A large, stylized white Gateway Arch is positioned on the right side of the image, extending from the top to the bottom. The background is a solid red color with a faint, semi-transparent image of the Gateway Arch and the airport terminal building.

# **ST. LOUIS LAMBERT** INTERNATIONAL AIRPORT

*Public-Private Partnership » Response to RFQ » November 1, 2019*



**MOMENTUM**  
AVIATION PARTNERS

# COVER PAGE >>

The Team Members that make up **MOMENTUM** AVIATION PARTNERS include the following firms.

FIRM	ROLE
Partners Group	Lead Equity
Aeropuerto de Cancún, S.A. de C.V. ("ASUR")	Lead Operator/Equity
Hunt Construction Group, Inc. (AECOM Hunt)	Lead Construction/Engineering
Branson Airport, LLC	Operator
Vasey Aviation Group, LLC	Senior Advisor/Operating Partner
Lewis Rice	Legal
Milbank LLP	Legal
Kaplan Kirsch & Rockwell	Legal
Liberty Bank	Commercial/Community Banking
Campbell-Hill Aviation Group, LLC	Traffic Forecasting
REI Investments	Real Estate Advisory
Global Parking System, Inc.	Parking
Fentress Architects	Architect
HOK	Architect
CHA Consulting, Inc.	Civil Engineering
C. Rallo Contracting Co., Inc.	Construction

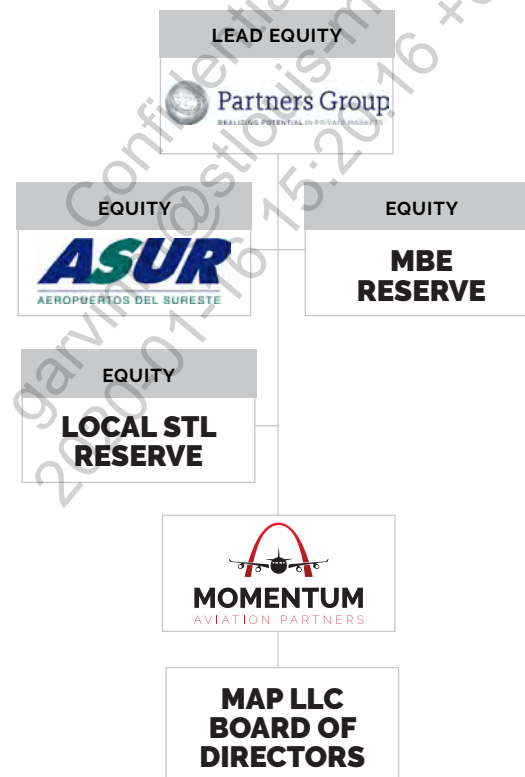
*Information for each firm is provided in Section 3. Description of Respondent.*



# DESCRIPTION OF RESPONDENT >>

a. Description of Respondent: Provide a description of the Team, including a description of all Team members and the anticipated legal relationship (governance and shareholder structure) among the Team members (e.g., partners, shareholders, client-consultants, etc.) as appropriate. Also provide a description of any upstream relationship to financially responsible entities. b. Controlling Interest / Ultimate Ownership: Identify the individuals or companies who hold an ownership interest of ten percent (10%) or more in each Team member, including any foreign entities and sovereign nation participation.

## EQUITY TEAM ORGANIZATIONAL CHART



## OVERALL TEAM ORGANIZATIONAL CHART







# Partners Group

REALIZING POTENTIAL IN PRIVATE MARKETS

## PARTNERS GROUP

### **Role: Lead Equity**

Partners Group is a global private markets investment manager serving over 900 institutional investors. Partners Group has over \$90 billion in assets under management and over 1,300 professionals across 20 offices worldwide. Partners Group realizes potential in private markets by financing and developing great companies, desirable real estate and essential infrastructure. Value is created in investments through active and long-term responsible ownership. Since inception, the firm has invested \$100 billion in private equity, private real estate, private debt and private infrastructure. Partners Group's financial strength, global reach and local presence, as well as industry experience across private markets, enables them to successfully engage with industry leaders and entrepreneurs in all key markets.

Partners Group began investing in infrastructure in 2001 and has grown to a platform with \$11 billion in assets under management. Today, the firm boasts a robust global record of accomplishment driven by significant deal flow, relative value strategy and active value creation in transportation, renewables, midstream and infrastructure services. Partners Group's Private Infrastructure team consists of 69 dedicated professionals with diverse global backgrounds. Senior investment professionals with an average of over 19 years of relevant industry experience lead a dynamic team spread globally across Partners Group's offices in the Americas, Europe and Asia.

Partners Group began investing in private real estate in 1999 and has grown to a platform with \$14.5 billion in assets under management. Today, the firm's dedicated local teams invest across the globe and focus on value creation opportunities through owner-oriented active asset management in the retail, office, industrial, hotel, and residential property markets. Partners Group's Private Real Estate team consists of over 65 dedicated private real estate professionals with a diverse range of skills and backgrounds. Senior investment professionals with an average of over 20 years of relevant industry experience lead a dynamic team based across Partners Group's offices in the Americas, Europe and Asia.

At this stage, Partners Group has engaged two members of its Senior Advisor network to support it in the process: Andrew Vasey and Giulio Leucci.

**Andrew Vasey** is the President and founder of Vasey Aviation Group LLC, providing strategic and infrastructure advisory services to private equity funds, airlines and airport operators. He has over thirty years of experience with the financing, planning, design, construction and operation of airport facilities across the U.S. and Europe

(including P3's). Mr. Vasey was the Senior Advisor to the winning consortium of the San Juan PR airport P3 (the largest US airport P3 transaction in the FAA airport program) and the Chief Development Officer of Aerostar Airport Holdings LLC, the private company set up to operate the airport. He was also the Senior Advisor to Propeller Airports for the new terminal at Paine Field in Seattle and the Program Executive for the development of the new Branson Airport in Branson, Missouri.

**Giulio Leucci** is a private equity executive and senior advisor to Partners Group, currently member of the executive board at Aeroport Toulouse-Blagnac.

He previously served as a member of the board of directors and interim CEO of the Billy Bishop Toronto City Airport passenger terminal during Partners Group's investment period, under which he successfully oversaw the completion of the terminal upgrade construction project which brought modernized passenger lounges, with additional capacity and new locally-inspired, food, beverage and retail offerings.

Prior to Billy Bishop, Mr. Leucci held senior roles in asset management for Manchester Airports Group and Edizione, S.r.l., where he was actively involved in public-private partnership procurement and overseeing airport commercial development, financing & refinancing, large capital projects and change management initiatives.

**In addition, Partners Group's senior infrastructure team has deep experience in the airport sector and public-private partnerships.**

**Todd Bright**, head of the Partners Group Americas Infrastructure investment team, served on the board of the Billy Bishop passenger terminal and helped drive the various value creation initiatives that were a focus during the ownership period (see Section 5 for additional details).

**Livio Fenati**, Managing Director in Partners Group Private Infrastructure investment team. Prior to joining Partners Group he worked as a Global Head of Corporate Development Atlantia, where he was Chairman and CEO of Aéroport de la Côte d'Azur (ACA) Holding, Board Member of ACA (Nice, Cannes, St Tropez airports: c. 14m Pax), Board Member of Aeroporti di Bologna (c.9m Pax) and responsible to support Aeroporti di Roma (49m Pax) international expansion in Europe and Asia.

**Ed Diffendal**, Managing Director in Partners Group Private Infrastructure investment team has 22 years of funding private infrastructure projects across the United States. Ed previously served as Principal-in-Charge for the South Norfolk Jordan Bridge project in Chesapeake, VA and the Cline Avenue Bridge project in East Chicago, IN. Ed performed all financial underwriting, including raising debt and equity to fully fund the P3 project from private sources.

# ASUR

AEROPUERTOS DEL SURESTE

## AEROPUERTO DE CANCÚN, S.A. DE C.V. ("ASUR")

### **Role: Lead Operator/Equity**

Grupo Aeroportuario del Sureste S.A.B. de C.V., which will participate in the Consortium through its subsidiary Aeropuerto de Cancún, S.A. de C.V. ("Aeropuerto de Cancún") (collectively "ASUR"), is a 21 years old New York Stock Exchange-listed Mexican airport operating firm that was founded in 1998 as part of the Mexican government's program for the opening of México's airports to private-sector investment. Today, ASUR is a leading airport operator with 16 airports under management and a market capitalization of \$4.85 billion. ASUR has strong relationships with more than 80 major international, US and regional airlines, as well as a strong track record for route development and non-aeronautical revenue growth. ASUR has deep knowledge of the aviation market through its operation of Cancún International Airport, the second largest airport in México behind México City, and its ownership and operation of the Luis Muñoz Marín International Airport (the "SJU Airport" or "LLM Airport") in Carolina, Puerto Rico. ASUR holds one of the only two privately held FAA Part 139 Airport Operating Certificates in the US (with the other Part 139 license held by consortium member Branson Airport LLC.)

Moreover, ASUR holds concessions to operate, maintain and develop eight other airports in the southeast region of México (Cozumel, Huatulco, Le. Manuel Crescencio Rejón (Mérida), Minatitlán, Oaxaca, Gral. Heriberto Jara (Veracruz), CPA Carlos Rovirosa Pérez (Villahermosa), and Tapachula and also holds a concession to administrate, operate, develop and maintain six airports in Colombia through 2048 (Enrique Olaya Herrera Airport in Medellín, José María Córdova International Airport in Rionegro, the Los Garzones Airport in Montería, the Antonio Roldán Betancourt Airport in Carepa, the El Caraño Airport in Quibdó and the Las Brujas Airport in Corozal). In total, ASUR operates 5 of the 20 busiest airports in México (measured by total passengers), the largest airport in Puerto Rico and the second busiest airport in Colombia, ensuring safe and enjoyable travels for more than 52 million tourist, business, and personal travelers each year.

» Specific Project Information for each Team Member is provided in the Appendix.



HUNT CONSTRUCTION GROUP, INC.  
(AECOM HUNT)

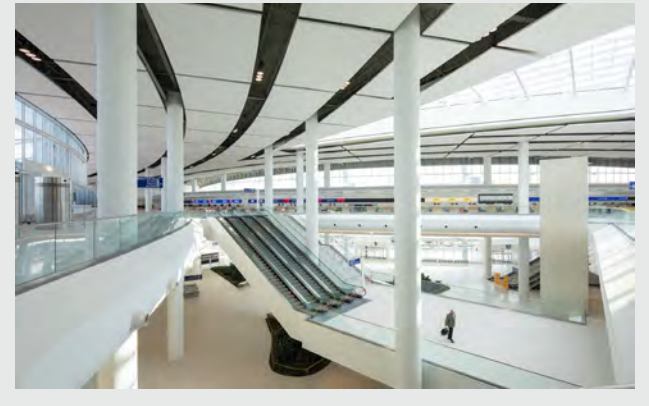
Role: Lead Construction/Engineering

Doing business as AECOM Hunt, Hunt is a subsidiary of AECOM which is ranked second among General Buildings Contractors by Engineering News-Record.

AECOM Hunt has built some of the most innovative and impressive aviation facilities across the country. Their aviation experience includes a wide range of project types – from brand new terminals, to new baggage handling systems and other interior modernizations, to tenant fit-outs and everything in between. While these projects are often multi-phased and require a great deal of coordination with multiple parties, AECOM Hunt has risen to the challenge every time. In fact, they have over 70 aviation projects in their portfolio, 67% of which have been for repeat clients.

For 75 years, they've focused on their clients' specific needs and consistently exceeded expectations. In a dozen different industries, and through various delivery methods, AECOM Hunt is positioned to handle the most challenging projects. *If you dream it, they'll build it.*

AECOM Hunt served as Construction Manager at Risk for the **Louis Armstrong New Orleans International Airport North Terminal**. This new 35-gate airport terminal is just under 1,000,000 SF, and is spread across three concourses. First flights are scheduled for November 6, 2019.



BRANSON AIRPORT, LLC

Role: Operator

Branson Airport ("BKG"), located in Branson, Missouri, was the first for-profit, privately financed and operated commercial service airport in U.S. history. The Airport was created through a public-private partnership and is operated by Branson Airport LLC under a long-term lease contract with Taney County, MO. Operations began when the airport opened its doors in May 2009.



The company has a staff of 65 professional airport employees providing a full range of services at the Airport. Services include contract ticket agents for airlines, ground handling for the airlines and general aviation customer, aircraft fueling, aircraft maintenance, airport parking which is operated in house, aircraft rescue and firefighters (ARFF), police, restaurant operations, news and gift shops, travel services, customer call center, airport operations and airport maintenance. The company is led by Stephen Peet Chairman of the Board and CEO and Jeffrey Bourk, Airport Director and Board Member.

The Branson Airport maintains their privately held FAR part 139 Certificate in the FAA Central Region with a perfect inspection record for the past 10 years.



VASEY AVIATION GROUP

Role: Senior Advisor/Operating Partner

Vasey Aviation Group LLC (VAG) provides program management, operations, strategy, and capital planning services to the aviation industry worldwide. This includes airlines, airports, and non-airline airport users. Founded in 2005, VAG exemplifies experience and expertise in the field with a robust advisory resume in Public Private Partnerships, air service development, airport operations management, and other aviation industry pursuits. Vasey Aviation was the Senior Advisor to the winning consortium of the San Juan PR airport P3 (the largest US airport P3 transaction in the FAA airport program), the Senior Advisor to Propeller Airports for the new terminal at Paine Field in Seattle, the Senior Advisor for the P3 of the South Terminal at Austin, Texas and the Program Executive for the development of the new Branson Airport in Branson, Missouri.



# LEWIS RICE

## LEWIS RICE

### *Role: Legal*

With more than 150 lawyers practicing in all of the major legal specialty areas, Lewis Rice is a leading regional law firm in the Midwest serving clients coast to coast.

Founded in 1909, Lewis Rice is proud to have served its communities for more than a century. They enjoy a strong historical foundation and reputation for excellence, as well as the size and resources to serve the demanding and dynamic legal needs of today's business community.

Their attorneys come from diverse educational, social, economic and cultural backgrounds. Their lawyers are graduates of more than 30 different law schools and more than 70 different colleges and universities. Lewis Rice believes this diversity is one of their core strengths, bringing a broad variety of perspectives and approaches to their clients' diverse and dynamic legal needs.

Lewis Rice's fiscal success is not dependent upon any individual client or industry concentration. They serve as counsel to a broad range of local, regional and national businesses as well as individuals. Their clients include technology companies, financial institutions, manufacturers, wholesalers and retailers, real estate developers, insurance companies, health care providers, publishers and broadcasters, municipalities, and service and professional firms, among others. They maintain a number of practice groups to serve the diverse needs of their clients.



## KAPLAN KIRSCH & ROCKWELL

### *Role: Legal*

Kaplan Kirsch & Rockwell is a national law firm focused exclusively on infrastructure project work. Airport law and public-private partnerships are two foundational areas of the firm's practice, with the Firm's airport law practice comprising the largest such practice in the country with experience at well over 100 airports. The firm regularly advises on matters including concession contracting, airside and landside development, environmental impacts and conformity, grant assurances and compliance with Part 16, labor and employment matters, use and lease agreements, and bond financing – as well as funding and operating airports through public-private partnerships.

The firm's public-private partnership experience includes work under the Airport Privatization Pilot Program (the predecessor to the AIPP) and on both "greenfield" and "brownfield" (long term concession and lease) projects. The firm's unique combination of airport law and public-private partnership practices led to it to being the only boutique U.S. law firm to receive a commendation in the 2018 Financial Times Innovative Lawyers Awards North America for advising on the Paine Field terminal project in suburban Seattle (Snohomish County, Washington). The firm is a thought leader on airport law and public-private partnerships, having co-authored the Transportation Research Board's Airport Cooperative Research Program report Considering and Evaluating Airport Privatization (2012); published annually since 2005 the Airport Law Desk Reference in partnership with the American Association of Airport Executives (AAAE); and produced its own primer Evaluating P3 Airport Projects: An Introduction for Airport Lawyers.

# Milbank

## MILBANK LLP

### *Role: Legal*

Founded in New York over 150 years ago, Milbank LLP is a leading international law firm that provides innovative legal services to clients around the world. Milbank's lawyers collaborate across practices and offices to help the world's leading commercial, financial and industrial enterprises, as well as institutions, individuals and governments, achieve their strategic objectives.

