committed to doing everything possible, in coordination with GDC's legal team and internal and external stakeholders, to secure consistent and reliable access to all \$16 billion needed to complete the HTP. My job in the year ahead is to ensure the GDC team can remain completely focused on doing what we do best: building the reliable, modern rail infrastructure that the millions of riders who travel into, out of, and through New York deserve.

Sincerely,

Thomas Prendergast
Chief Executive Officer
Gateway Development Commission

CC: Hon. Kathleen C. Hochul, Governor, New York
Hon. Mikie Sherrill, Governor, New Jersey
Roger Harris, President, Amtrak
Senate President Pro Tempore Andrea Stewart-Cousins, New York
Assembly Speaker Carl Heastie, New York
Senate President Nicholas Scutari, New Jersey
Assembly Speaker Craig Coughlin, New Jersey

###

APPENDIX B

APPENDIX C

APPENDIX D

Full name	Position Title
Prendergast, Thomas F.	Chief Executive Officer
Rinaldi, Catherine	Executive Vice President
Lee, Steve T.	Head of Audit Oversight
Fletcher, S. William	Inspector General
Anderson, Maria C.	Acting General Counsel
Sigmund, Stephen	Chief of Public Outreach
Hickman, Robert A.	Chief of Federal Affairs
McDonnell, Madeleine	Chief of Strategy and Operations
Rosenbloom, Adam L.	Chief Program Officer
Starace, James	Chief of Program Delivery
McCoy, Patrick J.	Chief Financial Officer
Gardner, Anthony L.	Deputy Chief of Administration – Procurement
Lopez, Nivardo	Principal Deputy Chief of Planning, Contracts and Grants
Nejad, Hamed	Chief Engineer
Lee, Milly	Deputy Chief Financial Officer

Maria Anderson

Maria C. Anderson is the Acting General Counsel, Acting Board Secretary, Acting Chief Ethics and Compliance Officer, and Acting Equal Employment Officer for the Gateway Development Commission. In these roles, she is responsible for supervising a team of attorneys and responding to legal issues arising under procurement, negotiation, and administration of contracts required for the delivery of the Hudson Tunnel Project and operation of the Commission, managing governance of the Commission and its Board, overseeing compliance with the Commission’s enabling legislation, policies and Code of Conduct, and developing and implementing the Commissioner’s Equal Employment Opportunity Program. Prior to joining the Commission, Ms. Anderson was a Deputy General Counsel where she engaged in similar responsibilities and areas of law in a different industry for 15 years, and was also engaged in the private practice of law for 15 years where she was a trial and appellate attorney that focused on real estate development and commercial litigation. Ms. Anderson has been practicing law in the State of New Jersey since 1993 and was admitted to the bar of the State of New York in 1999.

William Fletcher

Will Fletcher was appointed as the Gateway Development Commission’s inspector general in August 2024. Mr. Fletcher is a dedicated public service professional with a distinguished career in oversight, investigations, and legal counsel. Prior to joining the Commission, Mr. Fletcher served as the Inspector General for the Chicago Board of Education since July 2020, leading a 60-member agency responsible for independent oversight of the nation's fourth-largest public school district. Mr. Fletcher has served in offices of inspectors general since 2010 and his work has resulted in significant findings, leading to revised procedures, financial recoupment, resource reallocation, disciplinary actions, and criminal prosecutions of theft and fraud. Mr. Fletcher has previously worked in the Special Litigation Bureau of the Illinois Office of the Attorney General where he investigated and prosecuted fraud cases and as a litigation attorney at prominent Chicago law firms. Earlier in his career, Mr. Fletcher served as General Counsel for the Chicago Police Department's Office of Professional Standards, an Assistant Corporation Counsel for the City of Chicago, and a law clerk for the Honorable Blanche M. Manning in the U.S. District Court for the Northern District of Illinois. A graduate of Columbia Law School and Northwestern University, Mr. Fletcher is deeply committed to the field of government oversight. He currently serves as

the President of the Board of Directors for the Association of Inspectors General, a 2,500-member organization of state and local oversight professionals, where he leads the board, organization staff and advocates for the mission of independent government oversight nationwide.

Anthony Gardner

Anthony Gardner joined the Gateway Development Commission in May 2023 as the Senior Director Procurement, with the responsibility of developing a procurement team, federally compliant procedures and protocols to solicit and award contracts to meet the mission of the Commission. Mr. Gardner is a procurement professional with over 35 years of experience, which commenced in the shipping industry and transitioned to Procurement at the Metropolitan Transportation Authority (MTA) Metro-North Railroad, where he spent the bulk of his career supporting the needs of the Railroad's Operations. While at Metro-North, he developed, solicited, negotiated, and awarded numerous contracts, implemented procurement strategies, policies, procedures, and guidance documents, and interpreted procurement regulations to address procurement activities and corrective actions ensuring compliance with FTA and state procurement statutes.

