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AIRPORT SUMMIT

SEPTEMBER 23 - 25, 2020 • VIRTUAL SUMMIT

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Welcome

We are grateful to have you join us for this year's Summit.

Center stage in this year's program is how airport and industry leaders are responding together to the unprecedented set of challenges we face today. Across the nation airport authorities and their partners are working tirelessly and thoughtfully to ensure the safety and well-being of all passengers and airport workers. This year we have invited airports, airlines, and project stakeholders to share their experiences, and discuss their operational and capital planning strategies in this time of economic strain, limited resources, and evolving market needs.

This year's program explores options to move critical projects forward during this time. Over the next three days you will find a program that explores how owners are addressing some of their most significant capital improvement obstacles and uncertainties. Through a series of panels, presentations, and keynotes, this year's agenda examines the different delivery models, as well as financing solutions, procurement methodologies, and best practices that administrators are evaluating to build, upgrade, maintain, and operate airport facilities.

At this year's Summit you will find a program with over 150 experienced airport and industry leaders. These airport and aviation representatives, capital market and design-build experts, public sector leaders, and operators will help us better understand what is currently working, what has been reprioritized, and their current thinking on the value proposition of public-private partnerships.

We encourage you take advantage of the opportunities available here at the Summit to connect with others and let new partnerships grow. You will find that many attending share similar capital improvement obstacles, and others who have found viable solutions are here to share what they did. Be sure to check out the video networking technology incorporated into this year's virtual event to connect with presenters after their sessions and network during our happy hours. The virtual Summit floor we have developed allows you to be social. You can identify and directly message and even have face to face discussions with all attendees, exhibitors, and speakers participating in the Summit.

Thank you for joining us this year. And a special thank you to our speakers, sponsors, and event partners. While there is never a true substitute for coming together in person, we are humbled to be able to bring so many voices together in a manner that is safe this year. We do hope that the next few days are a unique and rewarding experience where we can all learn from and connect with each other.

We look forward to seeing everyone safely again back in San Diego next year!

Sincerely,
The P3 Airport Summit Team



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General Information

Conference Overview

This year's agenda highlights innovative development approaches available to airports under increasing pressure to cope with aging infrastructure and changing market needs. Through a series of keynotes, panels, and diverse networking opportunities; the program examines different delivery models, financing solutions, procurement methodologies, and best practices that owners are taking to build, maintain, and operate airport facilities across the country.

Sessions

All sessions will be streamed live according to the schedule in this program. Sessions in this year's program will also be recorded and available for view on demand. Please add sessions to your briefcase for later viewing. Real-time questions can be typed into any live session window.

P3 Airport Summit Virtual Expo Hall

We will host exhibitors sharing information about their organizations, products, programs, and services.

Each day we will have daily breaks dedicated to networking and connecting with our exhibitors.

The virtual exhibit hall will be open during all hours of the Conference, and we invite you to spend some of your time and talk with our exhibitors, as well as meet with some of our presenters, panelists, sponsors, and event partners.

How to Login to the Virtual Conference

Please login to the event through the virtual event portal here:

<https://accessintel.6connex.com/event/P3CEvents/virtual3/login>

Your login name is your email address. No password is necessary.

Navigating the Virtual Floor

Once inside you can use our navigation bar at the bottom of your screen to visit our Session Hall, Expo Hall, Networking Hall, and Resource Center.

In the Virtual Lobby you will find a Help Desk with a live representative available to assist.

Virtual Resource Center

Please visit the resource center room to access the program, daily agenda, attendee list, and other resources.

Please make use of the digital briefcase available to store any sessions, exhibition materials, or resources from the resource center for your later review.

Event Presentations

Event slides will be available after the Summit. The virtual portal will remain open until October 15th to view any of our program sessions on demand.

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Table of Contents

› WELCOME LETTER	3
› GENERAL INFORMATION	5
› SPONSOR RECOGNITION	7
› SCHEDULE	15
› AGENDA	18
› SPONSORS & EXHIBITORS	47
› SCHEDULE	53

Accessing the 2020 Virtual Conference

Logging in is easy - just click here:
<https://accessintel.6connex.com/event/P3CEvents/virtual3/login>

You can enter the virtual portal with your email address.
The conference floor opens at 11:00 AM ET on Wednesday, September 23rd.
Sessions begin at 12:00 PM ET and continue to 4:00 PM.

For any questions please contact:
Sarah Plombon at sarah@accessintel.com



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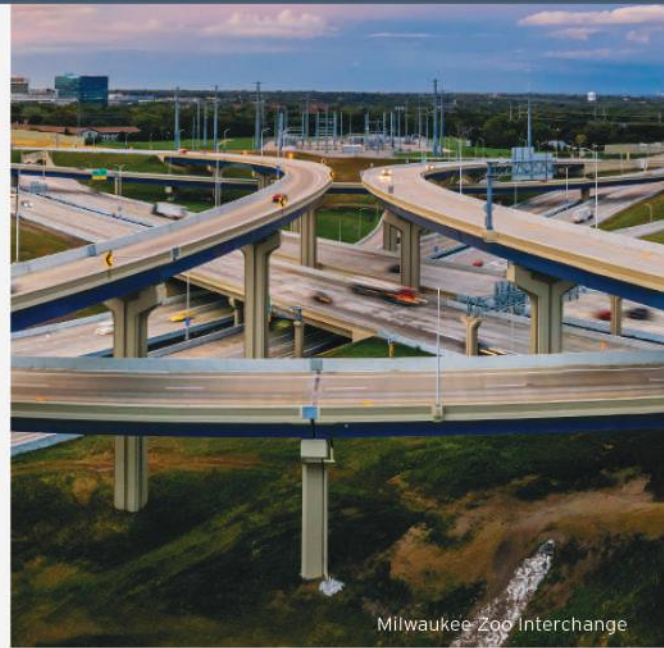
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Creating Connections



AIAI Senior Policy Advisor Marshall Macomber, Think P3, and AIAI member Vernon Marrow, President & CEO E Smith Legacy Holdings / President & CEO E Smith Horizons, discuss recommendations to increase private investment in public infrastructure through Public-Private Partnerships.

AIAI

Association for the Improvement
of American Infrastructure

Run by public sector P3 experts, AIAI's P3Direct program aims to create connections between those experienced in P3 procurement and those seeking guidance and a greater understanding of the model.

Together, we move P3s forward.

LEARN MORE AND GET INVOLVED: www.AIAI-Infra.org/P3Direct

2020 P3 Airport Summit Program: Daily Schedule

Day 1: Wednesday, September 23, 2020 (all sessions times in ET)

12:00 PM - 12:30 PM	Conference Welcome Former Governor Martin O'Malley			
12:30 PM - 1:00 PM	Opening Session: Post-Pandemic Operational and Capital Strategies			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
1:15 PM - 1:45 PM	The Role of Alternative Delivery in the Face of Our Most Pressing Challenges	Private Operators Rapid Response to COVID-19	Policy Through the Pandemic: A Conversation with ACI-NA's Annie Russo	Reinventing the Terminal Experience
2:00 PM - 2:30 PM	How to Inject Private Sector Innovation Without a P3 (Part 1 of 2)	Airport CFO Panel: Planning Through Uncertainty	Tracking and Ensuring Diversity and Inclusion	From Stakeholder to Partner: Airlines Changing Roles on Airport P3 Projects
2:30 PM - 2:45 PM	Networking Break Virtual Expo Hall <i>Special Thanks to Our 2020 Co-Chair Partner: Hill International</i>			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
2:45 PM - 3:15 PM	Airport Owner Panel: Planning Post-COVID-19	What's Next? Airport Modernization and Expansion Projects in a Post-Pandemic World	The Differences Between Project Funding vs. Project Financing	Current Trends in Air Cargo
3:30 PM - 4:00 PM	Fireside Chat with Greater Orlando Aviation Authority	Factors Affecting Capital Funding Sources	Real Talk on the State of America's Airports Right Now	Impact of Current Trends on Air Cargo Facility Development and Finance
4:00 PM - 5:00 PM	Happy Hour Video Networking in Summit Networking Hall <i>Special Thanks to Our 2020 Diamond Sponsors: AvPorts and Aviation Facilities Company (AFCO)</i>			

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Becker's P3 team has proven public and private sector knowledge, experience and contacts to assist governmental entities and businesses seeking to partner on public facilities projects.

