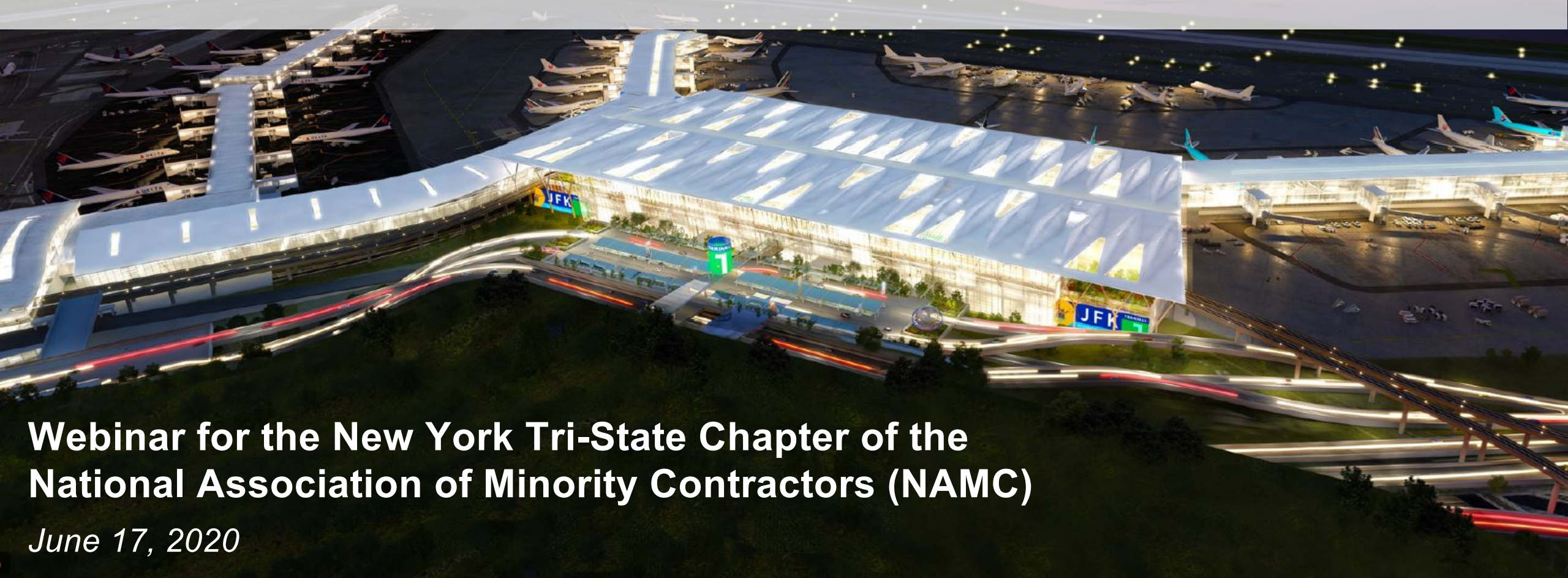


JFK International Airport The New Terminal One



**Webinar for the New York Tri-State Chapter of the
National Association of Minority Contractors (NAMC)**

June 17, 2020

Dr. Gerrard P. Bushell - Executive Chair



- Executive Chair of The New Terminal One at JFK and Chair of CAG Holdings
- Former President & CEO of DASNY— one of the country's most prominent public builders with a construction portfolio valued at more than \$6 billion
- Brings a deep understanding of NY infrastructure and public-private partnership projects to The New Terminal One
- Successfully advanced NYS M/WBE goals beyond 30%
- Will ensure the vision of The New Terminal One at JFK is delivered and supports the PANYNJ and the local community in meeting diversity objectives

Our World-Class Team

Airline Sponsors



THE NEW TERMINAL ONE

JFK INTERNATIONAL AIRPORT

Operating Partner



Financial Sponsors



Architecture & Engineering



Project Management Office



Lead Contractor



The New Terminal One Commitment

Reaffirming Our Commitments

- **30% M/WBE goal (20% MBE, 10% WBE)** across all phases and disciplines of the project; including all Categories of Work
- Prioritization of local firms starting with SE Queens and Western Nassau, followed by Borough of Queens and NY/NJ Port District
- We are focused on achieving Governor Cuomo's Vision for JFK and driving New York State's nation leading M/WBE participation for the project beyond \$1 billion

