

JFK International Airport The New Terminal One

Webinar -- Environmental Services

May 12, 2020

The New Terminal One: Key Points

1. JFK International Airport in Queens, New York
2. International terminal with four anchor airlines: Air France, Lufthansa, Korean Air, Japan Airlines
3. Innovative consortium of Financial Sponsors: The Carlyle Group, JLC Infrastructure and Ullico
4. Munich Airport International bringing world-class operational expertise
5. All new 2.8 million square feet facility with 23 gates
6. AECOM/Tishman tentatively scheduled to begin construction this year with full facility opening by end of 2025
7. Demolition of Terminals 1 & 2 in phases
8. The existing terminals will remain in operation for portions of the phased construction
9. AirTrain integrated into the new terminal building
10. Committed to 30% MWBE Participation Goal (20% MBE, 10% WBE)
11. Prioritizing participation of local firms in Southeast Queens and Western Nassau
12. VHB is the lead environmental consultant

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:

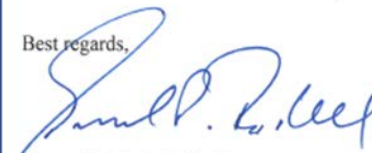
We are delivering one of the most important infrastructure projects across the globe at The New Terminal One at JFK International Airport. We are proud to partner with the Port Authority of New York and New Jersey and execute on Governor Cuomo's vision of a world-class airport. To that end, we are committed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

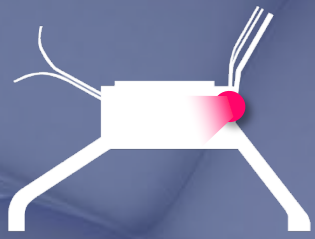
- [Dr. Gerrard P. Bushell](#), Executive Chair of The New Terminal One and Chair of Carlyle Airport Group Holdings, is a leader with experience in government, labor and the private sector. Dr. Bushell served as the President and CEO of the Dormitory Authority of the State of NY (DASNY) where he deployed 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 MWBE 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 is slated to begin this year with full facility opening by end of 2025.

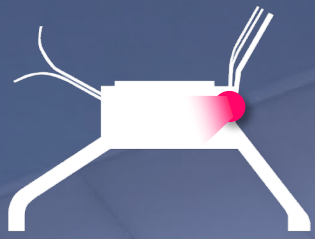




Commercial Zone



Grand entrance into world-class commercial areas with captivating views of the airfield