The Becker P3 Team



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2020 P3 Airport Summit Program: Daily Schedule

Day 2: Thursday, September 24, 2020 (all sessions times in ET)

12:00 PM - 12:30 PM	Opening Keynote: Kirk Shaffer, Associate Administrator for Airports, FAA			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
12:30 PM - 1:00 PM	Technology and Cargo: Why Now is the Time for the Aviation Sector to Embrace the Future	A Conversation with Two Capitol Airports	Innovative Approaches to Capital Finance	Technical Due Diligence to Prepare for a P3
1:15 PM - 1:45 PM	Using the Development Pause to Create An Environmentally Sustainable Smart Airport	Developer Options in Airport Privatization	How Risks Gets Assessed Post-Pandemic	How to Design a P3? Best Practices in Deal Structuring
2:00 PM - 2:30 PM	Planning Post Pandemics: Economic Uncertainty, Disruptive Technologies, and Growing Concerns for Sustainability	Smart Airports Through Digitalization	Financing and Project Delivery for Regional Airports	Why Do a P3?: Identifying Value Propositions and Building the Business Case
2:30 PM - 2:45 PM	Networking Break Virtual Expo Hall <i>Special Thanks to Our 2020 Diamond Partners: CAG Holdings and Fengate</i>			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
2:45 PM - 3:15 PM	Leveraging Real Estate to Generate Revenue	Preparing a Successful Airport Procurement	JFK and LGA Privately Managed Single Terminal Projects During the Pandemic	How Do I Deliver a Project with the P3 Model?
3:30 PM - 4:00 PM	Research Working for You: Tools and Tips for Implementing a P3	The Impact of COVID-19 on Airport O&M: Business as Usual	What is Value for Money? A Primer	
4:00 PM - 5:00 PM	Happy Hour Video Networking in Summit Networking Hall <i>Special Thanks to Our 2020 Diamond Partners: HNTB and PCL</i>			

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2020 P3 Airport Summit Program: Daily Schedule

Day 3: Friday, September 25, 2020 (all sessions times in ET)

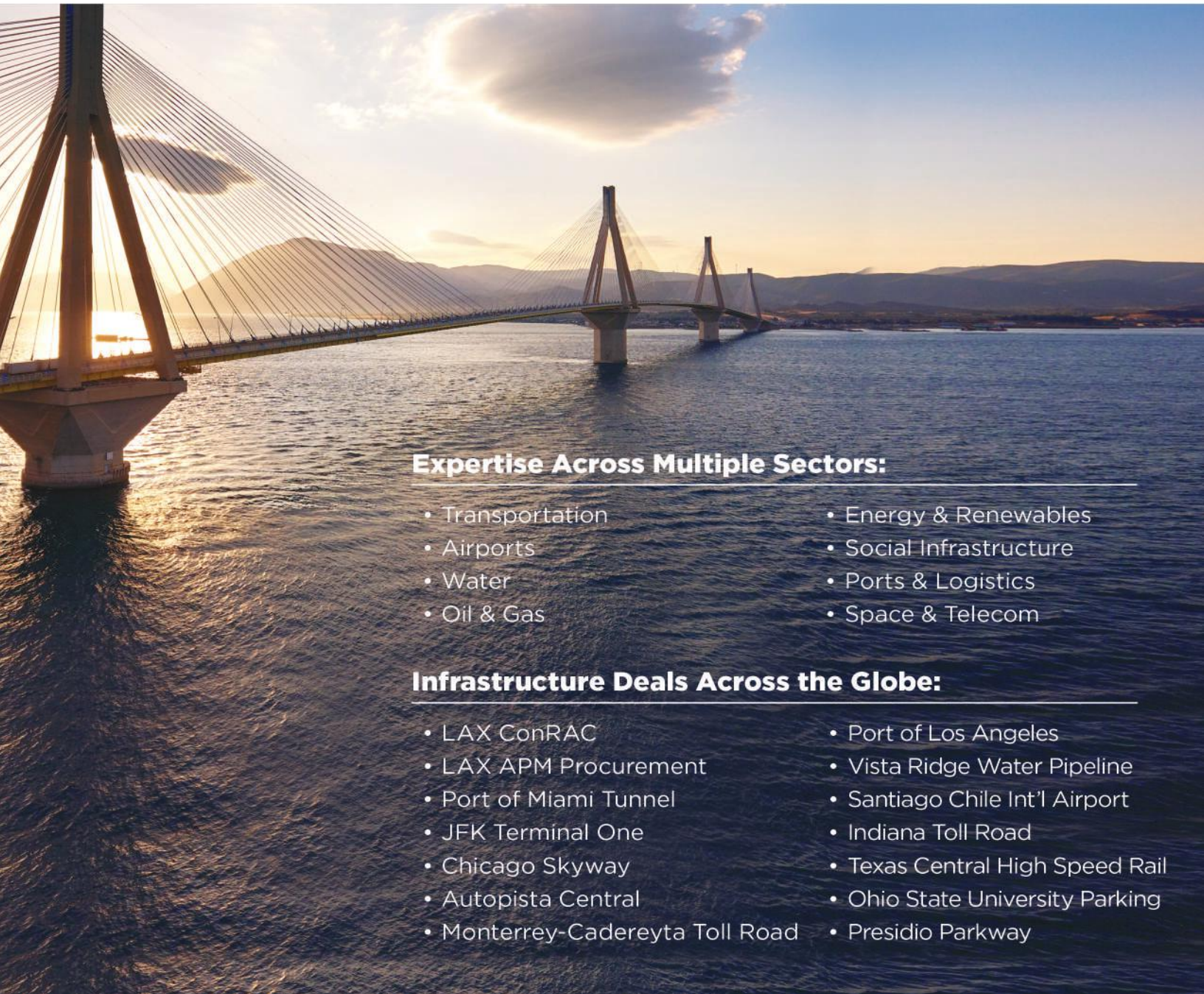
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
12:00 PM – 12:30 PM	Critical Factors To Keep Your Project Procurement on Track	How to Inject Private Sector Innovation into Your Airport Without a P3 (Part 2 of 2)	Global Insight: Ideas and Lessons Learned from Operators Around the World	
12:45 PM – 1:15 PM	What Drives Private Sector Bidding?	The Business of Airports Post-COVID	Solving the Puzzle: Effective Project Delivery Selection Processes	How to Work with Your Advisors to Achieve Your Project Deliverables
1:30 PM – 2:00 PM	The Digital Transformation Journey Starts with Connecting	COVID-19 as Catalyst for Airport Design Innovations	Financing Challenges Airport Issuers Face Post-COVID and Potential Financing Alternatives	Innovative Ways to Avoid Construction Disputes – DRBs and Their Application
2:00 PM – 2:30 PM	Networking Break Virtual Expo Hall <i>Special Thanks to Our 2020 Platinum Partners: Becker, CohnzReznick, and Milbank</i>			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
2:30 PM – 3:00 PM	Structuring Retail Concessions in Airport P3s	Applying Design-Build Best Practices		
3:15 PM – 4:00 PM	Closing Discussion - Thinking About Next Steps? Where to Go From Here?			
4:00 PM – 5:00 PM	Happy Hour Video Networking in Summit Networking Hall <i>Special Thanks to Our 2020 Platinum Partners: Nossaman, Plenary, and Propeller Airports</i>			
5:00 PM	2020 Summit Concludes			

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- Port of Los Angeles
- Vista Ridge Water Pipeline
- Santiago Chile Int'l Airport
- Indiana Toll Road
- Texas Central High Speed Rail
- Ohio State University Parking
- Presidio Parkway

DAY 1: WEDNESDAY, SEPTEMBER 23, 2020

(all sessions times in ET)

12:00 PM - 12:05 PM ET

Conference Start: Welcome

12:05 PM - 12:25 PM ET

Opening Welcome Address: former Governor of Maryland, Martin O'Malley



We welcome Mr. O'Malley to help us open the 2020 Summit and speak to some of the larger challenges facing the nation currently.

Working with states and counties on COVID-19 response implementation, Mr. O'Malley will share some of his experiences, principles on transparency and trust when operating during a crisis, and discuss his public-private partnership experience as governor of the state of Maryland.

12:30 PM - 1:00 PM

Opening Airport Panel: Post-Pandemic Operational and Capital Strategies

In this opening panel discussion our presenters, representing Hartsfield-Jackson Atlanta, Los Angeles, and Chicago O'Hare International Airports, will share current practices and lessons learned so far in the pandemic. As part of this conversation, panelists will discuss their recent experiences, insights on post-pandemic operational and capital strategies, and provide thoughts on some of the major budgetary and capital asset management challenges affecting airports of all sizes at this time.

Moderator

Steven Morris, Senior Vice President Aviation, Hill International

Panel

Balram Bheodari, Deputy General Manager, Hartsfield-Jackson Atlanta International Airport

Bernardo Gogna, Chief Development Officer, Los Angeles International Airport

Glen Ryniewski, Assistant Commissioner of Concessions and Customer Service, Chicago Department of Aviation

1:15 PM - 1:45 PM

Virtual Room 1: The Role of Alternative Delivery in the Face of Our Most Pressing Challenges

Airports of all sizes currently are confronting operational and funding challenges that cannot be addressed solely with existing resources. What options and pathways are available? In this panel discussion we will speak to some of most urgent challenges confronted by airport owners, operators, and community stakeholders; and speak to the major political, policy, and project developments likely to matter in the coming months.

Moderator

Brandon J. Davis, Partner, Nossaman LLP

Panel

Krudo DeJesus, Vice President, Fengate Asset Management

Melissa Marchany Carrasquillo, Chief Legal Counsel, Puerto Rico Public-Private Partnerships Authority

Ryan Yakubik, Managing Director, Ernst & Young Infrastructure Advisors, LLC

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1:15 PM – 1:45 PM

Virtual Room 2: Private Operators Rapid Response to COVID-19

Since the beginning of the pandemic, airports, airlines, and private operators have worked closely and taken unprecedented measures to ensure the safety and health of all constituents, passengers and airport workers alike. The successful and lasting recovery of our sector requires clear and decisive steps to make sure that airport workers and passengers are protected. In this panel conversation, we will discuss what has worked well so far and how private sector operators have responded. Join us for this discussion which will include best practices, proven procedures, consideration of technology and strategic investments, and recent lessons learned.