Dear Partners:

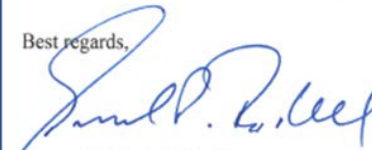
We are delivering one of the most important infrastructure projects across the globe at The New Terminal One at JFK International Airport. We are proud to partner with the Port Authority of New York and New Jersey and execute on Governor Cuomo's vision of a world-class airport. To that end, we are committed to driving innovation, excellence, and diversity and inclusion.

One of the most important themes central to our designation as the developer and operator of The New Terminal One is our commitment to "Diversity and Inclusion." We are building a business where our DNA reflects the importance of building partnerships embracing and reflecting the diversity of the JFK-area community, New York City, and the State of New York.

We require our partners to create opportunities for Minority- and Women-Owned-Business Enterprises (MWBE) and Local Business Enterprises (LBE). We expect our engagements to present plans and benchmarks to meet and exceed the 30% MWBE goals. Our procurements are designed to deliver best-in-class services and commodities. We are also looking for our partners to be strategic and innovative in how they work with MWBE and LBE firms to build capacity, grow, and employ a diverse workforce. This expectation extends to all segments of our project: finance, design and construction, operations, and commercial activity. These commitments permeate everything we do as we drive innovation and performance at The New Terminal One at JFK and deliver a world-class terminal.

We demand your best thinking and expect you to deliver exceptional results. Our team, including Kim Hardy, Director, MWBE Participation, at khardy@onejfk.com or (917) 405-0526, will engage with you throughout the project. We look forward to working closely with you to achieve these goals.

Best regards,



Gerrard P. Bushell, Ph.D.

Commitment to Diversity

The New Terminal One's Leadership Provides an Unprecedented Focus on Diversity Efforts:

- **Dr. Gerrard P. Bushell**, Executive Chair of The New Terminal One and Chair of Carlyle Airport Group Holdings, is a leader with experience in government, labor and the private sector. Dr. Bushell served as the President and CEO of the Dormitory Authority of the State of NY (DASNY) where he deployed more than \$38 billion of capital and financing and managed a construction portfolio valued at over \$6 billion in construction projects all while advancing the State's M/WBE goals beyond 30% for DASNY.
- **JLC Infrastructure** is a 30% equity partner. JLC Infrastructure is a leading investment firm with a strong track record and presence in NY and is a registered MBE with the PANYNJ. JLC's participation since the inception of the project has helped to drive the commitment to fostering diversity.
- **McKissack & McKissack**, the oldest woman and minority-owned design and construction firm in the US, is leading the Project Management Office. Cheryl McKissack Daniel, its President and CEO, is actively engaged with The New Terminal One as an advisor. McKissack has a formidable track record of delivering projects that meet and often exceed M/WBE goals. Its portfolio of projects includes: World Trade Center, Columbia University, Metropolitan Transportation Authority (as Independent Engineering Consultant for 8 years), Philadelphia International Airport and LaGuardia Airport.