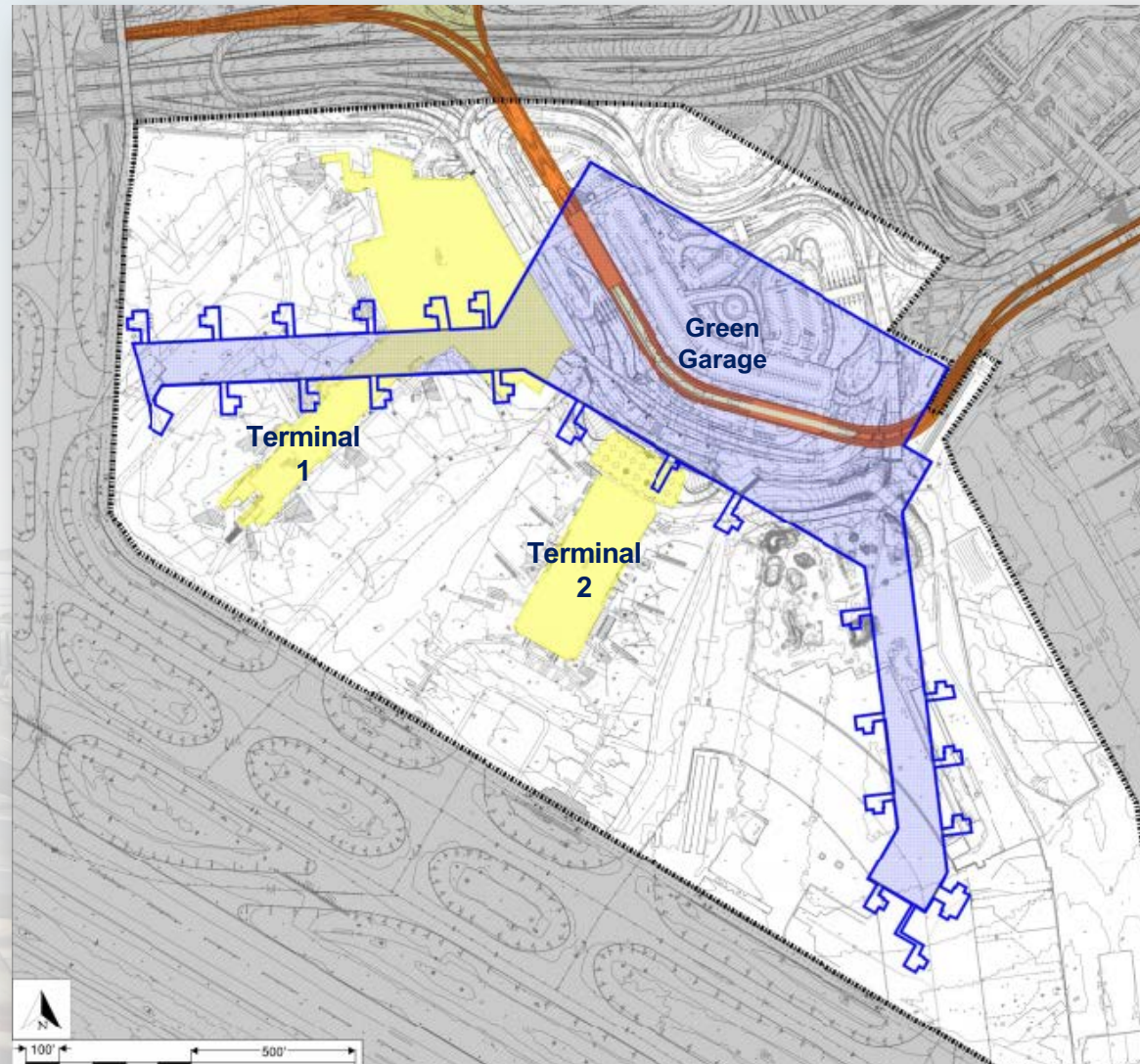


Commercial Zone

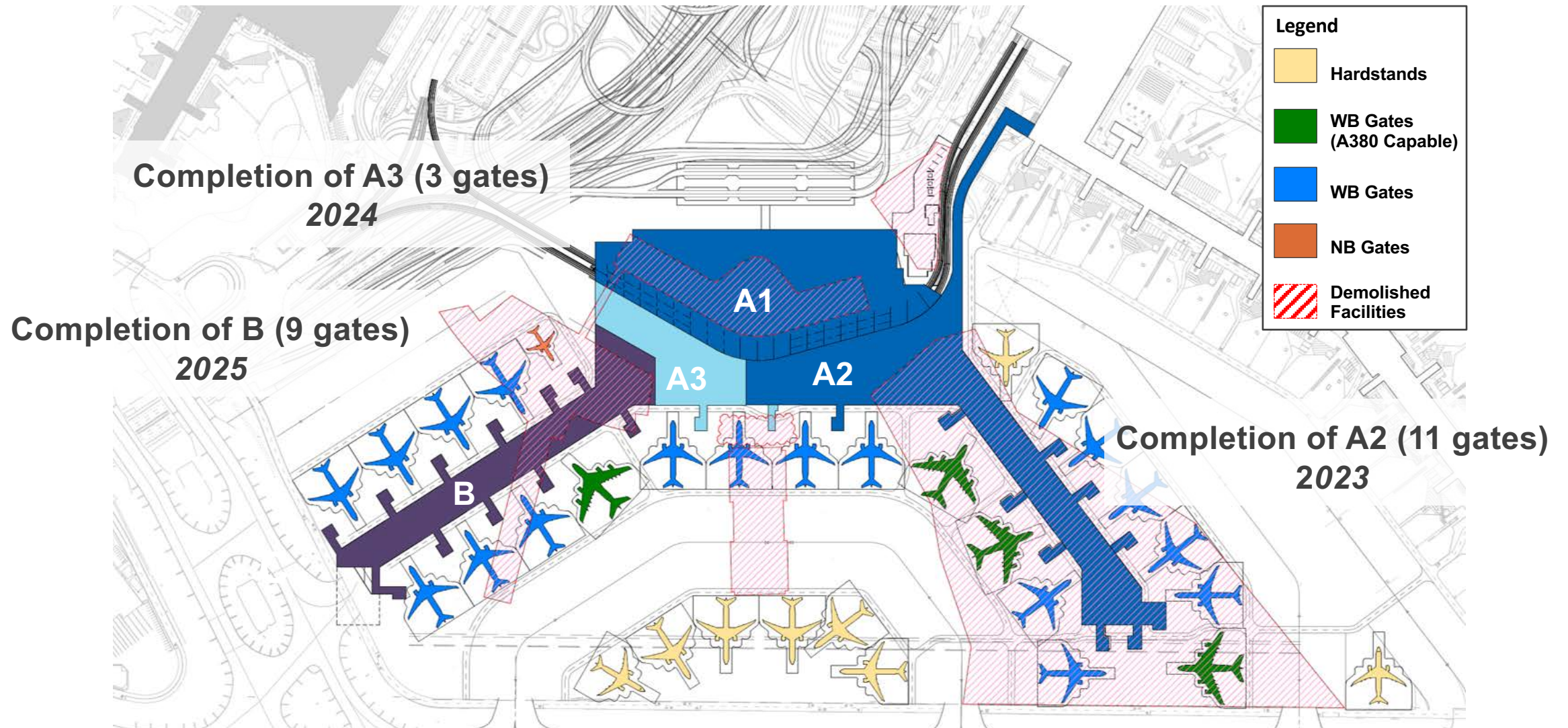


Grand entrance into world-class commercial areas with captivating views of the airfield