Robert Hickman

Robert Hickman is the Gateway Development Commission's Chief of Federal Affairs. Previously, Mr. Hickman served as Transportation Counsel to Senate Majority Leader Chuck Schumer, where he was the senator's chief advisor on transportation and infrastructure policy. In that role, he coordinated and led senate negotiations to advance numerous laws, including: FAA reauthorization, the bipartisan infrastructure law, and multiple COVID relief packages that rescued Amtrak and the mass transit and aviation sectors, among other legislation. Mr. Hickman played a critical role in structuring the grant and loan programs that the Hudson Tunnel Project will rely on to advance. In addition to his national legislative work, Mr. Hickman served as the senator's primary liaison to the Gateway partners in Washington, New York, and New Jersey. Prior to his Senate service, Mr. Hickman was Rep. Donald M. Payne Jr.'s first policy advisor and senior legislative counsel on the House Transportation & Infrastructure Committee. In this role, he advised Rep. Payne on transportation policy. Additionally, he helped coordinate numerous DBE events for Rep. Payne to keep the DBE community apprised of the numerous business opportunities at the region's major transportation and infrastructure agencies. Mr. Hickman has a Juris Doctor from Harvard Law School and a Bachelor of Arts from The College of New Jersey.

Milly Lee

Milly Lee is the Deputy Chief Financial Officer at the Gateway Development Commission. Ms. Lee previously served as the Commission's Senior Finance Manager helping to establish the Commission's finance department. Prior to her current role, Ms. Lee had almost 20 years of public finance experience. Ms. Lee was a municipal financial advisor with PFM Financial Advisors and served as advisor to multi-modal transportation agencies across the country for over a decade. In addition, she was a municipal investment banker with UBS, also in the transportation sector. Ms. Lee executed over 40 municipal bond deals totaling more than \$7.3 billion in par while at UBS. In addition to her public finance experience, Ms. Lee worked for a private philanthropic foundation, the Charles Revson Foundation, and for a non-profit community-based organization, Good Old Lower East Side, Inc.

Steve Lee

Steve Lee joined the Gateway Development Commission in December 2024 as the Head of Audit Oversight. In this role, he leads the Commission's internal audit function, which provides an independent, objective evaluation of the Commission's risk management practices, internal controls, and governance processes. He is responsible for ensuring the integrity of financial and other operations, promoting efficiency, compliance, and accountability across the organization. Mr. Lee has over 20 years of audit

experience for various organizations. He most recently served as the Head of Audit at the Environmental Defense Fund (EDF). Before EDF, his experience in internal audit and risk management also includes tenures at Protiviti, Dun & Bradstreet, Alcatel-Lucent, and Sony Corporation of America. Steve is a Certified Public Accountant and a Certified Fraud Examiner.

Nivardo Lopez

Nivardo Lopez was appointed as Principal Deputy Chief Program Officer for the Gateway Development Commission, a role he has held since July of 2024. At the Commission Mr. Lopez works closely with the Planning, Policy, Contracts, Impact Management, and Grants divisions within the Program Office. Prior to his role at GDC, Mr. Lopez was the Deputy Secretary for Transportation to Governor Kathy Hochul from November of 2021 until June of 2024. Before serving as Deputy Secretary, Mr. Lopez served as Bronx Borough Commissioner for the New York City Department of Transportation (NYC DOT). Mr. Lopez joined NYC DOT in 2014, starting as Director of Legislative Affairs and then becoming Deputy Bronx Borough Commissioner. Mr. Lopez began his career in government working at the New York City Council, first for Council Member James Vacca in the Bronx, and then as a Legislative Policy Analyst for the City Council's Committee on Transportation. He holds a B.A. in History from Saint Joseph's University and a M.A. in History from The City College of New York (CUNY).

Patrick McCoy

Patrick McCoy is the Chief Financial Officer of the Gateway Development Commission. He is responsible for the Commission's Capital and Operating budgets, Comptroller functions including accounts receivable and accounts payable, and payroll and benefits. Prior to joining the Commission, Mr. McCoy worked for the MTA in New York, most recently as Deputy Chief, Financial Services. He was responsible for MTA's access to the capital markets and directed the issuance of MTA and TBTA municipal bonds under the MTA's multi credit borrowing structure. He was responsible for the MTA's \$50 billion debt portfolio, which includes variable rate products, derivatives and fixed rate obligations. Mr. McCoy was also responsible for Capital Program Funding and MTA's Treasury operations and served as a Trustee on the MTA Defined Benefit Pension Plan. Mr. McCoy has a M.S. Degree in Urban Policy Analysis and Management from the New School University in New York, and a B.A. from St. Ambrose University in Davenport, Iowa.