Milbank has been involved in some of the most exciting and innovative infrastructure and public-private partnership (PPP) transactions globally, including across the Americas, Europe and Asia. Milbank's lawyers are recognized as global industry leaders in the provision of legal advisory services to the transportation and social infrastructure industry. It has served as counsel in a broad range of infrastructure assets including airports, ports, rail, roads and mass transit. Milbank's commitment to providing superior client service is reflected in its extensive involvement with the successful development and financing of major worldwide infrastructure projects, as well as its global reputation as leading project finance legal advisors.

Milbank has extensive experience representing owners, operators, developers and lenders in a wide range of infrastructure projects utilizing a variety of procurement and financing options, including the rapidly expanding PPP sector. The breadth and depth of Milbank's industry experience means its lawyers offer not only legal excellence but also sensitivity to industry specific commercial issues necessary to form a dynamic problem-solving component of the project team. As evidence of its outstanding reputation in this sector, Milbank is highly ranked for Projects: PPP in Chambers USA-Nationwide. Milbank also received numerous "Team of the Year" and "Law Firm of the Year" awards, and transactions in which Milbank is involved are regularly recognized with "Deal of the Year" awards by industry publications.







## LIBERTY BANK

### **Role: Commercial/Community Banking**

With total assets of approximately \$600 million, Liberty Bank is the second largest African American Owned Commercial Bank in America. In 1972, Liberty Bank was chartered in New Orleans, Louisiana with a focus on service, integrity and a sincere interest in community and business development. Nearly five decades later, Liberty has expanded its footprint to eight states and nearly 20 branch offices. Liberty Bank's growth has been the result of acquisitions, fruitful partnerships, aggressive marketing, strong management, staff productivity and the trust it enjoys in the community. It all adds up to an efficient, well-capitalized institution that is perfectly positioned to continue fast-paced growths in both profits and assets. Liberty Bank is passionate about helping more people achieve more economic freedom.



REAL ESTATE SERVICES

## REI INVESTMENTS

### **Role: Real Estate Advisory**

REI is a full-service real estate company that owns approximately 1 million square feet and manages over 2.8 million square feet of office space in the Indianapolis area alone and has decades of experience working on major development and construction projects across the nation. REI has over \$750 million in real estate currently under development including numerous full-service hotels in Indiana, Kentucky, North Carolina, and Texas. Moreover, REI provides a full range of real estate services to local, regional, and national clients and seeks to build long-term relationships that build value for all parties involved. REI is a privately held LLC with Mike Wells serving as President and 25% owner. The company was formed in 1994 and currently has over 70 employees.

Mr. Mike Wells will be consulting on terminal development, capital projects, and airport real estate development opportunities based upon his extensive airport experience having served on the Indianapolis Airport Authority Board for 22 years, with 12 of those as Chairman. Wells was the driving force behind the \$1 billion construction of the new \$1 billion Midfield Terminal in Indianapolis. The airport has been ranked the number one airport in North America for six of the last seven years according to Airports Council International.



## CAMPBELL-HILL AVIATION GROUP, LLC

### **Role: Traffic Forecasting**

The Campbell-Hill Aviation Group, LLC (Campbell-Hill) is a privately-owned U.S. consulting firm providing a wide range of services to the aviation industry. Campbell-Hill's client base includes airports, passenger airlines, all-cargo carriers, industry associations, financial institutions and city, state, and federal government agencies.

Campbell-Hill has provided quality and effective consulting service since 1993. The firm includes 14 professionals with over 200 combined years of aviation and airline experience. Their professional backgrounds encompass airline network planning and route strategy, corporate planning, pricing, scheduling, revenue management, marketing, distribution and sales analysis, economic forecasting, cargo analysis, government and regulatory affairs, litigation support and statistical modeling.

Campbell-Hill Aviation Group, LLC specializes in developing strategies for air service expansion, air service deficiency studies, leakage studies, comparative airport analyses, incentive program review/benchmarking, route proposals and presentations, air cargo analyses, and marketing.

Campbell-Hill has extensive experience working with airports and communities on air service development efforts. They have been providing air service development consulting services since 1993. This work has covered all types of airports from large hubs such as Philadelphia, Orlando, and Portland to medium hubs like Austin, Jacksonville and Sacramento to small hubs like Richmond, Ontario, Spokane, Oklahoma City and Santa Barbara. Campbell-Hill is currently under contract for air service development to 24 domestic airports and 10 international airports.



GLOBAL PARKING SYSTEM, INC.

## GLOBAL PARKING SYSTEM, INC.

### **Role: Parking**

Global Parking System, Inc. is a global parking and transportation company, and one of the largest African-American owned parking operators in the US. Global Parking Services specializes in parking, transportation, and asset management. Global is the current operator of the municipal parking P3 for the City of Indianapolis and operated the airport valet and shuttle bus operations at Indianapolis International Airport for over ten years.

Founded in 1999, Global leases, manages and owns commercial parking facilities. Their focus is on delivering premier parking solutions that maximize ease and convenience for the traveler and enhance the image and profitability of our clients. Global does this by providing exemplary service, innovative solutions, and by carefully considering the bottom-line concerns of our clients, both governmental and private.

The difference Global Parking System provides is the quality of employee selection and orientation, training, management, attention to detail and how well we understand the importance of working with our clients. GPS' commitment to this process and the development of our human resources is unparalleled in the industry. We continually boost in our ability to increase revenue, decrease customer complaints and improve the overall customer experience by Value-Added Amenities and convenience.

GPS is part of the ParkIndy, LLC team that was recently awarded a 50-year parking contract through the City of Indianapolis with an estimated \$363 million to \$620 million in meter revenue over the life of the 50-year parking meter contract.



» Specific Project Information for each Team Member is provided in the Appendix.





## FENTRESS ARCHITECTS

### Role: Architect

Fentress Architects is a global leader in airport terminal design and sustainable strategies. Fentress has designed the most recognized airports in the world, including Incheon (rated Best Airport Worldwide for 12 consecutive years by Airports Council International), San Jose, Los Angeles and Denver (named Best Airport in North America by the 2019 Skytrax World Airport Awards) International Airports. The Fentress studio has been involved in more than 45 airport designs and design competitions during the past 30 years and has provided planning, design management, architectural support, and construction management services to airports across the United States and internationally.

Fentress Architects is known for buildings that are as cost-efficient and functional as they are ambitious in their architectural vision. The firm's early commitment to sustainable design is demonstrated at Denver International Airport—one of the largest daylight facilities in the world. This dedication to creating buildings that show respect for their communities and our future continues today with the Los Angeles International Airport Tom Bradley International Terminal - LEED Gold, Sacramento International Airport Terminal B and Concourse - LEED Silver, and Mineta San Jose International Airport Terminal B - LEED Silver. With more than 40 LEED Accredited Professionals, the firm has established its knowledge in sustainable strategies and practices.



#### LAX Tom Bradley International Terminal

The Fentress design team solicited input from dozens of stakeholders and the community in order to meet the client's and community's needs. A year-long visioning process and public feedback informed the concept—to create a design that was quintessentially Los Angeles.



#### SJC Terminal Area Improvement Program

Inspired by Silicon Valley's innovative technology, Fentress Architects' design incorporates inventive features that improve the travel process for passengers and the airline industry. The design sets new standards in ticketing, security, and baggage handling while enhancing passenger comfort.

Fentress Architects' goal for each airport project is to collaborate with the client to create an innovative and sustainable facility that is ambitious in design and practical in use. Airports are places that launch people into adventure while serving as economic drivers for their city, state and nation. Too many airport projects have forgotten that travel should be fun, with convenience and comfort aimed at elevating the passenger experience, while remaining flexible for airport and airline operations.

Fentress works closely with local officials, airport administrators, federal agencies, staff, and the community to generate the depth of understanding necessary to meet each client's needs and wants in the areas of service, security, and amenities, while relying on a strong contextual design philosophy to showcase an airport's importance in a region's economic and political health.

## HOK

### Role: Architect

HOK, a Missouri corporation, will serve as the Team's Executive Architect leading efforts related to programming, planning and design. Since their founding in 1955, they have used design to enrich people's lives and help organizations succeed. Their 1,800 people collaborate across a network of 24 offices on three continents.

Airport centers are more than connection points. They're the front doors to cities and regions and they influence how visitors perceive an entire community. HOK's global Aviation + Transportation (A+T) group understands the power these civic projects wield in shaping impressions and sparking opportunities for commerce, trade and tourism. The airports they've designed are recognized as some of the world's best for efficiency, beauty, engineering, sustainability and—the most important touchstone of all—passenger experience.

HOK has delivered over 75 airport projects worth more than \$50 billion throughout the world. Nearly one million passengers pass through an HOK airport every day, including work at Chicago O'Hare International Airport, LaGuardia Airport, Salt Lake City International Airport, Seattle-Tacoma International Airport, Hartsfield-Jackson Atlanta International Airport, among others.

HOK's international capability derives from investment in fully resourced operational centers in each of its offices, integrated with the expertise of some of the world's top individual specialists by discipline and by sector, all linked by state of the art computing technology. So, while each project is managed locally, all benefit from specialist expertise from HOK's worldwide capability. The result is HOK's ability to operate as a genuine specialist in most sectors worldwide.

HOK focuses on clients' objectives in designing exciting environments; there is no set solution, no single style or signature. HOK has the expertise and experience to manage the total planning, design and construction process. They are committed to excellence in design, using modern problem-solving techniques, such as cutting-edge Building Information Modelling (BIM) technology. Their expertise lends itself to the creation of highly complex and technical buildings as well as more standard designs, and they can embrace any brief for master planning, architectural design, facilities consulting, interior design and conservation.



#### La Guardia Airport Terminal B

HOK's design of the brand new terminal encompasses a highly efficient yet adaptable building that vastly improves the passenger experience while paying homage to the architectural grandeur and individuality of New York City.



#### Salt Lake City Terminal Modernization Program

SLC asked HOK to create a transit hub that would advance the aspirations of the city, its visitors, airport staff and major stakeholder Delta Air Lines. The design began as a 48-gate passenger terminal facility and evolved into a unified 78-gate facility that is essentially creating an entirely new airport in Utah's capital.

# OPERATIONAL & MANAGEMENT CAPABILITY >>

a. Address the following areas with respect to operational and management capability: i. Operations and Maintenance Expertise: Provide evidence demonstrating expertise in managing an airport of this nature. Specifically, the Teams should highlight their experience and qualifications in the following areas: 1. Substantial experience of Team members in managing and improving other commercial airports. 2. Substantial experience in managing facility maintenance/repair and procurement of related materials. 3. Familiarity with FAA regulations and procedures, airport operations, construction and maintenance standards. 4. Experience with facilitating airport passenger growth via route development and marketing. ii. Capital improvement experience: Provide evidence demonstrating experience in delivering meaningful capital improvement programs on time and within budget, including descriptions of the nature and size of specific projects similar in nature to what will be undertaken at the Airport. Specifically, the Teams should highlight their experience and qualifications with respect to delivering cost savings, if any, on originally budgeted total expense of these capital improvement programs. iii. Customer Service: Demonstrate commitment to achieving the highest standards of customer service and satisfaction. Specifically, the Teams should highlight their experience and qualifications in the following areas: 1. Maintaining productive ongoing relationships with government entities, similar to the relationship that the winning Respondent will have with the City. 2. Providing excellent customer service to the traveling public. 3. Delivering safe and efficient operating conditions to airlines, particularly those at airports. 4. Maintaining active public relations functions targeted at travelers, taxpayers and airport tenants. iv. Safety and Security: Demonstrate ability to address and resolve safety and security issues. Specifically, the Teams should highlight their experience and qualifications in the following areas: 1. Knowledge of airport safety and security management and methodologies, including TSA security plan approval process. 2. Experience in emergency response support. 3. Background in relevant traffic engineering standards, specifications, policies, practices, and processes. 4. Environmental management expertise.

## 4.a.i. OPERATIONS AND MAINTENANCE EXPERTISE

### 4.a.i.1. Experience in Managing and Improving Other Commercial Airports

**Momentum Aviation Partners ("MAP") bring unmatched operational and management capability from its experience and certifications in the US market.** Of the approximately 435 Class I Part 139 FAA-certificated airports in the US, only two Part 139 Airport Operating Certificates (AOC) are held by private operators – ASUR for Luis Munoz Marin International Airport in San Juan, Puerto Rico, and Branson Airport LLC for the Branson Airport in Branson, Missouri. Both of these private investors and operators are on the MAP team. Both operators are inspected annually by the FAA and have exceptional records for compliance with all operational, safety and environmental regulations.

The following table highlights the FAA requirements and regulations that the MAP operators for US airports under Part 139 operations hold versus airports with only basic management contracts or with proposed non-US operators who are currently not in the US airport market.

FAA Requirement or Regulation	ASUR San Juan, PR	Branson Airport LLC Branson, MO
Part 139 Airport Operating Certificate (AOC)	Yes	Yes
FAA Airport Compliance Manual (ACM)	Yes	Yes
FAA Airport Emergency Plan (AEP)	Yes	Yes
TSA Airport Security Plan	Yes	Yes
FAA Airport Improvement Plan (AIP) Grants	Yes	Use private funding
FAA Passenger Facility Charge (PFC) Collection Authority	Yes	Authorized for private "Airport Facilities Charge" (AFC)
Equity Investor with Part 139 Certification	Yes	Yes



#### 4.a.i.1. Experience in Managing and Improving Other Commercial Airports (continued)

The MAP operators have deep and relevant experience in the development, operation and maintenance of US domestic and international airports. In particular, ASUR, as a leading operator of airports, has a demonstrated track record of managing and improving airport assets in the US and Latin America. Furthermore, Partners Groups brings a diversity of operational knowledge as an investor in the passenger terminal at Billy Bishop Toronto City Airport among other relevant infrastructure assets. Lastly, the MAP Team Members are familiar with the intricacies and complexities of operating and maintaining airports in the United States.

ASUR has experience in operating, managing, and maintaining a combination of one (1) FAA Part 139 Certified Airport at San Juan, Puerto Rico and various FAA Part 139 Equivalent Commercial Certified Airports.

Airports	Country	Certification
Cancún, Cozumel, Huatulco, Mérida, Minatitlán, Oaxaca, Veracruz, Villahermosa, and Tapachula	México	FAA Part 139 Equivalent Commercial Certified Airport
Rionegro, Medellín, Montería, Carepa, Quibdó, and Corozal	Colombia	FAA Part 139 Equivalent Commercial Certified Airport
Luis Muñoz Marín International Airport, San Juan	USA	FAA Part 139 Certified Airport

Note: a FAA Part 139 Equivalent Commercial Certified Airport is an airport that holds an equivalent airport operations certificate issued by the government entity responsible for airport certification in the country where the airport is located that is equivalent to the one issued by the FAA for US commercial airports that comply with the U.S. Part 4 CFR Part 139

As a whole, the ASUR portfolio of 16 airports strategically located in the US, Mexico and Colombia transported 52.3 million annual passengers during 2018, with the following time period under ASUR ownership or operation:

- » Airports in Mexico (9 airports): as from November 1st, 1998
- » Airport in Puerto Rico (1 airport): as from February 27, 2013
- » Airports in Colombia (6 airports): as from October 19, 2017

ASUR's experience in operating, managing and maintaining FAA Part 139 Commercial Certified Airports or FAA Part 139 Equivalent Commercial Certified Airports, respectively, from 2013 to 2018 is shown in the table to the right.

Cancún International Airport is ASUR's most important airport in terms of passenger volume, air traffic movements and contribution to revenues. In 2018, Cancún International Airport was the second-busiest airport in Mexico in terms of passenger traffic and the second-busiest in terms of international passengers on scheduled flights, according to the General Office of Civil Aviation (DGAC), Mexico's federal aviation authority. The airport is located approximately 16 kilometers (10 miles) from the city of Cancún, which has a population of 848,465. A substantial majority of the airport's international passengers (61.0% in 2016, 60.1% in 2017 and 58.2% in 2018) began or ended their trip in the United States. The airport's most important points of origin and destination are: (i) for domestic traffic: Mexico City, Monterrey and Guadalajara, and (ii) for international traffic: New York, Miami, Chicago, Houston, Dallas and Toronto.

During 2018, Cancún Airport provided service to 25 million passengers on 190,187 domestic and international operations.



The Terminal 3 Modernization project requires a complete remodel of an active airport terminal and concourse. The CM team has successfully integrated their construction staff with airport staff to deliver a beautiful remodel of an existing terminal. This project shows they can not only deliver a great construction project but, help the airport maintain their high standards for customer service in the middle of an active construction project.