Moderator

Brett Smith, CEO, Propeller Airports

Presenters

Keith Hansen, Vice President, Airports & Government Affairs, Allegiant Air

Jack Rossi, Associate General Counsel, Alaska Airlines

Adrian Witherow, Chief Operating Officer, Gatwick Airport

1:15 PM – 1:45 PM

Virtual Room 3: Policy Through the Pandemic: A Conversation with ACI-NA's Annie Russo

America's airports have been crushed by the collapse in air travel in 2020. Join AIAI Senior Policy Advisor Marshall Macomber as he talks with ACI-NA's Senior Vice President for Government and Political Affairs, Annie Russo, who will provide an update on what they're hearing from Congress to help, as well as the association's efforts to restart consumer confidence in travel.

Presenters

Marshall Macomber, President, ThinkP3

Annie Russo, Senior Vice President of Government and Political Affairs, Airports Council International

1:15 PM – 1:45 PM

Virtual Room 4: Reinventing the Terminal Experience

How are innovation and new technology allowing airports to reimagine terminal use and design to enhance the passenger experience while traveling? Especially post-pandemic, airport concessions, partnerships and branding will need new approaches to add value and create identity for airport owners and airlines. How will flexibility in the layout and operation of F&B and retail operations in terminals make it possible to adapt to volatility and uncertainty in airport traffic and airline economics? Join us for a one-on-one conversation with Rick Blatstein, CEO of OTG Management, which operates cutting edge food and beverage concessions in EWR, IAH and other major terminals.

Presenters

Rick Blatstein, CEO, OTG Management

Allan Marks, Partner, Milbank LLP

2:00 PM – 2:30 PM

Virtual Room 1: How to Inject Private Sector Innovation into Your Airport Without a P3 (Part 1 of 2)

Are P3s a non-starter but you still want private sector participation in your airport? This panel is the first of two sessions that will discuss alternative forms where the private sector can inject into an airport innovation, efficiencies, a commercial culture and/or take operational risk without a P3.

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Moderator

Francisco Gonzalez, Managing Partner, LSN Partners

Panel

Brian Foont, Founder, Foont Law

Melissa Marchany Carrasquillo, Chief Legal Counsel, Puerto Rico Public-Private Partnerships Authority

Jorge Roberts, CEO, AvPORTS

2:00 PM – 2:30 PM

Virtual Room 2: Airport CFO Panel: Planning Through Uncertainty

Airports and airport operators have faced unprecedented disruption since March due to the global pandemic. Health and safety concerns continue to impact passenger traffic and revenues remain depressed. In this discussion, our distinguished panel of CFOs will share how they are operating through this period and what advice they have for other airports facing similar current operational challenges, while also sharing insights on capital asset plans and shifting priorities in the post-pandemic recovery.

Moderator

Seth Lehman, Senior Director, Global Infrastructure & Project Finance, Fitch Ratings

Panel

Marge Basrai CPA, CGMA, CM, Chief Financial Officer, Metropolitan Nashville Airport

Michael Hill, Chief Financial Officer, Charlotte Douglas International Airport

Anna M. Tenaglia, Deputy Director of Administration and Finance/Secretary-Treasurer, Massachusetts Port Authority

2:00 PM – 2:30 PM

Virtual Room 3: Tracking and Ensuring Diversity and Inclusion

Evidencing diversity empowerment and success requires technology to not only track but to reach out to those offering important business additions. Leverage technology portals to not only showcase the inclusionary efforts undertaken but also to create new business ideas and partners. A portal can help create data to mine information and show how construction jobs and other airport efforts include minority participation, local hiring and extending the opportunity for business idea submissions for concessions, vendors and others. Track and report this success confidently through business portals.

Presenters

Jack A. Callahan, CPA, Partner - Construction Industry Leader, CohnReznick

David R. Cayemitte, CEO, Cayemitte Group

Jeremy Ebie, Co-Founder and Managing Partner, Phoenix Infrastructure Group

2:00 PM – 2:30 PM

Virtual Room 4: From Stakeholder to Partner: Airlines Changing Roles on Airport P3 Projects

As public private partnerships at airports have gained greater acceptance over the past few years, most transactions have been between the airports and developers. In this panel, we talk to the airlines about their perspectives on P3s, how completed P3 projects have (or have not) affected their business model, and whether their perspectives on P3 development have been altered by the economic effects of COVID-19.

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Moderator

Scott Feldmann, Aviation Director, Hill International

Panel

Bob Montgomery, Vice President of Airport Affairs, Southwest Airlines
Palmina Whelan, Managing Director of Real Estate & Facilities, American Airlines

2:30 PM – 2:45 PM

Networking Break / Virtual Expo Hall Tour / Digital 1 on 1s

Special Thanks to Our 2020 Co-Chair Sponsor



2:45 PM – 3:15 PM

Virtual Room 1: Airport Owner Panel: Planning Post-COVID-19

If 9-11 and the COVID pandemic have taught us anything, the airline industry is very sensitive to human safety challenges resulting in an economic downturn, as personal and business travel budgets decline. And, as airline traffic declines, so do airport revenues that are tied to enplaned passengers. Join us for conversation with airport senior officials, who will discuss the current state of the market and solutions to the ongoing challenge the sector is facing.

Moderator

Ryan Yakubik, Managing Director, Ernst & Young Infrastructure Advisors, LLC

Panel

Jay C. DeWitt, Deputy Director for Financial Management/CFO, Phoenix Sky Harbor International Airport
Atif Saeed, CFO, Minneapolis-St. Paul International Airport
Jim Walsh, Chief Business & Development/CFO, Baltimore-Washington International Thurgood Marshall Airport

2:45 PM – 3:15 PM

Virtual Room 2: What's Next? Airport Modernization and Expansion Projects in a Post-Pandemic World


Airport sector leaders will examine how airport facilities and revenue models are changing in ways that might not have been expected before the COVID-19 pandemic. Faced with a global economic slowdown, airports and their developers are challenged to modernize facilities and to make them more resilient and flexible. How will technology and innovation create new ways of enhancing airport operations? Contrasting short-term and long-term impacts, we will explore the passenger experience at airports and emerging trends across airport terminals and operations, including check-in and security screening facilities, airline lounges, food and beverage, retail and duty-free shopping, intermodal transportation connectivity, and parking and on-site rental car facilities.

Panelists will also address airports' carbon footprint from air and ground traffic, the relationship between passenger and cargo operations, the usage of smaller vs. larger planes, and impacts on airports of possible changes to airlines' fleets and liquidity. Will airports need to update their air traffic control systems, improve runways, and add more gates? Our experts will weigh in and answer the questions facing financiers and developers of airport projects worldwide and the possibilities for public and private sector collaboration.



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Moderator

Allan Marks, Partner, Milbank LLP

Panel

John Carver, Executive Director, Project Development, CCR Airports
Larry Cyrlin, Managing Director, Structured Capital Markets, KKR & Co.
Cherian George, Managing Director, Fitch Ratings
Amit Rikhy, President & CEO, CAG Holdings, LLC
Daniel Seltzer, Managing Director, MUFG Project Finance

2:45 PM – 3:15 PM

Virtual Room 3: The Differences Between Project Funding vs. Project Financing

This session introduces fundamental financial topics related to public-private partnerships for airports. We review how financing models are changing and how a traditional project finance programs compare to other P3 tools, such as concession agreements that are more common in other sectors. Lastly, we examine which P3 structures work best for a specific project or to meet the specific goals of an airport, and we will delve into how different structures impact project viability, the return to the airport and credit profiles and balance sheet.

Presenters

Chris Elmore, Vice President, Public Sector and Infrastructure Banking Group, Goldman Sachs
Sia Kusha, Group Head, Project Development and Partnering, Plenary
Tanya Langman, Director of Financial Services, HNTB Corporation

2:45 PM – 3:15 PM

Virtual Room 4: Current Trends in Air Cargo

In this session, participants will learn about current trends in air cargo, particularly those influenced by the COVID-19 pandemic, and what those trends may mean for certain airports. This session will be the first of two sessions that will collectively examine how certain trends in air cargo could impact P3 airport projects, including how they may be financed and completed. This “out-of-the-box” session will explore a topic that is not often discussed in this space but may be more relevant in the current environment. By doing so, this session will lay the necessary groundwork for a more direct conversation about P3 airport projects and encourage a more holistic analysis of factors that could impact them.

Moderator

Brad Levy, Shareholder, Winstead PC

Panel

Tom Foote, Director of Airport Properties, UPS Airlines
David Vance, Vice President of Cargo Operations and Airport Support, American Airlines

3:30 PM – 4:00 PM

Virtual Room 1: Fireside Chat with Phil Brown of the Greater Orlando Aviation Authority

Join us for this virtual fireside chat between Jim Ray, former USDOT Senior Advisor and Corporate President of HNTB, and Phil Brown, Chief Executive Officer of the Greater Orlando Aviation Authority (GOAA) and Orlando International Airport (MCO).