The New Terminal One Overlay Construction

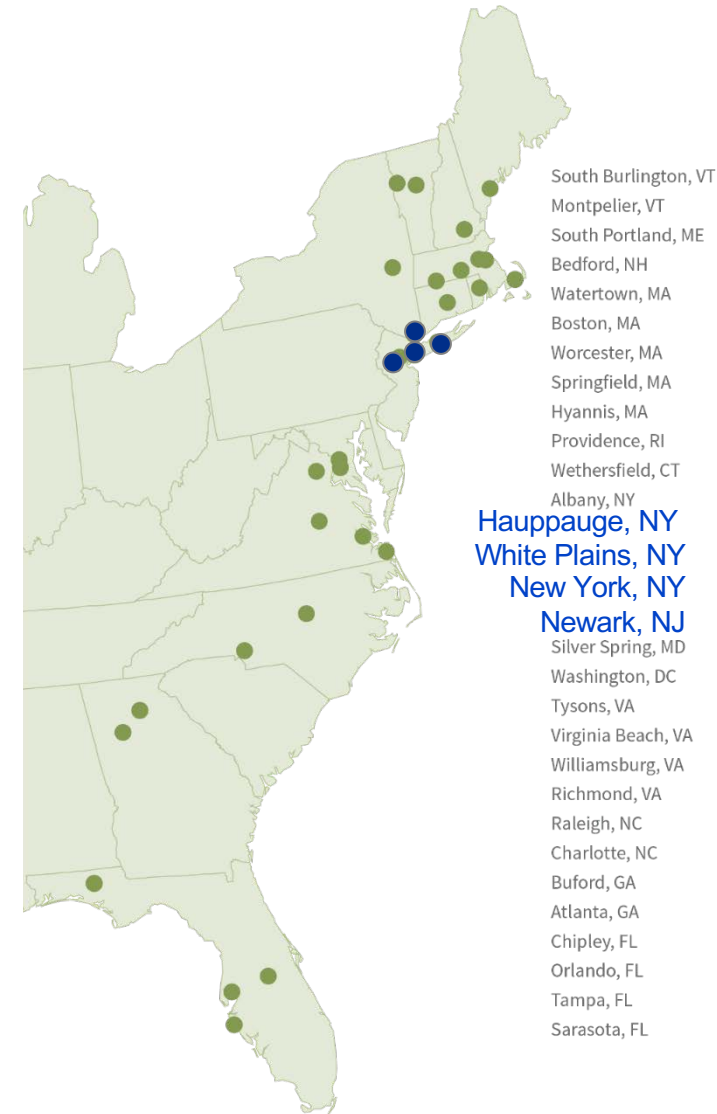


Phasing



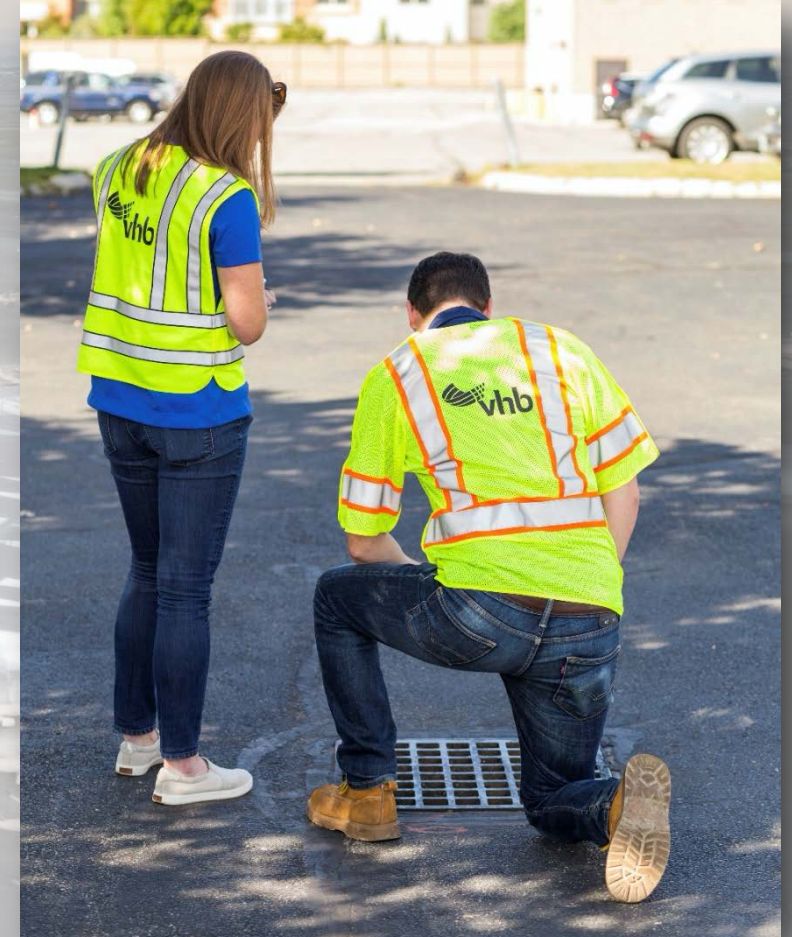
VHB – Background and Roles on Project

- Meet VHB
 - *1,500 passionate professionals including engineers, scientists, planners, and designers*
 - *Founded in 1979*
 - *30 locations on the East Coast*
- Environmental Due Diligence
- Environmental Management Plan Preparation