**WARD HELM, P.E.**  
Special Projects Administrator  
City of Phoenix Aviation Department

#	IATA Code	Airport	Enplanements (in Millions)					
			2013	2014	2015	2016	2017	2018
1	CUN	Cancún	7.98	8.73	9.8	10.71	11.8	12.6
2	CZM	Cozumel	0.225	0.255	0.275	0.27	0.27	0.29
3	HUX	Huatulco	0.24	0.26	0.31	0.33	0.39	0.41
4	MID	Mérida	0.66	0.72	0.83	0.97	1.075	1.225
5	MTT	Minatitlán	0.085	0.115	0.13	0.115	0.1	0.1
6	OAX	Oaxaca	0.255	0.27	0.33	0.375	0.43	0.475
7	TAP	Tapachula	0.08	0.09	0.135	0.155	0.145	0.165
8	VER	Veracruz	0.505	0.58	0.625	0.66	0.685	0.745
9	VSA	Villahermosa	0.505	0.56	0.635	0.62	0.63	0.615
<b>Subtotal México</b>			<b>10.54</b>	<b>11.58</b>	<b>13.07</b>	<b>14.205</b>	<b>15.525</b>	<b>16.625</b>
10	SJU	San Juan	4.175	4.285	4.365	4.515	4.205	4.185
<b>Subtotal Puerto R.</b>			<b>4.175</b>	<b>4.285</b>	<b>4.365</b>	<b>4.515</b>	<b>4.205</b>	<b>4.185</b>
11	MDE	Rionero	3.27	3.23	3.41	3.73	3.805	4.08
12	EOH	Medellín	0.245	0.25	0.52	0.525	0.535	0.55
13	MTR	Montería	0.355	0.405	0.455	0.485	0.475	0.475
14	UIB	Quibdó	0.18	0.175	0.14	0.2	0.19	0.185
15	APO	Carepa	0.105	0.105	0.105	0.105	0.105	0.1
16	CZU	Corozal	0.015	0.02	0.03	0.04	0.04	0.045
<b>Subtotal Colombia</b>			<b>4.175</b>	<b>4.19</b>	<b>4.655</b>	<b>5.085</b>	<b>5.145</b>	<b>5.435</b>
<b>TOTAL ASUR</b>			<b>18.885</b>	<b>20.055</b>	<b>22.095</b>	<b>23.805</b>	<b>24.875</b>	<b>26.245</b>

Note: Enplanements are calculated as 50% of the total annual commercial passengers at each airport.



#### 4.a.i.2. Experience in managing facility maintenance/repair and procurement of related materials

Our experience can be demonstrated by the infrastructure available at the airport, which includes:

- » Cancún Airport has two runways for simultaneous, parallel operations with AAR of 38 IFR operations an hour.
- » Cancún Airport is fully A380 capable, according to FAA Engineering Brief EB-63A and EB-65A, the Airports Council International (ACI) and the Common Agreement Document of the A380 Airport Compatibility Group (AACG).
- » Cancún Airport has four terminal buildings, all of which have a total capacity to receive 31 million passengers per year.
- » In 2012, Cancún Airport was the first airport in North America to become 100% common use. Cancún Airport's Operations Team, with support from SITA AMS & AODB and some self-developed tools, controls, manages and approves the slots for each flight according to IATA rules. This Team also manages, assigns and monitors service levels for airport infrastructure, such as: check-in counters, BHS system, baggage make-up chutes, security lines, boarding gates, apron parking stands, people movers (AP), disembarking gates, and baggage claim belts for an average of 471 daily flights, with a peak than can reach up to 63 operations per hour.
- » Available infrastructure at Cancún Airport is shown in the table to the right.

Infrastructure	Unit	Terminal 1	Terminal 2	Terminal 3	Terminal 4	TOTAL Cancún
Terminal Building area	Sq. Ft.	239,033	591,337	693,686	722,749	<b>2,246,806</b>
Check-in	Work Station	32	124	150	100	<b>406</b>
Security Check Point (lines)	X-Ray Eq.	3	11	12	10	<b>36</b>
BHS – Checked Baggage Screening	Morpho	3	13	4	20	
Boarding Gates	Gates	6	20	22	18	<b>66</b>
Boarding Gates	Seats	600	2,605	3,219	3,121	<b>9,545</b>
Immigration	Counters	-	40	42	36	<b>118</b>
International Baggage Claim Belts	Linear Ft.	-	1,374	6,203	1,302	<b>8,880</b>
Domestic Baggage Claim Belts	Linear Ft.	794	1,027	-	863	<b>2,683</b>
Customs (CBP)	Counters	-	6	6	7	<b>19</b>
A/C Contact Stands (Apron)	Stands	7	12	17	12	<b>48</b>
A/C Remote Stands (Apron)	Stands	19	19	-	-	<b>38</b>



“ ”

Based on my 25 years of experience and visits to some of the world's best airports, I believe we have an outstanding asset whose infrastructure will serve the flying public well for several generations.

**JOHN D. CLARK, III**  
Executive Director & CEO  
Indianapolis Airport Authority





#### 4.a.i.3. Familiarity with FAA regulations and procedures, airport operations, construction and maintenance standards

The MAP team of operators and investors have a proven track record of meeting all FAA regulations and procedures on an ongoing basis as the MAP operators hold the only two private FAA Part 139 Airport Operating Certificates in the US, making our team uniquely qualified in this regard:

- » Both ASUR and Branson Airport LLC are equity investors in the US airports where they hold the FAA Part 139 Airport Operating Certificates, thereby aligning their interests with the interests of the community and the FAA.
- » Both ASUR and Branson Airport LLC hold directly with the FAA complete, certified Airport Compliance Manuals and Airport Emergency Plans
- » Both ASUR and Branson Airport LLC are subject to annual Part 139 Certification inspections by the FAA for airport operations and maintenance, and both pass annually without exceptions. Branson has never had an FAA exception for a certification inspection in its 11 years of operation, and ASUR has received the regional FAA award for its extraordinary improvement of airport operations and inspection from the FAA Southern Region.
- » Both ASUR and Branson Airport LLC hold fully approved Airport Security Plans (ASP) with the US Transportation Security Administration (TSA), the only two private airport operators in the US to be approved at this level.
- » ASUR has executed over \$300mm in airport capital improvements at San Juan since assuming operations in 2013 under FAA regulations and guidelines, including a runway safety area extension and a complete terminal renovation and upgrade.
- » Branson Airport LLC built the \$130mm airport from a greenfield site in the foothills of the Ozark Mountains. The new airport included a 7460-foot-long new runway and was one of the largest single earth-moving construction project in the history of the State of Missouri.

#### Details of MAP Airport Operations:

##### San Juan Airport (SJU), USA

ASUR, through Aerostar (60% Aeropuerto de Cancún and 40% AviAlliance), currently operates and maintains the Luis Muñoz Marín International Airport in San Juan, Puerto Rico. Aerostar entered into a 40-year Lease Agreement with the Puerto Rico Ports Authority ("PRPA") to operate, maintain, rehabilitate and develop the SJU Airport on February 27, 2013. The LLM Airport is the first airport privatized in the United States to receive a Part 139 certificate under the Airport Privatization Pilot Program and it is the Caribbean's largest and busiest airport, offering leisure and business travel to over 70 destinations and serves approximately 8.4 million passengers a year. Aerostar must operate the Luis Muñoz Marín International Airport in accordance with all requirements of applicable law, including the FAA's Airport Operating Certificate, the Airport Security Program approved by the TSA and the Airport Certificate Manual.

As defined in the RFQ, FAA Part 139 Commercial Certified Airports are airports with commercial operations that:

- » Serve scheduled and unscheduled air carrier aircraft with more than 30 seats;
- » Serve scheduled air carrier operations in aircraft with more than 9 seats but less than 31 seats;
- » The FAA Administrator requires them to have an operations certificate; and
- » Have been issued an airport operations certificate by the FAA because of their compliance with the requirements of the US 14 Code of Federal Regulations (CFR) Part 139.



##### Cancún Airport (CUN), Mexico

It must be noted that the Mexican airport law and the regulations to the Mexican Airport Law establish the general framework regulating the construction, operation, maintenance and development of Mexican airport facilities. Under the Mexican airport law, a concession granted by the Ministry of Communications and Transportation is required to construct, operate, maintain or develop a public service airport in México. In addition, under the Mexican Organic Law of the Federal Public Administration, the Mexican airport law and the Mexican Civil Aviation law, the Ministry of Communications and Transportation is required to provide air traffic control, radio assistance and aeronautical communications at México's airports. The Ministry of Communications and Transportation provides these services through SENEAM, the Mexican air traffic control authority, which is a division of the Ministry of Communications and Transportation. Since 1978, the Mexican air traffic control authority has provided air traffic control for México's airports.

Accordingly, ASUR's concessions in México are not subject to the Federal Aviation Administration's ("FAA") jurisdiction; ASUR's concessions in México are subject to the Mexican airport law and the corresponding Mexican authorities. However, please note that in addition to complying with the standards established by the Mexican aeronautical authorities, ASUR has opted to have Cancún International Airport comply with the FAA standards after taking into consideration that Cancún represents the third most frequent destination for US citizens travelling abroad and that passengers flying to and from the United States represent more than 59.5% of the airport's international traffic. Moreover, every year since 1998, Cancún International Airport has received inspection visits from the US agencies in charge of safety & security (e.g. the FAA and TSA) to ensure that various areas of and processes at the airport remain in compliance with their standards. Overall, since 1998, Cancún International Airport has been in compliance with TSA and FAA standard procedures applicable in the United States, as well as with Mexican aeronautical authority standards. By deciding to comply with these standards, ASUR voluntarily imposes stricter standards related to construction, maintenance, safety and security than would be applicable under Mexican law.



#### 4.a.i.4. Experience with facilitating airport passenger growth via route development and marketing

Since 2004, ASUR has had a dedicated Route Development Department which is a fundamental part of its corporate strategy, and through it ASUR not only constantly seeks to identify new market opportunities, but also to have a broader impact on the economic development of the markets it serves.

From October 2004 to June 2015, ASUR's Route Development Department has participated in developing 424 new routes to Cancún International Airport and 235 routes to the other 8 airports that ASUR has in México, generating more than 8 million passengers just considering the first 12 months of operation of every new route. Of the total number of new routes, 222 (34%) were in the domestic market, 299 (45%) originated in the United States and Canada, 94 (14%) were from Europe and the remaining 44 (7%) were from Central and South America.

**Some of ASUR's most noteworthy developments include the following:**

- » Commencement of operations of Jet Blue and Virgin America at Cancún International Airport (first international destination for both airlines)
- » The expansion by WestJet from a single route to 13 (it now services from Canada to Cancún in just two years since it commenced operations)
- » The inauguration of the London-Cancún route by British Airways and Virgin Atlantic as well as Paris-Cancún by Air France
- » ASUR has also worked in close cooperation with other members of the One World alliance, specifically Mexicana and American Airlines, to develop new routes through Cancún International Airport for north-south traffic to the United States and Latin America.

The Route Development Department also provides ASUR with significant resiliency and an ability to respond quickly to changing situations. When Mexicana suspended operations due to bankruptcy, ASUR took an active role in reinstating the routes that were lost and focused its attention on developing new alliances to reestablish these routes. Nine months after Mexicana withdrew from Cancún International Airport ASUR had found carriers to replace 90% of the routes that it had lost.

ASUR has also frequently presented in the worldwide leading forum for air service development, World Routes, having participated at World Routes Madrid, Copenhagen, Dubai, Stockholm, Kuala Lumpur, Beijing, Vancouver, Berlin, Abu Dhabi, Las Vegas and Chicago. ASUR was also the key sponsor, developer and host of the first ever Routes America forum which was held in Cancún in 2008. The event attracted over 250 delegates representing more than 40 airlines and 70 airports from Europe, Asia and America. As a result of the success of the first Routes Americas event, ASUR sponsored and hosted a second Routes Americas, also in Cancún, 2009. This event attracted over 300 delegates representing more than 50 airlines, 140 airports, 22 industry suppliers, as well as for the first time, the Mexican federal and state tourism authorities. Overall, these activities have helped strengthened the efforts of ASUR's Route Development Department.

Moreover, ASUR has been actively involved in promoting and developing tourism initiatives in and around its airports. In 2007, ASUR agreed to finance feasibility studies for a convention and exhibition center and light rail system in the Mayan Riviera, and in 2008, ASUR purchased 130 hectares of land in Huatulco to be developed into a major resort with at least 450, and up to 1,300 hotel rooms.

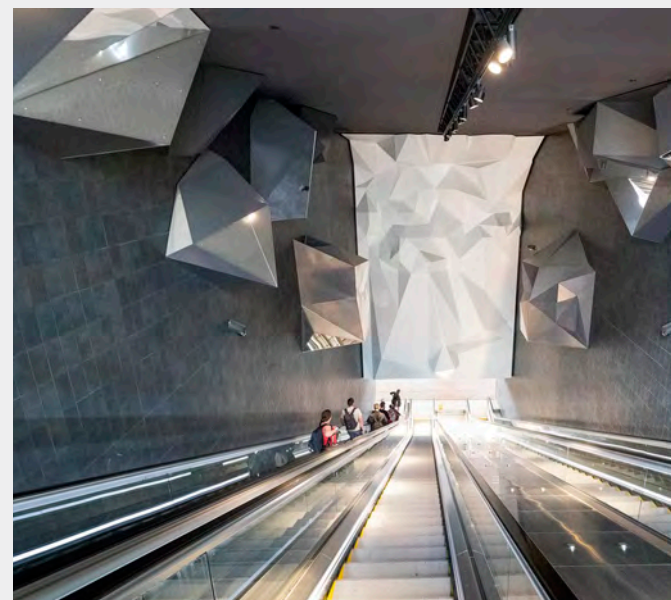
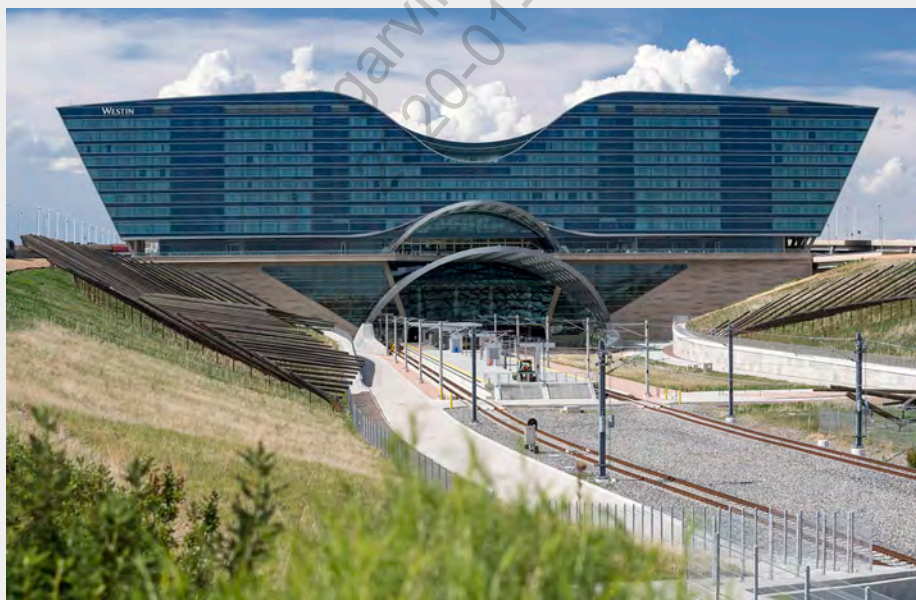
Furthermore, with the assistance of ASUR's route development team, the SJU Airport has increased its commercial airline offerings and its destinations. Also, Aerostar hosted an event for the American Association of Airline Executives ("AAAE") in August 2015 and the ALTA Airline Leader forum in November 2015, as well as co-hosted the Routes event with the Puerto Rico Tourism Department in February 2016.

“ ”

*Hunt's experience working with airports was essential to the success of our program where understanding airport and government environments are key. Their ability to work collaboratively and creatively with their tri-venture partners as well as the design team, my program management team, our local transit district, elected officials, and the airport was crucial in a high-visibility project like the HTC.*

**MR. STU WILLIAMS**

*Senior Vice President, Special Projects  
Denver International Airport*





## 4.a.ii. CAPITAL IMPROVEMENT EXPERIENCE

The MAP team has major significant experience with airport capital improvement programs and major capital projects including some of the largest and most iconic airport terminals in the US. This experience covers the full range of responsibilities for airport capital improvements:

- » 1. MAP team members are investors in airport capital programs, assuming the absolute risk for the development and operation of airports in the US and internationally, including over \$1 billion in San Juan Puerto Rico as part of the largest single airport P3 transaction in the US under the FAA airport P3 program, over \$130mm for a new greenfield airport in Branson, Missouri, and over \$50mm in terminal improvements at Toronto City Airport. Since acquiring its airports in Mexico, ASUR has invested over \$1.2B.
- » 2. MAP team members are at-risk design/builders and construction managers at risk for new airport terminals and capital improvements across the US
- » 3. MAP team members are designers and engineers for some of the most iconic and successful airport terminals in the US and internationally, including award-winning airport terminals in Denver, Los Angeles, Indianapolis and Seoul.