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Presenters

Phil Brown, CEO, Greater Orlando Aviation Authority
Jim Ray, Corporate President, HNTB

3:30 PM – 4:00 PM

Virtual Room 2: Factors Affecting Capital Funding Sources

In this panel discussion we take a hard look at the uncertainties of the current economic situation, with airports, airlines, and other key stakeholders having to reconsider short- and medium-term capital funding needs and available resources.

Moderator

Elliott Black, Office of Airports, FAA

Panel

Bob Craven, Director, Office of Airport Planning and Programming, FAA
Kurt Forsgren, Managing Director, S&P Global
Cindy Nichols, Director, Sacramento County Department of Airports
Roger Schaufele, Forecasts and Performance Analysis Division, FAA

3:30 PM – 4:00 PM

Virtual Room 3: Ready for Takeoff or Still at the Gate: Real Talk on the State of America's Airports Right Now

Join key airport executives for some real talk about the state of America's airports as a result of the global COVID-19 pandemic. What are the current and future challenges, and what are the opportunities? How are small, medium and large airports dealing with the collapse in air travel, and when do they expect a recovery to take place?

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

Kevin Bumen, Director of Airports, San Luis Obispo County Regional Airport
David Edwards, President and CEO, Greenville-Spartanburg International Airport
Joe Lopano, Chief Executive Officer, Tampa International Airport

3:30 PM – 4:00 PM

Virtual Room 4: Impact of Current Trends on Air Cargo Facility Development and Finance

The COVID-19 pandemic has accelerated several trends in air cargo. This session will focus on how those trends, particularly medical supply / cold chain logistics and e-commerce logistics, are impacting air cargo facility finance (including by P3 delivery) and development at small and medium hub airports in the United States. Air cargo facility developers, finance experts, and airport executives will provide unique perspectives and current examples of what they are seeing on the ground and what they expect to see post-pandemic.

Moderator

David Staas, Shareholder, Winstead PC

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Contact:

Saavan Gatfield

+1 212 908 0542

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Panel

Jeff Matz, Airport Properties Manager, UPS Airlines

Jim Szczesniak, Airport Director, Ted Stevens Anchorage International Airport

4:00 PM – 5:00 PM

Networking Happy Hour

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5:00 PM

Day 1 Concludes

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DAY 2: THURSDAY, SEPTEMBER 24, 2020

(all sessions times in EST)

12:00 PM – 12:30 PM

Opening Keynote: Kirk Shaffer, Associate Administrator for Airports, Federal Aviation Administration



We welcome Mr. Shaffer, Associate Administrator with FAA, to begin today's program with an overview of ongoing Federal programs involved in airport infrastructure improvements. Mr. Shaffer will also share his perspective on current operating conditions, the role of partnership, and the planning, operational, and budgetary challenges now being faced by many airports nationwide.

Presenter: Kirk Shaffer, Associate Administrator for Airports, Federal Aviation Administration

12:30 PM – 1:00 PM

Virtual Room 1: Technology and Cargo: Why Now is the Time for the Aviation Sector to Embrace the Future

The aviation industry is risk averse for very good reasons, but the proven benefits of full adoption of integrated and technology-based cargo community systems far outweigh the risks. Reduction of paperwork and “touches” of cargo especially in the CV19 and post CV19 era) can save lives as well as time. Shorter truck dwell and aircraft taxi times can substantially reduce carbon emissions. Real time and transparent tracking services create value for shippers that can be a differentiating element in expanding your customer/operator base. Virtual cargo lanes driven by information flows between airports will enhance air service marketing to passenger carriers. This panel will explore the possibilities from an airline, customer, global advisory and technical solutions provider perspective.

Moderator

Eli Gregory, Head of Airport Investment and Development, AFCO

Panel

Stan Wraight, President and CEO, Strategic Aviation Solutions International (SASI)

Amar More, Director, Kale Logistics

Tim Strauss, CEO, Amerijet

Ben Harris, Director, Supply Chain, Advanced Manufacturing and Bioscience, Metro Atlanta Chamber

12:30 PM – 1:00 PM

Virtual Room 2: A Conversation with Two Capitol Airports

State capitols like Austin, Texas and Sacramento, California represent some of the fastest growing airports in the nation. In this conversation, we will discuss how both airports have been managing their capital improvement programs during this year, and how the pandemic and post-COVID recovery impacts priorities, procedures, and possible shifts in development priorities going forward.

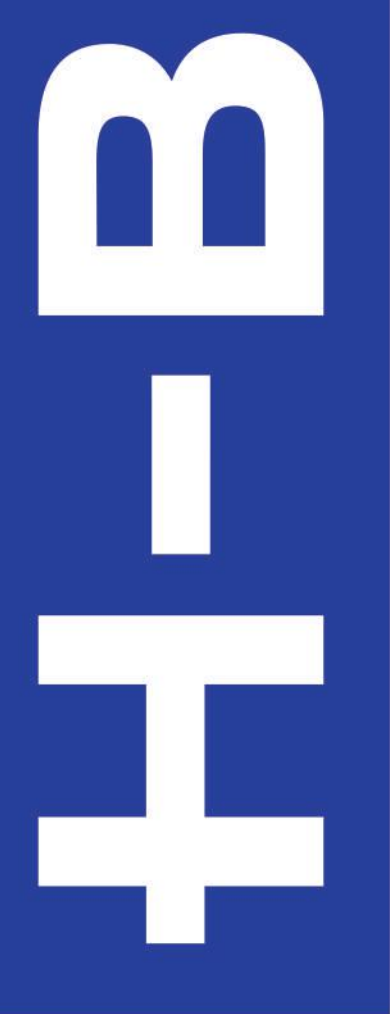
Moderator

Kurt Krummenacker, Senior Vice President, Moody's Investors Service

Panel

T.J. Chen, Chief Administrative Officer- Planning and Development, Sacramento County Department of Airports

Shane Harbinson, Assistant Director, Airport Planning and Development, Austin-Bergstrom International Airport



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*Project Finance International recognized the San Antonio, TX Vista Ridge project with a 2016 PFI Award for North American Deal of the Year. The choice of a lawyer is an important decision and should not be based solely upon advertisements.

12:30 PM – 1:00 PM

Virtual Room 3: Innovative Approaches to Capital Finance

In light of the new uncertainty in terms of both capital needs and available funding, what types of new and emerging opportunities and approaches might be available to help. Join us for this panel discussion on new modes and potential strategies that may you be able to apply.

Presenters

Forrest Artz, CFO, Memphis Shelby County Airport Authority
Elliott Black, Office of Airports, FAA
Rhona DiCamillo, Principal, DKMG Consulting
Kathleen Sharman, CFO, Greater Orlando Aviation Authority

12:30 PM – 1:00 PM

Virtual Room 4: Critical Aspects of Technical Due Diligence to Prepare for a P3

This presentation will highlight the prudent steps in P3 due diligence and the need for a technical advisor early in the process. Too often P3 deals become focused on the financial structure and the crucial building blocks of the equation around design, complexity and the regional nature of construction are not taken into account, or are established at a very conceptual level, leading to erroneous assumptions and unrealistic risk structures. Lessons learned will be presented on the challenge of a unsolicited single sourced P3 deal.

Presenters

Tom Rossbach, AIA, ACI National Aviation Practice Consultant, Vice President, HNTB
Julie Wienberg, Aviation Architecture Practice Leader, HNTB

1:15 PM – 1:45 PM

Virtual Room 1: Industry at an Inflection Point: How Can Airport Owners and Operators Use the Development Pause to Create an Environmentally Sustainable Smart Airport?

The environmental impact of carbon emissions remains an important issue in the airport industry, and given the current environment, the industry is at an inflection point. With COVID-19 drastically reducing airline travel in the near-term, how can airport owners and operators use this pause in development to improve their ESG considerations? With large expansionary projects on the backburner for the foreseeable future, how should airport owners and operators responsibly allocate their capital to improve and modernize their existing assets, with an eye towards sustainability?

Making airports more efficient and reducing greenhouse gas emissions is one way that airports can improve their long-term viability while increasing profitability and reducing environmental impacts. The panel will discuss how can airports operators utilize passenger data to reduce carbon emissions not just on the runway, but from travelers' front doors to the airport gates. Panelists will also take a look at successful carbon reduction programs already in use at airports in Europe, and how those considerations can be expanded and applied to US airports.

Presenters

Clive Condie, Ardian Airport Operating Partner and former Chairman and CEO, London Luton Airport
Stefano Mion, Senior Managing Director, Ardian

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1:15 PM – 1:45 PM

Virtual Room 2: Developer Options in Airport Privatization

Revisions to the 2018 FAA Reauthorization Act broadened the description of the Airport Investment Partnership Program, updated the eligibility criteria for investment, and removed the limitation on participating airports. This means that U.S. Airports may now explore a multitude of new business arrangements. These alternatives – and potential partnerships with investors and operators – provide airports with new, non-traditional development opportunities, including access to new funding sources and flexible partnership scenarios. This discussion with operators and equity partners will explore the new opportunities for airports to expand partnerships with the private sector, including complete P3, Airport/Equity Partnerships, and structured management agreements.