Madeleine McDonnell

Madeleine McDonnell serves as Chief of Strategy & Operations at the Gateway Development Commission. In this role she helps lead the \$16 billion Hudson Tunnel Project, the nation's most urgent infrastructure project. Previously, Ms. McDonnell spent eight years at the New York City Department of Transportation where she held various leadership positions, including as Chief of Staff to four Commissioners. She acted as a chief liaison with City Hall, partner agencies, and other key regional entities. Her portfolio included implementing key initiatives including Vision Zero, bus and bike lane expansions, new mobility pilots, and employee professional development programs.

Hamed S. Nejad

Hamed S. Nejad, P.E., is GDC Chief Engineer, overseeing the technical delivery of the Hudson Tunnel Project, a vital part of the Gateway Program aimed at enhancing rail services and resiliency along the Northeast Corridor between Newark, New Jersey, and New York City. Initially joining as Deputy Chief Technical Officer managing Package 1 construction contracts, Mr. Nejad brings over 20 years of heavy civil construction experience across the U.S., Australia, and the Middle East, with expertise in tunneling, bridge construction, and deep foundations. His prior roles include Design Build Manager for the MTA's \$162 million Harold Structures Eastbound Reroute, Project Manager for the \$12 million I-84 bridge replacements, and Assistant Project Manager for the \$265 million Belt Parkway Bridge project, as well as key contributions to the MTA's \$1.2 billion East Side Access program (multiple contracts) and major

Australian tunneling projects like the \$3.1 billion North South Bypass Tunnel and the \$4.3 billion Airport Link Project. A certified Professional Engineer in New York, Mr. Nejad has collaborated with agencies like New York State Department of Transportation, New York City Department of Transportation, and the MTA, delivering complex infrastructure projects on time and within budget through his technical acumen and leadership.

Thomas F. Prendergast

Thomas Prendergast was appointed as Chief Executive Officer of Gateway Development Commission in 2025, and has decades of public and private sector experience directing major infrastructure projects and large, complex transportation systems in the United States and internationally. Having led the Metropolitan Transportation Authority (MTA), the largest transportation agency in North America, Tom is a top expert on billion-dollar capital programs, strategic planning, and public transportation policy. Tom previously served as Executive Vice President and New York Metro Chief Executive at AECOM. He oversaw design and consulting services across all business lines in New York and New Jersey, including transportation, water and wastewater, environment, power, and buildings and places, which encompassed more than 1,300 architects, engineers, scientists, and other support staff.

Catherine Rinaldi

Catherine Rinaldi joined the Gateway Development Commission in 2025 as Executive Vice President and is responsible for strengthening GDC's capacity to deliver the Hudson Tunnel Project (HTP). She oversees all essential administrative functions, while developing and tracking metrics to ensure GDC achieves its strategic objectives, among other responsibilities. Rinaldi has experience in the transportation industry. She began her career in transportation as MTA Deputy Executive Director and General Counsel. She subsequently served as Vice President and General Counsel at LIRR and Chief of Staff and Counsel to the MTA Chair. Before joining GDC she was leading the two busiest commuter rail systems in the United States, as the first female President of Metro-North, and concurrently as interim President for LIRR for 2 years. During her seven years as Metro-North President, on-time performance rose to an all-time high and achieved the highest customer satisfaction of any of the MTA agencies, and as interim LIRR President, Rinaldi successfully launched service into the new Grand Central Madison terminal, marking the largest increase in service.

Adam Rosenbloom

Adam Rosenbloom is the Chief Program Officer for the Gateway Development Commission. In this role, he is responsible for supervising a team focused on program planning, grant management and federal compliance, cost management and project controls as well as the Delivery Partner contract. Prior to joining the Commission, Mr. Rosenbloom has had over 20 years of related experience in the transportation sector, at both public and private entities, working closely with project and program management to help deliver design and construction projects.

Stephen Sigmund

Stephen Sigmund is a public affairs professional with a focus on transportation infrastructure, a writer, a political commentator and an adjunct professor. Mr. Sigmund has spent 30 years in communications and external relations, and has advised some of the nation's most vital transportation organizations. He is currently Chief of Public Outreach for the Gateway Development Commission. In this role, he is responsible for all public communications on the Hudson Tunnel project. Previously, Mr. Sigmund was Chief of Public and Government Affairs for the Port Authority of New York and New Jersey, where he was responsible for all external affairs around the rebuilding of the World Trade Center. In addition, Mr. Sigmund has published op-eds and commentary on a wide variety of subjects over the last twenty years and has been a commentator on national television for Fox News, CNN, NY1 and Fox Business. He also taught communications courses at Columbia University for fifteen years.