Given the vast experience of the Team Members in closing complex public-private partnerships and completing massive rehabilitation and construction projects for airports managed by the Team Members, it is evident that the Consortium will be able to deliver on the primary objectives of the City of St. Louis.

*The following projects and acquisitions are evidence of our ability to comply with this requirement:*

### ASUR:

**Puerto Rico:** The completion of the Capacity Enhancement Program for the SJU Airport, which included, among others, the rehabilitation of terminals, checkpoints and the baggage handling system.

**Cancún Airport** major capital improvement projects:

- » 1. Construction of Terminal 3 (2017) and future expansion (2015)
- » 2. Second Runway - for simultaneous operations (2009)
- » 3. New 96-meter control tower (2009)
- » 4. New FBO / GA Building (2013)



**Cancún Airport Terminal 4:** ASUR inaugurated the new terminal building (T4) at Cancún Airport in November 2017. The terminal building measures 67,000 square meters (approx. 720,000 square feet), and has an apron measuring 70,000 square meters (approx. 750,000 square feet) and has sufficient capacity to handle 9M passengers per year. The construction of this new terminal necessitated the creation of a dedicated baggage-screening facility, new taxiways, and the reconfiguration of the airport's access roads.

The construction project was completed between 2015 and 2017, and was finalized on time and on budget. Investments in infrastructure at ASUR's Mexican airports are regulated under the concession agreement entered into with the Mexican Federal Government. The sums invested in building and fitting out the new terminal amounted to \$179M, which was the sum mandated in the airport's Master Development Plan.



*Construction of Terminal 4 (2017) - equipped with a total of 12 boarding gates and serves up to 9M domestic and international passengers per year.*

## 4.a.iii. CUSTOMER SERVICE

### 4.a.iii.1. Maintaining productive ongoing relationships with government entities

The MAP team has long-standing relationships with Government agencies across the US. Most relevant to this transaction are the relationships of the MAP operators ASUR and Branson Airport with the FAA, TSA and US CBP. The MAP operators also have relationships with most Federal and local law enforcement entities including the FBI, Secret Service, ATF and DEA.

As Part 139 operators ASUR and Branson Airport interact constantly with their respective FAA regions and airport district offices (ADO). Branson Airport is in the same FAA region and airport district office as the St. Louis airport (the FAA offices are located in Kansas City) and the Branson airport management team has working relationships with all of the FAA personnel.

ASUR enjoys a positive and productive relationship with the many government agencies that operate out of its airports internationally as well. They have recently been working closely with the Mexican customs authorities to implement a new baggage screening scheme for arriving passengers in our terminal buildings at Cancún Airport. They also work hand-in-hand with government bodies outside their airports: ASUR's Route Development Team, for example, cooperates extensively with state and federal tourism bodies to find ways in which they can bring in more flights and more tourists to the destinations their airports serve:

ASUR has strong relationships with more than 85 major international airlines, as well as a strong track record for route development and non-aeronautical revenue growth.

### 4.a.iii.2. Providing excellent customer service to the travelling public

The MAP team has a proven track record in the US and world airport market of exceeding airport customer service standards and winning awards for their high levels of customer service. Among the awards are:

- » Indianapolis International Airport – Best Airport in North America, six of the last seven years as ranked by Airport Council International and Conde Nast Traveler (HOK – architect; CHA – Airside engineering; AECOM Hunt – construction manager; Andrew Vasey – Program Manager)
- » Cancun International Airport – Best Airport in Latin America as ranked by Airport Council International (ASUR – owner and operator)
- » Seoul Incheon International Airport – Best Airport in Asia as ranked by Airport Council International (Fentress and Associates – architect)
- » Billy Bishop Toronto City Airport - Skytrax World Airport Winner in 2015, 2016 & 2017

Over the last 20 years, ASUR has focused on providing a wide range of innovative commercial services in all of its airports, which provide award-winning passenger interactions. All airport staff, including ASUR's direct employees and those working for other concession holders, are provided with thorough customer service training. ASUR has had a passenger satisfaction program in place since 2009, which measures and analyzes practical aspects of the passenger experience such as check-in times, way-finding, and cleanliness, as well more intangible aspects like staff courtesy, ambience, and comfort. Cancún Airport in particular, has consistently been rated among the top scoring airports in Latin America in terms of passenger satisfaction. For several years, Cancún Airport was ranked as the #1 airport in passenger satisfaction in Latin America by Airports Council International (ACI), receiving the prestigious Airport Service Quality award and, in 2014, the General Director's Roll of Excellence Award also from ACI.



### 4.a.iii.3. Delivering safe and efficient operating conditions to airlines, particularly those at airports

The MAP operators ASUR and Branson Airport both hold the only privately certified FAA Part 139 operating certificates in the US out of 435 Class I airports because they annual meet and exceed the FAA safety standards at airport for safe operations. The airports at San Juan and Branson are both inspected annually by the FAA and have been certified without a single safety exception. Branson, which is in the same FAA region as STL, has not had a single safety exception in its 11 years of operation.

As FAA Part 139 operators both ASUR and Branson also have FAA-approved Airport Compliance Manuals (ACM) and Airport Emergency Manuals (AEM). Both operators provide Aircraft Rescue and Firefighting services at their airports. Both airports also hold TSA approved Airport Security Plans (ASP) which are coordinated with the TSA and other Federal and local law enforcement agencies.

Aviation safety is our industry's most fundamental priority, and all operations staff members are provided with the necessary training in this field. Finally, the MAP operators create streamlined, efficient infrastructure to make operations as simple as possible for their airline partners. An example of this is the extensive implementation of Common-Use Terminal Equipment in all of the ASUR airports, which affords logistical flexibility.

### 4.a.iii.4. Maintaining active public relations functions targeted at travelers, taxpayers and airport tenants

The MAP operators have a long track record of actively promoting their airports, its air service and its communities. Professional staff and outside advisors form public relations teams that engage with media, industry stakeholders and the local communities on many levels. Among the public relations engagements are:

- » Economic impact messaging of the airports activities in the region
- » New and expanded air service development
- » Procurement and hiring opportunities
- » Progress on capital programs
- » Issues of local and regional concern
- » Local community and charitable activities such as ASUR's annual Breast Cancer Awareness 5k on the runway at Cancun



## 4.a.iv. SAFETY AND SECURITY

### 4.a.iv.1. Knowledge of airport safety and security management and methodologies, including TSA security plan approval process.

As mentioned before, ASUR, through Aerostar, currently operates and maintains the Luis Muñoz Marín International Airport in San Juan, Puerto Rico. Aerostar must operate the airport in accordance with all requirements of applicable law, including the FAA's Airport Operating Certificate, the Airport Security Program approved by the TSA and the Airport Certificate Manual.



San Juan Airport

### 4.a.iv.2. Experience in emergency response support.

In October 2005, the major category-five Hurricane Wilma made landfall in Cancún, one of the strongest hurricanes to hit the region in recent times. Despite the considerable damage sustained by the facilities of Cancún Airport, the airport was able to reopen for emergency flights and aid deliveries within 48 hours after the hurricane had passed. A similar situation was experienced during Hurricane Maria in 2017, which was also a category-five storm, and which caused widespread devastation on the island of Puerto Rico. Again, despite suffering extensive flooding and damage, the airport in San Juan was operational within 24 hours. In both cases, this was possible due to emergency programs successfully implemented at the airports, including training, equipment, procedures, and additional safety and security measures.

ASUR's airport in Mérida is home to a hurricane center that works in close cooperation with the National Hurricane Center based in Miami, FL. The Mérida center carries out monitoring activities for the Caribbean region as a whole and organizes events to promote hurricane awareness and preparedness throughout the region.

### 4.a.iv.3. Background in relevant traffic engineering standards, specifications, policies, practices, and processes.

Since starting the construction, maintenance and development of airports, ASUR has improved, added and created more than just terminal buildings. ASUR at Cancun Airport started with only a single lane, no shoulders, 5 to 6 miles long access and secondary roadways. Today, they successfully design in house, and have constructed a full road circuit consisting in approximately 25 miles of 4 line high specification access road that distributes with almost no crossroads (they only have 3 along the entire system). The distribution of their more than 3,500 public transport vehicles to the 4 terminals under our operation, which consist of busses and vans, include an average of 301,689 movements per month. The road design allows any vehicle to get in and out the airport to the farthest terminal of the circuit in less than 15 minutes.

The primary objective of all the roads embedded within the design has been the prevention of terrorism (Domestic or International). This objective is aligned with international practices, and also allows for the segregation of public transportation, taxis and shuttles, which as is ASUR's policy, have security processes to go through before granted airport access, providing them with smart tags and badges, that allow us to locate and locate any of such vehicles movements within our terminals, and provide access to the passenger pick up areas. The second but not less important objective is an efficient and fluent flow through all our facilities, with easy access to and from the buildings for our passengers.

As part of the design and construction internal process, they apply and comply with all national and international standards regarding road geometry, sidewalks and crosswalks, cycling infrastructure, traffic signs, road surface markings and traffic lights. There is special consideration made to certain areas based on people movements flows and scenarios, with one key factor in mind - pedestrian flows first and safe, which also includes all internal design of our terminal buildings.

In order to successfully develop any traffic infrastructure they always begin by developing traffic flow studies with and without the new or renovated infrastructure, then they start developing the basic designs, and test them by using "Autoturn" by Autodesk and ArcPort by Transoft Solutions, after extensive simulations, the selected scenario is upgraded with traffic and road signs, lights, traffic lights, and other elements before being transferred for executive design. Their actual guidelines for road design are first and foremost the current NOM as mandatory, and then they add recommendations obtained from FAA-150/5360-13, ICAO and IATA Airport Design Manuals and related documents, as well as equivalent documents in the areas they operate similar to DOT 23 CFR 625 and related documents that can improve our design and the safety of our roads.

ASUR has also teamed up with international experts in road and airport design such as ARUP, AECOM, and others to maximize the design and construction of our projects

“ ”

The CM Team has implemented and staffed a comprehensive Safety Program on the MHJIT project. The thoroughness of this program is evident in the statistics to date. Through last summer the project had completed 339 days without a lost time incident.

**MR. MIKE WILLIAMS**  
Assistant Director, Maynard H. Jackson  
Jr. International Terminal at ATL



#### 4.a.iv.4. Environmental Management Expertise:



ASUR currently has valid **Environmental Quality Assurance certificates** for all nine of its Mexican airports, issued by the Mexican Environmental Protection Agency, Profepa. The certification in question represents official confirmation by the Mexican environmental authorities that the recipient has complied in full with all observations resulting from the audits conducted by the authorities to enforce Mexican environmental legislation.



The environmental management systems in place in all of ASUR's Mexican airports also have valid **ISO 14001 certification**. The airports at Cozumel, Mérida, Minatitlán, Tapachula, Veracruz and Villahermosa were recertified for the period 2017-2020, and those at Cancún, Huatulco and Oaxaca were recertified for the period 2019-2022.

In 2019, Terminal 4 at Cancún Airport was awarded LEED Gold certification by the U.S. Green Building Council. It is currently the only airport infrastructure in Mexico to have obtained certification of this type.

Several of the company's airports have been recognized for their sustainability initiatives by the Mexican tourist authorities.



In 2019, Terminal 4 at Cancún Airport was awarded **LEED Gold certification by the U.S. Green Building Council**. It is currently the only airport infrastructure in Mexico to have obtained certification of this type.



Several of the company's airports have been recognized for their **sustainability initiatives by the Mexican tourist authorities**.



# CONTACTS & ADVISORS >>

a. Contact person: Provide a single contact person for all future communication between the City, its Lead Financial Advisors, and the Team. Please identify the contact person's name, title, organization, address, telephone number, mobile number, fax number, and email address. b. Expected advisors: Identify the companies and individuals who are expected to act as legal, financial, technical, or other advisors for the Team.

## 6.a. CONTACT PERSON

For the purpose of any future communication, the contact person is:

Name **Edward Diffendal**  
Title **Managing Director**  
Organization **Partners Group**

## 6.b. EXPECTED ADVISORS

Momentum Aviation Partners has begun to assemble a multidisciplinary team of advisors for the St. Louis Lambert International Airport P3, including those listed in Section 3, and will complete the team upon notice of shortlist as a Qualified Respondent. Advisors currently engaged and working with Partners Group on an exclusive basis have been selected for their infrastructure market expertise and ability to contribute to successfully delivering the Airport P3, including proven successful experience that will provide a high certainty of financial close.

FIRM	ROLE
Hunt Construction Group, Inc. (AECOM Hunt)	Lead Construction/Engineering
Branson Airport, LLC	Operator
Vasey Aviation Group, LLC	Senior Advisor/Operating Partner
Lewis Rice	Legal
Milbank LLP	Legal
Kaplan Kirsch & Rockwell	Legal
Liberty Bank	Commercial/Community Banking
Campbell-Hill Aviation Group, LLC	Traffic Forecasting
REI Investments	Real Estate Advisory
Global Parking System, Inc.	Parking
Fentress Architects	Architect
HOK	Architect
CHA Consulting, Inc.	Civil Engineering
C. Rallo Contracting Co., Inc.	Construction



# COMPARABLE PROJECTS >>

To the extent not otherwise part of previous sections, please provide a list and detailed description of similar or comparable projects in which Team members have participated. Respondents should specify how these comparable projects relate to the proposed Agreement. This list can be included as an appendix if so desired.

In addition to the projects previously highlighted in this submittal, **Momentum Aviation Partners** has provided relevant services on the following projects. We will leverage these collective experiences and lessons learned to the benefit of the St. Louis Lambert International Airport P3 project. Project information is provided in **Appendix B**.

## **Construction Management**

St. Louis – Lambert International Airport: Various Projects  
Indianapolis International Airport  
Luis Muñoz Marin International Airport  
Austin Bergstrom International Airport South Terminal  
Louis Armstrong New Orleans International Airport North Terminal  
Maynard H. Jackson Jr. International Terminal at Hartsfield-Jackson Atlanta International Airport  
Denver Airport South Terminal Redevelopment  
LaGuardia Airport  
JFK International Airport

## **Architectural, Concept, Schematic Design / Design Development**

St. Louis – Lambert International Airport: Various Projects  
Indianapolis International Airport  
Austin Bergstrom International Airport South Terminal  
LAX Tom Bradley International Terminal  
MCO Terminal C  
SJC Terminal Area Improvement Program  
SEA Central Terminal Expansion  
PDX Terminal Balancing and Concourse E Extension  
LaGuardia Airport  
Hartsfield-Jackson Atlanta International Airport  
Salt Lake City International Airport Terminal Modernization Program  
JFK International Airport, JetBlue T6/T7 Redevelopment P3  
LaGuardia International Airport, Central Terminal Building P3

## **Master Planning / Planning Services**

St. Louis – Lambert International Airport: Various Projects  
Luis Muñoz Marin International Airport  
Branson Airport  
Austin Bergstrom International Airport South Terminal  
Newark Liberty International Airport  
Westchester County Airport, Airport Privatization

## **Program Management**

Indianapolis International Airport  
Luis Muñoz Marin International Airport  
Branson Airport  
Austin Bergstrom International Airport South Terminal  
Newark Liberty International Airport

## **ORAT**

Indianapolis International Airport  
Branson Airport

## **Delivery Support Services**

Indianapolis International Airport  
Branson Airport  
Newark Liberty International Airport

## **Constructability, Phasing and Staging Services**

Indianapolis International Airport  
Branson Airport  
Newark Liberty International Airport

## **Own**

Billy Bishop Toronto City Airport  
Swissport  
Sydney Metro Northwest  
High Capacity Metro Trains  
Victorian Comprehensive Cancer Centre

## **Operate**

Billy Bishop Toronto City Airport

## **Traffic Forecasting**

Chicago Midway Airport Privatization Consortium  
Ontario International Airport Authority  
Greater Orlando Airport Authority  
Port Authority of New York & New Jersey

## **Legal**

Paine Field Commercial Service and Passenger Terminal  
LaGuardia Terminal B Project  
Hub Airport Ground Transportation Privatization  
O'Hare Express Project  
Hub Airport Landside Development  
Chicago O'Hare International Airport Capital Program  
Southern Nevada Supplemental Commercial Airport Development  
Use and Lease Agreement for Houston Hobby Airport Terminal Project  
Use and Lease Agreement For Kansas  
City International Airport Terminal Project  
Dulles Greenway Concession  
The Ohio State University Comprehensive Energy Management  
Airglades  
Airport Hotel Development at ORD and BOS  
Pr-22 / Pr-5 Toll Road Concession and Lease

## **Parking**

Indianapolis Meter Operations 50-Year Contract  
Capital Improvement Board  
Syracuse John Hancock International Airport Global/Republic  
Parking Management and Operations  
Indianapolis Airport Authority  
Phoenix Sky Harbor International Airport  
San Diego International Airport



# ACKNOWLEDGMENTS, CONFIRMATION & ATTESTATION >>

a. Acknowledgment of the City's priorities: i. Improvement of the Airport for all stakeholders, including incremental uses of the Airport's significant excess capacity. ii. Net cash proceeds to the City, upfront and/or over time for non-Airport purposes. iii. Community and economic development in St. Louis and across the region. b. Acknowledgment of Additional Requirements: i. The City emphasizes and City law stipulates minority business enterprise (MBE) and women's business enterprise (WBE) requirements with respect to the City's third party contracting. Further details on MBE/WBE requirements will be provided during the RFP stage. ii. The Lease will set out a comprehensive framework for the future employment of all current Airport employees and requirements to ensure continued compliance with collective bargaining agreements. The private operator will be required to offer employment to all current Airport employees at a compensation level that is at least equal to their current compensation level, plus an annual increase of at least 1.5% above their current annual salary during the first five years following the transaction closing. The private operator will be expected to develop and implement fair employment practices, and as a condition of employment, employees will be expected to perform their duties with adequate competence, attendance, and service to the public. c. Confirmations and Attestations: i. Please confirm that the Team does not and will not have an exclusive relationship with a lender related to this transaction. ii. Attestation to the Certification of Conflict of Interest document to be required on restrictions of team members who have worked for the restricted group. Please see Appendix A for the full document, to be signed and submitted with the RFQ.