Moderator

G. Anderson Wilson, Aviation Director, Hill International

Panel

Gregory Huang, Vice President NA, CCR Airports

Martin Klepper, Chairman, Fengate Asset Management

Brent Tasugi, Principal, AMP Capital

Brett Simon, Associate Director, Strategic Consulting, Jacobs

Darcy Wilson, Senior Vice President, Oaktree

1:15 PM – 1:45 PM

Virtual Room 3: How Risks Gets Assessed Post-Pandemic

The coronavirus outbreak and the unprecedented measures to contain it resulted in the suspension, delay or material slow down for many projects under construction. How the impacts of these delays are contractually addressed varies by project and protracted negotiations will persist for some time for many existing projects. New projects in procurement must address coronavirus related risks upfront, which has delayed and even canceled some projects. The future project pipeline could be in jeopardy as public entities delay or cancel large capital projects to focus on preserving cash resources. Projects are also exposed to the weakening credit quality of construction companies that will also be unwilling to take fixed-price contract risk without appropriate risk allocation to mitigate coronavirus related risks, reducing the potential pool of bidders. Presenters will discuss the impact of this year's events in terms of risk, contracts, and the potential for new terms and structures to address previously unconsidered forms of risk and expectations for how it will be addressed moving forward.

Moderator

Larry Belinsky, Managing Director, Frasca & Associates, LLC

Panel

Catherine Deluz, Senior Vice President, Moody's Canada Inc.

Chris Elmore, Vice President, Public Sector and Infrastructure Banking Group, Goldman Sachs

Lloyd S. Lowy, Partner, Hawkins Delafield & Wood LLP

1:15 PM – 1:45 PM

Virtual Room 4: How Do I Design a P3? - Best Practices in Deal Structuring

The basis of all good public-private partnerships is in the structuring of the deal and the management/oversight of the contract. During this session both public and private sector experts will discuss the basic and best practices for P3 deal structuring. They will also share their views on the best practices for contract management for the long-term success of a P3.

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photo courtesy of LaGuardia Gateway Partners

Presenters

Amy Lloyd, Director, Citi

Matthew Neuringer, Senior Associate, Orrick

Daniel Piñán, Head of Corporate Development North America, Ferrovial

2:00 PM – 2:30 PM

Virtual Room 1: Planning Post Pandemics: Economic Uncertainty, Disruptive Technologies, and Growing Concerns for Sustainability

Airports of today are faced with an increasingly complex and evolving plethora of risks and challenges, beyond COVID and what will likely be a long economic recovery. How does airport leadership ensure that they are focusing on the right priorities? What processes can help review and evaluate not only risks but also opportunities? How do you bring together your staff to solve these issues using a multi-disciplinary approach? In this session, we invite two airports to share some of their thinking and discuss how capital asset planning may be structured to proactively manage both today's risks and be prepared for the tomorrow's unknowns.

Moderator

Sia Kusha, Group Head, Project Development and Partnering, Plenary

Panel

DJ Gribbin, Founder, Madrus LLC

Alexis Higgins, CEO, Tulsa International Airport

Gary M. Sypek, Deputy Director of Airports – Airport Development, Palm Beach International Airport

2:00 PM – 2:30 PM

Virtual Room 2: Smart Airports Through Digitalization

COVID-19 has urgently accelerated adoption of efficient technologies including touchless systems for both passengers and employees. In-terminal health screening, including on site COVID tests, is in rapid deployment. Communication with pax for virtual queuing, electronic food ordering and a wide array of notices requires implementation of new direct messaging systems and in many cases, upgrades of the communication infrastructure. Disinfection requirements involve nearly all terminal facilities and operations. This panel discussion will review needed changes for arrivals, departures and gate management and will describe the many cross zone upgrades required for social distancing and cleaning such as HVAC, seating, signage, queues, and customer experience.

Moderator

Ginger Evans, Chief Strategy Officer, CAG Holdings, LLC

Panel

Dee Bhawmik, Account Manager, Schneider Electric

Daniel Dunn, VP Operations, Materna

Regine Weston, Leader, Airport Planning, Arup

Faith Varwig, Principal, Faith Group, LLC

2:00 PM – 2:30 PM

Virtual Room 3: Financing and Project Delivery for Regional Airports: Options to Address Existing Needs

As major airlines cut routes and the travel industry struggles to adapt, how do regional airports finance and/or deliver important infrastructure needs in order to continue to compete in a post-COVID en-



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vironment? Our panelists, including the current Director of Stillwater Regional Airport and a former Regional Administrator of the US General Services Administration, will discuss procurement approach, federal support, and other alternative options.

Moderator

Charles Renner, Partner, Husch Blackwell

Panel

Paul Priegel, CM, Director, Stillwater Regional Airport, Oklahoma

Jason Klumb, Attorney/Advisor, Jason Klumb LLC; former Regional Administrator/SES, US General Services Administration

Adam Sachs, Partner, Husch Blackwell

2:00 PM – 2:30 PM

Virtual Room 4: Why Do a P3?: Identifying the Value Propositions and Building the Business Case for a P3

What are the business considerations that an airport must review before starting the P3 process?

Please join this session to hear a panel of experts discuss the elements that must be considered as the public builds out the business case for a public-private partnership. Also hear ideas as how to effectively communicate the business case to the community at large.

Presenters

Jed Freedlander, Head of Business Development, Phoenix Infrastructure Group

Seth Miller Gabriel, Director, BDO

Young Lee, Partner, Orrick

Thomas Shea, Principal, The Concourse Group LLC

2:30 PM – 2:45 PM

Networking Break / Virtual Expo Hall Tour / Digital 1 on 1s

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2:45 PM – 3:15 PM

Virtual Session 1: Leveraging Real Estate to Generate Revenue

In a time of uncertainty, how can airports leverage their existing and adjacent real estate to help bolster operations and revenue potential. Effectively using all avenues to combine with P3 partners can help drive success across business, economic development and social inclusion. How can airports become centers of commerce and not just as a vital travel and connection hub? Learn how Opportunity Zones and other tax credit programs can help maximize real estate partners, developments and drive new revenue streams for your airport.

Presenters

Jack A. Callahan, CPA, Partner - Construction Industry Leader, CohnReznick

Danielle J. Rinsler, AICP, Head of Aviation Policy, Uber

Holly Rockwell, Senior Executive Officer, Real Estate, Transit Oriented Communities and Transportation Demand Management, LA Metro

Jacob Vallo, Senior Director of TOD & Real Estate, MARTA

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2:45 PM – 3:15 PM

Virtual Session 2: Preparing a Successful Airport Procurement

A procurement model is a combination of design, construction, financing, operations, and maintenance. In this panel we discuss the key issues that public agencies must consider in conducting a project procurement - structuring the agreement, conducting a fair and competitive procurement process, and negotiating a final agreement that is transparent and protects the public interest. Panelists will review best practices and new approaches to procurement in the context of public-private partnerships, and consider how owners can most effectively structure risk transfer in design and construction costs, operational and maintenance challenges, and factors that can impact value for money analysis.

Moderator

Jensen Clarke, Director, Infrastructure Investments, Fengate Asset Management

Panel

Julian Anderson, President, Rider Levett Bucknall

Sue Lee, Senior Managing Director, Ernst & Young Infrastructure Advisors, LLC

Brett Simon, Associate Director, Strategic Consulting, Jacobs

2:45 PM – 3:15 PM

Virtual Room 3: JFK and LGA Privately Managed Single Terminal Projects During the Pandemic

The credit impact of the pandemic has not been uniform at the NYC single terminal project financings. La Guardia's new central terminal finishes construction, reducing its credit risk profile, despite weaker traffic demand. Anchor tenant agreements by credit stressed airlines have been honored to date and provide key credit mitigation, depending on the airline. The severe decline and protracted recovery in air travel has resulted in the indefinite delay of JFK IAT's terminal 4 expansion project. International travel remains limited, raising the doubts of the current need for the previously announced JFK transformation project. The PANYNJ has more limited resources now than before the pandemic, which could limit their ability to fund their previous capital commitments to large scale airport projects. However, air travel demand will return over time and the new facilities will need to meet traveler and airline demands in a post-COVID-19 world. This panel will discuss some of the key financing and credit considerations for PANYNJ and how such factors may also apply to other active projects.

Presenters

Jennifer Chang, VP-SA, Moody's Global Infrastructure and Project Finance Group

Kathrin Heitmann, VP-SA, Moody's Global Infrastructure and Project Finance Group

John Medina, VP-SCO, Moody's Global Infrastructure and Project Finance Group

2:45 PM – 3:30 PM EST

Virtual Room 4: How Do I Deliver a Project with the P3 Model?

What are the business considerations that an airport must review before starting the P3 process? Please join this session to hear a panel of experts discuss the elements that must be considered as the public builds out the business case for a public-private partnership. Also hear ideas as how to effectively communicate the business case to the community at large.