- Environmental Engineer of Record (EEoR)



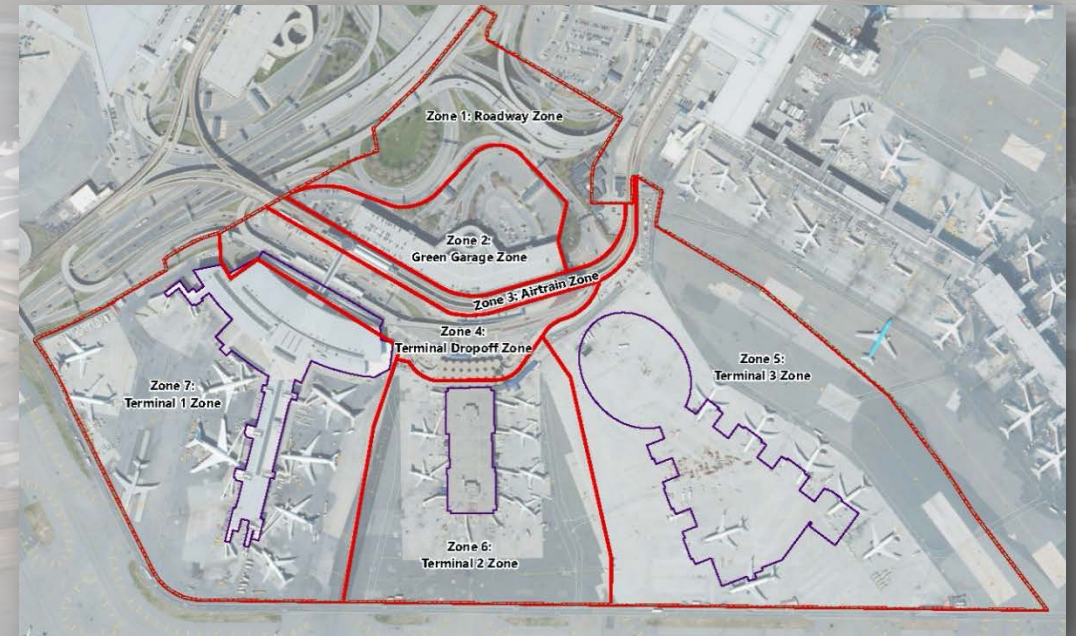
Scopes of Work

- Preparation of Environmental Management Plans (EMPs)
- Environmental Baseline Survey (Phase I ESA) (Complete)
- Asbestos and Lead Surveys
- Preparation of Stormwater Pollution Prevention Plan
- Environmental Engineer of Record Document Review
- Vapor Intrusion Evaluation/Mitigation