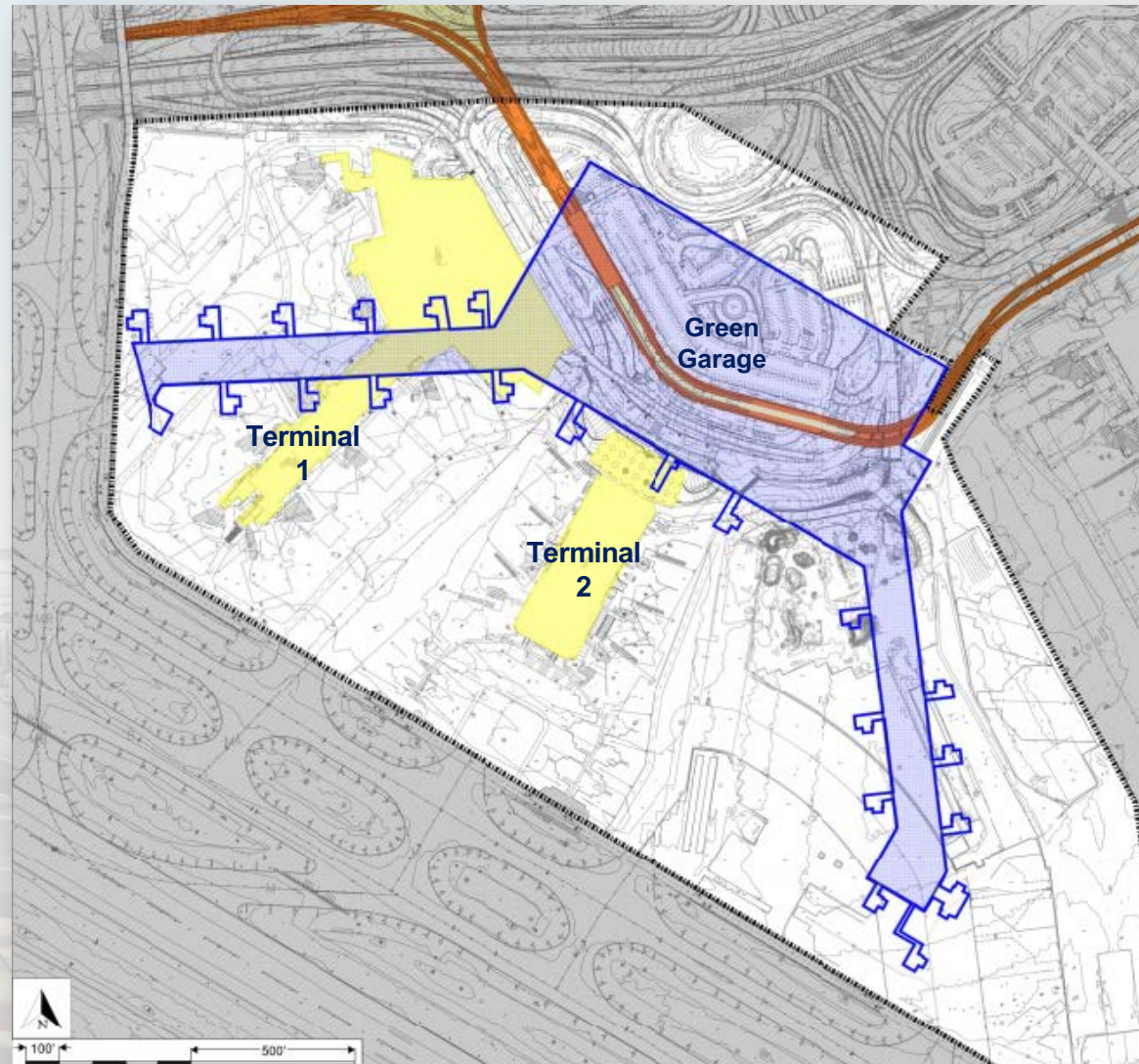


Project Overview

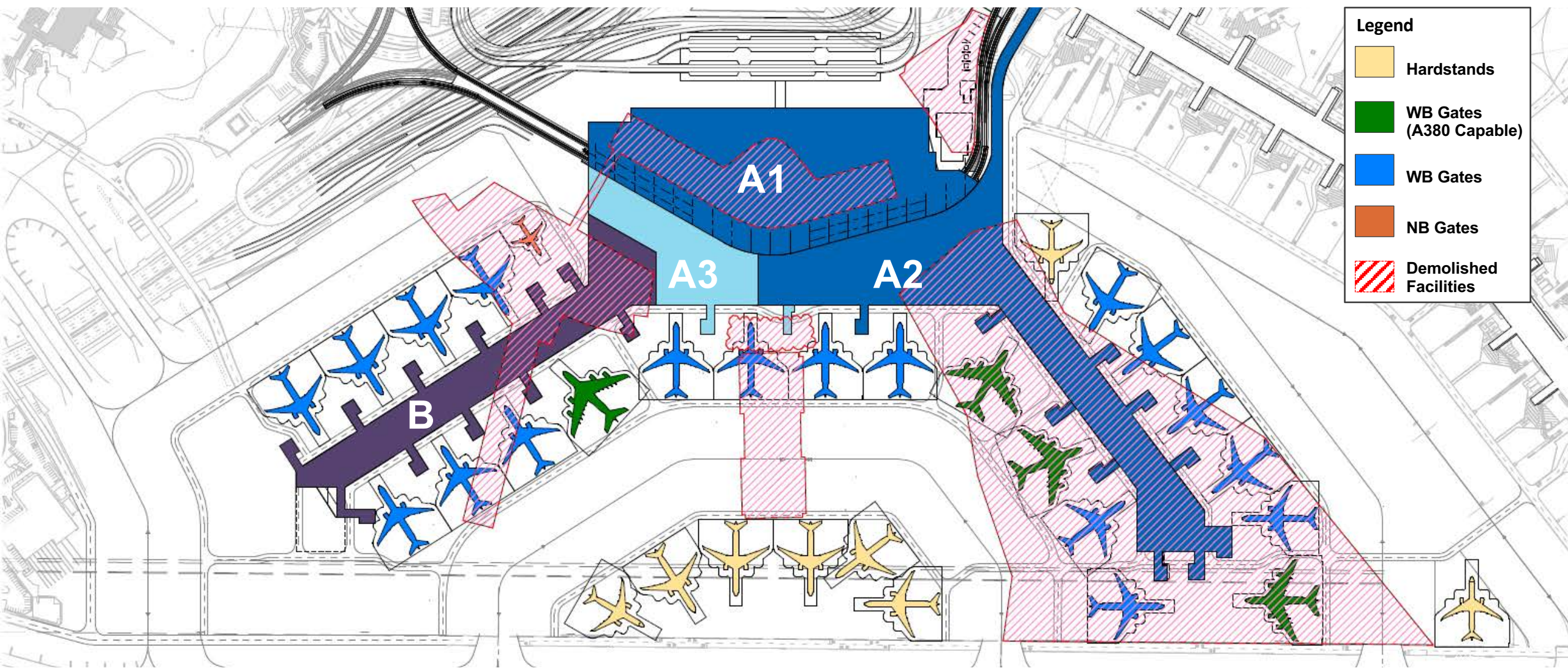
- The New Terminal One will replace the existing Terminal 1 and Terminal 2, as well as the area left vacant when Terminal 3 was demolished in 2014.
- When completed, the terminal will yield a net increase of over 2.8 million square feet from the existing terminals and provide 23 international gates.
- Construction slated to begin this year.

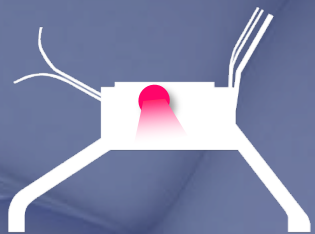


The New Terminal One Construction Overlay



Phasing



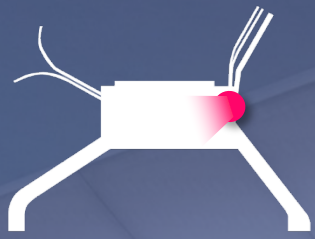


Departures Hall



THE NEW TERMINAL ONE

JFK INTERNATIONAL AIRPORT



Commercial Zone



Construction Procurement

Phase One Bidding

Q4 2019 – Q4 2020

- ▶ Structural
- ▶ Piles
- ▶ Curtain Wall
- ▶ Vertical Transportation
- ▶ Demolition
- ▶ Fire Protection
- ▶ HVAC

Phase Two Bidding

Q1 2020 – Q3 2021

- ▶ Superstructure Concrete
- ▶ Roofing
- ▶ Electrical | Electrical Emergency & PV
- ▶ Airside | Landside Civil Utilities
- ▶ Airside | Landside Electrical Utilities
- ▶ Airside | Mechanical & Plumbing Utilities