Presenters

Seth Miller Gabriel, Director, BDO

William Gorham, Vice President, Project Development and Partnering, Plenary Group

Mary Scott Nabers, President, Strategic Partnerships, Inc.

Michelle Rieger, Shareholder, Construction Practice Group Chair, Winstead PC



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3:30 PM – 4:00 PM

Virtual Room 1: Research Working for You – Tools and Tips for Implementing a P3

An introduction to the Airport Cooperative Research Program (ACRP), an industry-driven, applied research program that develops near-term, practical solutions to airport challenges. ACRP is authorized by Congress, sponsored by the Federal Aviation Administrations and managed by the Transportation Research Board (TRB) of the National Academies of Science, Engineering and Medicine. Several research projects have been funded for understanding the role of privatization and P3s in the airport environment.

Most recently, ACRP 03-46, *Evaluating and Implementing Airport Privatization and Public-Private Partnerships: Guidance for Airport Decision Makers* identifies lessons learned in the U.S. and international airport privatization models and provides airport practitioners and policymakers with guidance on strategies and capabilities necessary for achieving the benefits of successful implementation of privatization models. The guide includes an on-line decision-tree tool known as the Airport P3 Readiness Assessment tool and provides guidance with questions as well as the six outcomes made possible by input to the tool.

Presenters

Louis D. Wolinetz, Principal Consultant, WSP

Theresa H. Schatz, A.A.E. Senior Program Officer Airport Cooperative Research Program, National Academies of Sciences Engineering, and Medicine

3:30 PM – 4:00 PM

Virtual Room 2: The Impact of COVID-19 on Airport Operations and Maintenance: Business as Usual

P3s can include long-term operations and maintenance obligations that the private sector is responsible for delivering. O&M is a mounting challenge faced by airports across the country, and many P3 sponsors have stated that operations and maintenance services are one of the biggest reasons for considering a P3. We will discuss asset management strategies and how the inclusion of key deliverables in a P3 can help to maintain infrastructure and improve passenger experience. While also examining a number of active public-private partnerships and how operations and maintenance responsibilities have continued during the pandemic.

Moderator

Claudio Andreetta, Director, Business Development, Public-Private Partnerships (P3), Johnson Controls, Inc.

Panel

Jackie Coburn, Airport Planner, ARUP

Dave Grainger, Business Director, Johnson Controls, Inc.

Gregory Johnson, Partner, Squire Patton Boggs, LLP

Stuart McCluskie Vice President, Fengate Asset Management

3:30 PM – 4:00 PM

Virtual Room 3: What is Value for Money? A Primer

Not every infrastructure project can or should be delivered as a P3, and before initiating procurement as a P3 project, public agencies often undertake a business case analysis to determine whether a P3 is viable. The Value for Money (VfM) analysis was developed to compare the estimated total life cycle cost of a project implemented by a public agency with traditional infrastructure procurement vs.

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a P3 procurement. Some public agencies advocate a VfM be prepared at multiple stages of a project development and procurement, to help serve as a decision tool to ensure that the choice of a P3 procurement is the best long-term value proposition for the public sector at a given point in time based on the best information available. In this session we'll review how VfM analyses are performed, including assessment of risk allocation, risk analysis and quantification of risks and adjustments to create an "apples to apples" comparison.

Presenter

Michael Palmieri, President and Founder, p3point

4:00 PM - 5:00 PM

Networking Happy Hour

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5:00 PM

Day 2 Concludes

DAY 3: FRIDAY, SEPTEMBER 25, 2020

(all sessions times in ET)

12:00 PM – 12:30 PM

Virtual Room 1: Critical Factors To Keep Your Project Procurement on Track

As you look to deliver on your capital project and maintenance needs during the downturn, what elements should you focus on to ensure that you have chosen the right delivery model for procurement? The P3 model brings many benefits over traditional delivery models. Join this panel for an overview of the critical issues that must be addressed to ensure your project's success and how you can deploy specific strategies when utilizing alternative project delivery models.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

Roderick Devlin, Partner, Nixon Peabody

Bryan Kendro, Senior Program Management Consultant, RS&H

Sue Lee, Senior Managing Director, Ernst & Young Infrastructure Advisors, LLC

12:00 PM – 12:30 PM

Virtual Room 2: How to Inject Private Sector Innovation into Your Airport Without a P3 (Part 2 of 2)

Are P3s a non-starter but you still want private sector participation in your airport? This presentation will dive into the alternative forms where the private sector can inject into an airport innovation, efficiencies, a commercial culture and/or take operational risk without a P3.

Presenter

Jorge Roberts, CEO, AvPORTS

12:00 PM – 12:30 PM

Virtual Room 3: Global Insight: Ideas and Lessons Learned from Private Airport Operators Around the World

Outside of the United States, airport privatization has been an accepted and evolving method of developing and operating airports. In this conversation, we discuss P3 models from around the world, and look into innovative ideas and technologies being applied in P3 financing, development and operations.

Moderator

Steve Zehr, A.A.E., Independent Consultant to Hill International

Panel

Bill Fullerton, P.E., PhD, Chief Technical Officer, Fraport-Greece

Jorge Hernandez, Chief Executive Officer, Luis Munoz Marin International Airport (IALMM)

Jean-Pierre Tabet, Managing Director, Munich Airport

12:45 PM – 1:15 PM

Virtual Room 1: What Drives Private Sector Bidding?

The panel will focus on presenting an assessment of what the private sector is looking for when deciding whether bidding on airport infrastructure project opportunities. The audience will get a better understanding on what makes a project attractive and how investors think COVID has changed the nature of risk evaluation and project document requirements. The conversation will also touch on potential project red flags for bid teams, and how public-sector procurers can avoid them, and ways they can try to get best results in a competitive process.

Moderator

Larry Belinsky, Managing Director, Frasca & Associates, LLC

Panel

Jim Burchetta, Managing Director, Oaktree Capital
Jeremy Ebie, Managing Partner, Phoenix Infrastructure Group
Stefano Mion, Senior Managing Director, Ardian
Matthew Rinklin, Managing Director, GCM Grosvenor

12:45 PM – 1:15 PM

Virtual Room 2: The Business of Airports Post-COVID

Airports, and particularly airport P3s, are complex, ever changing entities that not only work like a big business, but serve as a critical economic engine for the entire community. And, while airport P3s and alternative delivery projects start out as a real estate and financing exercise, they transform into major construction projects which, upon completion, become multi-purpose business enterprises. The operations of these airports encompass airside activities, but also much more including hospitality, retail, baggage transport, parking, and rental operations. Join us for a discussion on the business of airports in a post-COVID world where our panel will share their insights and experiences and thinking now six months into the pandemic.

Moderator

Brett Smith, CEO, Propeller Airports

Panel

Frederick Acunto, Airport Manager, Albany International Airport
Nyika Allen, Director, Albuquerque International Sunport Airport
Mark Duebner, Director of Aviation, Dallas Love Field

12:45 PM – 1:15 PM

Virtual Room 3: Solving the Puzzle: Effective Project Delivery Selection Processes

No one project delivery method is right for every project. Whether a project is airside or landside, vertical or horizontal, it is incumbent on airports to develop and faithfully utilize a robust project delivery method selection processes to ensure that it selects the right delivery method. In this session panelists will draw on their years of experience to discuss best practices for delivery method selection processes, including key factors to consider in relation to potential use of P3 as a delivery tool.

Moderator

Yukiko Kojima, Attorney at Law, Nossaman LLP

Panel

David Boss, National Practice Consultant, HNTB
Steve R. Forrer, Executive Vice President and Chief Investment Officer, AFCO
Kyle Vinson, Vice President, Goldman Sachs

12:45 PM – 1:15 PM

Virtual Room 4: How to Work with Your Advisors to Achieve Your Project Deliverables

Walk through the development of a P3 project from the public sector point of view, with professionals in the field. Hear just what it is like in the room when public sector leaders speak with their advisors, asking difficult questions, and plot the course towards a successful project's delivery.

Presenters

Victoria Boyne, Senior Associate, Orrick
Branden Kiely, Vice President, The Concourse Group LLC
Sandra McQuain, Director of Operations, England Airpark

1:30 PM – 2:00 PM

Virtual Room 1: The Digital Transformation Journey Starts with Connecting

In this session, we will provide the technology convergence flight plan to give your digital transformation wings. Today, airports have access to more information than ever before. By connecting building, business and aviation systems on a secure, intelligent infrastructure, data gathered from both inside and outside of the airport can be used to produce actionable insights to help manage airport operations more systemically, safely and efficiently. This intelligence can deliver outcomes like enhanced passenger experience, unlock new revenue streams and capture operational efficiencies that positively impact the bottom line. Join us for this unique discussion of the smart, connected, digitally transformed airport of the future.

Moderator

Hank Monaco, Vice President, Johnson Controls

Presenters

Brian Cobb, CIO, CVG
Chad Pakett, Digital Sales Director, Johnson Controls
Steve Tukavkin, VP Digital Transformation, JFK T4 (JFKIAT)

1:30 PM – 2:00 PM

Virtual Room 2: COVID-19 as Catalyst for Airport Design Innovations

Airports have responded quickly to the coronavirus by implementing procedural and physical changes that enhance passenger health and safety. How will COVID-19 change the way airports are designed in the future? Does P3 delivery change how designers create new projects? What role does technology play in a future airport environment? We ask airport architects about the challenges and most importantly, the opportunities, of designing in a post-pandemic world.