**We acknowledge, confirm and attest to the requirements contained in Section 9a, 9b and 9c of this RFQ. Specifically, we:**

**a. Acknowledge the City's Priorities to:**

- » i. improve the Airport for all stakeholders, including incremental uses of the Airport's significant excess capacity;
- » ii. obtain net cash proceeds upfront and/or over time for non-Airport purposes;
- » iii. drive community and economic development in St. Louis and across the region.

**b. Acknowledge the City's Additional Requirements:**

- » i. regarding adherence to the City's minority business enterprise (MBE) and women's business enterprise (WBE) requirements with respect to the City's third party contracting; as well as
- » ii. regarding implementing a comprehensive framework for the future employment of all current Airport employees and requirements to ensure continued compliance with collective bargaining agreements. We acknowledge, confirm and attest to adhere to any requirement to offer employment to all current Airport employees at a compensation level that is at least equal to their current compensation level, plus an annual increase of at least 1.5% above their current annual salary during the first five years following the transaction closing. We acknowledge, confirm and attest to adhere to any expected development and implementation of fair employment practices, and as a condition of employment, employees will be expected to perform their duties with adequate competence, attendance, and service to the public.

**c. Confirm and Attest That:**

- » i. we do not and will not have an exclusive relationship with a lender related to this transaction.
- » ii. We further attest to the Certification of Conflict of Interest document, please see Appendix A of this document.



# APPENDIX B >>

Salt Lake City Intl Airport Terminal Modernization Program > Salt Lake City, UT







## ST. LOUIS – LAMBERT INTL. AIRPORT: VARIOUS PROJECTS

**St. Louis, MO**

Team Members Involved

» **C. Rallo Contracting Co.**

Dates of Services

» **Since 1956**

Construction Cost

» **\$400,000,000**

Scope of Work

» **Construction Management**

C. Rallo Contracting Co., Inc. is a general contracting company based in St. Louis, Missouri. C. Rallo has been performing quality construction at St. Louis – Lambert International Airport since 1956 and has an extensive portfolio of new construction work as well as major repair work and renovations throughout the airport. **The following is a partial listing of the projects C. Rallo Contracting has completed at the airport.**

- » Initial Three Finger Addition
- » Temporary West Finger Additional
- » Lambert Field Fourth Dome Addition
- » New Main Terminal Parking Garage
- » Deplaning Road Improvements
- » Passenger Enclosure Facilities
- » Alterations & Additions to Main Terminal Bldg including Baggage Service
- » Installation of Passenger Loading Bridges
- » East Terminal Building Pad & Site Work
- » East Terminal Addition – International Wing
- » Passenger Concourse Improvements
- » Bus Port Addition
- » Midcoast Aviation Hangar #4
- » Jet Fuel Storage
- » New A, B, & C Concourses
- » Infrastructure Improvements – Joint Venture with AECOM Hunt
- » Jetway Relocations
- » Climate Control Building Boiler Blowdown Tank
- » Taxi Staging Area Improvements
- » Airport Parking Garage Structural Repairs
- » Airport Dome Renovations
- » Parking Structure Exit Toll / Garage Repair
- » Escalator Demolition
- » New East Elevator & Stairs in Main Terminal Parking Garage
- » 2011 Tornado Damage Emergency Repairs
- » Concourse C New Roof
- » Air Cargo Building #3 Renovations
- » Jetway Demolition and Repairs
- » Concourse B-C Connector Repairs
- » Miscellaneous Blast Glazing
- » Concourse C HVAC Repairs
- » Parking Lots A, C D & Brown lot Repairs
- » Autoshop / Airfield Maintenance Complex Renovations
- » Terminal I Ticket Lobby Renovations
- » Checked Baggage Inspection System for Concourse C
- » Various Restaurant/Retail Projects

### Airline Projects

#### TWA / TW Express

- » Customs Area
- » Gate/Podium Renovations in Concourse D
- » Ticket Counter Conveyor Renovation
- » Hangar Ceiling Height Modifications
- » TW Express Office Space Renovation
- » Cafeteria & Flight Training Center
- » Locker Room Vestibule
- » South Ticket Counter & Baggage Sales
- » Maintenance Building
- » TW Express Baggage Make-up Area
- » Gate Renovations in Concourse B
- » TW Express Concourse B Renovations
- » Ambassador's Club Renovation
- » Gate Renovations Concourse C

#### Ozark Airlines

- » Gate Remodeling
- » Warehouse Facility

#### American Airlines

- » Ticket Counter Remodeling
- » Ticket Counter Conveyor Renovation
- » Aircraft Maintenance Field Service Expansion
- » Miscellaneous Projects

#### US Airways

- » Ticket Counter Remodeling
- » Baggage Service Office Renovations
- » Gate 6 Renovations
- » Support Space Modifications
- » Electrical Metering / Air Cargo Office
- » Cargo Building #4 Repairs
- » Gate 8A Renovations

#### Delta Airlines

- » Ticket Counter Renovations

#### Air Canada

- » Gate Renovations & Ticket Counter Relocation

#### Northwest Airlines

- » Ticket Counter & Gate Remodeling





# STL >>

## ST. LOUIS – LAMBERT INTERNATIONAL AIRPORT EXPANSION PROJECT

**St. Louis, MO**

Team Members Involved

» **HOK**

Dates of Services

» **2007**

Construction Cost

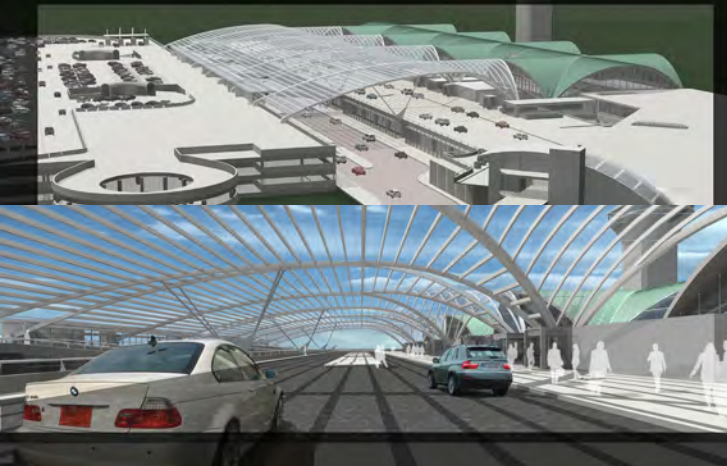
» **n/a**

Scope of Work

- » **Master Planning**
- » **Architectural Design**
- » **Concept Design**
- » **Schematic Design**
- » **Design Development**
- » **Graphic Design**

Initially designed by HOK in 1957, Lambert St. Louis undertook the largest renovation in the airport's history to recapture the best qualities of the historic "Jet Age" terminal and easily accommodate an increase in passenger traffic and to fully integrate post- 9/11 security features and standards.

To update the main terminal to a state-of-the- art facility, several solutions were provided to improve the traveler's experience. HOK proposed to upgrade ticketing halls, concourses, baggage claim and arrivals, the main entrance canopy, as well as new gateways to help make the airport memorable, easy to use and representative of the St. Louis city and region.





# IND >>

## INDIANAPOLIS INTERNATIONAL AIRPORT

*Indianapolis, IN*

Team Members Involved

- » **AECOM Hunt**
- » **HOK**
- » **Vasey Aviation**
- » **CHA Consulting**
- » **Global Parking System, Inc.**

Dates of Services

- » **2002 - 2018**

Construction Cost

- » **\$1,000,000,000**

Scope of Work

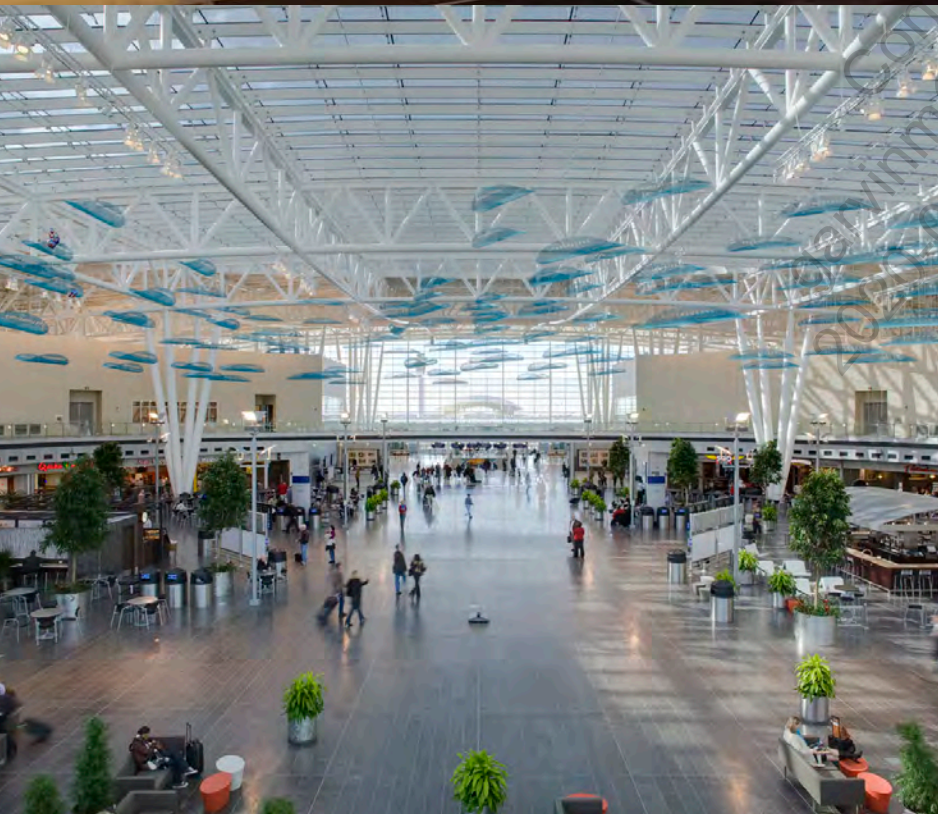
- » **Program Management**
- » **Delivery Support Services**
- » **Constructability, Phasing & Staging Services Ongoing**
- » **ORAT**
- » **Redevelopment Program**
- » **Planning Services**
- » **Construction Management**
- » **Architecture**

### Awards

- » A Monumental Affairs Awards for Excellence - Monumental Award
- » Best Airport in North America by Airports Council International
- » Excellence in Equal Opportunity Award
- » Metro Indy Coalition for Construction Safety, Safety Project of the Year
- » Midwest Construction's Best of Green Building Award of Merit
- » Midwest Construction's Best of Outstanding Engineering Function & Aesthetics
- » Project Safety Award Indianapolis Department of - Labor Safety Award



**First LEED certified airport  
terminal in the country.**



A new 1,275,000 SF midfield terminal and airside development including terminal building, two concourses housing 40 gates, airside apron, roadways, utilities, baggage handling system, security screening, restaurants and retail space. In addition, a 22" thick apron of 518,000 square yards and under pavement hydrant fueling system.

AECOM Hunt, working as a CM Agent for the IAA, provided design review expertise, value engineering and estimate reconciliation, schedule management, and contract administration from bid package preparation to close out.

The most significant issue faced on the project was a steel shift on January 24, 2007 during a truss jacking operation which resulted in no structural damage but a 5 month delay in a portion of the building construction while engineering analysis took place. Hunt reacted to the incident quickly and put incident management protocols in place within hours which mitigated long term problems and reduced cost and schedule impact to both the owner and the builder's risk insurance entity.

As the Program Manager, Andrew Vasey led ACM's program management efforts on behalf of the Indianapolis Airport Authority (IAA) for the \$1 Billion Midfield Terminal Program at Indianapolis International Airport (IND) through its initial planning, financing, budgeting and schematic design phase. The Midfield Terminal Program is the largest single capital project ever executed in the history of the State of Indiana.







The project was completed within schedule and the New Midfield Terminal opened on November 11, 2008. **The project was bid under the Engineer's estimate.**

CHA provided airside planning and design for the development of a 40-gate Midfield Terminal complex at Indianapolis International Airport. The proposed site for this development was a green field site located between parallel runways. Total program costs were approximately \$1 billion.

CHA worked closely with the Owners Technical Representatives, the Master Architect, and the Program Construction Managers to facilitate a coordinated effort to complete the design and construction for this major development project.

CHA aggressively involved a high-level of minority/women-owned consultant firm participation to complete meaningful aspects of the airside planning and design scope of work.

## Major planning elements included:

- » Apron pavement geometric layout
- » RON aircraft parking evaluation and RON parking location identification
- » Aircraft parking/gate layout
- » Ground Support Equipment (GSE) layout
- » Passenger Boarding Bridge (PBB) layout
- » Hydrant fueling pit layout
- » Concourse water distribution system layout
- » Concourse sanitary sewer collector layout
- » Concourse electrical and communications distribution layout
- » Validated and coordinated aircraft service requirements including preconditioned air (Point of Use), 400Hz (Point of Use), potable water, and guidance docking systems
- » Apron pavement marking layout including gate centerline and stop blocks, GSE parking, equipment restraint lines, boarding bridge movement areas, and vehicle service roads
- » Apron area lighting layout
- » Airfield lighting circuit and electrical vault capacity evaluation
- » SMGCS plan evaluation and update

## Major design elements included:

- » Airfield pavements including sections, joint layout, and in-pavement structures
- » Apron grades in accordance with FAA, NFPA, and IATA design standards
- » Airfield grading
- » Airfield storm drainage
- » Subsurface drainage
- » Aircraft deicing runoff collection and conveyance system for the terminal apron
- » Water and sanitary sewer
- » Electrical and communication duct systems
- » Airfield lighting and signage including edge lights, centerline lights, and stop bars
- » Airfield electrical vault building expansion
- » Airfield lighting control system for the new ATCT
- » Airfield security fencing and gate systems
- » Construction safety and phasing
- » Procurement documents for aircraft service equipment including boarding bridges, preconditioned air (Point of Use), 400Hz (Point of Use), and guidance docking system



## Design Challenge

The major design challenge on this project was meeting the FAA, NFPA, and IATA apron grade standards. Even though the site was a green field site, the grades of the adjacent existing parallel taxiway system, in conjunction with the proposed concourse layout, presented a challenge. The elevation difference across the site to the existing parallel taxiways was 26 ft and the "U" shaped Concourse Layout was to have a uniform finished floor elevation. CHA worked closely with the Master Architect to establish a finished floor elevation that allowed the apron grades to meet the apron grading standards.