Phase Three Bidding

Timing Q3 2020 – Q4 2021

- ▶ Building Interiors
- ▶ Carpentry & Drywall
- ▶ Ornamental Metals and Glass
- ▶ Flooring
- ▶ Storefront

Opportunities at The New Terminal One

Current and Upcoming Opportunities

Opportunities During Design & Construction

- Engineering
- Environmental
- Architectural
- Marketing
- Legal
- Accounting
- Catering
- Transportation Operators
- Art Curation
- Office Supplies
- Compliance/Risk
- Baggage Handling
- Vertical Transportation
- Fire Protection
- HVAC
- Superstructure Concrete
- Civil Utilities
- Electrical Utilities
- Mechanical & Plumbing Utilities
- Curtain Wall

Opportunities During Operations

- Airport Operations
- Security
- Concessions Operators
- Customer Service
- Retail
- Restaurants/ Food Services
- Legal
- Accounting
- Systems Maintenance
- Janitorial Services
- Communications

Opportunities During Operations

Scope

Concessions

30% ACDBE Commitment

- Baggage Handling
- Aircraft Cleaning
- Equipment Maintenance
- Control Tower
- Bus Service
- Wheelchair Assist
- Skycaps & Wheelchairs
- Security
- Baggage Handling
- Building Maintenance
- Horticultural Services
- Custodial - Janitorial
- Custodial - Supplies
- Waste Removal
- Accounting / Auditing Services
- Consulting Services
- Legal Services
- Engineering Services
- Public Relations Services
- Community Functions

30% M/WBE
Commitment and Local
Prioritization

Local Concessions Commitment

- The New Terminal One is leading with a major commitment to reserve 50% of its food & beverage locations for New York City-based restaurants with a focus on Queens-based businesses.
- The New Terminal One has also committed to building out and funding dedicated vendor stalls for smaller local players with limited access to capital.

M/WBE Outreach Events



JFK Redevelopment Community
Information Center
November 12, 2019



Jamaica Performing Arts Center
December 11, 2019



JFK Airport Hilton New York
January 23, 2020



The New Terminal One
Virtual MWBE Info Webinars
Held monthly

- The New Terminal One has held over 30 outreach events, [reaching over 1,000 local and/or M/WBE firms](#).
- Over 500 M/WBE representatives attended our December 2019 and January 2020 Information Sessions for Construction Services.
- We now hold Virtual Office Hours every week and monthly M/WBE Information Virtual Webinars
- Go to www.anewjfk.com to register for a meeting or contact us at info@onejfk.com

Active and Engaged in the Community

A New JFK

- The New Terminal One is highly visible and active in the community participating in aviation career days, organizing monthly information sessions for upcoming opportunities, and staffing weekly office hours at the new JFK Redevelopment Community Information Center.
- Supporting four initial community initiatives including local hiring through the expansion of the Council for Airport Opportunity (“CAO”), second chance employment, a local aviation-focused STEM enrichment program for students, and a local concessionaire program.



Additional Initiatives

- The New Terminal One is proud to support [29 local students](#) at Jamaica-based August Martin High School with [flight training scholarships](#) announced in June 2019.
- The New Terminal One is a proud supporter of numerous community organizations through our attendance and/or sponsorship of events: 100 Suits for Men, Rockaway Revitalization Development Corp; Far Rockaway NAACP, Queens Chamber of Commerce, Greater Jamaica Development Corp, and Greater Allen Development Corp.
- The New Terminal One Team is also exploring additional outreach and programs beyond existing commitments with the Port Authority.



The New Terminal One: Key Points

1. JFK International Airport in Queens, New York
2. All-international terminal
3. Munich Airport International bringing world-class operational expertise
4. All new 2.8 million square feet facility with 23 gates
5. Construction slated to begin this year
6. Demolition of Terminals 1 & 2 in phases
7. The existing terminals will remain in operation for portions of the phased construction
8. AirTrain integrated into the new terminal building
9. Committed to 30% M/WBE Participation Goal (20% MBE, 10% WBE)
10. Prioritizing participation of local firms in Southeast Queens and Western Nassau

The New Terminal One at JFK

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