Environmental Management Plan

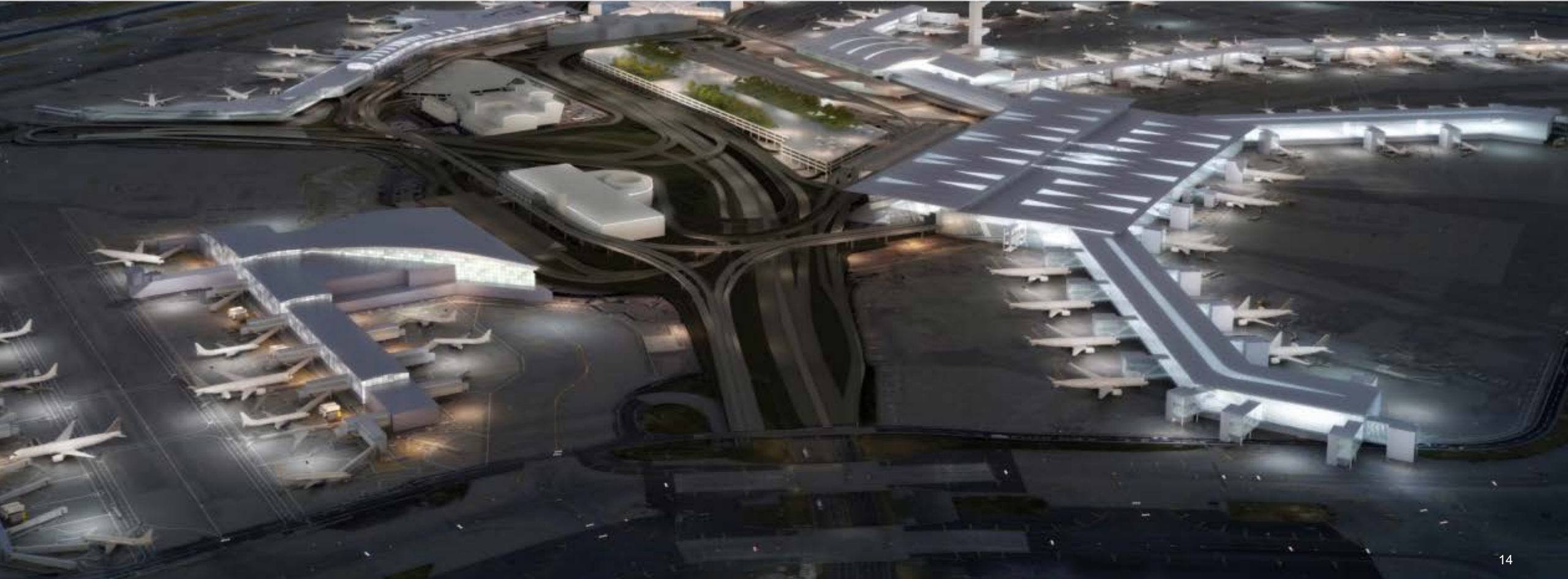
- Soils Management
- Dewatering Guidelines
- SWPPP Implementation
- Spill Prevention and Response Plan
- Community Air Monitoring
- De-icing Management
- Noise Mitigation
- Asbestos and Lead Protocol
- Hazardous Material Handling & Disposal
- Concrete Washout Provisions
- Monthly Environmental Reporting



Potential Opportunities *(and Approximate Starting Dates)*

- Field Staff for Construction Activities (*Summer/Fall 2020*)
- Asbestos & Lead Monitoring/Testing (*Summer/Fall 2020*)
- Community Air Monitoring (*Summer/Fall 2020*)
- Soil Management Monitoring (*Fall 2021*)
- Waste Disposal Manifest Reconciliation and Tracking (*Spring 2021*)
- Stormwater Pollution Prevention Plan Inspections (*Fall/Winter 2020*)
- Other EMP Compliance Monitoring (*To Be Determined*)

Questions & Answers



Next Steps

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The New Terminal One at JFK

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