# SJU >>

## LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT

*San Juan, PR*

Team Members Involved

- » **ASUR**
- » **Vasey Aviation**
- » **AECOM Hunt**

Contract Value

- » **\$2,000,000**

Dates of Services

- » **1/2012 – 9/2017**

Construction Cost

- » **\$240 Million**

Scope of Work

- » **Program Management**
- » **Planning Services**
- » **Construction Management**

Vasey Aviation Group LLC was the advisor and program manager for Highstar Capital LP for the full P3 of Luiz Munoz International Airport (SJU) and subsequent \$240M capital program. San Juan is a medium hub airport with approximately 8.6 million annual passengers. In addition to the \$615M acquisition cost of the airport, the program included \$240M in new capital projects, including the complete transition of all AIP grants, PFC collection authority and ongoing airport projects from the Government of Puerto Rico to the private sector.

Andrew Vasey, President of Vasey Aviation Group LLC, was named interim Chief Development Officer by Highstar Capital LP as part of the private management team put into place. Mr. Vasey, in his role as Chief Development Officer for this medium hub airport, was directly responsible for:

- » Transition of PFC collection authority from the government of Puerto Rico to high star new holding company, Aerostar airport holdings LLC through direct coordination with the FAA
- » Transition of all open FAA AIP grants from the government of Puerto Rico through direct coordination with the FAA
- » Revision of the five year FAA Airport Capital Improvement Program (ACIP)
- » Close out of open FAA AIP grants
- » Completion of new runway safety area by the congressionally mandated completion date
- » Planning, financing, phasing and procurement for Aerostar \$240 million capacity enhancement program
- » Hiring of entirely new planning engineering and development staff as part of new private airport management
- » Established new Airport Affairs and Airline Technical Committee with all SJU airlines as part of stakeholder coordination for the \$240 million capacity enhancement program
- » Coordinated all Airport Security Plan Revisions with the TSA Federal Security Director

As part of program management responsibilities, Andrew Vasey created a complete phasing plan in coordination with SJU airlines that involved relocating all but one airline twice during the construction of the capacity enhancement program. The scope of work for terminals B and C included 85 new ticketing positions, the consolidation of four security checkpoints into one more efficient checkpoint, the replacement of 31 passenger boarding bridges, a new inline baggage handling system with the capacity to process 3,000 bags per hour, new and expanded concessions and passenger conveniences, and the complete renovation of the two terminals and concourses.



## NEW BRANSON AIRPORT

**Branson, MO**

Team Members Involved  
 » **Branson Airport, LLC**  
 » **Vasey Aviation**

Dates of Services  
 » **5/2007 – 9/2009**

Construction Cost  
 » **\$155,000,000**

Scope of Work  
 » **Program Management**  
 » **Delivery Support Services**  
 » **Constructability, Phasing and Staging Services Ongoing**  
 » **ORAT**  
 » **Planning Services**



The New Branson Airport was the first privately financed and operated commercial air carrier airport built in the United States. The \$155M project included the planning, design, financing, construction, commissioning and creation of new FAA airport airspace for a greenfield airport. Vasey Aviation Group LLC was the program manager for the entire project, including commissioning and opening on the 11th of May, 2009.

The new airport included a 7,140-foot runway with associated taxiways and full ILS navaid system, a terminal, fuel farm, FBO, parking facilities and entry roadways. Built in the Ozark Mountains, the airport project was the largest earth-moving project in the history of the State of Missouri, and included the movement of 11 million cubic yards of earth and the blasting of over one million cubic yards of rock.

This project was the ultimate for operational readiness and transition as this was a greenfield airport that required \$155M of new facilities, a full FAR part 139 license, a full TSA airport security plan (ASP), and the creation of the FAA airspace for a new airport in the US ATC system. Vasey Aviation Staff assisted the new airport management team with all of the above tasks required for a successful opening on the 11th of May, 2009.

The team built the "greenfield airport" in 22 months completing the project on schedule and on budget, including the environment process, FAA airspace redesign, and actual construction, which included all airport facilities both airside and landside, access roads and bridges.

### Regulatory Environment

The airport was privately developed and is now privately operated by Branson Airport, LLC. As with all U.S. commercial service airports, the airport is regulated by the Federal Aviation Administration (FAA) and the Transportation Security Administration (TSA) according to their respective operational and security requirements. The airport is in the FAA's central region. The airport has received the FAA Central Region's Safety Enhancement Award every year it's been in operation – 10 years running (meaning the airport has had zero FAA discrepancies since it opened in May 2009).

### Key Attributes:

- » A Single 7,140 ft. runway capable of handling non-stop commercial jet service from within the continental United States.
- » 58,000 square foot Commercial Aviation Terminal Building designed to accommodate 750,000 annual enplanements, with significant expansion opportunities possible if necessary
- » Separate General Aviation Terminal and hangar facilities operated by Branson Jet Center owned by Branson Airport.
- » Air Traffic Control Tower, operating under the FAA's contract tower program
- » Current airline service to and from the airport by Frontier Airlines. Former Service - AirTran Airways, Sun Country Airlines and Southwest Airlines brought to Branson through the team's air service development efforts. In its 10 year history the airport has had contracts with these airlines listed above.



## AUSTIN BERGSTROM INTERNATIONAL AIRPORT SOUTH TERMINAL DEVELOPMENT P3

**Austin, TX**

Team Members Involved

- » Vasey Aviation
- » AECOM Hunt
- » Kaplan Kirsch & Rockwell
- » Fentress Architects

Dates of Services

- » 7/2016 - 3/2017

Construction Cost

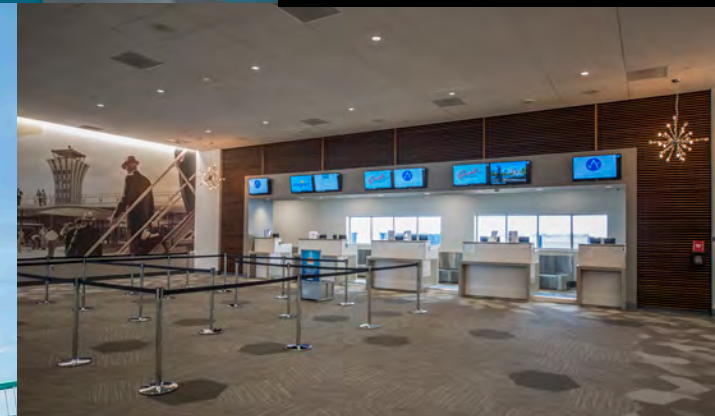
- » \$12,000,000

Scope of Work

- » Program Management
- » Delivery Support Services
- » Constructability, Phasing and Staging Services Ongoing
- » Planning Services
- » Construction Management
- » Architecture

Vasey Aviation Group served as the Aviation Advisor for the Public Private Partnership between the City of Austin and Lonestar Airport Holdings for the development of the South Terminal at ABIA. This \$22M deal included the 40 year lease and redevelopment of a 30,000 sqft building on the south side of the airfield to serve as an additional commercial air service terminal. The addition of the South Terminal allowed for new airlines to launch air service in Austin as well as the exponential growth of existing airlines because of the increased gate availability. Vasey Aviation Group worked to negotiate the terms of the deal with the City of Austin, facilitate air service development crucial to the success of the South Terminal, provided key design strategy giving the terminal building a unique and notable aesthetic, coordinated construction project management, provided insight on maximizing non-aeronautical revenue such as automobile parking and concessions, led the recruitment effort for all South Terminal employees, and served as liaison between the City of Austin and Lonestar Airport Holdings.

As part of the project, AECOM Hunt performed Design-Build services for the renovation of a 30,000 SF one-story, 35-room terminal located on the existing ABIA south terminal. The project included site upgrades for short and long term parking. Fentress was the lead Architect on this project.





**New Orleans, LA**

Team Members Involved  
» **AECOM Hunt**

Dates of Services  
» **9/2015 - 10/2019**

Construction Cost  
» **\$860,500,356**

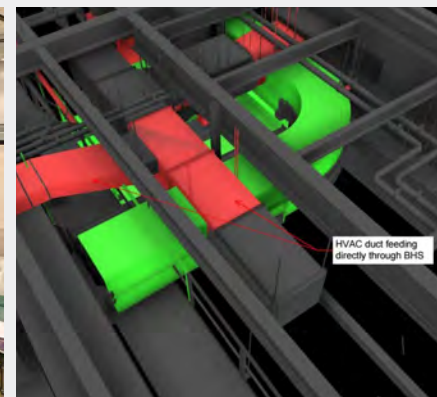
Scope of Work  
» **Construction Manager at Risk**

AECOM Hunt served as Construction Manager at Risk, in a joint venture with local contractors Gibbs Construction, Boh Bros Construction Company and Metro Site Services (HGBM), for the Louis Armstrong New Orleans International Airport – North Terminal. This new 35-gate airport terminal is just under 1,000,000 SF, and is spread across three concourses. The new terminal also includes a parking garage, surface parking, airline ticket offices, and ticketing hall. The nearly \$1 Billion project is the first new terminal constructed in the United States since the The Col. H. Weir Cook Terminal at Indianapolis International Airport was completed in 2008 (also constructed by AECOM Hunt).

The new terminal was designed with an ease of use customer experience in mind, featuring centralized local restaurants and retail shops, a new consolidated security checkpoint, an open concept design, and a new inbound and outbound in-line baggage system.

### BIM Utilization

The HGBM project team is using Building Information Modeling (BIM) for many aspects of the project. In addition to 3D/4D BIM modeling, BIM Field is used for the quality control program, daily reports, punch (final completion process for turnover on a construction project), contractor commissioning and record drawings. The project is almost entirely electronic — minimizing paper use. All design revisions and RFIs are uploaded into the BIM software with iPad access for all team members.



### Key Attributes:

- » Baggage Handling System, retail development, consolidated security screening checkpoint, inbound and outbound baggage, airline ticket offices, ticketing hall, 2,000-space parking garage
- » Concrete for nearly 100 pile caps poured at the terminal and concourse areas
- » FIS and swing gates for international traffic
- » Installation of more than 10,000 piles in the terminal area
- » More than 2 million cubic yards of sand hauled to the site for infill work
- » More than 1.4 million tests to ensure foundation stability at the site
- » Project constructed at approximately 15 feet above sea level
- » Wick drains installed under all site areas at 5' on center over nearly 80 acres



## MAYNARD H. JACKSON JR. INTERNATIONAL TERMINAL AT HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT

**Atlanta, GA**

Team Members Involved  
» **AECOM Hunt**

Dates of Services  
» **7/2008 - 5/2012**

Construction Cost  
» **\$1,272,280,997**

Scope of Work  
» **Construction Manager at Risk**



AECOM Hunt served as Construction Manager at Risk, in a joint venture with Holder Construction Company, Manhattan Construction Company, and C.D. Moody Construction Company, Inc., for the Maynard H. Jackson Jr. International Terminal at Hartsfield-Jackson Atlanta International Airport project. This 1,430,000 square foot terminal includes new gates, custom offices, Advanced People Mover (APM) station, new baggage handling system, two new parking structures (1,500 and 2,500 cars respectively), elevated roadways and APM train/utility connector to existing Concourse E. Gate, baggage, fuel pit and jet bridge modifications at existing Concourse E.

The new International Terminal added twelve new international boarding gates and new support areas including approximately 56,000 cubic yards of concrete and 20,000 tons of structural steel. There are over 200,000 square feet of various exterior glass window wall systems reaching a height of 100-feet in some locations. The North-facing window wall includes a cable stayed glazing system that supports the glass wall requiring no metal framing and is designed to provide travelers with a panoramic view of the downtown Atlanta skyline. Additional exterior finishes include metal panels, stone accents, and CMU.

Passenger facilities include ticketing and check-in counters, arriving passenger baggage facilities, departing passenger security checkpoint, gate waiting areas, various types of concessions, and

passenger gate waiting areas (hold rooms). Passenger support facilities include airline passenger lounges and restroom facilities. Back-of-house support facilities include offices for the airlines, Atlanta Police, U.S. Customs, and the Transportation Security Agency (TSA). Passenger baggage are sorted, inspected, and moved to the planes through 5 1/2 miles of advanced baggage conveyor systems.

The new International Terminal has been designed to incorporate the latest security features in baggage inspection and customs processing. Passengers needing to reach the new International Terminal from the existing Hartsfield-Jackson Atlanta International Airport (HJIA) may travel on an extension of the existing APM train, by walking, or riding the moving walkways through a connecting tunnel that begins on the South side of existing Concourse E and ramps downward under existing taxiway D. An integral baggage and utility service tunnel is included in this Connector. Renovations to the existing U.S. Customs area in Concourse E allow passengers to walk from the existing North and South Terminals, including Concourses A, B, C, D and T, all the way to the new International Terminal. Likewise, the APM transports passengers from the existing North and South Terminals and the existing Concourses to the lower level of the new International Terminal. A new Non-Licensed Vehicle Tunnel (NLVR) with associated ramps and roadways was also constructed allowing service vehicles to travel between Concourse E and under Taxiway D to reach the new Terminal.







**DEN** >>

## DENVER AIRPORT SOUTH TERMINAL REDEVELOPMENT

*Denver, CO*

Team Members Involved  
» **AECOM Hunt**

Dates of Services  
» **12/2012 - 8/2015**

Construction Cost  
» **\$385,000,000**

Scope of Work  
» **Construction Manager at Risk**

“ ”

*Hunt's experience working with airports was essential to the success of our program where understanding airport and government environments are key. Their ability to work collaboratively and creatively with their tri-venture partners as well as the design team, my program management team, our local transit district, elected officials, and the airport was crucial in a high-visibility project like the HTC.*

**STU WILLIAMS**  
Senior Vice President, Special Projects,  
Denver International Airport



The project received **LEED PLATINUM**  
Certification in March of 2017.

This 630,000 square-foot, fast-track project included a 519-room Westin Hotel on a five-level podium containing meeting and conference facilities, TSA airport security screening facilities, a light rail train station, several signature canopies at the hotel and train station, and the Level 5 plaza area connecting this development to the existing terminal, affording retail and special event opportunities.

AECOM Hunt's work also included the extension of the Automated Guideway Transit System structure from the face of the existing terminal into the new public transit center, extension of the existing baggage handling system from the terminal into the podium, and integration of the existing tent roof structure with the new construction.





# LGA & JFK >>



The listing below reflects some of the projects that CHA has worked on over the years with the Port Authority. This list is not all inclusive, but is intended to demonstrate the depth of CHA's experience through our continued involvement in the call-in program.

## **LaGuardia Airport**

- » Parking Lot 1 Rehabilitation
- » Drainage Improvements
- » Sanitary Sewer Master Utility Study
- » Foam Fire Suppression System Upgrades
- » Water Service Lateral Upgrades
- » West End Roadway & Utility Design
- » East End LaGuardia Road Rehabilitation
- » Sewer Force Main Study
- » Ingraham's Mountain Development
- » Ingraham's Mountain Employee Parking
- » Temporary Emergency Use GCP Connector
- » Parking Lot 10 Toll Plaza
- » Parking Lot 10 Rehabilitation
- » Runway Drive and RVSR Extension Preliminary Design

## **JFK International Airport**

- » Air Terminal Site Modifications
- » ILS Pier Priority Repairs
- » Parking Lot 8 & 9 Rehabilitation
- » Emergency Bypass Road Design
- » Fueling Station & Underground Storage Tank
- » East & West Hangar Roads Rehabilitation
- » Pan Am Road Rehabilitation
- » 130th Place Rehabilitation
- » Former Hangar 12 Site Pavement Improvements
- » Parking Lot Improvements
- » 72-foot Storm Drain Outfall
- » Terminal 6 Site Modifications
- » Airport Substations Replacement Study
- » Utility Modeling (Drainage/Water/Sanitary)
- » JFK Expressway Pavement Rehabilitation Study
- » JFK Expressway "Smooth Ride" Interim Pavement Repairs

## **PORT AUTHORITY OF NEW YORK AND NEW JERSEY EXPERIENCE**

### **New Jersey / New York**

Team Members Involved

- » **CHA Consulting**

Dates of Services

- » **March 1997-Present**

Construction Cost

- » **\$530,000,000**

Scope of Work

- » **Planning**
- » **Preliminary Engineering**
- » **Design**

CHA and its employees are proud to have provided 30 years of continued engineering and construction management services to the Port Authority on hundreds of projects. Over that 30-year span, CHA has become well-versed in all aspects of completing Port Authority call-in assignments, from Stage I preliminary designs through Stage IV construction phase services. Through CHA's close working relationship with the Port Authority's Civil Engineering Design Division, we have become exceptionally familiar with the Port Authority's standards, including, but not limited to, Engineering Design Guidelines, Standard Specifications, Contracts Unit Review Standards, Sustainable Infrastructure Guidelines, Climate Resilience Design Guidelines, and EAD CAD Standards. This level of familiarity enables CHA's team to complete call-in assignments on time and on budget, while maintaining the highest degree of quality for all deliverables. CHA views itself not just as a Port Authority consultant, but as an extension of the Port Authority staff.