Moderator

Steven Morris, Senior Vice President Aviation, Hill International

Panel

David Mason, NCARB, Regional Leader of Aviation + Transportation, HOK
Jonathan Massey, AIA, LEED AP, Managing Principal Aviation, Corgan
Jeff Weiner, AIA, Executive Vice President, PGAL
Terence Young, AIA, LEED® AP, Aviation Leader, Design Director, Principal, Gensler

1:30 PM – 2:00 PM

Virtual Room 3: Financing Challenges that Airport Issuers Face in a Post-COVID Environment and Potential Financing Alternatives

In this session we examine the financial headwinds for airports projects and how issuers (airports, airlines, developers) are securing financing in a post-COVID environment. We will examine financing structures that airports/developers are exploring, including tax-exempt, taxable issues, equity, and a number of different government programs.

Moderator

Marc McGrady, Vice President of Finance and Project Development, CAG Holdings

Panel

Christopher A. Poinsette, Executive Vice President and Chief Financial Officer, Dallas Fort Worth International Airport

Kevin Kone, Acting Chief Financial Officer, San Francisco International Airport

Robert DeMichiel, Managing Director, Citigroup Global Markets

1:30 PM – 2:00 PM

Virtual Room 4: Innovative Ways to Avoid Construction Disputes – DRBs and Their Application

Disputes and claims have been a part of construction projects for many years and oftentimes drag out well after the completion of the project, tying up valuable resources and adding costs. Actively managing the dispute or claim or, even better yet, helping avoid the claim or dispute entirely, saves time and money for all the parties involved. This workshop discusses how Dispute Review Boards (DRBs) have been used by airport projects and other complex construction projects to reduce and eliminate disputes. By having a DRB start at the beginning of a construction project, the DRB can often help involved parties avoid a dispute by being proactive with the parties in getting issues and disputes resolved while the project is on-going, so at the end of the project there are no remaining disputes. Our presenters will provide best practices for developing DRBs for P3 Projects and other project delivery methods.

Moderator

Elizabeth A. Tippin, Esq., FCI Arb, LEED AP

Panel

Robert Cedano, Esq., FCI Arb

Deborah B. Mastin, Esq., FCI Arb

Harold McKittrick, President, McKittrick and Associates, Inc.

2:00 PM – 2:30 PM

30 Minute Break: Virtual Expo Hall Tour / Digital 1 on 1s

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2:30 PM – 3:00 PM

Virtual Room 1: Structuring Retail Concessions in Airport P3s

A discussion of the various options available to airport owners to privatize retail concessions including their inclusion in airport P3 projects. This session reviews the transfer of revenue risk to the private sector and the appropriate level of owner oversight for a private sector managed concessions program. Panelists will also discuss the potential for innovations to drive sales growth and projecting airport retail concession revenues. Join us to hear directly from the airport owners and the retail concessionaires on what did and did not work in structuring these transactions.

Moderator

Allan Marks, Partner, Milbank LLP

Panel

Bob Helman, Chief Operating Officer, Aero Service Group

Brian Mulcahy, Director of Finance, Des Moines International Airport

Glen Ryniewski, Assistant Commissioner of Concessions and Customer Service, Chicago Department of Aviation

Ricky Smith, Executive Director, Baltimore-Washington International Thurgood Marshall Airport

2:30 PM – 3:15 PM

Virtual Room 2: Applying Design-Build Best Practices to Airport Project Delivery

In this session we will discuss the intersection of current design-build practices and how they should be adapted for projects. With a collaborative delivery inherently embedded in almost any alternative delivery approach, mastering the design-build learning curve is fundamental to successfully implementing projects. The panel will focus on identifying key issues and risk transfer considerations unique to design-build delivery followed by an interactive discussion addressing key implementation issues. What are the preparation steps needed to implement a project without prior hands-on design-build experience? How does the fixed price design-build approach translate to a procurement, particularly in relation to prescriptive versus performance-based requirements? Is there a progressive design-build option within the DB framework? How does the risk transfer and securitization of existing DBO models compare to traditional delivery? And how can commissioning approaches and acceptance metrics for design-build and DBO projects be applied in today's environment?

This session produced in partnership with the Young Professionals in Infrastructure (YPI).

Moderator

Jacinta Ching, Advisory Services, WSP

Presenters

Jose de Almagro, Senior Vice President, HNTB

Indhira Figuereo, Vice President/ Northeast-Central Regions Aviation Principal, WSP

Teddy Minch, Senior Manager of Business Development, Connecticut Airport Authority

3:15 PM – 4:00 PM

Closing Discussion: Thinking About Next Steps? Where to Go From Here?

In this closing conversation, we will provide a summary of the major concerns and themes discussed in this year's program, and how the benefits, values, and applications of alternative delivery models may provide airports in the design, building, financing, and operations & maintenance of their facilities.

Presenters

Lisa Buglione, Executive Director, AIAI

Jim Ray, Corporate President, HNTB

4:00 PM – 5:00 PM

Networking Happy Hour

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5:00 PM

2020 Summit Ends

Sponsor and Exhibitor Information



The Association for the Improvement of American Infrastructure is a non-profit, action-driven, member-led organization comprised of respected industry leaders committed to strengthening American infrastructure through Public-Private Partnerships. AIAI is the one organization with the ability to represent and promote the P3 industry, because AIAI members ARE the industry – leaders from a broad range of disciplines, including construction engineering, legal, finance, operations, logistics, legislation, public policy, academia, maintenance, planning and design. Built upon a foundation of extensive experience and knowledge, AIAI serves as a national proponent to facilitate education, raise awareness and develop legislation through targeted advocacy. AIAI is dedicated to moving P3s forward.

Lisa Buglione

Executive Director

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Chuck Stipancic Jr.

President and Chief Executive Officer

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Stefano Mion

Co-Head of US Infrastructure

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AvPORTS is the most experienced US-owned and based airport manager and operator with 650+ staff and a 93-year successful track record of having operated more than 30 airports and passenger terminals in the US. AvPORTS can provide an integrated airport management approach, including as a Part 139 certificate operator. The company has access to capital through its owner West Street Infrastructure Partners III, a family of infrastructure investment funds managed by the Merchant Banking Division of The Goldman Sachs Group, who also has a long track record with \$4 billion+ transportation infrastructure investment.

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Chief Marketing Officer

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With origins dating back to 1919, CohnReznick LLP is currently the 11th largest accounting, tax and advisory firm in the United States, combining the resources and technical expertise of a national firm with the hands-on, entrepreneurial approach that today's dynamic business environment demands. The firm was formed out of the combination of J.H. Cohn and Reznick Group in October 2012. CohnReznick serves a large number of diverse industries and offers specialized services for Fortune 1000 companies, owner-managed firms, international enterprises, government agencies, not-for-profit organizations and other key market sectors. Headquartered in New York, NY, CohnReznick serves its clients with more than 280 partners, 2,000 employees and 25 offices nationwide. The firm is a member of Nexia International, a global network of independent accountancy, tax, and business advisors.

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Fengate Asset Management is a leading investment firm specializing in real assets, with a focus on infrastructure, private equity and real estate. With offices in Toronto, Houston, Vancouver, New York and Oakville, Fengate has a proven track record of successful projects and results-driven partnerships, establishing the firm as one of the most active real asset investors and developers in North America.

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Hill International, Inc. (Hill) provides program and project management, construction management, cost engineering and estimating, quality assurance, inspection, scheduling, risk management, and claims avoidance for major construction projects worldwide. In the aviation market, Hill employs more than 600 professionals with airport experience, who have delivered more than 250 airport projects in eighteen countries. This represents more than \$120 billion in airport construction; with \$20 billion completed in the last three years alone.

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HNTB Corporation is an employee-owned infrastructure firm serving clients, both public and private, nationwide. With 106 years of service in the United States, HNTB understands the life cycle of infrastructure and consistently and sustainably addresses clients' most complex technical, financial, strategic and operational challenges.


Our depth of client relationships and custom approach to alternative delivery allow us to help clients optimally identify and manage risks, and structure and deliver projects and programs. HNTB is dedicated to helping clients navigate an evolving infrastructure landscape through providing innovative solutions that drive success.

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We have deep experience involving aircraft acquisition, disposition, leasing and financing transactions, ranging from fleetwide transactions involving hundreds of commercial aircraft and engines to individual private and business aircraft. In addition, our aviation law attorneys negotiate a variety of domestic and international commercial airline agreements such as in the areas of charter, cargo, procurement, tech ops, and sales and marketing.

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Johnson Controls is a global provider of building systems, equipment and technologies that maximize overall building efficiency and performance. JCI delivers products, services and solutions that increase energy efficiency making operating costs more predictable and sustainable necessary to guarantee outcomes over long concession periods.


Our portfolio is a cross section of diverse social infrastructure facilities ranging from acute care hospitals, detention centers to courthouses. We currently have eighteen (18) projects in Operations and have a strong performance history and customer satisfaction record with all.