James Starace

James Starace is the Chief of Program Delivery for the Gateway Development Commission and is responsible for overseeing design and construction of the HTP. He will lead all aspects of remaining design and engineering, construction, interface management, and other technical work areas. He works closely with GDC's Supporting or Executing Partners (SEPs) – PANYNJ, Amtrak, and NJ TRANSIT – to identify and proactively mitigate risks that could impact the project's schedule or budget. Starace serves on GDC's executive leadership team and reports directly to the CEO. He previously worked for HNTB, where he worked with the New Jersey Turnpike Authority's program team on the \$11 billion Newark Bay-Hudson County Extension Improvements Program. He brings more than 40 years of experience to GDC delivering large-scale transportation projects in the New York/New Jersey region. During his extensive tenure at the Port Authority of New York and New Jersey (PANYNJ), Starace held a variety of senior-level positions, including leading the 550-person Engineering Department for more than seven years as Chief Engineer, and on many of the region's most significant infrastructure projects, including the new Goethals Bridge, the Newark Liberty International Airport Terminal A, LaGuardia Airport Redevelopment, the Bayonne Bridge "Raise the Roadway" project, the redevelopment of John F. Kennedy Airport, the PATH 9 car program, the Holland Tunnel Electrical and Mechanical rehabilitation, and construction of the AirTrain Terminal at Jamaica Station.

APPENDIX E

Name of Vendor	Services Description
Alliant Insurance Services, Inc.	Insurance Services
Alvarez & Marsal Public Sector Services, LLC	Expert Advisory Services
B2Gnow	Software as a Service
Baran Design Associates	A/V Services
Bridgetower OpCo, LLC	Media Services
Canon Financial Services, Inc.	Copier Lease
City and State New York LLC dba GovExec Holdings, LLC	Media Services
CliftonLarsonAllen LLP	Executive Recruiting Services
Conti Civil LLC	Construction Services
Deloitte & Touche LLP	Auditing Services
Duane Morris LLP	Legal Services
Ernst & Young Infrastructure Advisors LLC	Expert Advisory Services
First Unum Life Insurance Company	Employee Benefits
Frontier-Kemper Tutor Perini JV	Construction Services
Fusco Personnel, Inc.	Executive Recruiting Services
Gibbons P.C.	Legal Services
GTY Software Inc. dba Bonfire Interactive LTD.	Software Services
Holland & Knight LLP	Consulting Services
JP West, Inc	Insurance Services
Kiewit Finance Group Inc.	Construction Services
Krauthamer & Associates LLC	Executive Recruiting Services
LinkedIn Corporation	Recruiting Subscription
Marsh USA Inc. dba Marsh & McLennan Agency	Insurance Services
Mayer Brown LLP	Legal Services
McManimon, Scotland, Baumann, LLC	Legal Services
Miller Advertising Agency, Inc.	Advertising
Moody's Investor Services, Inc.	Rating Services
MPA Delivery Partners	Project Delivery Partner Services
Mulligan Security LLC	Security Services
Naik Consulting Group, PC	Construction Management Services
NFP Property & Casualty Services, Inc	Insurance Services
Orrick, Herrington & Sutcliffe LLP	Legal Services
Oxford United Healthcare	Employee Benefits
PFM Financial Advisors LLC	Financial Advisory Services
Proskauer Rose LLP	Legal Services
Sage Intacct Inc	Software Services
SC&H Group Inc.	Auditing Services
Schiavone Lane Dragados JV	Construction Services
Standard & Poor's Financial Services, LLC	Rating Services

Standard Security Life Insurance Company	Insurance Services
State Insurance Fund dba NYSIF Workers' Compensation Fund	Insurance Services
Stellar Services, Inc.	Information Technology Support Services
Tandym Group LLC	Executive Recruiting Services
Technology Insurance Company, Inc.	Insurance Services
The Bank of New York Mellon	Banking Services
The Gateway Trans Hudson Partnership Engineering, A Joint Venture	Engineering Services
The Hartford	Employee Benefits
The North Highland Holding Company LLC	Expert Advisory Services
The Strategic Offsites Group, Inc.	Governance Services
Thomson Reuters	Subscription Services
Venture Government Strategies, LLC	Consulting Services
WSP USA Inc.	Procurement Services