### **Stewart International Airport**

- » Master Plan Update
- » Runway 16-34 Safety Area Improvements
- » Terminal Modifications
- » Air National Guard Fire Suppression System
- » Upgrades to Building 108
- » Lighting Upgrades to Building 204
- » Building 102 Repair Fuel Cell Hangar Facility
- » Runway 9-27 Edge Lighting Improvements
- » Glycol Collection System Independent Cost Estimate
- » Security Access Control System
- » ALS Independent Fee Estimate

### **Newark Liberty International Airport**

- » Taxiway C-C Run-Up Blast Pad
- » Glide Slope Paving
- » Lot E Monorail Station Extension
- » Stormwater Quality Improvement Study
- » CTA Cooling System Water & Sewer Lines
- » Infield Grading & Drainage Improvements
- » Long Term Parking Lot Expansion
- » Service Road Improvements
- » Terminal B Substation 4 Study
- » Peripheral Ditch Embankment Restoration
- » Ponding Remediation at CTA and Parking Lots
- » Electric Bus Parking

### **George Washington Bridge**

- » Fire Hydrant & Water System Condition Survey
- » Rehabilitation of Hudson Ramps Pavement
- » Drainage Rehabilitation – NJ Anchorage
- » Truck Inspection Area Study
- » Cabrini Water System replacement
- » TME Water System Replacement
- » Upper Level EB Approach and Main Span Paving

### **Teterboro Airport**

- » Catch Basin and Pavement Repairs
- » Perimeter Security Enhancements
- » Redneck Avenue Relocation
- » High Speed Taxiway Exits
- » Charles Lindbergh Drive Entrance Plaza
- » Fred Wehran Drive Rehabilitation
- » Snow Equipment Storage Building
- » Building 27 Renovations
- » Wildlife Hazard Mitigation Fencing Study

### **PATH**

- » PATH Caisson Lower Level Investigation
- » PATH Harrison West Transfer Yard
- » PATH Jersey City Rail Transfer Yard Study
- » PATH Bridge Inspections East of Newark Penn Station
- » Harrison Station Parking Lot Site Preparation

### **Holland Tunnel/Lincoln Tunnel/Bus Terminal**

- » Replacement of 12th Street Waterline
- » Canal Street Sidewalk Repairs
- » Repairs to Tunnel Water Service Pipes
- » Toll Plaza Pavement Repairs
- » Repair of Collapsed Drain at NYLVB
- » Bus Parking Lots D and E
- » Bus Ramp Pavement Repairs

### **Port Facilities**

- » Port Newark Berths 35 & 63 Wharf Construction
- » Port Newark Water System Study
- » Elizabeth Port Valve Isolation Program
- » Port Newark Berths 2-4-6 Hydrant Renovations
- » Elizabeth Port Hydrant Testing
- » Greenville Yard Water System Analysis
- » Greenville Yard Construction Phase Support
- » Greenville Yard Marine Terminal Rdwy Rehab.
- » Port Newark Intermodal Container Facility Capital Program

## **PORT AUTHORITY OF NEW YORK AND NEW JERSEY EXPERIENCE (CONTINUED)**

### **New Jersey / New York**

Team Members Involved

- » **CHA Consulting**

Dates of Services

- » **3/1997-Present**

Construction Cost

- » **\$530,000,000**

Scope of Work

- » **Planning**
- » **Preliminary Engineering**
- » **Design**



Stewart International Airport



Newark Liberty International Airport



Teterboro Airport





# LAX >>

## LAX TOM BRADLEY INTERNATIONAL TERMINAL

**Los Angeles, CA**

Team Members Involved  
» **Fentress Architects**

Dates of Services  
» **5/2008 - 9/2016**

Construction Cost  
» **\$1,400,000,000**

Scope of Work  
» **Architecture**



**LEED GOLD CERTIFIED**

The new LEED Gold terminal is reflective of Los Angeles' diversity and beauty. A wave-like roofline resembles one of Southern California's greatest attractions—the Pacific Ocean. The rhythmic ceiling reduces solar glare and heat from the ocean on the west and bathes the terminal in natural light from the northeast. Expansive glass curtain walls offer dramatic views of the airfield and the nearby Santa Monica Mountains, and clerestory windows fill the Great Hall with sunlight, connecting travelers to LA's natural environment.

The Fentress design team solicited input from dozens of stakeholders and the community in order to meet the client's and community's needs. A year-long visioning process and public feedback informed the concept—to create a design that was quintessentially Los Angeles.

Centralized security enhances wayfinding and welcomes departing passengers into the Great Hall where passengers can choose from a variety of world-class concessions and retail offerings. An Integrated Environmental Media System (IEMS) creates immersive digital environments throughout the terminal and concourses.

“ ”

*The Fentress design for LAX is spectacular, embodying the character of Los Angeles and creating a remarkable sense of place. It is unmistakably LA.*

**ANTONIO R. VILLARAIGOSA**  
Former Los Angeles Mayor





# MCO >>

## MCO TERMINAL C

*Orlando, FL*

Team Members Involved

» **Fentress Architects**

Dates of Services

» **9/2015 - 2021 (anticipated for Phase I)**

Construction Cost

» **\$3,000,000,000**

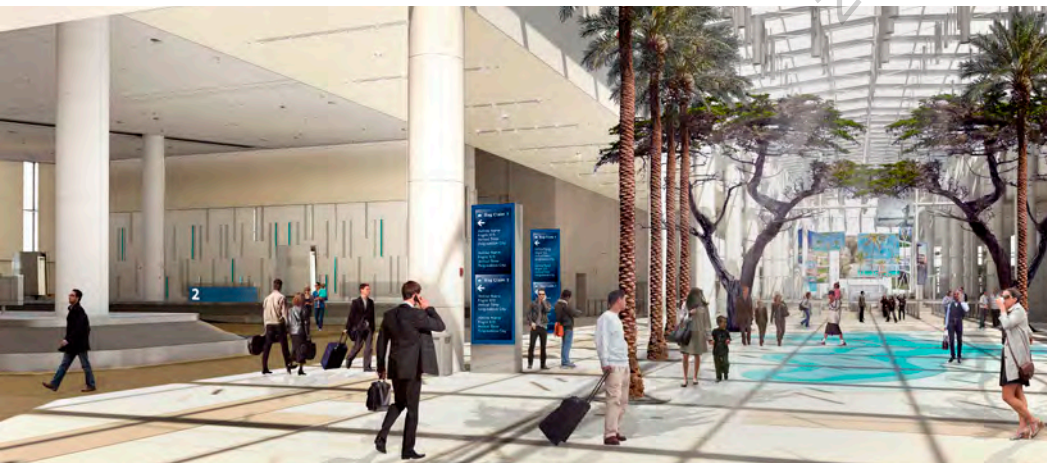
Scope of Work

» **Architecture**



Fentress' design approach creates a world-class domestic and international terminal complex that responds to regional context and establishes Orlando as a world-renowned travel destination. The new international terminal creates civic spaces that adapt to the changing needs of the users, community, and environment. Principal design strategies include improved wayfinding, ease of navigation between levels, futuristic technology, and incorporation of nature and art. An iconic exterior establishes a landmark that is recognizable to the locals while a contemporary and flexible interior design accommodates the traveler.

The design represents a paradigm shift in the arrival experience. Visitors arrive on the top level of the terminal bathed in daylight and surrounded by nature and art, signaling a true sense of arrival. To realize this approach, Fentress worked with the airport to find a baggage handling system that would defy gravity. Orlando will be the first use of this system in the US.





## SJC TERMINAL AREA IMPROVEMENT PROGRAM

**San Jose, CA**

Team Members Involved  
» **Fentress Architects**

Dates of Services  
» **10/2006 - 12/2010**

Construction Cost  
» **\$668,700,000**

Scope of Work  
» **Architecture**

**“ ”**

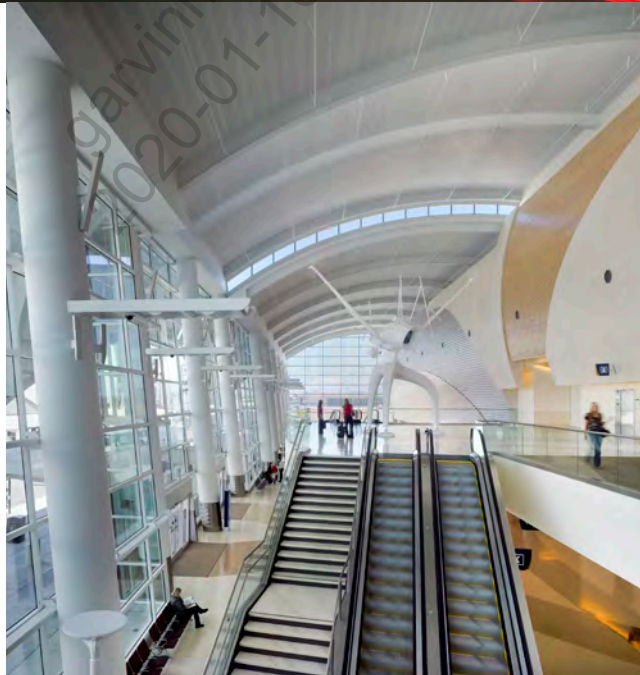
*Just before we hired Fentress Architects, we were \$150 million over budget. Now we're more than \$140 million under budget and celebrating the opening of the modernization one year earlier than if we'd done it as design-bid-build. The result has been an outstanding partnership that has delivered a beautiful, comfortable and efficient airport for passengers and airlines alike.*

**BILL SHERRY**  
Former Director of Aviation, SJC

The TAIIP project was part of San Jose's \$1.3 billion Terminal Area Improvement Program. The program included a major renovation of Terminal A and an interim modification of Terminal C to clear space for the construction of Terminal B, with the eventual demolition of the 1960's era Terminal C. Rounding out the project was the construction of a seven-story, 3,400-vehicle Consolidated Rental Car Facility and parking structure, as well as improvements in roadways and parking to improve access and navigation.

Inspired by Silicon Valley's innovative technology, Fentress Architects' design incorporates inventive features that improve the travel process for passengers and the airline industry. The design sets new standards in ticketing, security, and baggage handling while enhancing passenger comfort. Examples include the installation of Zenky Air Chairs which provide built-in electrical outlets and an integrated air cooling and heating system positioned unobtrusively in the chair's base. The facility's digital paging system displays text messages on flat-screen panels located throughout the terminal.

Terminal B at Mineta San Jose International Airport infuses advanced innovations and flexibility to create one of America's most technologically advanced airports. The exterior resembles an unraveling coaxial cable, while the concourse interior evokes the area's agrarian past and sunny climate.





## SEA CENTRAL TERMINAL EXPANSION

**Seattle, WA**

Team Members Involved  
» **Fentress Architects**

Dates of Services  
» **4/1998 - 6/2005**

Construction Cost  
» **\$118,000,000**

Scope of Work  
» **Architecture**

“ ”

*Seattle-Tacoma's elegant central terminal will send travelers' spirits soaring.*

*Northwest Contributing Editor  
for Architectural Magazine*

Fentress Architects' design successfully enriches the traveler's experience by giving the airport a central heart. The design features a dramatic cable-support curtain wall — a captivating lens through which visitors watch planes land and take off, and view the region's natural beauty. The curtain wall is made of bi-directional curved glass which arcs in two directions at the same time. The 60-foot-tall vertical span is convex, while the 350-foot-long horizontal stretch is concave.

This engineering achievement was part of the redevelopment and expansion of the original 1949 Central Terminal's focal point. The 130,000-square-foot Great Hall, known as the Pacific Marketplace, offers a relaxing space for travelers to escape the stress of travel. Dining tables, moveable furniture, canopies, trees, artwork, and interactive educational opportunities create the feeling of an outdoor courtyard. Easily viewable flight information display monitors provide clear directions to concourses.

This retail and informational “heart” is an expression of the culture of the Pacific Northwest. SEA's Central Terminal Expansion restores the excitement of travel by creating a Northwest Coast landmark filled with light, excitement, and warmth.







# LGA >>

## LAGUARDIA AIRPORT

*Queens, NY*

Team Members Involved

» **HOK**

Dates of Services

» **2016 - 2022**

Construction Cost

» **\$4,500,000,000**

Scope of Work

» **Architecture**



As LaGuardia Airport's most active passenger hub, Terminal B has welcomed hundreds of millions of travelers to New York. Yet in recent years the aging terminal—first opened in 1964 and handling nearly twice the passengers it was designed to accommodate—had become both undersized and outmoded.

Enter the Port Authority of New York and Jersey and an aggressive vision to transform LaGuardia Airport, starting with Terminal B, into a world-class airport worthy of the city it calls home. The design of the brand new terminal carries that vision forward with a highly efficient yet adaptable building that vastly improves the passenger experience while paying homage to the architectural grandeur and individuality of New York City.

### **A NOBLE WELCOME**

Built from the ground up, the new Terminal B restores the sense of place that existed when New York Municipal Airport (later renamed LaGuardia Airport) drew thousands of Depression-era visitors just to watch planes take off and land. Serving as a both a civic building and a noble welcome to New York, the terminal headhouse has a verticality and grand scale that echo the city itself. The transparent, fluid design celebrates movement. In

the spirit of New York's great high-rises like the Woolworth and Chrysler buildings, long considered cathedrals of commerce, Terminal B serves as a cathedral of mobility. Pedestrian bridges extending from the terminal to island concourses enhance airport operations and create a metaphor for New York—a city of islands and bridges. These 450-foot-long pedestrian spans offer panoramic views onto Manhattan and reinforce the airport's connections to the city.

### **TRANSFORMATIONAL PASSENGER EXPERIENCE**

Terminal B celebrates arrivals and departures with equal emphasis, challenging the industry practice of reserving the most monumental spaces for departures while relegating arrivals to low-ceilinged, basement-like zones. At LaGuardia Airport's new terminal, incoming and outgoing passengers share soaring, airy, grand-scaled sequences punctuated by 55-foot-high ceilings and floor-to-ceiling windows that fill the space with natural light. The interior environment evokes the city's vibrancy, material sensibility and cultural diversity. With an all-encompassing sculptural form, the interior finishes and features accentuate and juxtapose the larger spatial volume, promoting the easy flow of passengers.

Retail offerings such as Shake Shack, FAO Schwartz and McNally Jackson Books highlight New York originals. Indoor green space is modeled after New York City's urban pocket parks and includes lush landscaping and sculptural benches. Concourses feature ample seating areas with charging stations across all 35 gates, spacious and modern restrooms with floors that literally sparkle, and nursing rooms for mothers and infants.

### **FLEXIBILITY AND OPERATIONAL EFFICIENCY**

The island concourses and pedestrian bridges offer more than a sleek appearance. They allowed the design team to move Terminal B hundreds of feet closer to Grand Central Parkway. This opened up two additional miles of aircraft taxilanes that will reduce airport ground delays as the terminal ramps up to its full capacity of serving 17.5 million annual passengers. Terminal B's "common-use" design incorporates flexible technology that enables any airline to occupy any desk or gate, resulting in economy of space and a more efficient terminal. The design's phased construction strategy allows the terminal to be built on the highly constrained site with minimal impact to operations, generating significant time and construction cost savings.







# ATL >>

## HARTSFIELD-JACKSON ATLANTA INTL AIRPORT MODERNIZATION PROGRAM

*Atlanta, GA*

Team Members Involved  
» **HOK**

Dates of Services  
» **2015 - 2020**

Construction Cost  
» **Modernization Program:  
\$330,000,000**

Scope of Work  
» **Architecture**

In 2015, the 207-gate airport became the world's first to handle more than 100 million passengers in a year, reaching a high of 101.5 million. In preparation to serve even more travelers in the coming decades, H-JAIA tasked the HOK led team to design a terminal that would improve the passenger experience given the projected growth of the world's busiest domestic passenger terminal. The solution creates a new, world class experience embracing the buzz of the world's busiest airport, giving passengers a sense of ease and clarity while navigating the 400,000 SF domestic terminal. Visitors will arrive and depart under two new, transparent canopies providing shelter and comfort from Atlanta's ever-changing weather while maintaining access to views of the sky and daylight.