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Meridiam is a leading developer, equity investor and asset manager of greenfield essential infrastructure projects through public-private partnerships (P3) with deep expertise in North America, Europe, and Africa. With US\$6.8bn of assets under management across seven long-term infrastructure funds, and a focus on social, transportation, energy, communications, and environmental assets, Meridiam strives to establish a long-term contractual relationship between the public and private sectors. Meridiam currently manages 68 projects worldwide, including 14 projects across North America, including LaGuardia Airport Central Terminal Redevelopment in New York, the Long Beach Courthouse in California, and the Purple Line Light Rail Project in Maryland

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Nossaman LLP is the law firm that project owners and developers turn to when they need experienced attorneys and advisors to assist in the delivery, financing and administration of complex projects, including education facilities, courthouses, correctional facilities, water/wastewater projects, toll roads and managed lanes, bridges, tunnels and highways. Our internationally recognized Infrastructure Practice Group has worked on the successful delivery and implementation of major infrastructure projects in more than 30 states and several foreign countries.


With more than two decades of precedent-setting work behind us, we have unmatched experience with public-private partnerships (P3s), design-build, design-build-operate-maintain, construction management at-risk and other delivery methods. Nossaman counsels clients from the earliest stages of project and program planning through to procurement, project financing, project construction, and project implementation. At the forefront of advocating for the use of P3s on US social infrastructure projects, our attorneys have drafted model social infrastructure P3 legislation to provide a blueprint for authorizing legislation. We understand the big picture, as well as focus on the fine details, and help our clients find creative solutions to the challenges they face.

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PCL consistently delivers the highest value for the lowest cost in the AFP/P3 marketplace, and has for over 20 years. As a result, we are one of North America's most prolific constructors, having partnered on nearly 70 alternative financing P3 projects valued at over \$15 billion. PCL is composed of a group of independent construction companies that carries out work in the social infrastructure, civil infrastructure, and heavy industrial markets across North America, the Caribbean, and Australia, with a 114 year history and annual volumes that exceeds \$7 billion, making us one of the largest contracting organizations in North America.

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Plenary Group is an independent long-term investor, sponsor and operator of public infrastructure.


We have become North America's leading specialized developer of long-term partnership projects, with a project portfolio of more than CAD\$17 billion across both Canada and the United States, including 32 projects in the health, transportation, defense, justice, education and government accommodation sectors. We adopt a holistic approach to delivering our projects by embracing finance, planning, design, construction, complementary commercial development and asset management operations.


Plenary creates community assets that offer value for money for governments and taxpayers, and we actively manage the performance of our projects with an uncompromising focus on lifecycle performance. Governments and public sector agencies look to our team to be a trusted and authoritative voice in undertaking public infrastructure that meets the genuine needs and aspirations of a community. With 19 operational projects, our reputation is built on having delivered diverse and challenging privately-financed public infrastructure projects, and we pride ourselves on innovation and finding new ways to overcome traditional obstacles. We bring infrastructure to life.

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We partner with airport authorities and local communities to privately develop and operate passenger terminals and support facilities, commercially develop on-airport properties, primarily for aeronautical purposes such as Maintenance Repair and Overhaul (MRO) companies, aircraft completion centers, Fixed Based Operators (FBOs) and also related non-aeronautical uses such as hotels, office parks and service companies.

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Winstead's multidisciplinary project finance group has grown to encompass every aspect of the planning, financing and development of public-private partnerships (P3s). Our infrastructure attorneys possess a thorough understanding of the unique construction, procurement, financing, and tax matters that arise in P3 transactions, particularly in the context of Texas law. Winstead works closely with its clients to weigh the risks and benefits of the transaction, maximizing both public and private resources to achieve the most efficient outcome and optimize community impact. We have represented all parties at the negotiating table, including governmental entities, developers, lenders, and investment banks. This background gives us the ability to understand the needs and motivations of all parties involved.

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2020 P3 Airport Summit Program: Daily Schedule

Day 1: Wednesday, September 23, 2020 (all sessions times in ET)

12:00 PM - 12:30 PM	Conference Welcome Former Governor Martin O'Malley			
12:30 PM - 1:00 PM	Opening Session: Post-Pandemic Operational and Capital Strategies			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
1:15 PM - 1:45 PM	The Role of Alternative Delivery in the Face of Our Most Pressing Challenges	Private Operators Rapid Response to COVID-19	Policy Through the Pandemic: A Conversation with ACI-NA's Annie Russo	Reinventing the Terminal Experience
2:00 PM - 2:30 PM	How to Inject Private Sector Innovation Without a P3 (Part 1 of 2)	Airport CFO Panel: Planning Through Uncertainty	Tracking and Ensuring Diversity and Inclusion	From Stakeholder to Partner: Airlines Changing Roles on Airport P3 Projects
2:30 PM - 2:45 PM	Networking Break Virtual Expo Hall <i>Special Thanks to Our 2020 Co-Chair Partner: Hill International</i>			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
2:45 PM - 3:15 PM	Airport Owner Panel: Planning Post-COVID-19	What's Next? Airport Modernization and Expansion Projects in a Post-Pandemic World	The Differences Between Project Funding vs. Project Financing	Current Trends in Air Cargo
3:30 PM - 4:00 PM	Fireside Chat with Greater Orlando Aviation Authority	Factors Affecting Capital Funding Sources	Real Talk on the State of America's Airports Right Now	Impact of Current Trends on Air Cargo Facility Development and Finance
4:00 PM - 5:00 PM	Happy Hour Video Networking in Summit Networking Hall <i>Special Thanks to Our 2020 Diamond Sponsors: AvPorts and Aviation Facilities Company (AFCO)</i>			

2020 P3 Airport Summit Program: Daily Schedule

Day 2: Thursday, September 24, 2020 (all sessions times in ET)

12:00 PM - 12:30 PM	Opening Keynote: Kirk Shaffer, Associate Administrator for Airports, FAA			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
12:30 PM - 1:00 PM	Technology and Cargo: Why Now is the Time for the Aviation Sector to Embrace the Future	A Conversation with Two Capitol Airports	Innovative Approaches to Capital Finance	Technical Due Diligence to Prepare for a P3
1:15 PM - 1:45 PM	Using the Development Pause to Create An Environmentally Sustainable Smart Airport	Developer Options in Airport Privatization	How Risks Gets Assessed Post-Pandemic	How to Design a P3? Best Practices in Deal Structuring
2:00 PM - 2:30 PM	Planning Post Pandemics: Economic Uncertainty, Disruptive Technologies, and Growing Concerns for Sustainability	Smart Airports Through Digitalization	Financing and Project Delivery for Regional Airports	Why Do a P3?: Identifying Value Propositions and Building the Business Case
2:30 PM - 2:45 PM	Networking Break Virtual Expo Hall <i>Special Thanks to Our 2020 Diamond Partners: CAG Holdings and Fengate</i>			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
2:45 PM - 3:15 PM	Leveraging Real Estate to Generate Revenue	Preparing a Successful Airport Procurement	JFK and LGA Privately Managed Single Terminal Projects During the Pandemic	How Do I Deliver a Project with the P3 Model?
3:30 PM - 4:00 PM	Research Working for You: Tools and Tips for Implementing a P3	The Impact of COVID-19 on Airport O&M: Business as Usual	What is Value for Money? A Primer	
4:00 PM - 5:00 PM	Happy Hour Video Networking in Summit Networking Hall <i>Special Thanks to Our 2020 Diamond Partners: HNTB and PCL</i>			

2020 P3 Airport Summit Program: Daily Schedule

Day 3: Friday, September 25, 2020 (all sessions times in ET)

	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
12:00 PM – 12:30 PM	Critical Factors To Keep Your Project Procurement on Track	How to Inject Private Sector Innovation into Your Airport Without a P3 (Part 2 of 2)	Global Insight: Ideas and Lessons Learned from Operators Around the World	
12:45 PM – 1:15 PM	What Drives Private Sector Bidding?	The Business of Airports Post-COVID	Solving the Puzzle: Effective Project Delivery Selection Processes	How to Work with Your Advisors to Achieve Your Project Deliverables
1:30 PM – 2:00 PM	The Digital Transformation Journey Starts with Connecting	COVID-19 as Catalyst for Airport Design Innovations	Financing Challenges Airport Issuers Face Post-COVID and Potential Financing Alternatives	Innovative Ways to Avoid Construction Disputes – DRBs and Their Application
2:00 PM – 2:30 PM	Networking Break Virtual Expo Hall <i>Special Thanks to Our 2020 Platinum Partners: Becker, CohnzReznick, and Milbank</i>			
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4
2:30 PM – 3:00 PM	Structuring Retail Concessions in Airport P3s	Applying Design-Build Best Practices		
3:15 PM – 4:00 PM	Closing Discussion - Thinking About Next Steps? Where to Go From Here?			
4:00 PM – 5:00 PM	Happy Hour Video Networking in Summit Networking Hall <i>Special Thanks to Our 2020 Platinum Partners: Nossaman, Plenary, and Propeller Airports</i>			
5:00 PM	2020 Summit Concludes			

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