



America's Airports: Unleashing Private Investment

September 29, 2026

Objectives

- **Present why private capital is needed for airport development and clarify its uses for U.S. Airports.**
- **Identify common ground among stakeholders- airlines, airport sponsors, investors, and regulators.**
- **Catalyze interest and opportunities to explore project readiness, capital needs, and partnership opportunities.**

Agenda

7:00-8:15 **Registration**

8:30-9:30 **Welcome** (Dan Edwards, Associate Administrator for Airports, FAA)

Introduction, meeting objectives, lessons learned, and the compelling case for seizing this opportunity to leverage capital investment for airport development.
(Dan Edwards, Associate Administrator for Airports, FAA)

Process overview offered by meeting facilitators (Lynne Carbone & Associates)

Each panel will consist of 45 mins of moderated panel discussion followed by 15 mins of audience Q&A.

9:30-10:30 **Panel #1: Case Studies**

Panelists from JFK and LaGuardia share experiences using different capital investment models to meet airport development needs.

Moderator:

- Jim Heitmann, COO, Port Authority of New York and New Jersey (PANYNJ)

Panelists:

- Jennifer Aument, CEO, The New Terminal One at JFK
- Ryan Marzullo, Managing Director, Corporate Real Estate, Delta Air Lines
- Suzette Noble, CEO, LaGuardia Gateway Partners
- Marc Ricks, CEO, AVports

Moderated panel followed by audience Q&A

10:30-10:50 **Break**



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10:50-11:50 **Panel #2: Historical Funding Pillars and Regulation**

FAA ARP panelists share historical funding pillars and regulatory boundaries and clarify “dos and don’ts” for funding airport development.

Moderator:

- Mike Helvey, Director, Office of Airport Compliance and Management Analysis, FAA

Panelists:

- Jessie DiGregory, Acting Manager, Airport Law Branch, FAA
- David Duchow, Airport Compliance Specialist, Airports Financial Compliance Division, FAA
- Kay Ryder, Manager, Airports Improvement Program, Finance Branch, FAA

Moderated panel followed by audience Q&A

11:50-1:30 **Lunch** (and re-entry through security)

1:30-2:30 **Panel #3: Carriers**

Air carrier representatives discuss challenges and concerns with using private investment capital for airport development and the need for governance measures.

Moderator:

- Dan Edwards, Associate Administrator for Airports, FAA

Panelists:

- Brandon Fair, Vice President for Corporate Real Estate, United Airlines
- Ted Gordon, Vice President Airport Affairs, Southwest Airlines
- Andrew Levy, Founder, Chairman and CEO, Avelo Airlines
- Alex Wilcox, Co-Founder and CEO, JSX
- Amanda Zhang, Vice President of Corporate Real Estate, American Airlines

Moderated panel followed by audience Q&A



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2:30-3:30

Panel #4: Investors

Understanding investment capital, the investor's perspective and key steps to securing capital.

Moderator:

- Greg Lee, Partner and Global Head of Transportation Banking, Goldman Sachs

Panelists:

- Avery Brooks, Managing Director, BlackRock Global Infrastructure Partners
- Gerrard Bushell, Partner and Chair of Carlyle Airport Group (CAG)
- David Cohen, President, Apollo Infrastructure Company
- Tony Lefebvre, CEO, Signature Aviation
- John L. Morton, CEO, Airports Division, Ferrovial

Moderated panel followed by audience Q&A

3:30-3:50

Break

3:50-4:50

Panel #5: Airport Sponsors

Airport sponsors share the conditions under which they support private capital investment with existing cases.

Moderator:

- Chuck Garrison, Director, Office of Airport Planning and Programming, FAA

Panelists:

- Rosa M. Beckett, CEO, Jackson Municipal Airport Authority
- Michael J. Landguth, President and CEO, Raleigh-Durham Airport Authority
- Justin Meyer, Deputy Director of Aviation – Marketing and Air Service Development, Kansas City Aviation Department

Moderated panel followed by audience Q&A

4:50-5:15

The way forward: Representatives from each panel offer key takeaways for advancing capital investment for airport development.

Closing remarks (Dan Edwards, Associate Administrator for Airports, FAA)