Central to the passenger experience, the design of the 15,000 SF atrium presents a lush, park-like setting reflecting the Atlanta landscape brightened by a circular skylight. Here passengers have the opportunity to pause and relax on their way to and from gates. The technology rich atrium connects passengers to retail and information in the context of a microcosm of Atlanta culture. Other work on the terminal includes complete recladding of its building facades, upgrades to North and South check-in and bag claim halls including new energy efficient LED lighting and new ceilings. Security check points and circulation areas are also included in scope of upgrades creating a completely new passenger experience for all arriving and departing passengers.



# SLC >>

## SALT LAKE CITY INTL AIRPORT TERMINAL MODERNIZATION PROGRAM

*Salt Lake City, UT*

Team Members Involved  
» **HOK**

Dates of Services  
» **2008 - 2025**

Construction Cost  
» **\$3,600,000,000**

Scope of Work  
» **Architecture**

Salt Lake City International Airport asked HOK to redefine the airport experience to create a transit hub that would advance the aspirations of the city, its visitors, airport staff and major stakeholder Delta Air Lines. The design began as a 48-gate passenger terminal facility and evolved into a unified 78-gate facility that is essentially creating an entirely new airport in Utah's capital. The project is one of the nation's largest aviation developments in years and will be the first completely new airport built in the U.S. in the 21st century. The "future-proof" design provides flexibility that will enable specific areas to be easily modified and reconfigured as the needs of the airport and airlines change over time.

HOK's design celebrates Utah's natural beauty and reputation as an outdoor recreation hub. Floor-to-ceiling glass provides expansive views to the airfield and Wasatch Mountains. A soaring interior atrium called "The Canyon" houses security screening areas, shopping and dining facilities. A large-scale sculpture by artist Gordon Huether defines the walls and reflects natural Utah elements such as red rock canyons, alpine peaks, moving water and puffy white clouds. Branding and wayfinding by HOK's Experience Design team graphically express the spirit of the city and region while assisting travelers as they navigate their way to and within the new terminal. With a goal of establishing a U.S. benchmark for environmentally responsible airports, the team is targeting LEED Gold certification. Working with two construction managers, the team has been able to find innovative economies of scale in design, specification and construction.





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## SWISSPORT

Swissport is a world leading provider of ground and cargo handling services to the aviation industry. Partners Group, along with its consortium partners, acquired Swissport in February 2011. The company was active in 175 locations in 38 countries and handled more than 70m passengers and 2.8 million tons of cargo annually. Partners Group exited this investment in 2015.

**Team Members Involved: Partners Group**

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## SYDNEY METRO NORTHWEST

Sydney Metro is Australia's largest public transport infrastructure project. Sydney Metro Northwest is the first stage of Sydney Metro and involves the delivery and operation of a 36km double track railway and will feature eight new stations with precincts offering integration with buses, 4,000 parking spaces, and upgrade of five existing stations and interchanges. The project's total private capital was over AUD 1.8B, including AUD1.55B of senior debt.

**Team Members Involved: Partners Group**

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## HIGH CAPACITY METRO TRAINS

High Capacity Metro Trains ("HCMT") is an AUD 2B PPP with the State of Victoria, Australia that involves the design and construction of 65 High Capacity Metro Trains and construction of a new light service facility. HCMT vehicles accommodate approximately 20,000 passengers in the morning peak period. The project has generated more than 1100 jobs for local residents and is reviving the local rail manufacturing industry. Partners Group was the largest equity investor in the consortium.

**Team Members Involved: Partners Group**

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## VICTORIAN COMPREHENSIVE CANCER CENTRE

The Victorian Comprehensive Cancer Centre ("VCCC") is Australia's first dedicated cancer research and treatment facility located in the center of Melbourne. The facility is a multi-site, multidisciplinary specialist cancer hospital and research center. The completed center has 13 levels, 160 patient beds, 110-day beds and eight operating theatres and can host up to 1200 researchers.

**Team Members Involved: Partners Group**

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## MANCHESTER AIRPORTS GROUP & EDIZIONE, SRL

Mr. Leucci held senior roles in asset management where he was actively involved in public-private partnership procurement and overseeing airport commercial development, financing & refinancing, large capital projects and change management initiatives.

**Team Members Involved: Giulio Leucci**

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## CHICAGO MIDWAY AIRPORT PRIVATIZATION CONSORTIUM

Airport forecaster teamed with Macquarie Group and Ferrovial, S.A. bidding on the privatization of Chicago Midway Airport. Prepared near-term (1-5 year) detailed forecasts of operations and traffic (domestic, international, O&D, connecting) by airline and quarter. Prepared long-term (6-30 year) forecasts of operations and traffic in a constrained and unconstrained environment. These forecasts were used as input in to models projecting long-term airport revenues.

**Team Members Involved: Campbell-Hill**

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## ONTARIO INTERNATIONAL AIRPORT AUTHORITY

Forecaster responsible for developing traffic, operation and land-weight forecasts for input in to the Authority's financial models used for bond re-financing and FAA certification for transfer of the airport from LAWA to local Authority control. Developed near-term (1-5 year) detailed forecasts and long-term (6-30 year) forecasts.

**Team Members Involved: Campbell-Hill**

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## GREATER ORLANDO AIRPORT AUTHORITY

Provided a comprehensive analysis that quantified current gate utilization levels, identified potential future issues and competitive constraints based on Campbell-Hill forecasted growth rates for domestic and International operations. The study evaluated both terminal and airside operations, projected when each airside would reach maximum capacity and demonstrated the need for the new South Terminal to support continued growth.

**Team Members Involved: Campbell-Hill**

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## PORT AUTHORITY OF NEW YORK & NEW JERSEY

In support of the EWR Terminal A Redevelopment Project, Campbell-Hill provided near and long-term growth forecasts by carrier (including frequency, market and fleet changes), gate utilization analysis, multiple optimizations for improved utilization of the current and new gates within the overall FAA constraints for EWR operations. The study also provided passenger forecast by hour, inbound/outbound/transit, to be used for the Operator RFP for EWR New Terminal A.

**Team Members Involved: Campbell-Hill**

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## PAINE FIELD COMMERCIAL SERVICE AND PASSENGER TERMINAL

Kaplan Kirsch & Rockwell represented Snohomish County, Washington in connection with federal environmental documentation and regulatory approvals for introduction of commercial service at Paine Field. The firm led the County's approval process and then the negotiations with Propeller Airports for development of a new terminal through a public-private partnership. Subsequently, the firm has represented Propeller in its negotiations among carriers and terminal service providers, and on securing necessary additional government approvals. The fully subscribed terminal opened in March 2019. The project is the first completed effort by an airport proprietor to contract for a privately designed, built, financed, operated, and maintained passenger terminal in the U.S.

**Team Members Involved: Kaplan Kirsch & Rockwell**

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## LAGUARDIA AIRPORT TERMINAL B PROJECT

Kaplan Kirsch & Rockwell represents LaGuardia Gateway Partners on construction phase and FAA compliance issues, as well as matters related to future operations, on the Terminal B Project. The \$5bn+ project is the largest single ongoing airport public-private partnership project in the country.

**Team Members Involved: Kaplan Kirsch & Rockwell**

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## HUB AIRPORT GROUND TRANSPORTATION PRIVATIZATION

Kaplan Kirsch & Rockwell advised a large hub airport considering privatizing its ground transportation operations using a long-term concession and lease structure. The proposed concession contemplated selection of an investor-operator through an auction-style process, drawing in part upon experience from Airport Privatization Pilot Program transactions. As part of its work, the Firm drafted a form of concession and lease agreement combining past industry precedents with more recent lessons learned and best practices.

**Team Members Involved: Kaplan Kirsch & Rockwell**

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## CHICAGO O'HARE INTERNATIONAL AIRPORT EXPRESS PROJECT

Kaplan Kirsch & Rockwell advised the City of Chicago and the Chicago Infrastructure Trust on procurement and negotiation of a proposed revenue risk airport connector project to link the Loop with O'Hare International Airport. The Firm's work included advising on FAA regulatory issues as well as drafting of a form of agreement incorporating elements of a long-term concession and lease arrangement drawing upon prior City of Chicago experience (including from the proposed Midway Airport concession and lease).

**Team Members Involved: Kaplan Kirsch & Rockwell**



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## HUB AIRPORT LANDSIDE DEVELOPMENT

Kaplan Kirsch & Rockwell is advising a large hub airport on a hybrid public-private partnership / real estate development procurement to develop nearly 100-acres of airport adjacent property.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## CHICAGO O'HARE INTERNATIONAL AIRPORT CAPITAL PROGRAM

Kaplan Kirsch & Rockwell represented the City of Chicago in preparation of environmental documentation for reconstruction and renovation of an entire terminal and gate complex and in related negotiations.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## SOUTHERN NEVADA SUPPLEMENTAL COMMERCIAL AIRPORT DEVELOPMENT

Kaplan Kirsch & Rockwell provides counsel for efforts to plan and develop a second commercial service airport for Las Vegas and southern Nevada, including advising on preparation of environmental documentation, planning, and federal regulatory efforts involving coordination among several federal agencies, providing continuing advice on federal regulatory compliance and airspace protection for both the proposed new airport and for McCarran International Airport (LAS), and providing counsel on federal regulatory compliance for LAS.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## USE AND LEASE AGREEMENT FOR HOUSTON HOBBY AIRPORT TERMINAL PROJECT

Kaplan Kirsch & Rockwell assisted the proprietor in negotiations of a new use-and-lease agreement by which dominant carrier funded, designed, and built new terminal for initiation of international service.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## USE AND LEASE AGREEMENT FOR KANSAS CITY INTERNATIONAL AIRPORT TERMINAL PROJECT

Kaplan Kirsch & Rockwell represented Kansas City International Airport in negotiation of a new use and lease agreement serving as security for new terminal development.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## DULLES GREENWAY CONCESSION

Kaplan Kirsch & Rockwell represented Abertis Infraestructuras S.A. in connection with a bid for a 50% share in Virginia's Dulles Greenway Concession, including regulatory diligence.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## THE OHIO STATE UNIVERSITY COMPREHENSIVE ENERGY MANAGEMENT

Kaplan Kirsch & Rockwell represented a European infrastructure fund in connection with a bid for The Ohio State University Comprehensive Energy Management project.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## AIRGLADES

Kaplan Kirsch & Rockwell represented Hendry County, Florida in its preliminary application and regulatory compliance for participation in the Airport Privatization Pilot Program and in early negotiations with its private partner, Florida Cargo Fresh. The final application, approved in October 2019, is the first approved under the new Airport Investment Partnership Program. Separately, one of our attorneys was also counsel to the County at a prior firm.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## AIRPORT HOTEL DEVELOPMENT

Kaplan Kirsch & Rockwell, and individual attorneys, have advised on airport hotel developments, including at ORD and BOS.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## PR-22 / PR-5 TOLL ROAD CONCESSION AND LEASE

A member of Kaplan Kirsch & Rockwell represented Goldman Sachs Infrastructure Partners and Abertis Infraestructuras S.A. on a bid for, financing, and successful closing of a long-term concession and lease of the PR-22 / PR-5 toll roads in Puerto Rico, and subsequently represented Abertis on its acquisition of a majority stake in the joint venture as well as on operational issues.

*Team Members Involved: Kaplan Kirsch & Rockwell*

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## INDIANAPOLIS METER OPERATIONS 50-YEAR CONTRACT

The ParkIndy team is comprised of Conduent State & Local Solutions along with Indianapolis-based partners to ensure a customized approach and technology tailored to the needs of the City, its businesses, residents, and visitors: Denison Global Parking, a minority owned company whose combined heritage goes back over 80 years of parking qualifications; Evens Time, a woman-owned company serving Indianapolis for 76 years, and Sease Gerig & Associates, an Indianapolis communications and public relations consulting firm with city, state and national clients.

*Team Members Involved: Global Parking System, Inc.*

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## CAPITAL IMPROVEMENT BOARD

As an operating model, the CIB's public purposes are achieved by operating capital facilities, which are an important driver to underlying the economic vitality of historically strong and growing convention, cultural, entertainment and recreational businesses (public and private) serving the public and civic interests and well-being of the State of Indiana and particularly the central Indiana region.

*Team Members Involved: Global Parking System, Inc.*

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## SYRACUSE JOHN HANCOCK INTERNATIONAL AIRPORT GLOBAL/REPUBLIC PARKING MANAGEMENT AND OPERATIONS

Syracuse Hancock International Airport is a joint civil-military airport five miles northeast of downtown Syracuse, in Onondaga County, New York, and 65 miles south of Watertown. The airport is off Interstate 81, near Mattydale, New York.

*Team Members Involved: Global Parking System, Inc.*

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## INDIANAPOLIS AIRPORT AUTHORITY

Our team helped the IAA achieve customer service awards including the J.D. Power Award for Customer Service by providing shuttle service, TNC/taxi ground transportation, ancillary/special services, curb side valet service, premium valet service and working in collaboration as a partner. Our team also provided outstanding employee training and retention as well as vision for the future. The airport was named Best Airport in North America for the years 2008-2018 and won the J.D. Power Award for the years 2012-2019 (ranked #1 in 6 of the last 7 years).

*Team Members Involved: Global Parking System, Inc.*





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## PHOENIX SKY HARBOR INTERNATIONAL AIRPORT

A civil-military public airport 3 miles southeast of downtown Phoenix, in Maricopa County, Arizona, United States. It is Arizona's largest and busiest airport, and among the largest commercial airports in the United States.

- » Provides Daily Parking Management,
- » Event Parking and Employee Parking
- » Ground Transportation Dispatch Services
- » Generates \$90 million in annual revenue
- » This parking facility utilizes APC (Airport Parking Connection) reservation system and yield management system for parking reservations, dynamic pricing and yield management
- » Over \$8,000,000 dollars out of \$10,000,000 in annual airport related revenues is pre-purchased

**Team Members Involved:** *Global Parking System, Inc. and ACE Parking Management/Operations Partnership*

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## SAN DIEGO INTERNATIONAL AIRPORT

Global/Ace Parking in partnership manages 10,000 airport owned parking stalls over 6 public and employee parking facilities.

- » Provide management of Self, Valet Parking and ancillary wash/detail services
- » Provide employee parking programs including access card management
- » Ground Transportation, dispatch services for taxis, shuttles for hire and TNCs
- » Shuttle operations for all remote parking (31 shuttles)
- » Generates \$40 million annually
- » 2018 awarded the coveted Gold Level Parksmart Certification for the newly constructed Terminal 2 Parking Plaza.

**Team Members Involved:** *Global Parking System, Inc. and ACE Parking Management/Operations Partnership*

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## JFK INTERNATIONAL AIRPORT, JETBLUE T6/T7 REDEVELOPMENT P3

CHA provided preliminary design engineering to reconstruct and reconfigure all landside access and utilities for replacement of Terminals 6 and 7 for JetBlue at JFK. JetBlue issued a Request for Proposal to four shortlisted teams, and as the lead landside designer, CHA had primary responsibility for developing conceptual designs for all landside elements necessary for the replacement of Terminals 6 and 7. Extensive coordination with airside and terminal design was required to investigate several alternatives and determine the preferred alternative. This team included Vasey Aviation, Fentress Architects, Leigh Fisher, and Hunt Construction.

**Team Members Involved:** *CHA Consulting, Vasey Aviation, Fentress Architects and AECOM Hunt*

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## WESTCHESTER COUNTY AIRPORT, AIRPORT PRIVATIZATION

CHA provided condition assessments to support a proposal for the privatization of the Westchester County Airport. This work included review of existing documents, field investigations, recommendations and ROM cost estimates for state of good repair and improvements to landside and airside infrastructure, as well as building condition assessments. CHA also coordinated with airport operations and maintenance to gain insight to specific concerns and issues with existing infrastructure and facilities.

**Team Members Involved:** *CHA Consulting, Vasey Aviation, Fentress Architects and AECOM Hunt*

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## LAGUARDIA INTERNATIONAL AIRPORT, CENTRAL TERMINAL BUILDING P3

CHA served as the lead airside and landside engineer to provide preliminary engineering in support of the development of design concept alternatives to reconstruct and reconfigure all airside facilities in addition to landside access and utilities for replacement of the central terminal building at LaGuardia International Airport. As a member of one of the four shortlisted teams, CHA completed roadway concept designs for multiple terminal options. These efforts included preliminary design, cost estimating, scheduling, and participation in formal collaborative dialogue meetings with the Owner. In addition, CHA led the concept design effort for the central heating and refrigeration plant (CHRP), taxi cab holding garage, and airside improvement plan.

**Team Members Involved:** *CHA Consulting, Vasey Aviation, Fentress Architects and AECOM Hunt*

